

# Reaching Home:

## Greater Vancouver Community Homelessness Plan

2019 – 2024

**Note:**

All communities receiving funding from Designated Communities stream are required to use this template in order to complete the community plan under Reaching Home. In completing this template, communities are encouraged to develop comprehensive community plans that reflect the contributions of all funding partners, including other orders of governments, not-for-profit organizations, and the for-profit sector.

Please note that in communities that receive funding from both the Designated Communities and Indigenous Homelessness streams, cross-stream collaboration is expected to promote the adoption of a community-wide planning process and support the achievement of community-level outcomes reflecting the needs of the whole community. To support communities in completing their community plans, a Reference Guide has been developed. It is recommended that this be reviewed prior to completing your community's homelessness plan to ensure understanding of the requirements and completeness.

The Community Plan for Reaching Home must be approved by the Community Advisory Board (CAB) of the Designated Community before it is submitted to Service Canada. If your community is developing a joint plan with the Indigenous Community Entity, both Community Advisory Boards must approve the community plan.

In addition to the core requirements provided in this template, communities may also wish to include other components that provide insight into the community's housing and homelessness context or contribute to community-level homelessness challenges, such as a map of the community's current homelessness services and/or gaps in homelessness services or infrastructure (e.g. housing stock). Communities have full flexibility in drafting these sections.

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## 1. Community Engagement

*Please identify the steps taken to engage your community stakeholders in developing this plan.<sup>1</sup>*

The Vancity Community Foundation (VCF), the Interim Community Entity (CE) for Greater Vancouver, together with the Community Advisory Board (CAB), the Indigenous Community Entity and Indigenous Homelessness Steering Committee, the Council of Community Homelessness Tables (CHT), and Homefront, a coalition of organizations seeking to develop a regional approach to addressing homelessness, undertook a broad-based community consultation process to engage stakeholder with the Reaching Home (RH) Program and to identify key needs, gaps and investment priorities. The consultation took place from September to October 2019, and was framed around the four community level outcomes. It included the following guiding questions:

- What is working well to address the challenge of homelessness in our communities?
- What have been/continue to be the key gaps and barriers to reducing and preventing homelessness in Greater Vancouver?
- Which priority populations have the highest need in our community?
- Where can Reaching Home funding have the most impact?:
  - How can Reaching Home funding best complement and fill gaps in support?
  - What needs, priorities, services and gaps can Reaching Home Funds best support?
  - How should funds be allocated across the five Reaching Home investment categories?

The consultation included the following activities:

- Development of a context brief reviewing existing homelessness data and analysis of homelessness in the region
- Online survey (42 responses)
- Community Consultation Sessions with a range of participants including the following
  - Community Homelessness Tables: (6) CHT, Maple Ridge, Langley, Surrey, Burnaby, Richmond
  - 2H Forum and Homelessness Services Association of BC (HSABC) Regional Dialogue
  - Funded Organizations Session (1)
  - Persons with Lived/Living Experience (1 session; 33 people)
- Indigenous Homelessness Steering Committee consultation including: a series of working group and facilitated consultation sessions to leverage the collective experience and insights of front-line service providers, community, corporate and funding partners, and community members (homeless, at-risk-of-homelessness) were held.
- Funder/Government Interviews
  - Vancouver Coastal Health and Fraser Health Authority of BC (Provincial government)
  - Office of Homelessness Coordination (OHC) & Ministry of Social Development and Poverty Reduction (MSDPR), BC Housing (Provincial government)
  - City of Vancouver, City of Surrey (City of Richmond and City of Maple Ridge completed survey)
  - Surrey Homelessness & Housing Society

A consultation engagement report, integrating information from the both Indigenous and Greater Vancouver CE consultations was prepared shared with the Community Advisory Board as part of the Community Plan review and approval process. This data and information collected through the consultation will be further reviewed and analysed to develop a Greater Vancouver Reaching Home

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<sup>1</sup> Engagement with local Indigenous organizations, and the Indigenous Community Entity and Community Advisory Board is expected in the development of this community plan.

vision and strategy document, as we move forward with Call for Proposals and planning for Coordinated Access.

## 2. Investment Plan

*In the table below, please outline your planned allocation of Reaching Home funding (including funding from the Designated Community stream and Community Capacity and Innovation stream) from 2019-24 by investment area. Please note that it is acceptable that your community’s funding priorities change over time. This investment plan is to demonstrate that your community has a vision moving forward for the allocation of Reaching Home funding.*

The consultation identified support for the expanded investment focus of Reaching Home beyond Housing First targets with more funds available for housing loss prevention and supports for maintaining housing. Key themes related to investment priorities and allocation include:

- There was general agreement that supply of housing, including supportive housing, is a key barrier in the region to addressing homelessness in the long-term but that RH funding levels were insufficient to significantly contribute to supply through capital investment. Suggestions include providing capital funding at a smaller scale for projects related to renovation and preservation of existing stock, accessibility and amenity improvements.
- High priority on funding for homelessness services, including prevention, housing and support services and stability of funding for these areas over the 5-year program
- Interest and support for development of greater coordination of services in the region
- The Indigenous consultation identified the desire for a greater level of capital funding towards the latter years of the program.

### **Total Funding Allocation Available**

The total investment available in the region is shown in the table below. The investment allocation is based on the total amount available, including Designated Community Funds as well as Community Capacity and Innovation Funds:

Allocations	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Designated Community	\$11,782,096	\$11,782,096	\$13,900,277	\$13,900,277	\$13,900,277	<b>\$65,265,023</b>
Community Capacity and Innovation	\$141,780	\$124,780	\$124,780	\$115,955	\$115,955	<b>\$623,250</b>
<b>Total</b>	<b>\$11,923,876</b>	<b>\$11,906,876</b>	<b>\$14,025,057</b>	<b>\$14,016,232</b>	<b>\$14,016,232</b>	<b>\$65,888,273</b>

The below investment allocation recognizes the value of Reaching Home funds continuing to invest in housing placement, particularly addressing chronic homelessness, but with an equally strong focus on prevention and shelter diversion initiatives targeting those at most risk of homelessness, and for housing retention through more culturally appropriate supports to people who have been housed, particularly during transitions. The aim is to provide consistency and stability to service projects over the four remaining years of the program, with 2020-21 as a baseline year at approximately \$8.8 million invested in service projects. With approximately \$2 million in additional Reaching Home funding available 2021-22 (from \$11.9 million to \$14 million), a larger amount of funds will be allocated to

capital investment. We are committed to monitoring the need and demand for capital and service projects as we launch calls for proposal and gather additional information from the community; and will adjust funding levels appropriately.

	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Housing Services	44.66%	30.00%	26.00%	26.75%	27.50%	30.58%
Prevention & shelter diversion	9.41%	24.00%	21.00%	21.25%	21.50%	19.60%
Support Services	18.97%	20.00%	17.25%	17.75%	18.25%	18.38%
<b>SUBTOTAL SERVICE</b>	<b>73.03%</b>	<b>74.00%</b>	<b>64.25%</b>	<b>65.75%</b>	<b>67.25%</b>	<b>68.56%</b>
Capital Investments	8.86%	11.00%	21.25%	17.00%	15.25%	14.98%
Coordination Resources/Data Collect	7.70%	5.00%	5.00%	7.25%	7.25%	6.45%
Administration	10.40%	10.00%	9.50%	10.00%	10.25%	10.02%
<b>TOTAL</b>	<b>100%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>

In addition, the Community Advisory Board (CAB) developed the following principles to support the community plan funding allocation process, review and decision-making:

1. There will be an annual review process for funding allocations which will allow for changes if needed.
2. Funding for service projects should be multi-year with the CAB recommending two (2) year funding to start.
3. There will also be the possibility for projects to be renewed beyond the two (2) years and that the process will be open, fair, and transparent.
4. The CAB will review slippage on a regular basis and approve reinvestment which could be either in capital or operations.
5. In setting the funding allocations, there is a commitment to ensure that there is stability and sustainability in funding across the different budget categories, particularly for service projects (Housing, Prevention and Support Services).
6. The CAB is committed to respecting a previous commitment made to addressing Indigenous homelessness including the CAB decision that was made on June 14, 2018 and reconfirmed on March 14, 2019 which was:

*To agree in principle to set aside funds, pending additional information on Reaching Home funding, to be made available for Indigenous organizations serving Indigenous people who are homeless and that the Greater Vancouver Community Entity (GVCE) engage the Lu'ma Native BCH Housing Society (Indigenous Community Entity) on potential strategies for implementation in preparation for the first call for proposals of the GVCE 2019-2024 Reaching Home program.*

### 3. Cost-Matching Requirement

*In the table below, please outline all funding for homelessness initiatives your community plans to receive from external partners from 2019 to 2024. This includes both financial and in-kind contributions. If your anticipated community contributions do not project to cost-match funding from both the Designated Community stream and Community Capacity and Innovation stream for each year, explain the circumstances below the table and include a description of the steps you will take to meet the requirement. An example has been included in the Community Plan Reference Guide.*

To ensure that the Greater Vancouver Designated Community is able to meet Reaching Home program cost matching requirement, we will include the requirement that funded sub-projects must have, and demonstrate, external funding contributions for their Reaching Home funded projects. The CE will confirm this in due diligence and throughout the project monitoring cycle. Using this practice, historically, this region has matched the federal homelessness dollars on average at a 3:1 ratio.

Traditionally, the following funding sources have matched federal homelessness funds:

- Provincial funding makes up approximately 52.5% of the region’s matching funds, including funding from BC Housing, Health Authorities and the Ministry of Social Development
- Municipal governments at 1%
- Foundations and other private sources 4%
- Cash and In-kind contributions from funded organizations at 29% (i.e. Fundraising, and in-kind overhead and facilities, etc.)
- Other federal government departments 0.5%
- Other non-profit cash and in-kind contributions 13%

With significant ongoing investments in housing and homelessness at the provincial and municipal levels in the region, we do not foresee any issues in meeting Reaching Home funds dollar for dollar. The projected external funding shown below is based on the above patterns of funding.

Projected Funding towards Homelessness Initiatives						
Funder	2019-20	2020-21	2021-22	2022-23	2023-24	2019 - 24
Province	\$6,319,654	\$6,310,644	\$7,433,280	\$7,428,603	\$7,428,603	\$34,920,784
Municipalities	\$119,239	\$119,069	\$140,251	\$140,162	\$140,162	\$658,883
Foundation and Private Sources	\$476,955	\$476,275	\$561,002	\$560,649	\$560,649	\$2,635,530
Cash/ In-kind from Funded Organizations	\$3,457,924	\$3,452,994	\$4,067,267	\$4,064,707	\$4,064,707	\$19,107,599
Other Federal	\$59,619	\$59,534	\$70,125	\$70,081	\$70,081	\$329,440
Other Non Profit Organizations Contributions	\$1,550,104	\$1,547,894	\$1,823,257	\$1,822,110	\$1,822,110	\$8,565,475
<b>TOTAL</b>	<b>\$11,983,495</b>	<b>\$11,966,410</b>	<b>\$14,095,182</b>	<b>\$14,086,312</b>	<b>\$14,086,312</b>	<b>\$66,217,711</b>

#### **4. Coordinated Access**

*Please discuss the steps you will take to implement a coordinated access system in your community. If your community has a coordinated access system in place, please describe how it presently functions.*

VCF, as the interim Greater Vancouver Community Entity (GVCE) and the Greater Vancouver Community Advisory Board, in close collaboration with the Indigenous Community Entity and Indigenous Homelessness Steering Committee, and other key government stakeholders and partners, including BC Housing, local government partners and others, will work together to support the planning, development and implementation of a systems-based approach to addressing homelessness for the Greater Vancouver Region/Census Metropolitan Area in keeping with the requirements of the Reaching Home program which establishes the expectation that all Designated Communities have a coordinated access system, in place by April 1, 2022.

To support the process, the Greater Vancouver Community Advisory Board (CAB) will establish a Coordinated Access Planning Sub-Committee or Steering Committee consisting of CAB Members, Indigenous CE and Indigenous CAB members as well as key stakeholders and community partners to support the design and implementation of a Coordinated Access (CA) Systems within the Greater Vancouver context. The Committee that is established will help to oversee the planning, implementation and monitoring of the Coordinated Access systems including the development of appropriate policies and protocols. The Committee will work to support a smooth transition to a new Community Entity for Greater Vancouver in April 2020.

As set out in the Reaching Home Coordinated Access Guide, key work program elements will include:

1. Establishing the appropriate governance and decision-making structure in order to ensure that the system and policies and processes that are put into place are fair, transparent, responsive and accountable;
2. The collection of data and information to support the systems planning and prioritization process including the use of the Homeless Individuals and Families Information System (HIFIS) and other sources of information to support the overall service planning and outcome reporting and measurement process both in terms of the Reaching Home priorities and targets that have been set as well as community-level outcomes and priorities. Some of these have been identified through the community planning process while others will be identified through deeper discussion and engagement with key community partners and stakeholders across the Greater Vancouver region.
3. Members of the Steering Committee will also work together with the CE to begin to identify key access points through which services will be coordinated as well as begin to formalize and finalize the appropriate triage and assessment process. There are also important community level conversations that are needed around the prioritization criteria that will be used.

In designing the system, the CAB and CE will work to establish effective relationships and partnerships with key provincial and municipal agencies in order to ensure that the system that is developed is coordinated, effective and integrated. This will include working closely with BC Housing, the Provincial Government's Office of Homelessness Coordination, the local Health Authorities as well as local government partners and community-based agencies and service providers. The Steering Committee will work to complete the initial phase of work including research and planning by the end

of June 2020 to ensure that the critical milestones can be met including a fully implemented system in place by April 1, 2022.

It is important to recognize that this plan and approach may change depending on what is identified in the research and partnership development phase (i.e. whether and how we might partner with BC Housing's Coordinated Access and HIFIS systems, as well as other key community-level indicators and outcomes to emerge through the research and partnership development phase).

### **Key Milestones and Timelines:**

#### **CA System Scan, Options Analysis and Planning (September 2019 to June 30, 2020)**

- Carry out a review of existing coordinated access systems and activities currently being used in the region (i.e. BC Housing, Health Authorities, Municipalities) to gain a better understanding what already exists that can be leveraged, expanded or improved upon.
- Engage broadly with government, the Indigenous Community and the homeless service community to develop a vision, priorities and options for a Coordinated Access System in the region.
- Assess options and approaches for the development CA systems and determine the approach and model forward, including key elements of system: governance, access point, assessment, prioritization, vacancy matching and referral and homelessness management information system.
- Identify and establish key partnerships and agreement for CA.
- Establish Subcommittee to support development and testing of HIFIS system.

*Milestone and Deliverable:* Coordinated Access Steering Committee established. Initial research and planning completed by June 30, 2020 including the presentation of a preliminary proposal for the development and implementation of a Co-ordinated Access System for Greater Vancouver for presentation to the CAB.

The development and implementation of CA following the options analysis phase will be dependent upon the nature of the partnerships and collaboration with the provincial government and BC Housing (i.e. whether and how the CE can leverage, partner or integrate with BC Housing's CA system and HIFIS tools) and the advice and feedback of the CAB and will include the following key milestones:

#### **Development of Coordinated Access System (June 30, 2020 to June 30, 2021)**

Under the guidance of the CA Steering Committee and based on the approved Greater Vancouver CA system development approach and strategy, move forward with the development and piloting phase of the CA system, including:

- Establish the governance, operating structure and access model for the CA system including the potential selection of a lead organization to manage the system;
- Development of appropriate policies, procedures and protocols including establishing a Terms of Reference for guiding and leading the process as well as the development of appropriate accountability policies and procedures, and access points;
- Design and approval of CA tools and systems, including developing appropriate tools to manage the list of potential applicants, the creation of a registry, the development of shared assessment forms, prioritization criteria and processes, as well as the development of a vacancy matching and referral process;

- Work with key community partners and stakeholders including the Indigenous CAB/CE as well as BC Housing and others to support the use of HIFIS in meeting the CA system requirements including establishing the appropriate planning and data sharing protocols including establishing the appropriate legal data governance framework and privacy/ security procedures;
- Ideally the goal would be to ensure that HIFIS is fully configured and that the testing and implementation has started no later than April 1, 2021 with the system being fully operational by October 30, 2021.

#### **Testing and Launch of CA System (April 1, 2021 to March 30, 2022)**

- Identify pilot sites for CA in two or more municipalities and launch CA system in those sites
- CA and HIFIS implementation and training, across region
- Launch CA in region (April 1, 2022), including HIFIS

### **5. Community-Wide Outcomes**

*If you would like your community to measure progress on additional outcomes beyond the [federally mandated outcomes](#), please identify those outcomes. Please provide your proposed indicators, targets, and methodology for each of the additional identified outcomes.*

At this time the CE and CAB will not be adding any additional outcomes beyond the federally mandated outcomes. The community has identified several potential additional outcomes that we may explore to determine potential to effectively monitor and report on these indicators as we move forward with planning and development or coordinated access. These identified outcomes include:

- Improvements in the appropriateness and quality of housing available for people experiencing or at risk of homelessness
- Improved health for people experiencing homelessness
- Improved quality of life for people experiencing or at risk of homelessness
- Reduced time that people are experiencing homelessness

The Designated Community will be reporting on the four core outcomes through the annual Community Progress Report. We plan to revisit additional outcomes at a later date alongside development and implementation of our coordinated access system

### **6. Official Language Minority Communities**

*The Government of Canada has a responsibility under the Official Languages Act to ensure that programs and services meet the needs of [Official Language Minority Communities \(OLMCs\)](#). Please describe the steps that you will take to ensure that the services funded under the Reaching Home take the needs of the [OLMCs](#) into consideration where applicable.*

The Greater Vancouver Designated Community is committed to ensuring that we address the needs of homeless persons in both official languages. We will seek to reach out actively to engage organizations representing the OLMCs to apply for funding by issuing Calls for Proposals in both official languages.

We also have recruited a representative from a Francophone social service organization to sit on the Community Advisory Board with an aim to facilitate effective outreach and engagement of the Francophone community in the region. We will also monitor the demand for services in the official

minority language on an ongoing basis so that the right mix of sub-projects is in place to support the OLMCs, and that, where appropriate, sub-projects are supported to provide services in both official languages.

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.