

# SURFACING OUR STRENGTHS:

Co-creating Strategic Solutions with  
Women+ At Risk of Violence and  
Homelessness

Final Report for Phase 3 - Development

Prepared by:

Greater Victoria Coalition to End Homelessness

Aboriginal Coalition to End Homelessness

Shift Collaborative



## Table of Contents

<b>The Backbone Team</b> .....	<b>3</b>
<b>The Peer Researcher Team</b> .....	<b>4</b>
<b>The Leadership Team</b> .....	<b>5</b>
<i>Funding</i> .....	<i>5</i>
<b>Overview of the Development Phase (April – July 2021)</b> .....	<b>6</b>
<b>Peer Research Team</b> .....	<b>7</b>
<b>Leadership Team Meeting (April 30)</b> .....	<b>7</b>
<i>Personas</i> .....	<i>8</i>
<i>Analysis and Summary of Key Tensions and Opportunities</i> .....	<i>11</i>
<b>Workshop Design</b> .....	<b>12</b>
<b>Workshop Part 1: Pressure Points and Leverage Points (June 24)</b> .....	<b>12</b>
<i>Workshop Agenda</i> .....	<i>12</i>
<i>Workshop Outcomes and Outputs</i> .....	<i>13</i>
<b>Workshop Part 2: Ideas to Action (July 7)</b> .....	<b>14</b>
<i>Workshop Agenda</i> .....	<i>15</i>
<i>Workshop Outcomes and Outputs</i> .....	<i>15</i>
<b>Next Steps</b> .....	<b>24</b>
<b>Appendices</b> .....	<b>25</b>
<b>Appendix A Key Informant Themes (Peer Researcher Engagement)</b> .....	<b>25</b>
<b>Appendix B Summary of All Key Themes:</b> .....	<b>27</b>
<b>Appendix C Key Tension Points / Opportunity Points</b> .....	<b>30</b>
<b>Appendix D Systems Iceberg (High level themes)</b> .....	<b>36</b>
<b>Appendix E Systems Iceberg (in detail)</b> .....	<b>37</b>
<b>Appendix F Pressure Points and Leverage Points Agenda (June 24)</b> .....	<b>38</b>
<b>Appendix G Ideas to Action (July 07, 2021)</b> .....	<b>39</b>
<b>Appendix H Glossary</b> .....	<b>40</b>

# The Backbone Team



Kelly Roth,  
Executive Director, GVCEH



Coreen Child,  
Executive Director, ACEH



Janine Theobald,  
Inclusion & Collaboration  
Manager, GVCEH



Michelle Vanchu-Orosco,  
Director of Research &  
Data Analysis, GVCEH



Lehran Young,  
Research Analyst, ACEH



Dana Pengilley,  
Research Analyst, ACEH



Simone VanKerrebroeck,  
Executive Assistant  
to Coreen Child, ACEH



Kerri Klein,  
SHIFT Collaborative

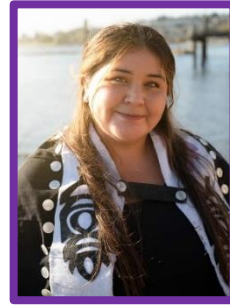


Stacy Barter,  
SHIFT Collaborative

# The Peer Researcher Team



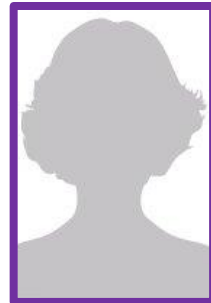
Hilary Marks



Melissa Barnhard



Mandy (Amanda) MacKearney



Malinda

# The Leadership Team

- Inter-Cultural Association of Greater Victoria (ICA)
- Capital Regional District (CRD)
- Victoria Native Friendship Centre (VNFC)
- Peer Victoria Resource Society (Peers)
- Society of St Vincent De Paul (SVDP)
- Cool Aid Society
- Persons with Lived Experience



## Funding

This project entitled *Surfacing Our Strengths: Co-creating Strategic Solutions with Women+ At Risk of Violence and Homelessness* received funding from the National Housing Strategy under the NHS Solutions Labs.



# Overview of the Development Phase (April - July 2021)

The purpose of the Development Phase is to enter into ideation: identifying leverage points, exploring new ideas and co-developing potential solutions (practices, policies, processes or technologies) with the community that can accelerate improvements for Women+ at risk of violence and homelessness.

During the development phase, the Surfacing Our Strengths project completed the following key activities:

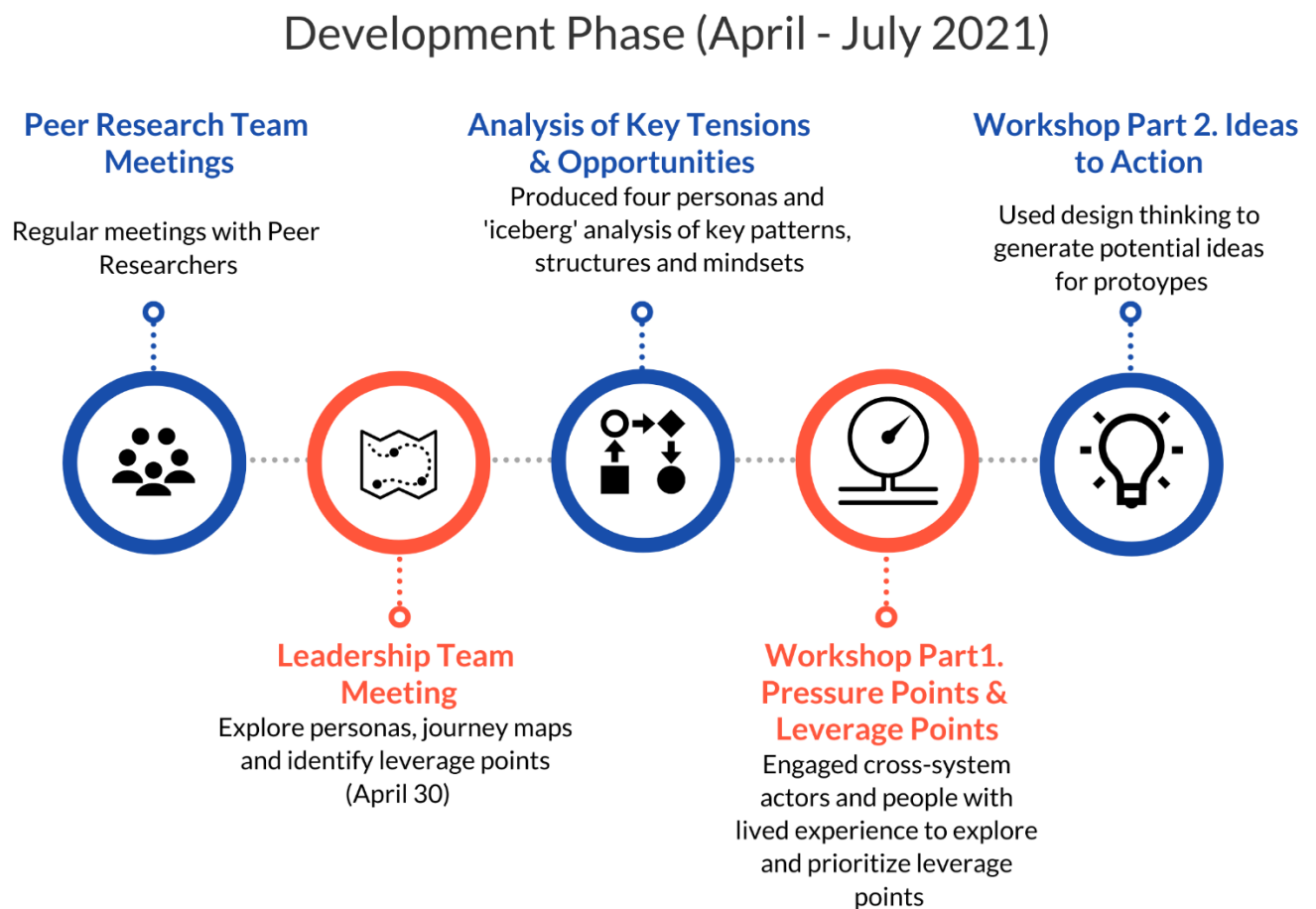


Figure 1. Development Phase Key Activities

# Peer Research Team

The Peer Research Team meets, biweekly, for two hours. The first Peer Research Team meeting was on January 15, 2021. Peer Researchers also participate in focus groups, workshops, and engagement activities.

Peer Researchers are persons with current or previous experiences of violence and/or homelessness. They bring their wisdom and knowledge into the various engagement activities as full partners and participants. The personas referred to later in this report were co-developed by the Peer Research Team to ensure accurate and equitable representation of the research, and real experiences of Women+ in our community.

To supplement the Development Phase of the Solutions Lab, Peer Researchers have been engaged in reviewing and validating the Systems Map created during the Discovery Phase (Phase 2). Through an initial engagement with Women+ key informants, Peer Researchers found support for the following (See [Appendix A](#)):

- fear, safety, and isolation,
- racism, discrimination, stigma,
- hidden homelessness,
- access, availability, and awareness of supports, and
- financial barriers and poverty.

This work is ongoing, and Peer Researchers will be interviewing Women+ with lived and living experiences of violence and/or homelessness as well as front line workers.

As equal partners in development of research activities, they will continue to co-develop the lab as we proceed.

## Leadership Team Meeting (April 30)

The Leadership Team met for a 2.5-hour meeting on April 30<sup>th</sup> to:

1. LEARN about the **key themes** that have emerged from the discovery phase regarding influences, strengths, challenges and opportunities that may be used to address housing for Women+ at risk of violence and homelessness in Greater Victoria,
2. IDENTIFY **key patterns** surrounding this issue, zooming in to explore critical issues, and zooming out to see trends and cycles, and
3. EXPLORE potential **leverage points** to ‘move the needle’ on this challenge—places in the system where well-focused actions can produce significant improvements.




During this session, the Leadership team explored the key themes and tensions that emerged in the discovery phase through personas and journey maps (See [Appendix B](#) for a list of all key themes).

## Personas

Personas help to provide a more holistic understanding of those experiencing violence and homelessness, enabling the Leadership team to identify patterns and pain points of different groups within the same system.

Based on the themes from the Discovery Phase and feedback from the Peer Research Team, three personas (Naya, Helen, and Layla) were developed to illustrate the hopes, needs, and barriers to find housing for different populations of Women+ at risk of violence and homelessness in Greater Victoria.

Persona #1:



**HOPES**

- To become independent and access housing for herself and her children
- To remain close to friends, services, and her children's schools

**FEARS**

- That her abusive partner will find her and kids
- Reluctant to tell friends full story due to stigma associated with intimate partner violence

**BARRIERS**

- Relies on husband financially
- Does not drive and has no means of transportation
- Learning English but struggling to find employment
- Unaware of supports for mental health, survivors of intimate partner violence, and transition houses
- Overwhelmed by ongoing immigration process

**NAYA, 49**

From Syria, arrived in Canada in 2018  
Has 3 children aged 11, 13, and 17  
Current Housing: Staying with friends after leaving abusive husband



## Persona #2:



Trying to leave abusive partner  
2nd generation Canadian  
Has physical disability, PTSD,  
depression, and substance use disorder  
Current Housing: Temporary  
Emergency Services

### HOPES

- To find supportive housing ASAP and move towards long-term, independent housing
- To be in a safe, stable environment with access to the supports she needs
- To feel safe, supported, and seen

### FEARS

- That she will have to sleep on the street if she cannot find other housing options

### BARRIERS

- Untreated depression and PTSD make it hard to find and keep a job
- Lack of stability and support make access to necessary supports difficult
- Continues to use substances to cope with stress and insecurity of living in shelters
- Housing/Shelter providers are not referring and she is unaware of shelters that allow substances

## Persona #3



Indigenous woman+ leaving abusive partner  
Has 2 children aged 8 and 12  
Current Housing: Transition House (6  
months or less )

### HOPES

- To find safe, affordable, long-term housing for herself and her children

### FEARS

- That she'll have to leave the transition house without having housing in place
- That she will lose her children
- That she will have to return to her abusive partner

### BARRIERS

- 30-day cut-off from transition housing
- No space and long waitlists for second stage housing and family subsidized housing
- Unaffordable rental market and no money for a damage deposit after quickly leaving partner
- Currently unemployed and worried about long-term finances and money for rent

In small group exercises, the Leadership team identified **key points** for each persona, indicating where the **system is 'stuck'**, thus creating barriers for this person to find safe, appropriate housing. An example of one of the 'persona maps' follows:

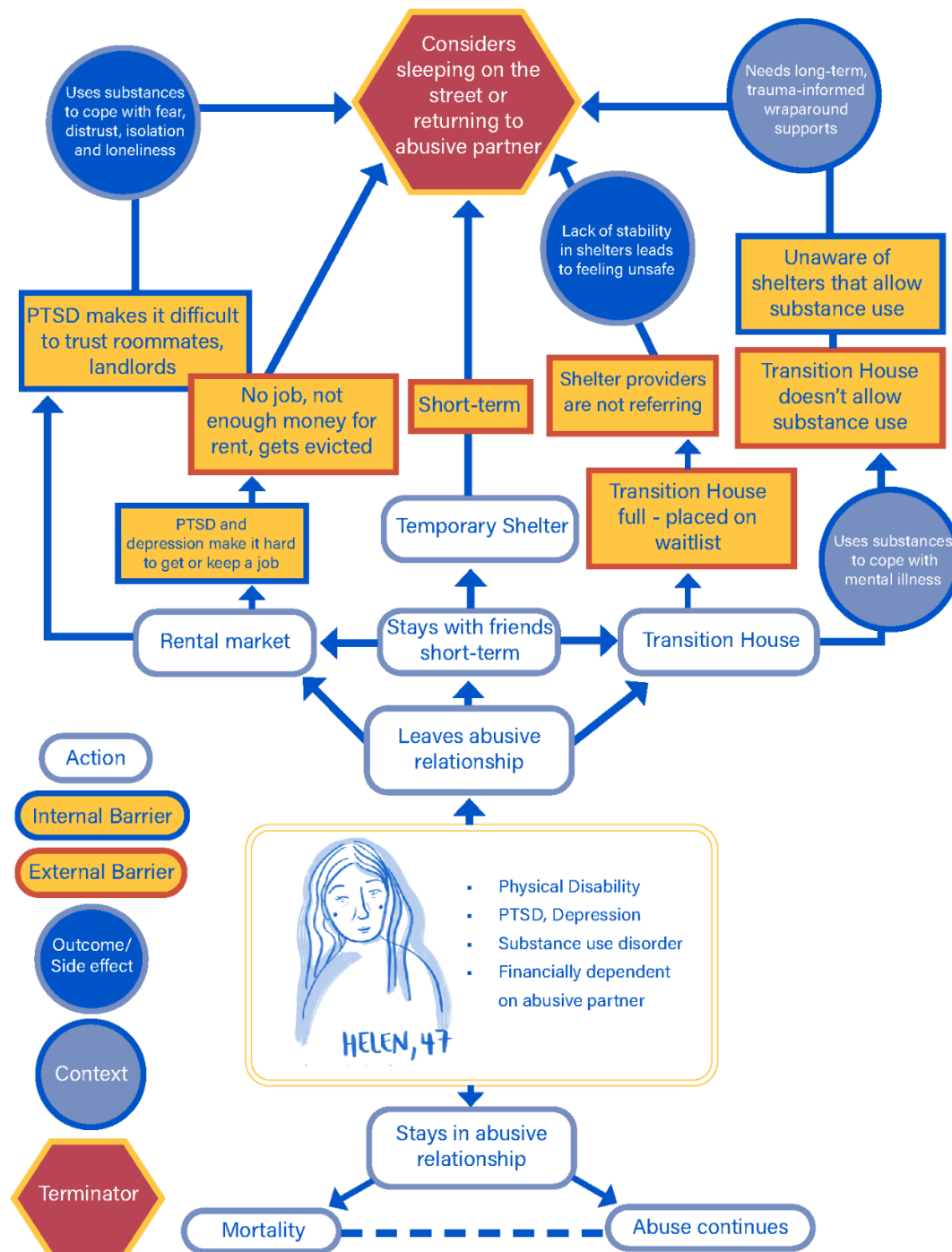


Figure 2. Example of Persona Map from Leadership Team Meeting (Helen)

## Analysis and Summary of Key Tensions and Opportunities

Following the Leadership team meeting, the Backbone team worked together to analyze findings from the Discovery Phase and the Leadership team meeting. The first phase of analysis involved summarizing the Key Tensions and Opportunities (see [Appendix C](#)).

The second phase of analysis involved using a tool called the “[Iceberg Model for Systems Change](#)”. This model is useful to go deeper and see beyond the symptoms of the problem or isolated events. The framework is designed to help people step back and identify patterns, the possible structures that influence these patterns, and the mental models that create these structures.

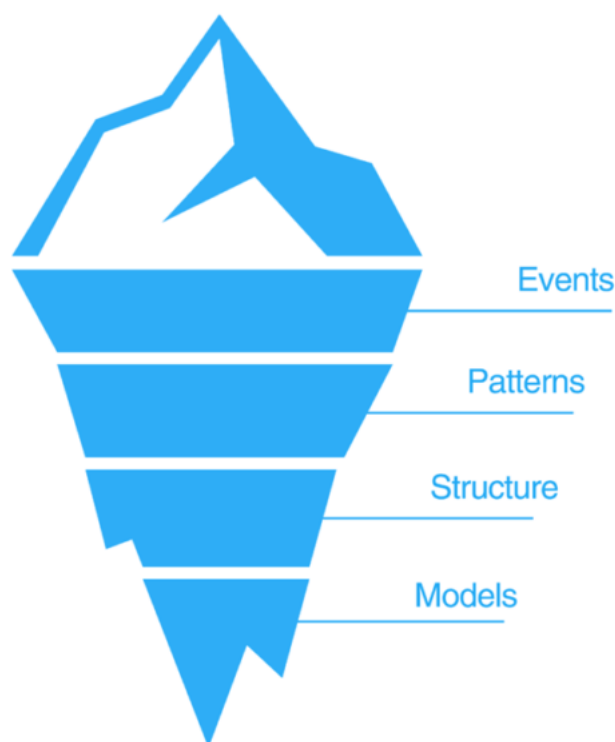


Figure 3. Iceberg model for Systems Change<sup>1</sup>

In preparation for the Development Phase workshops with the broader community, the key themes and tensions were mapped onto the Iceberg framework. This framework was useful in assessing and prioritizing leverage points for future action (see [Appendix D](#) and [Appendix E](#) for a detailed version of the Iceberg analysis).

---

<sup>1</sup> Systems Innovation (2021): <https://www.systemsinnovation.io/post/iceberg-model>

# Workshop Design

The Surfacing our Strength Solutions Lab Consultants developed a two-part virtual workshop series, held in June and July of 2021, to convene and engage the backbone team, the leadership team, the peer research team, and many others from across the system. The goal of this two-part workshop was to identify and prioritize leverage points, as well as developing/prioritizing ideas to address housing supports and solutions for Women+ at risk of violence and homelessness.

## Workshop Part 1: Pressure Points and Leverage Points (June 24)

Part 1 of the series was a half-day workshop held on June 24. Thirty-three participants attended the workshop representing the following sectors<sup>2</sup>:

Supports for Housing & Homelessness	12 <sup>3</sup>
Provincial Government	6 <sup>4</sup>
Health Authority	4 <sup>5</sup>
Peer Support	4
University/College	3
Supports for Gender-Based Violence	2 <sup>6</sup>
Local /Regional Government	1
Housing Development	1

## Workshop Agenda

Three exercises structured Part 1, Pressure Points and Leverages Points, of the two-part workshop series. These three exercises included an Iceberg Analysis for Systems Change, Identifying Pressure Points, and Identifying and Prioritizing Leverage Points (see [Appendix F](#) for a copy of the full agenda).

---

<sup>2</sup> The numbers reflect knowledge of specific participants as not all participants completed the live polling to denote sector.

<sup>3</sup> Two participants from the Housing and Homelessness sector also focus on Supports for Gender-Based Violence

<sup>4</sup> Two participants from the Local/Regional Government sector also focus on Housing Development, one also focuses on Supports for Housing & Homelessness, and one also focuses on Supports for Gender-Based Violence.

<sup>5</sup> One participant from the health sector (Island Health) also focuses on Supports for Gender-Based Violence.

<sup>6</sup> The participants from the Supports for Gender-Based Violence also focus on the Housing and Homelessness sector.

## Workshop Outcomes and Outputs

The participant evaluation from the workshop indicated that:

- Workshop participants felt we are making progress on understanding the key tensions and influences on this challenge (25 % strongly agreed and 75% agreed)
- Workshop participants believed we have the ‘right’ knowledge, skills, experience, and capacities involved in the workshops (17% strongly agreed and 75% agreed)
- Workshop participants indicated that (together) we are uncovering potential leverage points to address this challenge (17% strongly agreed and 75% agreed)

Based on feedback, participant’s indicated that future workshops and phases of the lab should have more representation from the housing sector present:

*“I loved that you included the voices of people with lived experience – very very valuable. I think we are missing the voice of someone from the housing sector/development in order to include the limitations (policy, budgets, and city planning) to solutions we come up with.”*

(Evaluation Comment)

One of the key outputs from the June 24 workshop was the development of a summary of key leverage points that were identified to have the most potential to influence action on this challenge (see Figure 4).

# Key Leverage Points



Figure 4. Summary of Key Leverage Points

## Workshop Part 2: Ideas to Action (July 7)

Part 2 of the series was a half-day workshop held on July 7<sup>th</sup>. Thirty-seven participants attended the workshop representing the following sectors<sup>7</sup>:

Supports for Housing & Homelessness	14 <sup>8</sup>
Provincial Government	7 <sup>9</sup>
Peer Support	5 <sup>10</sup>
University/College	3
Health Authority	2 <sup>11</sup>
Local /Regional Government	2
Indigenous Organization	1

<sup>7</sup> The numbers reflect knowledge of specific participants as not all participants completed the poll

<sup>8</sup> Five participants from the Supports for Housing & Homelessness sector are also from Indigenous Organizations and two also focus on Supports for Gender-Based Violence.

<sup>9</sup> Two participants from the Provincial Government sector also focus on Housing Development, one also focuses on Supports for Housing & Homelessness, and one also focuses on Supports for Gender-Based Violence.

<sup>10</sup> One participant from the Peer Support sector also focuses on Supports for Housing & Homelessness.

<sup>11</sup> One participant from the Local/Regional Government sector also focuses on Supports for Gender-Based Violence.



Housing Development	1
---------------------	---

The purpose for Part Two of the workshop series was to:

- LEARN about and FRAME key leverage points identified in the June 24 workshop
- GET CREATIVE and CO-DESIGN ideas for action
- EXPLORE & PRIORITIZE ideas to continue to develop and prototype in the next phase

## Workshop Agenda

Two exercises, and a prioritization of the first exercise structured Part 2, Ideas to Action, of the two-part workshop series. The two exercises included a discussion and then prioritization of leverage points (small group exercise), followed by creative ideation and co-designing solutions (small Group exercise). See [Appendix G](#) for a copy of the full agenda.

## Workshop Outcomes and Outputs

### Prioritization of Leverage Points

Early on in this workshop participants indicated, from their perspective, which leverage points had the greatest potential to impact systemic change and would be feasible to act on right away. Practically, this exercise allowed us to ‘take the temperature’ of leverage points have the most interest and potential to affect change. Leverage points that were not prioritized will still be considered and may be integrated into the prioritized leverage points in the Prototype Phase.

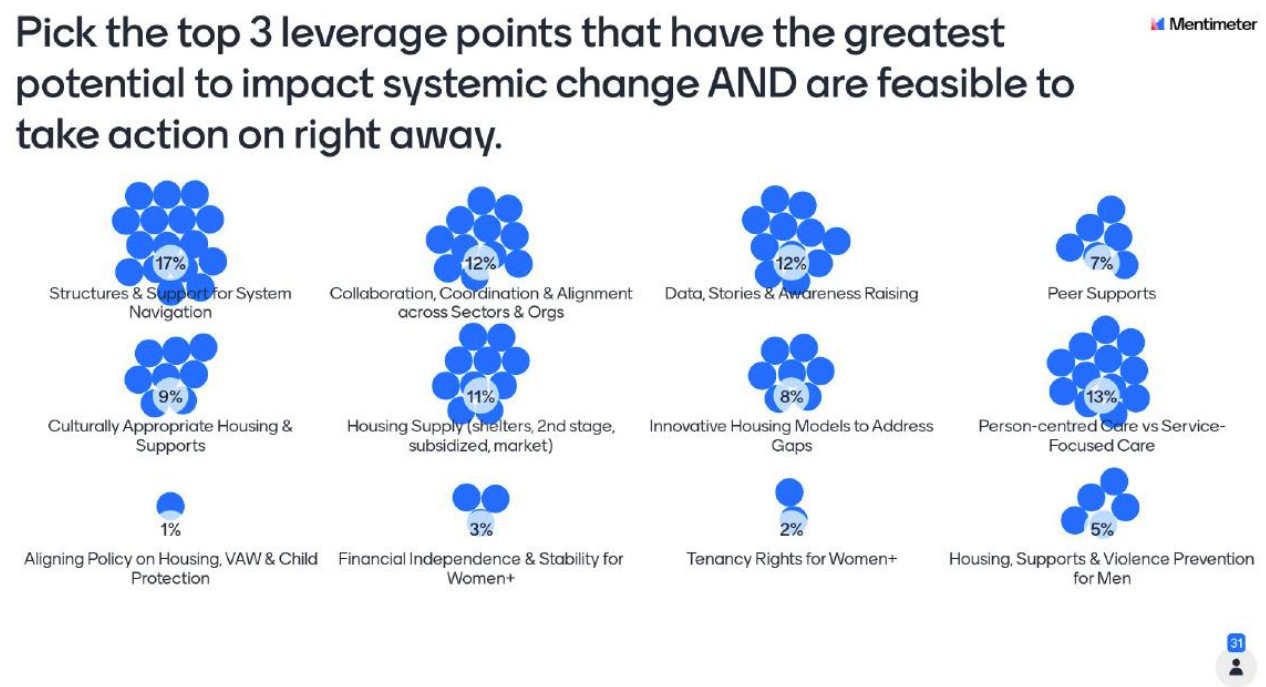


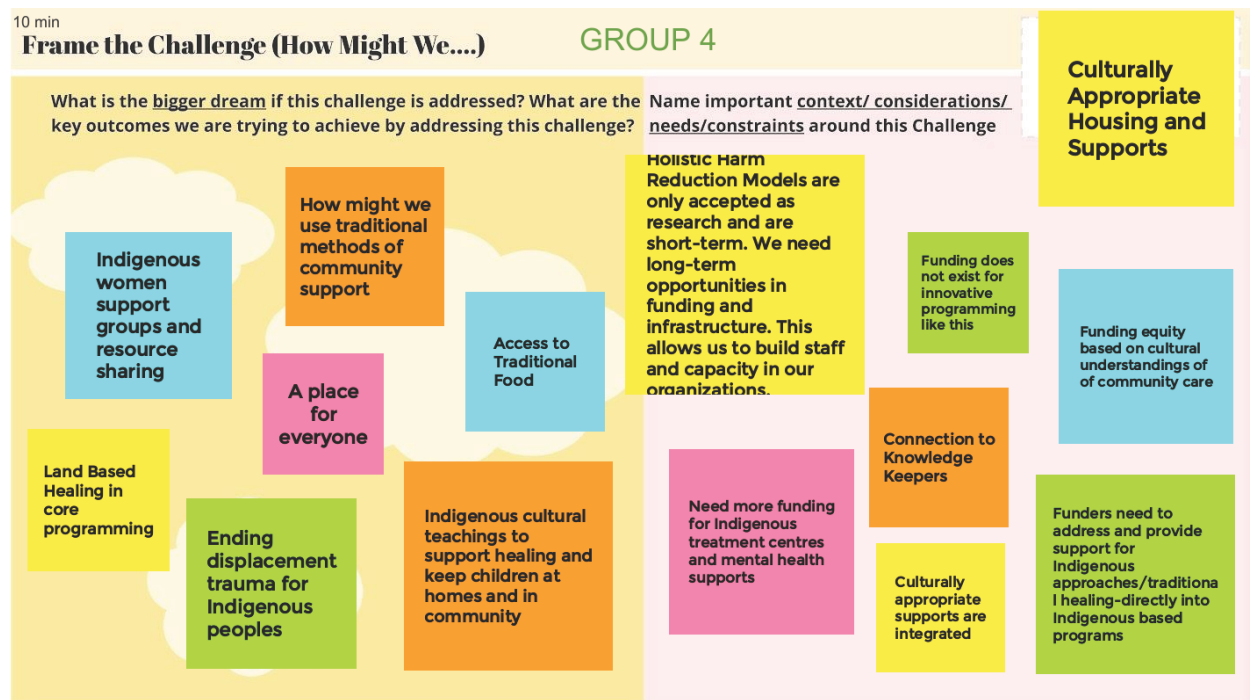
Figure 5. Prioritization Exercise for Leverage Points



**The top 5 leverage points identified were:**

Structures & Support for System Navigation	16
Person-centred Care vs Service-Focused Care	12
Collaboration, Coordination & Alignment across Sectors & Orgs	11
Data, Stories & Awareness Raising	11
Housing Supply (shelters, 2nd stage, subsidized, market)	10
Culturally Appropriate Housing & Supports	8
Innovative Housing Models to Address Gaps	7
Peer Supports	6
Housing, Supports & Violence Prevention for Men	5
Financial Independence & Stability for Women+	3
Tenancy Rights for Women+	2
Aligning Policy on Housing, VAW & Child Protection	1

The top five leverage points named were brought forward to ‘workshop’ in the ideation exercises. Participants chose which of the five leverage points they wanted to work on. Once assigned to groups and Zoom breakout rooms, a facilitator supported participants through virtual activities and discussions (examples of the templates for the Culturally Appropriate Housing and Supports group follow).



## Frame the Challenge (How Might We....)

Review the sticky notes from the previous slide to come up with a few HMW questions. Use the template as inspiration.

How might we enhance and implement innovation so that we can truly support women+ fleeing or experiencing violence so that they can rebuild their future for their families while retaining their... identity with integrity and feeling respected.

How might we support Indigenous moms navigate the MCFD system with support and keep their children home.

How might we allocate funds directed towards benefiting Indigenous Women+ experiencing or at risk of violence?

### Culturally Appropriate Housing and Supports

How might we create funding models that encompass long term traditional methods of community support for Women + in order to promotes holistic healing and support.

Final HMWs go here.

How might create long-term opportunities in funding and infrastructure. This will allow us to build staff and capacity in our organizations. To directly support women+ experiencing or fleeing violence.

HOW MIGHT WE \_\_\_\_\_ (ACTION)  
\_\_\_\_\_ (WHAT)  
FOR \_\_\_\_\_ (STAKEHOLDER)  
IN ORDER TO \_\_\_\_\_ (WHAT CHANGE?) ?

How might we best support and find solution for Indigenous women+ experiencing or at risk of violence to provide connection to community and cultural supports.

How might we ensure ALL women (Indigenous, LGBTQIA2S+, etc.) feel safe accessing women specific organizations/services ?

How might we create support groups for Indigenous women fleeing violence using cultural practices on traditional lands?

5 min

## 1. Individual Brainstorming

How might we create long-term opportunities in funding and infrastructure using traditional Indigenous approaches.

Funders must consult with indigenous people of how to create the long term housing solutions for women feeling violence and be culturally safe for residents and staff.

Supporting families to support themselves

Seek female leadership

How might we create funding models that encompass long term traditional methods of community support for Women + in order to promotes holistic healing and support.

How might create long-term opportunities in funding and infrastructure. This will allow us to build staff and capacity in our organizations. To directly support women+ experiencing or fleeing violence.

Reallocate funding. Increase funding. Change funding.

Have all levels of government invest into long term models.

Empower a women+ coalition to be built so they can lead the way

Collect inclusive data so that we know how serve better

Decision makers need to be Elders and people with lived exp.

Land/space is needed for infrastructure to design and create these projects

★  
WHAT IS AN IDEA THAT COULD MOVE THE NEEDLE ON THIS CHALLENGE?

★  
WHAT IS AN IDEA THAT COULD BENEFIT FROM WORKING WITH ANOTHER SECTOR?

★  
WHAT IS A GREAT PROJECT YOU'VE HEARD OF FROM ELSEWHERE?

★  
WHAT IS AN IDEA THAT IMPROVES AN EXISTING INITIATIVE/PROJECT?

★  
WHAT IS AN IDEA THAT COULD BE IMPLEMENTED EASILY?

★  
WHAT IS AN IDEA THAT COULD CONNECT EXISTING PROJECTS & EXPERTISES TOGETHER?

★  
WHAT IS AN IDEA THAT TURNS COMMON PRACTICES UPSIDE DOWN?

## 1. Individual Brainstorming

How might we create long-term opportunities in funding and infrastructure using traditional Indigenous approaches.

Seek female leadership that guides funding decisions  
Ground level decisions would be made based on data and experience. Also effects and creates policy change and funding.

Empower a women+ coalition (built of matriarchs, youth leaders, people with lived experience, asking for permission/considers local protocols) to be built so they can lead the way...

A women's+ coalition would do a beautiful job and integrate pieces of the other questions. Decision makers need to be Elders and people with lived exp.

★  
WHAT IS AN IDEA THAT COULD MOVE THE NEEDLE ON THIS CHALLENGE?

★  
WHAT IS AN IDEA THAT COULD BENEFIT FROM WORKING WITH ANOTHER SECTOR?

★  
WHAT IS A GREAT PROJECT YOU'VE HEARD OF FROM ELSEWHERE?

★  
WHAT IS AN IDEA THAT IMPROVES AN EXISTING INITIATIVE/PROJECT?

★  
WHAT IS AN IDEA THAT COULD BE IMPLEMENTED EASILY?

★  
WHAT IS AN IDEA THAT COULD CONNECT EXISTING PROJECTS & EXPERTISES TOGETHER?

★  
WHAT IS AN IDEA THAT TURNS COMMON PRACTICES UPSIDE DOWN?

15 min

## 3. Shift Perspectives

HOW WOULD THE FOLLOWING PERSPECTIVES ADDRESS THIS CHALLENGE?



**An Artist**  
(creative solution)

Women are gifted can create entrepreneurship opportunities This could take the form of a store front

Have a group of women to make the logo and designs for the collation and have a community art night one a week

Teaching the arts, art of traditional foods, canning etc.



**An Engineer/Architect**  
(structural solution)

A Women+ coalition community centre/ meeting place



**A child**  
(simple solution)

Have a healthy meal program and access to traditional food

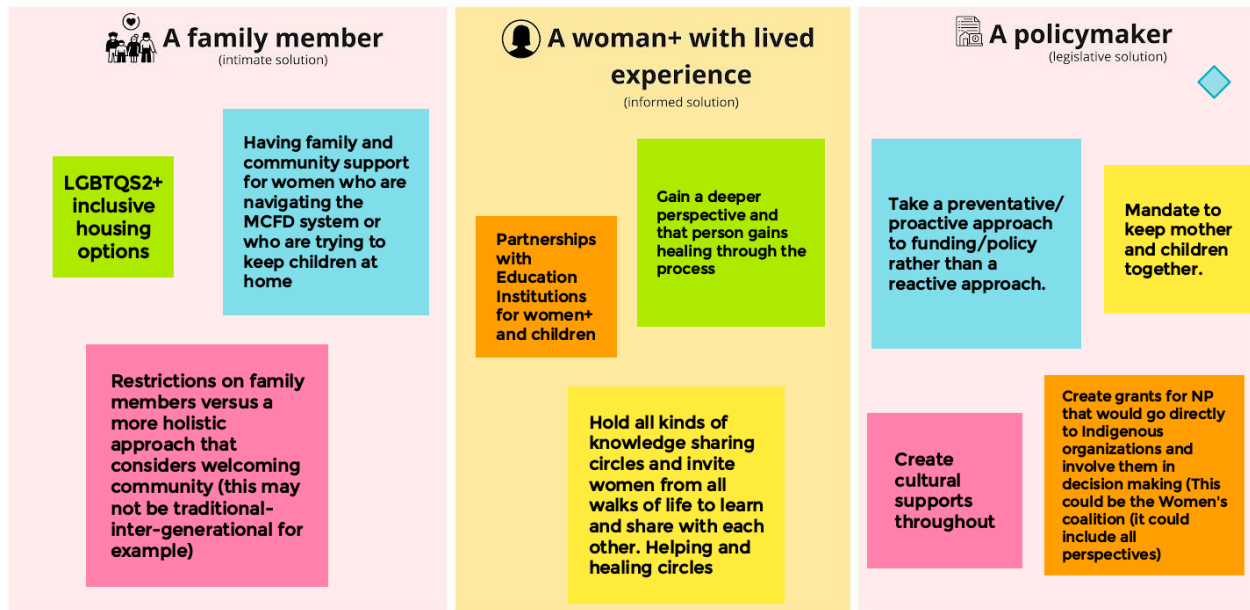
Involve the children with arts, teachings and cultural activities to preserve indigenous teachings

Keeping mom +child(ren) together, creating a space that would remove external factors creating issues, and work to heal any traumas together as family unit.

### 3. Shift Perspectives

How might we have women in leadership to enhance opportunities in funding and infrastructure using traditional Indigenous approaches.

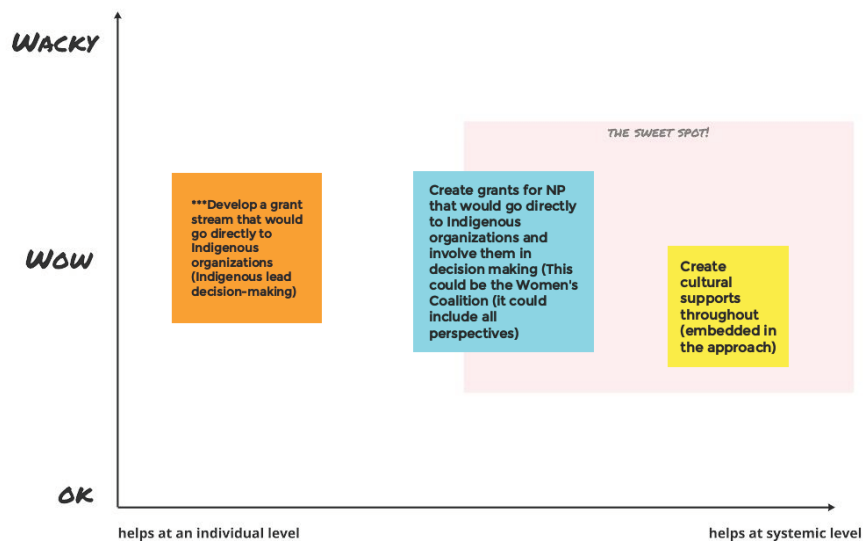
HOW WOULD THE FOLLOWING PERSPECTIVES ADDRESS THIS CHALLENGE?



### Prioritizing Ideas

How might we have women in leadership to enhance opportunities in funding and infrastructure using traditional Indigenous approaches.

Information indicated w/ \*\*\* originated in later discussions, not during the activity



Place top 2 ideas here

\*\*\*Create grants for Non-profit organizations that go directly to Indigenous organizations, with Indigenous organizations leading the decision making.

\*\*\*Create cultural supports throughout the Housing and Support (Services) system (embedded in the approach)

Figure 6. Examples of Exercise Templates

### Ideation on Leverage Points

Each group worked on:

- developing a “how might we question” to frame the specific challenge that leverage point is addressing;

- brainstorming ideas, using creative ideation; and
- prioritizing the top ideas that had the most energy and had potential to help address the challenge at a systemic level.

A summary of the key themes from the ideation exercise, grouped by leverage point, follows:

<b>Leverage Point: Structures for Navigation and Support</b>		
<b>How might we...</b>	<b>Sample of Ideas</b>	<b>'Top' ideas</b>
<p>How might we support Women+ so that when help is needed, they know exactly where to get the help they need and have timely and thorough follow up through supports that are person centered?</p> <p>How might we increase collaboration between service providers across sectors (housing, health and support services and child welfare) in order to create ease of navigation, appropriate barrier-free services and or the creation of needed services for women seeking help?</p>	<p>Navigation Specialists</p> <ul style="list-style-type: none"> <li>• navigation specialists with lived/living experience</li> <li>• one main point of contact for all needs (reduce point of contacts)</li> </ul> <p>Journey Map / Navigation Map</p> <ul style="list-style-type: none"> <li>• Create a detailed journey mapping with users (people with lived experiences) to understand the current navigation and barriers</li> <li>• clear and simple infographic or journey map for users to go through</li> </ul> <p>Online App</p> <ul style="list-style-type: none"> <li>• an online app for the CRD/Greater Victoria region that would connect a Women+ with 'first contact' and start navigating the system</li> <li>• creating a database that feeds into an application so that you have real time information to be shared across providers</li> </ul> <p>Cross Sector Collaboration and Information Sharing</p> <ul style="list-style-type: none"> <li>• create system for seamless file transfers and information sharing between organizations alongside strict rules around privacy and purposes information can be used for (e.g., child protection can't use/access information about a parents' substance use/mental health history)</li> <li>• access to the upcoming data system for the Homeless Sector for all service providers (CAA/HMIS)</li> </ul>	<p>Create a Peer Support Navigation Specialist role.</p> <p>Opening spaces for conversations to happen between historically 'unrelated' sectors to increase levels of understanding and solutions-focused collaboration to happen that will support the creation of services and supports that do not yet exist, and/or to increase ease of access for Women+ across sectors and within currently existing services.</p>



<b>Leverage Point: Collaboration, coordination and alignment between sectors and organizations</b>		
<b>How might we...</b>	<b>Sample of Ideas</b>	<b>'Top' ideas</b>
<p>How might we create a more collaborative environment, both online and in terms of physical space, in order to support Women+ seeking information about available resources when fleeing violence?</p> <p>How might we build capacity in the sector to engage with each other across mandates to maximize resources and achieve collective impact on the challenge?</p>	<p>Coordinated Access</p> <ul style="list-style-type: none"> <li>coordinated access program, providing clear access points to Women+ in need</li> </ul> <p>Policy</p> <ul style="list-style-type: none"> <li>implement the policy focus on Women+ fleeing violence in the coordinated access process</li> <li>develop a mandate - mission statement - commitment to reduce experience of homelessness and violence for Women+ and work together across system to achieve</li> </ul> <p>Collaborative Structures</p> <ul style="list-style-type: none"> <li>Create working groups/committees that are cross government, including non-profit's, those with lived experience, etc.</li> </ul> <p>Website</p> <ul style="list-style-type: none"> <li>create a website for Women+ fleeing violence that details resources available in the community and hosts contact information for different organizational supports</li> </ul>	<p>Implement the policy focus on Women+ fleeing violence in the coordinated access process.</p> <p>Engage funders to collaborate and engage applicants in coordinated funding.</p> <p>Create working groups that are cross-governmental and include non-profit organizations and Women+ with lived experience.</p>

<b>Leverage Point: Data, stories and awareness raising (2 groups focused on this)</b>		
<b>How might we...</b>	<b>Sample of Ideas</b>	<b>'Top' ideas</b>
<p>How might we gather and promote information, data and stories about women's experience with violence and the services and new ways of working?</p> <p>How might we use data and give women autonomy to share their stories to make this issue visible, break down stigma and empower women experiencing and fleeing violence to take control of their narrative?</p> <p>How might we shift blame from victims to abusers and the systems in which they operate (e.g., patriarchy, colonialism, capitalism),</p>	<p>Data Collection &amp; Reporting</p> <ul style="list-style-type: none"> <li>change how we report current data one homelessness - acknowledge the gaps and ways Women+ are not represented</li> </ul> <p>Regional Working Group</p> <ul style="list-style-type: none"> <li>form a regional working group that will find ways of collating data sets from different organizations, and ways of making that collated data available to organizations who need it for funding purposes.</li> </ul> <p>Data &amp; Story Collection</p> <ul style="list-style-type: none"> <li>designing data collection platforms/tools that are accessible for women, anonymous, and congruent across the service providers/ researchers, etc. to engage the target population. This</li> </ul>	<p>Use Arts-based methods to share stories and raise awareness.</p> <p>Create speakers' bureau of Women+ homelessness and how this affects community.</p> <p>Design data collection platforms/tools that are accessible for women, anonymous, and congruent across the service providers/ researchers, etc. to</p>

<b>Leverage Point: Data, stories and awareness raising (2 groups focused on this)</b>		
<b>How might we...</b>	<b>Sample of Ideas</b>	<b>'Top' ideas</b>
<p>while emphasizing resilience in Women+?</p> <p>How might we highlight resilience without misrepresenting it as personal responsibility?</p>	<p>makes the data collected reliable and compatible across regions</p> <ul style="list-style-type: none"> <li>• aggregate (roll-up) data across the system to portray more accurate picture of problem</li> <li>• look at different cultures, with focus on the Indigenous aspects; large representation of Indigenous women's+ experiencing homelessness and violence</li> </ul> <p>Awareness raising campaigns, activities (social media, articles, media, speakers)</p> <ul style="list-style-type: none"> <li>• speakers bureau of Women+ homelessness--how affects community</li> <li>• create a social media campaign/series that gives women a voice to share their story and breakdown stigma and misconceptions (Insta/TikTok)</li> <li>• feature in Vital Signs (Vic Foundation)</li> <li>• create safe places to hear the stories of all cultures and especially the Indigenous lens</li> <li>• make women more aware of supports available</li> </ul>	<p>engage the target population.</p> <p>Highlight resiliency by hearing the stories of the women + who have survived and thrive.</p> <p>Continue to highlight stories of system failures to demonstrate existing systemic gaps.</p> <p>Create safe places to hear the stories of all cultures and especially those with an Indigenous lens.</p> <p>Create safe places to hear stories, collect data, and make the issue visible.</p> <p>Present information on different cultures, with focus on the Indigenous aspects; representation of Indigenous women's+ experiencing homelessness and violence.</p> <p>Create some form of body, or a government Ministry to specifically work with women.</p> <p>Ensure there is collaboration with the Gender Equity Ministry (replaced the Ministry of Women's Equality).</p>



<b>Leverage Point: Data, stories and awareness raising (2 groups focused on this)</b>		
<b>How might we...</b>	<b>Sample of Ideas</b>	<b>'Top' ideas</b>
		Work with theatre groups to share stories in a dynamic way/storytelling training.

<b>Leverage Point: Culturally Appropriate Housing and Supports</b>		
<b>How might we...</b>	<b>Sample of Ideas</b>	<b>'Top' ideas</b>
<p>How might we create funding models that encompass long term traditional methods of community support for Women + that promote holistic healing and support?</p> <p>How might create long-term opportunities in funding and infrastructure? This will allow building staff and capacity and directly support Women+ experiencing or fleeing violence.</p>	<ul style="list-style-type: none"> <li>• Funders must consult with Indigenous people in how to create the long-term housing solutions for women feeling violence and be culturally safe for residents and staff</li> <li>• Empower a Women+ coalition (built of matriarchs/elders, youth leaders, people with lived experience, asking for permission/considers local protocols)</li> <li>• Collect inclusive data so that we know how serve better</li> </ul>	<p>Create grants for Non-profit organizations that go directly to Indigenous organizations, with Indigenous organizations leading the decision making.</p> <p>Create cultural supports throughout the Housing and Support (Services) system (embedded in the approach).</p>

<b>Leverage Point: Housing Supply</b>		
<b>How might we...</b>	<b>Sample of Ideas</b>	<b>'Top' ideas</b>
How might we diversify housing supply (e.g., private, coop, supportive, etc.) to ensure greater movement and ease of access to meet women's+ changing and evolving housing needs?	<p>Shifting government priority beyond supportive housing</p> <ul style="list-style-type: none"> <li>connect with BC Housing to advocate for a reassessment of Supportive Housing</li> </ul> <p>Co-ops</p> <ul style="list-style-type: none"> <li>convert existing housing stock to coop housing</li> <li>reach out to community, broadly, for private investors to partner on housing coops</li> </ul> <p>Engaging Women+ &amp; the private sector</p> <ul style="list-style-type: none"> <li>reach out to women + and ask them to lead a plan towards access to housing stock</li> <li>work with private sector developers to build partnerships that facilitate housing accessibility for women at risk of violence</li> </ul>	<p>Create incentives for landlords.</p> <p>Create programming for groups, not just funding to support buildings (e.g., include this in operating costs).</p> <p>Reach out to Women+ with lived experience to be supported to lead their own housing development (e.g., cooperative housing).</p>

Several additional leverage points were considered such as:

- supports for Women+ recent immigrants,
- supports for Women+ with brain injury,
- providing resources for obtaining documents,
- providing resources for legal advice, and
- supports for men (While supports for men may have positive impact on the challenge, Women+ victims, not perpetrators of VAW, are the focus of this Solutions Lab).

However, given the timeline and scope of this Solutions Lab, these leverage points were removed from consideration for the next phase (Prototyping: Phase 4).

## Next Steps

The next steps for the lab are to:

- Develop criteria to assess ideas for prototypes (Backbone team)
- Create a shortlist of prototype ideas (Backbone team)
- Assess shortlisted prototype ideas using the criteria (Backbone team)
- Engage the Peer Research team and the Leadership team in the selection of the top 5-6 prototypes to advance into the next phase.
- Develop prototype team structures with co-leads, roles, and support people
- Host 'prototyping' orientation sessions with Prototype teams, including introducing approaches, tools, and templates.
- Support regular coaching sessions with Prototype teams throughout the Prototype Phase.

# Appendices

## Appendix A

### Key Informant Themes (Peer Researcher Engagement)

Theme 1	Theme 2	Theme 3	Theme 4	Theme 5	Theme 6
Do you believe that there are <b>appropriate, adequate, suitable resources and, or supports</b> for women <b>fleeing violence</b> ?					
Limited Supports 4/5 cited insufficient supports 1/5 cited no or limited supports					
What <b>resources and supports</b> were <b>you</b> able to <b>access</b> ? (able to access, supports insufficient)					
Access to ACEH	Police, hospital as supports	Group activities, needed to find their own supports			
What <b>resources and supports</b> were <b>you</b> able to <b>access</b> ? (not able to access, no or limited supports)					
Navigated alone, no support, own resources used, could not rely on external resources, insufficient resources, self-determination	Mental Health, supports, stigma, resistance, person of colour, experience, met with less resistance being white	Needed better access to therapy, counselling services, mental health, relationship, understanding	Housing - waiting, high demand, limited choice, housing providers dictate		
What were the <b>issues</b> with the resources and supports?					
Limited housing resources, subsidized housing, small space, limitations, Vancouver, Victoria, CRD, Greater Victoria, long waiting	Lack of trust	Availability, access, limitations, resources			
Was there anything that <b>prevented</b> you from <b>accessing services, supports, and, or housing</b> ?					
Waiting, long waits	Discrimination, racism	Grief, not literate in technology	Fear, discrimination	Raising rent, rent increase, broken promises, new buildings (renoviction)	Limited, victim services, direction, guidance

Based on your experiences, <b>what suggestions</b> do you have about <b>accessing resources and supports</b> for other <b>women in violent relationships</b> or situations? What were the <b>issues</b> with the services and supports?				
Limited Services, BC Housing, rent supplements	Services not equipped "Everyone I told told me, I was not in mandate." "I mean 211 didn't give this to me. The Internet didn't give this to me, no amount of searching, counsellors, help."	Bad experiences with police, trust		
Are there <b>barriers or stigma preventing</b> you being <b>healthy and well</b> ? What <b>prevented</b> you from <b>accessing</b> the services? The supports? Housing?				
Stigma	Discrimination	Racism		
Close your eyes, in a world where <b>systems are well-designed and functioning</b> – imagine your most difficult time of need, you walked into a place and had all of your needs met, <b>what did that look like?</b>				
Detox facility, Transgender people, treatment facilities, Trans people	No discrimination and equitable access	Person Centered Care "A system without discrimination, a system that people don't stigmatize people. Understanding trauma, understanding a person-centered care."	Commune, community, mental health support, involvement	Universal Basic Income "I think that we need to start from a world where we have a much higher floor on poverty with like this whole Basic Income concept... "
Is there <b>anything</b> that you would like to <b>add</b> ?				
Direct subsidies, landlords, fund allocation, subsidies should be given directly to people accessing housing, not landlords	Stability "Once you heal, you can move forward. But you got to heal first." "So you need your basic needs to be met in order to heal yourself in order to move forward."	Hidden Homelessness "The problem is invisible, invisible homelessness with women... So, the services, again homelessness is more of a man's issue, and so the issues are not around serving women."	Gaps in the system for single women "Because I'm a single woman with no children, I get literally last place on every list."	

## Appendix B

### Summary of All Key Themes:

Theme	Sub-theme
<b>Availability of Affordable, Appropriate Housing</b>	<ul style="list-style-type: none"> <li>• Transition housing is at capacity</li> <li>• Bottleneck in second stage housing</li> <li>• Supportive Housing Spots are in high demand (highly competitive)</li> <li>• Barriers to access market housing</li> <li>• Need for culturally supportive housing</li> </ul>
<b>Access, Availability, and Awareness of Supports</b>	<ul style="list-style-type: none"> <li>• Need for long-term, trauma-informed, person-centred wrap-around supports</li> <li>• Need for Navigation Supports to provide Guidance through different parts of the system</li> <li>• Need for Peer Support to build trust and trauma-informed support</li> </ul>
<b>Barriers to Collaboration and Coordination Across the System</b>	<ul style="list-style-type: none"> <li>• Need for more collaboration across sectors</li> <li>• Need for more collaboration between non-profit housing providers</li> <li>• Contradictions between systems (e.g., social assistance, social housing, child welfare)</li> <li>• Need to link across scales: local, provincial, federal</li> </ul>
<b>Gaps in Policies, Plans and Strategies</b>	<ul style="list-style-type: none"> <li>• Not identified as a priority population (provincial, regional, local)</li> <li>• Gap in mandates across departments and ministries</li> <li>• Need for strong gender-based analysis + (GBA+) in National Housing Strategy and provincial, regional housing strategies</li> <li>• Need for federal Indigenous Led Housing Strategy</li> </ul>
<b>Cross-cutting Influences</b>	
<b>Financial Barriers and Poverty</b>	<ul style="list-style-type: none"> <li>• Financial control from abuser</li> <li>• Insufficient income assistance rates and shelter rates</li> <li>• Gender Inequities</li> </ul>
<b>Racism, Discrimination and Stigma</b>	<ul style="list-style-type: none"> <li>• Stigma around violence, homelessness and accessing transition housing</li> <li>• Discrimination by landlords</li> <li>• Impacts of historic and ongoing colonialism on Indigenous peoples</li> <li>• Discrimination of LGBTQ2S+</li> </ul>
<b>Cross-cutting Impacts:</b>	
<b>Hidden Homelessness</b>	<ul style="list-style-type: none"> <li>• Leads to underestimation in data</li> <li>• Leads to lack of public awareness</li> <li>• Leads to a lack of suitable responses</li> </ul>
<b>Fear, Safety and Isolation</b>	<ul style="list-style-type: none"> <li>• Fear of child apprehension if cannot find suitable housing</li> <li>• Isolation from friends, family, and social networks</li> <li>• Feelings of being hopeless, anxious, depressed, frustrated angry about the inability to access long-term housing</li> </ul>



**Indigenous Women+** are more likely to experience violence and homelessness than non-Indigenous women. They also face significant challenges in accessing housing and cultural supports due to ongoing impacts colonialism, racism, discrimination, and trauma. Indigenous Women+ also face greater rates of child apprehension, which is a significant concern in leaving a violent situation with children.

**Black Women+** are more likely to experience violence and homelessness.

**Women+ of Colour** are more likely to experience violence and homelessness.

**Women+ with Mental Health Challenges** may face barriers to accessing appropriate supports and find it challenging to live in transition houses or communal shelters.

**Women+ with Substance Use Challenges** may experience challenges to access high barrier shelters or transition houses if they are using substances. Overall, lack of stability in temporary housing can make it challenging to access appropriate recovery supports.

**Women+ with Disability Challenges** may face barriers to accessing appropriate accessibility supports and find it challenging to live in transition houses or communal shelters.

**Women+ with Brain Challenges** may face barriers to accessing appropriate supports, as identifying brain injuries is complicated, particularly in women who may also be suffering the mental health impacts of physical and emotional trauma. These Women+ may find it challenging to live in transition houses or communal shelters.

**Women+ with Children** face added stress and challenges in finding appropriate housing for themselves and their children when leaving a violent situation. Overall, Women+ are fearful of putting their children in unsafe situations in temporary/emergency shelters. If appropriate family housing cannot be found in a timely manner, Women+ fear child apprehension. They also face discrimination from landlords in finding market rental housing.

**Newcomer Women+** often face language barriers and may be unfamiliar with the system of health, social, housing, and legal supports, and services available to them. They may also feel socially isolated and face barriers in accessing culturally appropriate supports. Newcomer Women+ may be sponsored by their partner, creating increased fear in fleeing domestic violence. Newcomer Women+ may also have large families, creating challenges in finding appropriate housing.

**Older Women+** are more likely to be financially dependent on their partner and experience shame and stigma around accessing transition housing or violence against women services.

**Women+ Sex Workers** face a high risk of violence and face stigma and discrimination.

**Trans, Non-Binary and 2 Spirit People** face disproportionate rates of violence and experience discrimination in accessing health, social and housing supports and services.



# Appendix C

## Key Tension Points / Opportunity Points

### What are the Key Tensions?

On the one hand...	Key Tension	But on the other hand...	What do we need more information about or need to understand better?
<b>INVISIBILITY OF WOMEN+ HOMELESSNESS</b>			
Women+ leaving violent situations may 'couch-surf', stay with friends or stay in 'violence against women' shelters.	<b>Invisibility of Women's Homelessness</b>	These Women+ are not counted as part of the homeless population. This leads to <b>underestimation in the data</b> of Women+ at risk of violence and homelessness, lack of public awareness, and lack of suitable responses (e.g., women are ineligible for some housing supports and services if they are not considered chronically homeless.)	What are the numbers in "violence against women" shelters/transition houses locally/regionally? (Knowing that this still does not capture a large number of Women+ who do not enter these facilities).  How many are turned away?
<b>AVAILABILITY OF AFFORDABLE AND APPROPRIATE HOUSING</b>			
Women+ at risk of violence are at different stages in their journey of healing, recovery, and independence, creating the need for a <b>variety of types of housing</b> that meets their needs. (See housing types, following)	<b>Need for a Continuum of Affordable and Appropriate Housing for Women+ at Risk of Violence</b>	There is currently a 'patchwork' of housing options for Women+ fleeing violence in Greater Victoria, but they are often <b>not available, appropriate, or integrated</b> for Women+ when they need them.	Need to provide a better picture of this locally/regionally. What types of housing ARE readily available, somewhat available/not available? Which types of housing have the <u>biggest gaps</u> ? (This will be important to understand in order to help Lab Partners and Participants prioritize where to focus for possible prototypes.)  <i>How well are we moving people out of supportive housing and into independent housing successfully?</i>

On the one hand...	Key Tension	But on the other hand...	What do we need more information about or need to understand better?
			Need to better understand which of the available housing types are APPROPRIATE (e.g., culturally, supportive of women with children and families) Is this a particular barrier?
Transition houses play a critical role in the continuum of housing supports for Women+ at risk of violence and homelessness.	<b>Transition Houses are at Capacity and may not be Accessible to all Women+</b>	Transition houses are often <b>at capacity</b> , have short-term stays (30 days), and may have <b>eligibility rules that create barriers</b> for some Women+ (e.g., cannot bring family, pets, abstinence rules).	Need regional/local data and context.  What ARE the vacancy/capacity rates of local transition houses? Are they often oversubscribed? Can they meet demand? Are they actually turning women away?  What role does the lack of second stage housing play in overall capacity of transition houses?
Second stage housing is important to enable Women+ to leave transition houses and continue their journey to find safe and supportive housing.	<b>Bottleneck in Second Stage Housing</b>	There is a high demand and long waitlists for second stage housing for Women+ leaving transition houses. This <b>bottleneck</b> is creating challenges in the entire continuum of housing for Women+ at risk of violence. If second stage housing is unavailable, women may return back to an abusive situation.	Need regional / local data on 2 <sup>nd</sup> stage housing.  What's available in Victoria? What is the waitlist like? How long can women stay? To what extent does this housing meet the needs of Women+ (e.g., with children, families, etc.)
Some organizations (e.g., BC Housing) provide prioritized placement for women and children fleeing violence or individuals at risk of homelessness.	<b>Lack of Unified / Coordinated System to Track and Prioritize Women+ At Risk of Violence for Long-Term Subsidized and Supportive Housing</b>	There is a lack of a unified and coordinated system to track Women+ at risk of violence, and <b>inconsistency</b> in how they are prioritized. There are <b>multiple registries</b> and waitlists, with different approaches to prioritize populations most at need, including	What type and how much long-term subsidized housing is actually available in the region? Is the issue really a question of being prioritized for long-term subsidized housing, or is the issue also <u>a lack of availability/insufficient stock of this type of housing?</u> For this type

On the one hand...	Key Tension	But on the other hand...	What do we need more information about or need to understand better?
		<p>how Women+ fleeing violence are considered.</p> <p>This leads to <b>information gaps</b> in tracking the housing needs and level of response for Women+ fleeing violence.</p>	<p>of housing that is available, is it meeting the needs of diverse Women+ feeling violence? How/how not?</p> <p>To what extent ARE Women+ at risk of violence currently prioritized regionally?</p> <p>What information IS being tracked locally/regionally about the degree to which the housing needs of Women+ are being met through available long term subsidized housing? How many are turned away or on waitlists?</p>
Some Women+ at risk of violence do not want (or need) to live in second stage housing or supportive housing.	<b>Barriers For Women+ at Risk of Violence to Access Market Housing</b>	Market rental housing is often <b>unaffordable and competitive</b> , and Women+ fleeing violence face <b>added barriers</b> such as lack of damage deposit or references (if they left an abusive situation quickly). There also may be <b>stigma</b> to rent to Women+ coming from violent situations or single-parent families.	
For Women+ with children fleeing violence, their primary focus is to find a safe place for the family to live, both in short and long term.	<b>Intersections with Risk of Child Apprehension</b>	Many Women+ with children fear <b>child apprehension</b> if they cannot find a suitable place to live with their children. If children become apprehended, it becomes even more challenging to find suitable family housing to get the children back. This can lead to feelings of hopelessness and despair.	

On the one hand...	Key Tension	But on the other hand...	What do we need more information about or need to understand better?
On the one hand...	Key Tension	But on the other hand...	
<b>ACCESS, AVAILABILITY AND AWARENESS OF HOUSING and SUPPORTS</b>			
Often short-term supports are available from transition houses (counselling, food, social supports).	<b>Lack of Long Term, Trauma-Informed Wrap-Around Supports Integrated with Housing</b>	To secure and sustain long-term stable housing, Women+ leaving violence need <b>ongoing wrap-around supports</b> (e.g., childcare, counselling, financial, employment, social, cultural supports) while they heal and gain safety, independence, and stability. Supports must be appropriate to their distinct needs – especially when their identity intersects with other factors such as Indigeneity, race, ethnicity, socio-economic status, (dis)ability, etc.	
Leaving a violent situation is extremely stressful time and it is difficult to have the capacity to research housing option and other needed supports, contact appropriate agencies, and piece together what is needed.	<b>Fragmented, Siloed System is Difficult to Navigate and Leaves Women+ at Further Risk</b>	<p>Housing and other wrap-around supports are often <b>siloed and not offered in an integrated or coordinated way</b> (e.g., housing, counselling, health, accessing income assistance, employment, etc. are siloed)</p> <p>The system is fragmented and puts the burden on women to navigate a <b>fragmented system</b> as opposed to making the system more cohesive and integrated around the woman.</p>	
Leaving a violent situation can be socially isolating and Women+ often experience stigma and may find it difficult to trust others.	<b>Lack of Peer Support Programs to Build Trust and Trauma-Informed Support</b>	Peer support workers can provide access to someone with lived experience of violence and/or homelessness to share knowledge, experience, emotional, social, or	What peer support programs/structures currently exist for Women+ at risk of violence in the region and where? (What parts of the system)?

On the one hand...	Key Tension	But on the other hand...	What do we need more information about or need to understand better?
		practical support. However, there is a lack of peer support programs and workers for Women+ fleeing violence.	
<b>Indigenous Women+</b> are more likely to experience violence and homelessness than non-Indigenous women. They also face significant challenges in accessing housing and cultural supports due to ongoing impacts colonialism, racism, discrimination and trauma.	<b>Lack of Supply of Culturally Appropriate Housing and Supports for Indigenous Women+ at Risk of Violence</b>	There are promising examples of Indigenous led culturally supportive housing, such as Speq̓əŋéutxw (SPAKEN) House, however the <b>waitlists</b> are long and there the <b>demand exceeds the supply</b> .	
COLLABORATION AND COORDINATION ACROSS THE SYSTEM			
<p>There is good work happening across many ministries and government agencies to address</p> <ol style="list-style-type: none"> <li>1. Violence against women (e.g., Ministry of Health, SDPR, gender Equity office)</li> <li>2. Homelessness (housing, SDPR, etc.)</li> </ol>	<b>Gaps in Government Mandates and Lack of Coordination and Integration Across Government Departments/Ministries, and Different Scales of Government.</b>	<p>Work is happening to address violence against women (VAW) and work is happening to address housing, however, there is a gap in mandate and structures (provincially and regionally and locally) <b>to address these issues together.</b></p> <p>Moreover, there can be <b>contradictions between the policies and strategies</b> of different ministries or government agencies (e.g., social assistance, social housing, child welfare) leading to unintentional consequences (e.g., family housing and child apprehension; substance use support but high barrier housing for substance users)</p>	<p>Actor Map</p> <ul style="list-style-type: none"> <li>• Who are the actors?</li> <li>• Who addresses VAW?</li> <li>• Who addresses housing for at risk populations?</li> </ul> <p>What are the policies related to each of these issues?</p>

On the one hand...	Key Tension	But on the other hand...	What do we need more information about or need to understand better?
There are many organizations and lots of good work happening in Greater Victoria to provide supports for Women+ experiencing violence and for populations at risk of homelessness.	<b>Lack of Collaboration between VAW and Housing/Homelessness Sectors</b>	The homelessness-serving sector and violence against women sectors currently operate quite separately, presenting challenges to providing responsive, person-centred and culturally appropriate housing and supports.	
	<b>Prioritization in Local and Regional Housing Policy</b>		How is this issue prioritized in local/regional housing policy?

# Appendix D

## Systems Iceberg (High level themes)

Iceberg PDF (High level themes)

**Problem:** Women+ at risk of violence in Greater Victoria currently lack an adequate supply of safe, affordable and appropriate housing and supports to meet their needs.

**4%**

Percentage of women able to leave transition houses for an affordable home in BC.

While approximately 25% find housing (mostly beyond their means), about 75% remain temporarily sheltered or return to their abuser (BCSTH)

**33%**

respondents identified as a woman in Victoria's 2020 Point-In-Time (PIT) Count Homeless survey.

More Indigenous women+ are homeless than non-Indigenous women

**100%**

ALL Indigenous women in Victoria's "Priority One" cohort cited intimate partner violence as the key reason for their housing loss.

"Priority One" - individuals experiencing chronic homelessness who have not experienced increases in housing stability or program participation within the existing intervention landscape

**3.5x**

Indigenous women 15 years and older are 3.5 times more likely to experience violence than non-aboriginal women (Native Women's Association of Canada)

### events



Invisibility of women+'s homelessness



Lack of continuum of affordable appropriate housing



Intersection with risks of child apprehension



Lack of long-term supports integrated with housing



Fragmented siloed system is difficult to navigate

### patterns



BUREAUCRATIC STRUCTURES



INSUFFICIENT SUPPORTIVE STRUCTURES



Lack of Unified / Coordinated System to Track and Prioritize Women+ At Risk of Violence for Supportive & Long-Term Subsidized Housing



Gaps in government mandates



Lack of Collaboration between VAW & Housing/ Homelessness Sectors



Prioritization in local / regional housing policy



Lack of Peer Support Programs



Need more integration of long term trauma-informed wrap-around supports



Need for expansion and centering of Culturally Appropriate Housing and Supports for Indigenous Women+ At Risk Of Violence

### structures



STIGMA

of experiencing violence; of being homeless



URGENCY

"I'm too busy"; I can only deal with what's right in front of me - tends to lack of collaboration, strategic responses.



RACISM & DISCRIMINATION

for Indigenous women+, LGBTQ2S+, newcomers/ immigrants, those with mental health challenges, disabilities (e.g. brain injury)



ADDRESSING SYMPTOMS VS SYSTEMS

under-resourced consistency in crisis response vs able to zoom out and see big picture



"IT'S NOT MY MANDATE"

violence & homelessness intersects with many mandates, but does not fit neatly in one department, ministry or organization.

### mental models



# Appendix E Systems Iceberg (in detail)

ICEBERG PDF (in detail)

**Problem:** Women+ at risk of violence in Greater Victoria currently lack an adequate supply of safe, affordable and appropriate housing and supports to meet their needs.

**4%**

Percentage of women able to leave transition houses for an affordable home in BC.

While approximately 25% find housing (mostly beyond their means), about 75% remain temporarily sheltered or return to their abuser (BCSTH)

**33%**

respondents identified as female in Victoria's 2020 Point-in-Time (PIT) Count Homeless survey.

More Indigenous women are homeless than non-Indigenous women

**100%**

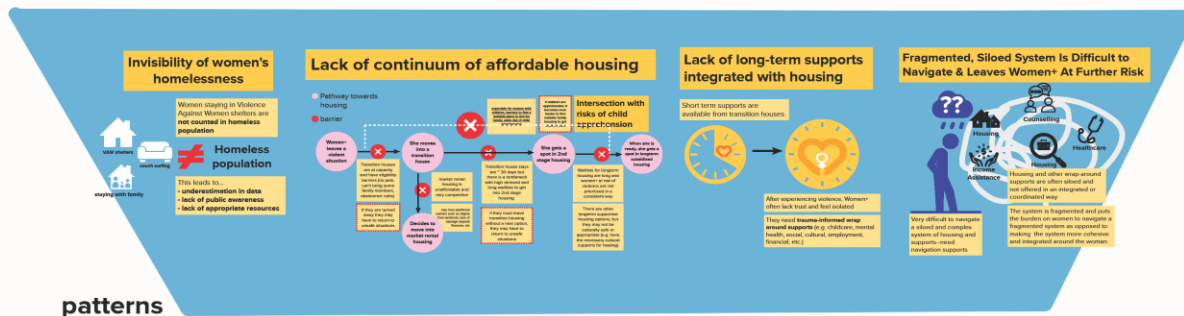
ALL Indigenous women in Victoria's "Priority One" cohort cited intimate partner violence as the key reason for their housing loss.

"Priority One" - individuals experiencing chronic homelessness who have not experienced increases in housing stability or program participation within the existing intervention landscape

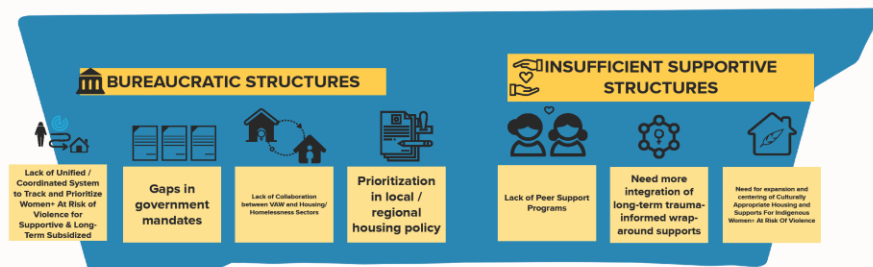
**3.5x**

Indigenous women 15 years and older are 3.5 times more likely to experience violence than non-aboriginal women (Native Women's Association of Canada)

## events



## patterns



## structures



## mental models

# Appendix F

## Pressure Points and Leverage Points

### Agenda (June 24)

9:30 – 10:00	Welcome & Introductions
10:00 – 10:25	Overview & Presentation of Discovery Phase Key Learnings
10:25 – 11:00	<b>Exercise #1: Iceberg Analysis for Systems Change</b> <ul style="list-style-type: none"> <li>• What’s resonating with you or standing out to you?</li> <li>• What’s surprising you?</li> <li>• What’s missing?</li> <li>• Which of these tensions seem really connected or linked?</li> </ul>
11:00 – 11:25	<b>Exercise #2: Identifying Pressure Points</b> <p>How can we ensure that the interventions we design go beyond addressing more surface-level “symptoms” of the problem, and address some of the underlying patterns and conditions that keep the system acting the way it does?</p> <p>A) <b>STUCK:</b> Where is the <b>system frozen or stuck</b>? Look for places where system behavior is deeply entrenched and unlikely to change in the near future. [use pink post-its]</p> <p>B) <b>BRIGHT SPOTS:</b> Where is positive change happening? What are ‘bright spots’ or examples of things that are working well to address this challenge? Where are new patterns emerging? What needs to be illuminated &amp; nourished? [use green post-its]</p> <p>C) <b>DISRUPTION:</b> Where is there “pent up” energy for change that could help disrupt the system? Where is there potential to <b><u>disrupt the status quo</u></b> to cause new patterns to emerge? [use purple post-its]</p>
11:25 – 11:40	<b>Exercise #3: Identifying / Prioritizing Leverage Points</b> <ul style="list-style-type: none"> <li>• What potential <b>leverage points are emerging</b>? What are the <b>critical points</b> that, if the ‘right’ conditions existed, could make the <u>most</u> difference to finding appropriate, safe and affordable housing for Women+ at risk of violence?</li> <li>• What places in the system can small, well-focused actions produce <u>ripple effects</u> for significant, enduring improvements?</li> </ul>
11:40 – 11:55	Debrief & Discussion
11:55 - Noon	Close & Next Steps

# Appendix G

## Ideas to Action (July 07, 2021)

9:00 – 9:25	Welcome & Introductions
9:25 – 9:45	Overview of Lab Process to date and Priority Leverage Points from June 24
9:45 – 10:00	<b>Exercise #1: Discuss &amp; Prioritize Leverage Points</b> <ul style="list-style-type: none"> <li>Which leverage points have the potential to create the <b>greatest amount of impact</b> on this challenge (housing &amp; supports for Women+ at risk of violence and homelessness)?</li> <li>Which leverage points are the <b>most feasible to act on</b> and create change on right away?</li> </ul>
10:00 – 10:20	<b>Prioritize Leverage Points (vote using Mentimeter)</b> <ul style="list-style-type: none"> <li>Pick your top three leverage points that have the greatest potential to impact systemic change <u>and</u> are feasible to take action on right away.</li> </ul>
10:20 – 11:40	<b>Exercise #2: Creative Ideation &amp; Co-designing Solutions</b> <p>The purpose of this exercise is to generate lots of creative ideas to address the leverage point challenge for your group. Participants are invited to think outside the box, draw on other perspectives, and go beyond ‘usual’ ways of looking at this challenge.</p> <ul style="list-style-type: none"> <li>Frame (and reframe) ‘how might we...’ questions for this leverage point</li> <li>Prioritize top 1-2 HMW questions</li> <li>Brainstorm ways to address the challenge</li> <li>Do a round and hear the top 1-2 ideas from each person</li> <li>Run ideas through the matrix</li> </ul>
11:40 – 11:55	Debrief & Discussion
11:55 - Noon	Close & Next Steps

# Appendix H

## Glossary

### WOMEN+

All women, including people with diverse gender identities who are at risk of, or are experiencing homelessness and violence.

### HOMELESS

The situation of an individual or family that does not have a permanent address or residence; the living situation of an individual or family who does not have stable, permanent, appropriate housing, or the immediate prospect, means and ability of acquiring it.

It is often the result of what are known as systemic or societal barriers, including a lack of affordable and appropriate housing, the individual/household's financial, mental, cognitive, behavioural or physical challenges, and/or racism and discrimination.

<https://www.cmhc-schl.gc.ca/en/nhs/guidepage-strategy/glossary>

### CULTURALLY SUPPORTIVE HOUSING

Elder support, cultural activities, healing circles, the native medicine garden, and cultural foods are all part of the ACEH's Culturally Supportive Housing model. In addition, residents have access to decolonized harm reduction services to support healing and recovery.

<https://acehsociety.com/wp-content/uploads/2021/07/Housing-Transitions-Report-2020-21-.pdf>

### DUAL MODEL OF INDIGENOUS HOUSING

The Dual Model of Indigenous Housing is a Culturally-Supportive Housing model that includes traditional foods, plants and medicines, Elder support, cultural activities, traditional healing practices, building community, family reunification, and Indigenous harm reduction programming for alcohol and substance use. Programming strengthens Indigenous self-identity, builds a sense of place, family, community and purpose.

<https://acehsociety.com/housing/>

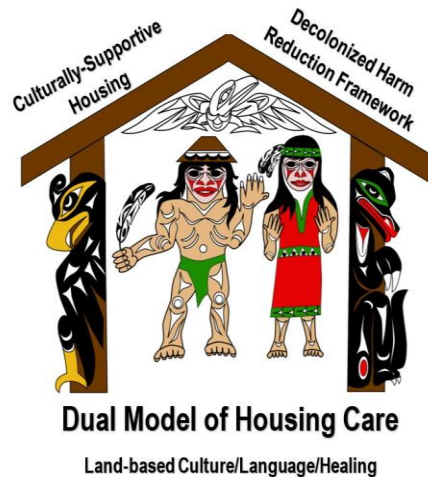


Figure 7: Artistry by Doug LaFortune, <https://acehsociety.com/our-work/#reports>

### DECOLONIZED HARM REDUCTION FRAMEWORK (DHRF)

The Decolonized Harm Reduction Framework (DHRF) provides pathways to healing and recovery and includes land-based healing camps based on Indigenous ways of knowing and being, which incorporates culture, language, and healing. The DHRF approaches programming holistically towards physical, mental, emotional, and spiritual wellness.

<https://acehsociety.com/wp-content/uploads/2019/07/2019-07-Roundtable-Recommendations-and-Priorities-Report-comp.pdf>

### INDIGENOUS HOMELESSNESS

Indigenous homelessness is a human condition that describes First Nations, Métis and Inuit individuals, families or communities lacking stable, permanent, appropriate housing, or the immediate prospect, means or ability to acquire such housing. Unlike the common colonialist definition of homelessness, Indigenous homelessness is not defined as lacking a structure of habitation; rather, it is more fully described and understood through a composite lens of Indigenous worldviews. These include individuals, families and communities isolated from their relationships to land, water, place, family, kin, each other, animals, cultures, languages and identities. Importantly, Indigenous people experiencing these kinds of homelessness cannot culturally, spiritually, emotionally or physically reconnect with their Indigeneity or lost relationships (Aboriginal Standing Committee on Housing and Homelessness, 2012).

<https://www.homelesshub.ca/IndigenousHomelessness>

### HIDDEN HOMELESSNESS

According to the Canadian Definition of Homelessness, the "hidden homelessness" population falls under the category of "provisionally accommodated." It refers specifically to people who live "temporarily with others but without guarantee of continued residency or immediate prospects for accessing permanent housing." Often known as "couch surfing," this describes people who are staying with relatives, friends, neighbours or strangers because they have no other option. They generally are not paying rent and it is not a sustainable long-term living arrangement, but they do not have the ability to secure their own permanent housing immediately or in the near future. This population is considered to be "hidden" because they

usually do not access homeless supports and services even though they are improperly or inadequately housed. Because they do not access services, they do not show up on standard statistics regarding homelessness. Typically experienced by Women+ at risk of homelessness or fleeing a violent partner.

<https://www.homelesshub.ca/about-homelessness/population-specific/hidden-homelessness>

### INTIMATE PARTNER VIOLENCE (IPV)

IPV has been identified as a major global public health concern, linked to intergenerational violence and harmful physical, emotional and economic impacts on victims, witnesses and society as a whole. Intimate partner violence includes violence against spouses and dating partners in current and former relationships. The violence associated with IPV can be particularly terrifying and threatening when the abuser has access to a firearm.

Intimate partner violence and sexual violence are serious and widespread problems worldwide. Apart from being violations of human rights, they profoundly damage the physical, sexual, reproductive, emotional, mental and social well-being of individuals and families.

<https://www150.statcan.gc.ca/n1/pub/85-002-x/2018001/article/54893/03-eng.htm>;

[https://www.who.int/violence\\_injury\\_prevention/publications/violence/9789241564007\\_eng.pdf](https://www.who.int/violence_injury_prevention/publications/violence/9789241564007_eng.pdf)

### MISSING MURDERED AND INDIGENOUS WOMEN, GIRLS, and 2SLGBTQQIA PEOPLE (MMIWG)

The Missing Murdered and Indigenous women, girls, and 2SLGBTQQIA PEOPLE (MMIWG) human-rights crisis disproportionately affects Indigenous peoples in Canada and the United States, notably those in the FNMI (First Nations, Métis, Inuit) and Native American communities. This violence amounts to a race-based genocide of Indigenous Peoples, including First Nations, Inuit, and Métis, which especially targets women, girls, and 2SLGBTQQIA people. This genocide has been empowered by colonial structures, evidenced notably by the Indian Act, the Sixties Scoop, residential schools, and breaches of human and Inuit, Métis and First Nations rights, leading directly to the current increased rates of violence, death, and suicide in Indigenous populations.

<https://sis.tcu.edu/wgst/initiatives/mmiw/>

[https://en.wikipedia.org/wiki/Missing\\_and\\_murdered\\_Indigenous\\_women](https://en.wikipedia.org/wiki/Missing_and_murdered_Indigenous_women)

[https://www.mmiwg-ffada.ca/wp-content/uploads/2019/06/MMIWG\\_Lexicon\\_FINAL\\_ENFR.pdf](https://www.mmiwg-ffada.ca/wp-content/uploads/2019/06/MMIWG_Lexicon_FINAL_ENFR.pdf)

### VIOLENCE AGAINST WOMEN (VAW)

Violence against women is a major public health and human rights concern, with intimate partner violence and sexual violence the most common forms of violence against women. It is also a power (and oftentimes) gender-based crime, usually by a one partner, directed at a female partner.

At the centre of violent relationships is a pattern of power and control. Individual events may not appear violent or abusive but added up and experienced over time they result in one person in a relationship holding the power and having control over the other.

Incidents at first may not seem serious, but usually escalate over time, leading to women feeling degraded, isolated and having little control over their lives.

<https://www.who.int/news/item/19-11-2020-who-stands-up-the-right-to-health>

<https://www2.gov.bc.ca/gov/content/safety/public-safety/domestic-violence/what-is-violence-against-women>

## SAFE HOME

Safe Homes are private homes in smaller, often rural, communities where there is no transition house program. Safe homes usually provide a safe place to stay for a few days to a week.

<https://bcsth.ca/resources/frequently-asked-questions/>

## TRANSITION HOUSE

A Transition House is a safe residence for women and children to go to if they have been abused. The addresses of transition houses are kept confidential so that women (and children) cannot be found. Transition houses are usually regular houses that are available in most communities and cities across B.C. Transition house stays are usually for up to 30 days, and sometimes longer, under certain circumstances. There are no costs associated with staying at a transition house. Women can call a transition house for support and information and DO NOT need to stay in a transition house to get support and information. Most transition houses have staff available 24 hours a day, 7 days per week.

<https://bcsth.ca/resources/frequently-asked-questions/>

## SECOND AND THIRD STAGE HOUSES

Second Stage Houses provide short-term, safe, affordable, and independent housing, and some services similar to those provided in transition houses. Second stage house stays are generally for 6 months to a year. Third Stage Houses offer independent longer-term housing for 2 to 4 years.

<https://bcsth.ca/resources/frequently-asked-questions/>

## SUPPORTIVE HOUSING

Supportive housing is housing that provides a physical environment that is specifically designed to be safe, secure, enabling and home-like, with support services such as social services, provision of meals, housekeeping and social and recreational activities, in order to maximize residents' independence, privacy and dignity.

<https://eppdscrmssa01.blob.core.windows.net/cmhcprodcontainer/files/pdf/glossary/nhs-glossary-en.pdf?sv=2020-02-10&ss=b&srt=sco&sp=r&se=2024-03-30T20:07:16Z&st=2021-03-30T12:07:16Z&spr=https&sig=zphoCuN3v1pBl42RCAX1EaitvCCwi6S7%2BcL5IgMH2RY%3D>

## AFFORDABLE HOUSING

Affordable housing generally means a housing unit that can be owned or rented by a household with shelter costs (rent or mortgage, utilities, etc.) that are less than 30 per cent of its gross income.

<https://eppdscrmssa01.blob.core.windows.net/cmhcprodcontainer/files/pdf/glossary/nhs-glossary-en.pdf?sv=2020-02-10&ss=b&srt=sco&sp=r&se=2024-03-30T20:07:16Z&st=2021-03-30T12:07:16Z&spr=https&sig=zphoCuN3v1pBl42RCAX1EaitvCCwi6S7%2BcL5IgMH2RY%3D>