

A Pandemic Response and   
Recovery Toolkit for Homeless   
System Leaders in Canada

Appendix A-2.

Fostering Collective Response & Recovery – A List of Potential   
Partnering Entities and Their Roles

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## A-2. Fostering Collective Response & Recovery – A List of Potential Partnering Entities and Their Roles

| **Entity** | **Role & Responsibility** |
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| Persons experiencing homelessness | * Sharing lived experience when requested by planners, implementers, program staff or shelter operators. * Providing leadership to peers. * Responding to surveys or focus groups or interviews. |
| Frontline staff in homeless services | * Day to day service implementation * Issues management and response |
| Management/ Supervisory Staff in homeless services | * Staff supervision and coaching * Operational or staffing problem-solving * Authorizing program expenditures up to a certain limit * Policy development and implementation |
| Executive Staff in homeless services | * Strategic direction * Policy development and implementation * Policy problem solving * Liaising with other homeless service system executives * Authorizing program expenditures beyond that of the management/supervisor of staff * Advocating for resources * Supporting staff throughout the organization * Managing/supporting internal and external communications * Removing barriers |
| Communications | * Track media and handle media requests * Develop FAQs and key messages * Develop and disseminate communication materials for people who are homeless or being supported in housing, and for service providers |
| Non-profit Board of Directors of Homeless Service Organization | * Provide oversight of executive staff * Provide governance and/or policy direction in response to emerging issues/needs * Assist with problem solving at direction of executive * Liaise with external executive partners as necessary * Secure resources for new service response, as necessary and appropriate |
| Elected Officials | * Strategic direction * Freeing up and authorizing emergency resources * Political will to make fundamental changes in service delivery and resource allocation for homeless services. * Necessary for helping to organize community engagement meetings or conversations when necessary for new development or acquisition to help address NIMBY. * Approve the use of funding to help effectively address homelessness and assist as many people as possible exit homelessness. * Reinforce that housing is the cure to homelessness, with increased advocacy and support for more safe, affordable and appropriate housing. |
| Emergency/ Incident Manager/ Chief | * Leads disaster response for all impacted parties (not just homelessness) * Needs to be briefed on matters that pertain to homelessness. * Advises when the emergency response should come to an end. |
| Public Health | * Leadership voice on disasters that are public health in nature (e.g., pandemic) * Provides guidance to the homelessness service sector on measures that must be taken, as well as measures that should be considered from a public health perspective. * Leads the response to testing in the event of a pandemic, and provides direction on physical distancing, concentration of people in any facility, screening, and so on. * Access CAEH’s COVID-19 Resource on [Requesting Leadership and Support from Local Public Health Units](http://cnh3.ca/wp-content/uploads/CAEH-COVID-19-Requesting-Help-Local-PHAs.pdf) for specific examples of how health should get involved. |
| Other Health Services | * Help with navigating and managing physical and mental health issues, as well as harm reduction and addiction services during the disaster. * Provide supplemental frontline resources, commonly, to the homelessness response system during the duration of the disaster (and sometimes, beyond). |
| Senior Public Servants | * Make changes to policy or practice internally to any program or service designed by government but delivered by the community-based sector. * Collect and analyze data. * Stay informed of main currents of thought and practice in comparable jurisdictions. * Evaluate effectiveness of overall response and make recommendations for refinement and future Improvement. * Remove barriers. * Develop/navigate legislative guidance or implementation. |
| Philanthropy | * Should strategically invest in the vision for the entire system that is grounded in evidence informed practices regarding disaster recovery and homeless responses. * Avoid philanthropy that selects specific families, couples or singles to help independent of the system of care (“Adopted Households” for the recovery process). |
| Elders | * Provide cultural guidance, assurances and leadership. * Context setting. * Grounding the experience and activities with purpose. |
| Faith Based Leaders | * Appeal to congregations for resources needed by those impacted by disaster. * Safely mobilize volunteers to assist the professionals in the homeless serving response, as requested by the homelessness partners. * Provide access to facilities for temporary shelter or service use, or meeting space for system leaders. * As appropriate, create, support or fund meaningful daily activities while following public health guidelines for those impacted by the disaster. Access CAEH’s COVID-19 Resource on [Meaningful Activities](http://cnh3.ca/wp-content/uploads/CAEH-COVID-19-Meaningful-Activities-that-Respect-Social-Distancing.pdf) for specific examples. * With appropriate food handling certification in place, assist with meal preparation, handling and service. * Advocate with elected officials and other community leaders for the supports and services needed as part of the disaster recovery. * Provide funding for essential initiatives that are currently not funded or where purchasing practices of government, organizations or institutions are making it difficult. (For example, a church bought cigarettes for homeless persons socially isolating in a motel in one community during COVID-19). |
| Law Enforcement | * Decrease enforcement activities and focusing on community policing with an emphasis of relaying information and providing transportation as necessary. * When necessary, respond to incidents within the non-congregate shelter settings that are assembled. * Assist with mapping known encampments. * Provide assistance with street outreach activities. * Assist with crowd management at temporary service sites. * Cease all encampment closure activities during the time of the disaster and until such time as every person in the encampment can be offered housing or appropriate shelter, unless there are emergency public health or criminal concerns with the encampment as is. |
| Business Leaders | * Briefed on the moral and economic necessity of responding to homelessness and working to end it. * Appealed to in order to create jobs for homeless and formerly homeless persons. * Assist in getting the attention of elected officials, senior public servants or other stakeholders that may be reluctant to engage with the homeless services system. * Can organize targeted philanthropy and invest in resources that government cannot (or cannot quickly). |
| Universities and Colleges | * Provide resources that may be needed in operations (e.g., personal protective equipment) that would otherwise be used in a lab setting. * Provide data analysis and evaluation services. * Can help project housing and support demands based upon the impacts of the pandemic. * Can assist with policy development and policy analysis. |
| Information Technology | * Design and implement technology solutions for altered system * Can assist with data collection and analysis |
| Other Community Leaders | * Other community leaders (e.g., United Way, Foundations, Think Tanks, etc.) should be engaged in strategy, contributions, and how they can support the mission of responding within the homelessness sector. |