



greater victoria
coalition to end
homelessness

hope has found a home

CRD Hospitals and Housing Committee Presentation

JUNE 2, 2021

PRESENTED BY:

KELLY ROTH,
EXECUTIVE DIRECTOR

Vision

A Region Without Homelessness

Mission

- To ensure appropriate solutions are in place to serve those individuals experiencing **chronic homelessness** in the capital region
- To ensure **all people facing homelessness** in the capital region have access to safe, affordable, appropriate, long-term housing.

Outcome - Ultimate Benefit

Communities throughout the region are safe, healthy, vibrant, welcoming and supporting of people from all walks of life and stages in their life journey.

STRATEGIC PRIORITIES

1. Funding Effectiveness
2. System Effectiveness
3. Inclusiveness
4. Evidence-based Capacity Building

Outcome - Ultimate Benefit

Communities throughout the region are safe, healthy, vibrant, welcoming and supporting of people from all walks of life and stages in their life journey.

Measure - Functional Zero

Functional zero is a concrete, and measurable approach to ending homelessness. When a community has reached functional zero, it means **homelessness is managed by an adequate amount of services and resources.**

Functional Zero

- Functional zero is a **concrete**, and **measurable** approach to ending homelessness.
- Simply put, it means that there are **enough, or even more homeless-serving services and resources than needed to meet the needs of individuals** who are experiencing homelessness.
- This definition and approach to ending homelessness gives communities the autonomy to reflect on what ending homelessness **would** and **should** look like.

Source: HomelessHub

Core Functions/Departments

STRATEGIC PRIORITIES 2016-2021

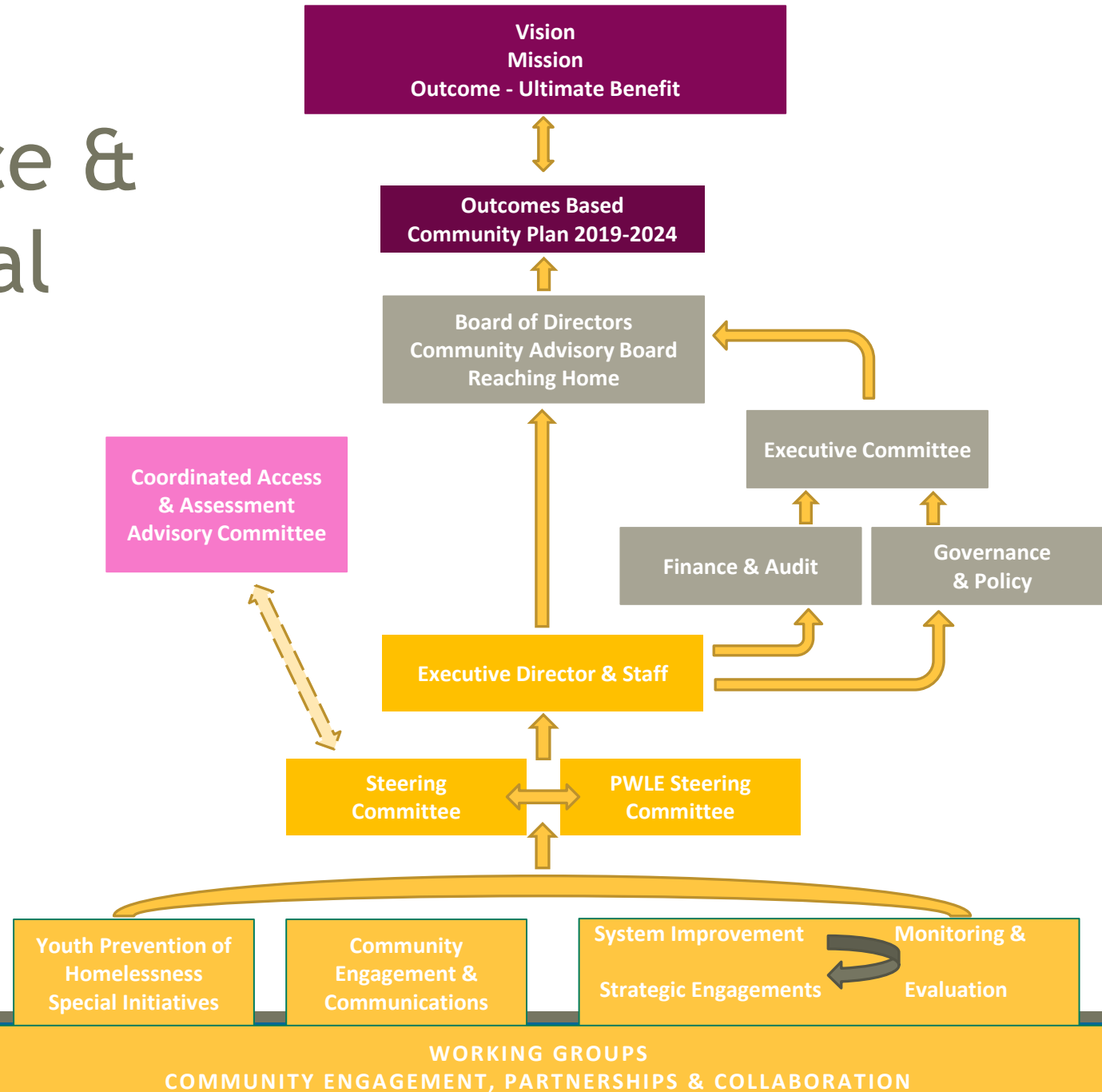
- Reorganized in May 2019.
- Departments reflect the functions that coordinate and support the collaboration of the members & partners.
- The Business Plan Human Resource budget reflects the allocation of financial resources necessary to the execute the Business Plan.

1. FUNDING EFFECTIVENESS
2. SYSTEM EFFECTIVENESS
3. INCLUSIVENESS
4. EVIDENCED-BASED CAPACITY BUILDING



Internal operational planning supports delivery of the Outcomes-Based 2019-2024 Community Plan.

Governance & Operational Structure

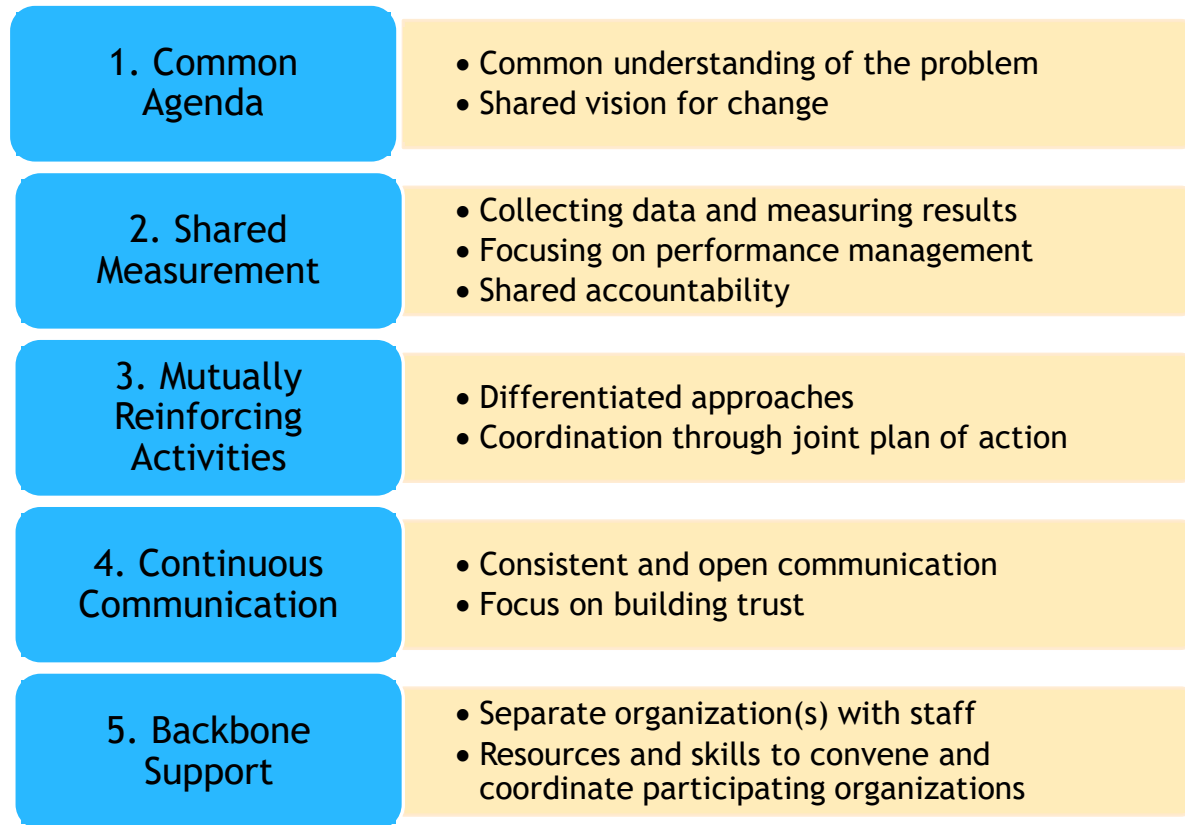


Staff Organizational Chart



Collaborative Social Development Framework

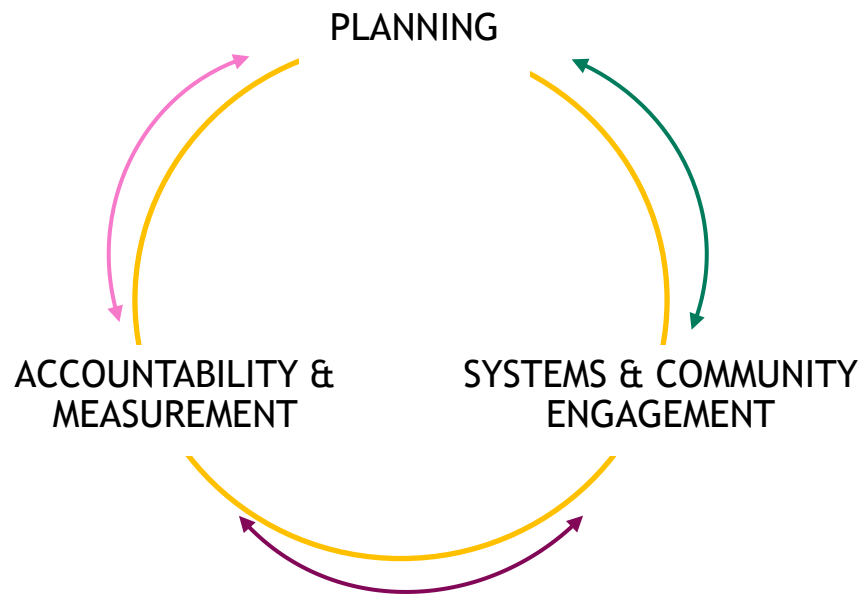
COALITION COLLABORATIVE PARTNERSHIPS



- Board of Directors
- Steering Committee
- PWLE Steering Committee and PWLE Council
- System Improvement Strategic Engagements
- Monitoring & Evaluation Working Group
- Community Engagement & Communications Working Group
- Youth Prevention of Homelessness Special Initiatives, Youth Task Force
- CAA Advisory Committee

Community Plan to End Homelessness in the Capital Region 2019-2024

OUTCOMES BASED PLANNING PROCESS



Engagement of all working groups in establishing priority outcomes

- Consensus building process with working groups

Collaborative Community Planning Day.

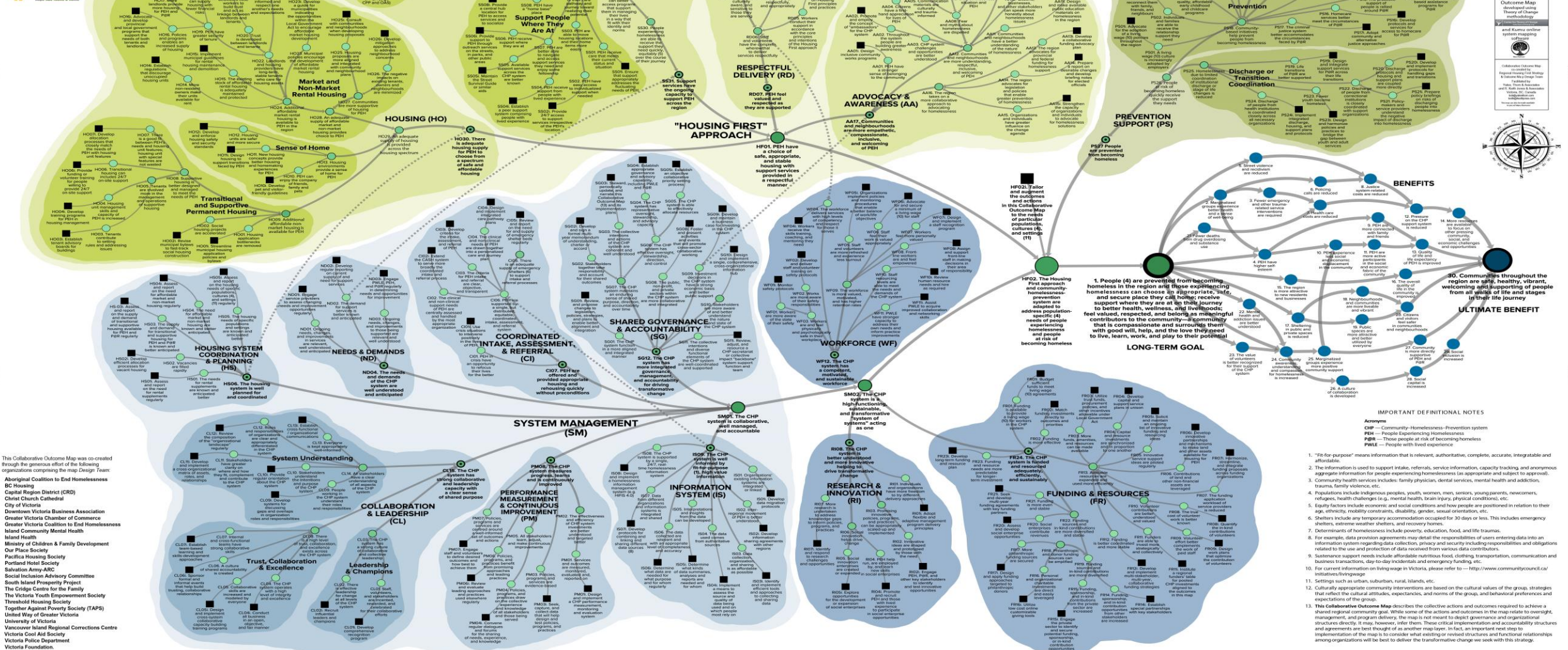
- Looking Back/Reporting Progress
- Planning Forward

Establishing shared accountability and indicators of success

REGIONAL HOUSING FIRST STRATEGY

A collaborative outcome map to address homelessness in the capital region

A Strategy for Transformative Change — April 19, 2017



HOUSING FIRST: CORE PRINCIPLES
There are six mandatory principles under the Homelessness Partnering Strategy (HPS) Housing First (HF) approach:

1. Rapid housing with supports.
2. Offering clients choice in housing.
3. Separating housing provision from other services.
4. Providing tenancy rights and responsibilities.
5. Integrating housing into the community.
6. Strength-based and promoting self-sufficiency.

Legend

- Intervention
- 1st Outcome
- Intermediate outcome
- CAPACITY AREA
- Strategic outcome
- LONG-TERM GOAL
- Benefit (Impact)
- Ultimate Benefit (Impact)
- Causal connection
- Capacity area

PS14 Label for Outcome (e.g., Prevention Support Outcome number 14)
PS146 Label for Intervention (e.g., Prevention Support Intervention number 146)

Collaborative Outcome Map developed by the Regional Homelessness Strategy and Kuma online system mapping

Collaborative Outcome Map developed by the Regional Homelessness Strategy and Kuma online system mapping

This Collaborative Outcome Map was co-created through the generous effort of the following organizations comprising the map design team:

- Aboriginal Coalition to End Homelessness
- BC Housing
- Capital Region District (CRD)
- Crist Church Cathedral
- City of Victoria
- Downtown Victoria Business Association
- Greater Victoria Chamber of Commerce
- Greater Victoria Coalition to End Homelessness
- Island Community Mental Health
- Island Housing
- Ministry of Children & Family Development
- Our Place Society
- Portland Housing Society
- SaVita Society
- Social Inclusion Advisory Committee
- The Clidge Property Project
- The Clidge Centre for the Family
- The Victoria Youth Empowerment Society
- Threshold Housing Society
- Together Against Poverty Society (TAPS)
- United Way of Greater Victoria
- University of Victoria
- Vancouver Island Regional Corrections Centre
- Victoria Cool Aid Society
- Victoria Police Department
- Victoria Foundation

IMPORTANT DEFINITIONAL NOTES

- AA** — Advocacy & Awareness
- CHP** — Community-Homelessness-Prevention system
- PEH** — People Experiencing Homelessness
- PRB** — Those people at risk of becoming homeless
- PWL** — People with lived experience

1. "FR-for-purpose" means information that is relevant, authoritative, complete, accurate, integrable and affordable.
2. The information is used to support intake, referrals, service information, capacity tracking and anonymous aggregate information for people experiencing homelessness (as appropriate and subject to approval).
3. Community health services includes: family physician, dental services, mental health and addiction, trauma, family violence, etc.
4. Populations include indigenous peoples, youth, women, men, seniors, young parents, newcomers, refugees, health challenges (e.g., mental health, brain injury, physical conditions), etc.
5. Factors include income and social conditions and how people are positioned in relation to their age, ethnicity, mobility constraints, disability, gender, sexual orientation, etc.
6. Shelters include any temporary accommodation occupied for 30 days or less. This includes emergency shelters, extreme weather shelters, and recovery homes.
7. Determinants of homelessness include poverty, education, food, and life traumas.
8. For example, data provision agreements may detail the responsibilities of users entering data into an information system regarding data collection, privacy and security including responsibilities and obligations related to the use and protection of data received from various data contributors.
9. Substance support needs include affordable nutritious food, clothing, transportation, communication and business transactions, day-to-day incidentals, emergency funding, etc.
10. For current information on living wage in Victoria, please refer to <http://www.communitycouncil.ca/initiatives/livingwage>
11. Settings such as urban, suburban, rural, islands, etc.
12. Culturally appropriate community interventions are based on the cultural values of the group, strategies that reflect the cultural attitudes, expectations, and norms of the group, and behavioral preferences and expectations of the group.
13. This Collaborative Outcome Map describes the collective actions and outcomes required to achieve a shared regional community goal. What outcome or action in the map relates to oversight, management, and program delivery, the map is not meant to depict governance and organizational structures directly. It may, however, refer them. These critical implementation and accountability structures and agreements are best thought of as another major layer. In fact, an important next step to implementation of the map is to consider what existing or revised structures and functional relationships among organizations will be best to deliver the transformative change we seek with this strategy.

COMMUNITY PLAN - 5 CORE OUTCOME AREAS

Support Services (SS)

- a. People experiencing homelessness quickly and equitably receive the support they need over the course of their journey;
- b. Support services have the mandate and capacity to deliver services.

Housing (HO)

A supply of accessible, appropriate, safe and person-centred housing is available.

Advocacy and Awareness (AA)

Communities and neighbourhoods are inclusive, empathetic, compassionate and welcoming of people experiencing homelessness; facilitated through advocacy and awareness and our collective experience of homelessness.

Prevention Support (PS)

People are prevented from becoming homeless.

Collaboration and Leadership (CL)

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

GVCEH Business Plan Review

Year 1 - 2019/20

Development of the Community Plan to End Homelessness in the Capital Region 2019 - 2024

Year 2 - 2020/21

Business Plan initiated action on 23 Strategic Initiatives

COVID March 20, provincial shut down & GVCEH pivot.

COVID Vulnerable Populations Response Plan

Year 3 Targets - 2021/22

18 Community Plan Initiatives

21 GVCEH Business Plan Initiatives

Community Plan Outcome 3: Advocacy and Awareness (AA)

Communities and neighbourhoods are inclusive, empathetic, compassionate and welcoming of people experiencing homelessness; facilitated through advocacy and awareness and our collective experience of homelessness.

Initiative: Awareness and Education Workshops - Face to Face with Stigma Program

“The impact our actions can have on others and how important it is to be aware of our actions during interactions.” Vic PD participant quote

11 Workshops

Total Participants: 185 persons in cross-sectoral trainings

By-law, Police, Health, Social Work, Post-secondary Education.

Victoria Police Department Recruits:

5 participants (in-person)

Victoria General Hospital:

2 Workshops with 10 participants

City of Victoria Bylaw:

2 Workshops with 20 participants in total

Camosun Community Social Workers:

28 participants (in-person)

Camosun Mental Health and Addictions:

20 participants (Zoom)

Glengarry Hospital:

10 participants (in-person)

UVIC Mental Health and Addictions:

29 participants (in-person)

UVIC Nurses:

33 participants (in-person)

Victoria Police Department:

30 participants (in-person active duty officers,)

Business Plan Year 2 Results: Red Type

Outcome 1: Support Services

1.1 Coordinated Support Service Program Think Tank Health and Housing Report and Recommendations	1.6 Indigenous Specific Systems Improvement Map Underway through the Aboriginal Coalition to End Homelessness	1.9 Peer Housing Support/Support Services Pivot to support Temporary Sheltering Sites and RHFP	1.13 Support Services for Regional Housing First Program's New Housing Units Initiated but not sufficient to meet need. Reaching Home Funded RFP.	1.15 Wrap Around Support System for Women Experiencing Violence National Housing Solutions Lab well underway.	1.16 Youth and Indigenous Support Services Strategies Initiating 2021	1.17 Youth Extreme Weather Protocol Complete
Year 2 (2020/21)	On-going Y1 (2019) + Year 2 (2020/21)	On-going Y1(2019) + Year 2 (2020/21)	On-going (2019) + Year 2 (2020/21)	On-going Y1 (2019) + Year 2 (2020/21) + Year 3 (2021/22)	On-going Y1(2019) + Year 2 (2020/21)	On-going Y1(2019)

Outcome 2: Housing

2.1 Acute Care Temporary Shelter No developments	2.3 Indigenous Low Barrier Housing Spa'Qun House Open	2.6 New Supportive Housing Program(s) Vulnerable Population COVID Temporary Shelters to Supportive Housing	2.9 Youth Housing No purpose-built youth Housing	2.10 Youth Housing Model Development Youth Hostel Supportive Housing Cross Sectoral Model Underway
Year 2 (2020/21)	Year 2 (2020/21)	Year 2 (2020/21)	Year 2 (2020-21)	Year 2 (2020-21)

Outcome 3: Advocacy and Awareness

3.2 Awareness and Education Workshops Face to Face with Stigma Workshops	3.3 Community Anti-Stigma Media Campaign Initiated Phase I – Media tracking and development of Key Messages	3.4 Community Plan Roadshow - Start 2021 - 20222
On-going Y1 (2019) + Year 2 (2020/21)	Year 2 (2020/21)	On-going (2019) + Year 2 (2020/21)

Outcome 4: Prevention Supports

4.7 RentSmart Guarantee Fund Pilot Pivot to Sooke with Pacifica in partnership	4.12 Tenancy Information On-Sight Project No initiation	4.13 Transitional Programs - Ongoing Youth Prevention of Homelessness Transitional Program Development
On-going (2019) + Year 1 (2020/21)	On-going (2019) + Year 2 (2021/22)	Year 2 (2020/21)

Outcome 5: Collaboration and Leadership

5.1 By-Name List (BNL) Ongoing and integrated into CAA for 2021-2022	5.2 Coordinated Access and Assessment Ongoing	5.4 Homelessness Management Information System (HMIS) Ongoing and will be integrated into CAA	5.7 Inventory of Stakeholders Complete Vulnerable Population Response Plan	5.9 Share Expertise and Education Complete & Ongoing
Year 2 (2020/21)	Year 2 (2020-21)	Year 2 (2020-21)	Year 2 (2020/21) + Year 3 (2021/22)	Year 2 (2020/21)

Business Plan 2021 – 2022		18 Initiatives					
Outcome 1: Support Services							
1.1 Coordinated Support Services	1.6 Indigenous Specific Systems Improvement Map	1.7 Neighborhoods Citizen’s Mobilization Strategy	1.9 Peer Housing Support/Support Services	1.12 Street Survival Guide (SSG)	1.13 Support Services for Regional Housing First Program’s New Housing Units	1.15 Wrap Around Support System for Women Experiencing Violence	1.16 Youth and Indigenous Support Services Strategies
Proposed Key Lead: BCH/Island Health/ CRD/ GVCEH	Proposed Team Lead: ACEH, GVCEH		Proposed Key Lead: GVCEH	Proposed Team Lead: GVCEH	Proposed Team Lead: GVCEH, CRD, BCH	Proposed Team Lead: ACEH, GVCEH, Shift Collaborative	Proposed Team Lead: ACEH & GVCEH.
Ongoing Y1-3 (2019 - 2022)	Ongoing Y1-3 (2019 - 2022)	New Y3 (2021 - 2022)	Ongoing Y1-3 (2019 - 2022)	Ongoing Y1-3 (2019 - 2022)	Ongoing Y1-3 (2019 - 2022)	Ongoing Y1-3 (2019 - 2022)	Ongoing Y1-3 (2019 - 2022)
Outcome 2: Housing							
2.3 Indigenous Low Barrier Housing			2.6 New Supportive Housing Programs			2.10 Youth Housing Model Development	
Proposed Team Lead: ACEH/VNFC/Makola Housing			Proposed Team Lead: BCH, CRD			Proposed Team Lead: Threshold, Pandora, YM/WCA, MCFD	
Ongoing Y2 (2020/21)			Ongoing Y2 (2020/21)			Ongoing Y2 (2020-21)	
Outcome 3: Advocacy and Awareness							
3.2 Awareness and Education Workshops			3.3 Community Anti-Stigma Media Campaign			3.4 Community Plan Roadshow	
Proposed Key Lead: GVCEH			Proposed Team Lead: Our Place, GVCEH			Proposed Key Lead: GVCEH	
Ongoing Y1-3 (2019 - 2022)			Ongoing Y2-3 (2020 - 2022)			Ongoing Y1-3 (2019 - 2022)	
Outcome 4: Prevention Supports							
4.7 Rent Smart Guarantee – Sooke / Pacifica Pilot				4.13 Transitional Programs – Youth			
Proposed Key Lead: RentSmart				Proposed Team Lead: YTF & GVCEH			
Ongoing Y1-3 (2019 - 2022)				Ongoing Y2-3 (2020 - 2022)			
Outcome 5: Collaboration and Leadership							
5.1 Development of Data Dashboard (5.1 BNL, 5.2 CAA, 5.4 HMIS)				5.9 Share Expertise and Education			
Proposed Team Lead: GVCEH, CAA Advisory				Proposed Team Lead: CRD/CE, CAA Advisory			
Ongoing Y2-3 (2020 - 2022)				Ongoing Y2-3 (2020 - 2022)			
ACEH: Aboriginal Coalition to End Homelessness; BCH: BC Housing; CAA Advisory: Coordinated Access and Assessment Advisory Committee; CAB Community Advisory Board; CSPC Community Social Planning Council. CRD: Capital Region District; GVCEH: Greater Victoria Coalition to End Homelessness, MCFD: Ministry of Child and Family Development; YTF: Youth Task Force; VNFC: Victoria Native Friendship Centre							

GVCEH 21 Initiatives Business Plan 2021 - 2022 Administration and Leadership (A&L)				
1. Regional Priority Support Strategies	2. Board Orientation & Board Governance / Development	3. Reaching Home Program: Community Advisory Board Representation	4. Community Plan Review and Update	5. Market Rent Strategy
Ongoing Y1-3 (2019 - 2022)	Ongoing Y2-3 (2020 - 2022)	Ongoing Y2-3 (2020 - 2022)	Partner/Member Leads: CRD/CAB & GVCEH New Y3 (2021 - 2022)	Partner/Member Leads: CAA Advisory, Island Health & Pacifica New Y3 (2021 - 2022)
Inclusion and Collaboration (I&C)				
1. Wellness Alliance Initiative	2. Specialized Youth Peer Support Services	3. PWLLE Practicing Council	4. System Improvement Engagement Strategy	
Ongoing Y2-3 (2020 - 2022)	New Y3 (2021 - 2022)	New Y3 (2021 - 2022)	New Y3 (2021 - 2022)	
Communication (Comm)				
1. Media Strategy	2. Storytelling Website HUB	3. Business Community Engagement	4. Media and Technology Training for People Experiencing Homelessness	5. Homelessness Resources Kiosk
Ongoing Y2-3 (2020 - 2022)	New Y3 (2021 - 2022)	New Y3 (2021 - 2022)	New Y3 (2021 - 2022)	New Y3 (2021 - 2022)
Prevention (Prev)				
1. Rent Bank	2. Tiny Homes		3. Youth Participatory Budgeting Project – Hostel Supportive Housing Project	
Partner/Member Lead: CSPC New Y3 (2021 - 2022)	Partner/Member Lead: Our Place Society, BCH New Y3 (2021 - 2022)		Ongoing Y2-3 (2020 - 2021) Expected completion 2021	
Research (Res)				
1. Youth PAR/Peer Housing Support Coordination & Research at Hostel	2. Public Perceptions and Attitudes	3. Eviction Prevention: Typology and Needs Mapping of Evictions	4. Housing Factors: Analysis and Action	
Ongoing Y2-3 (2020 - 2022)	New Y3 (2021 - 2022)	New Y3 (2021 - 2022)	New Y3 (2021 - 2022)	

2020 COVID- 19 Vulnerable Populations Response

Victoria (over 700)
Sooke (38)
Salt Spring Island (139)
Sidney (6-10)

GVCEH members and
partners pivoted to support
coordination of services
into Topaz Park.

212 tents and 196 persons

Heroic support from all levels of
government, service organizations and
community volunteers.

Vulnerable Populations Response Plan emerged as a collaborative response with

- over 30 organizations across our region;
- departments of local, regional and provincial government;
- pivoted to respond and support our vulnerable population during the outbreak of COVID-19

Triple crisis:

- COVID
- Homelessness
- Opiod

How?

- Food, washing stations, covid-protocol cleaned showers, safety and security, outreach, health and harm reduction support.



Example: Topaz Park Collaborative Community Response

City of Victoria Licensed Topaz Park to BC Housing (funded Operations)
Dandelion Society start-up.

Transitioned to Greater Victoria Coalition to End Homelessness Operator

Operations: On-site Staff

2 Site Managers (co-share 7 days per week)

5 FTE Outreach Workers:

- 24/7 (will be multiple persons)
- Maintenance Contract: Daily 8- hour shift spread throughout the day.

Safety & Security Support:

- Paladin - 3 Persons (24/7) reports daily
- By-law Officers – daily walk throughs
- Vic PD
- Fire Department – educational walk throughs

Health & Harm Reduction Support Services:

- Doctors of the World
- Island Health YT5 Youth Outreach Team
- VICCR Doctors in reach
- Island Health nurses – on site services and health assessments for housing moves
- AVI Harm Reduction and Overdose Prevention On-Site
- SOLID - Peer support
- Umbrella Society – Harmreduction Peer Support
- PEERS
- St John's First Aid
- Medical In-reach Safe Supply
- Narcotics Anonymous Circle Meetings

Volunteers:

- Hero Works / Boxes of Hope / Showers and Washroom Management



PEOPLE

Paid staff without lived experience of homelessness

Staff: **7**
Hours: **413**
Wages: **\$10,399**

Paid staff with lived experience of homelessness

Staff: **4**
Hours: **440**
Wages **\$11,724**

DVBA Volunteers

Topaz Park Volunteers:

Volunteers: **47**
Shifts: **184**
Hours: **714**

Boxes of Hope Volunteers

Volunteers: **40**
Shifts: **288**
Hours Worked: **551**

DVBA SPECIAL RECOGNITION

Downtown Victoria Business Association Volunteers:

*Nathan Bird - 63 hours
30 shifts total*

*David Hyde - 60 hours
46 shifts*

*Shaylene Keddy - 43.5
hours 21 shifts*

*Devon Jenkins - 43.5 hours
21 shifts*

*21 Carolyn Cade - 31 hours
18 shifts*

IMPACT

Meals provided: **18,211** (\$10 each)
Snacks provided: **5,116** (\$1 each)
Total: **23,327**

Locations provided to

March 13 - 22:

Centennial Square & Beacon Hill Park

March 22 – May 20:

Topaz Park Sanctioned Encampment

March 22 – May 20:

Hotel Sites – Temporary Shelter Locations

March 28 – Ongoing:

**Vulnerable Populations Response Plan
Hotel Locations**



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What we learned:

Our system can respond in a coordinated way.

Collaboration across all partners is key.

Pivoting and shifting policies to try new ways of working together results in more effective practices.

Our system needs housing with health supports both on site and off site to appropriately support our population on their journey out of homelessness.

- Think Tank Health and Housing Summary Report and Recommendations.
- 40 recommendations to support a person-centred health and housing model for the region

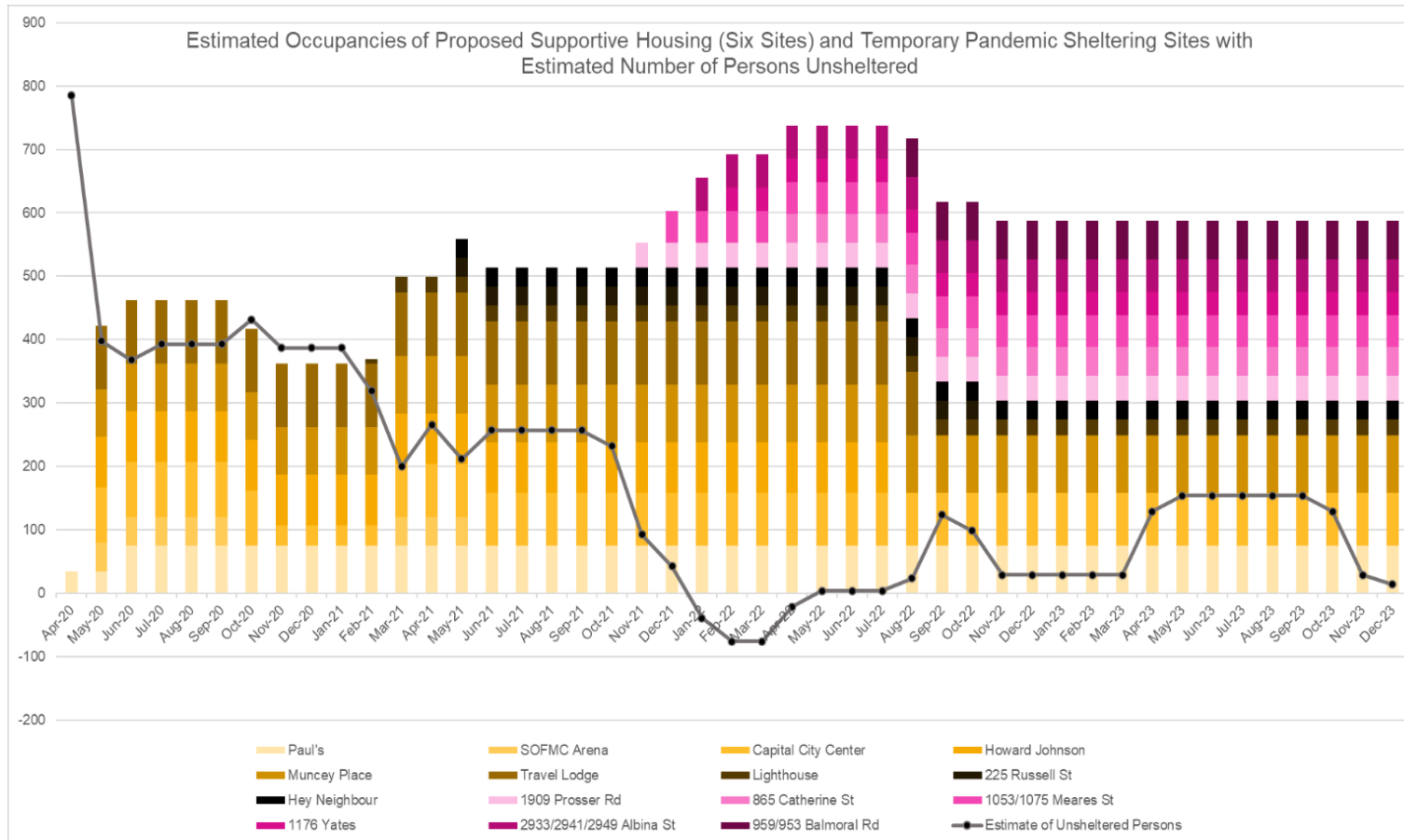
Every person experiencing homelessness has a unique story and unique needs.

Person-centred support is critical to effectively address the needs of individuals in a manner that results in positive health outcomes for ALL.

Our DATA informs 'systems improvement'

1. Overlaid Trajectories of Temporary Pandemic Sites, New Supportive Housing, Seasonal Shelters, and Estimates of Unsheltered Persons

1a: Stacked bar chart showing temporary pandemic sites and supportive housing occupancies with marked line showing estimate of unsheltered persons.



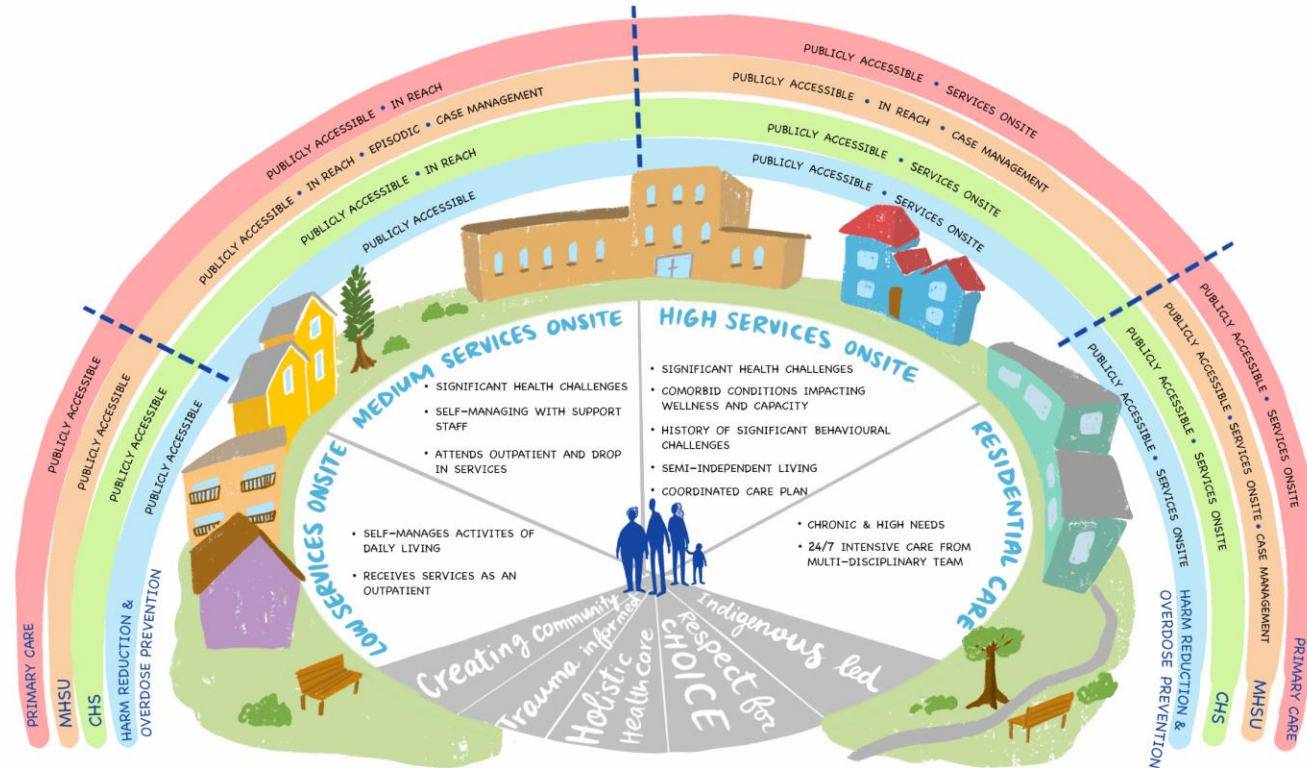
Through partnership we have the potential to reach and maintain Functional Zero by 2024



Community Plan to End Homelessness in the Capital Region 2019 - 2024

Collaboration is the key to success and together we can create a region that is safe, healthy vibrant and welcoming!

All we have is what we do next.... Together, let's make the right decisions.



MHSU = MENTAL HEALTH & SUBSTANCE USE
CHS = COMMUNITY HEALTH SERVICES

Infographic: tanya gadaby, thefusedlight.com