



greater victoria
coalition to end
homelessness

hope has found a home

Greater Victoria Coalition to End Homelessness

Business Plan 2021/22

April 1, 2021 – March 31, 2022

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.

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Reflection: What Do We Celebrate from 2020?





Executive Summary

The 2021 - 2022 Business Plan outlines the current governance and operational structure; departments as core functions; initiatives and activities of the 2021-2022 Business Plan. Pages 13 and 14 provide Summary Charts of the Business Plan initiatives.

Year 3

18 Community Plan Initiatives; 17 ongoing & 1 new.

21 GVCEH & Partner Activities; 7 ongoing & 14 new.

Implementation of the 2021-2022 Business Plan is supported by the staff team. The work of the GVCEH staff team is organized into departments reflecting core functions. The 2021-2022 Human Resources budget is allocated in the Department Deliverable Summaries. This allocation of human financial resources is based upon informed estimates and previous year analysis.

The staff team supports the implementation of the Business Plan by facilitating cooperation, coordination, collaboration and communication of the stakeholders, partners and members required to achieve the 5 Community Plan Outcomes.

The ongoing Monitoring and Evaluation Framework correlates the initiatives through the identification of key performance indicators (KPIs) and key results indicators (KRIs) with the causal factors of homelessness. This ongoing data analysis supports our system improvement learnings and helps us understand and communicate the influence and effectiveness of our collective efforts to end homelessness.

The **Collective Impact Framework** (see figure on page 5) guides our actions and acknowledges that no single action can have a meaningful impact on homelessness. Achievement of impact requires that we work in relational partnership if we are to achieve success.

In 2019 We Built the Foundation

- The Community Plan to End Homelessness in the Capital Region 2019-2024 was the planning foundation for the 2020/21 business planning session held December 9, 2019.
- The 2019 planning process merged and incorporated the previous 2018/2019 Community Plan.
- This process ensured effective alignment with the new Reaching Home Program launched by Employment and Social Development Canada.
- This consensus building planning process resulted in 5 Community Outcomes.
- The 5 Community Outcomes then provided the foundation for the development of 57 initiatives.





Timeline

- **Year 1: 2019 - 2020**

Year 1 was the planning phase and the transition from the previous community planning process. Year 1 included the ongoing implementation of the work that was currently underway in the capital region.

- **Year 2: 2020 - 2021**

Year 2 initiated action on 23 of the initiatives. The Business Plan of 2020-2021 was disrupted by the advent of the COVID 19 Pandemic. The pivots required of the GVCEH resulted in new innovations in our work and delayed implementation of the 2020-2021 Business Plan. GVCEH began implementation of the Year 2 2020-2021 initiatives in late July of 2021.

This resulted in the carry over of 17 initiatives into Year 3.

- **Year 3: 2021-2022**

19 Community Plan Initiatives; 17 ongoing & 1 new.

20 GVCEH & Partner Activities; 7 ongoing & 14 new.

Reporting

Reporting on the progress and the activities of this Business Plan is supported by the Annual Report published at the Annual General Meeting and through the in-progress development of the Data Dashboard.



Collective Impact Framework

1. Common Agenda	<ul style="list-style-type: none"> • Common Understanding of the problem • Shared vision for change
2. Shared Measurement	<ul style="list-style-type: none"> • Collecting data and analyzing results • Focusing on performance management • Shared accountability
3. Mutually Reinforcing Activities	<ul style="list-style-type: none"> • Differentiated approaches • Coordination through joint plan of action
4. Continuous Communication	<ul style="list-style-type: none"> • Consistent and open communication • Focus on building trust
5. Backbone Support	<ul style="list-style-type: none"> • Separate organization(s) with staff • Resources and skills to convene and coordinate participating organizations

* Retrieved from FSG and the Stanford Social Innovation Review.

Key Terms & Acronyms

KPIs	Key Performance Indicators
KRIs	Key Results Indicators
GVCEH A&L	Administration & Leadership Department
GVCEH Comm	Communication Department
GVCEH I&C	Inclusion & Collaboration Department
GVCEH Prev	Prevention Department
GVCEH Res	Research Department
SS	Support Services Initiatives
HO	Housing Initiatives
AA	Advocacy & Awareness Initiatives
PS	Prevention Support Initiatives
CL	Collaboration & Leadership Initiatives





Mission & Vision

Our Vision

A Region Without Homelessness

Our 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.

Measure of Success: Functional Zero

Functional zero is a concrete, and measurable approach to ending homelessness.

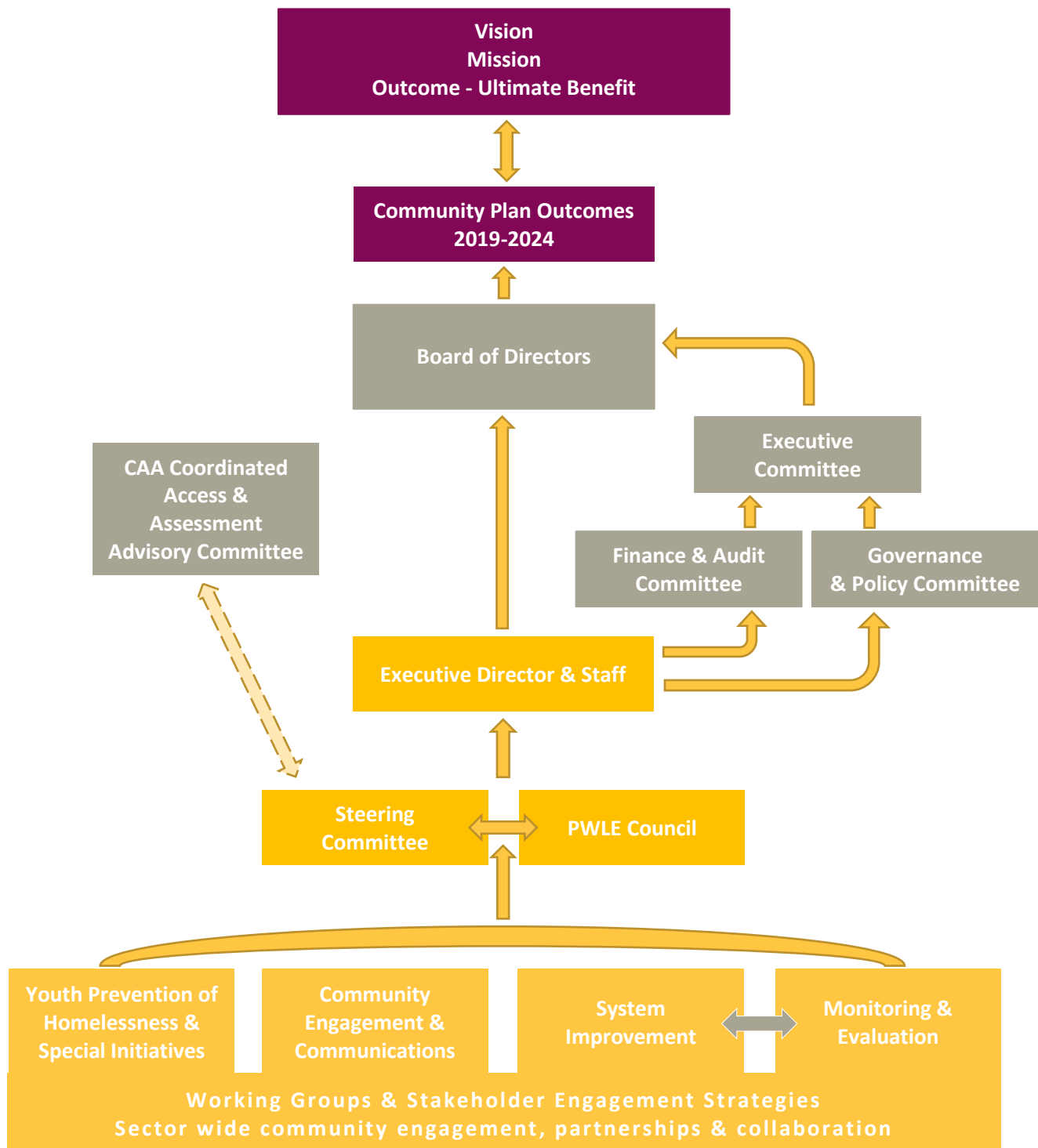
Simply put, it means that there are enough, or even more homeless-serving services and resources than needed to meet the needs of individuals who are experiencing homelessness.

This definition and approach to ending homelessness gives communities the autonomy to reflect on what ending homelessness could and should look like.





Governance & Operational Structure



Departments as Core Functions

Departments as GVCEH Core Functions

These 5 functions support the strategic priorities and the implementations of outcomes and initiatives:



Internal operational plans support outcomes-based community planning.

Ongoing Strategic Priorities

1. Funding effectiveness
2. System effectiveness
3. Inclusiveness
4. Evidence-based capacity building

Strategic Priorities & Departments

The structuring of the Coalition into departments reflects the core functions that support the work of the members/partners. The budget reflects the allocation of human resources as the primary resource in support of the execution of the Community Plan Initiatives; identified each year in the GVCEH Business Plan.

Coalition Collaborative Partnerships

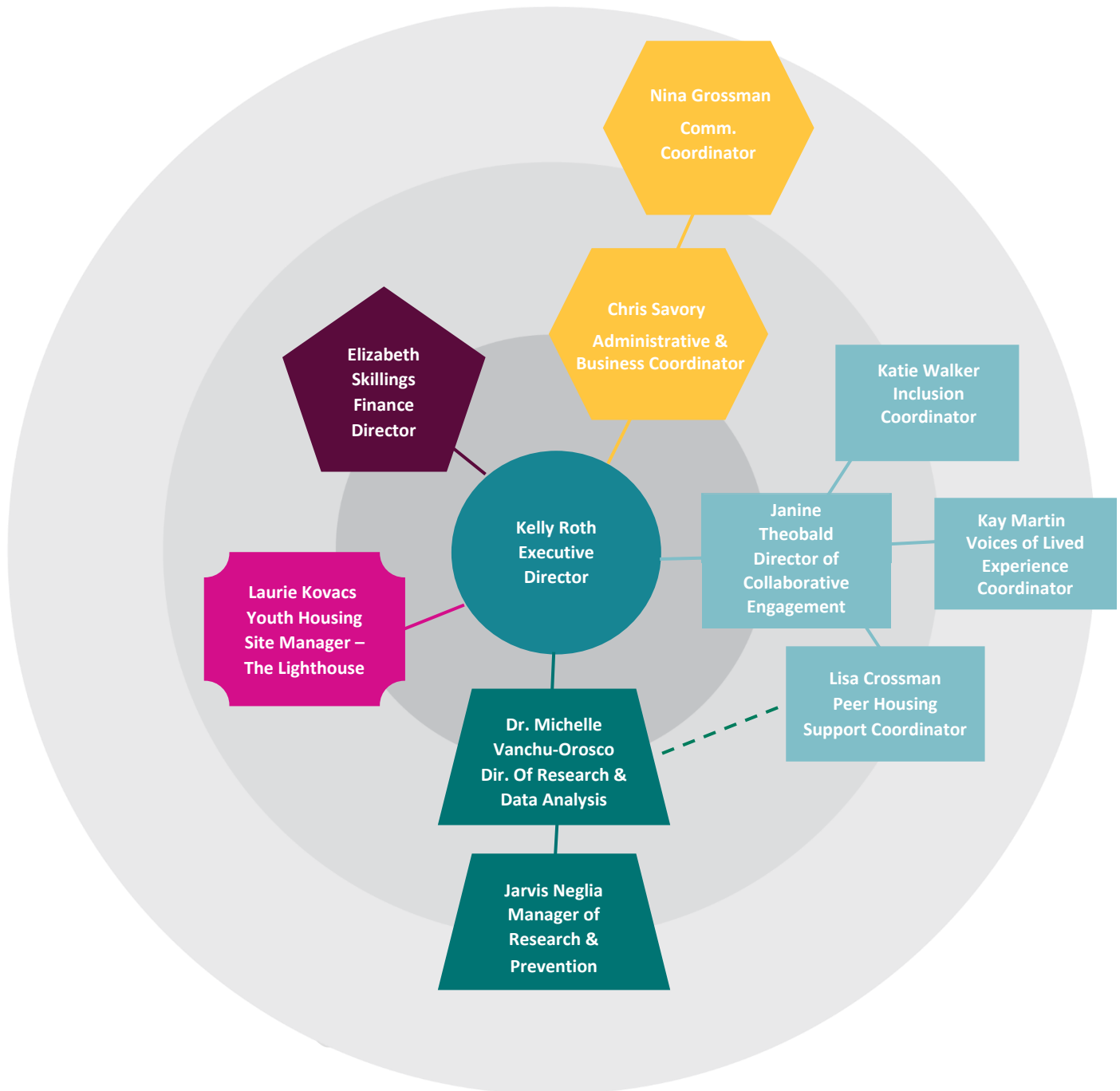
GVCEH partners with many working and advisory groups that provide a wide perspective and collaborate with the determination and execution of our desired outcomes and plans.

- Board of Directors/Community Advisory Board
- Coordinated Access & Assessment Advisory Committee
- Steering Committee/PWLE Council
- Systems Improvement Stakeholder Engagement Strategy
- Monitoring & Evaluation Working Group
- Community Engagement & Communications Working Group
- Youth Task Force Special Initiatives





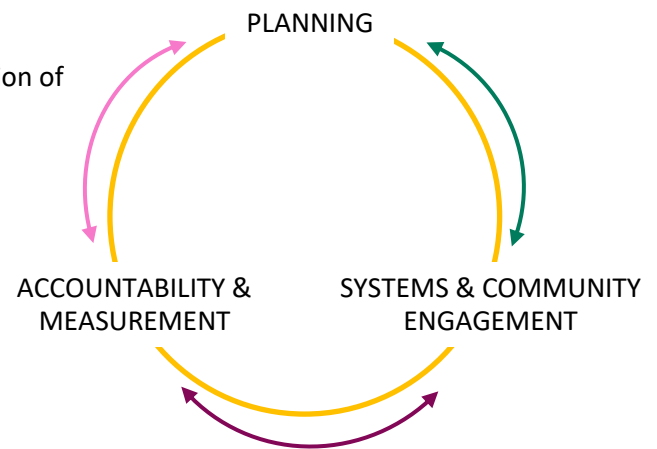
Staff Organizational Chart



Planning Process

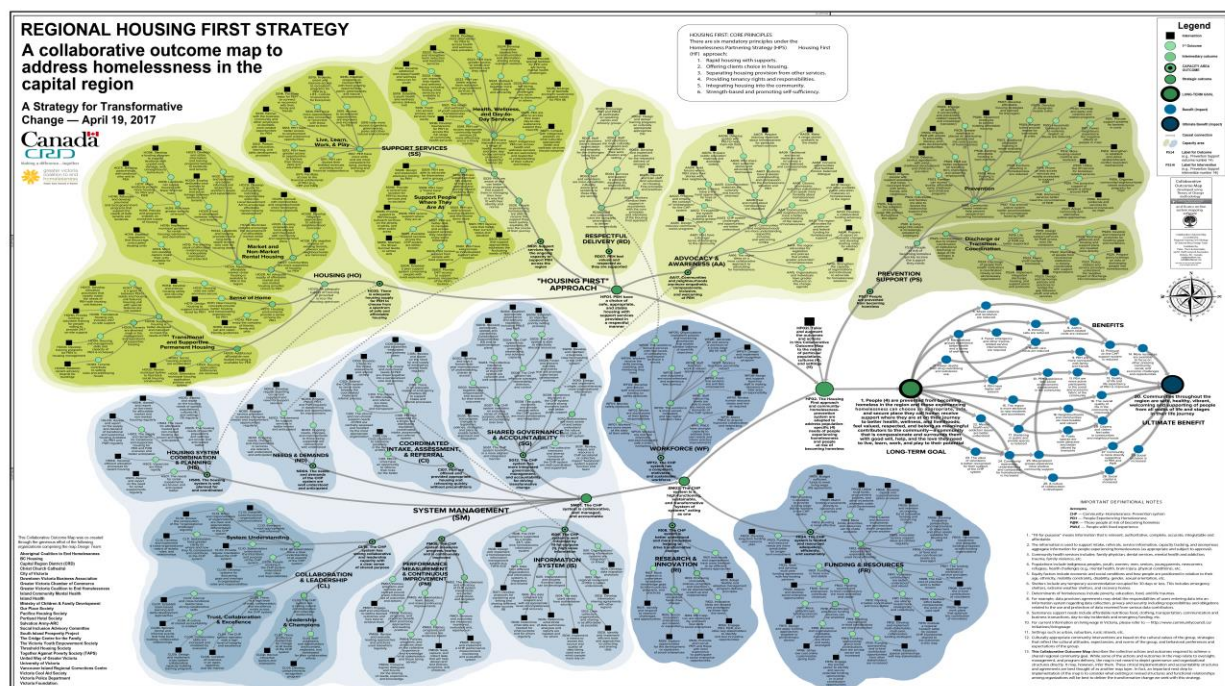
Outcomes Based Planning Process

- Engagement of stakeholders in ongoing implementation of activities and initiatives
- Collaborative annual business planning.
- Ongoing shared accountability.
- Qualitative and Quantitative reflections and evaluation
- Planning forward



Regional Housing First Outcome Map

The Capital Region initiated a comprehensive community engagement process in 2016 that resulted in the Housing First Outcomes Map. This Outcomes Map is a comprehensive map of the desired outcomes that could result from the coordinated, collaborative efforts of all stakeholders.





5 Community-Wide Outcomes

Building upon the outcomes identified through the Housing First Outcome Map, GVCEH developed five Community-Wide Outcomes to guide our community planning process.

1. 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.

2. Housing (HO)

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

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.

4. Prevention Support (PS)

- People are prevented from becoming homeless.

5. Collaboration and Leadership (CL)

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

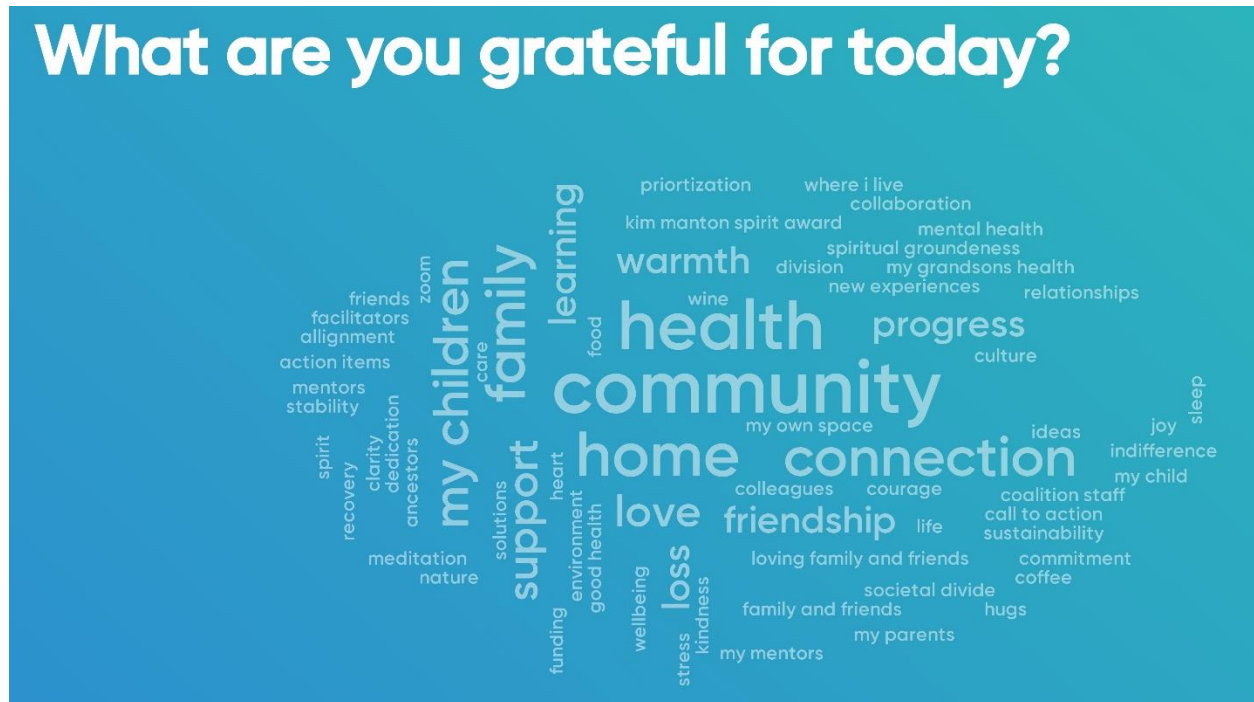
Community Outcomes Planning Review

The Community Outcomes provided the foundation for the Community Planning Day on June 5, 2019. This was facilitated through an inclusive, collaborative community engagement process.

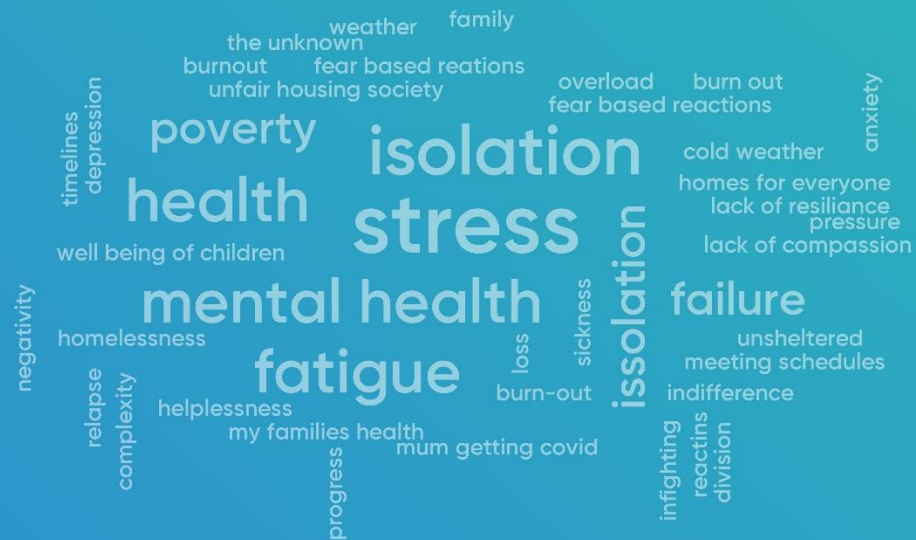
98 representatives from service organizations, government, funders, and people with lived experience (PWLE) came together to review and plan. The result was 5 key outcome areas and 57 initiatives. The initiatives address gaps in the current system and identify priority populations. The process builds on current successes and identifies strategies for the future.



Business Planning Day Dec. 16, 2020: Reflections: Gratitude, Worries, and Hopes



What is your biggest worry?

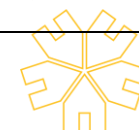


2021-2022 Community Plan Summary (Year 3)

18 Total: 17 Ongoing Initiatives & 1 New

The Community Plan is being mapped over a five-year timeline with a review process every year. The Community Plan Initiatives will be reviewed by our collaborative partners and stakeholders to determine appropriate, realistic, and achievable targets; and continue to develop on-going measures and evaluation processes. The following initiatives set our priorities for the 2021 - 2022 Business Plan.

Outcome 1: Support Services							
1.1 Coordinated Support Services Proposed Key Lead: BCH/Island Health/ CRD/ GVCEH Ongoing Y1-3 (2019 - 2022)	1.6 Indigenous Specific Systems Improvement Map Proposed Team Lead: ACEH, GVCEH Ongoing Y1-3 (2019 - 2022)	1.7 Neighborhoods Citizen’s Mobilization Strategy New Y3 (2021 - 2022)	1.9 Peer Housing Support/Support Services Proposed Key Lead: GVCEH Ongoing Y1-3 (2019 - 2022)	1.12 Street Survival Guide (SSG) Proposed Team Lead: GVCEH Ongoing Y1-3 (2019 - 2022)	1.13 Support Services for Regional Housing First Program’s New Housing Units Proposed Team Lead: GVCEH, CRD, BCH Ongoing Y1-3 (2019 - 2022)	1.15 Wrap Around Support System for Women Experiencing Violence Proposed Team Lead: ACEH, GVCEH, Shift Collaborative Ongoing Y1-3 (2019 - 2022)	1.16 Youth and Indigenous Support Services Strategies Proposed Team Lead: ACEH & GVCEH. Ongoing Y1-3 (2019 - 2022)
Outcome 2: Housing							
2.3 Indigenous Low Barrier Housing Proposed Team Lead: ACEH/VNFC/Makola Housing Ongoing Y2 (2020/21)			2.6 New Supportive Housing Programs Proposed Team Lead: BCH, CRD Ongoing Y2 (2020/21)		2.10 Youth Housing Model Development Proposed Team Lead: GVCEH & BCH Ongoing Y2 (2020-21)		
Outcome 3: Advocacy and Awareness							
3.2 Awareness and Education Workshops Proposed Key Lead: GVCEH Ongoing Y1-3 (2019 - 2022)			3.3 Community Anti-Stigma Media Campaign Proposed Team Lead: Our Place, GVCEH Ongoing Y2-3 (2020 - 2022)			3.4 Community Plan Roadshow Proposed Key Lead: GVCEH 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) Proposed Team Lead: GVCEH, CAA Advisory				5.9 Share Expertise and Education 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							



2021-2022 Summary GVCEH & Partners

21 Total: 7 Ongoing Activities & 14 New

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)
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				



Department Deliverable Summary

Department Deliverables: Administration and Leadership (A&L)

Human Resource Budget Allocation \$67,320 (13.1%)

#	Deliverables	Initiative	KPIs & KRIs (Key Performance & Key Results Indicators)
Community Plan Initiatives*			
1.	Development of Homelessness Management / Response System Data Dashboard <ul style="list-style-type: none"> Lay groundwork for integrated data management system which would bring cross-sector data to existing HMIS initiatives. Includes BNL, CAA, and HMIS 	CL 5.1 CL 5.2 CL 5.4 (with Research)	<ul style="list-style-type: none"> # of persons accessing housing KRI – Dashboard DATA reporting on 50% reduction over 10 years % reduction in homelessness year over year
2.	Share Expertise and Education	CL 5.9	<ul style="list-style-type: none"> # of evidence-based practices shared; a) website postings # of media engagements KRI - effectiveness of anti-stigma education programs/campaigns/initiatives
GVCEH & Partner Initiatives			
1.	Regional Priority Support Strategies <ul style="list-style-type: none"> Sooke Homelessness Coalition Salt Spring Island (SSI) Homelessness Plan Sidney unsheltered population and support strategy 	GVCEH A&L 1	<ul style="list-style-type: none"> Documents: KRI Sooke & SSI Community Driven Homelessness Plans Outreach maintained
2.	Board Orientation & Board Governance/ Development	GVCEH A&L 2	↑ understanding of GVCEH Mission and Board Member roles & opportunities
3.	Reaching Home Program: Community Advisory Board Representation	GVCEH A&L 3	<ul style="list-style-type: none"> Effective input and participation in CAB quarterly meetings Review of Reaching Home Funding Proposals
4.	Community Plan Review and Update	GVCEH A&L 4	KRI—Completed Review & Revisions as determined
5.	Market Rent Strategy	GVCEH A&L 5	# ↓ in individuals experiencing homelessness

*See [Community Plan to End Homelessness in the Capital Region \(2019-2024\)](#) for more details.



Department Deliverables: Inclusion and Collaboration (I&C)

Human Resource Budget Allocation \$216,395 (42.2%)

#	Deliverables	Initiatives	KPIs & KRIs (Key Performance & Key Results Indicators)
Community Plan Initiatives*			
1.	Coordinated Support Services In partnership with community stakeholders, coordinate community engagement, education, and media coverage to share resources and align outreach services.	SS 1.1	Coordination of outreach services with peer-based supports to transition PWLLEH through positive flow: <ul style="list-style-type: none"> • Temporary shelter sites of outreach support services • Tiny Homes • RHFP • Market Rent
2.	Indigenous Specific Systems Improvement Map See 2021/2022 Core Initiative #5 GVCEH to review MOU between ACEH and GVCEH to develop further actions.	SS 1.6	<ul style="list-style-type: none"> • Source KRI: Aboriginal Coalition to End Homelessness (ACEH) • ACEH receives core funding to complete this Initiative
3.	Neighborhoods Citizen's Mobilization Strategy Development of a model for "direct engagement" of neighborhood and citizen(s) groups to provide community-based and faith-group supported wraparound supports for people experiencing homelessness.	SS 1.7	<ul style="list-style-type: none"> • TBA – Success measure to be developed in partnership with Neighbourhood Associations.
4.	Peer Housing Support/ Support Services Provisions of housing stabilization support through a peer based holistic model of practical, emotional and social support.	SS 1.9	<ul style="list-style-type: none"> • # people supported by peers • # of peer support workers • # of housing sites at which peers receive peer support • Regional Community of Practice is implemented
5.	Street Survival Guide (SSG) Resource for unsheltered persons.	SS 1.12	SSG to be modernized and more broadly accessed and distributed through print, interactive PDF and an app with maps and service information.
6.	Support Services for Regional Housing First Program's New Housing Units	SS 1.13	KRI – Transition services implemented
7.	Indigenous Low Barrier Housing Recognition of ACEH identified projects.	HO 2.3	<ul style="list-style-type: none"> • ACEH Indigenous MAP housing • # Indigenous housed





#	Deliverables	Initiatives	KPIs & KRIs (Key Performance & Key Results Indicators)
8.	<p>New Supportive Housing Programs Identification of new supportive housing and tracking of construction timelines.</p> <p>Acute Care Temporary Shelter (formerly HO 2.1) is now a sub initiative for the 2021/2022 business plan (as per planning day notes). COOL AID is working on a program similar to this Initiative. Will be assessing and coordinating.</p> <p>Mobilization of Think Tank best practice health and housing recommendations.</p>	HO 2.6 (HO 2.1)	<ul style="list-style-type: none"> • KRI – Think Tank Recommendations Report (Health & Housing Service Development) • ↑ # of Supportive Housing Units • GVCEH will report on new housing and units through Data Dashboard and System Improvement Engagement Strategy (encapsulating SS 1.1 & CL 5.7) • # of individuals not discharged into homelessness from acute care/health care • # of individuals not released into homelessness from corrections
GVCEH & Partner Initiatives			
1.	<p>Wellness Alliance Initiative City of Victoria and Island Health Task Force</p>	GVCEH I&C 1	<ul style="list-style-type: none"> • # Unsheltered Population housed • # of individuals sheltering outdoors offered appropriate shelter
2.	<p>Specialized Youth Peer Support Services Implementation of a peer/resident-led research project; social enterprise project through a PAR approach to youth supportive housing model development.</p>	GVCEH I&C 2	<ul style="list-style-type: none"> • # youth housing peers supports • # of youth being supported • Program Framework Developed • Program Tool Kit Drafted



#	Deliverables	Initiatives	KPIs & KRIs (Key Performance & Key Results Indicators)
3.	PWLLE Practicing Council Fostering of positive dialogue and relationship building between people who are unsheltered or recently sheltered and Neighbourhood Associations and community members.	GVCEH I&C 3	<ul style="list-style-type: none"> • Inclusion Coordinator hired • PWLLE Practicing Council table activated representative of the sector and unsheltered population • Peer-led engagement activities are undertaken across sector, (i.e., resident/tenant meetings, focus groups) • PWLLE Practicing Council is consulted re: System Improvement Activities
4.	System Improvement Engagement Strategy <ul style="list-style-type: none"> • System Improvement as-needed Working Groups are struck to support implementation of Community Plan Initiatives and collaboratively problem solve emerging issues or challenges • Needs map and 'inventory' of services developed through ongoing System Improvement Engagement (SS 1.1 & CL 5.7) 	GVCEH I&C 4	<ul style="list-style-type: none"> • GVCEH & Community facilitated meeting groups are engaged in System Improvement activities (i.e., Bi-weekly Unsheltered Supports Meeting, Downtown Service Providers Meetings) • The voice of PWLLE is centred in System Improvement Activities

*See [Community Plan to End Homelessness in the Capital Region \(2019-2024\)](#) for more details.



Department Deliverables: Communication (Comm)

Human Resource Budget Allocation \$90,000 (17.5%)

#	Deliverables	Initiative	KPIs & KRIs (Key Performance & Key Results Indicators)
Community Plan initiatives*			
1.	Phase 1: Awareness and Education Workshops	AA 3.2	↑ understanding of homelessness factors.
2.	Phase 2 & 3: Community Anti-Stigma Media Campaign	AA 3.3	↑ understanding of homelessness factors regarding mental health and substance use
3.	Community Plan Roadshow	AA 3.4	↑ understanding of homelessness factors & influence of related strategies
GVCEH & Partner Initiatives			
1.	Media Strategy Build media relationships and a Media Relations Strategy in collaboration with partners to inform story content and key issues influencing homelessness in the region	GVCEH Comm 1	<ul style="list-style-type: none"> # media engagements Qualitative stories of lived experience in media. Media education strategy implemented ↑ understanding of factors of homelessness
2.	Storytelling Website HUB A storytelling platform for PWLLE, Front-line workers, Working Groups, Greater Victoria Community, and GVCEH Membership Organizations. <ul style="list-style-type: none"> Story Submission Page Q&A Style Blog Video Format 	GVCEH Comm 2	↑ understanding of Coalition community, members and PWLLE.
3.	Business Community Engagement	GVCEH Comm 3	<ul style="list-style-type: none"> ↑ opportunities for conversations on homelessness ↑ understanding of business community's role in addressing homelessness





#	Deliverables	Initiative	KPIs & KRIs (Key Performance & Key Results Indicators)
4.	Media and Technology Training for People Experiencing Homelessness <ul style="list-style-type: none">• Explore collaboration opportunities with local videography and website specialist organizations.• Provide beginners workshop training to individuals experiencing homelessness (i.e. leading community fundraisers, using social media platforms for advocacy and blogging/vlogging training)• Provide cellphone and computer literacy training.	GVCEH Comm 4	<ul style="list-style-type: none">• # of people taking training.• ↑ media and technology literacy among people experiencing homelessness.
5.	Homelessness Resources Kiosk Community collaboration of a digital kiosk or outdoor accessible bulletin board. <ul style="list-style-type: none">• Resources Map• Community Updates• Emergency Calling List	GVCEH Comm 5	<ul style="list-style-type: none">• ↑ information accessibility• ↑ access to support services

*See [Community Plan to End Homelessness in the Capital Region \(2019-2024\)](#) for more details.



Department Deliverables: Prevention (Prev)

Human Resource Budget Allocation \$94,500 (18.4%)

#	Deliverables	Initiative	KPIs & KRIs (Key Performance & Key Results Indicators)
Community Plan Initiatives*			
1.	Youth and Indigenous Support Services Strategies Cooperative strategy development of culturally supportive programs for youth experiencing homelessness.	SS 1.16	<ul style="list-style-type: none"> # of youth who feel supported # of youth who report the Land Based Camp supported their connection to culture and land
2.	Youth Housing Model Development The Lighthouse supportive housing pilot.	HO 2.10	<ul style="list-style-type: none"> Youth Led Supportive Housing Model developed SROI framework conducted # of residents report increase in sense of autonomy and empowerment
3.	RentSmart Guarantee Fund – Sooke / Pacifica Pilot	PS 4.7	# persons accessing program ↓ evictions
4.	Transitional Programs – Youth (Research PAR project) <ul style="list-style-type: none"> Work with Youth Task Force and Youth Supportive Housing Site Stakeholders to develop individualized wrap-around transition plans for each resident) Collaborate with BCCEYH to lobby Katherine's Rule to be adopted within MCFD. Support youth voice to be elevated in this process) 	PS 4.13 (with Research)	<ul style="list-style-type: none"> Failures in transition systems identified Framework developed for cross-ministry transition database/strategy
GVCEH & Partner Initiatives			
1.	Rent Bank – Community Social Planning Council Financial loan and grant supports. Economic support for persons at risk of homelessness.	GVCEH Prev 1	↓ in evictions and/or housing loss
2.	Tiny Homes – Our Place Society <ul style="list-style-type: none"> Build 30 homes. 	GVCEH Prev 2	↑ in housed individuals
3.	Youth Participatory Budgeting Project – Hostel Supportive Housing Project	GVCEH Prev 3	# youth experiencing peer support

*See [Community Plan to End Homelessness in the Capital Region \(2019-2024\)](#) for more details.



Department Deliverables: Research (Res)

Human Resource Budget Allocation \$130,000 (25.3%)

#	Deliverables	Comm Plan Initiative*	KPIs & KRIs (Key Performance & Key Results Indicators)
1.	Wrap Around Support System for Women and Families	SS 1.15	KRI – Map of service providers for women fleeing violence
2.	Transitional Programs - Youth Research PAR project	PS 4.13 (with Prev)	Transition plans for youth aging out of care
1.	Youth PAR / Peer Housing Support Coordination & Research at & Hostel (Support for HO 2.10) Youth led research project to determine transitions into/out of Homelessness in a Participatory Action Research framework	GVCEH Res 1	<ul style="list-style-type: none"> # youth self-reporting emotional stability # reduction in youth returning to homelessness KRI – Qualitative stories of the journey out of homelessness VPRP
2.	Public Perceptions and Attitudes Compilation and analyses of narratives, needs, and demands from non-sector community dialogue (e.g. comment sections, public engagements)	GVCEH Res 2 (with Comm)	<ul style="list-style-type: none"> Themes identified to inform communications strategy # of community members who feel heard Frequency of specific narratives following communications interventions
3.	Eviction Prevention: Typology and Needs Mapping of Evictions <ul style="list-style-type: none"> Survey of stakeholders to identify causes of eviction Advocacy and action planning to target individual causes 	GVCEH Res 3 (with Prev & partners e.g. RentSmart)	<ul style="list-style-type: none"> Understanding of causes and nature of evictions in Greater Victoria Collaborative action plan to target specific causes
4.	Housing Factors: Analysis and Action <ul style="list-style-type: none"> Apply methods of COVID VPRP studies to identify needs and successes in housing landscape. Introduce statistical techniques to demonstrate what housing factors contribute to specific outcomes. Explore themes of self-determination, wraparound care, tenant composition, staffing models in addition to other stakeholder-driven factors. 	GVCEH Res 4 + broad sector collaboration	<ul style="list-style-type: none"> Stakeholder engagement identifies variables of interest for both predictors (e.g. supports) and outcomes (e.g. transition to market rental) Statistical and qualitative models identify critical housing factors Data-driven recommendations for local best practices

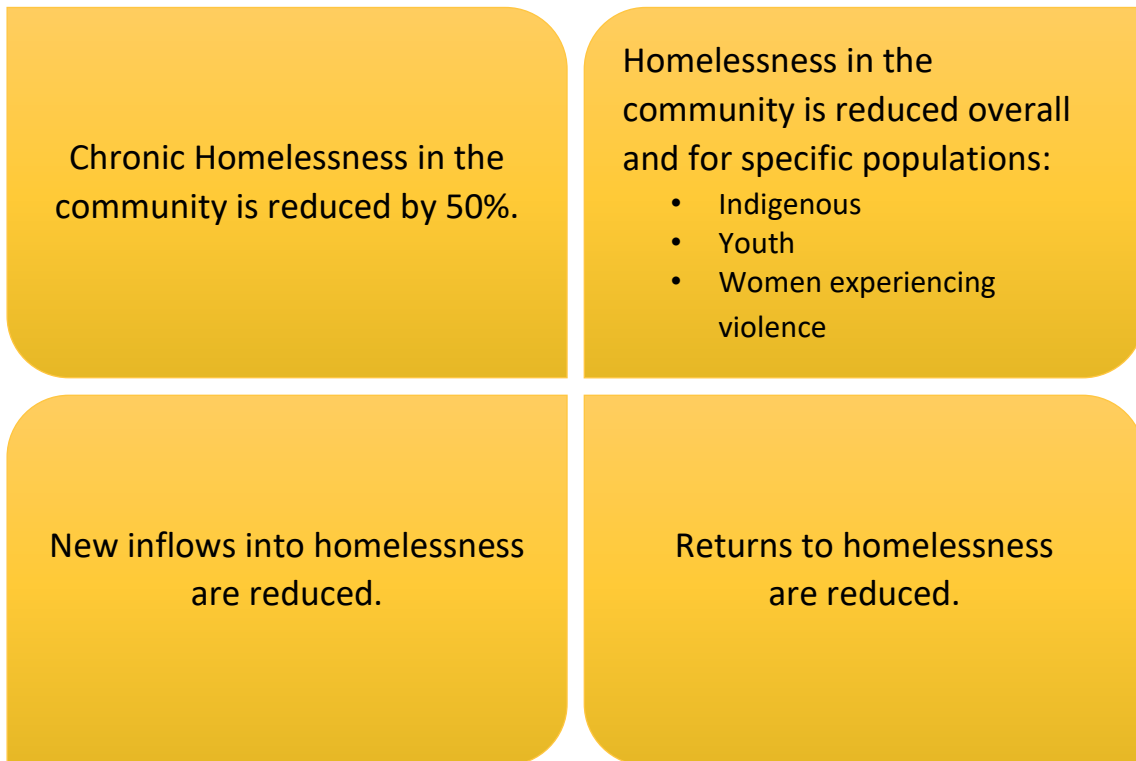
*See [Community Plan to End Homelessness in the Capital Region \(2019-2024\)](#) for more details.





Monitoring and Evaluation Framework

Community-Wide Outcomes & Indicators



Key Results Indicator – Measuring Chronic Homelessness Reduction

Data Dashboard will report on:

50% reduction of homelessness over 10 years
% reduction in homelessness year over year

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.



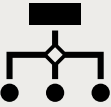




Looking Forward: How Will We Soar?



Appendix A: Causal Factors of Homelessness

These are the factors that must be affected in order to influence the social issue of homelessness. The 2020/21 Business Plan monitoring and evaluation framework identified here is one component of a regional monitoring and evaluation framework that will be developed through engagement and in collaboration with the homelessness service sector working groups and task force initiatives.

 Structural Factors	 Systemic Challenges	 Personal Circumstances
<p>Structural factors are broad economic and societal issues that affect ability to thrive and meet their basic needs. <i>Key factors can include the lack of adequate income, access to affordable housing and health supports and/or the experience of discrimination. Shifts in the economy both nationally and locally can create challenges for people to earn an adequate income, pay for food and for housing.</i></p>	<p>Social and economic systems put in place are inaccessible and leave people with no place to go. <i>Systemic failures occur when systems of care and support fail requiring vulnerable people to turn to the homelessness sector, when other mainstream services could have prevented this need. Examples of systems failures include difficult transitions from child welfare, inadequate discharge planning for people leaving hospitals, corrections and mental health and addictions facilities and a lack of support for immigrants and refugees.</i></p>	<p>Individual and relational factors that apply to the personal circumstances of a person experiencing homelessness. <i>This may include: traumatic events (e.g. house fire or job loss), personal crisis (e.g. family break-up or domestic violence), mental health and addictions challenges (including brain injury and fetal alcohol syndrome), which can be both a cause and consequence of homelessness and physical health problems or disabilities. Relational problems can include family violence and abuse, addictions, and mental health problems of other family members and extreme poverty.</i></p>

Retrieved from: 2019 - 2024 Community Plan to End Homelessness in the Capital Region.
 Definitions from HomelessHub.ca.



Initiative Influence Across Causal Factors of Homelessness

Initiatives	KPIs & KRIs (Key Performance/Results Indicators)	Structural Factors	Systemic Challenges	Personal Circumstances
Community Plan Initiatives				
SS 1.1	Coordinated Support Services Coordination of outreach services with peer-based supports to transition PWLLEH through positive flow: <ul style="list-style-type: none"> • Temporary shelter sites of outreach support services • Tiny Homes • RHFP • Market Rent 	●		●
SS 1.6	Indigenous Specific Systems Improvement Map <ul style="list-style-type: none"> • Source KRI: Aboriginal Coalition to End Homelessness (ACEH) • ACEH receives core funding to complete this Initiative 	●	●	
SS 1.7	Neighborhoods Citizen's Mobilization Strategy		●	
SS 1.9	Peer Housing Support/Support Services <ul style="list-style-type: none"> • # people supported by peers • # of peer support workers • # of housing sites at which peers receive peer support • Regional Community of Practice is implemented 			●
SS 1.12	Street Survival Guide (SSG) SSG to be modernized and more broadly accessed and distributed through print, interactive PDF and an app with maps and service information.			●
SS 1.13	Support Services for Regional Housing First Program's New Housing Units KRI – Transition services implemented		●	●
SS 1.15	Wrap Around Support System for Women Experiencing Violence Map of service providers for women fleeing violence		●	●
SS 1.16	Youth and Indigenous Support Services Strategies <ul style="list-style-type: none"> • # of youth who feel supported • # of youth who report the Land Based Camp supported their connection to culture and land 	●		
HO 2.3	Indigenous Low Barrier Housing <ul style="list-style-type: none"> • ACEH Indigenous MAP housing • # Indigenous housed 		●	●



Initiatives	KPIs & KRIs (Key Performance/Results Indicators)	Structural Factors	Systemic Challenges	Personal Circumstances
HO 2.6	New Supportive Housing Programs <ul style="list-style-type: none"> KRI – Think Tank Recommendations Report (Health & Housing Service Development) ↑ # of Supportive Housing Units GVCEH will report on new housing and units through Data Dashboard and System Improvement Engagement Strategy (encapsulating SS 1.1 & CL 5.7) # of individuals not discharged into homelessness from acute care/health care # of individuals not released into homelessness from corrections 		●	
HO 2.10	Youth Housing Model Development <ul style="list-style-type: none"> Youth Led Supportive Housing Model developed SROI framework conducted # of residents report increase in sense of autonomy and empowerment 		●	●
AA 3.2	Awareness and Education Workshops ↑ understanding of homelessness factors	●	●	
AA 3.3	Community Anti-Stigma Media Campaign ↑ understanding of homelessness factors regarding mental health and substance use	●	●	
AA 3.4	Community Plan Roadshow ↑ understanding of homelessness factors & influence of related strategies	●	●	
PS 4.7	Rent Smart Guarantee – Sooke / Pacifica Pilot <ul style="list-style-type: none"> # persons accessing program ↓ evictions 	●		●
PS 4.13	Transitional Programs – Youth <ul style="list-style-type: none"> Katherine’s Law enacted Failures in transition systems identified Framework developed for cross-ministry transition database/strategy Transition plans for youth aging out of care 		●	●
CL 5.1	Development of Data Dashboard <ul style="list-style-type: none"> # of persons accessing housing KRI – Dashboard DATA reporting on 50% reduction over 10 years % reduction in homelessness year over year 	●		
CL 5.9	Share Expertise and Education <ul style="list-style-type: none"> # of evidence-based practices shared; a) website postings # of media engagements KRI - effectiveness of anti-stigma education programs/ campaigns/initiatives 		●	
GVCEH Initiatives				






Initiatives	KPIs & KRIs (Key Performance/Results Indicators)	Structural Factors	Systemic Challenges	Personal Circumstances
GVCEH A&L 1	Regional Priority Support Strategies <ul style="list-style-type: none"> Documents: KRI Sooke & SSI Community Driven Homelessness Plans Outreach maintained 		●	
GVCEH A&L 2	Board Orientation & Board Development ↑ understanding of GVCEH Mission and Board Member roles & opportunities	●	●	
GVCEH A&L 3	Reaching Home Program Community Advisory Board Representation <ul style="list-style-type: none"> Effective input and participation in CAB quarterly meetings Review of Reaching Home Funding Proposals 	●	●	
GVCEH A&L 4	Community Plan Review and Update KRI—Completed review & revisions as determined	●	●	
GVCEH A&L 5	Market Rent Strategy # ↓ in individuals experiencing homelessness	●		●
GVCEH I&C 1	Wellness Alliance Initiative <ul style="list-style-type: none"> # Unsheltered Population housed # of individuals sheltering outdoors offered appropriate shelter 	●	●	
GVCEH I&C 2	Specialized Youth Peer Support Services <ul style="list-style-type: none"> # youth housing peers supports # of youth being supported Program Framework Developed Program Tool Kit Drafted 		●	●
GVCEH I&C 3	PWLLE Practicing Council <ul style="list-style-type: none"> Inclusion Coordinator hired PWLLE Practicing Council table activated representative of the sector and unsheltered population Peer-led engagement activities are undertaken across sector, (i.e., resident/tenant meetings, focus groups) PWLLE Practicing Council is consulted re: System Improvement Activities 	●	●	●
GVCEH I&C 4	System Improvement Engagement Strategy <ul style="list-style-type: none"> GVCEH & Community facilitated meeting groups are engaged in System Improvement activities (i.e., Bi-weekly Unsheltered Supports Meeting, Downtown Service Providers Meetings) The voice of PWLLE is centred in System Improvement Activities 	●	●	



Initiatives	KPIs & KRIs (Key Performance/Results Indicators)	Structural Factors	Systemic Challenges	Personal Circumstances
GVCEH Comm 1	Media Strategy <ul style="list-style-type: none"> # media engagements Qualitative stories of lived experience in media. Media education strategy implemented ↑ understanding of factors of homelessness 	●	●	
GVCEH Comm 2	Storytelling Website HUB ↑ understanding of Coalition community, members and PWLLE.	●	●	●
GVCEH Comm 3	Business Community Engagement <ul style="list-style-type: none"> ↑ opportunities for conversations on homelessness ↑ understanding of business community's role in addressing homelessness 	●		
GVCEH Comm 4	Media and Technology Training for People Experiencing Homelessness <ul style="list-style-type: none"> # of people taking training. ↑ media and technology literacy among people experiencing homelessness. 			●
GVCEH Comm 5	Homelessness Resources Kiosk <ul style="list-style-type: none"> ↑ information accessibility ↑ access to support services 			●
GVCEH Prev 1	Rent Bank ↓ in evictions and/or housing loss			●
GVCEH Prev 2	Tiny Homes ↑ in housed individuals			●
GVCEH Prev 2	Youth Participatory Budgeting Project – Hostel Supportive Housing Project # youth experiencing peer support			●
GVCEH Res 1	Youth PAR / Peer Housing Support Coordination & Research at Hostel <ul style="list-style-type: none"> # youth self-reporting emotional stability # reduction in youth returning to homelessness Qualitative stories of the journey out of homelessness VPRP 		●	●
GVCEH Res 2	Public Perceptions and Attitudes <ul style="list-style-type: none"> Themes identified to inform communications strategy # of community members who feel heard Frequency of specific narratives following communications interventions 	●		
GVCEH Res 3	Eviction Prevention: Typology and Needs Mapping of Evictions <ul style="list-style-type: none"> Understanding of causes and nature of evictions in Greater Victoria Collaborative action plan to target specific causes 		●	



Initiatives	KPIs & KRIs (Key Performance/Results Indicators)	 Structural Factors	 Systemic Challenges	 Personal Circumstances
GVCEH Res 4	Housing Factors: Analysis and Action <ul style="list-style-type: none"> Stakeholder engagement identifies variables of interest for both predictors (e.g. supports) and outcomes (e.g. transition to market rental) Statistical and qualitative models identify critical housing factors Data-driven recommendations for local best practices 	●	●	

