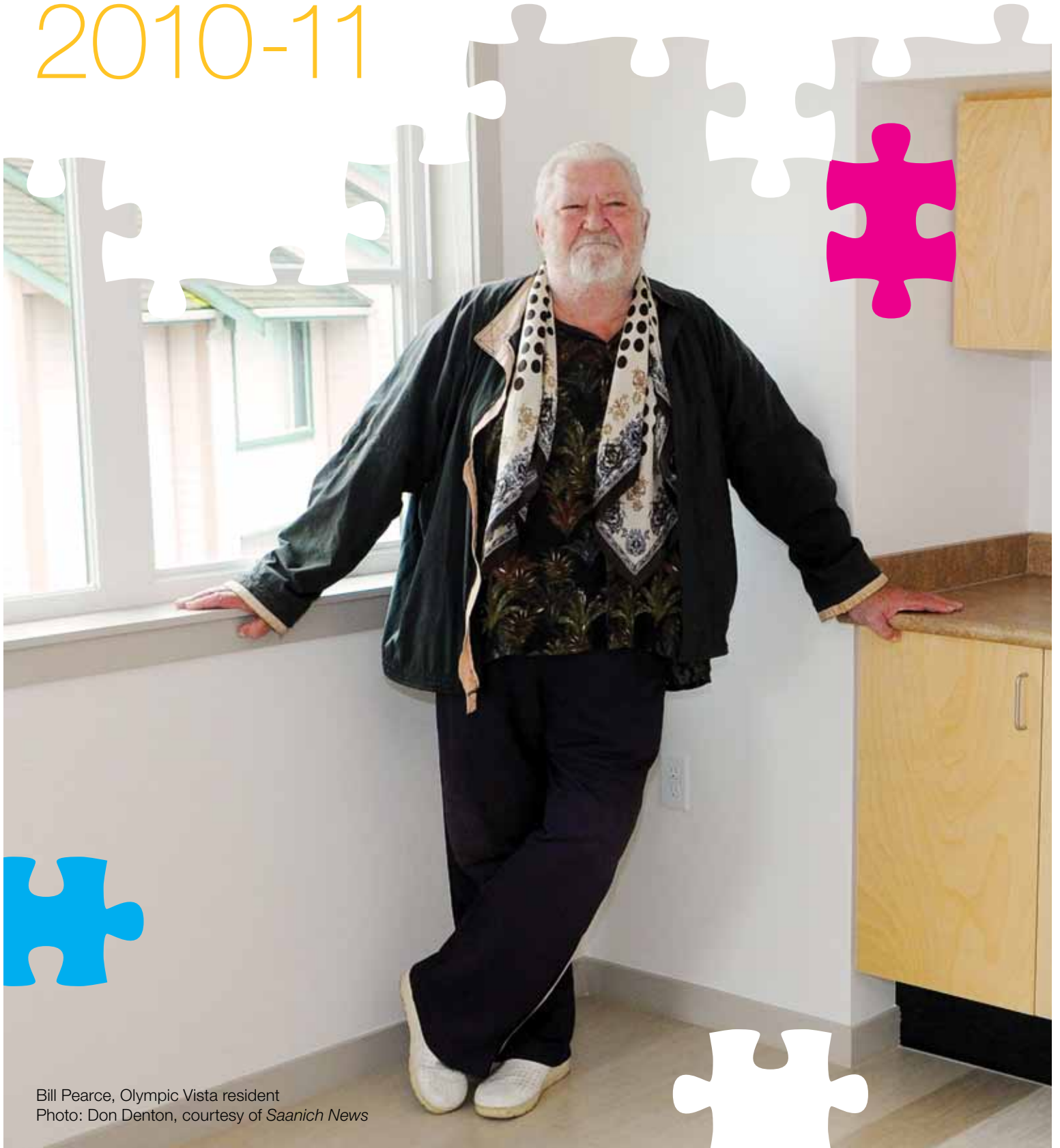


# ANNUAL REPORT

2010-11



greater victoria  
coalition to end  
homelessness



Bill Pearce, Olympic Vista resident  
Photo: Don Denton, courtesy of *Saanich News*

**“Without **prevention** homelessness will not end. Even as we are **rescuing** people from a life of homelessness, others are falling victim. To **eliminate** homelessness, we must break the cycle that leads to it.”**

*A Plan to Prevent Homelessness*  
prepared by the Prevention Working Group  
Greater Victoria Coalition to End Homelessness



# CONTENTS

**When a community such as Victoria decides that things must change and every single person in our city must be treated with the dignity of basic housing and supports, it takes a highly skilled and committed team to put that decision into practice. The Coalition is a beacon of hope that within the decade, every single person in this city will be housed and supported in a life of dignity.**

*Rev. Harold Munn  
Church of St. John the Divine*

SECTION		PAGE	
<b>1</b>	MESSAGE FROM THE CO-CHAIRS AND EXECUTIVE DIRECTOR	<b>2</b>	
	FOCUSED ON OUR MISSION	<b>4</b>	
<b>2</b>	PROFILE: PARTNERING TO HOUSE ALL PEOPLE IN THE REGION	<b>5</b>	
	FINDING THE RESOURCES: FUNDING AND FINANCE	<b>6</b>	
<b>3</b>	PROFILE: INNOVATIVE FUNDING NETS INTEGRATED HOUSING	<b>7</b>	
	NURTURING INNOVATION, DRIVING CHANGE	<b>8</b>	
<b>4</b>	PROFILE: ONE CONVERSATION AT A TIME	<b>9</b>	
	APPLYING BEST PRACTICES FOR CLIENT-CENTRED WORK	<b>10</b>	
<b>5</b>	PROFILE: STATING THE CASE	<b>11</b>	
	CLOSING GAPS TO PREVENT HOMELESSNESS	<b>12</b>	
<b>6</b>	PROFILE: A HELPING HAND IN AN EMERGENCY	<b>13</b>	
	CREATING HOUSING: ONE SIZE DOES NOT FIT ALL	<b>14</b>	
	USING INNOVATION FOR COMPLEX CHALLENGES	<b>16</b>	
<b>8</b>	PROFILE: GRATEFUL TO BE HOME	<b>17</b>	
	ENGAGING THE COMMUNITY TO SPUR ACTION	<b>18</b>	
<b>9</b>	PROFILE: CONNECTING FAMILIES WITH RESOURCES – INCLUDING EACH OTHER	<b>19</b>	
	PROGRESS REPORT: APRIL 1, 2010 TO MARCH 31, 2011	<b>20</b>	
<b>11</b>	LOOKING TO THE FUTURE, CREATING FURTHER SUCCESS	<b>28</b>	



# MESSAGE FROM THE CO-CHAIRS AND EXECUTIVE DIRECTOR

**Homelessness is a national issue, seen coast to coast, in every province and territory, in cities, suburbs and small towns. And while progress is being made, those of us who are working to solve homelessness are just starting to grapple with its immensity.**

Homelessness is not simple. When it comes to poverty or loss of housing (or threat of losing housing), many citizens are vulnerable. The profile is broad and includes children, youth, families, working people and seniors. More than a fifth are Aboriginal, while only 3.4% of Greater Victoria's population is of Aboriginal heritage. A large proportion has cognitive disabilities. And, yes, some have mental illness or substance use issues, but certainly not all.

While homelessness may be expressed in different ways, the similar feature is not having safe, affordable housing with long-term tenure. The four categories are roofless (sleeping rough), houseless (staying in prisons, hospitals, shelters), insecurely housed (insecure tenancy, impending eviction, domestic

violence, couch surfing), and inadequately housed (unsafe, substandard, or overcrowded).

Homelessness is also not a “downtown” problem. In 2007, many citizens in our region looked to the downtown core as an area that needed cleaning up. As we meet with people across the region, we hear growing concern about the lack of affordable housing. The fact is, no municipality is immune.

We cannot solve homelessness without public support across our region. It requires the ongoing contributions of local, provincial and federal governments, the private and non-profit sectors, and citizens of all ages.

The Greater Victoria Coalition to End Homelessness (Coalition) is a partnership of all levels of government, service providers, business members, the faith community, post-secondary institutions and private citizens. These organizations and individuals are working very hard and we are very grateful for all they do. But we can't stop there.

**We cannot solve homelessness without public support across our region. It requires the ongoing contributions of local, provincial and federal governments, the private and non-profit sectors, and citizens of all ages.**



Much of the funding for building housing and providing client supports comes from the provincial government; we can't rely on them to do it all. We need innovation and dedicated funding sources. The problem requires new ways of working with community members, businesses, churches — anyone with a willingness to contribute to solving our chronic lack of affordable housing.

As you will see in our *2010-11 Report on Housing and Supports*, over 1,000 people in our region need permanent, affordable housing. This growing population of people includes those who are taking refuge in temporary and transitional housing, families staying in motels with their children, and untold numbers of people who are either sleeping rough, couch surfing or living in overcrowded conditions.

The Coalition has started to work with national organizations to understand more about trends across Canada, share research and knowledge, and learn each other's best practices. We are looking to experts from other jurisdictions to share their innovative thinking and solutions. To coin a phrase: we are thinking nationally, then acting locally.

At the Coalition, we are willing to facilitate the work needed. We bring together partners to match projects, needs and other resources. We are willing to do what it takes to end homelessness.

What are you willing to do?

**Dean Fortin, Co-chair**

**Tony Joe, Co-chair**

**Debbie Thompson, Executive Director**

## **Leadership Council**

**Dean Fortin (Mayor, Victoria), Tony Joe (Businessperson), Co-chairs**, Ann Moskow (United Way of Greater Victoria), Cairine Macdonald (DM, Ministry of Social Development, to Nov. 2010), Christopher Causton (Mayor, Oak Bay), Charlayne Thornton-Joe (Councillor, Victoria), Dan Sawchuk (Downtown Victoria Business Association), Darren Ash (A/Director Citizen Services, Service Canada, from March 2011), Garth Hendren (Director, Salt Spring Island), Gordon Gunn (Community Member), Grace Kerr (Ex-Officio, Service Canada, from April 2011), Harley Wylie (Community Member, from July 2010), Howard Waldner (Vancouver Island Health Authority), John Espley (Greater Victoria Chamber of Commerce), Katherine Beavis (Ex-Officio, Service Canada, to Nov. 2010), Laurelle Street (A/Director for the Vancouver Island & Central Coast, Service Canada, to Feb. 2011), Leif Wergeland (Councillor, Saanich, from March 2011), Marianne Alto (Community Member), Mary Ellen Purkis (University of Victoria, to Nov. 2010), Pam Miller (University of Victoria, from Dec. 2010), Rev. Harold Munn (Downtown Churches Association), Roger Girouard (Community Member), Sandra Richardson (CEO, Victoria Foundation), Sharon Moysey (ADM, Ministry of Social Development, from Feb. 2011), Shayne Ramsay (CEO, BC Housing), Sheila Brasnett (Ex-Officio, Service Canada, from January 2011), Susan Brice (Councillor, Saanich, to Dec. 2010)



# FOCUSED ON OUR MISSION

**Since we were founded three years ago, the Greater Victoria Coalition to End Homelessness (Coalition) has evolved in our thinking, knowledge base and understanding of the implicit issues underpinning poverty and homelessness. We are constantly reminded of the various impacts that can destabilize people and cause them to lose their homes.**

What has not changed is our commitment. The Coalition's Leadership Council, community members, volunteers and staff remain focused on our core mission:

## To end homelessness in the Capital Region by 2018.

What will that look like? By 2018, all people facing homelessness in our community will have access to safe, affordable, appropriate and permanent housing. They will have the support they need to successfully stay housed.

In true Coalition fashion, we are a working partnership of local service providers, non-profit organizations, all levels of government, and the business, post-secondary and faith communities from across the Capital Region.

We have clearly demonstrated the power of partnership. As you will see, we have worked hard to strengthen our partnerships this year and launched new initiatives. From our Leadership Council to the many, many service providers and grassroots organizers, we are proud to come together as one to combine energies, make collaborative decisions, and leverage our collective resources to support vulnerable citizens.

Strategic direction is provided by the Leadership Council, which is made up of a strong group of community leaders and co-chaired for the past two years by City of Victoria Mayor Dean Fortin and businessperson Tony Joe.

The work of the Coalition is undertaken by dedicated and hard working partners and volunteers, and a small Coalition Secretariat staff of three people. Two committees and five working groups drawn from individuals throughout our community focus on the Coalition's primary goals of facilitating the community plan to house and support those who are homeless, and preventing homelessness by identifying transition points in people's lives and finding ways to close systemic gaps.

Working Group members are responsible for core areas of work, including housing procurement, integrated service delivery, implementation of prevention strategies, research, and community engagement.

**We wouldn't be where we are without our funders and donors. We are grateful.**



The Finance, Funding and Audit Committee, which includes major funders, oversees the financial health of the organization.

The Management Committee, drawing representation from Working Group co-chairs and community members, is tasked with keeping the Coalition on strategy and sharing knowledge throughout the organization. This diverse group of problem solvers is responsible for the development of the business plan as well as clearing roadblocks for their respective Working Group members. Management Committee members have strategized ways to approach funding shortages, contributed to municipal and regional planning and made resources available within their own organizations to launch new initiatives.

We wouldn't be where we are without our funders and donors. We are grateful to all levels of government who provide operational and capital funds for the Coalition Secretariat and our many partners. We are especially grateful to the United Way of Greater Victoria and the Victoria Foundation (and all their donors who make our projects their priority), for providing the funds for the Streets to Homes Pilot Program and the Homelessness Prevention Fund.

Moving into the next phase of our work, we are resolute in our mission to ensure all citizens of the Capital Region have access to safe, affordable, permanent housing. There is still much work to do – and we are committed to working even harder.



## PARTNERING TO HOUSE ALL PEOPLE IN THE REGION

Victoria Real Estate Board

The Victoria Real Estate Board (VREB) was one of the first private sector organizations to join the Coalition and has been a strong supporter and source of volunteers ever since. Here are just some of the ways that VREB works hard to increase awareness about homelessness and poverty:

- ✚ Contributed \$10,000 to help establish the Coalition
- ✚ Established Christmas in July food drive for local food banks, contributing over one ton of food
- ✚ Contributes annually to Our Place, Mustard Seed and Victoria Cool Aid Society

- ✚ Organized a federal all-candidates meeting in April 2011 and included questions on affordable housing
- ✚ Volunteer tirelessly: realtor Tony Joe is our Leadership Council Co-chair and staff member Jim Bennett sits on our Housing Working Group, the CRD Housing Action Team and the United Way Impact Council
- ✚ Over the last five years, VREB has worked with its realtors to locate properties for non-market housing and find creative solutions to housing challenges.



# FINDING THE RESOURCES: FUNDING AND FINANCE

**Being publicly accountable is more than just reporting on progress: it's also being responsible for the money entrusted to us, ensuring there are enough funds to get the job done, and then allocating the funds to priority housing projects.**

This is the work of the Coalition's Finance, Funding and Audit Committee.

In a period of ongoing financial restraint, federal and provincial budget deficits and growing demands on scarce public funds, it has been a challenge to secure the necessary capital for new housing, operational funds and ongoing supports for everyone who is homeless or at risk of homelessness in the Capital Region.

The Coalition continues to make a strong case for permanent, affordable housing and supports as a key solution towards ending homelessness. It is clear that more funds will be required to meet the 10-year targets set out in our Housing Procurement Plan.

The Coalition was designated as the Community Advisory Board for the federal government's Homelessness Partnering Strategy (HPS) funding, with the Capital Regional District as the Community Entity. These funds contributed to the purchase of two former Traveller's Inns, in partnership with the province and the City of Victoria. One of the buildings is fully occupied. Recently, the federal government made a new HPS funding commitment of \$1.8 million through to 2014 for additional projects in the CRD to house those who are homeless or insecurely housed.

In 2008, the provincial government signed a Memorandum of Understanding (MOU) with the City of Victoria for new supported housing and a new emergency shelter in Rock Bay. The province has provided a significant number of rent supplements in our region and made funding commitments for operations and supports for additional supported housing.

The province, through BC Housing, has provided rent supplements for 70 renters placed through the Streets to Homes Pilot Program. Additionally, the United Way of Greater Victoria and the Victoria Foundation provided operational funding for Streets to Homes.

Vancouver Island Health Authority (VIHA) continues to fund the groundbreaking ACT and VICOT teams that provide intensive outreach and case management services, and find housing for people who are homeless or unstably housed, and who face multiple challenges of mental illness and/or drug addictions.

The CRD and United Way contribute to the core operations of the Coalition Secretariat, enabling it to carry out the work of the strategic plan.

Finally, the Coalition receives generous support from individuals and businesses in the region, largely through the United Way of Greater Victoria and the Victoria Foundation. We are also grateful for direct donations from the community for Project Connect and Coalition Connect for Families.

Representatives from the federal and provincial governments, VIHA, the CRD, the City of Victoria, the United Way, Victoria Foundation and the private sector are all members of the Finance, Funding and Audit Committee. We are grateful for the time and effort contributed by these committed individuals and for the evident influence they have with their organizations in encouraging generous support for the work of the Coalition.

David Williams  
Clover Place resident



## INNOVATIVE FUNDING NETS INTEGRATED HOUSING

### Clover Place

When Pacifica Housing Advisory Authority was presented with the opportunity to buy an old medical building, there were long hours of work ahead to bring all the funders to the table. Occupied since December 2009, Clover Place in Saanich is now a safe, supportive haven for 18 people previously living roofless in Greater Victoria.

Canadian Mortgage and Housing Corporation (CMHC) provided initial funding for a business plan, funding source development and preliminary design. After project approval, CMHC also provided \$432,000 through the Residential Rehabilitation Assistance Program (RRAP).

Other funders include the federal government (\$770,000 for the building purchase), the Province of BC (\$1.2-million renovation grant), Capital Regional District (\$270,000 through the Regional Housing Trust Fund), the Real Estate Foundation of BC and the United Way of Greater Victoria (\$150,000 each), private donors (\$22,920), and the Municipality of Saanich (\$16,000 for water main upgrades).

### Funding, Finance and Audit Committee

**Gordon Gunn (KPMG) and Sandra Richardson (Victoria Foundation), Co-chairs,** Alison Cutler (Vancouver Island Health Authority), Andy Orr (BC Housing, to January 2011), Brenda Warner (City of Victoria, from July 2010), Chris Coleman (City of Victoria), Gail Stephens (City of Victoria, to June 2010), Janet Tudor (United Way of Greater Victoria), Katherine Beavis (Service Canada, to November 2010), Kelly Daniels (Capital Regional District), Mike McCiggott (City of Victoria, to June 2010), Paul Murray (Municipality of Saanich), Sheila Brasnett (Service Canada, from January 2011)



# NURTURING INNOVATION, DRIVING CHANGE

**The role of the Management Committee is to drive the work of the Coalition from mapping out and overseeing the annual business planning process, to supporting and coordinating the efforts of the Working Groups while nurturing innovation.**

Supporting Streets to Homes, facilitating the implementation of the prevention plan, initiating an intensive public engagement effort and developing the Coalition's second three-year Strategic Plan have been the main focus of the Management Committee over the past year.

In addition to ongoing attention to housing, we are committed to homelessness prevention as an equally important aspect of our work. The Homelessness Prevention Fund, underwritten by private donors and managed by the Victoria Foundation, provides one-time emergency grants to individuals and families to help stabilize their housing. Working group members are identifying systemic gaps and working for change, from new processes to policy implementation.

A significant proportion of people in the Region who need permanent, affordable housing are of Aboriginal heritage. During the Coalition's facility count on February 2, 2011, 22% of people in temporary shelters were Aboriginal, whereas 3.4% of the Greater Victoria population is of that ancestry. A proposed strategy, *Finding Our Path: Aboriginal Housing and Homelessness*, was endorsed by Leadership Council in 2011. This is a complex issue and we are consulting with stakeholders to identify people who can work with us to implement a response to this dire need.

We also enlisted the assistance of the Centre for Addictions Research of BC to create an action plan on harm reduction to complement our Housing First strategy. Presented to Leadership Council in December 2010, *Housing and Harm Reduction: A Policy Framework for Greater Victoria* has been endorsed for future housing and service provision. The City of Victoria, Vancouver Island Health Authority and community service providers are engaged in discussions about next steps.

## Management Committee

**Roger Girouard (Community Member & Leadership Council) and Debbie Thompson (Greater Victoria Coalition to End Homelessness), Co-chairs,** Alan Campbell (Vancouver Island Health Authority, to June 2010), Bernie Pauly (University of Victoria), Bruce Parisian (Victoria Native Friendship Centre), Chris Poirier-Skelton (United Way of Greater Victoria), Henry Kamphof (Capital Regional District, from October 2010), John Ducker (Victoria Police), Kathy Stinson (Downtown Service Providers, from December 2010), Kelly Reid (Vancouver Island Health Authority), Ken Moselle (Vancouver Island Health Authority, to July 2010), Laurie Duncan (Ministry of Social Development, to November 2010), Mike Woodcock (Ministry of Social Development, from January 2011), Marianne Alto (Community Member & Leadership Council, from December 2010), Ray Lonsdale (Victoria Police, from August 2010), Robert Lapham (Capital Regional District, to September 2010), Roger Butcher (BC Housing), Rupert Downing (Community Social Planning Council, from January 2011)



The Coalition's new Strategic Plan will be guided by an understanding of the requirements to end homelessness in the Capital Regional District by 2018. These are:

- ✚ Increased, sustainable funding from all levels of government to increase the supply of safe, affordable, permanent housing
- ✚ Commitment to a public policy environment that is supportive of change
- ✚ Commitments and partnerships with and between private, public and non-profit stakeholders who bring their resources to the collective work of the Coalition
- ✚ Acknowledgement that prevention is a key principle in ending homelessness
- ✚ Heightened awareness that affordable housing is in short supply and increased stock is urgently required
- ✚ Community recognition that homelessness is a problem throughout the region and long-term solutions will require innovative initiatives
- ✚ Continued public awareness building about poverty and the root causes of homelessness in order to reduce negative stereotypes and perceptions.

There will be natural continuity from the first three-year Strategic Plan to this second phase, especially the overall goal of facilitating the community plan to house and support people who are roofless, inadequately housed or living in accommodations that exceed their income. The 2011-14 Strategic Plan will be informed by the lessons learned from the first three years of the Coalition, the current economic realities and our understanding of the scope of affordable housing needs across the region.

We are heartened by the lessons learned, the resiliency of individuals and families who are homeless and insecurely housed, and committed to facilitating the response that will end homelessness by 2018.

## ONE CONVERSATION AT A TIME

### Municipal Engagement

This year, Executive Director Debbie Thompson and various Coalition partners presented to six municipal governments and the Capital Regional District. Presentations contained an outline of the year's activities, our ongoing mission and vision, and a request to work together.

Like all good partnerships, each one is unique. Following Coalition presentations to North Saanich council and the Regional Housing Trust Fund (RHTF) Commission, North Saanich Councillor Cairine Green brought a motion to the 2010/11 Budget Committee requesting that North Saanich increase its annual 2011 contribution to the RHTF by \$5,000. This motion was passed by North Saanich Council on May 9, 2011.

Each municipality can bring different assets to the table, such as innovative financial contributions, contributions of land, forgiveness of property taxes and more. Congratulations, North Saanich Council, for your forward thinking initiative.



# APPLYING BEST PRACTICES FOR CLIENT-CENTRED WORK

**When the Coalition was established in 2008, one of the founding principles was to follow best practices. Lucky for us, the University of Victoria (UVic) is home to many community-based researchers who are interested in addressing homelessness and health. A partnership was formed early on through representation on the Leadership Council and in the development and leadership of the Research, Evaluation and Data (RED) Working Group. Sound research plays an integral role in the Coalition.**

Accompanying this Annual Report is the *2010-11 Report on Housing and Supports*, produced in collaboration with the University of Victoria, Centre for Addictions Research of BC. The report represents an innovative approach to working with Coalition partners to produce a report that focuses on the determinants of homelessness and current evidence for planning and action.

Over the past two years, UVic researchers, with RED Working Group, have created a sustainable methodology to ensure reliable trend analysis on the external conditions that contribute to homelessness. They've also tracked the community's progress in effectively addressing – and ending – homelessness.

As part of this research, the Coalition in collaboration with UVic and Community Social Planning Council held a “point-in-time” facility count on February 2, 2011. A facility count highlights the number of people living in temporary, emergency shelter during a one-night duration. It does not

include people who are sleeping outdoors, couch surfing, or in unsafe or overcrowded accommodations. It does, however, provide a snapshot in time that tells us how many people were unhoused and needing permanent housing. On February 2, we counted 1,143 people without homes who were seeking temporary accommodation. In 12 months, 1,958 unique individuals used five of our six major shelters.

Also in February, the Coalition partnered with UVic's Office of Community Based Research (OCBR) to host national housing expert Michael Shapcott of the Wellesley Institute. Michael met with several of the Coalition's committees and Working Groups, spoke at a public event at the University and met with municipal representatives. Michael highlighted the contribution of research in shaping policy, education and practice that is important in the mission to end homelessness. This visit was an opportunity for effective knowledge exchange, particularly in terms of guiding the Coalition's research and public engagement strategies, and for creating national connections facilitated by collaboration with OCBR.

The Coalition was UVic's community partner for a Mathematics of Information Technology and Complex Systems (MITACS) Accelerate grant, which was matched by Vancity Savings Credit Union as the industry partner. MITACS is Canada's premier research internship program, which connects organizations with graduate students and postdoctoral fellows at Canada's leading research-based universities. This work aims to identify inclusionary practices of those impacted by homelessness and ensure those experiences are reflected in all levels of our work.



Mustard Seed Food Bank

## STATING THE CASE

### The 2010-11 Report on Housing and Supports

Research helps us to understand the contributing factors of homelessness and poverty in Greater Victoria, and to identify specific service and infrastructure needs.

For the last three years, the Coalition in partnership with UVic researchers has undertaken this ambitious project. Areas of analysis fall into five categories: Housing, Income, Food Security, Temporary Accommodations, Emergency Shelters, and Housing and Outreach Programs.

The following key findings apply to Greater Victoria:

- \$5,049.33** living wage for family of four for one month
- \$1,313.67** minimum wage for one month at \$8/hr (BC)
- \$661.67** monthly basic income assistance for a single person for one month (BC)
- \$665** average rent for a bachelor unit
- 2,235** households receiving BC Housing rent supplements
- 1,143** individuals seeking temporary accommodation on February 2, 2011
- 1,958** unique individuals who used 5 out of 6 emergency shelters in 12 months
- 95%** shelter occupancy rate over the year
- 91** number of people, including 25 children, turned away from temporary accommodations on February 2, 2011
- 79** families identified in that count, including 112 children.

### Research, Evaluation and Data (RED)

**Bernie Pauly (University of Victoria) and Ray Lonsdale (Victoria Police), Co-chairs,** Bruce Wallace (Community Researcher), Cheryl Bell-Gadsby (Salt Spring Island Community Services), Jodi Sturge (BC Housing), Kelly Newhook (Together Against Poverty Society), Linda DeBenedictis (Ministry of Social Development), Margo Matwychuk (University of Victoria), Michael Pennock (Vancouver Island Health Authority), Nicole Jackson (University of Victoria), Robert Bruce (Ministry of Social Development), Trish Irish (Community Social Planning Council), Trudy Norman (Graduate Student), Tyrone Austen (Graduate Student), Will Low (Royal Roads University)



# CLOSING GAPS TO PREVENT HOMELESSNESS

**In July 2010 the Coalition's Prevention Working Group – made up of representatives from the provincial government, Vancouver Island Health Authority (VIHA), Victoria Police and community organizations – presented a comprehensive plan to address the challenge of identifying target populations and trigger factors that contribute to homelessness.**

The Coalition will facilitate the community plan to prevent homelessness, which focuses on four distinct populations: youth, at-risk families, youth and adults in transition, and adults with cognitive impairment. We've placed significant focus on youth and their families. We believe

this is not only the moral way to treat children, but an obvious opportunity to intervene before people become further embedded in the cycle of poverty and homelessness.

Trigger factors for homelessness are often interconnected and involve structural factors outside an individual's control such as income, and housing availability and affordability. Individual factors may be family instability, poverty, abuse or trauma, violence, mental and physical illness, cognitive impairments and substance use. When these conditions are encountered singly, most people are able to manage. Encountered as multiple events, many people are unable to cope and face a high likelihood of becoming homeless.

A critical juncture in the lives of people facing these challenges occurs at points of transition, which often are the tipping points for homelessness: young people moving from Ministry of Children and Family Development care or family care to independence, youth transitioning to adulthood, and adults transitioning from institutional care, such as hospitals and prisons, to the community.

The Prevention Plan states two strategic priorities:

- ✚ Create more effective tools, processes and resources in the community to prevent homelessness
- ✚ Intervene early with unique populations who have a heightened risk of becoming homeless.

## Prevention

**John Ducker (Victoria Police) and Kelly Reid (Vancouver Island Health Authority), Co-chairs,** Amanda Gafter-Ricks (Community Living BC), Carol McAlary (Ministry of Children and Family Development), Dave Gordon (Vancouver Island Regional Correctional Centre), David MacPherson (Community Living BC), Geoff Sing (Cridge Centre for the Family), Hazel Meredith (BC Schizophrenia Society), Irene Haigh-Gidora (Cool Aid Access Health Centre), Janis Ruel (Ministry of Social Development), Jason Walsh (Sooke Family Resource Society), Jennifer Bilsbarrow (M'akola Housing Society), Jody Bauche (Victoria Native Friendship Centre), Judith Armstrong (Vancouver Island Health Authority), Katrina Jensen (AIDS Vancouver Island), Kelly Newhook (Together Against Poverty Society), Louise Maurakis (Vancouver Island Health Authority), Mark Muldoon (Threshold Housing Society), Roxanne Still (Ministry of Children and Family Development), Shauna Morgan (Vancouver Island Regional Correctional Centre), Shawn Jackson (BC Government), Suzanne Cole (Burnside Gorge Community Association)

### Homelessness Prevention Fund Partner Organizations

Burnside Gorge Community Association, Ministry of Social Development, Mustard Seed, Our Place Society, Pacifica Housing Advisory Association, Salvation Army–Community and Family Services, St. Vincent de Paul, Together Against Poverty Society, Victoria Cool Aid Society, Victoria Native Friendship Centre

We also identified five activities that need to be addressed: improved screening, improved case management, enhanced capacity to support Aboriginal clients, focused attention on policy gaps and improved interagency coordination.

Progress on implementation has been immediate. For example, we know many people are housed but, due in part to their low incomes, are at the brink of losing their housing. In response, the Coalition and 10 community partners launched the Homelessness Prevention Fund in January 2011 to provide small grants to qualified individuals and families who were at risk of losing their housing. Grants are a maximum \$500. The fund is entirely underwritten by private donations, highlighting the importance of community giving.

The Vancouver Island Regional Correctional Centre and the BC Ministry of Social Development have begun to collaborate so that support is in place when inmates are released into the community. Housing, income and medical status is considered in an effort to avoid discharge to homelessness. As well, members of the Coalition's Prevention Working Group have drafted a cognitive disabilities checklist to help frontline workers identify and assist clients with cognitive disabilities, including brain injury.

The work is ongoing and ambitious. To see the full Prevention Plan, please visit [www.solvehomelessness.ca](http://www.solvehomelessness.ca)



## A HELPING HAND IN AN EMERGENCY

### Homelessness Prevention Fund

The Homelessness Prevention Fund (HPF) is the new initiative of 10 Coalition partners that provides emergency assistance to individuals and families in Greater Victoria who are in financial threat of losing their housing. With the generosity of private donors, the fund was established at the Victoria Foundation in January 2011. Recipients do not have to repay the money, but can only apply once a year.

In its first three months, the HPF helped 21 individuals and six families with grants averaging \$367, out of a maximum \$500. Most people (89%) used the funds for emergency rent top-up, and the balance needed help with damage deposits or to prevent disconnection of hydro services.

One condition was that applicants had exhausted all other means of help. Interestingly, over half weren't on income assistance; many were employed but didn't earn enough to make ends meet.



# CREATING HOUSING: ONE SIZE DOES NOT FIT ALL

**Working with our partners to facilitate the creation of Housing and Supports for those who are homeless is one of the primary goals of the Coalition.**

In 2011, two supported housing projects – on Humboldt Street and Carey Road – were completed and ready to permanently house 80 men and women who were homeless.

Camas Gardens, on Humboldt Street in Victoria, one of three projects committed to in the Memorandum of Understanding (MOU) between the Province of BC and City of Victoria, provides supported housing for 44 men and women. The Province has leased the site to Pacifica Housing Advisory Association for a nominal fee for a period of 60 years and will provide ongoing operating support. The City will continue to exempt the site from property taxes as long as it continues to provide housing and services for people who would otherwise be homeless.

Olympic Vista, an Olympic Legacy Project on Carey Road in Saanich, is open and operational, providing supported housing for 36 seniors. Olympic Vista, operated by the Victoria Cool Aid Society (Cool Aid), will provide tenants with 24/7 staffing support, daily meals, social programming and other supports. The building is constructed from reconfigured modular units used by the athletes in the 2010 Olympics. BC Housing provided funding for capital and will also provide ongoing operating support. The Capital Regional Hospital District provided the land.

The first MOU project to be completed was Rock Bay Landing, the new emergency shelter on Ellice Street, opened on November 2, 2010 to provide temporary shelter and emergency services for 84 men and women. The building also offers transitional housing for 23 people, and Victoria's first self-contained family emergency shelter units for

two families. While these are not permanent housing, they do provide respite for many people who are experiencing homelessness.

Conversion of the former downtown shelter on Store Street to 23 units of permanent, supported housing is scheduled for completion in February 2012. This project will be the final one to undergo completion as part of the MOU agreement.

The City of Victoria purchased two former Traveller's Inns for conversion to affordable housing. On November 1, 2010, Cool Aid, with operating funding assistance from the City of Victoria and BC Housing, opened Queens Manor. This provides 36 units of supported housing for adults who were experiencing homelessness. Single adults, couples and tenants with pets are accommodated at Queens Manor.

## Housing

**Henry Kamphof (Capital Regional District) and Roger Butcher (BC Housing), Co-chairs,** Colleen English (Capital Regional District), Jim Bennett (Victoria Real Estate Board), Karyn French (Pacifica Housing Advisory Association), Kathy Stinson (Victoria Cool Aid Society), Kevin Albers (M'akola Housing Society), Linda Johnson (Vancouver Island Health Authority), Mark Muldoon (Threshold Housing Society), Maurice Rachwalski (formerly of City of Victoria), Rhiannon Porcellato (Salvation Army), Roger Tinney, (Private Consultant)



Olympic Vista



**Coalition partners have added 116 new units of permanent supported housing, and housed 535 people this year:**

- # 36 units for singles/ couples at Queens Manor (November '10)
- # 36 units for seniors at Olympic Vista (operational May '11)
- # 44 units for singles/ couples at Camas Gardens (operational April '11)

The second property, on Gorge Road, which will ultimately house Aboriginal families and youth, is expected to open in 2012 and will be operated by the Victoria Native Friendship Centre. Similar to Queens Manor, collaborative capital funding for this project is thanks to the federal government's HPS program, the City of Victoria, CRD's RHTF and BC Housing.

Non-profit service providers are key Coalition Partners who exhibit dedication and expertise in providing housing and supports to those who need it most in Greater Victoria.

Victoria Native Friendship Centre provides housing outreach services. Our Place provides drop-in services and transitional

housing. The Salvation Army provides emergency shelter and transitional housing. St Vincent de Paul operates supported housing, and Threshold Housing Society operates transitional housing for youth. Cool Aid provides emergency shelter and both transitional and supported housing, as well as integrated health services. Pacifica Housing operates supported housing complexes and provides housing outreach and emergency services.

Vancouver Island Health Authority (VIHA) operates housing in the Region and is responsible for the Assertive Community Treatment team (ACT) and Victoria Integrated Community Outreach Team (VICOT). These teams provide intensive supports and

linkages to housing for people who experience significant mental illness and/or addictions challenges. Of all ACT clients, 41% were housed and 59% were homeless at admission. For those who were homeless at admission, 84% were housed by 6 months and 16% remained homeless.

The current caseload is 190, with 54 admitted during 2010/11. Program capacity is 300 people.

Coalition partners – using both traditional methods and innovative solutions – have found housing for 535 people who moved from homeless to housed in a mix of market housing, single room occupancy (SROs) and subsidized units.



# USING INNOVATION FOR COMPLEX CHALLENGES

**The Coalition took collaboration one step further by establishing a Service Integration Working Group. This “feet on the street” group of people are problem solvers that meet monthly to develop innovative solutions for challenges that take a little extra resourcefulness. Group members then coordinate responses within their own teams.**

Two initiatives were launched this year that rely on the integration of many service partners: the Streets to Homes Pilot Program and the Private-Public Housing Initiative.

The Streets to Homes Pilot Program was designed to move 120 people directly from cyclical homelessness to private market housing. The target population was people with mental health and/or substance use challenges who had been homeless for at least 12 months. Program components include effective coordinated access to private market rentals, landlord support, coordinated community outreach, intake and follow-up supports with a focus on providing housing for people with unique challenges, and individualized supports to keep them housed.

Streets to Homes is a partnership between the Coalition Secretariat, Our Place Society, Pacifica Housing, Salvation Army, Victoria Cool Aid Society, Victoria Native Friendship Centre, Vancouver Island Health Authority, BC Housing and the Ministry of Social Development.

Between August 1, 2010 and March 31, 2011, 62 people who were formerly homeless found housing through Streets to

Homes. One significant challenge was finding private market housing that was appropriate and receptive to these renters. Of the 62 clients, only 41 were in private market units with the rest in transitional or supported housing. Clearly we needed to find other innovative ways to succeed with our goal. As the Streets to Homes model was imported from Toronto, we quickly learned the local reality is not the same. We created another stream.

The Coalition identified an opportunity to work with the Rental Owners and Managers Society of BC (ROMS BC). Under the Private-Public Housing Initiative, private landlords have made units available to people who live in supported housing, have stabilized and are ready to move into private market rentals. The Coalition provides Follow-up Support Workers and rent supplements to help renters make the transition.

The newly vacated supported housing units will become available to individuals on waiting lists, including Streets to Homes clients. This initiative has a target of 15 people, part of the overall 120 Streets to Homes placements. In addition to ROMS BC, our funders United Way of Greater Victoria, Victoria Foundation and BC Housing are all partners who show flexibility and willingness to back innovation. The initiative is just getting started, but we are finding it is not easy to move people along to independent living.

At the end of the day, Streets to Homes and the Private-Public Housing Initiative show that while you can borrow models from other jurisdictions, you have to be nimble and adaptable.



Bill Cody

## GRATEFUL TO BE HOME

### Streets to Homes participant

No one expects to be homeless one day, but when you are, it's good to know someone is on your side. Bill Cody, grandson of Buffalo Bill, had worked as a tradesman for over 40 years, photographed Elvis, and ran a Victoria video service. He worked construction all over BC, Texas, California and the Virgin Islands.

A series of health challenges led Bill to lose his housing and he relied on the (former) Streetlink shelter at nights. When he fell and broke six bones in his foot, things became bleak.

A shelter worker heard about the new Streets to Homes Pilot Program and thought Bill would be an ideal candidate. Today, Bill has a cozy apartment where he has surrounded himself with photos of family – and the King of Rock and Roll.

Bill is grateful for this second chance. His follow-up support worker Kristi reminds him of appointments, helps him set goals and helped him secure a motorized scooter. Now he's happy to have a secure home and is enjoying time spent with his five-year old great-grandson.

### Service Integration

**Laurie Duncan (Ministry of Social Development) and Bruce Parisian (Victoria Native Friendship Centre), Co-Chairs**, Don McTavish (Victoria Cool Aid Society), Gail Snider (Our Place Society), Jeanette Gault (Ministry of Social Development), Joe Power (Vancouver Island Health Authority), Juan Barry (Salvation Army), Karyn French (Pacifica Housing Advisory Association), Kathy Stinson (Victoria Cool Aid Society), Rev. Allen Tysick (Our Place Society), Robin Bruce (BC Housing), Janis Ruel (Ministry of Social Development), John Braun (Vancouver Island Health Authority)



# ENGAGING THE COMMUNITY TO SPUR ACTION

**Over the past year, community engagement has been a high priority for the Coalition. Our research, our partners and the people who have experienced living in extreme poverty all tell us that homelessness and poverty includes a diverse population. Homelessness and the risk of losing housing reaches families and singles, youth and seniors, women and men, employed and unemployed, well educated and cognitively impaired.**

Unfortunately we also know that many people still hold onto the myths and stereotypes of who a person facing homelessness is, or what type of behaviours they exhibit. This stigma is one of the challenges we have taken on.

Presentations, social media tools, lectures and guest events are all ways

the Coalition works with the community to educate, inform and ask for help.

Presentations have been made to six municipalities (Sooke, Langford, Esquimalt, Victoria, Oak Bay and North Saanich) and over 25 community groups (including Salt Spring Island) and service clubs. Municipal presentations have, in some cases, led to further discussion and positive initiatives. We plan to present to the other area municipalities in the year ahead.

We've begun to reach out to youth, co-sponsoring the YAH Youth Action on Homelessness video contest that resulted in six top videos that will be used for future promotional and educational purposes. The contest also connected us with new sponsors, volunteers and potential collaborators for future projects. Many thanks to the Leadership Victoria program for making this possible.

Relationships have been developed with national organizations to strengthen the work of the Coalition through shared information about best practices, research and innovative programs.

In early 2010, an all-day workshop (co-sponsored by the Coalition and UVic's Faculty of Human and Social Development) engaged key members of the Aboriginal community and others in sharing knowledge and strategies to address the housing needs of Aboriginal people in Greater Victoria. The forum sought to respond to the urgent issues of homelessness and under-housing among Aboriginal peoples. In December 2010, a report from the workshop was presented to the Coalition's Leadership Council.

Titled *Finding Our Path: Aboriginal Housing and Homelessness*, the report recommended bringing more

## Community Engagement

**Chris Poirier-Skelton (United Way of Greater Victoria) and Rupert Downing (Community Social Planning Council), Co-chairs,** Alan Rycroft (Victoria Cool Aid Society), Andy Orr (Capital Regional District), Chris Geater (Victoria Immigrant and Refugee Centre Society), Christina Peacock (Community Social Planning Council), Christine Atkins (BC Association of Aboriginal Friendship Centres), Jane Worton (Queenswood Consulting), Joan Kotarski (Fairfield Community Association), Katie Burke (United Way of Greater Victoria), Katie Josephson (City of Victoria), Ken Kelly (Downtown Victoria Business Association), Liz Hallett (Our Place Society), Lois Gabbitous (Community Member), Louise Macdonald (Victoria Foundation), Maleea Acker (Capital Regional District), Patricia Lusic (BC Housing), Peggy Wilmot (Faith in Action), Roland Best (Ministry of Social Development), Shannon Drew-Burrows (Victoria Foundation), Shannon Renault (Greater Victoria Chamber of Commerce), Susan Postma (Victoria Conservatory of Music), Suzanne Germain (Vancouver Island Health Authority)

### Experiential Advisory Group

**Marianne Alto** (community member and Leadership Council) and **Jody Paterson** (community member), Co-facilitators

Aboriginal people into the Coalition's Leadership Council and committee, and advocating with government and community leaders to build more housing for Aboriginal people.

The Coalition also strives to engage meaningfully at the grassroots level. The third annual Project Connect was held on October 13, 2010 at Our Place during Homelessness Action Week. As in the past, over 100 volunteers provided haircuts, veterinary services, massages, identification replacement and more. Each of the over 600 participants left with a bag of toiletries, new socks, gloves and hats.

Based on the success of this year's Project Connect, a similar event for families was proposed. Coalition Connect for Families was held on April 30, 2011 at the Victoria Native Friendship Centre in partnership with Burnside Gorge Community Association.

Another spin-off is the Conversation Café that now takes place monthly between the experiential community and two Coalition facilitators. This open, honest forum provides people who are living in poverty, at risk of homelessness and, in some cases, without housing, a safe place to speak about their experiences, how they are treated and what they would like to see happen in Greater Victoria. With their permission, comments are shared and this perspective is considered in our work.



## CONNECTING FAMILIES WITH RESOURCES

### Including Each Other

Coalition Connect for Families was organized by the Coalition in partnership with Burnside Gorge Community Association and Victoria Native Friendship Centre. Approximately 250 families in need (700 people) received free services from over 30 service providers, including:

- ✚ 78 haircuts
- ✚ 700 hot dogs, 700 hamburgers, 6 boxes of fresh fruit
- ✚ 18 acupuncture treatments
- ✚ 15 footcare treatments
- ✚ 130 Care Card, 100 Birth Certificate and 29 BC Identification card replacements
- ✚ 15 written resumes
- ✚ 80 photography sittings with complimentary framed family portraits
- ✚ Entertainment with music, magic, balloon artists, Daisy the Cow (Island Farms) and the Island Savings Owl. A Saanich fire truck with two firefighters was onsite for the full 6 hours (very popular!).

At the end of the event, families left with gift bags of toiletries, children's magazines, and other household necessities. The most common comments we heard?

"It was so great to connect with other families" and "I didn't know so many other Aboriginal families lived around here."



# PROGRESS REPORT — APRIL 1, 2010 TO MARCH 31, 2011

In 2008, the Greater Victoria Coalition to End Homelessness published a three-year Strategic Plan with three bold goals, a number of ambitious strategies and a series of projects to be undertaken to achieve the overall objective of ending homelessness by 2018.

The following pages review last year's goals, planned actions and the progress we made.



Frontline and Streets to Homes Follow-up Support Workers.

# GOAL 1

## HOUSE AND SUPPORT THOSE WHO ARE HOMELESS

WHAT WE SAID WE WOULD DO	WHAT WE ACHIEVED
<p><b>House and support 323 people between April 1, 2010 and March 31, 2011</b></p>	<p>Coalition housing partners have provided housing and supports for 535 people. These partners have housed people in a combination of subsidized and market housing and SROs (single room occupancy). These may be new or existing units.</p> <p><i>Finding Our Path: Aboriginal Housing and Homelessness</i> was presented in November 2010. Recommendations identified in the report include bringing more Aboriginal people into the Coalition’s Leadership Council and committees and advocating with government and community leaders.</p>
<p><b>Continue to implement Streets to Homes, a 2-year pilot program which integrates service delivery and coordinates access to private market rental housing.</b></p>	<p>The United Way and Victoria Foundation have provided funding for the Streets to Homes Pilot Program to complete its two-year pilot term.</p> <p>Between May 1, 2010 and March 31, 2011, Streets to Homes found housing for 62 people (41 in private market units and 21 in transitional or supported housing). The two-year goal is to permanently house and support 120 very vulnerable people who are experiencing homelessness. It has been a challenge to find private market housing that is appropriate and receptive to these renters.</p> <p>The Private-Public Housing Initiative agreement between the Coalition, Pacifica Housing Advisory Association and Victoria Cool Aid Society and the Rental Owners and Managers Society of BC (ROMS BC) will make 15 private market units available to people who live in supported housing, have stabilized and are ready to move into private market rentals.</p>
<p><b>Evaluate Assertive Community Treatment team (ACT), Victoria Integrated Community Outreach Team (VICOT) and Streets to Homes against agreed-upon outcome indicators and identify opportunities for coordinated oversight</b></p>	<p>The ACT and VICOT evaluation has not yet taken place. The evaluation is set to commence late 2011.</p> <p>An evaluation framework has been developed for Streets to Homes.</p>



# GOAL 2


## PREVENT HOMELESSNESS

WHAT WE SAID WE WOULD DO	WHAT WE ACHIEVED
<p><b>Implement and monitor a prevention plan which focuses on emergency intervention, transition planning, housing and income supports</b></p>	<p><i>A Plan to Prevent Homelessness</i> was completed on July 23, 2010. Implementation began almost immediately, including:</p> <ul style="list-style-type: none"> <li>✚ The Homelessness Prevention Fund (HPF), facilitated by 10 Coalition partners, provides emergency assistance to individuals and families in Greater Victoria who are in financial threat of losing their housing. Funded by private donors, HPF is managed by Victoria Foundation. The initial donation was \$50,000, matched by a five-year pledge, \$15,000 and other donations.</li> <li>✚ Vancouver Island Regional Correctional Centre (VIRCC) and the BC Ministry of Social Development are working together to ensure collaborative discharge planning.</li> <li>✚ A cognitive disability checklist has been drafted to help frontline workers with recognizing and providing better assistance to clients with cognitive disabilities, including brain injury.</li> </ul>
<p><b>Immediately implement recommendations of the housing and harm reduction action plan</b></p>	<p><i>Housing and Harm Reduction: A Policy Framework for Greater Victoria</i> has been endorsed by Leadership Council. The City of Victoria passed a motion on January 27, 2011 to approve the Housing and Harm Reduction Policy Framework. The City of Victoria, Vancouver Island Health Authority and community service providers are in discussions about next steps.</p>



# GOAL 3


## PROVIDE THE REQUIRED INFRASTRUCTURE

WHAT WE SAID WE WOULD DO	WHAT WE ACHIEVED
<p><b>Create Coalition Charter and partnership agreements</b></p>	<p>These have been combined into one document and await final approval.</p>
<p><b>Secure Core Funding</b></p>	<p>Funding for the Coalition Secretariat was secured for 2010/11.</p>
<p><b>Secure and coordinate Coalition Funding</b></p>	<p>The Homelessness Partnering Strategy (HPS) funding from the federal government has been renewed for three years from April 1, 2011 to March 31, 2014. Total funds are \$1,875,069, allocating \$168,628/annum to Aboriginal projects and \$456,395 to general projects.</p> <p>Discussions with the CRD led to changes to the Regional Housing Trust Fund to increase capital funding by indexing contributions to inflation, repurposing funds towards affordable housing for people who are homeless or at risk of homelessness.</p> <p>Discussions also took place with the CRD to create an affordable housing surcharge as a dedicated, regional funding resource for permanent, affordable housing. Although it did not proceed, it may still be a viable option.</p>
<p><b>Implement the research and evaluation plan to support the Coalition business plan</b></p> 	<p>A sustainable methodology was created to enable annual trend analysis in the <i>2010/11 Report on Housing and Supports</i> to identify the external conditions contributing to homelessness, and evaluate progress on housing and supports for people experiencing homelessness.</p> <p>The Coalition partnered with the University of Victoria to conduct and analyze research for the <i>2009/10 and 2010/11 Reports on Housing and Supports</i>.</p> <p>A “point-in-time” facility count was conducted on February 2, 2011 to determine the number of people staying in temporary and emergency shelters.</p> <p>The Coalition evaluation has been deferred to Fall 2011.</p>



**Victoria Cool Aid Society is proud to partner with the Greater Victoria Coalition to End Homelessness. Cool Aid is engaged with the work of the Coalition at all levels of our organization — from frontline workers to our board of directors. Indeed, we believe that ending homelessness in our community is only possible if we all work together to make it happen — we are the Coalition!**

*Kathy Stinson, Executive Director  
Victoria Cool Aid Society*

WHAT WE SAID WE WOULD DO	WHAT WE ACHIEVED
<p><b>Develop and promote policies aimed at ending homelessness</b></p> 	<p>The Coalition Secretariat has been exploring opportunities to create linkages with organizations across the country, including:</p> <ul style="list-style-type: none"> <li>✚ With University of Victoria, co-hosted a series of meetings and a public event in February 2011 with national housing expert Michael Shapcott of Wellesley Institute to discuss national strategies and the role of research in creating policy</li> <li>✚ Publicly supported draft federal legislation to adopt a national affordable housing strategy, and to support affordable housing in Canada</li> <li>✚ Participated in a submission to the Social Sciences and Humanities Research Council to propose a Canadian Observatory on Homelessness</li> <li>✚ Organized a federal all-candidates meeting in April 2011, attended several others, and sent questions to candidates with responses posted on the Coalition website</li> <li>✚ Met with elected members to ensure that housing and homelessness remain provincial and national priorities.</li> </ul>
<p><b>Implement the Communications Plan</b></p>	<p>The Coalition has been implementing strategies to encourage interactivity with our stakeholders, promote public awareness and reach as broad an audience as possible:</p> <ul style="list-style-type: none"> <li>✚ A more interactive website with a blog, social media, electronic newsletter and news streams have been implemented</li> <li>✚ Increased media relations efforts have resulted in coverage of a wide range of topics and included a number of Coalition partners</li> <li>✚ 2009/10 Annual Report and <i>2009/10 Report on Housing and Supports</i> were posted on the web and broadly distributed.</li> </ul>

**ROMS BC has long advocated government provided rental allowances as an immediate and cost effective method of expanding affordable housing. We are looking forward to the Public-Private Housing Initiative succeeding and it serving as a model proving that the public and private sectors can partner to achieve what neither can individually, and to the benefit of all stakeholders, including taxpayers.**

*Al Kemp, CEO  
Rental Owners and Managers Society of BC*

## WHAT WE SAID WE WOULD DO

### Create and implement a Community Engagement Strategy

## WHAT WE ACHIEVED

Presentations have been made to six municipalities (Sooke, Langford, Esquimalt, Victoria, Oak Bay and North Saanich) and over 25 community groups and service clubs.

The YAH Youth Action on Homelessness contest invited youth aged 14-17 and 18-21 to create short educational or informative videos. Winning entries were diverse, including two from youth who have experienced homelessness. Videos will be used for future promotional and educational purposes.

Relationships have been strengthened with community organizations with many new partners joining the Coalition to participate in initiatives and research efforts.

Project Connect was held on October 13, 2010 at Our Place, and Coalition Connect for Families was held on April 30, 2011 at the Victoria Native Friendship Centre with Burnside Gorge Community Association. In each case, 600 to 700 people attended to access free personal care services, learn about community resources and receive gift bags with hygiene and other personal items.

Queens Manor





# LOOKING TO THE FUTURE, CREATING FURTHER SUCCESS

**The Coalition's first Strategic Plan period concluded in March 2011 and planning has begun on the next 3-year Plan. Work is in progress and we expect to finalize the new Strategic Plan at the end of Summer 2011. As we move into this next phase, we are very mindful of several key factors.**

Youth homelessness is a serious and growing problem. According to Raising the Roof, over 65,000 youth in Canada lack secure, safe homes. This frightening statistic indicates that we are neglecting a huge proportion of the next generation of potential decision makers. The Coalition is starting to work with youth-serving agencies to see how we can help to reverse this terrible trend.

Meanwhile, we need to stay focused on our past goals and build on the work of the last three years by continuing to strengthen the following priorities:

## **Facilitate the community plan to house and support those who are homeless and at risk of becoming homeless**

Continued emphasis needs to be placed on housing and supporting those in current and imminent need of affordable housing. While emergency shelters are an important short-term response, the long-term objective must be to have sufficient permanent, safe, affordable housing, reducing the need for emergency interventions.

## **Work with appropriate partners to facilitate funding to increase affordable housing stock with appropriate supports**

Initial strategic planning was based on the assumption that housing and support resources could be found by realigning and reprioritizing existing resources. Some success was achieved, but it is clear this strategy is not sufficient to address the total housing and support needs. A new strategy is required to address capital and operational funding, including private sector partnerships. A key aspect of the funding will be the ability to leverage regional, provincial and federal matching contributions. Sustainable funding must also be identified for the Coalition Secretariat to execute the multi-year Strategic Plan.

## **Facilitate the community plan to prevent homelessness**

We will remain focused on implementing the Prevention Plan by intervening at critical junctures, recognizing trigger factors, addressing systemic issues and targeting both specific risk populations and events, such as transitions, to ensure people remain housed.

## **Build Public and Political Support**

Misperceptions and stereotypes about homelessness and people who experience homelessness persist. It is essential that citizens and organizations across the Capital Region understand the pervasive nature of homelessness and support the Coalition's efforts to address the problem. In particular, energy must go toward strengthening the capacity to address Aboriginal and First Nations homelessness and building new alliances and partnerships. Efforts must be redoubled to ensure housing and homelessness remain high on the agenda for municipal, regional, provincial and national governments.



# Coalition Partners and Collaborators

The Coalition Secretariat works with many valued partners to facilitate the community plan to house and support people who are homeless and insecurely housed. We could not do this work without our many partners, collaborators, community champions, members and volunteers.

AIDS Vancouver Island

Anawim Companion Society

BC Association of Aboriginal  
Friendship Centres

BC Housing

BC Schizophrenia Society

Burnside Gorge Community  
Association

Capital Regional District

City of Victoria

Community Living BC

Community Social Planning  
Council

Cridge Centre for the Family

District of Saanich (via CRD)

Downtown Churches Association

Downtown Victoria Business  
Association

Faith in Action

Foundation House

Greater Victoria Chamber of  
Commerce

Human Exchange Society

M'akola Housing Society

Ministry of Children and  
Family Development

Ministry of Social Development

Municipality of Oak Bay (via CRD)

Mustard Seed Street Church and  
Food Bank

Our Place Society

Pacifica Housing Advisory  
Association

Queenswood Consulting

Rental Owners and Managers  
Society of BC

Royal Roads University

Salt Spring Island Electoral  
District (via CRD)

Salvation Army

Salt Spring Island Community  
Services

Service Canada

St. Vincent de Paul Society

Threshold Housing Society

Together Against Poverty Society

Umbrella Society

United Way of Greater Victoria

University of Victoria

Vancouver Island Health Authority

Vancouver Island Regional  
Correctional Centre

Victoria Conservatory of Music

Victoria Cool Aid Society

Victoria Foundation

Victoria Immigrant and  
Refugee Society

Victoria Native Friendship Centre

Victoria Police Department

Victoria Real Estate Board



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Investment in housing and supports in Greater Victoria is being made by:



greater victoria  
coalition to end  
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