

The Guide to Community Plan Updates for the National Homelessness Initiative

Note: To be eligible for funding under the Supporting Communities Partnership Initiative (SCPI), the COMMUNITY PLANS template MUST be completed and submitted electronically in a Word format. All categories of this template MUST be completed by communities. References to other source documents WILL NOT be accepted.

Introduction

Following the announcement of the National Homelessness Initiative (NHI) in December 1999, 61 communities developed Community Plans to guide their efforts to alleviate and prevent homelessness. While these plans were approved by Minister Bradshaw, the Federal Coordinator on Homelessness, they belong to and are driven by the communities themselves. They contain a wealth of information on the homelessness situation in the communities, including existing homelessness research, the communities' assets and the gaps in their network of support related to homelessness and the communities' priorities for the future, which assisted the community in the development and implementation of projects.

Three years later, the Community Plan continues to be a critical tool for communities to maintain the community-driven process, highlight community needs, and develop innovative and effective strategies to meet local requirements to both prevent and reduce homelessness. The Community Plan uses a continuum-of-supports approach, which builds on existing programs and work already underway within communities to facilitate the coordination of services such as emergency sheltering, health care, social supports, transitional housing and skills development. By adopting this approach, the community plan provides a foundation for community action that builds on the community's assets and fosters and maintains a holistic approach to addressing homelessness.

The Vision

Based on consultations with community partners, it is recognized that the homelessness situation in many communities has changed over time. The goals and objectives of the National Homelessness Initiative have evolved to respond to these changes. The vision for the extended Initiative will continue with the community partnership approach to enable communities to focus on the next steps in the continuum-of-supports to reduce dependency on emergency responses and to move more individuals and families into stable living environments with access to the transitional and supportive services and supports.

In the extended NHI, the shift in focus from emergency homelessness responses should improve living conditions for many homeless individuals and families, ultimately achieving a reduction in the overall emergency shelter population. This approach would also help prevent others from falling into homelessness by supporting the design of interventions that would help those at risk of homelessness maintain stable lifestyles. It

is anticipated that transitional and supportive interventions will eventually lead to reduced demands on the health and correctional systems and provide many homeless people with improved living conditions and employment skills, leading to jobs and participation in mainstream society.

Planning Objectives

With the changes to the vision of the NHI, the significant progress made by communities over the first three years of the Initiative and the evolving needs of the homeless population, there is clearly a need to assess and update the Community Plans. The objectives of the updated Community Plans are to:

- give community service organizations and other interested stakeholders a framework within which to work together to achieve common goals;
- be more inclusive of Aboriginal and youth-serving organizations in the identification of community needs and the recommendation of activities to meet those needs;
- assist the community in moving along the continuum of supports, by focussing on transitional, supportive and preventative activities as integral parts of the community's response to homelessness;
- identify partnership opportunities and build community capacity to help ensure the sustainability of the projects and the community process;
- assist the community to make the best possible use of scarce resources by reducing overlap and duplication;
- develop communications strategies to ensure inclusiveness and transparency and broaden community interest and involvement
- enable the community to evaluate its progress in reaching its objectives; and
- identify other sources of funding.

Participation

Although obtaining broad community involvement can be challenging, experience from the first three years of the Initiative identified the critical need for an inclusive process. A representative body of community stakeholders must be present at the table for the development and implementation of an effective plan that clearly identifies the community's concerns and effective solutions. Therefore, community members, including service providers, government representatives (municipal, provincial and federal), interested individuals and organizations (non-governmental funding organizations, faith groups, private sector, service clubs, unions, etc...), and groups that are homeless or at-risk of homelessness should be involved.

Youth and Aboriginal people represent two of the largest and most vulnerable homeless sub-populations. The full and ongoing participation of homeless youth and Aboriginal representatives in the NHI processes should help to respond to this situation and help ensure that community priorities and investments are reflective of the complex and distinct needs of these groups. Although it is recognized that all stakeholders have an important role to play in NHI planning and implementation activities, the inclusion of these two sub-populations in particular is being emphasized in the extension.

It is also important that there be links with existing or emerging community initiatives and related sectors. Homelessness facilitators in the HRDC regional and/or local offices will work with communities to assist them in updating their plans and will facilitate the process to ensure communities are well positioned to receive SCPI funding for eligible projects.

The Community Plan should continue to identify a comprehensive range of actions necessary to address the reduction and prevention of homelessness, regardless of where the funding may come from, including those activities that are not eligible for federal funding under the SCPI.

Funding

To qualify for federal SCPI funds, matching non-federal government funding sources must be identified, with evidence of this confirmed funding attached to the Community Plan (e.g. a letter from the funding partner). However, where a community can not confirm the necessary funds to match the federal allocation at the time of plan approval, a strategy for securing the remainder of the required funds (e.g. funding on a project-by-project basis, identification of tentative sponsors, etc.) will be sufficient.

The Community Plan: Nine Basic Elements

The updated Community Plans must ensure that there is up-to-date information on the nine elements from the original Community Plans. This exercise should be beneficial to communities in their identification of priorities for the next three years that reflect both their accomplishments and the outstanding issues that need to be addressed. The electronic template provided is an attempt to streamline the updating process and to capture the information in a standard way that is easy to analyse, share and report on. The template is divided into nine sections, which relate to the elements upon which the initial plans were developed.

1. Geographic Area

The first section of the plan update is geographic area. The purpose of this section is to clearly identify the geographic area and population over which the SCPI funding will be applied. It is critical that all areas or communities covered by the Community Plan are listed and that the corresponding population is noted. This information will help ensure that there is accurate and consistent information readily available about the community.

2. Community Plan Development and Implementation

The second section of the plan is community plan development and implementation. The purpose of this section is to identify the representatives and organizations involved in the process to update and implement the Community Plan and to help demonstrate that this plan accurately reflects the specific needs of community members experiencing, or at risk of experiencing homelessness. Adopting inclusive planning and implementation processes will help to ensure that a community has a comprehensive

assessment of its assets and gaps, and the linkages needed between programs and services, to provide holistic solutions.

As youth and Aboriginal people are two of the largest and most vulnerable homeless sub-populations, their involvement in the development and implementation of community plans should help ensure that the communities' priorities and corresponding projects meet these unique needs (e.g. If approximately 25% of the homeless population of a community are youth, those involved in the approval or recommendation of projects should attempt to ensure that a proportionate amount of funding is directed at projects to meet youth needs).

Therefore, the confirmation of active participation and attendance of local Aboriginal people and youth (individuals and/or organizations) in planning and implementation is required for plan approval.

It is recognized that for a variety of reasons representation of homeless youth and Aboriginal sub-populations may be limited. A focus is therefore placed on the steps taken towards an approach to planning and implementation that is inclusive of these groups. It should be noted that the recruitment and retention of representatives from these sub-populations for complex and ongoing NHI tasks often requires a significant investment of time and genuine in-person efforts to create trust through relationship-building. Many communities have made significant efforts in this regard over the first three years of the Initiative. It is important that these efforts are continued and enhanced across the country over the next three years.

Plan update

For the plan update section, please identify the individuals involved in the Community Plan update, including their name (wherever possible), and where applicable, the organization or group they represent and the type(s) of organization(s) or group(s) (e.g. faith groups, the private sector, etc.). Also, please identify the Aboriginal and youth serving organizations and/or people involved in the Community Plan update, including their name (wherever possible), the organization or group they represent, their role and a description of the extent of their involvement. If large group consultation or meeting is held, it would be sufficient to just note an approximate number of representatives in the name field, along with the name of their corresponding organization.

Plan implementation

For the plan implementation section, please describe the community process (narrative or in an attached flow chart or org. chart) for implementing the plan (e.g. committee structure, approval/recommendation process). Following this, please identify the individuals that will be involved in either approving projects (in the case of Community Entities) or recommending projects for approval (in the case of Shared Delivery). This should include their name (wherever possible), and where applicable, the organization or group they represent and the type(s) of organization(s) or group(s). Also, please identify the Aboriginal or youth-serving organizations and/or people that will be involved in the implementation of the community plan, including their name (wherever possible), the organization or group

they represent and their anticipated role in plan implementation.

The following are some examples of activities/approaches which can be utilized by communities to improve the involvement of stakeholders in the plan update.

- Local community planning process identified inclusion as a priority
- Met with advocacy agencies to seek their input/involvement
- Met with individuals at the service sites to seek their input/involvement
- Held focus groups with homeless people and those at risk of homelessness
- Met with other sector tables (i.e. Youth, family violence, Aboriginal)
- Asked service providers to nominate people/representatives
- Designed community consultations specifically to involve individuals and advocacy groups
- Held a gathering to celebrate and engage

3. Overall Objectives

The third section is focussed on the overall objectives that the community expects to achieve by March 31, 2006, through the implementation of its Community Plan. The community's objectives should be supportive of the Government of Canada's long-term objectives for the NHI, which are listed below, and should contribute to the sustainability of community efforts.

The strategic objectives of the NHI are:

1. To develop a comprehensive continuum of supports to help homeless Canadians move out of the cycle of homelessness and prevent those at-risk from falling into homelessness by providing communities with the tools to develop a range of interventions to stabilize the living arrangements of homeless individuals and families—encouraging self-sufficiency where possible—and prevent those at-risk from falling into homelessness.
2. To ensure sustainable capacity of communities to address homelessness by enhancing community leadership and broadening ownership, by the public, non-profit and private sectors, on the issue of homelessness in Canada.

Please note that when identifying the community's priorities in section 7, it is important that the expected outcomes of these priorities are supportive of the community's objectives.

4. Supports to Sustainability – Partnerships and Community Capacity Building

Introduction

Sustainability is understood as maintaining the community processes, activities and projects initiated under the SCPI, beyond March 31st, 2006. It requires several actions by many players that over time will sustain a community's impact on homelessness.

While the "matching funds" requirement of the SCPI has helped to promote sustained

community responses to the challenge of homelessness, it should be noted that this program feature is not equated with the achievement of sustainability. In fact, predicted success in this area is based more on the strength of the community response, and the ability of communities to develop relationships and structures to work towards the benefit of homeless citizens.

To facilitate sustainability at the community level, an updated homelessness plan can include helping communities develop strategies to:

- use resources more effectively
- increase community awareness and ownership of activities
- plan common activities at the community level to strengthen individual organizations (such as joint training, combined approaches to seek new partners, joint advocacy)
- lend support from the community to improve the sustainability of individual projects (through sharing of ideas and resources, coaching and mentoring)

At the project level, sustainability is best achieved when community groups have:

- systematically applied expert knowledge to plan their projects, with a thorough understanding of predicted revenues, cost and operating issues
- utilized available resources in an innovative, flexible and responsible fashion
- clearly identified missing resources
- developed and carried out strategies to obtain needed resources, and
- maintained their connections with the broader community effort, including offering their resources to other groups.

Where existing projects have not achieved sustainability goals, communities may consider the merits of renewing these projects. While former project recipients are eligible for funding in the extension of the NHI, the option to renew projects ultimately rests with community steering committees or funding tables through the community-based decision-making process. Projects under consideration for renewal must fill an identified gap or need at the community level, particularly where activities are designed to address objectives in the area of transitional and supportive facilities and services or in the prevention of homelessness.

Key Supports to Sustainability

Partnership development and community capacity building are viewed as essential elements to achieving sustainability – at both a community and project level.

The following sections may be of assistance in completing the template, by identifying the community's strengths and areas for improvement related to sustainability. As a starting point, it would be helpful to review the Sustainability section of the Community Plan Assessment.

Planning a Partnership Strategy

The following is a list of steps to develop an overall partnership strategy for both community process partnerships and project partnerships, with the goal of expanding existing partnerships and creating new ones.

- Review existing partnerships
- Consult and identify on what worked well and didn't work well
- Develop a strategy to maintain and enhance existing partnership
- Use the assets and gaps identification to list the needed enhancements and outstanding gaps where new partnerships could assist
- Identify priorities for new partnerships
- Develop a strategy for engagement
- Other steps, as determined by the process partners
- Develop a process for annual review and updating of partnerships and the partnership strategy

As is the case with the achievement of sustainability, partnerships are not just about money. They are relationships that can assist with advice, advocacy, information, volunteers, tools, technical and management assistance, in-kind donations, resource-sharing, connections to other networks and sectors, etc. as well as employment, housing and other opportunities for homeless people and those at risk.

To prepare to respond to the partnership questions (4a, b, and c) in the Community Plan Update Template, the community should identify some initial areas for partnership development.

b) Community Capacity Building

Capacity building is concerned with individual and collective capacities that a community needs in order to effectively address the primary determinants of community well-being. In addition to community leadership, the fundamental elements of community capacity are:

- a shared sense of and vision for the community
- citizen participation
- resources, knowledge and skills
- communication, and
- ongoing learning.

Building capacity primarily involves assisting individuals to realize existing skills,

equipping people with new skills and understanding, building self-confidence and responsibility, and increasing or enhancing the tools, coordination, collective efforts and services available in the community. Without strong and ongoing capacity at the community level, the NHI will not achieve its long-term objective – the development of a sustainable community-based process around homelessness with broad-based ownership and strong leadership at the local level.

The 2003 evaluation found that SCPI has made an important contribution to enhancing capacity to address homelessness in the majority of communities examined. While the evaluation outlined that there is considerable work still to be done in building strengths to address homelessness in Aboriginal communities, there is also a need to ensure that capacities in more established areas are maintained, and that newer communities (e.g. small or rural) are supported in like efforts.

Overall, the evaluation of the Initiative found that communities chose to spend approximately 10% of allotted funds on capacity building over the first three years. Building on the work of the past three years, communities should continue to undertake a number of activities to strengthen their capacity, based on their assessment of areas that would benefit from further development. Communities are encouraged to continue to target a similar proportion of their SCPI funds - over the next three years of the National Homelessness Initiative - towards the creation and maintenance of capacity building efforts aimed at reducing or preventing homelessness.

The Sustainability Tool on Community Capacity is appended. This tool can assist with an overall assessment of the community's capacity and help to prioritize areas that need strengthening. As well, Facilitators may help communities to access a "toolkit" of capacity building resources, collected by the NSH.

To prepare to complete the Capacity Building questions (4 d and e) in the Community Plan Update Template, the community should identify some initial areas and activities that they plan to undertake to enhance community capacity.

5. Communications Strategy

The fifth section of the Community Plan Update is focussed on Communications and its importance to the success of the Initiative and the sustainability of community efforts.

Throughout the Community Plan development and implementation process, it is essential that individuals and community agencies have the opportunity to be involved, to have free access to the Community Plan and to obtain information on "Calls for Proposals" related to funding-specific initiatives within the plan's list of priorities. This necessitates a coordinated and effective community communications strategy.

The community's communications plan should help foster community support for the process, increase partnerships and public awareness, and address Not in My Backyard (NIMBY) issues, etc., thereby contributing to the sustainability of the community effort. Furthermore, the communications plan and activities should be a reflection of the actions taken to ensure the whole planning process is open and inclusive. It should specify

which sub-populations will be targeted and what activities will be used to reach them. Communities should tailor their communications activities to reach the sub-population(s) they wish to specifically target.

Examples of activities that can be effective in communicating the Community Plan and the requests/calls for proposals include:

- Internet site
- Posters for distribution in targeted service sites
- Brochures/flyers for distribution in targeted service sites
- Direct mail to advocacy agencies and other groups
- Advertising (newspaper, radio, TV)
- Public service announcements
- Face to face meetings or presentations to groups
- Community consultations/town hall sessions
- Media releases and media interviews

As well, the plan should outline the process and schedule for reporting to the community and stakeholders, including governments, on progress toward achieving the plan's objectives or modifications to the plan's priorities based on changing needs in the community.

For information and guidelines on developing communication products, please visit:

www.hrdc.gc.ca/homelessness, under *tools*.

6. Assets and Gaps

The sixth section of the Community Plan Update is the identification of Community Assets and Gaps within the continuum of supports. Research shows that homelessness is most effectively reduced through the implementation of a continuum-of-supports approach. This approach helps individuals over time to move from absolute homeless (people who are living on the street or in shelters) or relative homeless (includes those individuals who pay too high a proportion of their income for housing or those living in inadequate accommodations) towards self-sufficiency.

Using the continuum-of-supports approach, the community needs to undertake an update of the supports and services for homeless people (assets) that currently exist in the community— shelters (all forms of housing), support service buildings and support services (e.g. income support, rent banks, food banks, etc). The items identified may not necessarily be eligible for SCPI funding (e.g. affordable housing). This list will then be used to identify the supports and services that are required (gaps) to meet the needs of the homeless people in the community. Where applicable, please quantify the gap by identifying the number beds, units, facilities or services required.

Transitional and/or Supportive Interventions

Consultations, investment trend analysis and findings from the *Evaluation of the NHI*, confirm that to date, community efforts have largely responded to the emergency needs of the homeless population. Emergency responses, while an essential first-step are temporary and people using shelters are still homeless. As a result, under the extension of the National Homelessness Initiative, communities are encouraged to reduce dependency on emergency responses and to place additional emphasis on longer-term transitional and/or supportive responses that move individual families into stable living environments with access to the services and supports needed to achieve self-sufficiency.

In keeping with this objective, communities are encouraged to include in this section an inventory of existing transitional and/or supportive resources, as well as to develop a corresponding needs analysis. It is recognized, however, that some communities may find that gaps may still exist in emergency services, due to increasing levels of homelessness or other factors.

Homeless Individuals and Families Information System (HIFIS) Initiative

Another area of consideration for the identification of assets and gaps is the HIFIS Initiative, which primarily serves to fill a gap in information on the homeless population in Canada. If this is something lacking in the community, it could be included in the summary table of assets and gaps.

The broad benefits of implementing a data collection tool and data sharing process are two fold. First, the HIFIS Initiative enables service providers to develop a data collection system aimed at improving the understanding of the homeless population within their area, while also serving daily operations of storing and organizing information for reporting and planning.

Secondly, service providers are able to share data with other stakeholders (community organizations, all levels of government and non-government organizations) across Canada through a national data collection process supported by the National Secretariat on Homelessness (NSH). Sharing standardized data and working together can enhance the integrity of data about homelessness from the individual facility to the national perspective.

The HIFIS Initiative engages stakeholders to develop a means of gathering and sharing data; to increase their capacity to track and report on trends; and to enhance their planning and decision-making abilities. As a result, HIFIS is a key tool for local to national planning around homelessness and making policy and program decisions.

The NSH leads the HIFIS Initiative regionally using the delivery structure laid out by SCPI. Regional representatives coordinate with provincial, territorial and community partners to implement the HIFIS software and the data sharing process. Regional representatives ensure the coordination of training, support and further development and communicate community needs and success to the federal level. Regional

representatives also lead in establishing partnerships with provinces, territories and communities through a formal data-sharing agreement. This agreement ensures all stakeholders are sharing the same data and reports, and therefore share a collective understanding of the national picture on homelessness.

Other Considerations

Consideration should also be given to the critical role of capacity building, public awareness, partnership building, communications and research in achieving the community's objectives and developing a sustainable approach. Although these areas are less tangible, they may well be gaps in the communities' support network. The questions in section 4 on Sustainability and section 5 on Communications should indicate the needs or gaps in these areas that may need to be addressed by the community.

Summary Table

The findings of the assets and gaps analysis should be included in the assets and gaps summary table. If possible, please identify where along the continuum of supports the gap corresponds: emergency (short-term), transitional (moving people towards self-sufficiency), supportive (long-term) and/or prevention (preventing those at-risk of homelessness from becoming homeless). The following definitions may be of assistance in filling in the summary table.

Sheltering Facilities – The development and/or renovation (improvement) of sheltering facilities for the homeless such as:

- Shelters: housing intended for very short time periods, usually on an emergency basis,
- Transitional housing: a combination of housing and services intended to facilitate self-reliance and self-sufficiency.
- Supportive housing: public, private or non-profit owned housing with some form of support component, intended for people who cannot live independently in the community. The length of stay may be long term.

Support Service Facilities – The development and/or renovation (improvement) of support facilities for the homeless such as food depot/banks, clothes/furniture depot/bank, drop-in centres, soup kitchens, etc...

Provision of Support Services – The development of new, or enhanced (improved) existing support services for homeless people (or those at-risk of becoming homeless). These types of services provided include assistance finding housing, eviction prevention, materials (clothes or food) or transportation, information/referral/follow-up, psycho-social services, health services, education/life skills programs, training/employment programs, legal/financial services, assistance with identification documents, etc.

Partnership and Capacity Building – Activities focused on addressing the organization’s and/or community’s capacity to reach out to new partners, develop and deliver training, develop and manage projects, enhance collaboration among funders and other partners, connect and coordinate with other service sectors, in order to better respond to the needs of homeless people and those at risk of homelessness.

Public Awareness and Communications – Activities associated with enhancing stakeholders and the public’s awareness of homelessness and homelessness-related issues. This could involve the production of tools/documents for public awareness such as brochures, a website, holding an annual progress reporting event, developing a speakers bureau, etc. or public awareness activities such as workshops, daylong events, TV programs, partnerships with media, ongoing linkage and information sharing with faith communities, the business sector, service clubs, community foundations, etc.

Research – Research activities such as case studies, environmental scans, or longitudinal studies, related to homelessness. Examples of research from the first phase of the Homelessness Initiative include local studies on the causes of homelessness, demographics of the homeless population, best practices in alleviating or preventing homelessness, etc.

Information management – Activities to support the community’s management of information related to the National Homelessness Initiative. An example could be the implementation of a computer system to store and access data on homeless or at-risk clients such as HIFIS (as described above).

7. Priorities

The seventh section is the identification of community priorities. The purpose of this section is to use the analysis of the updated gaps within its continuum-of-supports to identify the priorities or areas for projects and activities to meet the needs of homeless people and those at risk in the community and for partnerships, community capacity building, and public awareness activities that will foster sustainability. These priorities may be flexible and broad, with either a short or long-term focus, in order to be flexible enough to respond to changing community circumstances.

The short-term nature of the SCPI means that the communities must quickly identify the specific aspects of these priorities that they will address over the three years of the Initiative (April 1, 2003 to March 31, 2006). Therefore, where possible, a list of potential activities or combination of initiatives should be included for each priority area. Please indicate which of the previously listed community objectives the activity meets and indicate the expected outcomes the activity will achieve. Also, if possible, please estimate the percent of the Community’s overall allocation that will be dedicated to addressing each priority.

As noted in Section 2, funding for homeless or at-risk Aboriginal people and youth should reflect the demographics of the homeless community (e.g. if approximately 30% of the homeless population is Aboriginal, a proportionate amount of the funding should be focussed on addressing those needs). It is very important that the link between the

gaps, the priorities and the activities be clearly articulated in the Community Plan. Consideration should be given to the need for an approach that is focussed on moving people toward independent living through the continuum of supports and preventing homelessness, achieving the community's objectives and developing a sustainable approach.

Following the completion and approval of the update of the plan, the community will solicit proposals from the community to address the activities under the priorities—this may be through a formal request for proposals process or through another informal process that can be determined locally. However, as identified in the Communications section, it is important that the process be clearly communicated to the community to help ensure that it is open, transparent and inclusive, particularly of Aboriginal people and youth.

8. Community Financial Contribution

For a community to access their SCPI federal funds, confirmed funding from other sources must equal the community's maximum SCPI allocation. Confirmation of the funding must be appended to the Community Plan (e.g., letters, documentation from the funding source, certification by an officer of the donor organization, etc). Types of funding that will be recognized for one-for-one matching with SCPI dollars includes:

- provincial/territorial and municipal money and in-kind contributions committed from April 1, 2003 forward that are identified as addressing the homelessness issue; and
- funding and in-kind services raised by service providers and private sector organizations committed from April 1, 2003 forward that are identified as addressing the homelessness issue.

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

Where a community cannot confirm the necessary funds to match the federal allocation, it should include a strategy for securing the remainder of the required funds (i.e. funding on a project by project basis, identification of tentative sponsors, etc...).

9. Evaluation Strategy

This element encompasses aspects of both evaluation and results reporting.

Some communities will be selected to participate in the National Evaluation of the Initiative. The proposed Evaluation Strategy will look at the cumulative impacts, activities, outputs and outcomes in each community with respect to some of the key objectives of the National Homelessness Initiative such as: a) the extent to which the continuum of supports are in place, b) the extent to which broad partnerships have been established and c) the extent to which knowledge transfer shaped programming and

decision-making. This evaluation may start as early as the beginning of the third year (this is being negotiated between Evaluation and Data Development and the National Secretariat on Homelessness).

Communities will be required to report on their progress mid-way through the Initiative and then complete a community plan assessment or an evaluation at the end of the three years.

Communities will be required to present a strategy to collect, analyze and report information on results and impacts of their activities against the plan outcomes.

As a first step, please provide in the template the overall expected outcomes or results that the community will use to measure the progress and success of their efforts as part of the National Homelessness Initiative.

Based on the information gathered in the assets and gaps analysis, please provide a roll-up of the number of outstanding beds, sheltering facilities, support facilities, and services that are required by the community. This will serve as a baseline against which you can evaluate community progress in meeting these needs. This information will help establish a national picture of outstanding needs. It is recognized that these are estimates and that they may not necessarily be met over the three years of the Initiative.