

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

COMMUNITY PLAN
ANNUAL UPDATE
2021 - 2022



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

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End Homelessness St. John's
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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



Brad Glynn

The Community Advisory Board (CAB) consists of dedicated individuals who are passionate about ending homelessness in St. John's. Our province remained challenged by the global pandemic during 2021-2022, and the CAB continued to work collaboratively with the staff and Board of EHSJ to mitigate risks to both staff working to address homelessness and individuals who were experiencing homelessness or at imminent risk.

The CAB met regularly to lift up community voices and help shape both the COVID response and progress towards the 2019-2024 St. John's Community Plan to End Homelessness. The pandemic required the community to continue to offer a dedicated COVID-19 isolation site, support the purchase and supply of PPE, and help address food security challenges specifically brought on by the pandemic. However, our long-term goal of ending homelessness also remained a constant focus for the CAB.

During 2021-2021, the CAB was actively engaged with streamlining data collection to ensure we have an accurate picture of homelessness in our city. We also worked hard to further develop a coordinated access process that will ensure that our community's response and supports to address homelessness are coordinated, effective and streamlined. The CAB supported the implementation of a dedicated staffing model to work specifically with folks who were experiencing homelessness, particularly chronic homelessness.

We want to acknowledge the incredible passion and commitment of our community to work in a coordinated manner to help reach our goal of ending homelessness. Operating during a pandemic has presented unique challenges and stressors. On behalf of the CAB, we particularly want to acknowledge the frontline staff who rise to meet these challenges every day.

As the CAB looks ahead to 2022-2023, we are excited to continue our work, and we look forward to building new partnerships, embracing innovation, addressing systemic barriers, and supporting each other and our community to ensure everyone in our city has access to safe housing.

Angela Crockwell and Brad Glynn CAB Co-Chairs

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MESSAGE FROM EHSJ EXECUTIVE DIRECTOR



Doug Pawson

A common refrain throughout the pandemic was that “we are all in this together.” And while our community and public system partners banded together to coordinate a range of pandemic supports, the last two years of lockdowns and global events have exacerbated the widening gulf of inequities that served to harm our most vulnerable neighbours most.

Despite the many challenges, EHSJ and our community partners have never lost sight of the systems change required to achieve our goals. It’s in this spirit that EHSJ and the entire community worked together to forge new approaches to service delivery – coordinated and sustained efforts to protect those experiencing homelessness in our community.

When St. John’s was allocated \$1,707,117 of incremental funding as part of the Government of Canada’s continued COVID-19 Emergency Response for 2021-2022, we knew there were opportunities to make strategic investments into critical areas that could lead to our most vulnerable neighbours being supported during throughout the year and well beyond. By leveraging these additional resources, EHSJ was able to re-launch Coordinated Access to Homes. With a new vision for what this system looks like, we’ve seen tremendous contributions made by community and public system partners that have led to important outcomes for those experiencing homelessness in our community.

Throughout the pandemic, the EHSJ team maintained our focus on the original goals of the St. John’s Community Plan to End Homelessness 2019-2024. In the following pages you’ll see the considerable strides on the goals outlined in each of the five priority areas – Systems Coordination, Knowledge Mobilization, Community Investment, Leadership and Advocacy, and Stakeholder Engagement. Our team has provided updates to reflect key accomplishments, lessons learned and, what’s on the horizon for 2022-2023. Not unexpectedly, the pandemic has accelerated some of our goals, while also delaying others.

I am incredibly proud of the EHSJ team for their efforts over the past year. Working collaboratively across our community, we were able to support a pandemic response while still working towards our goals of ending chronic homelessness in St. John’s. I am grateful for the EHSJ Board of Directors, which continues to support our efforts and exercise the leadership required for us to achieve our bold goal of ending homelessness. And of course, we are very thankful to our Community Advisory Board members for their guidance and support during uncertain times. The work starts and ends with you – thank you.

As we reflect on the year that was, we know it will continue to take courage and commitment to overcome the systemic challenges the pandemic highlighted. But we know we’re in good company.

Thank you for standing by our side over the past year. As a community, we are well positioned as we enter 2022-2023 to achieve even bigger milestones. We know it will take sustained commitments and effort into the year ahead if we are going to realize our vision in which every resident in St. John’s has a place to call home.

Cheers,

Doug Pawson

Executive Director

End Homelessness St. John's

EXECUTIVE SUMMARY

Welcome to the 2021-2022 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 in order 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 second Annual Update.

WHAT IS EHSJ'S ROLE IN ENDING HOMELESSNESS?

EHSJ plays a unique role within the St. John's homeless-serving system, including the following:

- **Community Entity for St. John's** – The Community Entity is the organization that signs the funding agreement with the Government of Canada on behalf of the community.
- **Systems planning organization** – The systems planning organization is responsible for creating an integrated system of care, in which all stakeholders are working together to prevent and end homelessness. In this role, EHSJ ensures that the supply of housing-related supports and resources meets the need and demand of our most vulnerable populations.
- **Leader of the Community Plan to End Homelessness** – As the Community Entity, EHSJ is responsible for developing, leading and implementing this Plan.
- **Champion to end homelessness in St. John's** – While many organizations in St. John's serve individuals and families experiencing homelessness, EHSJ is solely driven by the goal of ending homelessness in St. John's.

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.



COVID-19 RESPONSE STRATEGY

In 2020-21, EHSJ's COVID-19 response strategy became the unofficial sixth priority area in our Community Plan. In 2021-22, St. John's was allocated \$1,707,117 in incremental funding through Reaching Home as part of the Government of Canada's ongoing pandemic response. The foundation of the St. John's homeless-serving system's pandemic response had already been established in 2020-21, so EHSJ sought to continue these strategic investments and expand where possible, including:

- Continuation of the **dedicated COVID-19 isolation site** (March 31, 2022)
- In partnership with Eastern Health, continued investment in a cost-shared harm reduction team
- In partnership with NL Housing, continuation of a previous Request for Proposals (RFP) for projects that enable a **scattered-site support approach to housing stability**

- Continued investment into **Food First NL and United Way NL** toward food support services and an emergency response system (211), respectively.

COMMUNITY PLAN HIGHLIGHTS TO DATE

While the COVID-19 response continued to take a lot of our energy in 2021-22, EHSJ made great strides toward implementation of the Community Plan. Here are a few highlights:

- Bolstered by 12 new caseload positions made available through the Reaching Home incremental funding, EHSJ re-launched Coordinated Access to Homes (CAH) in June 2021. The new system involves more community and private sector partners, providing more options in one place for folks experiencing or at risk of homelessness.
- In February 2022, our community achieved a critical milestone when St. John's became the 29th community in Canada to achieve a Quality By-Name List through Built for Zero – Canada. This real-time list is a testament to the partnership and collaboration of all community and public partners, ensuring that we as a community have quality information to serve people in need in real time.
- With almost two years under its belt, HomeConnect, in partnership with landlord and community agencies, has helped provide over 22,000 days of housing for over 90 tenancies with 18 landlords. HomeConnect's success is representative of how a community can work together to achieve great outcomes.

NEXT STEPS IN 2022-23

This time last year, after a year of establishing a pandemic response, the EHSJ team was looking forward to 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 2022-23. These include:

- In early 2022-23, EHSJ will launch its first key performance indicator (KPI) dashboard. This dashboard is a visual way for us to communicate to our stakeholders and the general public what it means for homelessness to be rare, brief and non-recurring.
- The wind-down of the designated COVID-19 isolation site presents an opportunity to deploy site staff to the wider community in the form of a CAH Outreach Team. For example, staff can connect with shelter stayers to assist them to connect to supports such as CAH and Income Support. More details will be available in the first quarter of 2022-23.
- Launch of HIFIS through Phase II and III implementation: This long-awaited shared database system will be launched in 2022-23, starting with emergency shelters (Phase II) and rolling out to direct housing providers and housing supports (Phase III). It will enable better information sharing amongst agencies, and reduced need for clients to tell their story multiple times.

IN SUMMARY

As always, the support and participation of our government and community partners is essential to our work. The COVID-19 pandemic response highlighted the shared value of collaboration – the belief that we are stronger when we work together. EHSJ will continue its work in advocacy and social policy recommendations – for example, supporting the Government of Newfoundland and Labrador as it works toward the development of a new Social and Economic Well-Being (Poverty Reduction) Strategy.

Our vision – ensuring that everyone in St. John's has a place to call home – will also be challenged by increased costs of living and widening social inequities. 2022-23 will demand that we work collaboratively, remaining open minded and agile, to serve the needs of our most vulnerable neighbours.



In Memoriam: Andrew Harvey

In October 2021, our community lost one of our most precious assets, Andrew Harvey – a CAB member, a true community builder and champion for social justice. Andrew questioned and challenged every aspect of our work, but always with integrity and in pursuit of ending homelessness in St. John's. For many CAB members, our last memory of Andrew was at a CAB meeting on Zoom shortly before his passing. Andrew called in while on parental leave, and at one point during the call, we could see Andrew at absolute peace holding their brand-new baby. That moment is etched into our memories, as are the many colourful and challenging conversations that we have had with Andrew. You made our community better, Andrew, and we take it as our collective responsibility to continue your hard work towards the audacious goals you challenged us to achieve. Rest easy, Andrew.

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QUALITY BY-NAME LIST (BNL)

A By-Name List (BNL) is a real-time list of all people experiencing homelessness in a given community who are known to the housing and homelessness system and who have provided consent to have their name and other identifying information included on the list. The BNL 3.0 Scorecard is an 11-question self-assessment tool that provides communities a snapshot of local progress towards a quality BNL. It was first developed by Community Solutions, an American organization focused on helping communities end homelessness and the conditions that create it. The Canadian Alliance to End Homelessness (CAEH) worked with Community Solutions to adapt the BNL Scorecard for Canada in 2016, and again in 2018. The BNL Scorecard was updated in consultation with CAEH BFZ-C communities, the federal Homelessness Policy Directorate, and other key partners, and released in September 2020, available at www.bfzcanada.ca.

THE BNL SCORECARD ALSO:

- Assists communities to identify areas for improvement and plan their next steps
- Supports communities to collect robust data that will help them meet the new Reaching Home requirements for implementing coordinated access and reporting on chronic homelessness reduction outcome measures
- Provides quality BNL data that is essential to understanding homelessness in your community and to reaching and sustaining functional zero chronic homelessness



In February 2022, BFZ-C confirmed that End Homelessness St. John's achieved a Quality BNL (Q-BNL), meaning we achieved all necessary requirements on the 10 categories of the BNL 3.0 Scorecard required for Basic Quality BNL.

These categories are:

- Community Participation and Coverage
 - Maximize provider participation
 - Reach unsheltered homeless
 - List all known individuals
- Policy and Procedure
 - Implement an inactivity policy
 - Timely/accurate data updates
- Data Infrastructure
 - Include unique identifier
 - Track populations over time
 - Track inflow
 - Track key connections at inflow (required for Advanced Q-BNL only)
 - Track homeless status and outflow
 - Track time on list

In addition to achieving the above, EHSJ has had our scorecard and tools reviewed and confirmed, submitted three consecutive months of reliable Chronic Homelessness BNL data (balanced within a 15% margin of error), and set a baseline month for chronic homelessness in the community. St. John's is the 29th community in Canada to confirm Q-BNL.



ACRONYMS

BFZ-C

Built for Zero Canada

BNL

By-Name List

CAB

Community Advisory Board

CAH

Coordinated Access to Homes

CE

Community Entity

EHSJ

End Homelessness St. John's

HIFIS

Homeless Individuals and Families Information System

KPIs

Key Performance Indicators

PiT Count

Point in Time Count

PPE

Personal Protective Equipment

PSH

Permanent Supportive Housing

VAT

Vulnerability Assessment Tool

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.

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 2021-22, 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:** 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 2021-22, 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.

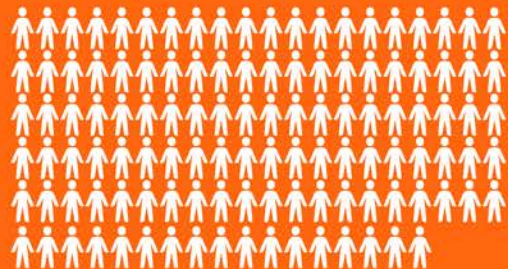


In 2022-23, here are our next steps

- **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.

NUMBER OF INDIVIDUALS WHO STAYED AT THE COVID-19 ISOLATION SITE IN 2021-2022

 117



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:

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 2021-22, here’s what we accomplished

- **Lifting up systems mapping:** In June 2021, EHSJ transferred 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.
- **Achievement of Quality By-Name List:** In February 2022, St. John’s officially achieved a Quality By-Name List through Built for Zero – Canada. One of the criteria is ensuring that at least 90% of homelessness service providers are contributing to the By-Name List, which was demonstrated and achieved through systems mapping.
- **More detailed information:** As part of Coordinated Access to Homes (CAH), we now collect detailed information from homelessness-serving organizations on specific programs, such as eligibility, caseload capacity and length of stay. We use this information both to ensure appropriate client matches to resources, and to help to identify systems gaps and areas of potential investment. The same process is being used in the implementation of HIFIS 4.



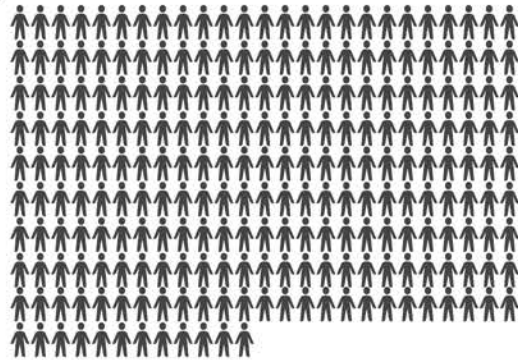
In 2021-22, here’s what we learned:

- **Systems mapping is always evolving:** Systems mapping continues to be a foundational step in the Community Plan and is a driving force behind the other priority areas. The work is never complete; it must adapt and evolve in response to both the supply and demand for programs and services. As a result, many action items do not have an end date will be an ongoing effort.



In 2022-23, here are our next steps:

- **Expansion of systems mapping:** While we have been successful at detailing homelessness service providers, our next step is to expand our efforts to other service providers that overlap with people experiencing homelessness. These include healthcare programs, substance use programs, corrections programs, food banks, etc.



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people were housed in the community by staff of Coordinated Access partner agencies, reported to the BNL from April 1, 2021 to March 31, 2022

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 community strongly supports CA, there is room to strengthen the process and serve more individuals.



In 2021-22, here's what we accomplished

- **Relaunch of Coordinated Access to Homes:** CA relaunched in May 2021 as Coordinated Access to Homes (CAH), reflecting our conscious effort to rapidly match clients to housing and related supports. Weekly Resource Allocation Table and biweekly Collective Impact Table meetings resumed, as did a revised use of the Vulnerability Assessment Tool (VAT), which is now used to prioritize individuals for supportive housing vacancies. CAH was bolstered by the addition of 12 new positions created through Reaching Home incremental funding to support our COVID-19 response.
- **Integration of HomeConnect and Supported Referrals with CAH:** HomeConnect vacancies are now prioritized and matched with appropriate supports through CAH, and Supported Referrals are now approved only through the CAH intake process. In an agreement with EHSJ, Home Again Furniture Bank also prioritizes furniture deliveries for up to 35 individuals supported through CAH.
- **Contingency planning:** Through cross-training, CAH's operations are now designed to operate without interruption through an emergency, staff absence, or staff turnover.
- **HIFIS 4 integration with CAH Working Group:** As HIFIS 4.0 and CAH are naturally intersecting priorities, the CAH Working Group, led by two co-chairs from the Community Advisory Board (CAB), now assists in the planning and ongoing implementation of both.
- **Achievement of Quality By-Name List:** In February 2022, St. John's officially achieved a Quality By-Name List (BNL) through Built for Zero – Canada. We now receive regular roll call data from Newfoundland and Labrador Housing Corporation's emergency shelter operations, meaning that we are confident that we know 90% of the individuals experiencing

homelessness in the community at any given time. A quality BNL enables us to more efficiently identify and match individuals to appropriate housing and supports, recognize and address gaps, and measure our progress toward ending homelessness in St. John's.



In 2021-22, here's what we learned

- **Clear communication:** It is important that all CAH stakeholders have a common understanding of the objectives, processes, and anticipated outcomes of CAH. Beginning in January 2022, EHSJ started hosting quarterly CAH Community Planning Days to ensure that the community remains informed and has ongoing opportunities to provide insight and feedback.
- **Need to foster a community of practice:** The CAB, CAH Working Group, and participants of the CAH Planning Day in January all identified that commonality of practice principles has been missing from housing support work in the community to date. As a result, EHSJ has spearheaded a training curriculum to support CAH that underscores best practices from a Housing First approach.
- **St. John's has an overrepresentation of chronic homelessness:** By achieving a quality BNL, we were able to identify that chronic homelessness makes up more than half of current homelessness in the community, enabling us to target the work more effectively moving forward.

→ In 2022-23, here are our next steps:

- **Lived Experience Council:** Acknowledging that this work must happen with meaningful engagement from the voices of lived and living experience of homelessness, we aim to have the Lived Experience Council fully re-established and active in 2022-23.
- **Continuous improvement:** EHSJ will set and adjust priorities based on what a quality BNL is now able to tell us. All processes and documentation of CAH (including the CAH manual and policies) are updated at least annually, which helps us identify opportunities for continuous improvement and shared accountability.
- **Alignment with VAT national framework:** This remains on hold awaiting further national guidance. In the interim, with the support of BC Housing, we will continue to work on sustainable best practices with other Atlantic jurisdictions (which includes maintaining VAT training and train-the-trainer processes).

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RESOURCES/AGENCIES

involved in CAH by year-end 2022
Including 8 new partners



SUPPORTED REFERRALS

A program to provide flexible and customized financial resources to enable individuals and families experiencing or at imminent risk of homelessness to achieve housing stability

\$231,690.08

in total spending



unique individuals accessed
Supported Referrals in 2021-2022

TOP 3 CATEGORIES BY SPENDING:

- 💡 Utility arrears **(\$74,917)**
- 💰 Security deposits **(\$49,000)**
- 🏠 Rental arrears **(\$42,112)**

TOP 3 CATEGORIES BY USAGE:

- 💰 Security deposits **(122)**
- 💡 Utility arrears **(73)**
- 🏠 One-time rental assistance **(61)**

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 2021-22, here's what we accomplished

- **Ongoing partnership with Eastern Health:** We continued to identify opportunities for improved program delivery and partnership with Eastern Health, and to help determine the next steps for the cost-shared Harm Reduction nurse team.
- **Established a Policy and Advocacy Working Group of the CAB:** Understanding and preventing system discharge into homelessness will be a key priority for this working group. (For more information, refer to Leadership and Advocacy section.)
- **Improved data through the BNL:** By achieving a quality BNL with improved data, we are increasingly able to understand how individuals experiencing homelessness interact with public systems and how we can work together to achieve better outcomes.



In 2021-22, here's what we learned

- **Continued 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 remains difficult to inform a strategic plan to address this in the absence of targeted data on individuals experiencing homelessness in our community. With improvements in the BNL, we now primarily need to know where people are coming from immediately before they enter homelessness.



In 2022-23, here are our next steps:

- **Need for further collaboration with public systems stakeholders:** We will continue to build key partnerships with public systems. Our response must continue to be informed by our colleagues in the healthcare, justice, and child welfare systems, and must be delivered in collaboration with them.
- **Integration of data through BNL:** EHSJ will add a question to the CAH intake form to identify individuals' living situation prior to entering homelessness, which will provide key data to inform how systems can work together to achieve better outcomes.

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 2021-22, here's what we accomplished

- **Achievement of a Quality By-Name List:** In February 2022, St. John's officially achieved a Quality By-Name List through Built for Zero – Canada. This was confirmed when we were able to calculate inflow and outflow of chronic homelessness for three successive months. A quality BNL is essential for monitoring progress, and our significant improvements to the BNL have enabled us to analyse many different elements of the client experience and our community's work.
- **KPIs and wider performance measurement framework:** Key performance indicators for EHSJ will focus on measuring whether homelessness is rare, brief, and nonrecurring. Development of specific indicators is underway. We also identified outcomes in every area of EHSJ, forming the basis of an internal measurement framework.
- **Dashboard development:** The improvements made to the BNL enabled an interactive dashboard to be designed and built, which is being used internally and ready for launch to the public early in 2022-23.
- **Used data to inform decision making:** Using data from the BNL on the current state of homelessness in our community, we tailored the structure of the 2022-23 Request for Proposals (RFP) positions and resources offered to match the needs of the community, specifically with respect to chronic homelessness.



In 2021-22, here's what we learned

- **Start with what we know and build:** To determine community-wide outcomes, EHSJ should first go through the process itself and identify our own outcomes as an organization. With that solid grounding, and having had practice going through the process, we can more effectively determine the right scope, and work through the process as a community.
- **Community appetite for data:** Agencies and community members are eager and interested in the data and analysis of what homelessness looks like in St. John's and are prepared to offer crucial insights into the context and interpretation of the data.



In 2022-23, here are our next steps

- **Continuous review of KPIs and performance measurement:** Our team will continue to work internally with EHSJ program areas to identify key indicators and monitor progress toward our own organizational outcomes, and required outcomes under Reaching Home and BFZ-C.
- **Public interactive dashboard:** EHSJ will launch and share an interactive dashboard (using Tableau) that allows EHSJ and its stakeholders to monitor progress on KPIs and key community statistics. We will explore opportunities for potential new dashboards.

DASHBOARD



MARCH
2022

WE STRIVE TO ENSURE THAT
HOMELESSNESS, IN OUR COMMUNITY,
WHEN IT EXISTS IS:



RARE



BRIEF



NON-RECURRING

PEOPLE
HOUSED
THIS
MONTH



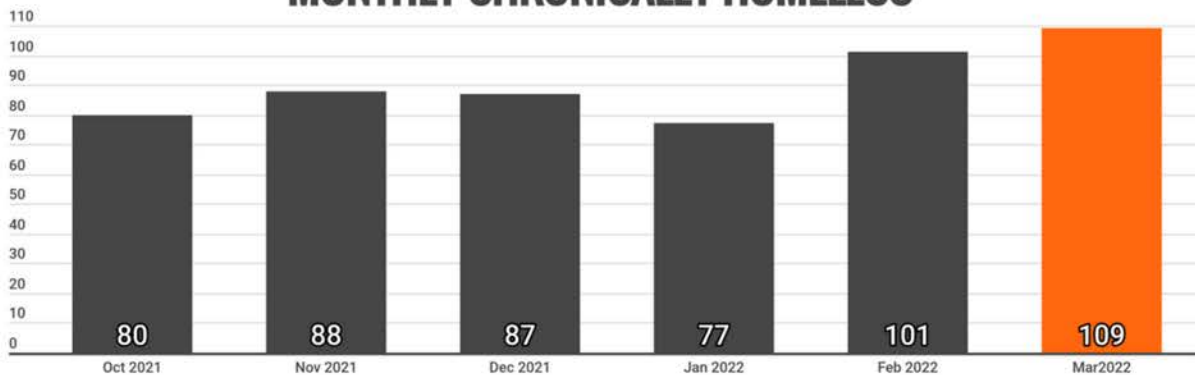
CHRONIC:
14



NON-CHRONIC:
16

TOTAL:
30

MONTHLY CHRONICALLY HOMELESS



INDIVIDUALS EXPERIENCING
HOMELESSNESS THIS MONTH

176

CURRENT CHRONICALLY
HOMELESS INDIVIDUALS

109

CHRONIC
INFLOW



36

CHRONIC
OUTFLOW



30

CHANGE IN CHRONIC
HOMELESSNESS



8

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 provincewide, 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 2021-22, here's what we accomplished

- **Formation of HIFIS 4 Project Team and Advisory Group:** Two groups of community contributors were assembled to conduct the work of HIFIS 4. The Advisory Group includes management staff from all 14 intake agencies who can advise on how HIFIS 4 will be used in their agencies. The Project Team works on the details of implementation and includes members connected to Choices for Youth, The Gathering Place, First Light, and EHSJ, and features expertise from previous work initiating HIFIS.
- **HIFIS 4 Masterclass:** Four members of EHSJ's staff enrolled and made significant progress in the HIFIS 4 Masterclass offered by ACRE Consulting, a leading authority on HIFIS 4 implementation (<https://courses.acreconsulting.ca/pages/masterclass>).
- **HIFIS 4 Phases II and III plan design:** After piloting Phase I with two agencies, we reconfigured a plan to implement HIFIS 4 first with agencies that serve as intake sites for Coordinated Access to Homes, with an initial focus on shelters followed by all remaining intake sites.
- **HIFIS 4 requirements gathering:** We held three sessions with the HIFIS 4 Advisory Group to determine the specific roles of staff who will use HIFIS, and what features and permissions each role requires of the system. These sessions were facilitated by members of the Project Team and EHSJ, and provided fruitful discussions that will inform how we customize HIFIS 4 for St. John's.

In 2021-22, here's what we learned

- **HIFIS design must include all users:** After initially planning to roll out Phase I with only two organizations, it became clear that the whole

Community of HIFIS users needed to be involved in the customization of HIFIS, which led to the HIFIS 4 Advisory Group.

- **Change management:** HIFIS 4 has many clear benefits, but the shift will require adjustments for everyone. Ensuring stakeholders are informed and prepared for this shift will be critical to the community transitioning to HIFIS 4 smoothly.
- **Similarity to other communities:** There are many communities across Canada, similar to St. John's, who are currently experiencing or have already worked through the same challenges in their HIFIS journeys that we may encounter. We can support, ask questions of, and learn from each other throughout the process.



In 2022-23, 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:** As part of implementation, we will coordinate training for all users who will work with HIFIS 4, with training provided by ACRE Consulting. ACRE Consulting will also operate a helpdesk for users who require tech support.
- **Formalization of pan-provincial working group:** Once St. John's HIFIS transition is stabilized, we will further build and formalize a committee of local (existing) and provincial (to be included) 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 2021-22, here's what we accomplished

- **2021 PiT Count enumeration report:** A report was written and submitted to Reaching Home for the 2021 St. John's Point-in-Time (PiT) Count enumeration exercise in early April 2021.
- **Co-housing/house-sharing models project:** EHSJ released a call for proposals and contracted a research team from the Canadian Observatory on Homelessness (COH) to create three possible models for co-housing/house-sharing projects that could be carried out in St. John's. That research is currently underway.
- **Use of By-Name list for preliminary exploration:** EHSJ used the By-Name List and other internal data sources internally to explore basic research questions and help identify areas of research that EHSJ and the community may be interested in further pursuing.



In 2021-22, here's what we learned:

- **Strong data systems will enable more research:** As our data became stronger and more reliable, EHSJ's ability to answer research questions rapidly elevated, and with it our curiosity and inspiration to ask new questions.



In 2022-23, here are our next steps

- **Co-housing/house-sharing models final report:** The report and recommendations from this research will be completed in 2022, the results of which will determine next steps and inform future investment decisions.
- **Implement research network:** EHSJ will convene a core group of local subject matter experts and researchers to plan next steps.
- **2022 PiT Count survey:** EHSJ will coordinate the 2022 PiT Count required by Reaching Home in the fall of 2022.



EHSJ USED THE BY-NAME LIST AND OTHER INTERNAL DATA SOURCES INTERNALLY TO EXPLORE BASIC RESEARCH QUESTIONS AND HELP IDENTIFY AREAS OF RESEARCH THAT EHSJ AND THE COMMUNITY MAY BE INTERESTED IN FURTHER PURSUING.



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.
- Labrador Housing Benefit Program (CA-NL HB), EHSJ began the process of transferring all Rental Assistance participants to this program to enable long term housing affordability.
- **RFP for Reaching Home incremental funding:** In February 2021, EHSJ issued an RFP to fund housing supports to address the needs of people on the By-Name List with a focus on chronic homelessness. Funding used a targeted approach to establish positions in the community under two support models – Housing-focused Case Management and Rapid Rehousing – with the aim of adding a total of 18 staff positions into the community.



In 2021-22, here's what we accomplished

- **Second round COVID-19 Response RFP:** In partnership with Newfoundland and Labrador Housing Corporation (NLHC), EHSJ released a second Request for Proposals (RFP) to help extend and expand the emergency response to COVID-19 in March 2021. 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. These took place during 2021-22.
- **Enhancement of Supported Referrals:** EHSJ enhanced the capacity of our Supported Referrals program, a flexible and customized program that provides financial resources to support housing stability. The program's budget increased significantly to accommodate lost income and higher needs in the community due to COVID-19.
- **Transition of Rental Assistance to CA-NL HB program:** EHSJ maintained a Rental Assistance top-up fund for past program participants of previous programs funded by EHSJ. With the introduction of the Canada – Newfoundland and

INTRODUCE DEDICATED COMMUNITY INVESTMENT STRATEGY (contd.)



In 2021-22, here's what we learned

- **Informing investments using a Quality By-Name List:** In February 2022, St. John's officially achieved a Quality By-Name List (BNL) through Built for Zero – Canada. One of the features of a quality BNL is that it is estimated to include at least 90% of all known and consenting people experiencing homelessness in a community. With this in place, we were able to design our funding model to target the characteristics and needs of people experiencing homelessness in St. John's.
- **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. Following several partnerships in 2021-2022, we learned that it is critical to develop mutual understanding of commitment, direction, and vision for any partnership, thereby ensuring objectives and joint initiatives are aligned. To do so, we have begun to define project parameters, along with anticipated outcome expectations, at a detailed level to achieve success.

- **Outcomes-based reporting targets:** We learned the importance of setting clear and timely outcomes-based reporting mechanisms as part of the RFP funding initiatives. We have moved from quarterly reporting to tracking participant information and outcomes on a weekly basis through Coordinated Access to Homes (CAH). Doing so provides quick feedback on what's working and what adjustments can be made to achieve desired outcomes.



In 2022-23, here are our next steps

- **Further RFP adjustments:** As informed through regular reporting, improvements will be made on an iterative basis to strengthen program models and progress toward outcomes.
- **Data analysis to inform further investments:** We will analyze data from both systems mapping and the By-Name List to inform areas for program delivery or funding investment.

INDIVIDUALS ACCESSED AND/OR MAINTAINED HOUSING THROUGH SUPPORTED REFERRALS IN '20-21

 251



INDIVIDUALS WHO MAINTAINED HOUSING SINCE 2020 THROUGH EHSJ'S RENTAL ASSISTANCE PROGRAM

 34



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 need. 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. With a shrinking vacancy rate, there is 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 2021-22, here's what we accomplished

- **Integration of HomeConnect with Coordinated Access to Homes:** In the past, rental units in the HomeConnect program were available on a first-come, first-served basis. In September 2021, HomeConnect integrated with Coordinated Access to Homes (CAH). This integration now ensures a process to match clients with appropriate supports and allocates units on a needs-based priority.
- **Multimedia advertising campaign:** In August 2021, EHSJ launched its second multimedia advertising campaign to attract new landlords to HomeConnect. By the end of 2021-22, we have worked with 37 landlords in our community.
- **New and existing tools to support tenancies:** HomeConnect developed and integrated a host of tools to support tenancies. These include informational resources, video resource clips and tenancy cleaning kits. We also continue to offer a landlord protection fund to cover landlords should they incur physical damages, lost rental revenue, and rental revenue for short-term vacancies.

- **Education and training opportunities:** We receive regular feedback from HomeConnect landlords for support in enabling successful tenancies. As a result, we offered Indigenous Cultural Humility training and Peer Landlord Drop-in sessions were offered to all our HomeConnect landlords in 2021-22, with more opportunities to follow.
- **Furniture provision partnership:** EHSJ and Home Again Furniture Bank entered into an agreement for the provision of essential furniture for up to 35 clients. Clients were referred and prioritized via CAH and followed/case managed by a CAH partner agency.



In 2021-22, here's what we learned

- **Importance of support plans:** We learned the importance of establishing and maintaining the right level of supports to ensure a successful tenancy. By integrating with CAH, we are able to ensure that each tenancy is supported and set up for success from the start.
- **Simplifying where we can:** We continue to look at our HomeConnect program and processes using human-centred design principles. This has helped us simplify and streamline our processes for the benefit of landlords, tenants and community partners.
- **Beyond landlord engagement:** We have continued to learn how to build relationships with our landlords and give them the support needed to partner with HomeConnect. We have created opportunities to meet regularly, developed resources targeting their expressed needs, and made it a key priority to listen to what is working well and pain points that need attention.


INTRODUCE DEDICATED HOUSING SUPPORTS STRATEGY


➔ In 2022-23, 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. Based on what we hear, we will continue to develop new informational resources to support tenancies.
- Education and training opportunities:** We will continue to develop opportunities for both landlords and community agencies to support successful tenancies, including Mental Health First Aid training for landlords the first quarter of 2022-23.
- Focus on energy consumption:** We will be partnering with TakeCharge through Newfoundland Power to help tenants lower energy use and associated costs. This includes developing information materials, supplying energy efficient light bulbs, and distributing kits to landlords to increase the energy efficiency of units.
- Unit onboarding:** We will continue to recruit new landlords to HomeConnect and onboard new units to our inventory. We will also consider additional housing models that may be a fit for the HomeConnect program.

Landlord protection claims:

 **44 claims across 115 tenancies**

Tenancies covered by insurance: **34** 

Tenancy cleaning kits distributed: **80** 

Unit inspections: **154** 

Creating supported tenancies:

To support landlords, we have implemented a Landlord Protection Fund, which enables landlords to claim up to \$10,000 due to physical damage or lost rental revenue. We have also introduced a host of other measures to ensure landlords are connected and supported. HomeConnect unlocks housing opportunities for individuals who are experiencing or at risk of homelessness.

Creating Partnerships

HomeConnect is made possible through the partnership and commitment of the stakeholders involved



HomeConnect currently works with:



19
LANDLORDS

HomeConnect currently works with:



12
COMMUNITY AGENCIES

Creating housing opportunities for vulnerable populations:



HomeConnect unlocks housing opportunities for individuals who are experiencing or at risk of homelessness.

Total days of HomeConnect Housing: **32,000+**

Total HomeConnect Tenancies: **115**

Current Tenancies: **59**

Creating sustainable tenancies:




Many of our vulnerable neighbours rely on the rental market for housing but have trouble maintaining housing stability on their own. HomeConnect introduces tenancy-specific support plans to increase housing stability.

HC tenancies 3 months or longer: **44**

 75%

HC tenancies 6 months or longer: **37**

 62%

Tenancies that resulted in an eviction by the landlord: **18**

 15%

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 2021-22, here's what we accomplished

- **Co-housing models research project:** We secured a City of St. John's Housing Catalyst Fund grant to study the opportunities and challenges of co-housing and house-sharing models for our community. We engaged a consultant and completed stakeholder consultations, a literature and data review and initial work on drafting model frameworks for consideration.
- **Funders Forum:** We secured a small grant through the Community Housing Transformation Centre (CHTC) to create a funders forum. This forum is a venue to bring funders together from the housing and homelessness sector for regular communication and discussion on funding design and opportunities, which could help eliminate overlap, maximize resources, and ultimately produce greater outcomes for the community.



In 2021-22, 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.



In 2022-23, here are our next steps

- **Co-housing research project:** We will finalize our research project sharing what we learned widely with the community. We will also consider next steps and the potential for piloting a house-sharing model.
- **Funders Forum:** As initial steps for this forum, we will establish the forum structure, membership and communication channels. Further, as a collaborative effort, we will inventory current housing and homelessness funding streams – their timelines, priorities and overlap with each other.
- **Energy consumption:** We will continue to focus on energy consumption and opportunities to collaborate on developing and implementing energy efficiency programs for low-income tenancy households.

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-centred, 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 2021-22, here's what we accomplished

- **Advocacy supporting a basic income in Newfoundland and Labrador:** Emerging from the COVID-19 pandemic, many residents across the community and province have been left dealing with additional costs of living without a corresponding increase in income. This has been exacerbated by a housing crisis, as vacancy rates dramatically reduced while rental rates increased substantially. EHSJ joined community partners from across the province to release a policy paper with a fully-costed basic income platform.
- **Presentation to the Health Accord NL leadership team:** As part of EHSJ's ongoing efforts to integrate primary healthcare at the street and shelter level, a policy presentation was given to the leadership team of the Health Accord NL. Particular attention was given to the high cost and lack of positive outcomes when individuals require emergency services due to health and housing inequities.
- **Creation of the Policy and Advocacy Working Group of the CAB:** EHSJ recognizes it has an important platform that leverages the collective experiences and skills of our community partners. As a result, we often hear of systemic barriers impacting our most vulnerable neighbours. As part of our commitment to advancing systems change, EHSJ established the Policy and Advocacy Working Group of the CAB to outline specific policy objectives to address with our policymakers and public system partners.
- **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 2021-22, here's what we learned

- **Importance of evidence-based, systems-level data:** As EHSJ maintains a Quality By-Name List and a functioning Coordinated Access to Homes system, the use of community and system-wide data further strengthens the advocacy efforts of EHSJ and our community partners.
- **The pandemic provided opportunities for bold public policy change:** Just as many community organizations mobilized to deploy resources during the pandemic, so too are many coming together to promote bold social and economic policy objectives that will lead to better housing and health outcomes.



In 2022-23, here are our next steps

- **Continuing advocacy:** EHSJ, with the support of the Policy and Advocacy Working Group of the CAB, will continue to advocate for legislative and regulatory changes in Income Supports, the development of housing-focused shelter standards, and more affordable and supported housing options.
- **Continued social policy recommendations:** EHSJ will support the Government of Newfoundland and Labrador as it works towards the development of a new Social and Economic Well-Being (Poverty Reduction) Strategy.

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 2021-22, here's what we accomplished

- **HomeConnect integration into CAH:** In the true spirit of Coordinated Access, where there is no wrong door for services, EHSJ fully integrated HomeConnect units into Coordinated Access to Homes. This approach allows us to leverage private market rentals in a supportive housing approach.
- **Working with community partners to identify individuals to the Centre of Hope:** As part of its work the community through Coordinated Access to Homes (CAH) identified individuals who would be good fits for the 20-bed supportive housing unit operated by the Salvation Army Ches Penney Centre of Hope. The collaboration with partners to identify those who would benefit from having a permanent supportive housing unit shows just how important CAH is to our community's effort to ending chronic homelessness.



In 2021-22, here's what we learned

- **The rental housing market faced several dynamics:** According to CMHC Rental Market Survey 2022, the vacancy rate in St. John's went from 7.5% in October 2020 to 3.1% in October 2021. Given that St. John's already has a low supply of rental housing available, this decrease was felt most acutely by folks looking for affordable housing or who experience barriers to accessing and maintaining housing.



In 2022-23, here are our next steps

- **Co-housing opportunities:** EHSJ will receive a completed report exploring 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 Community Investment priority area).
- **Integration of Federal-Provincial Rental Supplements into Coordinated Access to Homes:** With the new portable Canada-NL Housing Benefit (CHB) now available, EHSJ will work with the community and NL Housing to ensure the CHB is available to those who need it most. Integrating the CHB into CAH will ensure that housing options are affordable for those most in need.

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 2021-22, here's what we accomplished

- **Shelter standards have become front and centre:** Throughout 2021-2022, there were incidents, some made public, that re-enforced the importance of working collaboratively to develop housing-focused shelter standards. EHSJ continues to advocate for low-barrier approaches to emergency shelter standardized across all shelter operators.



In 2021-22, here's what we learned

- **Shelter standards matter:** As 2021-2022 came to a close, the shelter system in St. John's is at its highest level of capacity. Now more than ever, it is important that shelters are accessible to those who need them while ensuring that shelter stays are rare, brief and nonrecurring. As a result, there is a critical need to ensure shelter standards are in place that prioritize housing along with clear expectations from NL Housing and shelter operators.



In 2022-23, here are our next steps

- **Shelter standards are on the horizon:** EHSJ will offer any supports possible to work collaboratively with NL Housing and the community to develop a housing-focused shelter standard system that is trauma informed and person centred.



NOW MORE THAN EVER, IT IS IMPORTANT THAT SHELTERS ARE ACCESSIBLE TO THOSE WHO NEED THEM WHILE ENSURING THAT SHELTER STAYS ARE RARE, BRIEF AND NONRECURRING. AS A RESULT, THERE IS A CRITICAL NEED TO ENSURE SHELTER STANDARDS ARE IN PLACE THAT PRIORITIZE HOUSING ALONG WITH CLEAR EXPECTATIONS FROM NL HOUSING AND SHELTER OPERATORS.



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 2021-22, here's what we accomplished

- **Dedicated Harm Reduction team:** As part of EHSJ's COVID-19 response, Eastern Health continued to evolve its dedicated Harm Reduction team, including one Nurse Practitioner and four Registered Nurses 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).
- **Vaccine rollout:** The Harm Reduction team and shelter workers provided vaccine clinics across the community, providing hundreds of vaccines.
- **Additional supports to Harm Reduction team:** Eastern Health integrated 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).



In 2021-22, here's what we learned

Finding opportunity in crisis: The COVID-19 pandemic allowed EHSJ to strengthen its relationship with Eastern Health. The integration of primary health supports into Coordinated Access to Homes promises to increase access to health services for many who might not have access otherwise.



In 2022-23, here are our next steps

- **Wind-down of pandemic response:** The COVID-19 designated isolation site ended March 31, 2022, as new public health guidelines enabled shelters to support individuals onsite.
- **Shifting resources to address community needs:** Eastern Health has shifted the Harm Reduction team to provide a range of mobile health services across the shelter system.
- **The implementation of the Coordinated Access to Homes Outreach Team:** The COVID-19 designated site staff have shifted to provide outreach services to shelter stayers, including those staying in private shelters. The new CAH Outreach Team will support individuals to be document-ready for services and supports.

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

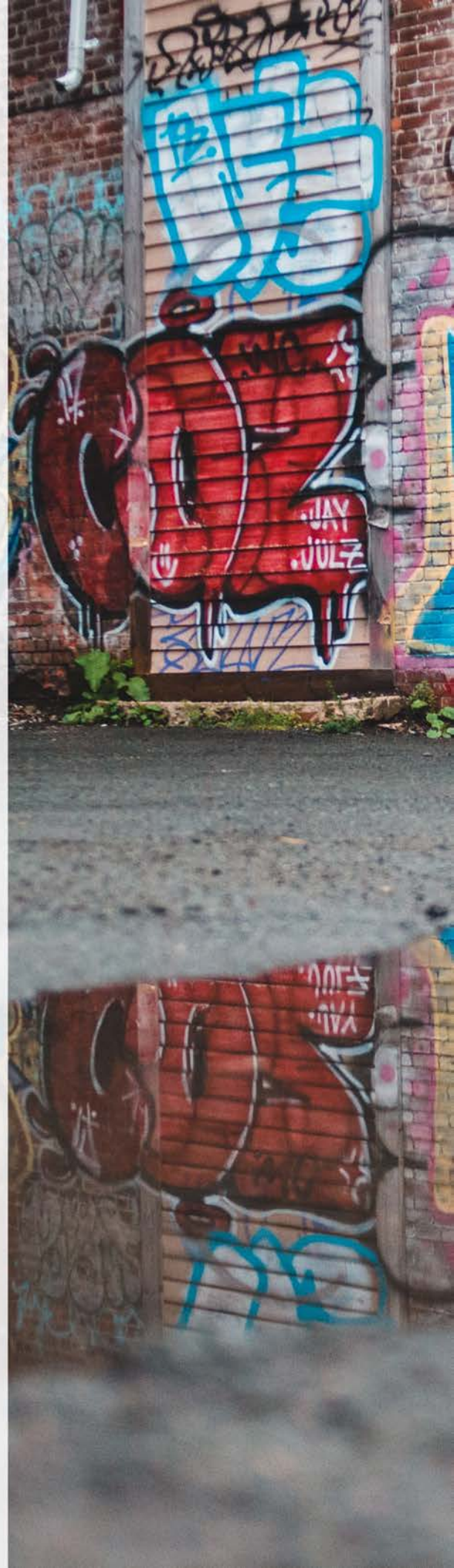
Because of the complex nature of the issues leading to homelessness, stakeholder engagement is critical to ending homelessness in any jurisdiction. The St. John's homeless-serving system prides itself on its ability to communicate and collaborate, even in times of uncertainty. A coordinated response 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 2021-22, here's what we accomplished

- **Participation in Orange Shirt Day:** EHSJ staff purchased orange shirts from our friends at First Light, and proudly wore them on the National Day for Truth and Reconciliation (September 30), colloquially known as Orange Shirt Day, a Canadian statutory holiday to recognize the legacy of the residential school system.
- **Indigenous Cultural Humility Training:** The EHSJ team attended full-day training offered by First Light focused on the history and culture of Indigenous groups in our province. In a partnership between EHSJ, the City of St. John's, and First Light, EHSJ also offered the cultural humility training for other stakeholders, including community agencies and landlords.



In 2021-22, here's what we learned

- **Importance of learning and reflecting:** Building on last year, we continue to listen, reflect, and actively seek out new knowledge about the Indigenous context in Canada and how we can work with Indigenous communities. 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 2022-23, 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 2022-23 when it is safe to gather in-person.

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 2021-22, 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 2021-22, 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 2022-23, 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.

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.

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 2021-22, here's what we accomplished

- **EHSJ Communications Plan:** The majority of the work on the EHSJ Communications Plan has been completed, with the final version due by the end of 2022.
- **Virtual engagement during the pandemic:** Building on the lessons learned from the early days of the COVID-19 pandemic, EHSJ continued to develop and deliver virtual engagement throughout 2021-2022. We continued to develop our presence across social media platforms, recording over one million views across all platforms. In addition, we hosted a number of virtual meetings, including Lunch and Learns, a Year in Review, and an Ask Us Anything. We also recorded HomeConnect Fast Facts. These were all uploaded to our YouTube page and shared across our social media platforms.
- **Growth in online and social media presence:** In our second year as a non-profit, our online presence grew as we added new followers and subscribers. In 2021-22, we achieved over 1,106,787 social media views, which represents an 11% increase over the previous year.
- **Developed KPI dashboard:** EHSJ staff developed a dashboard for key performance indicators (KPIs) related to homelessness in St. John's. This dashboard is a visual way for us to communicate to our stakeholders and the general public what it means for homelessness to be rare, brief and non-recurring. The dashboard is currently live on our website homepage (www.wecanendit.com) as well as on the Community Portal. We update the dashboard on a monthly basis, and apply corrections when appropriate.



In 2021-22, 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 2022-23, here are our next steps

- **EHSJ Communications Plan:** Completing the Communications Plan gives us a blueprint to deliver information to appropriate stakeholders effectively.
- **Real-time KPI dashboard:** EHSJ staff will continue to work on a real-time dashboard for key performance indicators (KPIs) related to homelessness in St. John's.
- **Positioning of EHSJ as an online leader on homelessness in St. John's:** EHSJ has outlined several upcoming campaigns to help educate stakeholders on the successes and obstacles related to homelessness in St. John's, including educational videos on a number of topics related to homelessness. The KPI dashboard will serve as a key piece of EHSJ's online discussion of homelessness in St. John's. With this new visual representation of the current state of homelessness in our community, we can start discussions around that data. We are also hosting landlord engagement sessions, and we are offering a number of training sessions.

2020-2021
SOCIAL MEDIA
STATS



2021-2022
SOCIAL MEDIA
STATS



Total Views
1,100,195



Total Views
1,106,787



Link Clicks
4,741



Link Clicks
5,196



Total Likes
1,811



Total Likes
2,647



Retweets
and Shares
915



Retweets
and Shares
1,285



Video Views
722



Video Views
955

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 2021-22, 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 developing partnerships with Eastern Health, with which EHSJ is a co-chair for the Downtown Health Collaborative. We are also extremely proud of our partnership with the Eastern Health Harm Reduction Team.



In 2021-22, here's what we learned

- **Importance of in-person gatherings:** The prolonged effects of the COVID-19 pandemic exceeded our optimistic expectations that in-person gatherings would be possible earlier in the 2021-22 year. As conferences and other networking opportunities open up, we all realize how important these are in building relationships and sparking opportunities for partnerships. This remains a major priority for 2022-23.



In 2022-23, 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. As restrictions are lifted, EHSJ staff will engage in conferences, events and other networking opportunities to rekindle relationships and form new connections.

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 HIMS 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 2021-22, 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 March 2021, we added the Policy and Advocacy Working Group (see Leadership and Advocacy section).



In 2021-22, 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 2021-2022 we worked to streamline the CAH Co-Chair role and began work on the Policy and Advocacy committee.



In 2022-23, here are our next steps

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

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 2021-22, here's what we accomplished

- **National presentations:** EHSJ staff regularly present at national events. EHSJ Manager of Communications Matt George presented on branding and communications strategy, and EHSJ Executive Director Doug Pawson co-presented with Melissa Coish of Eastern Health on Integrating Primary Health Care Into Housing and Homeless-Serving Services at CAEH's annual National Conference on Ending Homelessness 2021. Additionally, EHSJ Manager of Community Investment Simone Lilly presented to the 2021 CHRA National Congress on NIMBYism 2021.
- **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 the Homelessness Policy Directorate (HPD) for the Government of Canada.
- **Local and national media appearances:** In 2021-22, EHSJ Executive Director represented EHSJ in 29 interviews for radio, television, and print, including several at the national level, on key topics related to homelessness.



In 2021-22, here's what we learned

- **Our presence in discussions and knowledgebase are increasing rapidly:** From national conferences to social media threads, EHSJ has been an active member of the discussion on ending homelessness in Canada in 2021-22.





In 2022-23, 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. So far in 2022, EHSJ has already participated in a number of events. Notably, in May of 2022, members of EHSJ attended both the Senior Leadership Forum and the Data That Makes a Difference conference in Calgary. Upcoming presentations include the HomeConnect team presenting at the 2022 CAEH National Conference on Ending Homelessness.

APPENDIX

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	Ongoing
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	Ongoing
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	Ongoing
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	Ongoing	Ongoing
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	Ongoing	Ongoing (Chronic baseline complete February 2022)
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 to March 2021 ongoing	Ongoing	Ongoing


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 CAH *Note: The parameters for a quality CA system changed since the Community Plan was released, so adjustments were made accordingly.	Basic quality by March 2021 Advanced quality by March 2022*	Reaching Home quality by March 2022 Basic quality by September 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 July 2022	Completed 
				In progress (Advanced)
Add resources and capacity to CAH	To ensure resources are available to those who need them the most	April 2020 to March 2021; ongoing	Ongoing	Ongoing
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	Ongoing
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	Complete (pending alignment with national framework)
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	Ongoing
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	Completed 
Update CAH manual	To ensure that CAH efficiency and effectiveness is constantly supported through policies and procedures	April 2020 to March 2021; ongoing	Complete by June 2022	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	Ongoing
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	Completed  (Policy and Advocacy Working Group of CAB)
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	Ongoing	Ongoing
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	April 2022 to March 2023; ongoing	In progress
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	April 2022 to March 2023; ongoing	In progress
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	In progress

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 (direction changed)	
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	N/A (not yet released)	
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	Ongoing	
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	Ongoing	
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	Completed 	
Develop and encourage a culture of data collection provincewide	To ensure a better understanding of KPIs from industry experts	Ongoing	Ongoing	Ongoing	


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 2022 to March 2023	Not started
Coordinate PiT Counts	To meet national PiT Count requirements and gain biannual snapshot of homelessness	Ongoing (biannually)	Biannually	PiT Count to take place in fall 2022; 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	Ongoing
Secure contract management of publicly funded programs	To ensure greater alignment and consistent outcomes, regardless of funding source	Ongoing	Ongoing until 2024	Ongoing
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	Ongoing
Formalize Rental Assistance Fund	To enable previous program participants to maintain housing stability even after program completion	Ongoing	Current to date; transitioned to CA-NL Housing Benefit	Completed 

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	Completed 
Implement risk mitigation fund	To expand rental inventory by providing added supports, security and peace of mind for landlords	Ongoing	Complete; ongoing until 2024	Completed 
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	Ongoing

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	Ongoing
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	Ongoing




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	Ongoing
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	Ongoing	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	Ongoing

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	Ongoing

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 2022 (delayed due to COVID-19)	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	Completed by June 2022	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	Completed 
Propose and implement new committee structure	To integrate learnings from committee review into new recruitment plan, terms of reference, etc.	July to September 2020	March 2021	Completed 
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	Ongoing
PARTICIPATE IN THE LOCAL, PROVINCIAL, AND NATIONAL 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

END HOMELESSNESS
ST. JOHN'S #WECANENDIT

COMMUNITY PLAN
ANNUAL UPDATE
2021 - 2022



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