# Community Plan to End Homelessness in the Capital Region

2019-2024

# Acknowledgements

## Territorial Acknowledgment

We acknowledge, with respect, the Kwakwa_ka_'wakw, Nuu-chah-nulth, and Coast Salish Peoples of the Traditional Territories of the Greater Victoria region, Vancouver Island, and beyond, including the many First Nations, Métis, and Inuit Peoples who now call these lands home. The staff, volunteers and members of the Greater Victoria Coalition to End Homelessness are honoured to live, learn, and work within these Traditional and unceded Lands.

We recognize the inherent connections between ongoing colonialism and all forms of homelessness and cultural disconnection. Identifying the impacts of colonialism and engaging in active reconciliation is critical to the work we do as advocates for supporting cultural, spiritual, emotional and physical connections for all those in need of finding home.

## The Victoria Declaration: A statement on governance in housing and support services.

The Victoria Declaration was signed by the Greater Victoria Coalition to End Homelessness Board of Directors on September 17, 2019 at the Annual General Meeting. This honorary signing is a statement of commitment to universal governance principles.

**Guiding Principles:**

**1.** Governance involves all of us: The governance of housing and support services begins with each of us and the rules we collectively choose to follow.

**2.** Addressing inequities: There is no separation between the work of addressing inequities and the governance of housing and support services.

**3.** Meaningful dialogue: To live and work well together requires each of us to help build dialogue within our community and across communities. This requires the knowledges of those who access services and the knowledges of those who provide services.

**4.** Making community safety central to our work: We are all responsible for community safety, and for building a range of community responses to harms and conflicts.

**5.** Inclusivity: It is possible to create policies and practices that protect everyone from harassment and violence.

**The Home in the City project**, out of which the Victoria Declaration was collaboratively created includes people with current and previous experiences of homelessness and people facing diverse issues related to housing – marginally housed, inadequately housed, unstably housed, or unsafely housed. Our project includes people living in poverty as well as some housed allies who are not. Many of us access services and some of us provide services. The group that contributed to the Victoria Declaration includes community members from diverse backgrounds and communities: visitors to these territories as well as Indigenous peoples, including Elders, from a number of nations close and far. We do not claim to sufficiently represent all of these groups, nor do we all agree on all matters.

# Content

# 1.0 Executive Summary

This five-year Community Plan to End Homelessness in the Capital Region is a reflection of the work of many stakeholders including people with lived experience of homelessness, Indigenous serving organizations, community not-for-profit service organizations as well as representatives from government, business and funders. We are deeply grateful for the heartfelt and intentional participation of all of our members.

With over 1,500 people identified as un-housed in the 2018 Point in Time Homeless Count, homelessness remains an enduring issue in the Capital Region. The on-the-ground experience of the homelessness serving sector as well as the perspectives of people with lived experience and Indigenous people have helped inform the development of Five Key Community-Based Outcome Areas and their associated goals and objectives. These will help guide investments in housing and services over the next five years[1].

## Outcome 1: Support Services (SS)

### Goals

> **A.** People experiencing homelessness will quickly and equitably receive the support they need over the course of their journey.
>
> **B.** Support services agencies have the mandate and capacity to deliver the needed services.

### Objectives

**1.** Required housing and support services, professional and peer-based, are effectively assessed and assigned through the Coordinated Assessment and Access System for:

   **a.** Individuals exiting homelessness into either supportive housing programs or more stable independent housing placements; and

   **b.** Individuals transitioning out of institutions and supportive housing programs into more independent, tenant-based housing in the community; and

**2.** Health, cultural and social support services ensure that individuals exiting homelessness achieve housing stability for a minimum of two years following placement.

**3.** Specialized support services are researched, developed, piloted and/or implemented that meet the unique social and cultural needs of priority population groups experiencing homelessness, including:

   **a.** Indigenous people;

   **b.** Women fleeing violence;

   **c.** Households with children;

   **d.** Youth under the age of 25;

   **e.** Youth leaving ministry care; and

   Other population groups may be identified during the term of this Community Plan.

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[1] While the Government of Canada's Reaching Home Program is a substantial contributor, it is understood that the initiatives identified in this plan will require a much broader range of funding partners.

4. Assess and take action to ensure adequate capacity to deliver complementary health and support services throughout the region that support the well-being of individuals accessing housing and supports through the Community Homelessness Response System.

## Outcome 2: Housing (HO)

### Goal

A supply of accessible, appropriate and safe housing, centered around the unique needs of individuals is available.

### Objectives

1. Required supportive and tenant-based housing units are effectively assigned to individuals experiencing homelessness through a Coordinated Assessment and Access System that ensures that units are equitably (33%) assigned to Indigenous people.[2]

2. Continue to approve and build Regional Housing First Program units to be operated within the Community Homelessness Response System in ways that meet the needs of individuals experiencing chronic homelessness.

3. Utilize BC Builds Community Housing Fund 20% deep subsidy units to address the needs of individuals experiencing homelessness.

4. Through partnerships, fund, build and operate additional supportive housing programs that include the health, social and cultural supports that address the needs of priority populations, with special emphasis on Indigenous populations.

5. Continue to utilize and, where possible, increase investments into rent supplement programs to access rental housing in the private and non-profit sectors for individuals and households experiencing homelessness.

## Outcome 3: Advocacy and Awareness (AA)

### Goal

Communities and neighbourhoods are inclusive, empathetic, compassionate and welcoming of people experiencing homelessness through advocacy and awareness that homelessness is something that impacts everyone in the community, un-housed and housed.

### Objectives

1. Develop and implement educational and public awareness strategies that target the media, municipalities, community land use committees, neighbourhood groups and the general public in order to create an understanding of the causes of homelessness including the unique collective experience of colonization on Indigenous people and to build proactive support for affordable and supportive housing programs.

2. Develop and implement a media strategy that:

    a. Is proactive in raising awareness with respect to homelessness; and

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[2] This percentage roughly reflects the percentage of Indigenous people who are homeless in the Capital Region in both the 2016 and 2018 Point In Time Count.

# 1.0 Executive Summary

**b.** Can be easily and quickly mobilized in urgent, highly public situations related to homelessness.

**3.** Utilize all forms of media, including social media, to educate the public as well as report successes in efforts to end homelessness in the region.

**4.** Through conferences and other public forums, present the activities and approaches being used successes in efforts to end homelessness in the region.

## Outcome 4: Prevention Support (PS)

### Goal

People are prevented from becoming homeless.

### Objectives

**1.** Research, develop, implement and monitor rapid rehousing and eviction prevention processes within the social, affordable, supportive and supported housing programs operating in the region.

**2.** Coordinate the activities of new provincial resources, such as Community Integration Specialists, to ensure that individuals experiencing homelessness have full access to provincial income security and other social support programs.

**3.** Through partnerships between government and youth serving agencies, develop and implement strategies that effectively support youth exiting provincial ministry care, with special consideration given to the overrepresentation of Indigenous children and youth in the child welfare system.

**4.** Research, develop, implement and monitor diversion strategies through which individuals leaving institutional care (e.g., health facilities, corrections facilities) can access secure housing with the supports needed to achieve long-term housing stability.

**5.** Assess the needs of and provide resources to assist individuals in retaining their housing when facing loss of housing due to financial hardship.

## Outcome 5: Collaboration and Leadership (CL)

### Goal

Leadership at all levels of community and government share a common sense of purpose and are effective, collaborative, supportive and inclusive.

### Objectives

**1.** Sustain the effective working partnerships among government agencies, health services, non-profit housing and service providers, local businesses and the broader community through the Greater Victoria Coalition to End Homelessness.

**2.** Support the development and operation of the Aboriginal Coalition to End Homelessness in its efforts to fulfill its mandate in addressing the impacts of colonialization on homelessness among Indigenous people.

**3.** Where possible, align local actions and leverage resources available through the Provincial Office of Homelessness Coordination to augment the efforts to solve homelessness in the region.

**4.** Leverage partnerships among stakeholders to implement the Homeless Individuals and Families Information System (HIFIS) as a single management information system that incorporates data sovereignty for Indigenous populations and creates a By-Name List to be used to monitor and report on the achievement of outcomes and identify gaps in the delivery of housing or supports.

**5.** Research, develop and implement strategies that strengthen the ability and capacity of the Community Homelessness Response System workforce to effectively respond to the high levels of trauma associated with intervening with individuals experiencing chronic homelessness and substance use.

It is important to note that the investments outlined in this Community Plan outline only those resources being leveraged to operate the Community Homelessness Response System. There are many other services and supports provided by health and social service agencies that contribute to the well-being of individuals recovering from homelessness, mental health and substance use issues. There are also a myriad of services supporting people with disabilities and traumatic brain injury. These are not accounted for in this plan, but are recognized as essential components to sustaining individual and community wellness.

Our current reality outlines the challenges we face. We will work towards systems change, remove structural barriers and implement human-centred approaches. Our financial and human resources will provide the support and energy we need to achieve all we have imagined. We will continue to work with all levels of government and together we need to take responsibility for the social change necessary to eliminate homelessness.

This 2019 – 2024 Community Plan outlines our collaborative outcomes, objectives and initiatives and will guide our work moving forward. We will inform and engage the citizens in our region, communities and neighbourhoods in honest and respectful community dialogues that lead us to collective solutions.

Together we will make a difference.



**People with Lived Experience (PWLE) Steering Committee**

# 2.0 Our Current Reality

## Causal Factors of Homelessness

**Structural Factors**

E.g. Stigma & discrimination, the lingering impacts of colonialism on Indigenous Peoples & increased cost of living without equal increase in income

**Systemic Failures**

E.g. Falling between the cracks in our system of care, youth transitioning out of care, discharge from hospitals/correctional facilities without homes

**Personal Circumstances**

E.g. Job loss, traumatic events, health problems & family violence or conflict, particularly for women, children, and youth

## Overview Snapshot: Homelessness in the Region

According to the 2018 Greater Victoria Point-in-Time (PiT) Homeless Count, there were at least **1,525 people experiencing homelessness** on the night of March 15, 2018.

It is important to note that this number is a snapshot of a single night, and it is not reflective of all the experiences of homelessness throughout the year, as homelessness is a fluid state that people move in and out of over time.

The number includes those who were unsheltered, emergency sheltered, or provisionally accommodated. This number does not, however, include the households that are precariously housed. The next Point-in-Time Homeless Count will take place in early 2020.

| Unsheltered | | Emergency Sheltered | Provisionally accommodated within systems | | | Provisionally accommodated outside of systems | |
|---|---|---|---|---|---|---|---|
| Outdoor locations, or other places not intended for human habitation | Don't know where they are staying | Seasonal and emergency shelters, including domestic violence shelters | Transitional shelters and housing | Treatment facilities | Other, including correctional facilities | Hotels/ motels | Couch-surfing, staying at someone else's place |
| 158 | 77 | 359 | 588 | 102 | 146 | 10 | 85 |
| At least **235** | | At least **359** | At least **836** | | | At least **95** | |
| At least **582** individuals experiencing **absolute homelessness** | | | At least **909** individuals **provisionally accommodated** | | | | |
| On the night of March 15, 2018, There were **at least 1,525 individuals** experiencing **homelessness** in Greater Victoria | | | | | | | |

**Source: 2018 Greater Victoria Point-in-Time-Count**

## Impacts of Homelessness

*"Homeless and barely housed people continue to die at an alarming rate, at half the age of the average Canadian. People using illicit drugs and living with mental illness continue to experience stigma and discrimination preventing access to and quality of care."*

**- Too Little, Too Late: How We Fail Vulnerable Canadians as They Die and What to Do About It, University of Victoria, 2018**

## Impacts of Indigenous Homelessness

Indigenous people are over-represented among those experiencing homelessness in the region. According to the 2018 Greater Victoria Point-in-Time (PiT) Homelessness Count, approximately one-third (33.0%) of people experiencing homelessness in the region identify as Indigenous. Given that in the general population of Greater Victoria, 4.8% of individuals identify as Indigenous, Indigenous individuals are clearly disproportionately represented among those experiencing homelessness.

*"Legacies of colonization have lasting impacts in the bodies of Indigenous and non-Indigenous, homeless and barely housed people continue to experience suffering and unmet needs at end-of-life."*

**- Too Little, Too Late: How We Fail Vulnerable Canadians as They Die and What to Do About It, University of Victoria, 2018**

## Supportive Housing

In 2016, the Coalition undertook a Process Mapping exercise in order to identify gaps, inefficiencies, and bottlenecks within the regional housing, health, and social support systems intended to help move people from experiences of homelessness to being stably housed. This resulted in identifying the following gaps:

- Lack of low-barrier supportive housing for youth

- Lack of access to supportive or supported individuals for individuals experiencing chronic homelessness

- Lack of No Eviction housing for individuals with exceptionally high need

- Lack of any supportive housing on Salt Spring Island

"With low turnover rates, a number of supportive housing facilities, and a highly constrained supply of available private market rental units, a large majority of applicants remain on a waiting list. Some – those with the highest and lowest needs – are very unlikely to be accepted to supportive housing and are equally challenged to find housing in the private market."
- Process Mapping supplemental report, 2016

**Current Snapshot of Waitlist Information:**

- As of June 14, 2019, there were 1033 applicants in the BC Housing Supportive Housing Registry of individuals awaiting housing, of which 309 were waitlisted and have been assessed to specifically address health related needs, primarily mental health and substance use.

# 2.0 Our Current Reality

## Emergency Shelter

While a broad systems goal is to shift from emergency response to prevention, the emergency response system remains an important, heavily relied upon, part of the broader homelessness response system.

- There have been gaps and limitations in the emergency shelter system

- Emergency shelters are operating beyond capacity

According to Cool Aid Shelter Data, Rock Bay Landing Emergency Shelter has been operating at or beyond 100% capacity from at least 2011/12 to 2018/19.

- Capacity is increased during the rainy season, with a number of additional seasonal shelters made available, but this does not meet all of the currently existing needs

- Geographic limitations there are no emergency shelter in Sooke, or on the Saanich Peninsula

## Poverty & Economic

### Living Wage

**The hourly wage required to maintain an adequate quality of life in the capital region in 2019.**

## $19.39

down $1.11 or 5.4% from 2018 ($20.50).

The living wage is the hourly wage that two working parents with two young children must earn to meet their basic living expenses once taxes, credits, deductions and subsidies have been taken into account.

Almost **ONE IN FIVE** two-parent families with children in Greater Victoria had incomes below the 2018 Living Wage.

SOURCE: COMMUNITY SOCIAL PLANNING COUNCIL

**Source: Victoria's Vital Signs - Greater Victoria's 2019 Annual Check-up**

Barriers to housing for individuals experiencing homelessness in Victoria based on the 2018 Greater Victoria PiT Count

| Barriers to Housing** (N = 721) | |
|---|---|
| | Percent |
| Low Income | 60.1% |
| Rents too High | 56.2% |
| Addiction | 20.9% |
| Discrimination | 14.8% |
| Health/Disability Issues | 14.4% |
| Mental Health Issues | 12.8% |

Community-Based Research and Reports inform our work. Consultation and community engagement is integral to informing the work we do.

# Specific Populations Experiencing Homelessness

## Indigenous Populations

A survey with 90 Indigenous people experiencing homelessness in Victoria demonstrated the need for holistic, trauma informed, culturally-specific healthcare practices, as well as Indigenous transitioned spaces, urban healing centers, and culturally-supportive housing.

The Aboriginal Coalition to End Homelessness, "Health and Well-Being: Our Voices, Our Vision" (2018)

In the 2018 Greater Victoria PiT Homeless Count:

- More than a third of Indigenous respondents identified the need for services that relate to intergenerational trauma (37.2%) and Indigenous treatment (33.6%)

- Over a fifth (21.3%) of Indigenous respondents identified the need for culturally sensitive services

### Indigenous women

A higher proportion of Indigenous respondents identified as female and women (40.3%) and other gender identities (4.2%) compared to the non-Indigenous survey population (24.5% and 0.9% respectively).

**In a survey conducted by the Aboriginal Coalition to End Homelessness, "Health and Well-Being: Our Voices, Our Vision" (2018):**

- 77% of Indigenous respondents reported being released back onto the streets directly from the hospital.

- Reported high usage of emergency room.

- 65% of respondents indicated substance use as their biggest health challenge outside of physical health, 59% identified emotional health, and 56% indicated spiritual health as their biggest health challenges. These findings indicate that the needs of the Indigenous Street Community are not being fully met, and there is a need to Indigenize harm reduction practices.

# 2.0 Our Current Reality

## Specific Populations Experiencing Homelessness

### Youth

In the 2018 Greater Victoria PiT Homeless Count:

- On the night of March 15, 2018, there were at least 260 youth experiencing homelessness in Greater Victoria.

- More than half (55.8%) of respondents had their first experience of homelessness as a youth, with most of those (41% of survey respondents) indicating that their first experience of homelessness was under the age of majority (18 and under).

- Of youth leaving government care, more than half (54.9%) of respondents were homeless within a year of leaving government care. 35% were homeless within less than one month.

- Discrimination was considered the biggest obstacle to accessing housing by 35.5% of youth respondents; a higher proportion than within the adult population.

### Local Consultations

At a Downtown Victoria consultation with 31 youth with lived experience of homelessness in September 2018, the top four contributing factors to youth's experiences of homelessness were:

**Lack of emotional support**

- Conflict/neglect from parent
- Uncaring social workers

**Lack of consistent planning**

- Lack of transitional planning
- Lack of consistent service

**Lack of appropriate housing**

- No Housing First for Youth (HF4Y) Models

**Lack of specialized services**

- Need for more services to meet youth 'where they are'

# Specific Populations Experiencing Homelessness

## Youth Cont'd

At a consultation in June 2019, the Coalition found that over 75% of youth consulted believe that adults in their lives (teachers, school counsellors, social workers, police) missed warning signs that if seen, could have led to early intervention and subsequent prevention of their experience of homelessness.

### Youth Task Force (YTF) Consultations

Key learnings and highlights from the YTF Consultations:

- Earlier intervention is critical; youth not receiving early intervention are targets for exploitation

- Youth referred to services are already in crisis

- Need supports and funding to prevent recidivism specifically for youth who bridge youth and adult age brackets

## Women Fleeing Violence

### POLICE-REPORTED INTIMATE PARTNER VIOLENCE

SDG 5  SDG 16

**FEMALE 649** | **MALE 184**

**833** victims in Greater Victoria in 2017
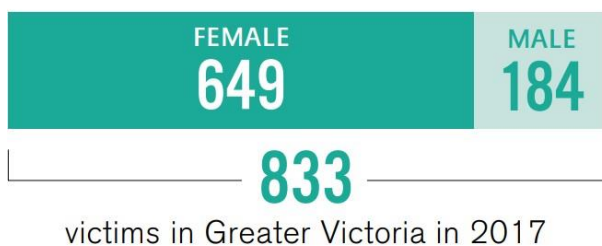
Total victims per 100,000 population in 2017

**257** GREATER VICTORIA | **283** BRITISH COLUMBIA | **313** CANADA

**30%** In Canada, 30% of victims of police-reported violent crime had been victimized by an intimate partner in 2017.

SOURCE: STATISTICS CANADA

**Source: Victoria's Vital Signs - Greater Victoria's 2019 Annual Check-up**

# 2.0 Our Current Reality

## Victoria's Vital Signs: Greater Victoria's 2019 Annual Check-Up

Public opinion, perspectives and attitudes are an aspect of the work in the sector that are particularly challenging. While the following information is not comprehensive, it is indicative of some of the current views of some of our community members. The range of attitudes and the variety of opinions shared in community dialogues around homelessness must be addressed. We must address negative public perceptions, real or perceived, if we are to overcome the so-called "NIMBYs", fears for safety, frustration with the affordability and availability of appropriate housing in our communities and to bring communities together to support the most marginalized human beings in our neighbourhoods. We must not fear public opinion. We need to meet it with honest, respectful dialogue and be willing to engage and bring knowledge, education and awareness. Educating the wider public regarding the many effective services and innovative housing programs is critical to shifting the attitudes and perceptions in our neighbourhoods.

| 2019  Citizens Grade | Things Working Well | Priorities for Improvement |
|---|---|---|
| **Belonging & Engagement** B- | • Plenty of opportunities to get involved<br>• Strong sense of community and volunteerism<br>• City administration efforts to engage citizens | • Increasing opportunities to get involved in community and neighbou-hood activities<br>• Increasing awareness of community engagement and public consultation opportunities<br>• Improving voter turnout |
| **Health & Wellness** B- | • Many opportunities for physical activity and outdoor recreation<br>• Availability and access to health care<br>• Health care system and services | • Availability of family physicians<br>• Access to mental health services<br>• Wait times for medical procedures |
| **Housing** C- | • Efforts to increase affordability and reduce homelessness<br>• New housing/development/density<br>• Diversity of housing options (e.g. rental suites, social housing, assisted living) | • Affordability of rental housing<br>• Affordability of home ownership<br>• Alternative housing options (co-housing, co-ops, etc.) |
| **Safety** B | • Safe place to live<br>• Police presence<br>• Traffic and road safety | • Reducing use of illegal drugs<br>• Supports for mental health<br>• Visible presence of police |
| **Standard of Living** C+ | • Availability of support services<br>• Affordable nutritious food<br>• Employment opportunities | • Affordable housing options<br>• Adoption of a "living wage"<br>• Reducing the income gap between rich and poor |

**Community Based Research Sources and Resources:**

- Aboriginal Coalition: "Health and Well-Being: Our Voices, Our Vision 2018"
- CRD Housing: Regional Housing Affordability Strategy, 2016
- Community Social Planning Council: Navigating the Policy Haze (Foster Change)
- Greater Victoria Coalition to End Homelessness: Consultations & Reports
- The Greater Victoria Point-in-Time Count, 2018
- Home in the City Project, 2019
- South Island Prosperity Partnership
- University of Victoria: "Too Little, Too Late: How We Fail Vulnerable Canadians as They Die and What to Do About It", 2018
- Victoria Foundation: Vital Signs 2019

# 3.0 Definitions of Homelessness

We believe the answers lie within us. Asking tough questions, listening and responding to what we hear is critical to our work. Community-Based Research informs & guides our work. Gaps, issues, barriers and challenges provide a road map for our solution-focused community planning process.

## Definitions of Homelessness

**1** **Government of Canada's Definition of Chronic Homelessness (2019):**

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)

**2** **Chronic Homelessness includes time spent in the following contexts:**

Staying in unsheltered locations, that is public or private spaces without consent or contract, or places not intended for permanent human habitation (Canadian Observatory on Homelessness Typology: 1.1 and 1.2).

Staying in emergency shelters, including overnight shelters for people experiencing homelessness (including those for specific populations, such as youth, families, and newcomers), shelters for people impacted by family violence, and emergency shelters for people fleeing a natural disaster or destruction of accommodation (COH Typology: 2.1, 2.2, and 2.3).

Staying temporarily with others without guarantee of continued residency or the immediate prospects for accessing permanent housing, or short-term rental accommodations (for example, motels) without security of tenure (COH Typology: 3.2 and 3.3).

## Indigenous Homelessness Looks Different

*"Indigenous Peoples who are in the state of having no home due to colonization, trauma and/ or whose social, cultural, economic, and political conditions place them in poverty. Having no home includes: those who alternate between sheltered and unsheltered, living on the street, couch surfing, using emergency shelters, living in unaffordable, inadequate, substandard and unsafe accommodations or living without the security of tenure; anyone regardless of age, released from public facilities (such as hospitals, mental health and addiction treatment centers, prisons, transition houses), fleeing unsafe homes as a result of abuse in all its definitions, and any youth transitioning from all forms of care."*

- Aboriginal Homelessness Steering Committee definition, 2019

# The 12 Dimensions of Indigenous Homelessness

- **Historic Displacement Homelessness:** Indigenous communities and nations made historically homeless after being displaced from pre-colonial Indigenous lands.

- **Contemporary Geographic Separation Homelessness:** An Indigenous individual's or community's separation from post-colonial Indigenous lands.

- **Spiritual Disconnection Homelessness:** An Indigenous individual's or community's separation from Indigenous worldviews or connection to the Creator or equivalent deity.

- **Mental Disruption and Imbalance Homelessness:** Mental homelessness, described as an imbalance of mental faculties, experienced by Indigenous individuals and communities caused by colonization's entrenched social and economic marginalization of Indigenous peoples.

- **Cultural Disintegration and Loss Homelessness:** Homelessness that totally dislocates or alienates Indigenous individuals and communities from their culture and from the relationship web of Indigenous society known as "All My Relations."

- **Overcrowding Homelessness:** The number of people per dwelling in urban and rural Indigenous households that exceeds the national Canadian household average, thus contributing to and creating unsafe, unhealthy and overcrowded living spaces, in turn causing homelessness.

- **Relocation and Mobility Homelessness:** Mobile Indigenous homeless people travelling over geographic distances between urban and rural spaces for access to work, health, education, recreation, legal and childcare services, to attend spiritual events and ceremonies, have access to affordable housing, and to see family, friends and community members.

- **Going Home Homelessness:** An Indigenous individual or family who has grown up or lived outside their home community for a period of time, and on returning "home," are often seen as outsiders, making them unable to secure a physical structure in which to live, due to federal, provincial, territorial or municipal bureaucratic barriers, uncooperative band or community councils, hostile community and kin members, lateral violence and cultural dislocation.

- **Nowhere to Go Homelessness:** A complete lack of access to stable shelter, housing, accommodation, shelter services or relationships; literally having nowhere to go.

- **Escaping or Evading Harm Homelessness:** Indigenous persons fleeing, leaving or vacating unstable, unsafe, unhealthy or overcrowded households or homes to obtain a measure of safety or to survive. Young people, women and LGBTQ2S people are particularly vulnerable.

- **Emergency Crisis Homelessness:** Natural disasters, large-scale environmental manipulation and acts of human mischief and destruction, along with bureaucratic red tape, combining to cause Indigenous people to lose their homes because the system is not ready or willing to cope with an immediate demand for housing.

- **Climatic Refugee Homelessness:** Indigenous peoples whose lifestyle, subsistence patterns and food sources, relationship to animals, and connection to land and water have been greatly altered by drastic and cumulative weather shifts due to climate change. These shifts have made individuals and entire Indigenous communities homeless.

**Source: Canadian Observatory on Homelessness, 2012**

# 4.0 Community-Based Outcomes

## The Five Key Community-Based Outcomes

These five outcomes provided the platform for planning at the Community Planning Day on June 5, 2019. This was facilitated through a collaborative consensus-building process inclusive of all stakeholders. Representatives from service organizations, government, funders and people with lived experiences (PWLE) came together to review the outcome areas both reflecting on the current situation and needs and plans for the future. These Five Key Community-Based Outcome areas are in addition to the four Reaching Home Community-Wide Outcomes on page 23. Find the Initiatives to Support Community-Based Outcomes in Appendix A.

### 1. Support Services (SS)

A. People experiencing homelessness will quickly and equitably receive the support they need over the course of their journey.

B. Support services agencies have the mandate and capacity to deliver the needed services.

### 2. Housing (HO)

A supply of accessible, appropriate and safe housing, centered around the unique needs of individuals is available.

### 3. Advocacy and Awareness (AA)

Communities and neighbourhoods are inclusive, empathetic, compassionate and welcoming of people experiencing homelessness through advocacy and awareness that homelessness is something that impacts everyone in the community, un-housed and housed.

### 4. Prevention Support (PS)

People are prevented from becoming homeless.

### 5. Collaboration and Leadership (CL)

Leadership at all levels of community and government share a common sense of purpose and are effective, collaborative, supportive and inclusive.

## Outcome 1: Support Services (SS)

### Goals

> **A.** People experiencing homelessness will quickly and equitably receive the support they need over the course of their journey.
>
> **B.** Support services agencies have the mandate and capacity to deliver the needed services.

### Objectives

**1.** Required housing and support services, professional and peer-based, are effectively assessed and assigned through the Coordinated Assessment and Access System for:

   **a.** Individuals exiting homelessness into either supportive housing programs or more stable independent housing placements; and

   **b.** Individuals transitioning out of institutions and supportive housing programs into more independent, tenant-based housing in the community; and

**2.** Health, cultural and social support services ensure that individuals exiting homelessness achieve housing stability for a minimum of two years following placement.

**3.** Specialized support services are researched, developed, piloted and/or implemented that meet the unique social and cultural needs of priority population groups experiencing homelessness, including:

   **a.** Indigenous people;

   **b.** Women fleeing violence;

   **c.** Households with children;

   **d.** Youth under the age of 25;

   **e.** Youth leaving ministry care; and

   Other population groups as may be identified during the term of this Community Plan.

**4.** Assess and take action to ensure adequate capacity to deliver complementary health and support services throughout the region that support the well-being of individuals accessing housing and supports through the Community Homelessness Response System.

# 4.0 Community-Based Outcomes

## Outcome 2: Housing (HO)

### Goal

> A supply of accessible, appropriate and safe housing, centered around the unique needs of individuals is available.

### Objectives

1. Required supportive and tenant-based housing units are effectively assigned to individuals experiencing homelessness through a Coordinated Assessment and Access System that ensures that units are equitably (33%) assigned to Indigenous people.[3]

2. Continue to approve and build Regional Housing First Program units to be operated within the Community Homelessness Response System in ways that meet the needs of individuals experiencing chronic homelessness.

3. Utilize BC Builds Community Housing Fund 20% deep subsidy units to address the needs of individuals experiencing homelessness.

4. Through partnerships, fund, build and operate additional supportive housing programs that include the health, social and cultural supports that address the needs of priority populations, with special emphasis on Indigenous populations.

5. Continue to utilize and, where possible, increase investments into rent supplement programs to access rental housing in the private and non-profit sectors for individuals and households experiencing homelessness.

## Outcome 3: Advocacy and Awareness (AA)

### Goal

> Communities and neighbourhoods are inclusive, empathetic, compassionate and welcoming of people experiencing homelessness through advocacy and awareness that homelessness is something that impacts everyone in the community, un-housed and housed.

### Objectives

1. Develop and implement educational and public awareness strategies that target the media, municipalities, community land use committees, neighbourhood groups and the general public in order to create an understanding of the causes of homelessness including the unique collective experience of colonization on Indigenous people and to build proactive support for affordable and supportive housing programs.

2. Develop and implement a media strategy that:

    a. Is proactive in raising awareness with respect to homelessness; and

    b. Can be easily and quickly mobilized in urgent, highly public situations related to homelessness.

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[3]This percentage roughly reflects the percentage of Indigenous people who are homeless in the Capital Region in both the 2016 and 2018 Point In Time Count.

**3.** Utilize all forms of media, including social media, to educate the public as well as report successes in efforts to end homelessness in the region.

**4.** Through conferences and other public forums, present the activities and approaches being used successes in efforts to end homelessness in the region.

## Outcome 4: Prevention Support (PS)

### Goal

> People are prevented from becoming homeless.

### Objectives

**1.** Research, develop, implement and monitor rapid rehousing and eviction prevention processes within the social, affordable, supportive and supported housing programs operating in the region.

**2.** Coordinate the activities of new provincial resources, such as Community Integration Specialists, to ensure that individuals experiencing homelessness have full access to provincial income security and other social support programs.

**3.** Through partnerships between government and youth serving agencies, develop and implement strategies that effectively support youth exiting provincial ministry care, with special consideration given to the overrepresentation of Indigenous children and youth in the child welfare system.

**4.** Research, develop, implement and monitor diversion strategies through which individuals leaving institutional care (e.g., health facilities, corrections facilities) can access secure housing with the supports needed to achieve long-term housing stability.

**5.** Assess the needs of and provide resources to assist individuals in retaining their housing when facing loss of housing due to financial hardship.

# 4.0 Community-Based Outcomes

## Outcome 5: Collaboration and Leadership (CL)

### Goal

Leadership at all levels of community and government share a common sense of purpose and are effective, collaborative, supportive and inclusive.

### Objectives

1. Sustain the effective working partnerships among government agencies, health services, non-profit housing and service providers, local businesses and the broader community through the Greater Victoria Coalition to End Homelessness.

2. Support the development and operation of the Aboriginal Coalition to End Homelessness in its efforts to fulfill its mandate in addressing the impacts of colonialization on homelessness among Indigenous people.

3. Where possible, align local actions and leverage resources available through the Provincial Office of Homelessness Coordination to augment the efforts to solve homelessness in the region.

4. Leverage partnerships among stakeholders to implement the Homeless Individuals and Families Information System (HIFIS) as a single management information system that incorporates data sovereignty for Indigenous populations and creates a By-Name List to be used to monitor and report on the achievement of outcomes and identify gaps in the delivery of housing or supports.

5. Research, develop and implement strategies that strengthen the ability and capacity of the Community Homelessness Response System workforce to effectively respond to the high levels of trauma associated with intervening with individuals experiencing chronic homelessness and substance use.

# 5.0 Reaching Home Community-Wide Outcomes

## Reaching Home Requirements

The Reaching Home Program also requires that Designated Communities work towards the following mandatory community-level outcomes:

Chronic Homelessness in the community is reduced by 50%

Homelessness in the community is reduced overall and for specific populations:

- Indigenous
- Youth
- Women experiencing violence

New inflows into homelessness are reduced

Returns to homelessness are reduced

# 6.0 Monitoring & Evaluation Framework

## Evaluation Philosophy and Framework

Our evaluation philosophy and framework is built on the premise that we are stronger together and that we can learn from each other as well as from our successes and failures. Our collective resources, both human and financial, must be leveraged to measure our effectiveness as we strive to achieve these outcomes. Working together in partnership and through collaboration we will collectively and continuously evaluate our effectiveness.

**We will embrace a spirit of continuous learning and improvement by:**

- Embracing innovative ideas in housing and support services undertaken by others

- Integrating our learning as quickly as possible into systems and policy changes

- Systematically removing structural barriers that are identified through program evaluation

The Initiatives in Appendix A are the initiatives that have been developed by the homelessness serving sector to achieve the community-based and community-wide outcomes.

## Timelines & Milestones

Initiatives are identified for implementation and streamed across the five-year period of the Community Plan. Progress reports and milestone updates will be implemented on a quarterly and annual basis. The Monitoring and Evaluation Framework will be more fully developed and implemented to support the implementation of the Community Plan, including allocation of Reaching Home funding.

## Measurement and Reporting on Initiatives

We will develop a Monitoring and Evaluation Framework that will set targets, identify **Key Performance Indicators (KPIs)**, and develop tracking and reporting methods.

### Implementation of a Quantitative and Qualitative Monitoring and Evaluation Framework

To achieve a human-centered approach we need to implement both quantitative and qualitative evaluation frameworks. This means we need to report the story of our collective journey out of homelessness through both statistics and stories. Using both statistics and stories we will integrate our lessons learned in in order to achieve ongoing systems improvement, remove structural barriers and support the individuals experiencing homelessness. We will combine quantitative and qualitative evaluation approaches in a Shared Accountability Framework that will result in Collective Impact.

## Quantitative Evaluation

The quantitative framework will collect and report statistics through HIFIS, By-Name Lists (BNL) and other methods of collection of data in the homelessness management information system and other reporting mechanisms.

We will measure quantitatively measurable Initiatives through a **SMART** framework:

**S**pecific - clearly define what you are trying to achieve

**M**easurable - criteria to know when you have achieved goal

**A**chievable - action to achieve goal is clear

**R**elevant - make sure it is attainable and reasonable

**T**ime Bound - set a definite deadline

## Qualitative Evaluation Framework

Qualitative evaluation means learning over the course of the journey with people experiencing homelessness. The qualitative framework will be grounded in the evidence-based research theories of **Grounded Theory** and **Participatory Action Research (PAR)**. This evaluation methodology of practice utilizes the voices of people with lived experiences and story-telling to collect and record data and report on the journey out of homelessness.

## Social Return on Investment

Where possible and applicable, the quantitative and qualitative data tracking processes will be merged to demonstrate and report a **Social Return on Investment (SROI)**. This collaborative social development evaluation methodology analyzes and reports on the financial investment into soft services and supports through a fiscal framework. This methodology is best utilized through targeted pilot or prototype based, time-limited projects that explore and test applied practices.

# 6.0 Monitoring & Evaluation Framework

**Simple Evaluation Example:**

Counting Beds and Housing Units AND Story Telling as Evaluation

**Initiative:** Program that supports a person to move into a housing unit.

Quantitative evaluation methods count the number of people who moved out of homelessness and into a housing unit/bed.

The person tells the story of their experience of the move and we identify points in the journey that demonstrate positive practices and challenges or gaps. We collect those stories that capture the journeys of people as they move into housing units after chronic or episodic homelessness. What do we learn? Perhaps the person with lived experience of homelessness (PWLE) speaks in an interview or focus group of their individual need for a sense of belonging and for emotional support. They identify loneliness as an experience after being housed. This collection of data requires a personal wellness measurement. There may also be a measure of individual satisfaction based upon the provision of tangible needs such as a bed, furniture and dishes.

Counting the number of people who moved into housing is a **quantitative measure of system success** and measuring personal emotional well-being is a **qualitative measure of individual satisfaction which is also a measure of success.**

Learnings indicate implications for providing a support program or activity for this person.

## Why do we need indicators?

Indicators support effective measurements. Selecting the appropriate indicators will help to tell the collective story. What changed? What was learned? Quality data will be collected and used to monitor our progress over time. To support monitoring and reporting of achievement of Reaching Home Directives, and the Government of Canada has provided pre-established Indicators, listed in Table 4 of Appendix A. These indicators provide an excellent foundation of measures that can be easily related to the desired outcomes of this plan. Where possible, these indicators have been identified within the various Initiatives outlined in Appendix A of this Plan. Efforts are underway to identify additional indicators to be used to monitor Initiatives where indicators have been identified as "TBD" or to be determined.

# Establishing baselines

The baseline for data collection will be identified where appropriate, to measure the progress towards achieving desired outcomes. The establishment of baseline data will be done differently for quantitative versus qualitative evaluation.

**The baseline will be established through:**

- HIFIS implementation. This supports the establishment of baseline data collected through housing and service providers with access to HIFIS. HIFIS can support collection of data through its use within the CAA process.

- Partners in CAA implementation are currently examining how HIFIS can help track the use of CAA in the region. An example of where a By-Name List is important is in measuring of youth homelessness. Youth in care, youth couch surfing and youth aging out of care are not part of the adult homelessness reporting system currently in place. Indigenous persons experiencing homelessness who are not in the system as a result of structural or individual barriers due to colonization will also benefit from registry on a By-Name List. Any other individuals or populations who do not have applications into the supportive housing system, for whatever reasons, will benefit from registration on a By-Name List.

# 7.0 Knowledge, Principles & Practices

Knowledge, Principles and Practices that ground our work.

## The Right to Housing and International Human Rights Law

*We believe in a human rights-based approach.*

The right to adequate housing, along with many other economic and social rights, is protected in the International Covenant on Economic, Social and Cultural Rights, specifically Article 11 which details the right to an adequate standard of living and the continuous improvement of living conditions. The same rights are articulated in Article 25 (1) of the non-legally binding Universal Declaration of Human Rights.

The Government of Canada introduced the National Housing Strategy Act in the Budget Implementation Act, 2019 on April 8. This historic legislation requires governments to "further the progressive realization of the right to adequate housing" as recognized by international human rights laws.

## Sustainable Development Goals

Key goals guiding our work to end homelessness.

| SDG | PAGE | SUMMARY |
|---|---|---|
| 1 NO POVERTY | 22, 39 | Goal 1: End poverty in all its forms everywhere. |
| 3 GOOD HEALTH AND WELL-BEING | 18, 20, 28, 29, 36, 38, 49 | Goal 3: Ensure healthy lives and promote welcoming for all at all ages. |
| 5 GENDER EQUALITY | 22, 39 | Goal 5: Achieve gender equality and empower all women and girls. |
| 11 SUSTAINABLE CITIES AND COMMUNITIES | 22, 39 | Goal 11: Make cities and human settlements inclusive, safe, resilient, and sustainable. |
| 16 PEACE AND JUSTICE | 22, 39 | Goal 16: Promote peaceful societies, accountable institutions, and access to justice for all. |

**Source: Victoria's Vital Signs - Greater Victoria's 2019 Annual Check-up**

## Our Practice

*This is the practice that grounds the vision of the Greater Victoria Coalition to End Homelessness.*

### Inclusion and Voice Inform Everything We Do

We include, listen to and amplify the voices and expertise of people with lived experiences of homelessness.

We all check our assumptions.

We honour the journey and wisdom of people with lived experiences; they in turn use their strengths to support the journey of their peers and inform system transformation.

## Participatory Action Research Practice

Participatory Action Research (PAR) seeks to understand and improve the world by changing it. At its heart is collective inquiry that researchers and participants undertake, so they can understand and improve upon the practices in which they participate and the situations in which they find themselves. The process of PAR should be empowering and lead to people having increased control over their lives.

## Social Determinants of Health

*We believe in a holistic, person-centered health approach.*



Social Determinants of Health
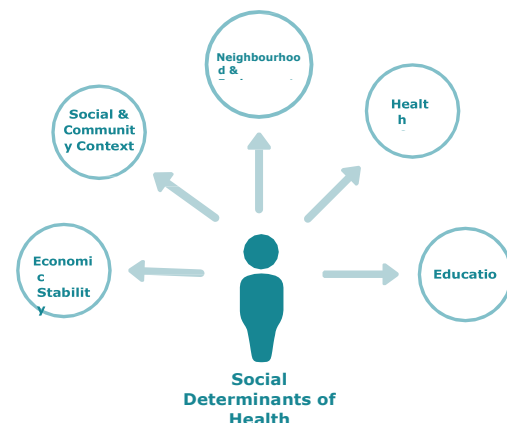
Collective Impact and Social Development Practices guide our work.

## Collective Impact Framework

Collective Impact is the outcome of community coordination, collaboration through the partnerships necessary to address the complex social issue of homelessness. The ultimate goal is to support the human beings experiencing and at risk of homelessness in our region to live healthy lives.
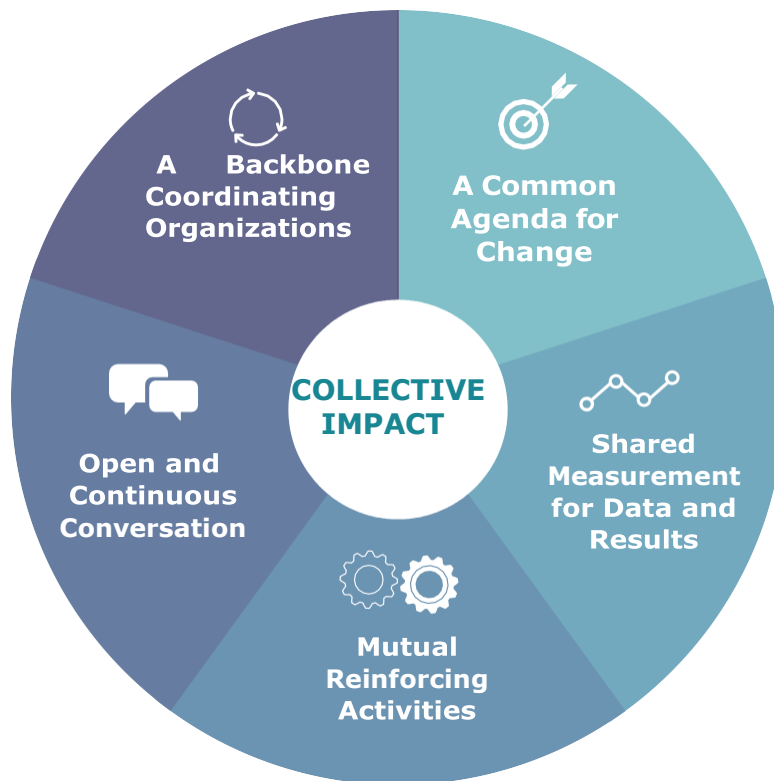


## Collaborative Social Development

**The Art of Relational Practice and Partnerships.**

**The Co-Construction of Solutions: Applied Theory of Co-Construction.**

**The Development of Shared Accountability Frameworks.**

**Solution Focused Action: Refuse to Blame and Embrace Responsibility.**

**Walking Shoulder to Shoulder, Sharing Every Step of the Journey.**

**Applies a Collective Impact Approach.**

**Collaborative, Transparent and Timely.**

**Encouraging One Another and Learning Together.**

# 8.0 Community Engagement Process

## Leadership Team

This plan has been developed, reviewed and approved through a stakeholder engagement process that included people with lived experience of homelessness, service organizations, government partners, Indigenous serving organizations, working groups, steering committee and advisory board members, volunteers and representatives from ad hoc community groups. We are grateful to everyone who participated in the planning and development phases of this plan and grateful in advance for the  dedication and  commitment of  all  the  partners who  will participate in the implementation of these activities, programs and initiatives to end homelessness in the Greater Victoria capital region.  .

## Working Group Leadership:

People with Lived Experience Steering Committee

**Chair:** Lisa Crossman **Co-Chair:** Malcolm Sword

Community Engagement & Communications Working Group

**Chair:** Jeff Bray **Co-Chair:** Patricia Mamic

Youth Task Force Working Group

**Staff Lead:** Kelly Roth

Monitoring & Evaluation Working Group

**Chair:** Chris Forester **Co-Chair:** Helma Libick

System Improvement Working Group

**Chair:** Angela McNulty-Buel **Co-Chair:** Candice MacDonald

Youth Educating & Advocating About Homelessness

**Staff Lead:** Emily Jackson

## Participants:

Alan Rycroft

Amanda Seymour

Andrew Holeton

Anne van Beers

Annette Wierstra

April Feduniw

Aygul Khalaileh

Bernice Kamano

Brielyn Ramsey

Bryce Toth

Candice MacDonald

Carina Di Menna

Chris Dunham

Christine Culham

Christine Hartwig

Clare Pugh

Clarice  Silva

Colin  Tessier

Corie Aarsen

Councillor Sarah Potts

Dalyce Dixon

Danella Parks

Darin Reimer

Deborah Chaplain

Elissa Cook

Emily Jackson

Erica Pepevnak

Fran Hunt-Jinnouchi

Gavin Donatelli

Gina Dolinsky

Gord Irving

Hanna Lalev

Heidi Hartman

Holt Sivak

Ian Munro

Jack Stirling

James Nyce

Janine Theobald

Jason Walsh

Jenn Mortimer

Jody Yurkowsky-Pace

John Reilly

Jose Bingham

Julie-Anne Hunter

Kalyn Morrison

Karen Leman

Kathy Stinson

Kelly Roth

Ken Krenbrink

Kristina Lane-Birkland

Laura Stratford

Lauren Rumiel

Linda Amy

Linda McLean

Lisa Crossman

Lois Gabitous

Lorna Mace

Maggie Kerr-Southin

Malcolm Sword

Margaret Forbes

## Participants Cont'd:

Me-Kon Hayes

Monica Leggett

Nadine Clarke

Nicholas Methot

Nick Scott

Pat Griffin

Patricia Mamic

Quart 'Whey' Tun / Leonard James

Rachel Carroll

Raelene Curry

Roberta Bell

Rosalie Fralick

Rosamond Graham

Sally Hunter-Brady

Sandra Richardson

Sean Hand

Sheila D'Albertonson

Shelley Morris

Shellie Gudgeon

Stefanie Hardman

Suman Singh

Susan Gmitroski

Susana Guardado

Susie Girling

Terri Dorey

Tom Arsenault

Tracee Szczyry

Troy Tucker

Trudy Chyzowski

Vicky Shearer

## Participant Organizations:

Aboriginal Coalition to End Home-lessness

AVI Health & Community Services

BC Housing

Beacon Community Services

Binkadi Community Services

Boys and Girls Club of Greater Victoria

Capital Regional District

City of Victoria

Cool Aid Society

Greater Victoria Coalition to End Homelessness

GT Hiring Solutions

Her Way Home

Island Health

Island Metis Society

John Howard Society Victoria

Min. of Children & Family Dev't.

Min. of Social Development Our

Place Society

Pacifica Housing

Pandora Youth Apartment

PHS Community Service

Ready to Rent BC

Society of Saint Vincent de Paul

The Cridge Centre

The Foundry

The Sanctuary

The Salvation Army

Threshold Housing

United Way of Greater Victoria

Victoria Foundation

Victoria Native Friendship Centre

Victoria Police Department

YEAH Group

YMCA-YWCA

Youth Empowerment Society

## Sectors Represented:

Provincial Government Local/Municipal

Government Indigenous Peoples and

Organizations

Organizations Serving Women/Families Fleeing Violence

Youth and/or Youth Serving Organizations

Organizations Serving Seniors

Health Organizations

People with Lived Experience

Private Sector Representatives

Non-Profit Housing Sector
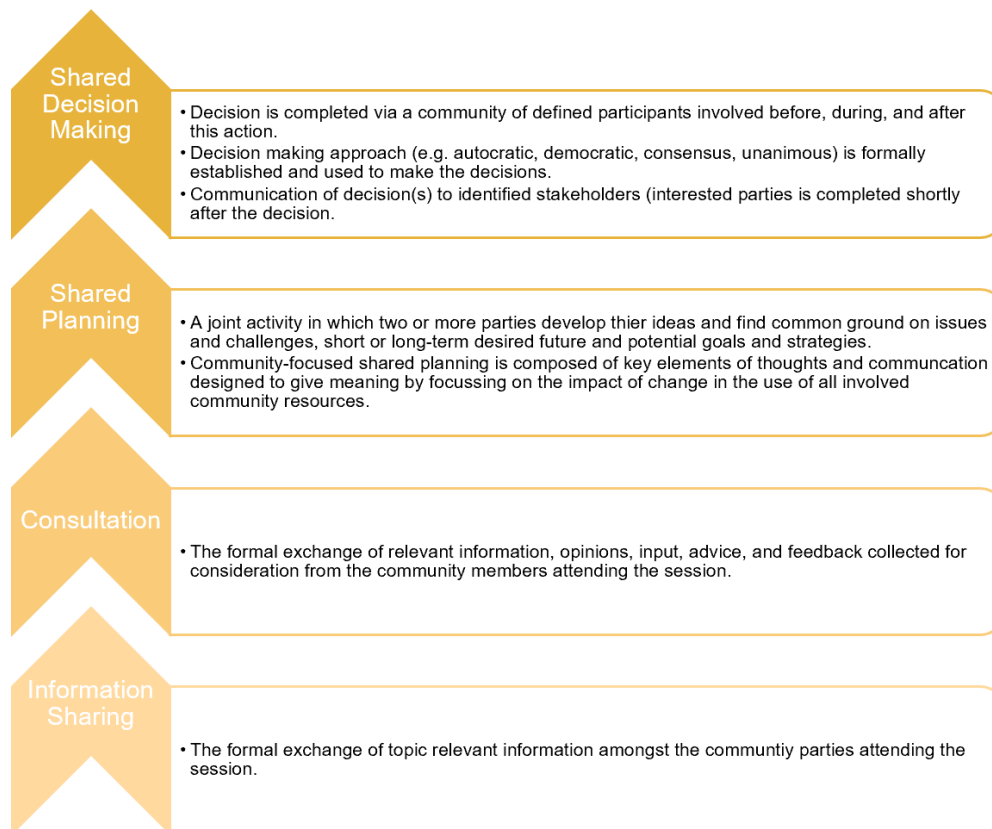
# 8.0 Community Engagement Process

The process for the development of the Community Plan to End Homelessness in the Capital Region is grounded in collaborative social development practice. The process is intended to provide all members of the community with the opportunity for participation at all levels (see Levels of Community Engagement below). The intention of this practice is to build and deepen community relationships, facilitating trust and ultimately resulting in Collective Impact.

## Collective Impact

Collective Impact is the outcome of community coordination, collaboration through the partnerships necessary to address the complex social issue of homelessness. The ultimate goal is to support the human beings experiencing and at risk of homelessness in our region to live healthy lives.

## Levels of Community Engagement

It's important to explain the level of engagement in order to facilitate ethical participation and a realistic and transparent understanding of the level of influence in community planning processes.

**Shared Decision Making**
- Decision is completed via a community of defined participants involved before, during, and after this action.
- Decision making approach (e.g. autocratic, democratic, consensus, unanimous) is formally established and used to make the decisions.
- Communication of decision(s) to identified stakeholders (interested parties is completed shortly after the decision.

**Shared Planning**
- A joint activity in which two or more parties develop thier ideas and find common ground on issues and challenges, short or long-term desired future and potential goals and strategies.
- Community-focused shared planning is composed of key elements of thoughts and communcation designed to give meaning by focussing on the impact of change in the use of all involved community resources.

**Consultation**
- The formal exchange of relevant information, opinions, input, advice, and feedback collected for consideration from the community members attending the session.

**Information Sharing**
- The formal exchange of topic relevant information amongst the communtiy parties attending the session.

Our region initiated a comprehensive community engagement process in 2016 that resulted in the Housing First Outcomes Map. This Outcomes Map is a comprehensive outline of the desired outcomes that could result from the coordinated, collaborative efforts of all stakeholders, including people with lived experiences of homelessness. Building upon the good work and the outcomes identified through this process, the following steps were initiated to build this Community Plan.

# Our shared journey through Collaborative Engagement in Greater Victoria.
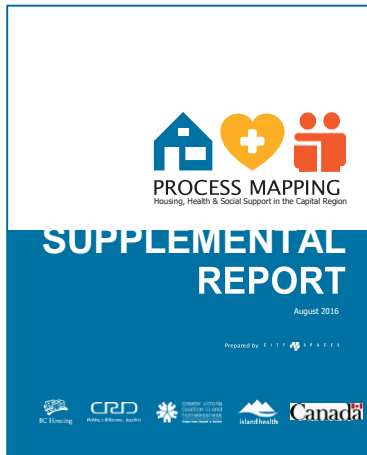


## » 2016: Process Mapping: Housing Health & Social Support in the Capital Region

The Process Mapping collaborative workshop brought together almost 90 people to identify gaps, inefficiencies, bottlenecks, and barriers in the process of facilitating homeless and unstably housed people through to stable housing along with the appropriate supports to meet their needs. The workshop was convened in tables of 8 to 10 attendees, who worked through an agenda related to a draft Process Map.

## » 2017: Collaborative Outcomes Map

Bringing together more than 100 stake-holders, the Collaborative Outcomes Map identifies interventions and outcomes in 15 system areas to create a vibrant, healthy and inclusive community.

● *The Outcomes Mapping Day took place on April 19, 2017*
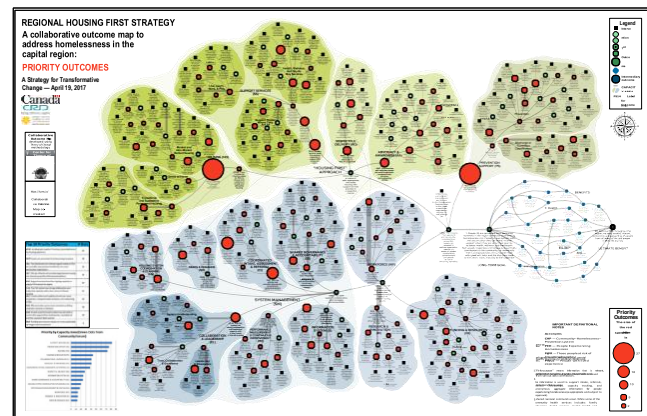




## » 2019: Facilitated Consensus Building Process

A facilitated community dialogue, using a consensus building process, provided the Systems Improvement, Monitoring and Evaluation, and Community Engagement and Communications Working Group members the opportunity to engage in an in-depth dialogue. This allowed a thoughtful and intentional negotiation of priority outcomes. In addition, the Prevention of Youth Homelessness Youth Task Force held an Implementation Planning Day, May 10 to identify the youth prevention of home- lessness strategies.

● *Consultations were conducted on May 10th, 14th, 15th, and 22nd.*

# 8.0 Community Engagement Process

**» 2019: Community Planning Day**

These five outcomes provided the platform for planning at the Community Planning Day on June 5, 2019. This was facilitated through a collaborative process inclusive of all stakeholders. Representatives from service organizations, government, funders and people with lived experiences (PWLE) came together to review the outcome areas both reflecting on the current situation and needs and plans for the future.

We employed a Graphic Facilitation process to engage participants in a positive, constructive experience designed to increase trust and build relationships across the homelessness serving sector. Continuing to build a collaborative, trust-based, and relational sector is foundational to effectively implementing the initiatives, programs, and services intended to solve the complex social problem of homelessness.

• *The Youth Task Force conducted a separate planning day to prioritize youth-specific initiatives on May 15, 2019.*



## Current Reality Scan

### Reviewing and Celebrating Current and Past Work

The morning of the Community Planning Day was a celebration of all the work currently in action to eliminate homelessness in the Capital Region District. Participants created tree collages that described and documented work that they have been a part of. These trees reflected various levels of success using the following symbols:

Leaves represented current activities, programs, strategies, or initiatives

Caterpillars indicated the activities, programs, strategies, or initiatives have been measured

Butterflies indicated the activities, programs, strategies, or initiatives are running successfully

Flowers represented stories or testimonials about the activities, programs, strategies, or initiatives

The raw information collected on these trees is available in the Celebrating the Past section for each outcome. This information can be accessed on the GVCEH website in the Summary Report.

## Planning for the Future

### Development of Activities, Programs, Strategies and Initiatives

In the afternoon of the Community Planning Day, participants reflected on each of the five Outcome Areas. Participants identified Activities, Programs, Strategies, or Initiatives using these two questions to guide their thinking:

- **What work is currently being done that needs to be continued?**

- **What new work needs to be done to end homelessness?**

Participants then worked together to identify the specific Activities, Programs, Strategies, or Initiatives they considered to be the priority for implementation. They then worked in small groups to develop and complete a Community Planning Template. These Community Planning Templates were then collected and collated under the five Key Community-Based Outcomes.

### Community Review Process

The development and review process was a progressive and iterative engagement of participants as partners in the co-construction of the Community Plan.

Further opportunities for input from the homelessness serving community were provided through sending the draft Community Plan to the GVCEH 'All Committee Mailing' list which includes 150 individuals and agencies representing business community members, politicians, other community groups such as the Downtown Service Providers Committee, and people with lived experience of homelessness.

The previously mentioned GVCEH Working Groups reviewed the Initiatives from the Community Planning Templates through a lens of creating efficiencies and clarity, reducing duplications or siloed work, before they were summarized for the Community Plan.

# 8.0 Community Engagement Process

## Indigenous Engagement

### February 26, 2019 – Present

Ongoing in-person dialogues and joint staff retreats in response to the Memorandum of Understanding between the GVCEH and the ACEH will continue to inform the Community Plan specifically the development and implementation of an Indigenous Specific Systems Improvement Map.

### March 8, 2019

Invitation and participation in the Stronger Together – Building Community roundtable held March 8, 2019 by the Aboriginal Coalition to End Homelessness (ACEH).

The invitation and participation of Indigenous persons in this roundtable discussion helped to ensure that this Community Plan includes Initiatives that will respond to the needs of Indigenous persons experiencing homelessness such as cultural supports and cultural programming within housing and programs for Indigenous youth at risk programs.

### May 2019 to October 2019

In-person and digital input and review of the Community Plan by the Persons with Lived Experience of Homelessness Steering Committee which includes 4 members with Indigenous heritage including Métis; 36% Indigenous representation.

### June 5, 2019

Five participants self-identified Indigenous representing Lived Experience of Homelessness including Victoria Native Friendship Centre, Greater Victoria Coalition to End Homelessness, and the Indigenous Outreach Coordinator for the Palliative Outreach Resource Team attended the in-person June 5, 2019 Community Planning Day meeting.

### September 9, 2019

In-person meeting with the Associate Director of the Aboriginal Coalition to End Homelessness to support the drafting of specific templates incorporating Community Plan initiatives to specifically address Indigenous needs. Example: Indigenizing Harm Reduction.

### Final Community Advisory Board (CAB)

#### Review and Recommendation

This plan was reviewed and approved by the Community Advisory Board (CAB) on October 18, 2019.

# 9.0 Coordinating Access & Managing Information

## CAA - Coordinated Access and Assessment

BC Housing, the Capital Regional District (CRD) and Island Health partnered to develop a Coordinated Access and Assessment (CAA) process for supportive and supported housing within the capital region.

**Geographic Scope:** The Greater Victoria Census Metropolitan Area.

### Aim

To create a streamlined application form and single point of access to housing with supports, including both supportive housing programs as well as supported housing units in the private and non-profit sectors. CAA aims to ensure people who are experiencing homelessness are effectively matched with support services and housing that can best address their social and/or health care needs in a timely and transparent manner and contribute to positive, sustained housing outcomes for individuals. The CAA includes some existing supportive housing stock as well as new supportive and supported housing that will be created over the coming years.

### Partnership

The Capital Region CAA process is founded on strong partnerships between funders (BC Housing, CRD, Island Health) and collaboration among non-profit housing and support/health service providers.

### Key Features:

- Streamlined application form and point of access

- Identification of priority focus groups to ensure specific vulnerable populations experiencing homelessness are identified, supported and appropriately housed

- An approach that includes cultural support services that come from an Indigenous worldview

- The collection and use of client information that supports effective assignment of housing and services and informs ongoing system improvement

### CAA Placement Process:

**The Placement Table:**

1. Receives the applications that have been screened and confirmed to meet the focus priority population criteria.

    - Screening and assessment tools include the Vulnerability Assessment Tool (VAT), the Vulnerability Index - Service Prioritization Decision Assistance Tool (VI-SPDAT) screening tool and the Mental Health and Substance Use (MHSU) Supplemental Form

2. Reviews the current housing unit availability.

3. Matches the applicant with the appropriate housing unit.

# 9.0 Coordinating Access & Managing Information

## CAA Governance Structure

**High Level CAA Committee - Meets Monthly**

• Oversight and decision-making

**CAA Advisory Committee - Meets Monthly**

**Purpose and Role - Terms of Reference**

• To support the development of CAA in the Greater Victoria Region.

• To identify community priorities/ focus areas (directly or through a working group) to direct the CAA Placement Committee (see CAA Placement Committee Terms of Reference).

• To provide direct feedback to and discuss CAA process with all funders.

• To provide direct feedback to inform systems change.

• To identify focus priority populations for housing and health support service resources. *Example: 33% Indigenous Population Priority.*

• To commit to an adaptive development and learning approach. Collaborative monitoring loops incorporate qualitative and quantitative data feedback and learning to support systems improvement.

**CAA Placement Table - Scheduled by Members as Required \*\***

• The CAA Placement table receives the applications that have been screened and confirmed to meet the focus priority population criteria and matches the applicant with the appropriate housing unit.

## Governance Committee(s) Members

• BC Housing Regional Director
• Island Health, Director of Mental Health and Substance Use SI Operations
• Capital Regional District
• Greater Victoria Coalition to End Homelessness
• Aboriginal Coalition to End Homelessness
• Pacifica Housing
• Victoria Cool Aid Society
• Our Place Society

• PHS Community Service
• Island Health - MHSU
• Victoria Police Department
• BC Housing, Coordinated Access and Assessment Manager
• Person(s) with Lived Experience

\*\* *Placement Table may include additional service provider members as needed*

# CAA Structure
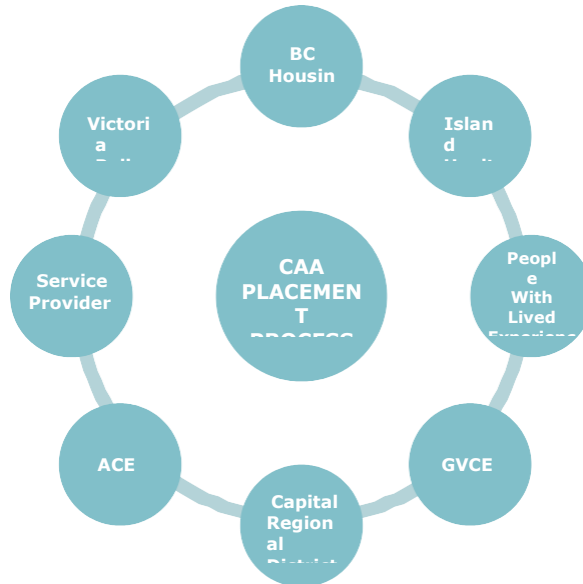


## CAA Priority Populations

**The Priority Focus Population Sub-Committee of the CAA Advisory Committee**

**Identifies and determines the Priority Focus Population(s)**

Evidence-based information is considered and community-based research is reviewed from:

- Local municipal government appointed Task Force Reports
- Community consultations conducted by:
    - The Greater Victoria Coalition to End Homelessness
    - The Aboriginal Coalition to End Homelessness
- Point-In-Time Count Reviews

Example from the **June 1, 2019**, Update on Coordinated Access and Assessment (CAA) for the Capital Region:
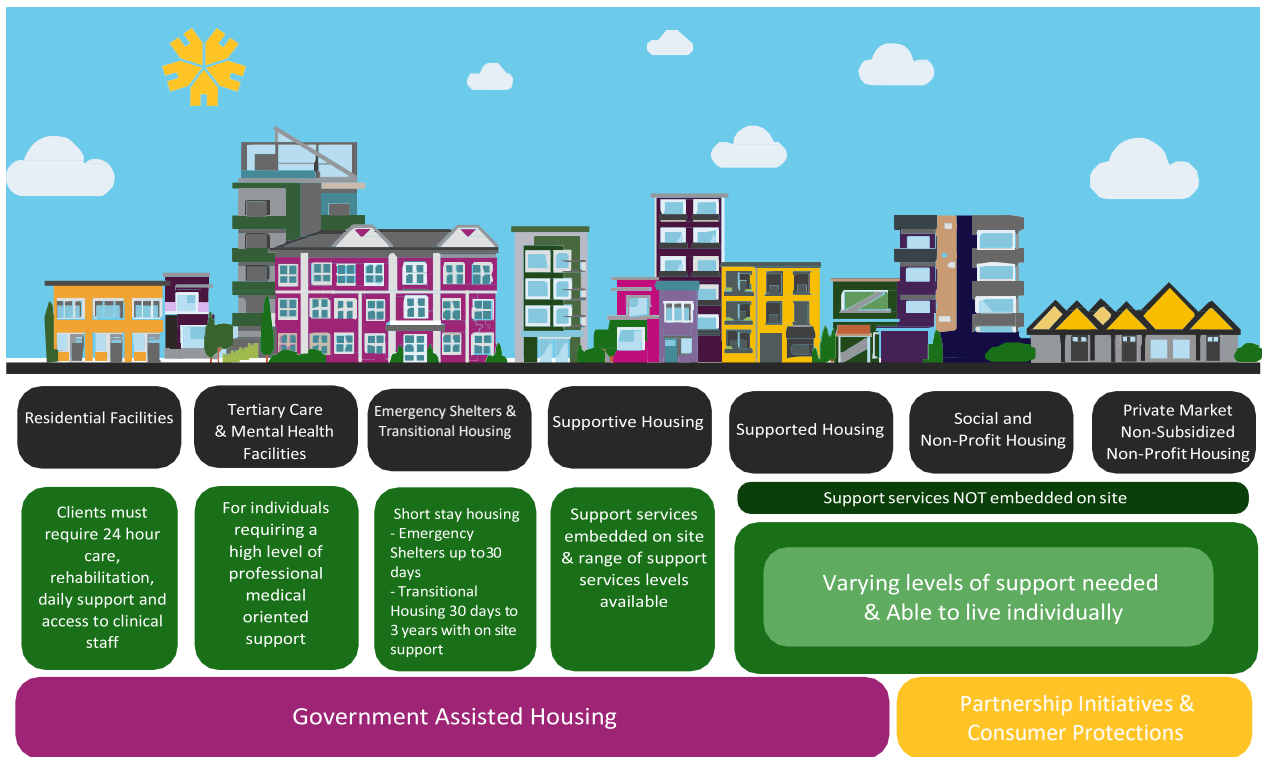
- Priority for individuals who have been experiencing homelessness for 3 or more years; and who are 45 years of age or older
- Priority for individuals who have been experiencing homelessness for 1 or more years; and who are 55 years of age or older
- The Advisory Committee has also clarified that a minimum of 33% of placements will be offered to individuals who self-identify as Indigenous

# 9.0 Coordinating Access & Managing Information

## Spectrum of Housing

There are currently two types of program streams within the CAA spectrum of Supportive Housing. The BC Housing stream and the Island Health streams are served differently to ensure housing with the appropriate level of social and/or health services are identified and assigned for each applicant. In all cases, individuals considered for supportive housing must have a demonstrated need for supportive housing and meet site and program criteria.

In addition, the partners in the CAA system have initiated a transfer process within the supportive housing programs funded by BC Housing and Island Health. This process also supports additional flow into independent private and non-profit/social housing units with rental subsidies. An example of this would be the flow into the new income assistance shelter rate units being created through the Regional Housing First Program (RHFP). Efforts are underway to explore ways to address gaps in transitional supports needed by individuals to ensure housing stability as they take steps toward greater independence in their lives.

| Residential Facilities | Tertiary Care & Mental Health Facilities | Emergency Shelters & Transitional Housing | Supportive Housing | Supported Housing | Social and Non-Profit Housing | Private Market Non-Subsidized Non-Profit Housing |
|---|---|---|---|---|---|---|
| Clients must require 24 hour care, rehabilitation, daily support and access to clinical staff | For individuals requiring a high level of professional medical oriented support | Short stay housing - Emergency Shelters up to 30 days - Transitional Housing 30 days to 3 years with on site support | Support services embedded on site & range of support services levels available | Support services NOT embedded on site | | |
| | | | | Varying levels of support needed & Able to live individually | | |
| Government Assisted Housing | | | | Partnership Initiatives & Consumer Protections | | |

## Homeless Individuals and Families Information System (HIFIS)

HIFIS has been introduced by BC Housing throughout the province as the foundational information system within the shelter and homelessness outreach programs funded by BC Housing. HIFIS will provide a single source of information on individuals being supported through the system and HIFIS data will aid in monitoring and reporting on system operations, providing a basis for evaluating the achievement of quantifiable outcomes established for the regional system.

To support movement toward system-wide implementation of HIFIS in the capital region, BC Housing and the CRD, as Community Entity for Reaching Home, are collaborating on a pilot initiative aimed at integrating all Reaching Home funded programs into HIFIS. The learnings that emerge as a result of this initiative may inform the potential to integrate other support services for people experiencing homelessness into the HIFIS system.

## HIFIS Timeline

**Current:** HIFIS is currently utilized by all BC Housing shelter and homelessness outreach programs

**Proposed:** 2019-2024

Reaching Home funded projects will be supported to begin using HIFIS by April 2020. The implementation timeline will be developed in consultation with the sub-projects upon review of resource needs including: Computer Hardware and HIFIS Training requirements.

# 10.0 Reaching Home Designated Investment Plan

In order to align with Government of Canada requirements related to the administration of the Reaching Home Program Designated Communities funding, the Five Year Community Plan must include a Reaching Home Investment Plan that anticipates priority areas to be funded through the Reaching Home Program (see Table 2). The priority areas identified in the Investment Plan are subject to the Reaching Home Program Directives. The Reaching Home funding will complement both established and emergent roles in the region related to funding the development and operation of housing as well as the creation and delivery of various support and health services within the Community Homelessness Response System.

There is currently a robust capital funding program, the Regional Housing First Program (RHFP), operating in the region, through which the Capital Regional District, BC Housing and the Canada Mortgage and Housing Corporation, through the National Housing Strategy, have each committed $30 million for a total of $90 million to create up to 300 units of housing to address the needs of people experiencing chronic homelessness.  The program is currently working to expand funding by another $30 million which will result in 400 units for people experiencing chronic homelessness. BC Housing is also investing capital dollars through its Rapid Response to Homelessness program to invest in modular units of supportive housing and there are opportunities to leverage the use of the 20% Deep Subsidy units built through the BC Builds – Community Housing Fund to provide housing at rental rates that will help prevent homelessness and will be attainable to people seeking an exit from homelessness. As a result, the Reaching Home Investment Plan anticipates only a small commitment to capital funding, except for where an opportunity has emerged to leverage funding from other sources to create a unique program capable of effectively responding to youth homelessness.

The new Community Capacity Innovations funding provided by the Government of Canada makes up the bulk of the funding available within the Coordination of Resources and Data Collection area of the Investment Plan. This funding will be used to further develop and strengthen the Coordinated Assessment and Access system being created through partnerships between the CRD, BC Housing and Island Health, along with housing and service providers in the region.  This funding is likely to be allocated through project and research initiatives over the five year period and will be subject to CRD procurement policies and procedures.

The largest portion of the Investment Plan focuses on the Housing Services, Prevention and Shelter Diversion and Support Services areas of the Reaching Home Directives. The 300 to 400 RHFP units are expected to be introduced into the spectrum of housing available to address homelessness in the region over the next five years. Consequently, the Investment Plan anticipates a reduction of need to fund Housing Services and an increasing need to fund Prevention and Shelter Diversion as well as Support Services. Once placed in housing, individuals will need assistance in retaining their housing. In order to prevent people in health, child welfare and corrections institutions from becoming homeless, there will need to be increased emphasis on shelter diversion as individuals are streamed more readily into tenant-based housing.

Finally, as the number of RHFP units increase in the region, individuals moving from supportive housing into more independent homes and those exiting shelters into tenant-based housing will need support services to ensure long-term housing stability. Hence, the Investment Plan anticipates a substantial need for funding for support services over the five year period. Investments in these three streams will be subject to Request for Proposal processes.

**Table 1.**

| Reaching Home Annual Allocation | |
|---|---|
| **2019-2020** | $883,253 |
| **2020-2021** | $870,753 |
| **2021-2022** | $1,010,331 |
| **2022-2023** | $1,004,181 |
| **2023-2024** | $1,004,181 |

**Table 2.**

| | 2019-20 | | 2020-21 | | 2021-22 | | 2022-23 | | 2023-24 | |
|---|---|---|---|---|---|---|---|---|---|---|
| | $ Amount | % | $ Amount | % | $ Amount | % | $ Amount | % | $ Amount | % |
| **Housing Services** | $153,110 | 17% | $174,151 | 20% | $171,756 | 17% | $100,418 | 10% | $100,418 | 10% |
| **Prevention and shelter diversion** | $162,745 | 18% | $174,151 | 20% | $212,170 | 21% | $251,045 | 25% | $251,045 | 25% |
| **Support Services** | $164,140 | 19% | $280,153 | 32% | $300,905 | 30% | $433,368 | 43% | $433,368 | 43% |
| **Capital Investments** | $0 | 0% | $0 | 0% | $100,000 | 10% | $0 | 0% | $0 | 0% |
| **Coordination of Resources and Data Collection** | $270,769 | 31% | $111,685 | 13% | $73,950 | 7% | $68,722 | 7% | $68,722 | 7% |
| **Administration** | $132,489 | 15% | $130,613 | 15% | $151,550 | 15% | $150,628 | 15% | $150,628 | 15% |
| **TOTAL ALLOCATION** | $883,253 | 100% | $870,753 | 100% | $1,010,331 | 100% | $1,004,181 | 100% | $1,004,181 | 100% |

# 11.0 Reaching Home Designated Cost Matching Requirement

The annual breakdown of the anticipated funding from various sources to support the Community Homelessness Response System is provided in Table 3.

Through the Designated Community funding stream, the capital region will receive $883,253 in 2019-20, $870,753 in 2020-21, and $3,018,694 from 2021-22 through to 2023-24 from Reaching Home. The amount of funding being provided to both capital projects and health and support services easily match this funding throughout the term of the Five Year Community Plan. Additional charitable funding will support programs focused on homelessness in the region, but are allocated on an annual basis, making it impossible to accurately estimate the level of funding from such sources between 2020 and 2024.

**Table 3.**

| Funder | 2019-20 | 2020-2021 | 2021-2022 | 2022-2023 | 2023-2024 | Total 2019-2024 |
|---|---|---|---|---|---|---|
| **Capital Regional District** | | | | | | |
| CRD In Kind-Designated | $25,543 | $26,331 | $28,780 | $28,780 | $28,780 | **$138,214** |
| RHFP | | | $8,700,000 | $21,300,000 | | **$30,000,000** |
| Coalition Funding | $310,000 | $337,500 | $337,500 | $337,500 | $337,500 | **$1,660,000** |
| Sub-Total | $335,543 | $363,831 | $9,066,280 | $21,666,280 | $366,280 | **$31,798,214** |
| **BC Housing** | | | | | | |
| Shelters, Supportive Housing, Outreach | $25,300,000 | $25,300,000 | $25,300,000 | $25,300,000 | $25,300,000 | **$126,500,000** |
| RHFP | | $4,500,000 | $25,500,000 | | | **$30,000,000** |
| Programs and Other Capital | $40,000 | $40,000 | $40,000 | $40,000 | $40,000 | **$200,000** |
| Sub-Total | $25,340,000 | $29,840,000 | $50,840,000 | $25,340,000 | $25,340,000 | **$156,700,000** |
| **CMHC - RHFP** | $9,000,000 | $15,000,000 | $6,000,000 | | | **$30,000,000** |
| **Island Health** | $27,000,000 | $27,000,000 | $27,000,000 | $27,000,000 | $27,000,000 | **$135,000,000** |
| **Municipalities** | $100,000 | $100,000 | $100,000 | $100,000 | $100,000 | **$500,000** |
| **Charitable Foundations** | $847,500 | TBD | TBD | TBD | TBD | **$847,500** |
| | | | | | | |
| **Total** | **$62,623,043** | **$72,303,831** | **$93,006,280** | **$74,106,280** | **$52,806,280** | **$354,845,714** |

**Note:** Over the past five years, United Way Greater Victoria (UWGV) has allocated over $4.3 million into programs/projects and services that address mental health and addictions, housing and homelessness, barriers to accessing social supports, and community building initiatives that focus on crisis prevention and vulnerability reduction.

# 12.0 Reaching Home Designated Inclusive Language Approach

## Official Languages

According to the 2016 Census, only 150 residents, or .04% of the total population of the Victoria CMA identified as only French speaking.

In cases where individuals who are only French speaking approach services in the region, the CE and CAB are working together to develop processes to refer service providers to translation and interpretation services should they be identified by the client as necessary. There are multiple translation and interpretation non-profit service organizations available in the Victoria CMA. All sub-project agreement holders are aware of these services. In 2017-2018, representatives of the CAB and CE worked with members of the local Francophone association to assist with the publication of a French language directory of homelessness services and programs. Further- more, all sub-project agreements include the requirement that services will be provided, where appropriate, in such a manner as to address the needs of both official language communities.

# Additional Language Supports

The partners currently engaged through the Greater Victoria Coalition to End Homelessness will work with the Inter-cultural Association of Greater Victoria to engage language translation and support services for programs, initiatives and activities addressing homelessness for immigrants and refugee persons requiring these supports.

## First Peoples Cultural Council

The partners currently engaged through the Aboriginal Coalition to End Homelessness will work with the First Peoples Cultural Council to engage in language services as needed to support culturally relevant services and supports for Indigenous peoples and communities experiencing homelessness.

# 13.0 Reaching Home Designated Community: Advisory Board

Note: ESDC has removed all personal and identifying information for members of the Community Advisory Board(s) from this document.  To validate or change this information, please contact your Service Canada representative.

# Appendix A.

### Table 4. Reaching Home Indicators Matrix

| REACHING HOME DIRECTIVE | AREA OF ACTIVITY | NUMBER | DESCRIPTION | | |
|---|---|---|---|---|---|
| 1 Housing | Housing Placements | 1a | # of people placed in housing | | |
| | | 1b | # days to place in housing | | |
| | | 1c | Housing transition type | | |
| | | 1d | Client Demographics | | |
| | | 1e | Of those place in housing: | # people who did not remain housed at 12 months | |
| | | 1f | | # people still housed at 12 months, still need supports | |
| | | 1g | | # people housed 2 or more times within 12 months | |
| | | 1h | | | Reasons for being re-housed |
| 2 Prevention & Shelter Diversion | Prevention Services | 2a | # of people placed in housing | # people who benefit- ed from a prevention service | |
| | | 2b | # days to place in housing | # instances of prevention service | |
| | | 2c | Housing transition type | 3 month follow-up following prevention service: Reasons for not remaining housed after 3 month follow-up | |
| | Diversion In- terventions | 2d | Client Demographics | # people who benefited from diversion services | |
| | | 2e | Of those place in housing: | # instances of diversion services | |
| 3 Client Support Services | Economic Integration Services | 3a | # of people who be- gan receiving income assistance | | |
| | | 3b | # of instances of income assistance services | | |
| | | 3c | # of people who be- gan new employment | | |
| | | 3d | # of instances of em- ployment  assistance services | | |

# Appendix A.

**Table 4. Reaching Home Indicators Matrix Cont'd**

| REACHING HOME DIRECTIVE | AREA OF ACTIVITY | NUMBER | DESCRIPTION | | |
|---|---|---|---|---|---|
| 3 Client Support Services | Economic Integration Services | 3e | # of people who began an education program | | |
| | | 3f | # of instances of changes in education | | |
| | | 3g | # of people who began a job-training program | | |
| | | 3h | # of instances of job-training services | | |
| | Social & Community Integration | 3i | # of people who participated in Social and Community Integration activities | | |
| | | 3j | # of instances of Social and Community Integration services | | |
| 4 Capital Investments | Increased Capacity | 4a | # of new beds added to the community | | |

# Appendix A.

## Outcome 1: Support Services (SS)

### Keep Doing

**Let's keep** providing specialized services and supports that address mental, therapeutic recovery, and medical needs.

**We appreciate the dedication and innovation of our service providers:**

- Cool Aid Medical and Dental Clinic
- The Harbour Harm Reduction Safe Injection Site
- Our Place Therapeutic Recovery Centre
- Intensive Case Management Youth
- Street Nurses
- Anawim House
- CARES Clinic Single Point Access
- The Salvation Army

- HART Assertive Community Treatment Teams
- Assertive Community Treatment Teams
- AVI Health and Wellness
- The Foundry Youth Clinic
- SOLID Outreach
- Victoria Native Friendship Centre
- Forensics Psychiatric Services

... are some key supports for the physical, mental, and emotional health of our people experiencing homelessness.

**Let's keep** providing supports services that walk alongside people on their journey out of homelessness.

**We are grateful for the hard work of:**

- ACEH Wraparound Priority One Program
- GVCEH
- Anawim House
- Pacifica Housing
- Streets to Homes
- Peer Housing Supports
- The Salvation Army

- Victoria Native Friendship Centre
- Peers Victoria Resources Society
- Our Place Society
- Oasis
- Together Against Poverty Society
- Disability Resource Centre

These are some of the organizations that provide support services to people experiencing homelessness to people experiencing homelessness in the Capital Regional District.

# Appendix A.

## Outcome 1: Support Services (SS)

> **A.** People experiencing homelessness will quickly and equitably receive the support they need over the course of their journey.
>
> **B.** Support services agencies have the mandate and capacity to deliver the needed services.

Reaching Home Designated Target Populations

■ Indigenous   ■ Youth   ■ Women Experiencing Violence

### Summary of Initiatives

| # | INITIATIVE (ACTIVITY/PRO-GRAM/STRATEGY) | CURRENT OR NEW | DESCRIPTION (WHAT ARE WE GOING TO DO?) | KEY PERFORMANCE INDICATORS (HOW WE KNOW IT WAS SUCCESFUL) |
|---|---|---|---|---|
| 1.1 | Coordinated Support Services | Current | In partnership with community stakeholders, coordinate community engagement, education, and media coverage to share resources and align outreach services. | TBD |
| 1.2 | Coordinated Wrap-Around Support Service Program | New | Development and re-design of supportive and supported housing wrap-around supports as a person-centred approach across the spectrum of housing. | TBD |
| 1.3 | Drivers Training Sponsorship | New | Implement a driver's license training sponsorship for youth with barriers to support access to services, and/or gain employment (supporting prevention). | TBD |
| 1.4 ■ | Home in the City/Victoria Declaration | Current | With the UVic Indigenous Law Research Unit, create a toolkit to share how to create horizontal relationships and practical governance in housing and support services, based on Narrative Analysis and Indigenous Laws. | TBD |
| 1.5 ■ | Indigenous Outreach for Women's Safety | New | Find ways to increase the safety and feeling of security for Indigenous women in the capital region, including women of all ages from youth to senior. | TBD |
| 1.6 ■ | Indigenous Specific Systems Improvement Map | New | A comprehensive map that identifies Indigenous specific gaps and solutions that will drive ACEH strategic directions and priorities and align with the GVCEH Community Plan directives. | 1a, 1b, 1c, 1d, 1e, 1f, 1g, 1h 3i, 3j |
| 1.7 ■ | Marginalized Genders Experiencing Homelessness Strategy | New | Develop cross-sectoral, culturally appropriate strategies to support women's, and other marginalized genders', transition from homelessness to safe, stable housing. | TBD |
| 1.8 | Neighbourhoods Citizen's Mobilization Strategy | New | Development of a model for "direct engagement" of neighbourhood and citizen(s) groups to provide community-based and faith-group supported wrap around supports for people experiencing homelessness. | TBD |

# Appendix A.

## Summary of Initiatives Cont'd

| # | INITIATIVE<br>(ACTIVITY/PRO-GRAM/STRATEGY) | CURRENT OR NEW | DESCRIPTION<br>(WHAT ARE WE GOING TO DO?) | KEY PERFORMANCE INDICATORS<br>(HOW WE KNOW IT WAS SUC-CESFUL) |
|---|---|---|---|---|
| 1.9 | Peer Housing Support/Support Services | New/ Increased Capacity | Through peer to peer development, implement intentional outreach and engagement with the community to share available supports in a peer context. | TBD<br>3I, 3J |
| 1.10 | Sooke Outreach | Current | Develop a coordinated outreach team to identify and assist people experiencing homelessness in the Sooke area. | TBD |
| 1.11 | Sooke Service Planning and Coordination | Current | Develop a hub of services located in Sooke that can be accessed by community members to ensure service connections are made and maintained. This will be coordinated in partnership with Sooke Outreach. | TBD<br>3I, 3J |
| 1.12 | Street Survival Guide (SSG) | Current | SSG to be modernized and more broadly accessed and distribute through print, interactive PDF and an app with maps and service information. | TBD |
| 1.13 | Support Services for Regional Housing First Program's New Housing Units | New | In alignment with Housing First principles, individualized and client-driven supports are delivered as needed. | TBD<br>3I, 3J |
| 1.14 | Treatment Program | New | Treatments programs for substance use/ mental health which encourage/ support healthy employment opportunities and management of personal finances. | TBD<br>3C, 3D |
| 1.15 | Wrap Around Support System for Women Experiencing Violence | New | Build collaborative capacity and a navigation system to provide wrap around support to reduce risk of home-lessness, with focus on women fleeing violence, with a gendered and Indigenous lens. | TBD<br>2A, 2B, 2C, 2D, 2E |
| 1.16 | Youth and Indigenous Support Services Strategies | New | Develop a 5-year strategic youth-focused action plan with community partners and youth with lived experience of homelessness to identify gaps in the system, priorities, housing needs, and mental health and addictions needs. | TBD |
| 1.17 | Youth Extreme Weather Protocol | New | Develop an Extreme Weather Protocol for Youth that will be activated when youth serving organizations close due to inclement weather 9:00 AM to 9:00 PM. | TBD |

# Appendix A.

## Outcome 2: Housing (HO)

### Keep Doing

**Let's keep** building, renovating, and allocating resources to housing.

Our partners provide services, supports, and housing for individuals, families, youth, women fleeing violence, pregnant and parenting youth, and seniors.

We appreciate our dedicated service providers who respond to homelessness in the Greater Victoria region and thank them for the work that each of them to do for people experiencing homelessness in the CRD.

**Let's keep** building culturally supportive housing like Siem Lelum (Respected House), that provide opportunities for Indigenous people to forge relationships and bonds with their peers.

### Regional Housing First

**Let's keep** building housing units that rent at the provincial income assistance shelter rate through the Regional Housing First Program.

**Let's keep** supporting partnerships with provincial and federal governments as well as the non-profit sector that result in new units of housing for people experiencing homelessness in the region.

# Appendix A.

## Outcome 2: Housing (HO)

A supply of accessible, appropriate and safe housing, centered around the unique needs of individuals is available.

Reaching Home Designated Target Populations

■ Indigenous    ■ Youth    ■ Women Experiencing Violence

### Summary of Initiatives

| # | INITIATIVE (ACTIVITY/PRO-GRAM/STRATEGY) | CURRENT OR NEW | DESCRIPTION (WHAT ARE WE GOING TO DO?) | KEY PERFORMANCE INDICATORS (HOW WE KNOW IT WAS SUC-CESFUL) |
|---|---|---|---|---|
| 2.1 | Acute Care Temporary Shelter | New | Stand alone, temporary shelter with medical and social supports for people experiencing homelessness who are discharged from Emergency Departments or Acute Care and require time for convalescence. | |
| 2.2 | Advocate for People on Disability | New | Develop relationships with local property management in order to educate and advocate for housing people who are receiving disability benefits. | TBD |
| 2.3 ■ | Indigenous Low Barrier Housing | New | Low-barrier, safe, culturally-appropriate housing, with on-site supports, for system 'outliers' who are not receiving adequate services in community. | TBD 4A |
| 2.4 ■ | Indigenous Culturally Supportive Housing | Current | Safe, culturally appropriate housing for indigenous people experiencing homelessness. | TBD 4A |
| 2.5 | Leverage Existing Housing Resources | Current | Leverage housing resources being developed through provincial programs to help meet the needs of people experiencing homelessness. | TBD 4A |
| 2.6 | New Supportive Housing Program(s) | New | Through the BC Housing Supportive Housing Fund Program, construct supportive housing program(s) in the region that include 24/7 supports to ad-dress the needs of people experiencing homelessness. | TBD 4A |
| 2.7 | Post Corrections Release Support | New | Working with Corrections to not release people into homelessness. | TBD 2D, 2E |
| 2.8 | Regional Housing First (RHF) Program | Current | The $90-million multi-governmental Regional Housing First Program will create more affordable/shelter rate rental housing and address the needs of people experiencing homelessness in the Capital Region. | TBD 4A |

# Appendix A.

## Summary of Initiatives Cont'd

| # | INITIATIVE (ACTIVITY/PRO-GRAM/STRATEGY) | CURRENT OR NEW | DESCRIPTION (WHAT ARE WE GOING TO DO?) | KEY PERFORMANCE INDICATORS (HOW WE KNOW IT WAS SUC-CESFUL) |
|---|---|---|---|---|
| 2.9 ■ | Youth Housing | Current | Implement youth housing with transitional, supportive, and independent options to move youth through the housing continuum supporting their development. Address needs of youth with varied income and demographic backgrounds. | TBD 1A, 1B, 1C, 1D, 1E, 1F, 1G, 1H 2A, 2B, 2C, 2D, 2E 3A, 3B, 3C, 3D, 3E, 3F, 3G, 3H, 3I, 3J 4A |
| 2.10 ■ | Youth Housing Model Development | New | Youth housing on the Westshore that would accommodate youth experiencing, or at risk of, homelessness from Sooke to Victoria. Focused on youth with high-needs, difficult to house youth. | TBD 4A |

# Appendix A.

## 3. Advocacy and Awareness (AA) Outcome

### Keep Doing

**Let's keep** holding public meetings, communications, and interventions with the media and local newspapers to bring an understanding of the issues to bring awareness to the 'complex' societal problem of homelessness without blaming those living the experience of it.

**Let's keep** using social media with all our partners to increase public awareness of issues, solutions, and ways that the community can support ongoing initiatives.

**Let's keep** holding public meetings, communications, and interventions with the media.

**Let's keep** doing political advocacy though all candidates forums during elections.

**Let's keep** engaging political, civic, business, and government leaders including:

- City of Victoria Wellness Alliance Partners Table
- Threshold Housing Youth in Care Experts Panel 2019 (Live Stream)
- Face to Face with Stigma
- Engaging municipal, provincial and federal politicians
- Downtown Service Providers Committee
- GVCEH Speakers Bureau
- Community Plan Road Show

We are grateful for our partners in advocacy and awareness.

# Appendix A.

## Outcome 3: Advocacy and Awareness (AA)

Communities and neighbourhoods are inclusive, empathetic, compassionate and welcoming of people experiencing homelessness through advocacy and awareness that homelessness is something that impacts everyone in the community, un-housed and housed.

Reaching Home Designated Target Populations

■ Indigenous    ■ Youth    ■ Women Experiencing Violence

**Summary of Initiatives**

| # | INITIATIVE (ACTIVITY/PROGRAM/STRATEGY) | CURRENT OR NEW | DESCRIPTION (WHAT ARE WE GOING TO DO?) | KEY PERFORMANCE INDICATORS (HOW WE KNOW IT WAS SUCCESFUL) |
|---|---|---|---|---|
| 3.1 | Advocacy for Affordable Housing | New | Increase affordable housing through advocacy. | TBD |
| 3.2 | Awareness and Education Workshops | Current | Phase 1: Develop a series of Community-Based Awareness and Education Workshops facilitated by lived experience persons as part of a team of Workshop Facilitators. | TBD |
| 3.3 | Community Anti-Stigma Media Campaign | New | Phase 2: Use the learnings from the Community Based Awareness and Education Workshops to develop key messages to address and contradict the biases and the stigma it creates. | TBD |
| 3.4 | Community Plan Roadshow | New | Take the Community Plan to Capital Regional Municipalities inviting City Councils, Neighbourhood/Residents Associations and the public to learn about the 5 Community Outcomes, the Reaching Home Outcomes and the Collaborative Social Development Process; facilitate constructive conversations so participants can see themselves in the plan and ongoing process. | TBD |
| 3.5 | Neighbourhood Engagement | Current | Increase community integration, understanding, and maintain positive relationships through ongoing neighbourhood engagement where there are supportive housing sites. | TBD |
| 3.6 | Pandora Task Force | Current | Pandora Task Force Coordination and Implementation of Collaborative Social Development through Working Solutions and Social Enterprise. | TBD |
| 3.7 | Project Connect | Current | Hold annual information and service fair for people experiencing homelessness and poverty in Victoria. Donations are distributed, relationships built, and participants should learn what the community needs and where/how services can be accessed. | TBD |

# Appendix A.

## Outcome 4: Prevention Support (PS)

### Keep Doing

**Let's keep** allocating time and funding to youth with lived experience led initiatives, such as Youth Educating and Advocating about Homelessness (YEAH). The YEAH group has grown immensely through developing project ideas and collectively working on solutions, thus making the change they want to see in the world. Like we've seen with the YEAH, these Participatory Action Groups creates empowerment, confidence, and independence in the participants.

**Let's keep** holding consultations with youth with lived experience through the Youth Educating and Advocating About Homelessness (YEAH) group to create a Participatory Action Research (PAR) group that continues to identify and implement solutions to youth homelessness by youth for youth.

**Let's keep** running the HART Team.

**Let's keep** running the Homelessness Prevention Fund which is a community-based eviction prevention program supported by nine service provider partners

# Appendix A.

## Outcome 4: Prevention Support (PS)

People are prevented from becoming homeless.

Reaching Home Designated Target Populations

■ Indigenous    ■ Youth    ■ Women Experiencing Violence

### Summary of Initiatives

| # | INITIATIVE (ACTIVITY/PRO-GRAM/STRATEGY) | CURRENT OR NEW | DESCRIPTION (WHAT ARE WE GOING TO DO?) | KEY PERFORMANCE INDICATORS (HOW WE KNOW IT WAS SUC-CESFUL) |
|---|---|---|---|---|
| 4.1 ■ | Caseload Review | New | Reduce client-to-staff ratio within the Ministry of Children and Family Development and local service providers so that youth workers have a reduced caseload, leading to more meaningful connections, emotional support, as well as burnout prevention. | TBD |
| 4.2 | Community Lunch Program | New | Implement educational program for cooking, serving, nutrition, and food canning/preservation using locally sourced food. Engage low income individuals who are not interested in accessing charity support but choose to participate in the program to receive skills and other supports while working. | TBD |
| 4.3 | Homelessness Prevention Fund (HPF) | Current | The HPF is an initiative for local community partners to provide emergency financial assistance to individuals and families in the Capital Region who are facing eviction and/or utilities being cut-off (heat/hydro). | 2A, 2B, 2C, 2D, 2E |
| 4.4 | Inter-agency and Government Dialogue | New | Host engagements with high-level members of government and front-line workers to increase dialogue, build trust, and focus on solutions. | TBD |
| 4.5 | Map of Rent Subsidies | New | Create an accessible map of existing rental subsidies. | TBD |
| 4.6 ■ | Ministry of Children and Family Development (MCFD) Peer Liaison Employment | New | Create and employ a peer liaison role in the MCFD youth office. This youth, with lived experience of MCFD care, will assist clients to navigate and receive services, while providing emotion- al/peer support, and offer a lived-experience lens in MCFD team meetings. | TBD |

# Appendix A.

## Summary of Initiatives Cont'd

| # | INITIATIVE (ACTIVITY/PRO-GRAM/STRATEGY) | CURRENT OR NEW | DESCRIPTION (WHAT ARE WE GOING TO DO?) | KEY PERFORMANCE INDICATORS (HOW WE KNOW IT WAS SUC-CESFUL) |
|---|---|---|---|---|
| 4.7 ■ | RentSmart Guaran-tee Fund Pilot | New | An 18-month pilot to demonstrate how education combined with a financial guarantee can overcome Landlord perceptions of youth and young families as 'high risk tenants.' Guarantee funds to provide assurances to landlord in case of damages or arrears to assist vulnerable youth to overcome barriers to housing. | TBD |
| 4.8 | Social Enterprise Program | Newly in Progress | Develop and implement a pilot Social Enterprise Program for youth to design and run a food truck with the mentorship of local restaurant and café owners. | TBD 3C, 3G,, 3H |
| 4.9 | Supportive Housing | New | Ensure Community Living BC provides range of supportive housing options and supports for adults with disabilities (including those with severe disabilities) exiting the foster care system. Do this through evidence-based research and creation of a Memorandum of Under-standing. | TBD |
| 4.10 ■ | Supportive Housing (Youth 12-16) | | Develop supportive housing for young-er youth (ages 12-16) using a model that includes a 'mother and father' and several 'siblings' in the home. The model should be similar to a foster/group home but with less transfers and a more permanent, family-style fit. | TBD 1A, 1B, 1C, 1D, 1E, 1F, 1G, 1H 2A, 2B, 2C, 2D, 2E 4A |
| 4.11 ■ | Teen Family Housing | New | Create youth housing for teen parents where BOTH parents can reside with the children. Currently, only mom and child housing programs exist locally. | TBD 1A, 1B, 1C, 1D, 1E, 1F, 1G, 1H 2A, 2B, 2C, 2D, 2E 4A |
| 4.12 | Tenancy Information On-Sight Project | New | Work with local organizations and people with lived experience of home-lessness to co-create plain language accessible materials providing informa-tion to support eviction prevention. | TBD |
| 4.13 ■ | Transitional Pro-grams | New | Ensure transition planning becomes a top priority for youth exiting care, with a specific emphasis on justice-involved and high-needs youth. | TBD |
| 4.14 ■ | Upstream Homeless Prevention Program | New in De-velopment | Develop and implement an Upstream (youth homelessness prevention) pro-gram in schools in Victoria. | TBD |

# Appendix A.

## Outcome 5: Collaboration and Leadership (CL)

### Keep Doing

**Let's keep** doing…

- Downtown Service Providers (DSP)
- Sooke Volunteer-based Outreach
- South Island Prosperity Partnership (2019)
- Victoria Community Wellness Alliance
- MOU between the Greater Victoria Coalition to End Homelessness and the Aboriginal Coalition to End Homelessness

**Let's keep** elevating the voices of people with lived experience at stakeholders' meetings and decision tables.

**Let's keep** creating leadership and employment opportunities for People with Lived Experience through GVCEH Inclusion Staff and Youth Educating and Advocating About Homelessness.

**Let's continue** Greater Victoria Coalition to End Homelessness membership in the BC Coalition to prevent Homelessness where partners participate in monthly dialogues that result in reports.

**Let's keep** having the GVCEH support community consultation, collaboration, and dialogue that elevates ground level issues to the BC government and work with the Office of Homelessness Prevention to ensure alignment at all levels.

**Let's keep** creating grant and funding opportunities for youth leaders in the community, such as the City of Victoria's Participatory Budgeting Grant for Youth.

# Appendix A.

## Outcome 5: Collaboration and Leadership (CL)

Leadership at all levels of community and government share a common sense of purpose and are effective, collaborative, supportive and inclusive.

Reaching Home Designated Target Populations

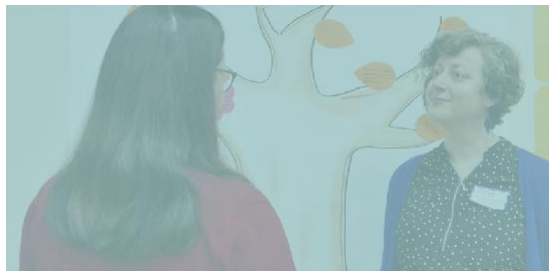■ Indigenous    ■ Youth    ■ Women Experiencing Violence

### Summary of Initiatives

| # | INITIATIVE (ACTIVITY/PROGRAM/STRATEGY) | CURRENT OR NEW | DESCRIPTION (WHAT ARE WE GOING TO DO?) | KEY PERFORMANCE INDICATORS (HOW WE KNOW IT WAS SUCCESFUL) |
|---|---|---|---|---|
| 5.1 | By-Name List (BNL) | New | Establish a thorough BNL (a real-time list of all people experiencing homelessness) in the Capital Region as a key tool for measuring progress towards functional zero chronic homelessness in the region. | TBD |
| 5.2 | Coordinated Access and Assessment | New | Continue to develop the Coordinated Access and Assessment process that meets the Reaching Home directives/ requirements by March 2022. | TBD |
| 5.3 | Fill Service Gaps | New | Create partnerships to develop expertise and fill gaps in service. Identify who has the expertise to fill gaps (e.g. Indigenous lens to planning, services, and housing; landlord liaison; peer housing support). | TBD |
| 5.4 | Homelessness Management Information System (HMIS) | New | Implement a centralized Homelessness Management Information System (HMIS) (i.e. HIFIS 4) across all housing and service providers within the homelessness response system (regardless of funding source). | TBD |
| 5.5 ■ | Indigenized Harm Reduction Practice | Current | Create harm reduction practices that align western and traditional practices through the ACEH Indigenized Harm Reduction Framework. | TBD |
| 5.6 ■ ■ | Indigenous Youth Engagement Plan and Strategic Action Plan | New | A 5-year action plan that identifies gaps, priorities, housing needs, harm reduction strategies. These gaps and priorities can be used within the Indigenous Specific Improvement Map. | TBD |
| 5.7 | Inventory of Stakeholders | New | Inventory all stakeholders to have a list of programs, skills, resources etc. to have true coordination and collaboration. | TBD |

# Appendix A.

## Summary of Initiatives Cont'd

| # | INITIATIVE (ACTIVITY/PRO-GRAM/STRATEGY) | CURRENT OR NEW | DESCRIPTION (WHAT ARE WE GOING TO DO?) | KEY PERFORMANCE INDICATORS (HOW WE KNOW IT WAS SUC-CESFUL) |
|---|---|---|---|---|
| 5.8 | Leadership Collaborative – Human Resource Best Practice Review | New | Research current situation for front line staff serving clients and make recommendations based upon the results of the research to increase wellness and improve service delivery. | TBD |
| 5.9 | Share Expertise and Education | New | To use the existing infrastructure of the DSP, CAT, and GVCEH steering committee (community engagement and communications working group) to use their shared expertise to provide education. | TBD |

Canada

# greater victoria coalition to end homelessness

**hope has found a home**

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For further information on the Greater Victoria Coalition to End Homelessness Society, or to request, copies of the Community Plan to End Homelessness in the Capital Region, please contact us at:

250-370-1512
admin@victoriahomelessness.ca

or visit:
www.victoriahomelessness.ca