

Reference Guide for Reporting on NHI Outcomes

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Reference Guide for Reporting on NHI Outcomes

INTRODUCTION

The *Reference Guide for Reporting on NHI Outcomes* is a document created to explain in plain language the outcomes of the National Homelessness Initiative as they relate to project implementation.

This is a tool to facilitate communication on the expected and actual outcomes of the National Homelessness Initiative. It is also a tool for communities to use in reporting on progress. It is a way to *review*, or check, actual against expected results and to make corrections where they are needed.

NHI Outcomes

As you read through the accompanying document, you will see that the NHI has set nine immediate outcomes (what we want to achieve in the short-term). For each of these nine outcomes, we have set out a number of examples of ways we could measure success. These measures will allow us to report on how much progress has been made in achieving our desired results. The examples of success measures provided have primarily been drawn from the experiences of the National Secretariat on Homelessness to

date, but also represent some hypothetical examples, and are included as a guide on how the questions might be answered.

Longer-term outcomes have also been identified for the NHI. There are four medium-term outcomes and three long-term outcomes, leading to a final ultimate outcome. Examples of success measures have also been presented in this document for these outcomes, with the intention of enhancing understanding about the longer-term goals of the NHI. All NHI outcomes are listed for easy reference on page 6.

Measuring Progress

The measurement of progress against these intended outcomes occurs through two processes. Regular, ongoing performance measurement (or monitoring) will focus on outputs and the immediate outcomes. It is important to note the critical distinction between outputs and outcomes. Outputs are the goods or services that are produced or delivered as a consequence of your activities – however, they are not the results of your activities. *Outputs demonstrate that you have been busy.* This document focuses on the outcomes, or impacts, of your activities and outputs. *Outcomes demonstrate that you have made a difference.* As such, proof of outcomes achieved delivers a strong message about the contribution being made by your activities.

Determining the degree to which longer-term outcomes have been achieved tends to be more complicated than tracking performance through regular monitoring. As such, the measurement of medium-term, long-term

and ultimate outcomes is usually left to evaluation, which is carried out by experienced evaluators and occurs only periodically through the life of a program or initiative.

Results-Based Management

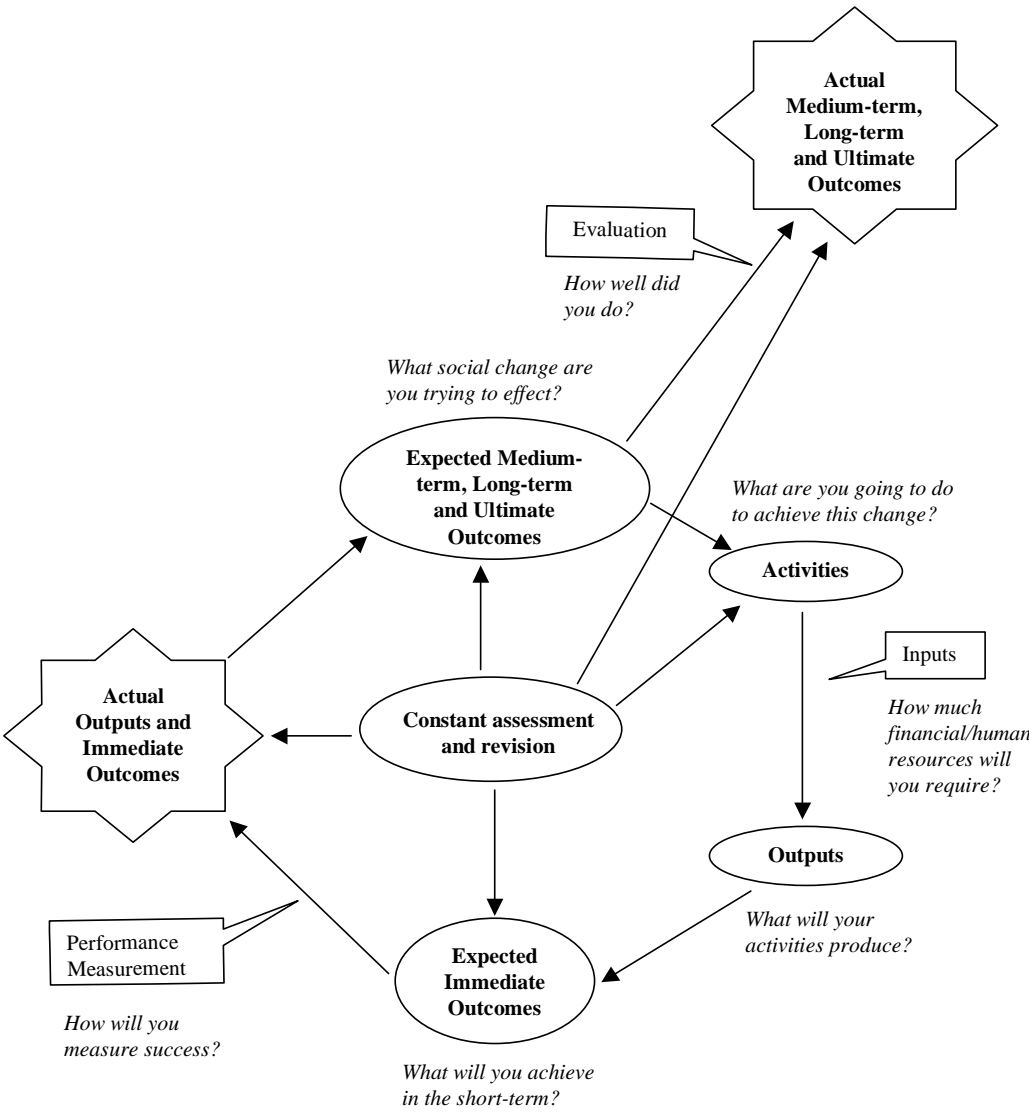
On page 5, we present a diagram which shows how results-based management applies throughout the lifecycle of a program. This diagram shows where regular performance measurement (i.e., the assessment of progress through the collection of performance indicators) occurs to focus on outputs and immediate outcomes as well as the placement of evaluation to monitor medium-term, long-term and ultimate outcomes.

A fundamental principle of results-based management is that there is constant assessment and revision of all aspects of a program – using information gathered from the measurement of results, informed decisions can be made about adjustments that may need to occur to programs to enhance the likelihood that the desired ultimate outcomes will be achieved.

Why is this important? Through the implementation of results-based management principles, projects and programs establish the mechanisms through which they can readily demonstrate the outcomes of their work. In essence, the adoption of results-based management enables projects and programs to clearly show that, through their activities, they have made a difference. This provides a far more compelling justification for the continued existence of projects and programs than is possible in the absence of information on outcomes. This stronger depiction of the merit of a project

or program can be applied in several contexts, including with the media and in applications for further funding.

THE LOGIC OF RESULTS-BASED MANAGEMENT



NHI OUTCOMES

Launched in December 1999, The National Homelessness Initiative of the federal government can reasonably expect to achieve the following in the short-term:

Enhanced access to information
Better information and data on the homeless population and homelessness issues
Better ways of researching and gathering information on homelessness issues in Canada
Increased awareness of NHI and homelessness issues
Increased inclusion of homelessness in policy options at all levels of government
More coordinated response between sectors to address homelessness
Increased local capacity to deal with homelessness
Concrete actions taken by communities to improve services and facilities in order to alleviate the hardship of homeless people
Improved decision making around investments

The anticipated medium-term outcomes of the NHI are the following:

Increased understanding and knowledge of the homelessness situation
Increased commitment and broader response to homelessness
Enhanced community ownership of process and solutions
Priorities addressed, innovative approaches and best practices implemented

In the long-term, it is expected that the following outcomes will be achieved:

Sustained engagement on homelessness by all sectors of society
More comprehensive continuum of supports in place
Alleviation of the hardship of homeless people

The ultimate outcome of the NHI is as follows:

Contribution to the reduction and prevention of homelessness in Canada
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NHI LOGIC MODEL

Another way of presenting the outcomes of a program or initiative is in a diagram format referred to as a *logic model*. A logic model is simply a picture of how the activities of a program or initiative are expected to lead to the attainment of its ultimate outcome. In a logic model, all of the outcomes are presented as well as the expected links showing which activities lead to which outputs, and which outputs lead to which outcomes, and so on.

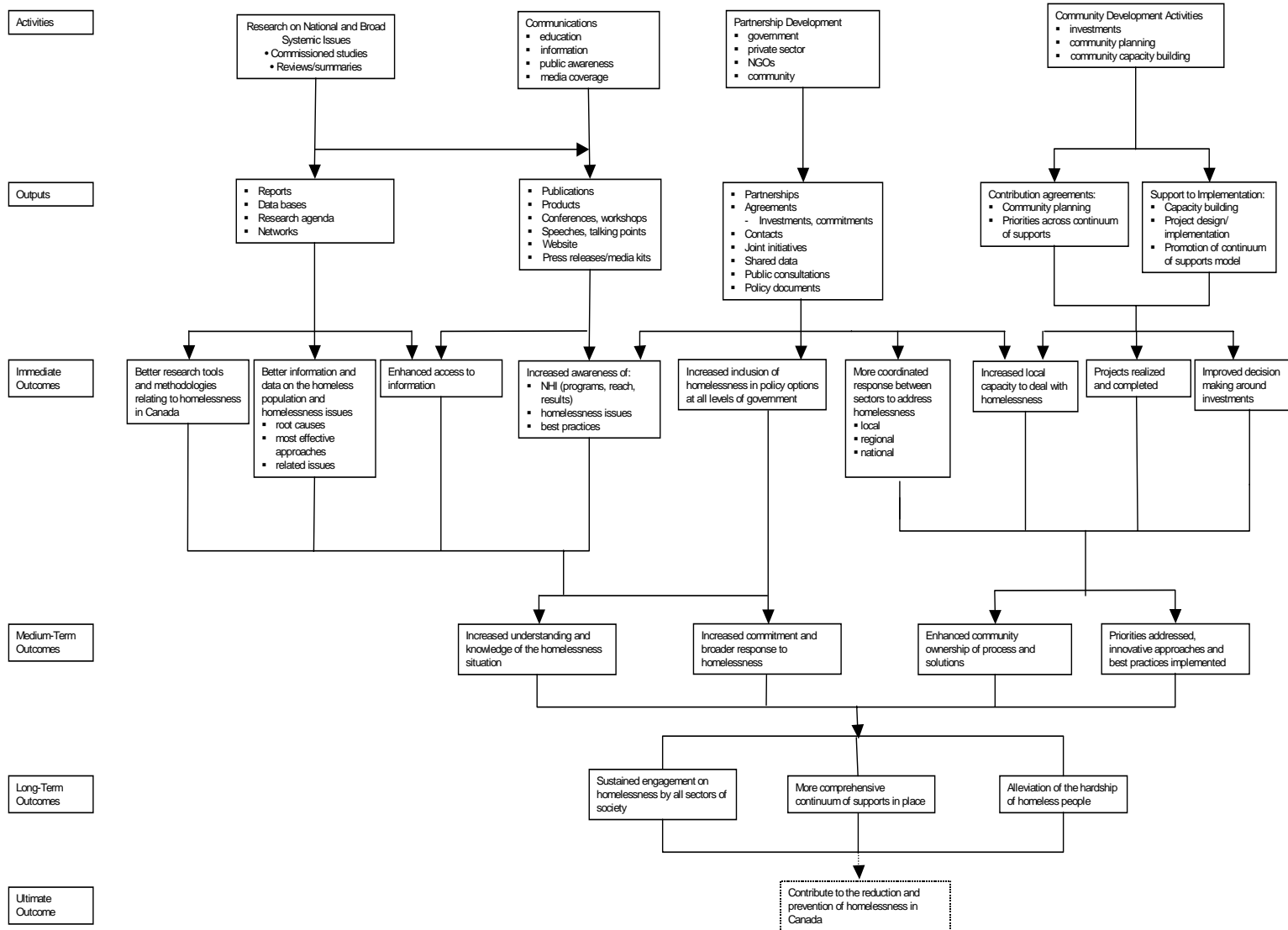
Outcomes are presented in the sequence in which they are expected to occur, starting with immediate outcomes and showing the progression through medium-term outcomes to the long-term and ultimate outcomes. Through this presentation, a logic model then also helps to describe *how* a program expects that it will achieve its outcomes. The presentation of the connections from activities to outputs to the full sequence of outcomes demonstrates the underlying rationale behind a program or initiative. Each row in a logic model leads to the next row in a cumulative manner, such that the long-term and ultimate outcomes represent the combined effects of everything presented up to that point.

It is important to note that there are no specific timeframes associated with each step in the sequence of outcomes. Different outcomes function on different timing schedules, so for example, some immediate outcomes will occur far earlier than other immediate outcomes (imagine a project that is completed within six months versus one completed within three years, for

example). Because of this, it is important to focus on the sequence of outcomes and not on the specific timeframes.

The next page shows the logic model for the NHI. It contains the same information on expected NHI outcomes as was presented on the previous page but now organized in this model format.

Logic Model: National Homelessness Initiative



OUTCOME/PROJECT TYPE MATRIX

The following table lists the nine immediate NHI outcomes (in the first column) as well as six general types of projects (across the top). The cells of this table show which of the NHI immediate outcomes we anticipate different types of projects may be contributing to. This table may help you focus your attention to the measurement tables in the rest of this document (i.e., with outcomes and indicators) which are most relevant to your project. As well, however, other tables within this document might remind you of other things your project has accomplished.

NHI Immediate Outcomes	TYPES OF PROJECTS					
	Shelter facilities	Support facilities	Provision of support	Capacity building	Public awareness	Research
Enhanced access to information			X	X	X	
Better information and data on the homeless population and homelessness issues		X	X	X	X	X
Better ways of researching and gathering information on homelessness issues in Canada		X	X	X		X
Increased awareness of NHI and homelessness issues	X	X	X	X	X	X
Increased inclusion of homelessness in policy options at all levels of government				X	X	
More coordinated response between sectors to address homelessness	X	X	X	X	X	X
Increased local capacity to deal with homelessness	X	X	X	X	X	X
Concrete actions taken by communities to improve services and facilities in order to alleviate the hardship of homeless people	X	X	X	X	X	X
Improved decision making around investments	X*	X*	X*	X*	X*	X*

Note 1: X* plays a role in the context of the community plan

Note 2: Not all NHI outcomes will be covered by the progress reporting template (Project Results Reporting; Project Progress Reporting Template and Instruction Manual).

NHI OUTCOMES MEASUREMENT TABLES

The rest of this document presents, for each NHI outcome, some of the key questions that would need to be answered to know whether the outcome had been achieved as well as example questions, “answers” and indicators (or, the pieces of information that you would need to have to answer the questions).

NATIONAL HOMELESSNESS INITIATIVE IMMEDIATE OUTCOMES

What do we want to achieve?			
<p>1. Enhanced access to information</p> <p>The NHI does not want to simply produce good research and information, we want it to be read, and used to guide the work we do. People across the country should have easy access to the information produced by the NHI, and other information that we are aware of on homelessness issues.</p>			
<p>Target Audience: NHI stakeholders (community organizations, service providers, researchers and policy-makers currently engaged in homelessness issues and involved in some aspect of NHI), potential stakeholders (community organizations, service providers, researchers and policy-makers currently not involved in NHI but whose mandates touch on homelessness issues) and the general public.</p>			
Key Questions	How will we measure success? Example Questions	Examples of enhanced access to information	Example Indicators
<i>Do Canadians have better access to information on homelessness issues?</i>	Do we have a strategy in place to promote wide-spread access to information on homelessness? What is the strategy and how has it been implemented?	<ul style="list-style-type: none"> There is a written communications strategy or workplan to enhance access to information that outlines promotional and evaluation activities. The strategy might include an environment scan, tools to promote awareness, distribution (target audience, appropriate means), access points (1 800, Web-site, distribution lists — addresses), implementation, evaluation. 	<ul style="list-style-type: none"> Presence of strategy <ul style="list-style-type: none"> degree of implementation assessment of audience size
	Are there tools in place to allow improved access to information? What are they?	<ul style="list-style-type: none"> There are tools such as NSH Web-sites, databases, print products, training CD ROMs. One province is setting up a 'chat room' for HRDC community facilitators. The Alliance to End Homelessness in Ottawa has a list of all homelessness services being provided in the area and an email distribution list about current campaigns. 	<ul style="list-style-type: none"> Presence of tools
	Are the tools in place being accessed/used? By whom?	<ul style="list-style-type: none"> Toronto has put its plan on the City of Toronto Web-site which is widely accessed by the public. 	<ul style="list-style-type: none"> Levels of access/use <ul style="list-style-type: none"> Profile of users
<i>Do homelessness stakeholders and potential stakeholders have better access to available information?</i>	Are community stakeholders aware of access points such as phone numbers or web addresses?	<ul style="list-style-type: none"> Community facilitators get more phone calls from organizations. Rather than measure the number of 'hits' on a Web-site, ask 'how many organizations have contacted you for linkage information for their Web-site'? 	<ul style="list-style-type: none"> Levels of awareness Levels of use by community stakeholders
	Do community planners and service providers report accessing and using information that is available?	<ul style="list-style-type: none"> Community planners and service providers use information on homelessness in developing their plans for future action. 	<ul style="list-style-type: none"> Levels of use by community planners and service providers

What do we want to achieve?

2. Better information and data on the homeless population and homelessness issues

In plain language, we want new research that will provide us with more information on the diversity within the homeless population and therefore better ideas on how and where to concentrate our efforts. We also want research completed on key national homelessness issues and the root causes of homelessness. We would also like better information on most effective approaches, so that communities across the country can learn from each other successes.

Target Audience: NHI stakeholders

Key Questions	How will we measure success? Example Questions	Examples of better information and data	Example Indicators
<i>Do we have more research and more in-depth information on homeless profile and homelessness issues in Canada?</i>	Do we have better information on the homeless sub-populations (families with children, women fleeing abusive situations, drug and alcohol dependency, etc.) as a result of our research?	<ul style="list-style-type: none"> To develop the community plan, some communities undertook research to determine the extent and dimensions of homelessness. The results were compared to existing services to identify gaps and then determined how the plan should address the gaps. e.g. Ontario identified research gaps and identified resources and roles to carry out formal projects. 	<ul style="list-style-type: none"> Quality of information (breadth, depth, etc.)
	Do we know more about the root causes of homelessness?	<ul style="list-style-type: none"> Information on root causes of homelessness is collected and shared; communities are connected for sharing and discussions. 	<ul style="list-style-type: none"> Quality of information on root causes
	Has there been research on national homelessness issues?	<ul style="list-style-type: none"> A research agenda has a strategy which might include: an environment scan, tools, target audience, access points, implementation, evaluation. Need to look at degree of implementation of the agenda. 	<ul style="list-style-type: none"> Presence of research on national homelessness issues
	Is there information on most effective approaches available?	<ul style="list-style-type: none"> Best practices for particular activities are collected and shared. e.g. Create a booklet on best practices for particular sub-populations. 	<ul style="list-style-type: none"> Presence of information on most effective approaches <ul style="list-style-type: none"> - degree of sharing of this information

What do we want to achieve?

3. Better ways of researching and gathering information on homelessness issues in Canada

Homelessness has a challenge that is not faced by many programs – we don't know how many homeless people there are in Canada, or how to count them. As a result, one of our goals must be to develop methodologies and strategies designed to count homeless people. We would also like to encourage the development of consistent/comparable data collection at a national level.

Target Audience: NHI stakeholders

Key Questions	How will we measure success? Example Questions	Examples of better ways of researching	Example Indicators
<i>Do we have better means of counting/estimating homeless people and of collecting comparable data on homelessness issues on a national basis in Canada?</i>	Are there new or enhanced research tools, methodologies or approaches resulting from NHI research?	<ul style="list-style-type: none"> Ottawa used to use 'head counts for dollars' but three years ago implemented a system developed by Ottawa University to count and manage services provided. Implementation of sign-in sheets, output reports on shelters e.g. someone was running a shelter and did not have a complete picture of who was using the facility so they implemented a sign-in sheet. 	<ul style="list-style-type: none"> Presence of tools, methodologies, approaches <ul style="list-style-type: none"> - new - enhancements
	Have standardized data collection systems been implemented?	<ul style="list-style-type: none"> HIFIS system collects data on shelters – the number of services output and some demographic data on those served. Collection of base line data from contribution applications, volunteer organizations, inventory lists for feeding. Soup kitchens/food banks do regular inventories (blankets, food etc.) to track and monitor usage. Someone confronting an issue of how to report to NHI, now interviews clients on a regular basis to collect information. 	<ul style="list-style-type: none"> Presence of standardized data collection systems

What do we want to achieve?

4. Increased awareness of NHI and homelessness issues

In terms of awareness the NHI has a number of goals:

- One is to increase the awareness of the NHI: its programs, reach, and results. The more people aware of the NHI, the more who will know how to participate in their communities, devoting their resources to help the Initiative.
- We also want to increase awareness of homelessness issues among the Canadian public. By doing so we will help create grassroots support for efforts to help the homeless population.
- The third goal is to publicize best practices so that people can emulate success stories in their communities.

Target Audience: NHI stakeholders, potential stakeholders and the general public.

Key Questions	How will we measure success? Example Questions	Examples of increased awareness of NHI	Example Indicators
<i>Is there more awareness of the NHI and its programs within the homelessness community (both stakeholders and potential stakeholders)?</i>	Are non-SCPI service providers in participating communities aware of NHI/SCPI and the initiatives in their community?	<ul style="list-style-type: none"> • Non-SCPI service providers have approached NHI/SCPI representatives/initiatives to obtain information and/or forge liaisons. 	<ul style="list-style-type: none"> • Level of awareness
	Have non-participating communities inquired about NHI/SCPI?	<ul style="list-style-type: none"> • Originally there were only 51 SCPI communities, there are now 61. • Non-SCPI communities have approached to work with you – e.g. the Board of Education approached a shelter to develop a formal protocol to link with the services. 	<ul style="list-style-type: none"> • Number of inquiries
	Have best practices been publicized/success stories profiled and shared between communities?	<ul style="list-style-type: none"> • British Columbia distributes a newsletter highlighting best practices on homelessness in their SCPI communities. 	<ul style="list-style-type: none"> • Level of information sharing (what best practices? shared with who/what groups)
<i>Is there more awareness among Canadians about homelessness issues?</i>	Has the awareness of the general public increased surrounding homelessness issues?	<ul style="list-style-type: none"> • A local Church has invited speakers on homelessness issues at gatherings. • Kids at a local school are having a Christmas concert to raise money for homelessness. • There are an increased number of calls to a 1-800 number on homelessness issues and the website hits have increased by 100% following a television story on homelessness. • A public opinion survey indicates an increase in awareness of homelessness issues following the introduction of the NHI. • Communities believe that the fact that money has been allocated by the Government of Canada indicates that this is serious. They are willing to come to the table providing incentive to other levels of government to participate and coordinating the work of a wide range of stakeholders. The government has acknowledged homelessness and provided money to evidence its greater involvement. 	<ul style="list-style-type: none"> • Level of awareness • Number of general public events including consideration of homelessness

What do we want to achieve?

5. Increased inclusion of homelessness in policy options at all levels of government

One of the forgotten elements of a successful campaign for social change is government policy decisions. You can work your heart off and if a hindering policy, law or program is not altered, your success can be seriously limited. We also want to make sure that homelessness is on the radar screen of policy developers nation-wide, at all levels of government. We want them to think about homelessness as they draw up a policy on mental health, on rent by-laws, etc. Homelessness is a cross-sectoral issue and the response must also cut across departments and jurisdictions.

Target Audience: NHI stakeholders, potential stakeholders

Key Questions	How will we measure success? Example Questions	Examples of increased inclusion	Example Indicators
<i>Are homelessness issues being incorporated into the policy decisions of other departments and at all levels of government?</i>	Have policy documents been written in related areas included consideration of homelessness issues?	<ul style="list-style-type: none"> The number of bills or initiatives that have been launched by other levels of government in aid of homelessness have increased The City of Toronto is considering a bylaw changes to allow "as of rights zoning" for shelters in any city ward without a bylaw amendment 	<ul style="list-style-type: none"> Presence of policy documents that include homelessness considerations <ul style="list-style-type: none"> - bills - by-laws - etc.
	Have other departments and levels of government become engaged as partners?	<ul style="list-style-type: none"> PWGSC became a new partner in homelessness services - e.g. donated federal real property to a shelter. Opening of surplus military houses for homeless families. 	<ul style="list-style-type: none"> Number of new partners <ul style="list-style-type: none"> - number of new actions by these partners
	Have public statements by politicians in related policy areas included consideration of homelessness issues?	<ul style="list-style-type: none"> Local MPs, MPPs or council members are present and made a speech at the opening of the shelter or launch/amendment of the program. 	<ul style="list-style-type: none"> Number of public statements by politicians that include consideration of homelessness issues

What do we want to achieve?

6. More coordinated response between sectors to address homelessness

At the national, regional and local level there have been many responses over the years dealing with homelessness issues. Unfortunately there has been limited or sporadic coordination between levels of government, resulting in duplication of some services and gaps in other areas. One of the goals of the NHI is to bring governments together to coordinate their efforts to address homelessness. However, the effort of government alone is insufficient. The efforts must also include the involvement and coordination of national non-governmental organizations, who have always been the leaders in the homelessness arena as well as the private sector whose resources are critical in addressing complex social issues.

Target Audience: NHI stakeholders and potential stakeholders.

Key Questions	How will we measure success? Example Questions	Examples of more coordinated response	Example Indicators
<i>Are the three levels of government working together in a more coordinated manner to address homelessness?</i>	At the federal and provincial levels, are government initiatives related to homelessness actively integrated with existing or planned initiatives?	<ul style="list-style-type: none"> • Kelowna has linked UAS and YES initiatives to SCPI in their plan 	<ul style="list-style-type: none"> • Degree of integration of government initiatives <ul style="list-style-type: none"> - opinion of key stakeholders
<i>Are the public, private and voluntary sectors working together to address homelessness?</i>	At the community level, are homelessness-related projects by government, NGOs and the private sector coordinated with community plans?	<ul style="list-style-type: none"> • A food bank receives donations from grocery stores or sports organizations. • A pilot harm-reduction program involves all levels of government, including Health Canada, and the non-profit organization is linked to a broader continuum of supports. 	<ul style="list-style-type: none"> • Degree of coordination between homelessness - related projects and community plans <ul style="list-style-type: none"> - amount of communication between initiatives
	Has there been improved coordination at the community level of the components of the NHI?	<ul style="list-style-type: none"> • A multi-sectoral membership on the community steering committee for homelessness e.g. non-profit, municipalities, local businesses, local chambers of commerce, universities, service clubs, clients (homeless people, subpopulation groups). • The completion of 61 community plans involved multiple levels of government and the non-profit organizations. 	<ul style="list-style-type: none"> • Level of coordination <ul style="list-style-type: none"> - diversity of representation on steering committees (representing all involved groups)

What do we want to achieve?

7. Increased local capacity to deal with homelessness

The SCPI component of the NHI takes as its guiding concept the notion that the most effective approaches to combat homelessness will be developed by communities, for communities. The challenges faced by each community are so different that a blanket program at the national level would not have the desired effects. As a result, much of what the NHI wants to do relates to building the capacity, the skills, the knowledge and the resources within communities so that they can effectively implement a long-term, sustainable approach to dealing with homelessness in their communities.

Target Audience: NHI stakeholders, potential stakeholders and the general public.

Key Questions	How will we measure success? Example Questions	Examples of increased local capacity	Example Indicators
Are communities better able to address homelessness issues?	Has there been improved long-term planning at the community level to deal with homelessness?	<ul style="list-style-type: none"> Communities with very little cooperation prior to planning process, which brought stakeholders together to address homelessness. Edmonton has a 15-year plan to address homelessness; Vancouver's plan is for a 5-10 year period; Saskatoon's is for 2-5 years. 	<ul style="list-style-type: none"> Quality of long-term planning <ul style="list-style-type: none"> opinion of key stakeholders
	<p>Have there been new or enhanced skills developed in community structures?</p> <p>Has there been new or enhanced knowledge in community structures?</p>	<ul style="list-style-type: none"> There is better mobilization of efforts to deal with negative media coverage on homelessness Evaluation is incorporated at the community level The learning/skills are assessed with: employee/volunteer self-assessments, client surveys to see if services are better, audit or evaluate the work of management, better capacity of management to cope with or respond to crises or unforeseen situations, e.g. contingency fund/plans. 	<ul style="list-style-type: none"> Level of skills Level of knowledge Level of integration of evaluation (e.g., number of plans, resources allocated for evaluation)
	Have new partnerships been created or strengthened to deal with homelessness?	<ul style="list-style-type: none"> New funders are contributing -- more funding partners e.g. United Way has homelessness on their donor card There is enhanced commitment of financial resources -- over a number of years by one organization or by other organizations as new funders There are resource sharing protocols among direct service providers or entities. 	<ul style="list-style-type: none"> Number of partnerships <ul style="list-style-type: none"> by type
	Is the community sharing lessons learned?	<ul style="list-style-type: none"> Communities publish and distribute documents describing their lessons learned. 	<ul style="list-style-type: none"> Degree of information sharing (of what? with who?)

	Are there established community governance structures in place at the community level that facilitate decision-making?	<ul style="list-style-type: none">• Steering Committees are established to bring all levels of government and non-government organizations together to make decisions on planning, investment and evaluation.	<ul style="list-style-type: none">• Steering Committee in place (terms of reference, record of decisions)
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What do we want to achieve?

8. Concrete actions by communities to improve services and facilities in order to alleviate the hardship of homeless people

At the end of the day, communities need to undertake projects to address the priorities identified in their community plans. These projects should address gaps in the facilities and services available to homeless people along a continuum of supports. In the short-term, these projects should alleviate some of the hardship faced by homeless people, improve their lives in some way.

Target Audience: NHI stakeholders and potential stakeholders.

Key Questions	How will we measure success? Example Questions	Examples of concrete actions	Example Indicators
<i>Have actions been taken by communities to improve services and facilities to alleviate the hardship of homeless people?</i>	How many projects have been undertaken by communities to address plan priorities?	<ul style="list-style-type: none"> A number of contribution agreements have been signed. 	<ul style="list-style-type: none"> Number of projects <ul style="list-style-type: none"> - by plan priorities
	How much has been spent on projects?	<ul style="list-style-type: none"> The community annual reports and completed results reporting templates provide evidence. 	<ul style="list-style-type: none"> Amount spent on projects
	Do the projects address priorities identified in the plan? Which priorities? Do the projects address gaps in the continuum of supports? Which gaps?	<ul style="list-style-type: none"> Services have been improved by being more comprehensive: more services available to more people; more funding for specific activities (e.g. funding to cut down on evictions) Opening or upgrading of new facilities, e.g. Hamilton upgraded a 100-year old facility to increase hygiene, increase privacy, increase the counselling available 	<ul style="list-style-type: none"> Number of projects <ul style="list-style-type: none"> - by plan priorities - by gap addressed
	Have there been projects addressing research at a local level?	<ul style="list-style-type: none"> Saint John and Moncton both funded preliminary research projects to define homelessness in their communities 	<ul style="list-style-type: none"> Number of projects addressing research at a local level

What do we want to achieve?			
9. Improved decision making around investments			
One of our goals is that communities will be better able to focus their resources where they are really needed. They will be able to do this because of the research and planning, the assessments of needs and gaps and the setting of priorities they have completed.			
Target Audience: NHI stakeholders			
Key Questions	How will we measure success? Example Questions	Examples of improved decision making	Example Indicators
<i>Are communities more effectively using the resources available to them to deal with homelessness issues?</i>	Do investments in communities reflect the gaps and priorities identified in community plans?	<ul style="list-style-type: none"> The completed plans are a source of this evidence. The plan helps a community to assess the situation, identify needs and fund projects to address these needs. Halifax has targeted their investments towards priorities identified in their plan. 	<ul style="list-style-type: none"> Number of projects <ul style="list-style-type: none"> - by gaps addressed - by priority
	Is there agreement among stakeholders that investments have been well targeted?	<ul style="list-style-type: none"> Edmonton has a high degree of agreement among stakeholders around the investments made. Some communities have quarterly meetings to provide reporting on activities – a record of these proceedings and decision-making indicates support of the investments made. One community reports to City Council on a yearly basis on changes in priorities resulting from its experience. 	<ul style="list-style-type: none"> Opinions of stakeholders
	Has the representation within the community improved in planning and decision-making?	<ul style="list-style-type: none"> The consumers are at the table e.g. one 80% community has involved homeless people in all aspects of planning and priority setting. Red Deer has involved the Aboriginal community much more extensively than prior to the planning process. 	<ul style="list-style-type: none"> Quality of planning and decision-making <ul style="list-style-type: none"> - opinion of stakeholders
	Have community plans been revised and updated based on NHI experience and best practices?	<ul style="list-style-type: none"> Plans are evaluated and adjusted to reflect lessons learned and changing conditions e.g. one city built separate trans-gender facilities to reflect community needs. 	<ul style="list-style-type: none"> Revisions and updates to plans <ul style="list-style-type: none"> - by NHI experience - by best practices

	Is evaluation incorporated as a key decision-making tool?	<ul style="list-style-type: none">• Decisions around investments are based on the results of evaluations which show what works best.	<ul style="list-style-type: none">• Number of evaluations used in the decision-making process
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NATIONAL HOMELESSNESS INITIATIVE MEDIUM-TERM OUTCOMES

What do we want to achieve?			
1. Increased understanding and knowledge of the homelessness situation			
Target Audience:			
Key Questions	How will we measure success? Example Questions	Examples of increased understanding and knowledge	Example Indicators
<i>Do stakeholders have a better understanding/greater knowledge of the homelessness situation (e.g., demographics, needs, root causes, etc.)?</i>	Do stakeholders have greater knowledge of the demographics and other characteristics of the homeless population?	<ul style="list-style-type: none"> Stakeholders feel confident that they have a thorough knowledge of the characteristics of the homeless population in their communities. 	<ul style="list-style-type: none"> Stakeholder opinion Expert opinion
	Do stakeholders have greater knowledge of the needs of the homeless population?	<ul style="list-style-type: none"> Based on needs assessments, stakeholders are able to articulate the needs of the homeless population in their communities. 	<ul style="list-style-type: none"> Stakeholder opinion Expert opinion Completed needs assessments
	Do stakeholders have a greater understanding of the root causes of homelessness?	<ul style="list-style-type: none"> Stakeholders are able to discuss the root causes of homelessness and apply this understanding to their work. 	<ul style="list-style-type: none"> Stakeholder opinion Expert opinion
	Do actions undertaken by stakeholders reflect a better understanding of the characteristics, needs and root causes of homelessness?	<ul style="list-style-type: none"> Projects and initiatives reflect a better understanding. 	<ul style="list-style-type: none"> Assessment by key stakeholders/ experts of degree to which projects/ initiatives reflect needs of current situation
<i>Is there a better understanding of the homelessness situation among the general public?</i>	Does the general public understand the root causes of homelessness?	<ul style="list-style-type: none"> Discussions and open fora with members of the general public reveal an understanding of the root causes. Members of the general public mobilize to address root causes. 	<ul style="list-style-type: none"> Stakeholder opinion Focus of activities by the general public
	Does the general public have greater knowledge of the demographics and other characteristics of the homeless population?	<ul style="list-style-type: none"> Discussions and open fora with members of the general public reveal knowledge of the characteristics of the homeless population. A survey of the general public reveals greater knowledge of the characteristics of the homeless population. 	<ul style="list-style-type: none"> Stakeholder opinion Survey results

What do we want to achieve?			
2. Increased commitment and broader response to homelessness			
Target Audience:			
Key Questions	How will we measure success? Example Questions	Examples of increased commitment and broader response	Example Indicators
<p><i>Is there an effective response by all levels of government to homelessness?</i></p> <p>(Note: expectation for response at any other level?)</p>	<p>Has the effectiveness of government (federal, provincial/territorial, municipal) initiatives focused on homelessness improved?</p>	<ul style="list-style-type: none"> • Policies and action plans which are focused on homelessness are implemented at all levels of government. Taken together, they represent an optimal response to homelessness. 	<ul style="list-style-type: none"> • Presence of <ul style="list-style-type: none"> - policies - action plans - strategy documents - programs

What do we want to achieve?			
3. Enhanced community ownership of process and solutions			
Target Audience:			
Key Questions	How will we measure success? Example Questions	Examples of enhanced community ownership	Example Indicators
<i>Are communities proactively engaged in developing and implementing solutions?</i>	Are communities developing and implementing strategies on their own initiative?	<ul style="list-style-type: none"> Strategies to develop and implement solutions are in place without government involvement. 	<ul style="list-style-type: none"> Presence of strategies without government involvement
	Are communities involved in decision-making around project selection and funding awards?	<ul style="list-style-type: none"> Communities actively participate in decisions around project selection and funding awards. 	<ul style="list-style-type: none"> Level of participation by community representatives <ul style="list-style-type: none"> - community representation on selection panels
	Is the number of community partners increasing within each community?	<ul style="list-style-type: none"> Programs and initiatives implemented in communities attract and maintain an ever-increasing number of community partners. 	<ul style="list-style-type: none"> Number of community partners
	Does community involvement continue beyond the planning stage?	<ul style="list-style-type: none"> Communities stay involved through the life of a project (e.g., through representation on project advisory committees). 	<ul style="list-style-type: none"> Level of involvement by community representatives

What do we want to achieve?			
4. Priorities addressed, innovative approaches and best practices implemented			
Target Audience:			
Key Questions	How will we measure success? Example Questions	Examples of priorities addressed, innovative approaches and best practices implemented	Example Indicators
<i>Have priorities been addressed?</i>	What priorities have been addressed?	<ul style="list-style-type: none"> Degree to which all identified priorities have been addressed through community projects and programs. 	<ul style="list-style-type: none"> Checklist of priorities — coverage
	What gaps remain?	<ul style="list-style-type: none"> Priorities which have been identified but which have not been addressed through community programs or projects. 	<ul style="list-style-type: none"> Checklist of priorities — gaps
<i>Have innovative approaches been implemented?</i>	What innovative approaches have been implemented?	<ul style="list-style-type: none"> Identification and implementation of new ways of addressing homelessness issues. 	<ul style="list-style-type: none"> List of innovative approaches that have been implemented
<i>Have best practices been implemented?</i>	What best practices have been implemented?	<ul style="list-style-type: none"> Identification of tested (or evaluated) best practices which have been implemented in communities. 	<ul style="list-style-type: none"> List of best practices that have been implemented

NATIONAL HOMELESSNESS INITIATIVE LONG-TERM OUTCOMES

What do we want to achieve?			
1. Sustained engagement on homelessness by all sectors of society			
Target Audience:			
Key Questions	How will we measure success? Example Questions	Examples of sustained engagement	Example Indicators
<i>Have initiatives continued beyond government involvement?</i>	Have initiatives continued beyond the receipt of government funding?	<ul style="list-style-type: none"> Programs and initiatives implemented under federal strategies continue past the duration of federal funding due to the involvement of partners at the local level. 	<ul style="list-style-type: none"> Length of time projects continue past government funding
<i>Have structures been put in place to ensure sustained engagement?</i>	Have communities developed infrastructures to address homelessness issues?	<ul style="list-style-type: none"> Community groups and municipal standing committees, for example, have been established. Budget allocations have been made, resources assigned to address homelessness. Vancouver took their community plan to each city council for ratification. 	<ul style="list-style-type: none"> Number and type of infrastructure mechanisms Records of decision that plans have been endorsed

What do we want to achieve?			
2. More comprehensive continuum of supports in place			
Target Audience:			
Key Questions	How will we measure success? Example Questions	Examples of more comprehensive continuum of supports	Example Indicators
<i>Is a comprehensive continuum of supports in place in communities across the country?</i>	What supports exist in communities that were not there before?	<ul style="list-style-type: none"> A review of supports in place against the theoretical full continuum of supports reveals increasing coverage of supports. 	<ul style="list-style-type: none"> Checklist of supports in place compared to full set (using needs analysis from community plan as a benchmark)
	What gaps continue to exist?	<ul style="list-style-type: none"> A review of supports in place against the theoretical full continuum of supports reveals a decreasing number of gaps in supports. 	<ul style="list-style-type: none"> Checklist of supports in place compared to full set (using needs analysis from community plan as a benchmark)

What do we want to achieve?			
3. Alleviation of the hardship of homeless people			
Target Audience:			
Key Questions	How will we measure success? Example Questions	Examples of alleviation of the hardship of homeless people	Example Indicators
<i>Have conditions for homeless people improved?</i>	Are the basic needs of homeless people being met?	<ul style="list-style-type: none"> A greater proportion of homeless people within a community have their basic needs met (e.g., food, clothing, overnight shelter). 	<ul style="list-style-type: none"> Degree to which basic needs are met
	Has the quality of life for homeless people been improved?	<ul style="list-style-type: none"> Members of the homeless population report increased feelings of comfort/decreased levels of hardship. 	<ul style="list-style-type: none"> Reported quality of life

NATIONAL HOMELESSNESS INITIATIVE ULTIMATE OUTCOME

What do we want to achieve?			
1. Contribution to the reduction and prevention of homelessness in Canada			
Target Audience:			
Key Questions	How will we measure success? Example Questions	Examples of contribution to the reduction and prevention of homelessness in Canada	Example Indicators
<i>Has the incidence of homelessness in Canada been reduced?</i>	Has the level of homelessness been reduced?	<ul style="list-style-type: none"> Overall levels of homelessness in communities and across the country show a steady decline. 	<ul style="list-style-type: none"> Overall incidence of homelessness
	Are there fewer new cases of homelessness?	<ul style="list-style-type: none"> Analysis of incidence data reveals fewer instances of new homelessness, indicating improved prevention of homelessness. 	<ul style="list-style-type: none"> Incidence of new homelessness