



greater victoria  
coalition to end  
homelessness  

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**hope has found a home**

**Strengthening Communities' Services**  
**“Victoria’s Welcoming Neighbourhoods - Move-in Mobilization”**  
**An Inclusive Community Initiative**

**Project Framework 2021-2022**



**Project Overview.....2**

Project Summary:.....2

Expected Outcome:.....2

Cross Sectoral Approach .....2

Evidence-based Implementation Model .....2

**Project Details .....3**

Multi-Faceted Program Mobilization.....3

**1. Move-in Mobilization .....3**

Move-in Mobilization Components Coordination of Service Provision.....3

Front Line Partners: .....3

Scope of Program Deliverables:.....3

Alignment with the Strengthening Communities Criteria.....4

Building on recent Peer Support Qualitative Research.....4

Outcomes Alignment & Engagement Consultations .....5

Move in Mobilization: Performance Measures and Data Collection.....5

**2. “Welcoming Neighbourhoods” Mobilization.....6**

“Welcoming Neighbourhoods” Mobilization Components.....6

Purpose: Lived Experience Council - Neighbourhood Inclusion Mobilization .....6

Expected Outcome and Inclusion Principle .....6

Partners:.....6

Talking Circles.....7

Reduction of Isolation.....7

Supporting Community Based Research - Residents Advisory Committee .....7

Community Inclusion and Communication .....7

Lived Experience Council and Voice .....7

“Welcoming Neighbourhoods:” Performance Measures & Data Collection .....7

Inclusion Mobilization .....8

**Project Budget .....9**

**City of Victoria Context and Evidence: .....10**

Community Plan Outcomes.....11





## Project Overview

**Project:** “Victoria’s Welcoming Neighbourhoods: Move-in Mobilization”

**Proposed Project Timeline:** April 21 – July, 2022

**Funding Request:** Total Budget

### Project Summary:

This proposal’s mission is to provide a community-based, coordinated and immediate response to the unsheltered population currently living in Victoria.

### Expected Outcome:

The expected outcome is the transition of all current unsheltered persons over this one year time frame into new and or currently available transitional shelters such as the Tiny Homes Project, and/or into supportive housing sites, Regional Housing First Programs and/or into Market Rent with appropriate and PWLLEH-chosen and appropriate supports by March 31, 2022

### Cross Sectoral Approach

All aspects of this proposal are founded on a multi-faceted cross-sectoral approach. Therefore, the engagement and inclusion approach will be based on a collective impact model with partnerships and collaboration with Persons with Lived and Living Experience of Homelessness (PWLLEH) **as the primary service recipients and providers.**

### Evidence-based Implementation Model

This project and implementation model is based upon the evidence based and human rights-based principle of “Nothing about us without us.”

The model for this project is based upon the mobilization made possible by the partners that support this approach, are currently committed to this project and are ready to hit the ground running. A peer-based approach is considered best practice. Included in this proposal are reports on the Participatory Action Research work of the GVCEH regarding peer based program approaches and the positive results of facilitating PWLLEH peers in service delivery and a peer approach to all aspects of homelessness service delivery. GVCEH has conducted recent qualitative research regarding peer support between 2019 – 2021 that supports this proposal. This community-based research was conducted locally in Victoria by and with peers as the peer researchers.

he following partners will work collaboratively to support the persons living in the parks, alleys and doorways and include:

- peer based programs delivered by the peer- based and/or peer driven organizations including but not limited to PEERS, SOLID, Umbrella, Greater Victoria Coalition to End Homelessness & the Aboriginal Coalition to End Homelessness.
- housing operators including but not limited to Cool Aid Society, Our Place Society, Pacifica Housing and PHS Society
- the Neighbourhood Associations and Community Advisory Councils
- community members,
- appropriate municipal government departments (specifically By-law & Police services of City of Victoria).

See: Appendix A: Participatory Action Project City of Victoria Report (community based PAR research results) and Appendix B: Millstream Ridge Case Study Interim Report findings.

Last Updated March 26, 2021





## Project Details

### Multi-Faceted Program Mobilization

- 1. Move-in Mobilization:** Transition & Supports Program
  - Coordination across front line workers
  - Peer-based support
- 2. Welcoming Neighbourhoods Mobilization:**
  - Lived Experience Council: Neighbourhood Inclusion

Target Locations: Moves and/or transition of unsheltered persons out of parks/alleys/hidden homelessness into Tiny Homes, Supportive Housing, Regional Housing First and Market Rent.

### 1. Move-in Mobilization

Move In Transition to housing and indoor shelter Program – Peer Based Move in Teams

#### Move-in Mobilization Components

##### Coordination of Service Provision

**Support Teams** – Peer based partnerships with Outreach Workers/Client Support Workers/ front line service providers in the provision of Move-In transition to shelter and housing through the provision of emotional and social support for the moving process.

Peer-based teams will work in coordination with housing and shelter providers to support PWLLEH to transition to/or from Client Support Workers (Cool Aid) and Outreach Workers (all Housing NFP Operators) to appropriate locations in temporary shelters and/or housing. These spaces and opportunities will be provided by BC Housing and Island Health through CAA as appropriately identified shelter spaces, temporary sheltering locations in hotels or the Arena, Regional Housing First and/or Market Rent opportunities.

##### Front Line Partners:

Peer Based Organizations: GVCEH, PEERS, Umbrella, SOLID, Aboriginal Coalition to End Homelessness

Housing Providers: Cool Aid, Pacifica, Our Place, PHS Society

##### Scope of Program Deliverables:

Sector Navigation and Transition Support

1. Pre move peer support, preparation and readiness
2. Placement experience – CAA process
3. Move-In Team support
4. Transition experience – emotional, social and mental health support

Expected Outcome: Human stability which will be followed up with a check-in provided through currently existing internal GVCEH mechanisms (not part of this grant application) at 3 month, 6 month, 1 year.





**Peer Support Theory of Change: If people experiencing homelessness and challenges with mental health & substance use and/or violence and/or trauma participate in a program governed by self determination; evidence- based relational practice; social and emotional supports; and the stages of change recovery model they will experience and demonstrate respect, trust, hope, personal empowerment, connection and belonging.**

In addition, we see a long-term opportunity to provide learnings from this mobilization as we collect qualitative and quantitative data. This will provide us with on-going system improvement learnings regarding the integration of housing and emotional and social health support services. Further, learnings will support our shared understanding of what works for people experiencing homelessness and inform the development of training, services and supports that are likely to prevent returns to homelessness.

The opportunity to provide peer based support for the general population experiencing homelessness including high needs and highly marginalized genders; youth population experiencing homelessness; and women fleeing violence will help to guide the development of the integrated health and housing supports necessary in supportive housing to enable client identified stability.

### **Alignment with the Strengthening Communities Criteria**

Improved health and safety of unsheltered homeless people living in public or private spaces, including reduced risk of COVID-19 or other disease transmission;

### **Building on recent Peer Support Qualitative Research**

Below is a snapshot of our Peer Housing Support qualitative client results for persons transitioning from supportive housing into the Regional Housing First housing model. These results were reported as both experiential and behavioural shifts after experiencing the emotional and social supports of the Peer Housing Support Program.

Below is an interim report derived from the 1<sup>st</sup> Reflections Evaluation.

The % below depicts the degree to which the clients self-reported an experience of these values, emotions, or a behaviour change related to these indicators.

This is a client developed and client-centred survey.

Community Based Research Excerpt Interim Report :

**As a Peer Researcher with the Peer Housing Support Research Project, have you observed, or felt that your life has been impacted in any of the following value areas?**

|                      |     |                      |     |
|----------------------|-----|----------------------|-----|
| HOPE                 | 80% | SELF – DETERMINATION | 60% |
| DIGNITY              | 60% | RESPECT              | 80% |
| SOCIAL INCLUSION     | 60% | RECOVERY             | 40% |
| TRUST                | 80% | EQUAL RELATIONSHIPS  | 50% |
| EMPATHY              | 60% | INTEGRITY            | 75% |
| AUTHENTICITY         | 25% | HEALTH               | 60% |
| WELLNESS             | 40% | CULTURAL AWARENESS   | 75% |
| PERSONAL EMPOWERMENT | 50% |                      |     |





## Outcomes Alignment & Engagement Consultations

### The Community Plan to End Homelessness in the Capital Region 2019-2024:

One of the critical priority areas identified in the Community Plan to End Homelessness in the Capital Region 2019-2024 is the area of Support Services. To ensure that this priority area is adequately resourced the Coalition has identified key initiatives in the 2020 Business Plan for priority resourcing.

One of these Key Initiatives is identified in the Community Plan. SS Support Services:

#### 1.2 Wrap Around Support Service Program

Development and re-design of supportive and supported housing wrap-around supports as a person-centred approach across the spectrum of housing.

### Move in Mobilization: Performance Measures and Data Collection

Learnings identified and desired by voices of Persons with Lived and Living Experience

- a) Does the Peer Support approach support effective access to services?
- b) Does Peer Support contribute to the emotional and social stability of people who have experienced homelessness?
- c) Does Peer Support contribute to preparedness for entry into long term housing?

This data will be collected and built into an existing Systems Improvement sector wide Monitoring and Evaluation Framework.





## 2. “Welcoming Neighbourhoods” Mobilization

This mobilization will focus on the outcome of de-stigmatization and reduction of “Not in My Backyard” (NIMBY) through a relationship building community engagement approach. This mobilization will be implemented through a ‘trauma-informed’ peer supported approach with persons currently living unsheltered as they participate in a in Neighbourhood Association Meetings and Community Advisory Councils.

### “Welcoming Neighbourhoods” Mobilization Components

#### **Purpose: Lived Experience Council - Neighbourhood Inclusion Mobilization**

The purpose of the Lived Experience Council: Neighbourhood Inclusion Strategy is to foster positive dialogue and relationship building between people who are unsheltered or recently sheltered and Neighbourhood Associations and community members. This will facilitate community wellness, reduce isolation, build community connection and sense of belonging. This will facilitate collaborative solutions that will reduce community concerns regarding public health and safety in neighbourhoods.

The purpose of this program activity is to foster positive dialogue and relationship building between people who are unsheltered or recently sheltered and Neighbourhood Associations and community members. This will facilitate community wellness, reduce isolation, build community connection and sense of belonging. This will facilitate collaborative solutions that will reduce community concerns regarding public health and safety in neighbourhoods.

#### **Expected Outcome and Inclusion Principle**

Through a lens of the principal of “nothing about us without us” in which the ‘us’ reflects all members of the Victoria community; housed, unhoused, or recently housed, the Community & Neighbourhood Inclusion Program will create solution-driven, social enterprise opportunities for community development, and will reduce community concerns about public health and safety in neighbourhoods where unsheltered homeless populations are seeking temporary shelter.

#### **Partners:**

- Temporary Sheltering & Housing Providers
- Peer-led agencies:
  - Peer Victoria Resources Society - <https://www.safersexwork.ca/>
  - Umbrella Society - <https://www.umbrellasociety.ca/>
  - SOLID Outreach - <https://solidvictoria.org/>
  - GVCEH Peer Housing Support Team - <https://victoriahomelessness.ca/get-involved/peer-housing-support-program/>
- Aboriginal Coalition to End Homelessness
- People with Lived/Living Experience of Homelessness in Victoria who are:
  - Sheltering outdoors
  - Sheltering on Mat Programs
  - Living in transitional or temporary housing
  - Living in shelter rate housing
  - Living in market rent housing with a rental subsidy
- Neighbourhood Associations
  - Community Advisory Committees





## Talking Circles

Facilitating talking circles, Resident Advisory Committees, participation in community meetings, and collaborating on solutions and events together, will foster positive dialogue and relationship building between people who are: unsheltered, or recently sheltered, and neighbourhood associations and community members. Activities will build upon engagements and support provided by housed community members to people who have been sheltering outdoors in Victoria. This initiative will also achieve increased capacity for service providers to connect with their clients and residents.

## Reduction of Isolation

Isolation and lack of sense of community in new temporary sheltering sites has been identified as an ongoing concern for new residents and their supporters. The COVID-19 pandemic has exacerbated the sense of isolation for many Victorians. The 'no visitor' policy in many sites has made it difficult for people to remain connected to community. This program will continue community talking circles that have been taking place in outdoor sheltering locations. These circles have provided opportunity for information sharing, project development and networking, as well as strengthening relationships and sense of community. This engagement will support emotional health and wellness for individuals at temporary sheltering locations, in a manner which is within COVID-19 safety protocols.

## Supporting Community Based Research - Residents Advisory Committee

In a survey conducted in August 2020, of staff and residents at temporary sheltering sites opened in May of 2020 it was noted: "Staff would also like to see more community activities and group work, more initiatives "by and for" residents... and regular meetings *where residents provide feedback and influence operations.*" The desire for a Residents Advisory Committee (RAC) was also identified by residents of the Travelodge during peer engagement surveys conducted by the GVCEH Peer Housing Support Team. This RAC is now active and meets regularly with site management to work collaboratively on site improvement strategies. Once talking circles are established the objective is to recruit those interested to form a RAC at the varied sheltering locations, to be led and facilitated by peers. This model allows for iterative solution development at temporary sheltering sites with staff and residents.

## Community Inclusion and Communication

Representatives of the RAC would then participate in Neighbourhood Association Community Advisory Committees, and facilitate to support collaborative solution development, and support effective communication loops with housed neighbours, service providers, and temporary site residents. This is also an opportunity for development of community activities such as BBQs, art projects and educational activities. The Central Park Pilot Participatory Action Research Engagement led by a Peer Research Team with the GVCEH, demonstrates the efficacy of these activities, as well as a strong desire from housed and unhoused community members to continue these activities regularly.

## Lived Experience Council and Voice

A representative from each of the Resident Advisory Committees would come together with a group forming a Lived Experience Council of members. This will allow the participants to share experiences, strengths and to collaborate with each other and all members of the sector and community, to achieve collective impact.

## "Welcoming Neighbourhoods:" Performance Measures & Data Collection

The measure of this and expected outcome is the improvement of the lived experience of all Victorians; which would include:







- reducing sense of isolation for people living in parks as they move into shelter and housing through community building
- improving persons experiencing homelessness well-being through having a voice and story-telling at community meetings (in particular persons with mental health and substance use challenges)
- supporting successful residency in temporary sheltering sites,
- decreasing stigmatizing attitudes from the public/community through relationship building

This will be measured through ongoing focus groups, surveys and interviews.

## **Inclusion Mobilization**

The Community & Neighbourhood Inclusion Program will be facilitated by the GVCEH; however, partnership peer-led and housing supports agencies is integral to the success of this project. A person with lived experience will be hired into a newly developed, full time, Community & Neighbourhood Inclusion Coordinator position to support delivery of all activities. This entire project is built on the principles of Collaborative Social Development, a framework of for the scope of the project is provided, and how the pieces are formed will be developed with each group. This process in itself is part of the many positive outcomes of projected for this work. After a 12 month pilot, individual neighbourhoods, service providers and others will be asked to support ongoing engagement through grants and core funding.





## Project Budget

| <b>TOTAL FUNDING REQUEST:</b>                                  |                   |   |
|--|-------------------|---|
|  | <b>\$</b>         | <b>607,306.70</b>   |
| <b>1. MOVE IN MOBILIZATION</b>                                 | <b>BUDGET</b>     | <b>Details</b>  |
| Peer Housing Support Coordinator                               | 55,000.00         | 70hrs biweekly SALARY   |
| Peer Housing Support Workers - 8 @ 20 hrs/wk or 16 @ 10 hrs/wk | 210,496.00        | 8 Peer Support Workers @ \$22/hr x 20 hrs/week + MERCS                              |
| Client Transportation  | 4,320.00          | Bus tickets   |
| Mileage & Parking  | 1,000.00          | Mileage and Parking   |
| Monthly Regional Community of Practice                         | 2,400.00          | 12 Sessions   |
| Coffee Cards   | 14,560.00         | Coffee: 8 peer staff @ 5 peers each/1 x coffee/wk @ \$7 per visit                   |
| Grocery Cards  | 12,000.00         | 40 peers \$25/Month   |
| Stipends for PHSP Working Group Meetings                       | 2,952.00          | 12 meetings @ 2hrs Meeting with 6 Members   |
| Food for PHSP Working Group Meetings                           | 480.00            | Monthly Meetings  |
| Phones   | 2,400.00          | 8 x \$25 Month  |
| Supplies   | 1,200.00          | \$100 Month   |
| Training   | 4,000.00          | \$500 x 8 Peer Support Workers  |
| <b>Subtotal</b>  | <b>310,808.00</b> |   |
| Administration (@ 10%)   | 31,080.80         |   |
| <b>Total</b>   | <b>\$</b>         | <b>341,888.80</b>   |
| <b>2. WELCOMING NEIGHBOURHOODS MOBILIZATION</b>                | <b>BUDGET</b>     | <b>Details</b>  |
| Community & Neighbourhood Inclusion (CNI) Coordinator          | 46,046.00         | Salary including MERCS @ 15% (\$22/hr - 70/hrs biweekly)                            |
| Phone for CNI Coordinator                                      | 600.00            | Plan @ \$50 per month   |
| Honorariums Monthly Talking Circles at Sites                   | 24,000.00         | 10 sites/\$200 per site per meeting   |
| Monthly Resident Advisory Committee Meetings                   | 24,720.00         | 10 sites/10 residents @ \$20/hr or \$200/honoraria per meeting + bus tickets & food |
| Monthly Lived/Living Experience (LE) Council Meetings          | 9,000.00          | 10 reps 3hr @ \$20/hr + travel/bus tickets & food                                   |
| LE Council Reps CAC & Community Meetings                       | 9,600.00          | 10 reps @ \$40 meeting up to 24 meetings a month                                    |
| Supplies   | 10,000.00         | Event Food, Office/Meeting Supplies, Collaborative Projects, i.e. ART               |
| MISC   | 2,400.00          | Transportation, petty cash expenses   |
| Peer Agencies  | 24,000.00         | Admin, wages, expenses (4 Agencies @ \$500/month)                                   |
| Team Lead  | 27,508.00         | 20 hours @ \$23/hr + 15% MERCS  |
| Face-2-Face with Stigma Co-facilitator                         | 19,734.00         | 15 hours @ \$22/hr + 15% MERCS  |
| Storytellers Meetings/Working Group                            | 12,792.00         | 6 storytellers @ \$20.50/hr 2/hrs per week  |
| Storyteller Honorariums  | 15,600.00         | 5 x storytellers @ \$50 honorarium per week   |
| Materials  | 600.00            | Office supplies & workshop materials  |
| Food (Storyteller support meetings)                            | 4,420.00          | \$85/weekly meeting   |
| Transport (Bus tickets & Taxi)                                 | 1,980.00          | 72 sheets bus tickets + Misc cab fare @ \$30/month                                  |
| Training Team Members  | 615.00            | Training team members is a one-time cost  |
| 1:1 for Story Development                                      | 3,198.00          | Each storyteller receives one 2-hour meeting per month                              |
| Venues (in person workshops)                                   | 3,000.00          | Up to 1 per month @ \$250   |
| Digital Storytelling   | 1,476.00          | 6 LE digital Storytellers training  |
| <b>SUBTOTAL</b>  | <b>241,289.00</b> |   |
| Administration (@ 10%)   | 24,128.90         |   |
| <b>TOTAL</b>   | <b>\$</b>         | <b>265,417.90</b>   |
| <b>GVCEH TOTAL</b>   |                   |   |
|  | <b>\$</b>         | <b>607,306.70</b>   |





## City of Victoria Context and Evidence:

Local context statistics and document resources include:

- a) The Point in Time (PiT)<sup>1</sup> Counts identified 1525 people experiencing homelessness in 2018 and 1523 in 2020.
- b) The Community Plan to End Homelessness in the Capital Region 2019-2020<sup>2</sup> demonstrates the collaborative community engagement undertaken to identify initiatives and strategies to address homelessness. The consultation and planning initiated included a cross-sectoral engagement of 98 representatives from April to October of 2019 who identified and co-constructed 57 initiatives to be implemented over 5 years from 2019 – 2024. The Covid 19 Pandemic greatly affected the homelessness response sectors ability to mobilize as was identified in a consultation with sector leadership and can be viewed in detail in a report on sector challenges experienced through the COVID Pandemic. As a result of the Pandemic crisis the sector experienced a pivot that began in March 2020. This included supporting over 600 people living rough across the geography of Victoria and the capital region. The sector Covid response and resulting shut-downs and reductions of services due to the pandemic delayed the implementation of the supports and the intentional work that had been identified for implementation. It is imperative that the sector be able to implement this very critical work to address the current gaps, needs and issues.

The following table relates the Community Plan Outcomes and the specific initiatives that this proposal addresses are listed below the table.

| Outcome                                     | Description  |
|---|--|
| <b>1. Support Services (SS)</b>             | People experiencing homelessness quickly and equitably receive the support they need over the course of their journey;<br>Support services have the mandate and capacity to deliver services.                        |
| <b>2. Housing (HO)</b>                      | A supply of accessible, appropriate, safe and person-centred housing is available.   |
| <b>3. Advocacy and Awareness(AA)</b>        | Communities and neighbourhoods are inclusive, empathetic, compassionate and welcoming of people experiencing homelessness; facilitated through advocacy and awareness and our collective experience of homelessness. |
| <b>4. Prevention Support (PS)</b>           | People are prevented from becoming homeless.   |
| <b>5. Collaboration and Leadership (CL)</b> | Leadership at all levels of community and government share a common sense of purpose; are effective, collaborative, supportive and inclusive.  |

<sup>1</sup> PiT Counts web <https://www.crd.bc.ca/docs/default-source/housing-pdf/housing-planning-and-programs/crd-pit-count-2020-community-report-2020-07-31.pdf>

<sup>2</sup> Community Plan <https://victoriahomelessness.ca/wp-content/uploads/2020/02/GV-Community-Plan-2019-2024.pdf>





## Community Plan Outcomes

### Support Services:

- A. People experiencing homelessness quickly and equitably receive the support they need over the course of their journey.
- B. Support services have the mandate and capacity to deliver services.

Specific Initiatives identified in the 2019 – 2024 Community Plan identified for priority implementation in the GVCEH Business Plan this year include:

Support Services Initiative SS 1.1      Coordinated Support Services

Support Services Initiative SS 1.13      Support Services for Regional Housing First Program's

### New Housing Units

Support Service Initiative SS 1.8 Neighbourhoods and Citizen's Mobilization Strategy

### Housing Outcome:

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

HO 2.6 New Supportive Housing Programs

### Advocacy and Awareness:

Communities and neighbourhoods are inclusive, empathetic, compassionate and welcoming of people experiencing homelessness; facilitated through advocacy and awareness and our collective experience of homelessness.

Advocacy and Awareness Initiative AA 3.5      Neighbourhood Engagement

