

PRIORITY HOUSING PROJECT LIST

Process Framework

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greater victoria
coalition to end
homelessness

hope has found a home

Priority Housing Project List Purpose Statement

Meaningful initiatives designed to encourage community engagement are critical parts of developing successful and sustainable responses to homelessness. Without the voices of those currently experiencing homelessness, or having had lived experience, there is a risk that vital components essential to the development of effective solutions may be overlooked. This could ultimately result in a degree of social exclusion, thereby undermining future efforts to develop effective homelessness reduction initiatives.

It is essential to ensure that the strategies and initiatives being implemented truly reflect the experiences, priorities, values and beliefs of those with lived experience of homelessness, as well as provide those individuals with all of the tools and supports necessary to live as independently as possible.

The Priority Housing Project List (PHPL) is a vetting tool that can shape the types of initiatives that are supported throughout the region. This provides an opportunity to ensure that the PHPL acts as a conduit to connect those individuals with lived experience more meaningfully to the development process. The PHPL is, fundamentally, about so much more than simply housing. It is about supporting the development of a home for those individuals that are at imminent risk of, or are experiencing, homelessness.

It is vital to consider that home is not simply a roof over one's head. It is firmly established as a basic human right and can be linked to each individual's unique sense of identity. A house offers, at its most basic level, shelter from the elements. A home not only offers shelter, but also physical and psychological security. A home provides every individual with the foundation necessary to achieve a sense of stability and a feeling of place within the community that can be developed on their own terms.

The unfortunate truth is that many individuals don't have access to this type of home. Every individual that has been, or is being marginalized, by the many systemic or personal barriers to housing deserves the opportunities afforded through having a home that is safe, that is secure, that is fundamentally their own.

The following questions are ones that have been identified as critical to the success of housing and support service programming and must be considered throughout the proposal evaluation process:

- Is there a choice in the housing and support options?
- Is there a focus on the fairness and professionalism of service and housing delivery?
- Is it clear participants will be respected?
- Is there enough flexibility to support the unique needs of each individual?
- Is the safety and security of the residents valued in the application?
- Is there a clear level of accountability within the program?
- Is there a clear sense of transparency with program delivery?

It is the development of these questions, based on the unique stories of those with lived experience, that should guide the PHPL evaluation process. This is a process that will encourage the Coalition's support of the types of initiatives throughout the region that are more reflective of the experiences, priorities, values and beliefs of those with lived experience.



This Purpose Statement was developed with the invaluable input and feedback from the Social Inclusion Advisory Committee Housing Sub-Group.

Thank you so much to those individuals for sharing your stories and for offering guidance to this process.

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Introduction

In 2012, the Capital Regional District Housing Secretariat, in partnership with the Greater Victoria Coalition to End Homelessness (Coalition), released a Request for Expression of Interest (ROI) to 16 participant societies with the intention of creating a Priority Housing Project List (PHPL), formerly the Pipeline List.

The PHPL provides housing organizations, funding agencies, municipalities, clients, and other partners with a listing of housing projects in the region that have undergone a thorough vetting by the Project Evaluation Committee (PEC). This process is designed to raise awareness, create support for, and identify priority projects within the Capital Regional District that meet the housing needs as expressed in the Coalition report, "Update: Housing Procurement Action Plan, 2012". Additionally, this process reflects the feedback gained from applicants following an evaluation of the initial PHPL intake and review process.

This document outlines the programmatic framework of the PHPL and will define the roles and responsibilities of the partner organizations, as well as the process intake and management by the Coalition.

Principles

The following principles guide process delivery:

1. Process delivery is fair, consistent and transparent
2. Process delivery is collaborative, undergoing annual review for effectiveness and efficiency
3. Process delivery is to respect the mandate of the Coalition while meeting the housing needs as identified in, "Update: Housing Procurement Action Plan, 2012"
4. Process delivery is to ensure a thorough vetting of applications based on consistent criteria
5. Process delivery is to encourage partnerships, have a regional scope, and contain mechanisms encouraging stakeholder participation and inclusion
6. Process delivery is to respect the privacy and confidentiality of applicant's proposals

Goals

1. To facilitate the creation of non-market housing projects throughout the region
2. To establish a tool to assist in the allocation of resources to aid the development of non-market housing within the region

Objectives

1. Facilitation of Non-Market Housing

- To identify priority housing projects within the Capital Regional District
- To advocate for developments that are economically viable and valuable to both the community and region
- To ensure that the projects are strategically positioned for success through the development process
- To advocate for the regional distribution of housing projects

2. Allocation of Resources

- To create a tool to assist in the evaluation of proposed housing developments throughout the region
- To enhance the ability of a housing provider to garner political, community, and economic support for an approved project
- To maximize the benefits of available resources through their strategic allocation

Outcomes

1. Increased number of units available to those street-involved or experiencing homelessness
2. Increased number of clients residing within appropriate housing
3. Increase of society holdings within the region
4. Increased awareness of housing projects and the development process

Performance Measures

1. An increase in the number of units available to those in-need of supportive housing options throughout the region as shown in the Coalition document, "Housing and Homelessness in Greater Victoria" (2013). This document indicates that this region is in need of an absolute minimum of 250 units of supportive housing with an estimated need of an additional 500 supportive housing units that could be repurposed into affordable housing should further supportive housing not be required.
2. An increase in the number of units available to those in-need of additional non-market housing options throughout the region. It is estimated that this region has an immediate need of 1,500 units of non-market and market affordable housing.

Eligibility

Eligible recipients include:

- Individuals;
- Not-for-profit organizations;
- For-profit organizations;
- Municipalities;
- Aboriginal organizations;
- Public health and educational institutions; and,
- Provincial governments and their entities, including institutions, agencies and Crown Corporations.

To be eligible for participation in this process, the organization must be focusing on the development of:

1. Supportive housing
2. Affordable housing

Definitions

For the purposes of the PHPL Process Framework:

“Supportive Housing” means:

Housing that integrates long-term residential units for

- Persons who were previously homeless
- Persons who are at risk of homelessness
- Persons affected by mental illness
- Persons who have or are recovering from drug or alcohol addictions

with on-site support services that are available to those residents. Not included within this definition are those facilities that are licensed under the Community Care and Assisted Living Act. Residences must not be restricted by policy to occupancies of less than 90 days.

These on-site support services can include but are not limited to

- Health and mental health services
- Health and community support referrals
- Addiction services
- Employment and education services
- Job and life skills training
- Assistance with meal preparation and housekeeping
- Counselling and outreach services

“Affordable Housing” means:

Housing, including any additional shelter expenses, that costs less than 30% of before tax household income and is of a suitable size and condition.

For the purposes of the PHPL process, the Coalition endorses the Housing Income Limits (HILs) as adopted by CMHC and BC Housing.

The 2014 HILs for Victoria are:

Bachelor	=	\$29,000
1 Bdrm	=	\$34,500
2 Bdrm	=	\$43,000
3 Bdrm	=	\$59,000
4 + Bdrm	=	\$65,000

Target Populations

- Those that are experiencing homelessness or are considered to be at-risk of homelessness
- Those that are in-need of affordable housing within the region that is suitable in size and is in good condition

Roles and Responsibilities

The Coalition

The Coalition is responsible for the following:

- Raising awareness of the PHPL process
- Providing pre-application support and guidance
- Handling the intake and review of applications in a timely manner
- Offering clear feedback on any decisions rendered
- Maintaining the integrity of the evaluation process by respecting the confidentiality of the proposed projects
- Advocate on behalf of approved projects through the development process
- Working with housing providers by:
 - Liaising with CMHC, BC Housing, municipalities, community organizations and others
 - Providing information, resources and assistance where appropriate
 - Ensuring the program is transparent, accountable and sensitive to the local context
 - Facilitating partnerships for the delivery of housing projects
- Conduct regular monitoring and an annual review of the PHPL process including the addition and removal of projects as necessary
- Provide financial support and assistance where possible

The Societies

The societies are responsible for the following:

- Project conception and proposal submission
- Ensuring the society has the capacity / resources to undertake the proposed development
- Establishing partnerships with other agencies and funders to enable housing development
- Providing the Coalition with annual updates as to the status of the development and notification of any changes
- Working with partners through the development process from project conception through to client occupation

Funding

The Coalition will assist with funding by:

1. Working with funding organizations to encourage the allocation available resources to developments on the PHPL program
2. Distributing any available resources within the Coalition that are approved for housing to developments on the PHPL

Process Mechanics

This process will consist of four phases:

Phase 1: Pre-Application

- Pre-Application Meeting
- Early Assistance



Phase 2: Application Intake

- Application Intake
- Coalition Secretariat Recommendation

Phase 3: Application Review

- Project Evaluation Committee Review
- Project Evaluation Committee Recommendation

Phase 4: Decision Making

- Leadership Council Decision
- Inclusion to the PHPL



PHPL Project Approval

A project can be added to the PHPL provided the proponent is eligible, of a suitable housing typology, undergoes the necessary review through the process outlined above, and scores 75% or greater average across all categories and not less than 60% in any one category according to the PHPL Assessment Criteria (Appendix C) and the PHPL Project Evaluation (Appendix D).

Only the Coalition Leadership Council can issue the final project approval with recommendations from both the Secretariat and PEC.

Projects will be evaluated according to:

1. Society Capacity and Project Support
2. Development Concept
3. Project Business Case
4. Development Schedule

For projects applying to the supportive housing stream, there is an additional category:

5. Tenant Support Services

PHPL Updates

The PHPL will undergo an annual evaluation focusing on the status of existing priority projects, which will assess the viability of each according to their current development status and context. Projects that are no longer determined to be suitable or likely to become realized will be removed from the PHPL to ensure it remains a current and effective tool, accurately reflecting the non-market housing landscape within the region.

To this end, proponents of the projects on the PHPL will be provided with their original application and will be asked to review and make any modifications necessary. The HDC will review the update and provide the PEC with a brief report. The PEC will determine if there is sufficient rationale to remove a project from the list. The PEC will make a recommendation to the Leadership Council who will then pass a motion to remove a project should it be determined suitable to do so.

Projects will be re-evaluated according to:

1. Society Capacity and Project Support
2. Development Concept
3. Project Business Case
4. Development Schedule

For projects applying to the supportive housing stream, there is an additional category:

5. Tenant Support Services

Reporting

It is critical that there be effective reporting of the PHPL process outputs that relate directly to the process delivery. The purpose of effective reporting is to monitor the success of program delivery and inform the design and development of future initiatives.

The Coalition will be responsible for reporting the following:

- Project Name
- Project Proponent
- Project Location
- Project Size
- Project Value
- Project Client Group
- Project Partners
- PHPL Approval Date
- Expected Project Completion Date
- Annual Project Follow-Up and Review

These items will be reported on and announced annually at the Coalition Annual General Meeting.

Monitoring

Regular monitoring assists the Coalition and housing providers to measure progress, identify success, demonstrate the effectiveness of the process and better design future programs better suited to local need and sensitive to available opportunities. In this context, the three pillars of monitoring will be risk mitigation, quality assurance and quality improvement.

Principles

- Shared accountability and ownership of monitoring
- Transparency and accountability
- Regular data collection and reporting
- Manageability and simplicity
- Respect privacy and confidentiality where appropriate

Purposes

Risk Mitigation

- Reduce the risks inherent within the housing development process for the developer, municipality, funding organization in addition to other stakeholders

Quality Assurance

- Ensure the PHPL process delivery is meeting the identified goals
- Ensure the PHPL process delivery is transparent and that all stakeholders are consulted on both program strengths and areas for improvement
- Gain information from process participants to better determine project effectiveness

Quality Improvement

- Improve program to better and more effectively meet the goals should there be sufficient rationale
- Use experiences gained through PHPL process delivery to identify best practices applicable to future initiatives
- Support participants in the identification of potential project challenges and provide, where appropriate, suitable interventions
- Build and maintain effective relationships between housing providers as well as between housing providers and government agencies

Monitoring Tool

Operational Review

The Coalition Secretariat will undertake an annual review of the PHPL process delivery on an annual basis to ensure the program continues to be an effective tool for the Coalition's continued support of housing development within the region.

This operational review will consist of an analysis of both qualitative and quantitative data obtained from the program participants and will be available to them following a review of the materials by the appropriate Coalition committee.

The review could consist of:

1. Participant interviews
2. Collection of unit start-up data
3. Assessment of local economic / housing trends
4. Policy review
5. Analysis of current best practice extrapolated to a local context
6. General observation

Signature

Greater Victoria Coalition to End Homelessness