



greater victoria  
coalition to end  
homelessness

**hope has found a home**

941 Pandora Avenue  
Victoria, BC V8V 3P4  
[www.solvehomelessness.ca](http://www.solvehomelessness.ca)

For further information on the  
Greater Victoria Coalition to End  
Homelessness Society, or to request  
copies of the 2009/10 financial  
statements, please contact us at:

250-370-1512  
[administrator@solvehomelessness.ca](mailto:administrator@solvehomelessness.ca)

or visit :  
[www.solvehomelessness.ca](http://www.solvehomelessness.ca)



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“Shelter use appears to be on the rise in Greater Victoria. The number of overnight stays has **increased by 2.4%**, from 66,027 in 2008/09 to 67,595 in 2009/10.”

**- REPORT ON HOUSING AND SUPPORTS, 2010**



“Greater Victoria is the most unfriendly rental market in the country. In a region where 35% of households rent, on average when compared to the Halifax (a comparably sized city) and to national rates, Greater Victoria has higher average rental apartment prices, higher growth rates of average rental apartment prices, lower rental apartment vacancy rates, and lower rental apartment availability rates.”

- REPORT ON HOUSING AND SUPPORTS, 2010

## message from the co-chairs

When the Greater Victoria Coalition to End Homelessness was formed in 2008 it had the aggressive yet attainable goal of ending homelessness in the Capital Region by 2018.

The Coalition was created as the vehicle to implement findings from the *Mayor's Task Force on Breaking the Cycle of Mental Illness, Addictions and Homelessness (2007)*. The Task Force set direction for planning and work to begin immediately – and it has.

The Coalition defined urgent key goals and action-based strategies to achieve the goals laid out by the Task Force report. In just 24 months, four themes have emerged that now define the work of the Coalition: partnership, planning, action and accountability.

Partnership is our most critical – and most powerful – strategic guideline. Today the Coalition comprises elected officials and senior staff from municipal and regional governments, plus service providers, funders, police, hospitals, businesses, and the faith community, as well as senior staff from the provincial and federal governments. All are working together to achieve our goals.

Planning and action had to occur simultaneously. We could not wait for a long-term plan to develop.

We are committed to being accountable for our progress. Even as we report on our accomplishments we acknowledge that we are behind schedule on some of the key priorities identified in our business plan. We must work hard to get back on schedule and follow through on the most challenging issues until our work is done.

Our plan incorporates annual targets for putting in place housing and supports; implementing a coordinated approach to increase the efficiency and effectiveness of service delivery; and developing and implementing a plan to stop homelessness before it starts.

Now that the Greater Victoria Coalition to End Homelessness has completed its second year, we are setting direction for next year. We intend to:

- Broaden the involvement in our Coalition
- Engage more municipalities in the Region
- Reach out more to the business community, faith based organizations, and other potential partners

Through partnership, planning, action and accountability, this can be accomplished.

Homelessness is devastating on so many levels. For those individuals who live it, the physical, mental and social trauma is crushing. For the community, the cost of “managing” Victoria’s estimated 1500 men and women who are homeless through supports, health care, policing, and other services is estimated at \$250 million over a decade. This compares with a projected \$175 million investment to end homelessness. A saving of \$75 million.

These figures make a starkly compelling and fiscally responsible case for a rational approach to ending homelessness in Victoria. At the same time, today’s homelessness reminds our community of the gaping holes in our social safety net. We can and must do better.

In closing, the Leadership Council appreciates the efforts of all who have participated in the Coalition over the past year. We thank the organizations and individuals who help to fund the Coalition’s work. Please share with us the pride in the success we have already achieved together to end homelessness in Greater Victoria.

Dean Fortin,  
Mayor, City of Victoria



Tony Joe,  
Businessperson

Co-Chairs, Greater Victoria Coalition to End Homelessness



## message from the executive director

Ending homelessness is a priority for many cities across Canada. The Greater Victoria Coalition to End Homelessness' mandate to do so by 2018 is pragmatic, solutions-oriented and achievable. It relies on the Coalition's ability to establish credibility through consistent, focused action and results. Drawing from the successful strategies deployed in other cities – particularly the concept of "housing first with supports" – the Coalition has already realized a number of significant accomplishments, as well as put into place specific initiatives to be implemented in the year ahead.

Before the Coalition was established, there were – and there remains – a number of excellent resources in the community which provide housing and supports for the most vulnerable citizens in our community. These community-based organizations continue to deliver positive results. This year is no exception as they assisted more than 650 people to find housing throughout the Region.

The Coalition's success is dependant on sufficient housing with supports being available. "Streets to Homes" has been developed and is now ready to be implemented. Expected to house 120 individuals in its first year in private market apartment units, Streets to Homes integrates and coordinates service delivery for those who are chronically homeless.

The Coalition's program this year includes:

- The Coalition is working towards becoming the "Community Entity" for \$1.2 million of federal Homeless Partnering Strategy (HPS) funding. This funding will create approximately 75 dedicated housing units, over the next 12 to 18 months. The proponents and operators will be announced soon.
- Recognizing the high percentage of people experiencing homelessness in the Capital Region, an Aboriginal Housing Forum was held in January 2010. As a result, the Coalition and aboriginal community partners will develop a unique housing strategy to better meet the needs of this extremely over-represented segment of our population.
- In order to stop homelessness before it happens, the Coalition will announce a specific, targeted and achievable prevention strategy in summer, 2010.

The past year has seen action and positive results, and this is because of the efforts of so many dedicated community partners. And while progress has been achieved over the past two years, we must redouble our efforts and stay focused on our key priorities to ensure that we can achieve our goal to end homelessness by 2018.

It is important to recognize, however, that our ability to solve the homelessness crisis requires on-going commitment and resources to achieve our goals. The City of Victoria and the Capital Regional District (CRD) have made the creation of housing for the homeless a priority, and they and the provincial and federal governments have made significant investments in housing in this Region. The City of Victoria, the CRD, the United Way of Greater Victoria, Vancouver Island Health Authority and the Victoria Foundation all have invested in the core operations of the Coalition itself.

Faced with the enormous fiscal restraints imposed by the recent global economic collapse, it is vital that we explore opportunities to stretch resources and discover unique models of partnership so that we can achieve the targets outlined in our strategic plan.

In the year ahead, we will launch a comprehensive community engagement strategy, focusing on educating the community about the root causes of homelessness and the risks and costs to our society. We expect this will encourage broader community participation in solutions to ending homelessness, making our efforts stronger. Now is the time to ensure that our fight to end homeless is a battle that we can win.



Jill Clements,  
Executive Director to March 31, 2010



Debbie Thompson,  
Executive Director from April, 2010

## progress report – April 1, 2009 to March 31, 2010

In 2008, the Greater Victoria Coalition to End Homelessness identified three distinct goals to succeed. Each goal is comprised of specific strategies that will be fulfilled through the successful completion of a series of projects.

The Coalition's ultimate goal of ending homelessness by 2018 is an aggressive one. However, the plan to accomplish this is well thought out, clear and achievable. The Coalition understands that in order to succeed, significant, demonstrable progress must be made each year. With this in mind, the Coalition is fully accountability for the progress it makes towards its goals, and will report regularly to the community.

The following chart sets out each of the three goals, strategies to be undertaken, the progress made against each, and the status of each action, and whether we are on schedule or not.

As of March 31, 2010, one target was exceeded, nine projects have been completed as scheduled, and seven projects are behind schedule. Of those behind schedule, all are expected to be completed during the 2010/11 fiscal year.



Two of the three new supportive housing projects announced when the Coalition was formed will be completed this year, providing **80 new housing units** for people who are currently homeless.

# goals & strategies

## goal 1: house and support those who are homeless

In 2008, the number of people facing homelessness in the capital region was estimated at 1500. Our initial focus will be on those who are currently homeless (estimated at 950). The balance of those who are nearly homeless will be addressed in a future multi-year plan and/or through our prevention strategy. By 2018, 100% of those who are homeless or nearly homeless in 2008 will have stable and appropriate housing.

strategy: provide stable housing with appropriate support services for those who are defined as homeless (estimated at 950)

project	progress	status
<b>Implement a housing procurement strategy to house 1500 people by 2018</b>	<p>A regional housing procurement plan, produced in April, 2009, set annual housing targets and costs, including a two-year target of 335 units to be secured through acquisition, negotiating block leases, and securing private market rental units in small, scattered sites. The plan is being implemented and has resulted in the following:</p> <p>Purchase offers have been made, pending due-diligence, on two area properties for approximately 75 units.</p> <p>Community housing providers continue to provide housing outreach services to match clients with suitable private market rental housing.</p> <p>The Streets to Homes program has been developed with a goal to house 120 people, using rent supplements as necessary.</p>	<b>Achieved/ On Schedule</b>
<b>House and support 160 people by March, 2010</b>	<p>Coalition partners helped 662 people who had been homeless find housing in 2009/10, many in private market housing. 471 people remained housed upon a six month check-up.</p> <p>Pacifica Housing opened Clover Place in December, 2009, housing 36 people who had been homeless.</p>	<b>Exceeded Target</b>
<b>Work in partnership with Aboriginal communities to develop specific housing initiatives</b>	<p>An Aboriginal Housing Forum was held in January, 2010 which identified key strategies to engage the Aboriginal community in order to create appropriate housing for Aboriginal people.</p> <p>The Victoria Native Friendship Centre is working with Coalition partners (City of Victoria, the CRD Regional Housing Trust Fund, BC Housing, CMHC and the federal Homeless Partnering Strategy) to renovate a former motel for single parent families who are at risk of homelessness.</p>	<b>Achieved/ On Schedule</b>

## goal 1 continued

strategy: deliver appropriate and tailored support services through a variety of mechanisms.

project	progress	status
<b>Coordinate and integrate service delivery including intake, outreach, case management and follow-up support</b>	<p>Streets to Homes, a pilot project to secure housing, integrate services and identify and reduce redundancies to provide an effective continuum of support was announced in October 2009. The first phase, which includes partnership agreements and operating protocols, identifying private market housing, funding rent supplements and recruiting support staff, is complete.</p> <p>Streets to Homes will launch in June, 2010.</p>	<b>Achieved/ On Schedule</b>
<b>Initiate a harm reduction action plan</b>	<p>The Centre for Addictions Research of BC (CARBC) was contracted in December, 2009 to develop a harm reduction action plan intended to operationalize harm reduction as part of a housing action plan. The following outlines their action to date:</p> <p>Literature review and environmental scan. CARBC conducted a review of current housing models that integrate harm reduction principles and provided an overview of current evidence relevant to housing and harm reduction.</p> <p>A Community dialogue session was undertaken in early 2010 with a panel of local housing and service providers and community representatives, highlighting different approaches to integration of harm reduction in housing initiatives. The panel included speakers from SOLID, Rain City Housing, Victoria Cool Aid Society and Her Way Home, providing a starting point for the dialogue.</p> <p>CARBC is in the process of developing the final report, which will provide strategic direction for action in key areas of work related to the implementation of housing and supports. The action plan will outline recommendations related to policy, program development, education, and practice implications. The report is due to the Coalition in July, 2010.</p>	<b>Behind Schedule</b>
<b>Advocate for funding for ACCESS Health Centre</b>	<p>The ACCESS Health Centre, a Cool Aid and AIDS Vancouver Island project, opened in September, 2009. The 15,000 sq. ft. facility provides an interdisciplinary approach to health care for Victoria's most vulnerable citizens. With the capacity to serve over 6,000 patients a year, the centre offers primary health care, dental services, nutritional advice, AIDS education and prevention, and support services.</p> <p>As of March 31, 2010 over \$4.4 million has been raised. Fundraising continues in order to obtain the \$880,000 required to fully retire the mortgage.</p>	<b>Achieved/ On Schedule</b>

## goals & strategies continued

### goal 2: prevent homelessness

Prevent the homelessness situation from getting any worse in our community by taking immediate steps to minimize an increase in the numbers of people experiencing homelessness, as well as develop a long-term strategy for addressing the root causes of homelessness.

strategy: develop and implement a short term prevention strategy to minimize homelessness.

project	progress	status
<b>Immediately create a Prevention Working Group to formulate a prevention plan</b>	<p>The Prevention Working Group has representatives from government, Vancouver Island Health Authority and community organizations. It is developing a plan with six goals with a focus on youth, families, and adults in transition and/or with cognitive impairment:</p> <p>Improve interagency capacity to prevent homelessness.</p> <p>Ensure people at imminent risk of losing housing have access to temporary emergency supports.</p> <p>Ensure at risk youth have access to safe, affordable housing and the supports necessary to maintain housing.</p> <p>Ensure families at-risk of losing housing have early access to services and supports that will help them maintain safe, affordable housing.</p> <p>Ensure adults with cognitive impairments have access to safe, affordable housing and the supports necessary to acquire and maintain housing.</p> <p>Ensure adults transitioning from institutions to community have timely access to safe, affordable housing and the supports necessary to stabilize in the community.</p> <p>The plan was completed in June, 2010 and will be implemented during fiscal year 2010/11.</p>	<b>Behind Schedule</b>

strategy: develop a long term prevention plan

project	progress	status
<b>Complete a 10 year prevention strategy</b>	<p>While the Prevention Plan focuses on a mix of short and longer term actions, it acknowledges that achieving the desired outcome of preventing homelessness will require addressing structural factors that contribute to homelessness in the first place. This will require making changes to policies, regulations and possibly legislation - all of which are longer term undertakings.</p> <p>The prevention plan emphasizes actions that can be accomplished within existing resources or with minimal additional resources. However, given the complex nature of the problem - spanning economic, social, and health policy - the plan also includes activities that may require significant future resources.</p> <p>The plan recognizes that the long term solution to the problem of homelessness will require an investment in housing, economic stimuli, and health and social supports to those most vulnerable and least likely to be helped otherwise.</p>	<b>Achieved/ On Schedule</b>

### goal 3: provide the required infrastructure

Lead, coordinate and focus the efforts and the resources of public, private and non-profit agencies in the Capital Region to meet the collective goals of the Coalition and, ultimately, create better outcomes for people experiencing homelessness.

strategy: establish the coalition and ensure its effectiveness

project	progress	status
<b>Establish monitoring and evaluation processes for business plan performance and appropriate board mechanisms</b>	The Coalition produced its first Report on Housing and Supports in June 2009. The second edition, to be published in June 2010, will catalogue the state and impact of homelessness in the Capital Region. The 2010 report has many distinct indicators and four demographic "profiles".	<b>Achieved/On Schedule</b>

strategy: establish/streamline organizational business processes and ensure required coalition resources

project	progress	status
<b>Create Coalition Statement of Principles/Charter to be agreed upon by all Coalition partners (Leadership Council and others)</b>	The Coalition's principles are stated in its Strategic Plan (and were included in the Coalition's 2008/09 Annual Report). Additional work will be done on a Coalition "charter", and this is scheduled for completion in 2010.	<b>Behind Schedule</b>
<b>Create and secure Partnership Agreements with agencies and funders to articulate agency/funder role within the Coalition, and to ensure accountability</b>	Partnership agreements are scheduled for completion in 2010.	<b>Behind Schedule</b>

# goals & strategies continued

## goal 3 continued

strategy: establish/streamline organizational business processes and ensure required coalition resources *continued*

project	progress	status
<b>Secure and Coordinate Coalition Funding</b>	<p>The CRD, City of Victoria, United Way of Greater Victoria, Victoria Foundation and VIHA have contributed to the cost of operating the Coalition secretariat. These funders along with the province of BC and the government of Canada, have also made significant investments in housing and supports. In order to provide the additional housing and supports that are necessary to end homelessness in the Capital Region, the Coalition is working actively with its partners to create funding efficiencies and deploy scarce public resources as effectively as possible.</p> <p>Significant progress has been made by the Funding, Finance and Audit Committee in the development of a funding strategy, despite the increased challenges posed by the current economic situation. The following eight actions have been identified:</p> <p>Meet with all local MLAs and MPs to discuss the need for federal and provincial funding and the cost benefit analysis for providing it.</p> <p>Pursue the potential for a regional housing levy as a new source of funds, and the matching of them by senior levels of government.</p> <p>Join with like organizations across Canada to advocate for funding from senior levels of government.</p> <p>Lobby the Federation of Canadian Municipalities to advocate for a National Housing Strategy.</p> <p>Develop a cost benefit analysis that can be used as a case for support, demonstrating long-term savings.</p> <p>Document the community equity supporting the Coalition, Streets to Homes and housing procurement including: funding from the United Way of Greater Victoria and Victoria Foundation, municipal lands, the Regional and Municipal trust funds, challenge grants and volunteers.</p> <p>Work with housing providers to pursue developing a capital fund development plan to end homelessness.</p> <p>Work with our community funding partners to implement a fundraising program for Streets to Homes.</p>	<b>Behind Schedule</b>
<b>Secure Core Funding</b>	<p>The Coalition secretariat is adequately resourced to provide the necessary leadership and coordination and to undertake key priority actions in 2010/11. A great deal of planning has been undertaken in the first two years, with recommendations for courses of action not originally identified when the Coalition was established. Because not all of the recommendations are funded at this point, it will be necessary either to obtain additional funding or to prioritize which actions to pursue and which to delay.</p>	<b>Behind Schedule</b>

strategy: establish/streamline organizational business processes and ensure required coalition resources *continued*

project	progress	status
<b>Ensure effective and user friendly information and data management system is in place with Coalition Secretariat as 'nodal point'</b>	<p>The Coalition's Streets to Homes program, which is the primary vehicle for service delivery system change, will use BC Housing's new case planning tool to manage its client in-take process. Because Streets to Homes is a pilot initiative with a limited number of clients, it will create a small, stand-alone data base system to capture information collected by the follow-up support workers.</p> <p>Streets to Homes has developed an evaluation framework and it is developing monitoring and follow-up assessment tools to inform changes and program adjustments through the pilot period.</p>	<b>Achieved/On Schedule</b>
<b>Agree to a research and evaluation plan to support the Coalition business/operating plan</b>	<p>The Research &amp; Evaluation and Data Working Group has supervised the writing and production of the Coalition's first Report on Housing and Supports, published in May, 2009, and will produce a second report in June 2010. The working group will also:</p> <ul style="list-style-type: none"> <li>Create a sustainable methodology, to evaluate progress</li> <li>Coordinate with partners on information management systems</li> <li>Support the development of evaluation methodologies</li> </ul>	<b>Achieved/On Schedule</b>

strategy: engage the community and generate commitment

project	progress	status
<b>Create and implement the Communications Plan</b>	<p>A communications advisory committee, comprised of diverse Coalition partners, has developed a Communications Plan which sets out goals, target audiences and specific communications strategies and activities such as:</p> <ul style="list-style-type: none"> <li>Creating a website with links to partner agencies.</li> <li>Producing Annual Reports and progress reports on housing and supports.</li> <li>Undertaking a media relations program to build awareness and understanding among the public of the root causes and possible solutions to homelessness, and of the progress of the Coalition and its partners.</li> </ul>	<b>Achieved/On Schedule</b>
<b>Implement a Community Engagement Plan</b>	<p>A Community Engagement Working Group has been established, and a draft community engagement plan is being developed which aims to harness the community's interest in becoming part of the solution to end homelessness.</p>	<b>Behind Schedule</b>



“Shelter use appears to be on the rise in Greater Victoria. The number of overnight stays has increased by **2.4%**, from 66,027 in 2008/09 to **67,595** in 2009/10.”

- **REPORT ON HOUSING AND SUPPORTS, 2010**

## streets **to** homes

In 2007 the *Mayor's Task Force on Breaking the Cycle of Mental Illness, Addictions and Homelessness* recognized that while a variety of services were available to Victoria's homeless population, there was a lack of integration between them. This fragmentation meant that it was difficult for homeless individuals to gain access to each of the services they needed, thus undermining the good works of the service providers. As such, it was recommended that a project be designed which addresses service integration and delivery for Victoria's homeless population.

This became an immediate priority for the Coalition, resulting in Streets to Homes, a pilot "housing first with supports" program that takes the best practices from other jurisdictions, including Toronto and New York, and leverages these by enhancing our local knowledge and expertise.

The result is Victoria's most comprehensive, integrated housing and services program to date.

### **PARTNERS**

A key component to the expected success of Streets to Homes comes from the willingness of so many key partners to work together towards a common goal. Streets to Homes is proud to work closely with:

- BC Housing
- Ministry of Housing and Social Development
- Our Place Society
- Pacifica Housing Services
- Salvation Army - Shelter Program
- Victoria Cool Aid Society
- Victoria Native Friendship Centre - Housing Outreach
- VIHA: Assertive Community Treatment (ACT) teams and Victoria Integrated Community Outreach Team (VICOT)

### **OBJECTIVE**

Streets to Homes' initial mandate is to move a minimum of 120 people directly from chronic homelessness to housing. The units will be made available through an integrated and coordinated service delivery model, enhancing access to the resources in the community necessary to remain housed.

### **WHY IT WILL WORK**

The notion of 'housing first with supports' has always been a guiding Coalition philosophy, and why the Streets to Homes model is appropriate, providing housing plus the supports which are critical to ensuring long term tenancy. Specific initiatives include:

- Improved coordination of and access to new private market rental housing and the development of a landlord support package to recruit and sustain private landlords.
- Reworking of community outreach, intake and follow-up processes to focus on providing housing and keeping people housed through agreed standards and approaches.
- Implementation of an integrated case management system (information sharing) that empowers frontline workers to better support clients.
- Strategic and practical 'change management' within the service provider community to ensure improved services for people experiencing homelessness.



# streets to homes continued

## HOW IT WILL WORK – PROGRAM STRUCTURE

The pilot phase of the project is two years in duration. The approach is learning, evidence and innovation based, with an ongoing commitment to monitoring and evaluation.

- Streets to Homes is managed through the pilot phase by a Strategic Coordinator based within the Coalition Secretariat, who will assist participating service providers to work closely with each other.
- Additional staff in partner organizations will be recruited and/or existing jobs will be reconfigured to support this initiative.
- A consultant has been contracted on a limited basis to secure private market rental housing.
- A Steering Committee has been formed to oversee the initiative and provide support to the Strategic Coordinator and Front Line Coordination Committee.
- A robust monitoring and evaluation system has been developed at the outset with partners to ensure learning and innovation opportunities are built into the pilot phase.
- The Toronto Streets to Homes program team provides full advisory support; this is extremely beneficial to those program components that lend themselves to adaptation, but also to supporting the learning and innovation elements that arise from the unique Victoria experience.

### Phase 1: Start Up

JAN TO MAY, 2010 - COMPLETE

- Engage partners in a program development session to identify key areas of opportunity, change and risk.
- Form Steering Committee and establish Terms of Reference.
- Form Front Line Workers coordination committee and Terms of Reference.
- Drawing on advisory support from the Toronto program, draft shared standards for outreach and intake and develop a draft landlord recruitment and support package.
- Hire a Strategic Coordinator.
- Contract with a qualified consultant to engage private market landlords.
- Ensure funding for key components over two years.
- Design a systemic change management process that will help create conditions for successful collaboration and co-operation among agencies.

### Phase 2: Initial Implementation

JUNE TO OCTOBER, 2010

**TARGET:** 10 people housed within the first 3 months; another 20 housed in 2<sup>nd</sup> 3 months.

- Hire follow-up housing support staff (through partner service provider agencies).
- Implement and further develop a landlord recruitment and support package.
- Establish a common approach to securing and retaining housing stock in the private market.
- Refine evaluation plan as needed, and test outcome data gathering tools.
- Implement systemic change management process.

### Phase 3: Fine Tuning and Scaling Up

NOVEMBER, 2010 TO JUNE, 2011

**TARGET:** 70 more people housed.

- Conduct formative evaluation and identify program refinements.
- Adjust approach and tools as needed, based on formative evaluation.
- Identify and select options for next phase; seek resources as required.

### Phase 4: Evaluation and Continued

Program Development

JULY TO DECEMBER, 2011

**TARGET:** 20 more people housed.

- Conduct final evaluation.
- Integrate learning into next phase implementation plan.

## STATUS REPORT

The Coalition has completed Phase 1 and expects to have its first clients housed in July, 2010. Other aspects of the pilot project are on schedule.

# 2010/11 business plan

While the Progress Report served to provide an update on the status of the Coalition's work in 2009/10, the 2010/2011 Business Plan outlines the actions to be taken throughout the forthcoming year in support of its goals.

## goal 1: house and support those who are homeless

strategy: provide stable housing with appropriate support services for those who are defined as homeless (estimated at 950)

project	actions
<b>House and support 323 people by March, 2011</b>	<p>Complete construction of the Humboldt Street and Olympic Vista properties (80 units).</p> <p>Secure additional low cost market housing by accessing month-to-month rental units, leasing and purchasing property, and securing rent supplements to bridge rent gap where necessary (243 units).</p> <p>Continue to work in partnership with Aboriginal communities to develop a housing strategy, implementing a minimum of 1 housing initiative, and implement other recommendations identified in the January, 2010 Aboriginal Housing Forum.</p> <p>Initiate new non-market rental housing, secure funding and tender construction.</p> <p>Ensure the best and most appropriate use of the existing Supported Housing inventory. Undertake analysis of current non-market supported housing to determine best use of the housing inventory. Develop an attrition plan and/or provide incentives for current residents to relocate to more appropriate and cost-effective housing, as appropriate.</p>

strategy: provide stable housing with appropriate support services for those who are defined as homeless (estimated at 950)

project	actions
<b>Continue to implement Streets to Homes, an 18 month pilot program which integrates service delivery and coordinates access to private market rental housing</b>	<p>Secure 120 units of market rental housing, using rent supplements as necessary.</p> <p>Implement the landlord support program.</p> <p>Implement coordinated, intensive case management system.</p> <p>Support broader change management process (incl. evaluation, learning and partner commitment) to imbed the new service delivery model beyond the pilot program.</p> <p>Ensure Streets to Homes is sufficiently funded.</p>
<b>Evaluate ACT, VICOT and Streets to Homes against agreed-upon outcome indicators and identify opportunities for coordinated oversight</b>	<p>Apply for research funding in cooperation with the University of Victoria, for fiscal year 2011/12.</p> <p>Design and establish evaluation methodology, and undertake research to assess client health, social outcomes and costs (such as hospital visits, police call-outs, incarceration days, substance dependency).</p>

## 2010/11 business plan continued

### goal 2: house and support those who are homeless

strategy: develop and implement prevention strategies to minimize homelessness

project	actions
<b>Implement and monitor the prevention plan which focuses on emergency intervention, transition planning, housing and income supports</b>	<p>Build on the Homelessness Intervention Project integrated planning approach for homelessness and apply it to prevention and similarly, investigate how the Streets to Homes initiative could help address prevention either through a specifically designed Streets to Homes prevention program similar to Toronto or by adapting the Greater Victoria model.</p> <p>Develop and pilot a rent bank program with housing mediation capacity. This will require additional resources. Calgary's Rent Bank provides a good model.</p> <p>Strengthen family capacity to deal with conflict and sectoral capacity to respond to families in need of assistance.</p> <p>Improve system capacity to assist people with cognitive impairment.</p> <p>Develop a cross-agency virtual housing registry to improve access to available housing.</p>
<b>Immediately implement the recommendations of housing and harm reduction action plan</b>	<p>Implement harm reduction principles and practices in the provision of new and existing housing resources.</p>

“Housing for those with the greatest challenges—the homeless, Aboriginal people and those with special needs—make up the **smallest percentage** of subsidized housing in Greater Victoria, and show the **least growth**.”

- REPORT ON HOUSING AND SUPPORTS, 2010

### goal 3: provide the required infrastructure

strategy: establish/streamline organizational business processes and ensure required coalition resources

project	actions
<b>Create a Coalition Charter and partnership agreements</b>	<p>Articulate agency/funder role within the Coalition, and ensure accountability.</p> <p>Engage and secure commitment from regional MPs and MLAs.</p>
<b>Secure Core Funding</b>	<p>Ensure the Secretariat is adequately resourced through to March 2011 to provide the necessary leadership and coordination in line with the Coalition governance structure.</p>
<b>Secure and Coordinate Coalition Funding</b>	<p>Implement a funding strategy to:</p> <ul style="list-style-type: none"> <li>Secure funding to meet goals.</li> <li>Evaluate and coordinate flow of public sector resources.</li> <li>Coordinate community funding.</li> <li>Instigate community participation.</li> </ul>
<b>Implement the research and evaluation plan to support the Coalition business/operating plan</b>	<p>Produce an annual report card on housing and supports – and create a sustainable methodology – which will evaluate progress on housing and supporting people experiencing homelessness, and the external conditions which contribute to homelessness.</p> <p>Coordinate with partners on information management systems (especially the province's Homeless Intervention Project strategy).</p> <p>Hire a University of Victoria co-op student to support the development of evaluation methodologies to determine the effectiveness of business plan initiatives.</p>



## 2010/11 business plan continued

strategy: engage the community and generate commitment	
project	actions
<b>Implement the Communications Plan</b>	<p>Continue the media relations program, including editorial board meetings to educate media about homelessness and the goals of the Coalition. Continue media strategy to report on progress and celebrate successes.</p> <p>Refine website and create interactive capability.</p> <p>Produce an Annual Report.</p> <p>Develop a Public Service Announcement (PSA) campaign.</p>
<b>Create and implement a Community Engagement Strategy</b>	<p>Undertake Homelessness Action Week and Project Connect on an annual basis.</p> <p>Consult with and engage municipal councils, neighbourhood associations, community associations and service clubs, faith groups, business associations, and youth.</p> <p>Develop a speaker's bureau.</p> <p>DVBA and the Chamber to lead private sector engagement in the Coalition.</p> <p>Establish a social networking strategy to increase awareness and engage youth.</p>



"...the rate of police calls regarding VICOT clients was significantly lower after the clients entered into the VICOT program."

- REPORT ON HOUSING AND SUPPORTS, 2010

## summary

We report significant advances in fulfilling our mandate for the year 2009-2010. Most importantly, 662 people have been housed over the past year, and well over 400 remain housed.

Additional highlights for the year include:

The Assertive Community Treatment teams are fully operational. Over 200 people with severe mental illness and/or addictions, who were recently homeless, are now housed and are being treated with compassion and respect.

We have launched Streets to Homes, one of the key recommendations of the 2007 Mayor's Task Force report on *Breaking the Cycle of Mental Illness, Addictions and Homelessness*. This initiative will move people from homelessness to housing by securing and coordinating access to private market rental housing and providing critical supports to help tenants remain housed.

Our second Project Connect, a service fair for the street community, which was held in October 2009 as part of the annual Homelessness Action Week, was a tremendous success. This year's event was supported by 90 volunteer workers and drew at least 700 people into Our Place where food was served and 'survival packs' were handed out. More than two dozen service providers helped with everything from haircuts to tax returns. We thank our community volunteers for their invaluable support.

We also note important delays, as seven actions are behind schedule. These tend to be administrative in nature, and are on track to be achieved in this calendar year.

In conclusion, the Coalition's achievements are a true testament of the effective partnerships that exist between governments, agencies, community organizations, funders and businesses which support the Coalition. Of those actions that have been exceeded or achieved, most have real, direct and positive impacts on the lives of the people who are homeless. This confirms that the Coalition's priorities are appropriate and continue to serve as a sturdy guideline for our business plan for 2010-2011.

"A potential annual savings of \$417,457.30 could be made just by eliminating the difference between homeless vs. housed individual hospital utilization rates, plus the additional costs of the healthcare practitioners' time."

- REPORT ON HOUSING AND SUPPORTS, 2010



# committees

The following are participants on Greater Victoria Coalition to End Homelessness committees:

## LEADERSHIP COUNCIL

Dean Fortin - co-chair, Mayor, City of Victoria  
 Tony Joe - co-chair, Businessperson  
 Ann Moskow, United Way of Greater Victoria  
 Cairine MacDonald, Provincial Government  
 Charlayne Thornton-Joe, Councillor, City of Victoria  
 Darlene Hollstein, Downtown Victoria Business Association  
 Garth Hendren, Director, Electoral Area of Salt Spring Island  
 Gordon Gunn, KPMG  
 Harold Munn, Downtown Churches Association  
 Howard Waldner, Victoria Island Health Authority  
 John Espley, Greater Victoria Chamber of Commerce  
 Laurelle Street, Government of Canada  
 Margaret Lucas, Greater Victoria Chamber of Commerce  
 Mary Ellen Purkis, University of Victoria  
 Chris Causton, Mayor, Oak Bay  
 Roger Girouard, Rear Admiral, Retired  
 Sandra Richardson, Victoria Foundation  
 Shayne Ramsay, BC Housing  
 Susan Brice, Councillor, District of Saanich

## FINANCE, FUNDING AND AUDIT COMMITTEE

Gordon Gunn - co-chair, KPMG  
 Sandra Richardson - co-chair, Victoria Foundation  
 Allison Cutler, Vancouver Island Health Authority  
 Andy Orr, BC Housing  
 Chris Coleman, City of Victoria  
 Duncan Macrae, Businessperson  
 Gail Stephens, City of Victoria  
 Janet Tudor, United Way of Greater Victoria  
 Katherine Beavis, Government of Canada  
 Kelly Daniels, Capital Regional District  
 Mike McCiggott, City of Victoria  
 Paul Murray, District of Saanich

## MANAGEMENT COMMITTEE

Roger Girouard - co-chair, Rear Admiral, Retired  
 Jill Clements / Debbie Thompson - co-chair, Coalition Secretariat  
 Alan Campbell, Vancouver Island Health Authority  
 Bernie Pauly, University of Victoria  
 Bruce Parisian, Victoria Native Friendship Centre  
 Chris Poirier-Skeleton, United Way of Greater Victoria  
 John Ducker, Victoria Police Department  
 Kenneth Moselle, Vancouver Island Health Authority  
 Laurie Duncan, Provincial Government  
 Robert Lapham, Capital Regional District  
 Roger Butcher, BC Housing

## RESEARCH, EVALUTION AND DATA WORKING GROUP

Bernie Pauly - co-chair, University of Victoria  
 Ken Moselle - co-chair, Vancouver Island Health Authority  
 Bruce Wallace, Community Based Researcher  
 Christina Peacock, Community Council  
 Gael Forster, Vancouver Island Health Authority  
 Jodi Sturge, BC Housing  
 Kelly Reid, Vancouver Island Health Authority  
 Levi Van Doren, Volunteer  
 Margo Matwychuk, University of Victoria  
 Mark Urwin, Provincial Government  
 Michael Pennock, Vancouver Island Health Authority  
 Ray Lonsdale, Victoria Police Department  
 Robert Bruce, Provincial Government  
 Scott MacDonald, University of Victoria  
 Tricia Roche, University of Victoria  
 Trish Irish, Community Council  
 Trudy Norman, Graduate  
 Tyrone Austen, Graduate

## PREVENTION WORKING GROUP

Alan Campbell - co-chair, Vancouver Island Health Authority  
 John Ducker - co-chair, Victoria Police Department  
 David MacPherson, Provincial Government  
 Hazel Meredith, BC Schizophrenia Society  
 Janis Ruel, Provincial Government  
 Jennifer Bilsbarrow, M'Akola Housing Society  
 Jody Bauche, Victoria Native Friendship Centre  
 Judith Armstrong, Vancouver Island Health Authority  
 Lorna Mace, Vancouver Island Health Authority  
 Louise Maurakis, Vancouver Island Health Authority  
 Marion Little, Threshold Society  
 Roxanne Still, Provincial Government  
 Shauna Morgan, Provincial Government  
 Shawn Jackson, Provincial Government  
 Suzanne Cole, Burnside Gorge Community Centre

## SERVICE INTEGRATION WORKING GROUP (STREETS TO HOMES STEERING COMMITTEE)

Bruce Parisian - co-chair, Victoria Native Friendship Centre  
 Laurie Duncan - co-chair, Provincial Government  
 Janis Ruel, Provincial Government  
 Jeanette Gault, Provincial Government  
 Juan Burry, Salvation Army  
 Karyn French, Pacifica Housing Advisory Association  
 Kathy Stinson, Victoria Cool Aid Society  
 Kelly Reid, Vancouver Island Health Authority  
 Allen Tysick, Our Place Society  
 Robin Bruce, BC Housing  
 Don McTavish, Victoria Cool Aid Society

## HOUSING WORKING GROUP

Roger Butcher - co-chair, BC Housing  
 Robert Lapham - co-chair, Capital Regional District  
 Henry Kamphof, Capital Regional District  
 Colleen English, Capital Regional District  
 Jim Bennett, Victoria Real Estate Board  
 Kevin Albers, M'Akola Housing Society  
 Karyn French, Pacifica Housing Advisory Association  
 Kathy Stinson, Victoria Cool Aid Society  
 Linda Johnson, Vancouver Island Health Authority  
 Maurice Rachwalski, City of Victoria  
 Rhiannon Porcellato, Salvation Army  
 Roger Tinney, Private Consultant

## COMMUNITY ENGAGEMENT WORKING GROUP

Alan Rycroft, Victoria Cool Aid Society  
 Andy Orr, Capital Regional District  
 Christina Peacock, Community Council  
 Christine Atkins, BC Association of Aboriginal Friendship Centres  
 Grant Hamilton, Victoria Police Department  
 Katie Burke, United Way of Greater Victoria  
 Katie Josephson, City of Victoria  
 Liz Hallett, Our Place Society  
 Lois Gabbitous, Volunteer  
 Louise MacDonald, Victoria Foundation  
 Malea Acker, Capital Regional District  
 Patricia Lusic, BC Housing  
 Paul Woolley, Provincial Government  
 Peggy Wilmot, Faith in Action  
 Roland Best, Provincial Government  
 Shannon Drew-Burrows, Victoria Foundation  
 Shannon Renault, Greater Victoria Chamber of Commerce  
 Susan Thom, BC Housing  
 Suzanne Germain, Vancouver Island Health Authority

## SECRETARIAT STAFF

Jill Clements/Debbie Thompson – Executive Director  
 Robert Mitchell – Program Manager  
 Coral Trisko – Streets to Homes Strategic Coordinator  
 Cathy Carphin – Administrative Coordinator

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