END HOMELESSNESS
WINNIPEG

5-Year Business Plan: 2020-21 to 2024-25

Together we can end homelessness

Approved by the Board of Directors on October 17, 2019

EHW's Core Functions and Guiding Statements

Influence Policies and Systems

Influence the design and implementation of policies and services to end homelessness

Connect Strategies

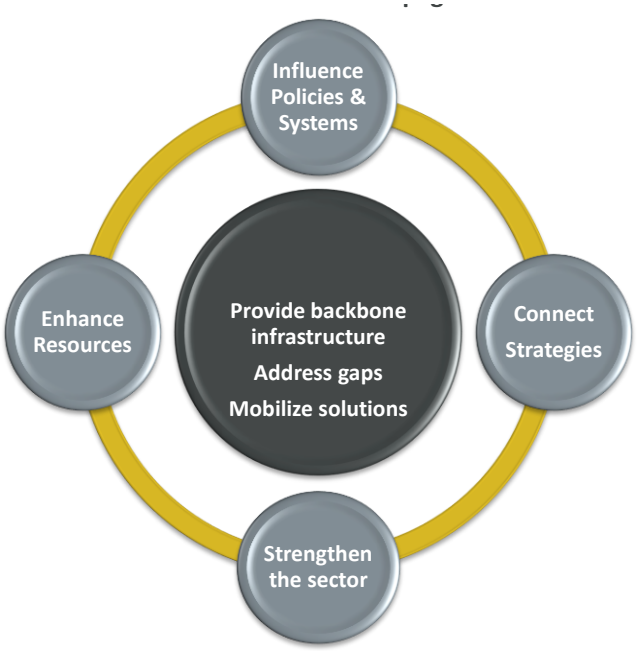
Connect funding, services, and other resources and align plans to end homelessness

Strengthen the Sector

Develop the capacity of individuals, professionals, and organizations to address homelessness as a coordinated sector

Enhance Resources

Secure and develop resources (e.g. funding, data, metrics, research, training, tools and frameworks) to increase knowledge and understanding, inform decisions, and drive action



Mission To create lasting solutions with our community that prevent and end homelessness

Vision A community where everyone has a home and the supports they need to belong

Values

- The UN Declaration that Housing is a Human Right
- The UN Declaration on the Rights of Indigenous Peoples
- Truth and Reconciliation as a path to ending Indigenous Homelessness
- Social inclusion and working to end all forms of discrimination and racism
- The voice of people with lived experience of homelessness
- People, organizations, and sectors working together around a common vision and shared goals
- Integrity, accountability and transparency in all that we do

End Homelessness Winnipeg is guided by the following:

- The principles of change and calls for justice in the National Inquiry into Missing and Murdered Indigenous Women and Girls' final report, *Reclaiming Power and Place*
- The recommendations in the Manitoba Advocate for Children and Youth's report, *A Place Where it Feels Like Home: The Story of Tina Fontaine*
- *Nii'Kaanaagnaa – Our Hopes and Dreams*: a strategic initiative to address First Nations homelessness

EHW's Plan

End Homelessness Winnipeg is working to create a homeless-serving sector that has reliable data and uses it to monitor and report on progress, revise targets and key actions based on results achieved, and increase accountability.

COMMUNITY TARGETS FOR 2025	End Homelessness Winnipeg provides leadership convening stakeholders to work collaboratively to integrate a culturally relevant, strength-based systems perspective in the homeless-serving sector. **EHW will work with stakeholders to achieve the following seven targets by March 31, 2025.**
1,340 HOUSING UNITS	Create 1,340 additional housing units based on identified housing needs.
1,519 PEOPLE HOUSED	House 1,519 people who are experiencing chronic homelessness or are unstably housed.
< 10 days REDUCE LENGTH OF STAYS IN EMERGENCY SHELTERS	Reduce the length of stays in emergency shelters so that 92% of stays are less than 10 days.
50% REDUCE INDIGENOUS OVERREPRESENTATION IN SHELTERS	Reduce the overrepresentation of Indigenous people accessing emergency shelters by 50%.
≤ 10% RETURN TO HOMELESSNESS	Prevent those served by the coordinated access system from returning to homelessness.
Eliminate THE FLOW FROM SYSTEMS	Prevent individuals from being discharged/released into homelessness from corrections, health, and CFS and prevent disengagement from the education system from causing homelessness.
Onboard 45 HIFIS & COORDINATED ACCESS	Grow HIFIS as the comprehensive system-wide data platform for the homeless-serving sector and create a widely-used coordinated access system.

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Executive Summary

In 2012, United Way Winnipeg and the Winnipeg Poverty Reduction Council established a multi-sectoral task force to develop a plan to end homelessness in Winnipeg. The task force spent almost two years engaged in extensive consultations with community members including people with lived experience, meeting with local organizations, and conducting other research all under the guidance of an Elders Council. The result was a 10-year community plan to end homelessness that includes four pillars: prevent homelessness, provide person-centred supports, increase housing supply, and evaluation and shared measurement.

The task force also recommended that a new organization be established to provide the backbone support required to lead implementation of the community's 10-year plan. Based on this recommendation, United Way decided to provide core funding and secured commitments from four other core funders: the City of Winnipeg, Province of Manitoba, and Winnipeg Regional Health Authority.

To fulfill its mandate to lead implementation of the 10-year plan, EHW's core functions include the following:

- providing backbone infrastructure, addressing gaps, and mobilizing solutions
- influencing policies and systems
- connecting strategies
- strengthening the sector
- enhancing resources

End Homelessness Winnipeg

Mission: To create lasting solutions with our community that prevent and end homelessness

Vision: A community where everyone has a home and the supports they need to belong

Over the past five years, EHW has earned the trust of leaders and organizations in all sectors and gained respect as a valued partner because of the strengths and capacity it has demonstrated:

- knowledge, wisdom, and experience
- courage and willingness to take calculated risks to achieve results
- connections to people with influence and power
- a strong Board of Directors and staff of whom the majority are Indigenous
- strong support from Indigenous leaders and the Indigenous community

The community' trust was evident in 2018 when the Community Advisory Board (CAB) for the Homelessness Partnering Strategy recommended that EHW be appointed interim Community Entity (CE) for the federal government's new homelessness strategy: Reaching Home. As the 2019-20 interim CE for Reaching Home's Designated and Indigenous funding streams, EHW is administering $9.3M in funding programs and services that support each of the ten-year plan's four pillars.

EHW hopes to be appointed permanent CE for the next four years. This will strengthen EHW's ability to align and coordinate the community's priorities, services, and initiatives around homelessness. To support the application to serve as CE for the Indigenous funding stream and in recognition that Indigenous people are overrepresented among those experiencing homelessness, EHW has become an Indigenous organization as defined by the Winnipeg Indigenous Executive Circle (WIEC) – 75% of

directors and 75% of staff identifying as Indigenous. Becoming an Indigenous organization reflects our core values and our commitments under the Indigenous Accord while also ensuring that the organization reflects and is directly accountable to those who are disproportionately affected by homelessness in Winnipeg.

In June 2019, EHW's bylaws were changed to require 75% of the directors elected to EHW's Board to be of Indigenous descent. This target was reached in September 2019 and over 60% of staff also identify as Indigenous.

End Homelessness Winnipeg is proud of its accomplishments

EHW is proud of the progress achieved for each of the pillars in the 10-year plan. Highlights include the following:

Prevention

EHW is leading a cross-sectoral initiative that will connect people who are discharged from correctional facilities, health centres, CFS and other systems with the supports they need to prevent being released into homelessness.

EHW has worked with SEED Winnipeg and the Aboriginal Health and Wellness Centre to develop a community loan demonstration project that will prevent a temporary shortage of money from leading to eviction and homelessness.

EHW has also funded and participated in the development of strategies to reduce homelessness for specific groups such as youth and partnered with the Assembly of Manitoba Chiefs to develop a strategy for ending First Nations homelessness in Winnipeg and Manitoba. The strategy will guide implementation of culturally appropriate services and programs to support those in transition between urban and rural or remote First Nations communities who are experiencing or at risk of homelessness.

Person-centred supports

EHW led development of the extreme weather response plan that coordinates the effort of multiple stakeholders (Winnipeg Fire and Paramedic Service, shelters, the WRHA, etc.) to prevent heat-and cold-related illness and injuries among people experiencing homelessness.

EHW also founded and now co-chairs and administers the annual Gizhe Waa Ti-Sii-Win Service Delivery Expo. The Service Expo brings organizations from all sectors together in one location to provide a range of services for people experiencing or at risk of homelessness for one day.

In 2019 EHW responded to the City of Winnipeg's request that the organization develop strategies around unsafe panhandling and conduct research on 24/7 safe spaces as recommended in the Illicit Drug Task Force's report.

Housing supply

EHW has produced a *Housing Models and Development Framework*[1] that identifies priorities to increase and improve the housing supply for people experiencing homelessness or at risk of becoming homeless.

EHW also established a multi-sector Housing Supply Action Committee that is building relationships and exploring housing and funding models that will increase the supply of housing along a continuum that includes transitional, supportive, and rent-geared-to income housing.

Evaluation and shared measurement

EHW continues to lead and participate in research such as the point-in-time counts (street censuses) and street health survey and to commission research on inclusionary zoning, rent banks, and other topics.

In 2019 EHW was selected as one of nine new communities to participate in the national Built for Zero Canada campaign to end chronic homelessness. Built for Zero will provide EHW with training and support to develop a by-name-list of individuals experiencing or at risk of homelessness using HIFIS data and to implement a coordinated access system.

As of April 2019, EHW is administering the Homeless Individuals and Families Information System (HIFIS). This year alone EHW expects to triple (from four to 12) the number of organizations actively using HIFIS for shelter admissions, case management, housing placements, and other management functions. HIFIS also provides system-wide data for the following:

- to conduct research, assess progress, and refine strategies
- data to develop the by-name list of people experiencing homelessness that is part of the Built for Zero methodology
- support the coordinated access system that is mandated by Reaching Home

End Homelessness Winnipeg's core functions include connecting strategies (funding, services, and resources) and strengthening/coordinating the sector. This means the organization looks for gaps that need to be filled and duplication that can be eliminated. It also means that EHW seeks alignment among strategies, services, and funding priorities. For example, the work EHW has done and the targets it has set for the next five years support the following elements of the City of Winnipeg's 25-year vision and plan, *Our Winnipeg*:

Equity and Opportunity	Our success as a city depends on the well-being and contribution of all Winnipeggers
Healthy Communities	Ensure that people in every community have what they need to lead healthy lives
Complete Communities	Celebrate diversity and provide housing options that accommodate a range of incomes and household types for all stages of life

EHW understands that the Province of Manitoba is developing a housing strategy that includes homelessness. EHW intends to work with the province to ensure alignment between the provincial strategy and this five-year plan.

Building on momentum: Targets for 2025

Over the past five years End Homelessness Winnipeg has fostered a growing sense of cohesion and momentum in the homeless-serving and other sectors. EHW believes that this cohesion and momentum make it possible for Winnipeg to achieve seven measurable targets by March 31, 2025:

• 1,340 housing units	Create 1,340 additional housing units based on identified housing needs.
• 1,519 people housed	House 1,519 people who are experiencing chronic homelessness or are unstably housed.

• 50% reduction	Reduce the overrepresentation of Indigenous people accessing emergency shelters by 50%.
• <10 days	Reduce the length of stays in emergency shelters so that 92% of stays are less than 10 days
• ≤ 10% return to homelessness	Prevent those served by the coordinated access system from returning to homelessness.
• Eliminate the flow from systems	Prevent individuals from being discharged/released into homelessness from corrections, and CFS and prevent disengagement from the education system from causing homelessness.
• Grow HIFIS & the coordinated access system	Onboard 45 community organizations and publicly funded programs and community organizations to HIFIS (Homeless Individuals and Families Information System) and to the coordinated access system.

As our fifth year draws to a close, EHW is operating with the number of staff positions – six – that were identified as essential for start-up and the first five-year business plan. To implement the business plan for the next five-years, the organization will need more staff and therefore a larger annual operating budget. This means that for the first time EHW will be asking its core funders to increase their financial support. EHW will also be developing its capacity for fund development knowing that fundraising requires staff and other resources and does not generate immediate results.

See appendix 2 on page 33 for details about our financial results over the past five years and the budget for the next five.

Winnipeg can end homelessness

When communities say they have ended homelessness, they usually mean that they have ended chronic homelessness. This is what Medicine Hat meant when it was celebrated for ending homelessness in 2015. Two years later, the CBC quoted the manager of the Medicine Hat Community Housing Society as saying that "We absolutely have people in our community still experience (sic) homelessness…Years ago we'd have people living in the shelter for years, now it's measured in days and weeks".[2]

EHW's community targets for 2025, including the creation of housing units along the continuum (transitional, supportive, rent-geared-to income and market rentals), will move Winnipeg closer to ending chronic homelessness.

Reaching Home's definition of chronic homelessness

Refers to individuals who are currently experiencing homelessness AND who meet at least 1 of the following criteria:

- they have a total of at least 6 months (180 days) of homelessness over the past year
- they have recurrent experiences of homelessness over the past 3 years, with a cumulative duration of at least 18 months (546 days)

Background

In 2012, United Way Winnipeg and the Winnipeg Poverty Reduction Council established a community task force to develop a plan to end homelessness in Winnipeg. The task force included Indigenous leaders and people from multiple sectors including the Government of Canada, the Province of Manitoba, the City of Winnipeg, the private sector, and community organizations.

Over the course of two years, the task force consulted with more than 160 people including 80 who had lived experience of homelessness, 119 local organizations, four organizations that address homelessness in other Canadian cities, and the Canadian Alliance to End Homelessness. The task force also learned about the federal Homelessness Partnering Strategy (HPS) and conducted other research. Throughout, an Elders Council provided advice and guidance.

In 2014 the task force launched its plan, which called on the community to coordinate and align a multi-sectoral approach for ending homelessness based on the following four pillars and eight goals.

THE 10-YEAR PLAN TO END HOMELESSNESS IN WINNIPEG

PILLAR	GOALS
Prevent homelessness	Prevent discharges/releases by institutions (i.e. hospitals, correctional institutions, treatment facilities) or other service systems (including child welfare authorities) to emergency shelters or provisional accommodation by creating accessible pathways to permanent housing for people at risk of homelessness.
	Intervene to prevent people who are provisionally accommodated from becoming homeless.
Provide person-centred Supports	Establish a comprehensive, culturally proficient, trauma-informed, and person-centred system of care for people experiencing homelessness that offers a range of permanent housing options.
	Ensure emergency accommodation is available when needed, providing support to help people move to permanent housing as quickly as possible.
Increase housing supply	Increase the number of affordable housing units in the private, non-profit and public sectors that are available to people experiencing homelessness.
	Maintain and improve existing accommodations accessible to people who might otherwise be homeless to live safely, securely and with dignity. This includes private market rental rooming houses and single room occupancy hotels.
Evaluation and shared measurement	Develop a comprehensive profile of the homeless population with data system(s) to support evaluation, monitoring and continuous improvement in a homeless system of care.
	Undertake research to better understand the particular circumstances and characteristics of people experiencing homelessness in Winnipeg.

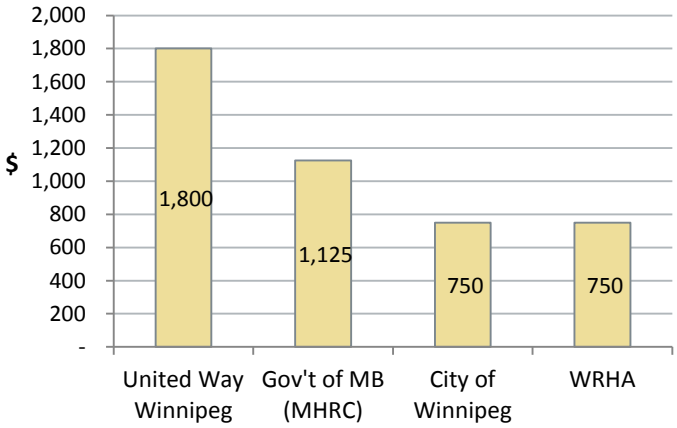
The task force also recommended that a new organization be established to lead implementation of the plan and to provide backbone supports to coordinate the work that would need to be done by dozens of organizations in all sectors. Accordingly, United Way of Winnipeg and the Winnipeg Poverty Reduction Council created a five-year business plan (2015-2020) that they presented to potential funders.

Four funders agreed to support the 10-year plan: United Way Winnipeg, the Government of Manitoba (Manitoba Housing and Renewal Corporation), the City of Winnipeg, and the Winnipeg Regional Health Authority (WRHA). Their total contributions over the past five years are shown in the graph opposite. (For detailed financial information see Appendix 2 on page 31.)

Funders' Contributions 2015-16 to 2019-20

In Thousands

Source: Audited financial statements & 2019-20 Budget



With funding secured, EHW was incorporated in May 2015 as a non-profit organization. Subsequently the Canada Revenue Agency granted EHW status as a registered Canadian charity.

EHW has used its core funding to build an organization that in five years has established itself as a respected, collaborative, but assertive leader with strengths that include the following:

- knowledge, wisdom, and experience
- courage and willingness to take calculated risks to achieve results
- connections to people with influence and power
- a strong Board of Directors and staff of whom the majority is Indigenous
- strong support from Indigenous leaders and the Indigenous community

As EHW developed these strengths, our ability to engage partners increased as did our partners' willingness to work with EHW. Over the past few years the level of engagement and rate of progress have intensified such that the accomplishments that are highlighted on the following pages are only a hint of the progress that will be achieved over the next five years as EHW builds on the community's momentum and readiness for the collective action that will achieve transformative change beginning with the 2025 targets.

Accomplishments and key initiatives

Governance and living our values

End Homelessness Winnipeg was established in 2015 with the commitment of four funders: United Way Winnipeg, the Province of Manitoba, the City of Winnipeg, and the WRHA. Bylaws were developed, a Board of Directors, formed, office space secured, job descriptions created, a staff of six recruited, and policies and procedures established. Our annual reports provide highlights of the start-up phase and document our progress and results. (Annual reports are available at endhomelessnesswinnipeg.ca.)

The task force that developed the 10-year plan envisioned that the community's work would be led by a new organization using a Collective Impact approach to engage diverse partners from all sectors. EHW has been true to this vision. So far EHW has involved 130 local organizations in identifying common goals and coordinating services and strategies. Partners include emergency shelters, community and social service agencies, housing developers and housing providers, public services, and all levels of government including Indigenous governments.

Reconciliation

End Homelessness Winnipeg is committed to Truth and Reconciliation as a path to end Indigenous homelessness. In fact, this is one of the seven values that guide our work.

In 2017 EHW was the local host for the Canadian Alliance to End Homelessness's annual conference, which involved over 300 participants in learning about the Definition of Indigenous Homelessness in Canada[3] that EHW helped create.

In 2019, EHW partnered with the Assembly of Manitoba Chiefs to engage the community in developing a strategy for ending First Nations homelessness in Winnipeg and Manitoba. The strategy will guide implementation of culturally appropriate services and programs to support those in transition between urban and rural or remote First Nations communities who are experiencing or at risk of homelessness. The rural-urban transition was identified as an issue in the 10-year plan and Manitoba Housing's report on its 2017 public consultations describes "the experience of Indigenous people moving off reserve to urban centres" as being "similar to newcomers moving to Canada"[4].

EHW uses a Collective Impact approach to work with partners from diverse sectors to end homelessness

Collective Impact is the commitment of a group of cross-sector actors to a common agenda for solving a targeted social problem through alignment and differentiation of efforts.

The five necessary conditions of Collective Impact are:

- A **Common Agenda** and shared vision for change, including a common understanding of the problem
- **Shared Measurement** is collecting data and measuring results consistently across all participants to ensure activities remain aligned, decisions are data-driven, and participants hold each other accountable.
- **Mutually Reinforcing Activities** by stakeholders that are identified and coordinated through a plan of action.
- **Continuous Communication** across the many players in order to build trust and assure mutual objectives
- A **Backbone Organization** to coordinate and manage the day-to-day operations and implementation of work

Source: Collective Impact Forum (2013) collectiveimpactforum.org/resources/collective-impact-terminology

End Homelessness Winnipeg has signed the City of Winnipeg's Indigenous Accord, which the City describes as "a living document to guide our shared commitment to the Journey of Reconciliation in Winnipeg, rooted in the Truth and Reconciliation Commission's 94 Calls to Action".[5]

In 2019, End Homelessness Winnipeg amended its bylaws to become an Indigenous organization. The amendments include the requirement that 75% of the Board of Director's 16 elected directors must be Indigenous after the 2020 annual general meeting. EHW reached this target on September 13, 2019 when four Indigenous directors were elected to the board bringing the total number of Indigenous directors to 11. Over 60% of staff identifies as being Indigenous – the target is 75%.

Becoming an Indigenous organization reflects our core values and our commitments under the Indigenous Accord while also ensuring that the organization reflects and is directly accountable to those who are disproportionately affected by homelessness in Winnipeg. The city's most recent Street Census found that two-thirds of the people experiencing homelessness who were surveyed on a single night in April 2018 identified as Indigenous.[6]

As an Indigenous-led, backbone organization End Homelessness Winnipeg is able to identify and coordinate culturally appropriate solutions to reduce the over representation of Indigenous people among the homeless population.

2025 Milestone: Reduce the overrepresentation of Indigenous people from 70% of those experiencing homelessness to 20%.

Key findings in the *Winnipeg Street Census 2018 Final Report*:

- 66% of people experiencing homelessness were Indigenous
- 74% of youth were Indigenous
- More than two thirds of Indigenous people experiencing homelessness was First Nations
- 61% of First Nations people grew up in a First Nations community.
- 59% of Indigenous people surveyed spent time in the care of Child and Family Services.

Valuing the Voice of Lived Experience

The task group that developed the 10-year plan to end homelessness understood the importance of learning from people with diverse perspectives and lived experience. Accordingly the task group's guiding principles included working "to fully involve Indigenous peoples and those with lived experience of homelessness, to ensure their perspectives are fully reflected in the development, implementation and evaluation of our Plan". True to this principle, the task group learned from 86 people with lived experience who participated in focus groups and interviews.[7]

End Homelessness Winnipeg continues to value the voice of people with lived and living experience. Their guidance helps us build a deeper understanding of issues and develop effective solutions. Recent examples include the following:

"Engage those with lived experience of homelessness to develop a deeper understanding of homeless issues, to aid the development of effective solutions."

Manitoba Housing's 2017 Public Consultations,[1]

- Involving people with lived experience in developing terms of reference for EHW's Community Sector Leadership Council whose terms of reference include addressing identified root causes of homelessness and gaps and challenges in existing systems along the continuum of care. The council was established in the fall of 2019 and is inclusive of people with lived experience.
- Engaging with individuals who panhandle to understand their needs and perspectives before developing and finalizing recommendations and the report on unsafe panhandling at intersections.

- Partnering with Main Street Project and Mama Bear Clan during the Community Entity's fall 2019 community engagement process to learn how 99 people who are currently homeless and do not access shelters would allocate federal homelessness funding in Winnipeg.

KEY GOVERNANCE INITIATIVES UNDERWAY AS OF SEPTEMBER 2019

- Recruiting Indigenous directors for election at the 2020 annual general meeting to satisfy the by-law requirement that 75% of our elected directors are of Indigenous descent
- Strengthening the Community Sector Leadership Council to guide and promote implementation of initiatives to end homelessness that align with local strategies, national strategies, and best practices
- Using our *Annual Report to the Community* to present data on key-outcome and performance indicators as required by Reaching Home and to inform other funders, community partners, and the general public about the work we are doing and the progress the community is achieving through its collective efforts to end homelessness

Community Entity for the Reaching Home Strategy

In April 2019, End Homelessness Winnipeg became the interim Community Entity that administers more than $9 million in annual funding from the Government of Canada's Reaching Home Homelessness Strategy. Since signing the agreement to become CE in March 2019, EHW has established an office, hired staff, screened funding requests from 20 organizations that were previously funded under the federal Homelessness Partnering Strategy (HPS), and signed funding agreements totalling over $8.0 million to support 30 sub-projects designed to reduce homelessness.

By taking on the role of Community Entity, EHW is now well positioned to align local and federal funding and strategies to achieve tangible outcomes that can prevent and end homelessness. This is consistent with another of our values – people, organizations, and sectors working together around a common vision and shared goals.

Serving as Community Entity strengthens EHW's ability to change the system – to coordinate the homeless-serving sector's work by connecting strategies and strengthening services to address gaps and mobilize solutions.

As shown in the table below, Reaching Home's five priorities align with the 10-year plan's four pillars.

The 10-Year Plan: 4 pillars	Prevent homelessness	Provide supports	Increase housing supply & access	Evaluation & shared measurement	Increase housing supply & access
	↕	↕	↕	↕	↕
Reaching Home: 5 priorities	Prevention / diversion	Support services	Housing services	Coordination / data	Capital

One of Reaching Homes' goals is to reduce chronic homelessness nationally by 50% in 10 years – by 2027-28. If Winnipeg achieves the 2025 targets outlined in this plan, our community will be well on the way to achieving this 10-year goal.

In response to Service Canada's call for proposals, in September 2019 EHW submitted an application to be appointed permanent CE for Reaching Home's Designated funding stream for a four-year period beginning on April 1, 2020. On October 16, Reaching Home's Community Advisory Board passed a

motion recommending that Service Canada appoint EHW as permanent CE. EHW anticipates receiving the appointment and also expects to be appointed as the permanent CE for the Indigenous funding stream.

KEY COMMUNITY ENTITY INITIATIVES UNDERWAY AS OF SEPTEMBER 2019

- Applying to Service Canada to be appointed permanent Community Entity for Winnipeg for the Reaching Home strategy's Designated and Indigenous funding streams

Prevention

Reintegration from Corrections

In January 2017, End Homelessness Winnipeg hosted a forum for agencies that work with people in conflict with the justice system. During the forum several participants expressed concern that people were being released from prison with no place to call home – people were being released into homelessness and into the care of shelters. EHW responded by forming a Reintegration and Homelessness Prevention (RIHP) working group that includes people from health, welfare, corrections and the Indigenous community. This group assesses current policies and procedures and researches best practices for pre-release planning to reintegrate individuals to the community once they have served their sentences.

RIHP supported development of a proposal that secured funding from the federal Homelessness Partnering Strategy for the two-year Manitouwabi demonstration project, which is designed to support people prior to and for up to one year after their release from corrections.

Within a few months of its launch, Manitouwabi had received 175 referrals and hired six staff members who were already working at full capacity.

The demonstration project revealed many challenges facing individuals who are reintegrating to the community following incarceration. It also highlighted the demand for housing supports among those exiting the criminal justice system. In April 2019, the Community Entity for Reaching Home Strategy (administered by EHW) approved a third year of funding for Manitouwabi.

2025 Milestone: Decrease the flow into homeless shelters from the correctional, health, education, and CFS systems.

Key findings in the *Winnipeg Street Census 2018 Final Report*:

- 51.5% of people experiencing homelessness had been in the care of Child and Family Services at one point in their lives and 62.4% of them experienced homelessness within one year of leaving care.
- 58.5% of Indigenous people surveyed spent time in the care of Child and Family Services.
- 52.2% of respondents who reported involvement with Child and Family Services first became homeless within 30 days of transitioning from the care of CFS.

RIHP's current focus is to better connect individuals who are discharged from provincial corrections with social and housing assistance. The working group has researched the approach used in British Columbia where social assistance, health and corrections have developed an integrated system to support and prevent homelessness among those reintegrating to the community upon release.

Centralized Intake

End Homelessness Winnipeg funded the development of the Aboriginal Health and Wellness Centre's Doorways program, which is a one-stop, walk-in access centre for people experiencing or at risk of homelessness. Doorways' staff works with emergency shelters and housing agencies to provide centralized intake, assessment, and referrals.

Community Loan Program

People are evicted from their homes for many reasons. Sometimes it is because they have lost their income due to an illness, job loss, or break up with a spouse or partner. If the problem is a temporary shortage of cash or loss of income, a rent bank can provide the bridge necessary to prevent eviction.

More than one-third of respondents in the 2018 count identified eviction, inability to pay rent, or job loss as the reason for their most recent experience of homelessness.

Winnipeg Street Census 2018 Final Report

In the fall of 2017, End Homelessness Winnipeg contracted SEED Winnipeg Inc. to conduct a feasibility study on a rent bank for Winnipeg. Then in partnership with SEED Winnipeg and the Aboriginal Health & Wellness Centre, EHW developed a local community loan program that will prevent people from becoming homeless due to a short-term inability to pay their rent. The program will provide loans to pay utility and rental arrears to prevent eviction and loans for damage deposits so people can rent housing.

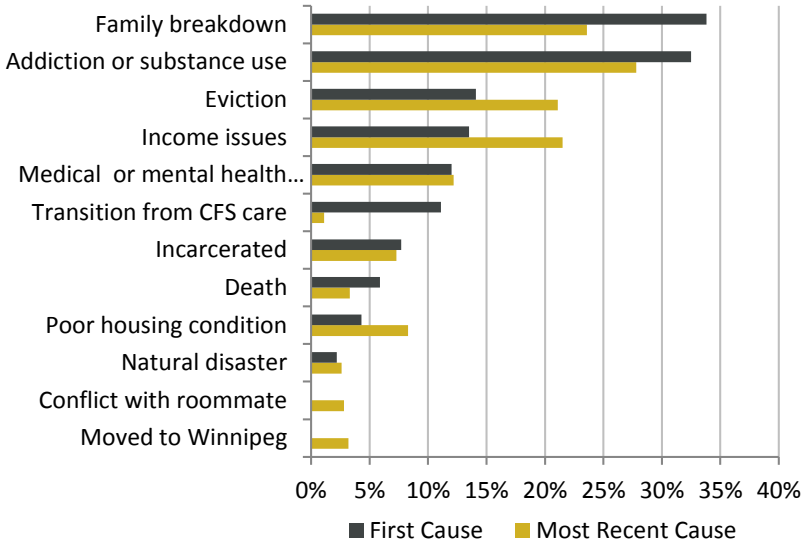
The demonstration project will be implemented over the next 6 months.

KEY PREVENTION INITIATIVES UNDERWAY AS OF SEPTEMBER 2019

- Establishing a community loan program that will serve as a rent bank to help ensure that tenants do not experience homelessness as a result of a temporary cash flow problem or income shortfall
- Finalizing a long-term plan to prevent discharge from provincial corrections into homelessness.
- Working with the Winnipeg School Division and youth to develop strategies to prevent homelessness among students who are disengaging from their studies. This aligns with the 10-year plan, the Here and Now Youth Strategy, and recommendations in Manitoba Housing's report on its 2017 public consultations.

Reasons for Homelessness, First Experience and Most Recent

Source: *Winnipeg Street Census 2018 Final Report*



Person-centred supports

Extreme Weather Response

In December 2016 a woman died after being outside all night in frigid temperatures. EHW responded quickly by convening a meeting of stakeholders to develop a coordinated response to prevent a similar tragedy. Many organizations responded including the City of Winnipeg and its Fire Paramedic Service, Downtown Winnipeg BIZ, Family Services, several shelters and Housing First agencies, and the Winnipeg Regional Health Authority. First the group developed an immediate response and then a more comprehensive plan that was activated for the first time in November 2017.



End Homelessness Winnipeg's Extreme Weather Response Committee now oversees annual implementation of an extreme cold and heat homeless-centred response plan that coordinates services and facilitates communication among service providers to ensure that people who experience homelessness – and are vulnerable to exposure – have access to the resources and services they need to prevent heat and cold related injuries and illness.

Gizhe Waa Ti-Sii-Win Service Delivery Expo

The Annual Gizhe Waa Ti-Sii-Win Service Delivery Expo brings housing organizations; social, financial, and public services; and personal and health care providers together to provide a range of services.

The first Expo in May 2018 welcomed more than 500 guests to the Neeginaan Centre. The second, held in May 2019 at the Salvation Army Weetamah, welcomed approximately 50% more guests – 750 people. The 2020 Expo at the RBC Convention Centre will be even larger.

People who experience or are at risk of homelessness often face barriers accessing services due to transportation, time, cost, or availability. This is why having access to the services they need in one place over the course of one day is a huge benefit.

The range of services provided at Expo includes the following:

- access to documents and identification such as a birth certificates and Treaty and Status cards
- help filing applications for housing and assistance

Gizhe Waa Ti-Sii-Win 2019 Service Delivery Expo Highlights:

- 750 guests
- $170,000 in benefits received as a result of the tax returns filed
- 89 applications for birth certificates filed
- 60 eyeglasses prescriptions filled



Scenes from the first Expo (2018)

- assistance filing tax returns and accessing entitlements such as CPP and OAS for seniors
- connections to services and supports that can prevent loss of housing or entry into homelessness

In addition to providing guests with immediate benefits and ongoing connections to resources, the Service Expo contributes to positive relationships and mutual awareness among local service providers which increases their ability to connect individuals with other appropriate services throughout the year.

Strategic Solutions for Local Concerns

End Homelessness Winnipeg funded the Shelter Transition Support demonstration project at Aboriginal Health and Wellness Centre to assist people while they transition from emergency shelters to transitional housing with supports.

End Homelessness Winnipeg has also facilitated collaborations among service providers, individuals with lived experience, and City of Winnipeg staff to develop strategies that support safety for the general public, individuals who panhandle at unsafe locations such as busy intersections, and individuals who are unsheltered and sleeping in temporary encampments.

In 2018 all three levels of government created an Illicit Drug Task Force to develop recommendations to address the increased distribution and use of methamphetamine and other drugs. After the task force released its final report in June 2019, the city asked EHW to conduct a scan related to the reports' recommendation that "efforts be undertaken to resource safe spaces in existing, dispersed and accessible community agencies to operate with longer hours (ideally 24/7)" [8].

End Homelessness Winnipeg responded to the City's request by conducting a scan and engaging community organizations and shelters to identify and assess needs, local priorities, and the capacity to create additional 24/7 safe spaces in our city. The resulting report has been provided to the City of Winnipeg.

Winnipeg Outreach Network

End Homelessness Winnipeg partners with the Winnipeg Outreach Network (WON) to provide backbone support for convening and coordinating outreach services across the city. EHW helps to produce, update, and distribute the WON Resource Guide, which is a comprehensive listing of services and resources for those experiencing or at risk of homelessness.

KEY PERSON-CENTRED SUPPORT INITIATIVES UNDERWAY AS OF SEPTEMBER 2019

- Monitoring and refining the content and implementation of the extreme weather response to increase safety and prevent heat- and cold-related illness and injury among those experiencing homelessness
- Expanding the number of services available at the annual Gizhe Waa Ti-Sii-Win Service Delivery Expo toward a long-term goal of improving access to services among those experiencing or at risk of homelessness throughout the year
- Ensuring the WON Resource Guide is accurate, up to date, and widely available to those in need of services

- Enhancing a community of practice, learning, and care among those directly serving individuals who experience homelessness. For example, EHW organized the September 2019 training retreat for Housing First Workers.
- Educating the public on issues related to homelessness to reduce stigma and dispel myths that perpetuate harmful perceptions and practices toward those without a home and to mobilize community support for inclusion and integration of people who experience homelessness. Examples of this include EHW's work on strategies related to encampments and unsafe panhandling. (This aligns with the 10-year plan and recommendations in Manitoba Housing's report on its 2017 public consultations.)

Housing supply

In 2018 End Homelessness Winnipeg produced the *Private Rental Housing Market Inventory Report* and the *Housing Models and Development Framework*[9], which identifies priorities to increase and improve the housing supply for people experiencing homelessness or at risk of becoming homeless. The framework estimates the number of new units required to meet demand over the period 2018 to 2025 for four types of housing – supportive, transitional, private rental and secondary suites, and social housing.

- Low estimate (status quo): 1,340 units required
- Medium estimate: 1,930 units required
- High estimate: 3,860 units required

EHW's Housing Supply Action Committee includes private sector champions and public sector officials. Together they are building relationships and exploring potential solutions such as innovative financing and housing models to address the projected housing need.

The committee's first project will create a 24-unit transitional housing project for women and children fleeing violence on land to be donated by Manitoba Housing.

EHW has also funded research that looked at population and housing growth in Winnipeg and the way that other communities have used inclusionary housing. Researchers talked with local developers and others to identify considerations on inclusionary housing and inclusionary zoning that can facilitate development of housing units to prevent and reduce homelessness. EHW has shared this information with the City of Winnipeg and is advocating the City to consider inclusionary zoning in its policies and processes.

Over the past year EHW also supported Wahbung Abinoonjiiag and eight other organizations in preparing a proposal in response to Manitoba Housing's Request for Expressions of Interest from community groups interested in sponsoring/managing 50 units of existing social housing for women and families fleeing violence and providing them with ongoing connections to gender-based supports and services. The service model that was developed for this proposal can be applied to other housing projects.

KEY HOUSING SUPPLY INITIATIVES UNDERWAY AS OF SEPTEMBER 2019

- Developing a funding model and securing partners to build and operate a 24-unit transitional housing project for women and children fleeing violence
- Facilitating access to 50 units of social housing for women and children fleeing violence along with coordinated supports. (This aligns with recommendations from the MMIWG Inquire Report and Manitoba Housing's 2018 public consultations.)
- Revising the *Housing Models and Development Framework* to reflect the most current and best available data on local housing need and availability
- Collaborating with the City of Winnipeg to inform its new poverty reduction strategy

Evaluation and measurement

Point-In-Time Counts

While it is impossible to conduct an exact count of all those experiencing homelessness, a point-in-time (PIT) count can help a community determine the extent of homelessness at a single point in time. This snapshot improves understanding about the nature and extent of homelessness.

EHW participated on the PIT steering committee that conducted the 2015 and 2018 point-in-time counts. The committee was led by the Social Planning Council of Winnipeg and included the City of Winnipeg, Province of Manitoba, and other local organizations. Findings from both counts were published in street census reports that policy makers and service providers are using to assess progress and refine their approaches.

EHW will be leading planning and implementation of the 2020 count with our partners – this work aligns with our evaluation and measurement pillar.

This is how data was gathered for Winnipeg's 2018 PIT Count

"Over a 24-hour period almost 300 volunteers and staff collected surveys from 53 emergency, domestic violence and youth shelters, transitional housing sites, bottle depots, and community agencies and/or drop-in locations. Surveyors also walked almost 120 km of inner city streets, and outreach teams went to designated potential survey locations along 99 km of streets outside of the inner city."

Winnipeg Street Census 2018 Final Report, p.3

Built for Zero Canada

End Homelessness Winnipeg has been selected to participate as one of nine new communities in the Built for Zero Canada (BFZ-C) campaign. On its website, Built for Zero Canada describes itself as "a national, collaborative change effort leading the work to end chronic homelessness using a data-driven approach".

As one of 33 BFZ-C communities, EHW will receive training and support from subject matter experts on collecting key data points to measure entries into and exits from homelessness by:

- establishing a by-name-list of individuals experiencing or at risk of homelessness in Winnipeg using data collected through the Homeless Individuals and Families Information System (HIFIS)

- implementing coordinated access: a systems-based, data-driven approach to prioritizing those most in need and matching with appropriate housing and supports

HIFIS – the Homeless Individuals and Families Information System

HIFIS is the Government of Canada's national data platform for organizations that provide services for people who are experiencing homelessness. Organizations can use the software for shelter admissions, case management, housing placements, etc. HIFIS also supports data sharing at the local, regional and national levels, which facilitates analysis and research.

On April 1, 2019, End Homelessness Winnipeg became administrator for the HIFIS platform that is used by two local systems: HIPW (Winnipeg's emergency shelters) and Doorways (Housing First providers). We are now integrating these two systems. This year we expect to onboard 12 new organizations and we will continue to grow the system by adding six to eight new organizations every year for the next four years.

The integrated and expanded HIFIS will provide data for the by-name-list of individuals experiencing homelessness that we will develop as a participant in the Built for Zero initiative. HIFIS will also serve as the data collection and management tool for coordinated access. (For more information on HIFIS see the appendix on page 35.)

BUILT FOR ZERO. CANADA

About BFZ-C

Goal
"to help a core group of leading communities end chronic homelessness – a first step on the path to eliminating all homelessness in Canada"

Method
A "structured, supportive and data-driven approach focuses on optimizing local homeless systems, accelerating the adoption of proven practices and driving continuous improvement"

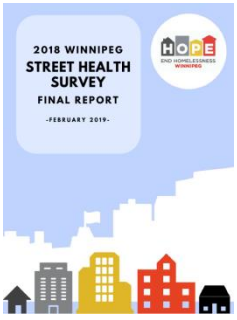
The Movement
"Is it really possible to end homelessness? We know it's possible, it's already been done! In the US, three communities have measurably and sustainably ended chronic homelessness and more are on the path to get there."

https://bfzcanada.ca/getting-to-zero/

Street Health Survey

In 2018, End Homelessness Winnipeg led implementation of the Winnipeg Street Health Survey and analysis of the findings in partnership with 18 local organizations.[10] To conduct the survey, interviewers talked with 406 individuals experiencing homelessness to gather information on their self-reported health, housing and social service needs.

The Street Health Survey Final report was launched in February 2019. The report and a series of fact sheets have been widely distributed across sectors and online to assist with knowledge translation across organizations and sectors.

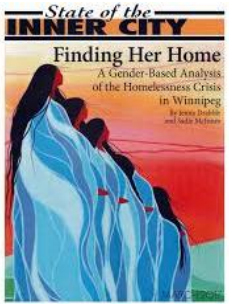


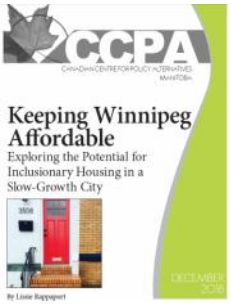
Research and Strategy

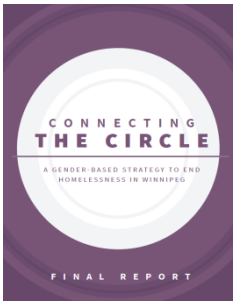
End Homelessness Winnipeg has funded and participated in a range of other research studies, strategies and reports including those listed below:

- Here and Now: Winnipeg Plan to End Youth Homelessness (2016)
- Finding Her Home: A Gender-Based Analysis of the Homelessness Crisis in Winnipeg (2017)
- Keeping Winnipeg Affordable: Exploring the Potential for Inclusionary Housing in a Slow-Growth City (2018)
- Connecting the Circle: A Gender-Based Strategy to End Homelessness in Winnipeg (2019)[11]









KEY MEASUREMENT & EVALUATION INITIATIVES UNDERWAY AS OF SEPTEMBER 2019

- Providing leadership and support for the Community Entity's Community Advisory Board (CAB), the Community Sector Leadership Council, and stakeholders in identifying annual, measurable milestones to achieve Reaching Home's targeted 50% reduction in chronic homelessness by 2027-28 or earlier
- Revising the Reaching Home funding application to require organizations to state how their project will contribute to the targeted 50% reduction in chronic homelessness and/or reduce the flow into homelessness in Winnipeg
- Leading implementation and analysis of future point-in-time counts/street census studies
- Facilitating integration and expansion of HIFIS in alignment with the 10-year plan to end homelessness in Winnipeg, Reaching Home priorities, and findings from Manitoba Housing's 2017 public consultations
- Partnering with stakeholders to lead development of a coordinated access system in Winnipeg that will be used by government programs and community organizations to improve services for people experiencing homelessness
- Conducting system mapping in collaboration with HelpSeeker and its systems mapping platform
- Completing and releasing sub-reports based on analysis of the Street Health Survey data provided by women, 2SLGBTQ+, youth, and Indigenous survey participants

Opportunities and challenges

Ways to reduce the cost of homelessness

As of 2013, homelessness cost the Canadian economy $7.05 billion per year. [12] These costs include the interactions that people experiencing homelessness have with emergency shelters, community support services, first responders, health care providers, and the criminal justice system. A 2012 analysis reviewed previous Canadian studies to determine the average monthly costs for sheltering individuals in different settings.[13] Findings appear in the table opposite and show that the monthly cost of social housing ($200) was 10% of the cost of a shelter bed ($1,932) and less than 2% of the cost of a hospital bed.

Average Monthly Cost of Sheltering Individuals in Different Settings in 2012[12]



Social Housing	Rent Supplement	Shelter Bed	Provincial Jail	Hospital Bed
$200	$701	$1,932	$4,333	$10,900

In Winnipeg, the At Home/Chez Soi Project found that the annual per-person cost of Housing First (HF) interventions is less than half the $45,500 annual cost of homelessness even when factoring for the cost of salaries for front-line staff and supervisors, program expenses such as travel, rent, utilities, etc., and monthly rent supplements.[14]

At Home/Chez Soi annual cost analysis

- **$45,500** to remain in homelessness
- **$18,840** Housing First for individuals with high need
- **$12,552** Housing First for individuals with moderate need

Other Winnipeg-based research has found that providing permanent supportive housing to individuals who were chronically homeless resulted in an 82% reduction in contact hours with Winnipeg Police Services and a 53% decline in emergency department use.[15] Evaluating the effectiveness of a local supportive housing complex, annual costs were identified as approximately $9,485/person ($7,404 with food deducted). Comparing this investment with national data, it was found for every $10 invested in congregate housing, there is a potential cost savings of between $70 and $126.[16]

More recently, Regina's Housing First program, HOMES, has demonstrated significant reductions in public systems interaction for 49 clients as shown in the table to the right.[17] The yearly cost of serving this cohort was estimated at $31,000 per year before entering the program and dropped 60% to an estimated $13,000 after entering the program.

Regina HOMES: Reduction in Public Systems Interaction Costs

System Interaction	Cost Reduction
Detox Visits	-93%
Arrests	-89%
Police Calls	-81%
ER Visits	-75%
EMS	-66%
Days in Hospital	-40%

While further research could sharpen EHW's understanding of the exact cost of homelessness in Winnipeg, local, comparative and national data build a strong case for the cost-effectiveness of Housing First, social housing, and supportive housing as long-term solutions for individuals who experience homelessness particularly when compared to the costs of emergency responses such as shelters, emergency rooms and police interactions.

Winnipeg compared to three other cities in Western Canada

Winnipeg's most recent street census counted 1,519 individuals experiencing homelessness on a single night in April 2018. The authors of the *Street Census 2018 Final Report* estimate that at least another 3,000 people in the city are experiencing hidden homelessness – couch surfing or staying in hotels or places not intended for habitation.[18]

April 2018 Winnipeg Street Census Point-in-Time count:

- **204** individuals unsheltered/sleeping rough
- **392** in emergency shelters
- **895** provisionally accommodated: transitional housing, health/justice institutions, friends/family
- **3000** estimated "hidden" homeless

Two-thirds of those surveyed in the 2018 street census were Indigenous. Two-thirds were male and two-thirds were over 30 years of age. It is estimated that women, Two Spirit, and non-binary individuals were under-represented in the survey as they are more likely to experience hidden homelessness.

In recent years communities across Canada have conducted point-in-time counts using similar though not identical methods. This makes it possible to compare the proportion of residents experiencing homelessness in Winnipeg with the proportion in other cities. The table below shows the 2016 populations of Winnipeg and three municipalities in Western Canada (Edmonton, Saskatoon, and Medicine Hat) along with the number of people identified during the 2018 point-in-time (PIT) counts in each of these cities.

The table also shows the findings from the 2018 PIT count expressed as a rate per 10,000 – a metric used in the *2018 Alberta Point-In-Time Homeless Count Technical Report.* Of the four cities, Winnipeg's rate per 10,000 is the highest (22) and Medicine Hat's the lowest (11).

Rate of Homelessness per 2018 PIT Counts

City	2016 Municipal Population	2018 PIT Count	2018 Rate per 10,000 Population
Winnipeg	705,244	1,519	**22**
Edmonton	932,546	1,971	**21**
Saskatoon	246,376	475	**19**
Medicine Hat	63,260	68	**11**

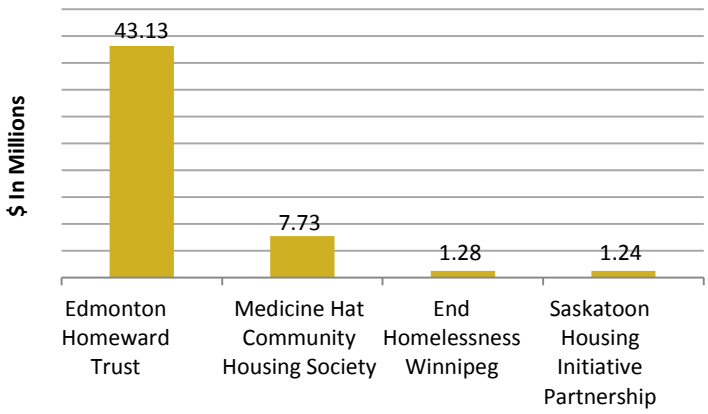
Data sources:
1) Statistics Canada Population and Dwelling Count Highlights Table, 2016 Census - Census Subdivisions
2) 2018 PIT reports

While each of the four cities has developed a unique, local approach for ending homelessness, they all have a non-profit organization with a distinct mandate to end homelessness. In 2016, three of these organizations (Edmonton, Saskatoon and Medicine Hat) also served as community entities for federal homelessness funding. Two (Edmonton and Medicine Hat) operate housing.

The chart opposite compares the organizations' total revenues for 2016 (the most recent year for which complete and comparative data was available). The Edmonton Homeward Trust had the highest revenue –$43.13M – of which $32M was provided by the province, $9M by the federal government, and $1.3M by the municipal government.

Total Revenue: Fiscal Year ending in 2016

Source: Annual reports and audited financial statements



In 2019-20, End Homelessness Winnipeg is administering $9 million in federal Reaching Home funding and operating with core funding of $850K – an amount that has not increased since the organization was established in 2015. Beginning in 2020-21, EHW will need additional core funding to build on the momentum created over the past five years and provide the leadership that the community needs to achieve the 2025 targets.

Is it possible to end homelessness?

In 2015 Medicine Hat announced that it had ended chronic homelessness. In 2017 the CBC quoted Medicine Hat Community Housing Society's manager as saying that "We absolutely have people in our community still experience (sic) homelessness…Years ago we'd have people living in the shelter for years, now it's measured in days and weeks".[19]

The key elements of Medicine Hat's success reducing chronic homelessness – coordinated access, a by-name list, central intake, and systems planning – are now being replicated in communities across Canada[20] and are included in EHW's plan for the next five years.

Built for Zero reports that three communities in the United States have ended chronic homelessness (Bergen County, New Jersey; Lancaster, PA; Rockford, IL) and ten have measurably and sustainably ended veteran homelessness.[21]

Operational challenges facing EHW

As noted in the background section of this plan, EHW has many strengths including growing recognition and acceptance of EHW's mandate to lead a coordinated, community-wide approach to end homelessness and support from Indigenous leaders and the Indigenous community. We also face some challenges in addition to those related to the complexity of homelessness and the diverse range of services and supports required to prevent and reduce homelessness.

Some challenges are beyond EHW's control. For example, the large number of capital fundraising campaigns that are underway or being planned in Winnipeg will provide strong competition for EHW's fundraising to secure philanthropic support, private sector capital, and government funding for housing projects.

Homelessness in Medicine Hat

"We absolutely have people in our community still experience (sic) homelessness…Years ago we'd have people living in the shelter for years, now it's measured in days and weeks".

Jaime Rogers, manager Medicine Hat Community Housing, as quoted by the CBC in 2017

Other challenges are subject to EHW's influence. This includes government decisions about funding for capital projects, eligibility criteria for government infrastructure funding, and demands from third parties that EHW divert time and attention from its priorities to focus on theirs.

Still other challenges are under EHW's control. For example in March 2021 EHW's two office leases end and it will be able to move all staff to a single location. This will increase efficiency and enhance integration of EHW's work to achieve the 2025 targets and the work it does to achieve Reaching Home's national target of a 50% reduction in homelessness within ten years (by 2027-28).

Other challenges are more difficult to address:

- We need more human resources to fulfill EHW's mandate to lead multi-sector work to end homelessness and provide the required backbone supports, and raise funding for capital and other projects. Other than the Reaching Home-funded positions that we added to become the Community Entity, the size of EHW's staff remains at six – the number set for the organization's start-up phase. EHW needs a director of finance and operations; administrative support; a researcher/data analyst; and a fundraiser to secure major gifts.
- We need a case for support; a fund development plan, policies, and materials; a donor database; and a volunteer fund development committee
- We need start-up capital beginning with $8M for the Housing Supply Committee's first project.
- We need project funding e.g. for loans that the community loan program will provide to prevent a temporary shortage of money for rent from causing eviction and homelessness.

In addition to resources, we also need to engage political champions and do a better job communicating with the public and key stakeholders. In short we need to develop and implement a communications and marketing plan that increases understanding about homelessness, fosters the belief that by working together we can end homelessness, and generates the financial support required to achieve the 2025 targets

Perhaps the biggest challenge facing End Homelessness Winnipeg is the expectation that in five years, by March 2025, our work will either be done or be self-sustaining. Neither of these will happen. While communities have shown that strategies can be successful at reducing the number of people who become homeless and prevent chronic homelessness, the flow into homelessness will never stop completely. Communities will always need the capacity to provide people experiencing homelessness with the services and supports they need to quickly move from being homeless to living in transitional, supportive, independent or other housing.

Together we can end homelessness

EHW's work will change as the 2025 targets are achieved and even tougher targets are set. This work requires an ongoing commitment of financial and in-kind support from all levels of government, the private sector, the philanthropic sector, and the community.

As such End Homelessness's work leading the homeless-serving sector and involving stakeholders from all sectors will not end in five years. However, EHW's work will change as the 2025 targets are achieved and even tougher targets are set. This work requires an ongoing commitment of financial and in-kind support from all levels of government, the private sector, the philanthropic sector, and the community. Together we can end homelessness.

The five-year plan: details

Key actions to achieve the 2020-2025 targets

COMMUNITY TARGETS	KEY ACTIONS 2020-25	CURRENT INITIATIVES
1,340 **HOUSING UNITS** Create 1,340 additional housing units based on identified housing needs.	Develop EHW's capacity for fund development. Establish a financing model for new housing. Build on EHW's 2018 *Housing Models and Development Framework* to create detailed housing concepts for housing projects and develop a master plan to create 1,340 units. Leverage partnerships with developers, funders, and service providers to build housing projects. Engage with government to ensure their funding criteria and policies for new housing meet the needs of people experiencing homelessness.	• Developing a funding model and securing partners to build and operate a 24-unit transitional housing project for women and children fleeing violence • Coordinating access to 50 units of social housing for women and children fleeing violence along with coordinated supports. • Revising the *Housing Models and Development Framework* to reflect the most current and best available data on local housing need and availability • Collaborating with the City of Winnipeg to inform its new poverty reduction strategy

COMMUNITY TARGETS	KEY ACTIONS 2020-25	CURRENT INITIATIVES
1,519 **PEOPLE HOUSED** House 1,519 people who are experiencing chronic homelessness or are unstably housed.	Leverage partnerships with the major providers of rent-geared-to-income housing. Develop a comprehensive, reliable inventory of available housing units. Develop a coordinated access system that streamlines the process for people experiencing homelessness to access the support services they need. (Coordinated access is explained in the appendix on page 34.) Educate the public about the coordinated access system so that people understand what it offers and how to connect with it. Educate the homeless-serving sector about the importance of participating in the coordinated access system.	Working with the major providers of rent-geared-to-income housing. Establishing a community loan program that responds to financial crises by providing loans to prevent people from being evicted because of utility and rental arrears and loans for damage deposits so people can rent housing. Finalizing a long-term plan to prevent discharge from provincial corrections into homelessness. Working with providers of housing services.
<10 days **REDUCE LENGTH OF STAYS IN EMERGENCY SHELTERS** Reduce the length of stays in emergency shelters so that 92% of stays are less than 10 days	Understand the demographics of those staying in emergency shelters for more than 10 days to inform the development of population-specific responses. Build a continuum of housing types and services: supportive, culturally-based, transitional, community, etc. Develop relationships with the major providers of rent-geared-to-income housing. Work with emergency shelters to become more housing focussed. Transfer provincial homelessness programs and subsidies serving Winnipeg to EHW.	Expanding the HIFIS system to include more organizations Using HIFIS to create a by-name-list of individuals experiencing or at risk of homelessness in Winnipeg Developing a plan and budget for the coordinated access system Educating the public on issues related to homelessness to reduce stigma and mobilize community support for inclusion and integration of people who experience homelessness

COMMUNITY TARGETS	KEY ACTIONS 2020-25	CURRENT INITIATIVES
50% **REDUCE INDIGENOUS OVERREPRESENTATION** Reduce the overrepresentation of Indigenous people accessing emergency shelters by 50%.	Create a safety net e.g. 24/7 Safe Space. Collaborate with federal and provincial partners to identify and address jurisdictional gaps and issues regarding health care, housing, income supports, and education supports. Partner with Indigenous organizations to create a collaborative network that provides wraparound services that address housing affordability and access, innovative housing models and flexible funding structures, and includes community development. Partner with Indigenous organizations to build culturally appropriate approaches, systems, and supports for people experiencing homelessness.	Partnering with the Assembly of Manitoba Chiefs and others to implement the strategy for ending First Nations homelessness in Winnipeg and Manitoba. Partnering with Indigenous organizations to build housing and increase access to housing. Becoming an Indigenous organization. Establishing a Community Sector Leadership Council, guided by the TRC Calls to Action, to identify gaps in the system and promote cross-sector initiatives to support those experiencing or at risk of homelessness Facilitating development of transitional housing for women and children fleeing violence in partnership with Wahbung Abinoonjiag Inc. and 8 other Indigenous and women's organizations.
≤ 10% **RETURN TO HOMELESSNESS** Prevent those served by the coordinated access system from returning to homelessness.	Create a by-name list of people experiencing homelessness in HIFIS (Homeless Individuals and Families Information System). Evaluate current practices and policies that contribute to people returning to homelessness and revise as needed.	Participating in the Built for Zero Canada (BFZ-C) campaign Enhancing a community of practice, learning and care among those directly serving individuals who experience homelessness e.g. Housing First workers
Eliminate **THE FLOW FROM SYSTEMS** Prevent individuals from being discharged/released into homelessness from corrections, health, and CFS and prevent disengagement from the education system from causing homelessness.	Determine how many people are being discharged from institutional settings into absolute homelessness and understand their characteristics. Identify gaps and develop a plan with partners and stakeholders to stop inflow into homelessness.	Finalizing a long-term plan to prevent discharge from provincial corrections into homelessness. Working with the Winnipeg School Division and youth on strategies to prevent homelessness among students who are disengaging from their studies.

COMMUNITY TARGETS	KEY ACTIONS 2020-25	CURRENT INITIATIVES
Onboard 45 organizations/programs **HIFIS & COORDINATED ACCESS** Grow HIFIS as the comprehensive system-wide data platform for the homeless-serving sector and create a widely-used coordinated access system.	Use system mapping to identify gaps and redundancies. Add 45 community organizations and programs to HIFIS based on priorities that will be identified using system mapping and other means Implement coordinated access processes that people experiencing homelessness can access on their own or through service providers that use standardized intake and assessment tools and procedures. (Coordinated access is explained on page 31.)	Integrating the shelter and Housing First HIFIS systems Expanding HIFIS from 4 primary users in April 2019 to 16 organizations by March 31 2020 Developing a plan and budget for the coordinated access system

Alignment with Reaching Home's community plan

In EHW's role as the interim CE, we conducted a comprehensive community engagement process in August and September 2019. This involved six discussion groups with 51 people (women, youth, 2SLGBTQ+, Indigenous peoples, and people living with disabilities), an online survey that generated 342 responses, outreach with people who are unsheltered or living in tents, and a detailed environmental scan.

EHW used findings from this extensive engagement process to develop a community plan that includes priorities for investing Reaching Home funding over next four years. These priorities (shown in the table below) will inform the allocation of Reaching Home funds and support End Homelessness Winnipeg's work to align and coordinate strategies, policies, and programs to achieve the 2025 targets.

Community Plan for Investing Reaching Home's Designated Funding: 2020-21 to 2023-24

	2020-21	2021-22	2022-23	2023-24
Housing Services	21%	21%	21%	21%
Prevention and shelter diversion	19%	19%	19%	19%
Support services	18%	18%	18%	18%
Capital investments	15%	15%	15%	15%
Coordination of resources and data collection	12%	12%	12%	12%
Administration	15%	15%	15%	15%
Total funding	**100%**	**100%**	**100%**	**100%**

Key performance indicators and baseline data

The table on the following page shows how each of the five-year plan's goals and targets align with the 10-year plan and Reaching Home priorities. It also shows the key performance indicators that EHW will use to monitor and report on progress each year and the baseline data against which progress will be assessed.

		ALIGNMENT										
		10-Year Plan Goals				Reaching Home Priorities						
GOAL	COMMUNITY TARGETS: 2025	Prevent homelessness	Provide supports	Incr. housing supply & access	Eval & shared measurement	Prevention / diversion	Support services	Housing services	Coordination / data	Capital	KPIs: Key Performance Indicators	DATA: Baseline or Currently Known
Create additional housing units based on identified housing needs	**1,340 housing units**			X	X				X	X	# currently available housing units	To the best of our knowledge: *Transitional housing 278 units *Rooming houses & SROs 1,424 units *Permanent supportive housing 127 units, *Social housing TBD, *Private market rental 61,999 units
											# additionally available housing units	*Transitional housing 220 units *Permanent supportive housing 200 units, *Social housing 470 units, *Private market rental 450 units
House people who are experiencing chronic homelessness or are unstably housed.	**1,519 individuals housed**		X	X	X		X	X	X		# of individuals experiencing homelessness (2018 Street Census)	1,519
											Avg. # unique clients experiencing chronic homelessness accessing emergency shelters (Sept 2018-Sept 2019 HFIS4 Shared System)	203
											# individuals housed in Housing First Programs (June 30, 2019 WPG CE-RH-funded)	199
											# individuals housed in Housing First Programs (September 30, 2019 Housing Plus)	209

		ALIGNMENT										
		10-Year Plan Goals				Reaching Home Priorities						
GOAL	COMMUNITY TARGETS: 2025	Prevent homelessness	Provide supports	Incr. housing supply & access	Eval & shared measurement	Prevention / diversion	Support services	Housing services	Coordination / data	Capital	KPIs: Key Performance Indicators	DATA: Baseline or Currently Known
Reduce lengths of stays in emergency shelters	**92% of emergency shelter stays are <10 consecutive days**	X	X		X	X	X		X		Average length of shelter stay (annually)	82% of emerg. shelter stays were <10 consecutive days: Sept. 30/19 HIFIS4)
Reduce the overrepresentation of Indigenous people accessing emergency shelters	**50% reduction in the number of Indigenous people accessing emergency shelters**	X	X	X	X	X	X	X	X	X	# of individuals experiencing homelessness who were of Indigenous descent (2018 Street Census)	1,003 (66%)
											# of individuals experiencing homelessness who stayed in shelters and were of Indigenous descent (2018 Street Census)	45.40%
											# of individuals accessing emergency shelters who identified as Indigenous (includes First Nations (On & Off Reserve, & Non-status), Inuit, Metis)- (HIFIS4 Shared System September 2019)	41%
											Average length of shelter stay Indigenous vs. non-Indigenous (annually)	Awaiting HIFIS4 information
Prevent those served by the coordinated access system from returning to homelessness	**≤ 10% of individuals return to homelessness**	X	X		X	X	X		X		# individuals previously housed, then returned to homelessness (entered emergency shelter system (HIFIS4 Housing History)	TBD

GOAL	COMMUNITY TARGETS: 2025	ALIGNMENT: 10-Year Plan Goals: Prevent homelessness	10-Year Plan Goals: Provide supports	10-Year Plan Goals: Incr. housing supply & access	10-Year Plan Goals: Eval & shared measurement	Reaching Home Priorities: Prevention / diversion	Reaching Home Priorities: Support services	Reaching Home Priorities: Housing services	Reaching Home Priorities: Coordination / data	Reaching Home Priorities: Capital	KPIs: Key Performance Indicators	DATA: Baseline or Currently Known
Prevent individuals from being discharged/released into homelessness from corrections, health, and CFS and prevent disengagement from the education system from causing homelessness	**Eliminate the flow from systems**	X			X	X			X		% of total stays annually where reason for service in emergency shelter is due to release/discharge from justice, healthcare, CFS (HIFIS4 Shared System)	awaiting HIFIS4 information
											# individuals with no fixed address discharged from Winnipeg hospitals (April 1, 2017-March 31, 2018- MB Health - Discharge Abstracts Database)	96
											Disengagement from education system (data?)	Currently unknown
											# of Housing First participants exiting corrections, health, CFS and education systems into housing	Currently unknown (HIFIS4 housing history & housing placement data can inform in future
Grow HIFIS as the comprehensive system-wide data platform for the homeless-serving sector and create a widely used coordinated access system	**Onboard 45 organizations / programs to HFIS & coordinated access**		X		X		X		X		# of emergency shelters and community agencies using HIFIS4 and participating in coordinated access - annually	4 service providers (3 emergency shelters; 1 transitional housing agency

Appendix 1: Organizational structure and human resources

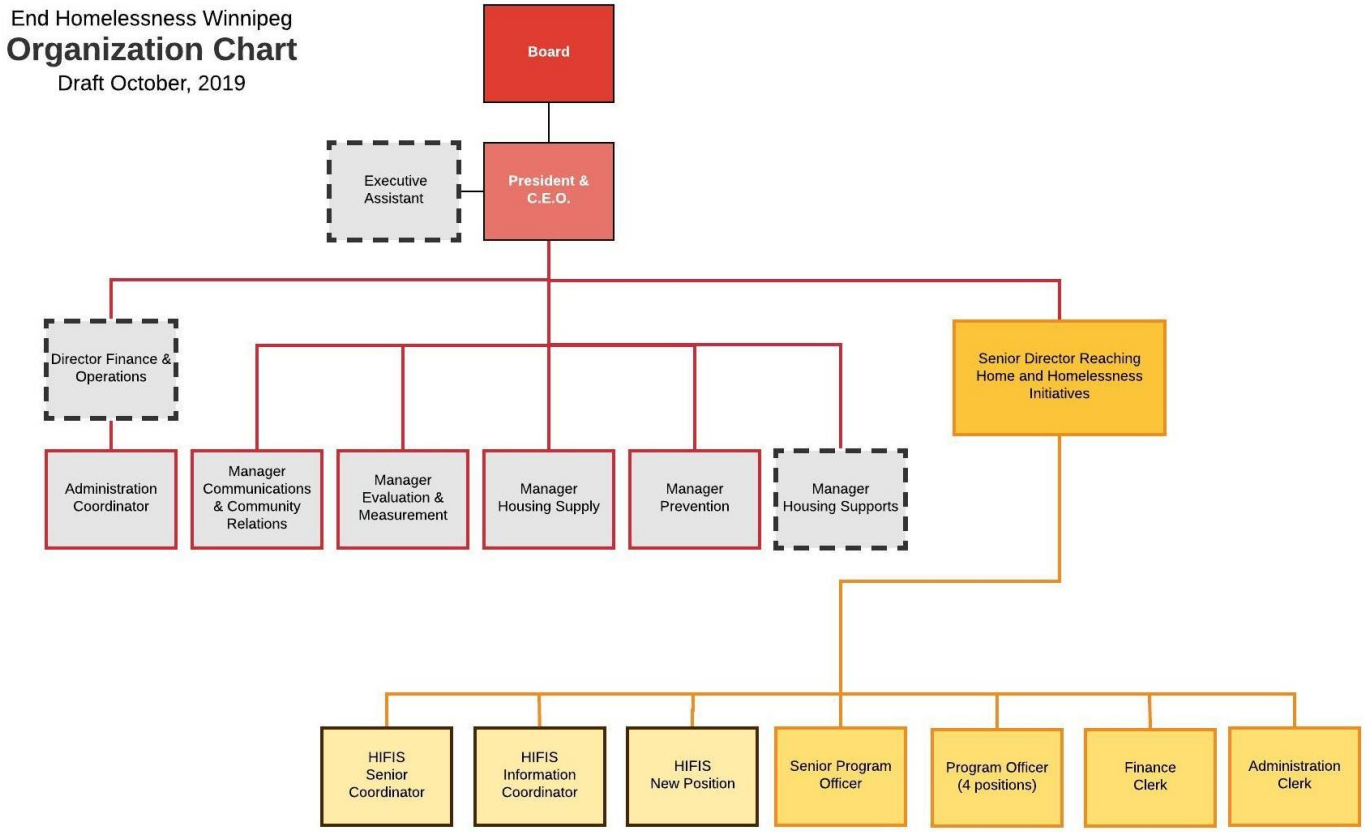
Since it was established in 2015, End Homelessness Winnipeg's core operations have been staffed by six full-time positions: President & CEO, administration coordinator, and four managers.

EHW added 11 full-time positions when it became interim Community Entity (CE) for the Government of Canada's Reaching Home strategy and the HIFIS administrator in April 2019. These positions and the related operating costs are funded by the Government of Canada.

On September 23, 2019, EHW applied to Service Canada to be appointed permanent Community Entity for Reaching Home for a four-year period 2020-21 to 2023-24. On October 16, Reaching Home's Community Advisory Board passed a motion recommending that Service Canada appoint EHW as permanent CE. Although Service Canada may not announce its decision until December 2019 or January 2020, EHW anticipates receiving the appointment and is planning and budgeting accordingly. EHW also expects to be appointed as the permanent CE for the Indigenous funding stream.

To achieve the 2025 targets, EHW requires additional staff. In 2020-21 it will add two positions that will strengthen the administrative foundation on which all mission-related functions and activities rest – a director of operations and finance and an executive assistant. EHW will also restore the manager housing supports position, which was part of the original staffing plan.

In the following organization chart, EHW's current positions appear on the left in red and grey boxes. The CE and HIFIS positions appear on the right in yellow-gold boxes. Positions framed by black dotted lines are those that will be added in 2020 – the first expansion of EHW's core staff since the organization was established in 2015.



The director of operations and finance will make it possible for EHW to bring its finance and accounting functions in house and just as importantly, strengthen operations management for the entire organization (including the CE). With the addition of this position, EHW will no longer require United Way to provide finance and accounting services. Note that the original intention was for United Way to provide administrative supports during EHW's start-up phase. After five years, EHW has moved beyond start-up and the growing size and complexity of its operations require in-house expertise in finance and operations management.

EHW anticipates entering into formal agreements with the CE to lead two initiatives that are mandatory for communities that receive Reaching Home funding.

- conduct the biannual point-in-time (PIT) count, which is also called the Winnipeg Street Census
- develop a coordinated access system for the homeless-serving sector within three years

The manager housing supports position, which will be restored in 2020, will play a key role developing the coordinated access system.

Appendix 2: Financial results and plan

Financial results and current year budget

Over the past five years, EHW has received core revenue from four funders under agreements with the following terms:

Terms of Agreements with Funders		Total Funding since 2015-16 In Millions
United Way Winnipeg	$300K/year with no restrictions on how funding can be used	1.800
Government of Manitoba	$125K in 2014-15 to "support initial start-up costs" and $750K over a three-year period that was extended to four years ending in 2018-19. The province has informed EHW that there will be a new multi-year funding agreement.	1.125
City of Winnipeg	$150K/year to be used "solely for operating costs of backbone infrastructure". The five-year agreement runs from January 2015 to December 2019. The city will consider EHW's request for a new multi-year funding agreement as part of its 2020 budget process.	0.750
WHRA	$150K/year through a seven-year agreement (April 2015 to March 2022) to be used "exclusively to provide the Programs/Services, including but not limited to, the payment of all employee salaries and benefits, or sub-contracting or related costs"	0.750
		4.425

In addition to the $4.425M provided by core funders EHW has generated additional revenue ($310K). As shown in the table on the following page, this brings total revenue to $4.7M for the five-years ending March 31, 2020.

Over this period total expenditures were $4.6M of which 60% ($2.8M) was invested in the community and 40% ($1.8M) used for operations and administration.

At March 31, 2020, EHW expects to have net assets of $135K, which is the equivalent of five months' operations and administration costs.

Revenue and Expenditures 2015-16 to 2019-20

For years ended March 31

Source: Audited financial statements and 2019-20 budget

	Actual				Budget	5 Year Total	
	2016 (323 days)	2017	2018	2019	Excl. the CE 2020	$	%
Revenue							
Grants							
United Way of Winnipeg	$600,000	$300,000	$300,000	$ 300,000	$300,000	$1,800,000	38%
Government of Manitoba	375,000	250,000	250,000	-	250,000	1,125,000	24%
City of Winnipeg	150,000	150,000	150,000	150,000	150,000	750,000	16%
Winnipeg Regional Health Authority	150,000	150,000	150,000	150,000	150,000	750,000	16%
	1,275,000	850,000	850,000	600,000	850,000	4,425,000	93%
Funding for Specific initiatives	-	-	121,066	22,970	50,000	194,036	4%
CAEH17 conference sponsorships	-	-	53,908	60	-	53,968	1%
Service Expo	-	-	-	29,750	29,383	59,133	1%
Interest income	-	184	819	1,355	500	2,858	0%
Total revenue	**1,275,000**	**850,184**	**1,025,793**	**654,135**	**929,883**	**4,734,995**	**100%**
Expenditures							
Community investment							
Housing support	-	93,947	328,586	294,525	84,242	801,300	17%
Prevention	-	62,989	178,871	208,266	145,893	596,019	13%
Measurement and shared evaluation	-	56,965	158,276	257,644	131,200	604,085	13%
Housing access	-	110,494	141,072	155,811	125,358	532,735	12%
Service Expo	-			29,976	29,383	59,359	1%
Special projects	-	-	-	5,467	115,000	120,467	3%
CAEH 2017 conference	-	-	49,026	-	-	49,026	1%
	-	**324,395**	**855,831**	**951,689**	**631,076**	**2,762,991**	**60%**
Operations and administration							
Salaries, benefits & consulting in 2019	130,868	202,910	263,873	204,959	150,987	953,597	21%
United Way Winnipeg admin. fee	85,000	85,000	85,000	65,000	31,765	351,765	8%
Office expenses and insurance	4,875	62,359	42,871	62,606	70,535	243,246	5%
Lease and leasehold improvements	35,247	29,652	31,930	29,667	35,600	162,096	4%
Professional fees	10,096	7,136	13,317	6,726	6,987	44,262	1%
Amortization of capital assets	-	3,507	7,013	7,013	7,013	24,546	1%
Computer equipment & software support	6,979	21,254	2,094	11,382	15,296	57,005	1%
	273,065	**411,818**	**446,098**	**387,353**	**318,183**	**1,836,517**	**40%**
Total expenditures	**273,065**	**736,213**	**1,301,929**	**1,339,042**	**949,259**	**4,599,508**	**100%**
(Deficiency) excess of revenue over expenditures	1,001,935	113,971	(276,136)	(684,907)	(19,376)	**135,487**	
Net assets, beginning of year	-	1,001,935	1,115,906	839,770	154,863		
Net assets, end of year	**$1,001,935**	**$1,115,906**	**$ 839,770**	**$ 154,863**	**$ 135,487**		

Summarized Statement of Financial Position

March 31

Source: Audited financial statements

	2016	2017	2018	2019
Assets				
Cash	$ 409,935	$ 350,400	$ 618,784	$ 339,282
Accounts receivable	700,000	850,000	305,622	83,213
Prepaid expenses	1,922	7,324	3,351	23,854
Capital assets	-	48,909	41,896	99,202
	1,111,857	**1,256,633**	**969,653**	**545,551**
Liabilities				
Accounts payable and accrued liabilities	109,922	115,227	129,883	304,258
Deferred revenue and deferred contributions	-	25,500	-	86,430
	109,922	140,727	129,883	390,688
Net assets	1,001,935	1,115,906	839,770	154,863
	$1,111,857	**$1,256,633**	**$ 969,653**	**$ 545,551**

Five-year budget 2020-21 to 2024-25

The budget is available in a separate document.

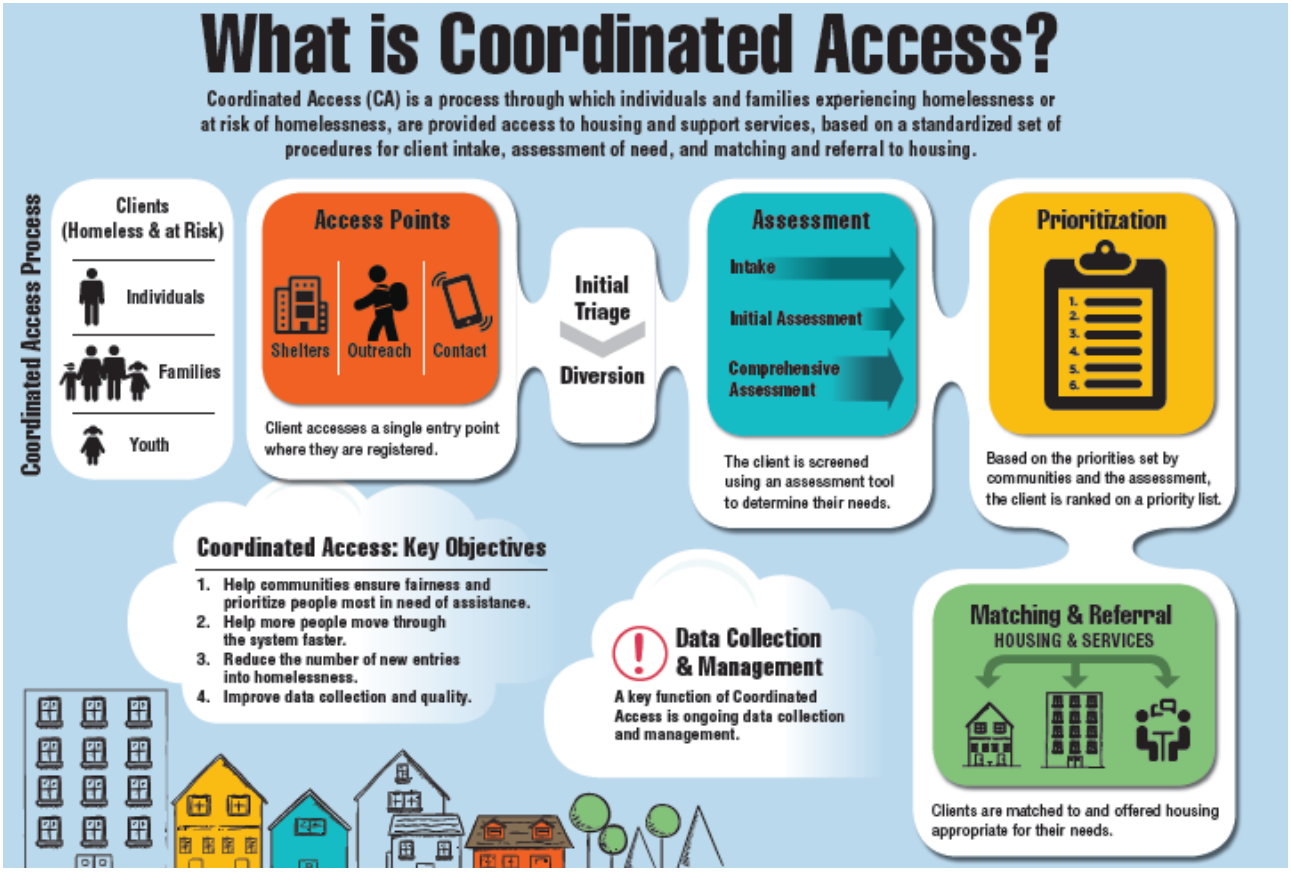
Appendix 3: What is coordinated access?

The Government of Canada's Reaching Home Strategy requires all communities that receive designated funding to have a coordinated access system by March 2022.

As the Community Entity (CE) for Reaching Homes, EHW will lead development of the coordinated access system over the next three years.

Reaching Home's website provides the following description of coordinated access.[22]

> A coordinated access system is the process by which individuals and families who are experiencing homelessness or at-risk of homelessness are directed to community-level access points where trained workers use a common assessment tool to evaluate the individual or family's depth of need, prioritize them for housing support services and then help to match them to available housing focused interventions.
>
> Quality coordinated access systems share several features, including a centralized database that collects and displays real-time data on clients and available housing and supports; clear access points of entry; common assessment; standardized protocols; and resources (for example, staff) focused on ensuring that people can connect with appropriate housing and housing supports in an efficient manner.



Appendix 4: What is HIFIS?

The Government of Canada all communities that receive funding under the Reaching Home Strategy to use its Homeless Individuals and Families Information System (HIFIS) or to have some other comprehensive data collection and case management system

Employment and Social Development Canada's website describes HIFIS as follows:[23]

> The Homeless Individuals and Families Information System (HIFIS) is a comprehensive data collection and case management system designed to better understand what is happening in your community and to work collaboratively.
>
> **HIFIS 4**
>
> HIFIS supports communities by allowing multiple service providers to access real-time homelessness data and refer clients to the services at the right time. HIFIS allows the service providers to collaborate through a community-wide system that can be accessed from web-enabled devices, such as laptops, smartphones and tablets. HIFIS:
>
> - Supports client intake, program assignment and case management;
> - Assists with housing inventory and matching;
> - Offers pre-built and evidence-based custom reports;
> - Includes communication tools to support collaboration;
> - Provides privacy and confidentiality controls to protect data; and,
> - Allows transfer of data to support reporting, analysis, research and decision-making.
>
> HIFIS benefits clients, service providers, and the homelessness sector by:
>
> - Enabling clients' assessment, prioritization and referral to services at the right time without requiring clients to repeat their stories multiple times;
> - Empowering service providers with reporting tools to increase understanding of local homelessness trends and needs; and,
> - Contributing to a comprehensive portrait of homelessness in Canada, informing evidenced-based policy and decision-making.

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