

## Constituency Table Meeting

March 13, 2014 8:30 am – 12:30 pm

5945 Kathleen, Burnaby – 10<sup>th</sup> Floor Conference Centre

### DRAFT AGENDA

Regrets:

#	ITEM	WHO	TIME
1.	Welcome, Acknowledge Aboriginal territory, Introductions, Visitors	Chair	8:30
2.	Adoption of Agenda	Chair	
3.	Receipt of the Minutes of the February 13, 2014 Special Meeting	Chair	
4.	<b>RSCH Reports &amp; Action Updates</b>		8:40
4.1	RSCH Chair	Deb B	
	a) Vice Chair – call for nominations ◀		15
	b) HPS CAB Strategic Planning		5
	c) 2014 Count data Media Release date: April 22nd		5
4.2	RSCH Funders Table	Deb B	5
4.3	RSCH Finance & Audit Advisory Group	Jill	30
	a) <b>Confirming delegation of authority to develop and implement the HPS Call for Proposals</b> ◀		
4.4	RSCH Regional Homelessness Plan Advisory Group	Alice	5
	a) <b>Plan Priorities &amp; Strategies Report</b> ◀	Debbie K	10
4.5	RSCH Regional Aboriginal Advisory Group	Patrick	5
4.6	RSCH Regional Business Leadership Group	Abi	5
4.7	RSCH Regional Youth Engagement Strategy Group	Michelle	5
4.8	Community Homelessness Tables	Sandy	15
	a) 2014 HAW		
	a) CT agendas & minutes timeline		
4.9	Municipal Caucus	Abi	5
<b>BREAK – 10:35-10:50</b>			10:35
5.	<b>Partner Reports</b>		10:50
5.1	AHSC Reports	Patrick	10
5.2	HPS Aboriginal Stream CE	Linda	10
5.3	HPS Designated CE	Theresa	11:10
	a) HPS Community Plan – update		
	b) HPS Transition Funding applications ◀	Camille	
	b) CE Agreement – update		
	c) Metro Vancouver Updates		
5.4	Service Canada	Toon	11:20
8.	<b>Guest Reports/Presentations</b>		
8.1	Homeless Seniors Community of Practice – James Pratt Consulting	tbd	11:30
9.	<b>New Business</b>		?
10.	<b>Roundtable</b> – 2014 Count report-out; other news, information, updates	Everyone	?
10.	Next meeting 8:30am – 12:30 pm, 5945 Kathleen, Bby, 10th Flr		
11.	Adjournment		12:30

Red = motion required

◀ = attachment



## Agenda Item 4.3

RSCH Constituency Table Meeting Date: March 13, 2013

To: RSCH Constituency Table

From: Metro Vancouver Homelessness Secretariat

Date: March 10, 2014

Subject: **Delegation of Authority to the Homelessness Partnering Strategy Call for Proposals Advisory Group to develop and implement the Terms of Reference for the HPS Call for Proposals**

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### *Recommendations:*

That the RSCH Constituency Table confirm the delegation of authority to the Homelessness Partnering Strategy Call for Proposals Advisory Group to develop the Terms of Reference for the 2014 Call for Proposals for new activities under the Homelessness Partnering Strategy.

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### **1. PURPOSE**

To confirm delegation of authority to the Finance and Audit Standing Advisory Group to develop the Terms of Reference for the 2014 Call for Proposals for new activities under the Homelessness Partnering Strategy.

### **2. CONTEXT**

The HPS program Terms and Conditions require that a Call for Proposals for post-transition funding is only possible when and until the HPS Community Plan is approved.

The Call for Proposals requires a Terms of Reference to interpret the HPS Community Plan priorities and HPS program terms and conditions. The RSCH Governance Manual adopted on the 5<sup>th</sup> of December presents the role of the HPS Call for Proposals Advisory Group as “...to exercise the delegated authority of the RSCH on financial matters and establish an HPS Review Committee, monitor and support the Call for Proposals process, receive and review the recommendations of the HPS Review Committee, and make final recommendations to the RSCH.” (*Appendix IX, RSCH Governance Manual Adopted Dec 5, p. 50*).

As the HPS Community Plan is anticipated to be approved before the next Constituency Table meeting, the HPS Call for Proposals Advisory Group may have to implement the first open Call for Proposals for new activities under HPS before the June Constituency Table meeting. Delegation of authority will enable the development of the Terms of Reference and implementation of the Call for Proposals in a timely manner should the HPS Community Plan be approved before the next Constituency Table meeting.

### **3. DISCUSSION**

The HPS Community Plan will be submitted upon approval of the provincial alignment section by BC Housing. Once submitted, Service Canada advises that approval by the Minister of Employment and Social Development Canada is likely before June 2014.

The following steps must take place for new activities to be funded by HPS:

- Signing of the Community Entity Agreement by Metro Vancouver and the Minister responsible for ESDC
- ESDC approval of the HPS Community Plan
- Solicitation of proposals under the eligible new priorities under the Transition Funding criteria : Housing First readiness and Coordination and Leveraging Activities

#### **Signing of the Community Entity Agreement**

This is anticipated to take place at the end of March to enable continuation of funding to RSCH-approved essential services funded by HPS.

#### **Approval of the HPS Community Plan**

Once BC Housing has confirmed appropriate language to describe the alignment of HPS to the provincial homelessness strategy, the HPS Community Plan will be submitted. Provided the Plan is accepted by the Minister responsible for ESDC, approval is anticipated before June 2014.

#### **Solicitation of Eligible New Activities under the Transition Funding Criteria**

Two additional priorities have been made eligible by HPS under the Transition measures, that may be solicited after the Community Entity Agreement is signed, and before the HPS Community Plan is approved. The two priorities eligible for new funding under the HPS Transition measures are “Housing First Readiness” and “Coordination and Leveraging”. This includes sub-projects that support the coordination of services and resources at the community-level. For example, this could include:

- consulting with community stakeholders to coordinate, assess and plan the HF response;
  - partnership and network development to support the identification of clients and housing placement opportunities;
  - facilitating service integration;
  - training staff on HF functions (i.e. components of HF)
  - identifying and brokering services from community partners; and
- **Data** sub-projects that assess and identify the community’s target population for HF initiatives. These projects could include:
  - the coordination of shelter data to identify and measure chronic and episodic homelessness populations;
  - technical support for data collection; and
  - activities aimed at building partnerships for local data collection and analysis.
- Sub-projects that identify the existing housing stock in communities, working with, for example, private and public local real estate and landlord associations, to identify available housing units. Through targeted outreach, these sub-projects could aim to develop and strengthen relationships with local landlords by building more formalized networks and offering training and knowledge exchange opportunities at the community-level.

- Small sub-projects to test an HF model could be put in place in 2014-15. Communities with limited experience with HF may want to start a small project and test the approach early to inform the full roll out of an HF model.

Important: no new sub-agreements (for April 1 2014 or later) can be entered into until the new CE agreement is in place.

In January of 2014, the CE circulated the HPS Housing First Readiness Assessment Survey and invited comments on challenges for the organization in achieving ‘full fidelity’ on the Housing First readiness criteria. The responses and analysis of the 39 organizations appears in the attached report. The report concludes that the activities under Housing First readiness may address the following issues:

- Development and implementation of a locally-relevant Housing First Readiness Assessment to establish an indicative baseline against which the CAB may observe regional progress towards a Housing First approach
- Exploring philosophical tensions in regional interpretations of Housing First
- Scoping the resource needs to fully achieve the Housing First Readiness approach
- Scoping the jurisdictional arrangements implicated in the success of Housing First and develop a strategy of engagement
- Interpreting implications of regional diversity for the success of the Housing First approach
- Assessing service trends that affect the success of implementing the Housing First approach and developing strategies to manage them
- Interpreting priority population considerations for the success of the Housing First approach

These issues require consideration and interpretation by the HPS Call for Proposals Advisory Group in determining the investment goals and timeline for eligible new activities under Transition Funding.

#### **4. FINANCIAL IMPLICATIONS**

Financial implications remain those associated with the need for expediency in allocating HPS funds to successful proponents through the Call for Proposals process as any unspent funds from the annual HPS allocation will be returned to the federal government at the end of each fiscal year.

#### **5. CONCLUSION**

The Constituency Table is asked to consider the issues raised in this report and confirm the delegation of authority to the Finance and Audit Standing Advisory Group to develop the Terms of Reference for the 2014 Call for Proposals for new activities under the Homelessness Partnering Strategy.

#### **Attachments:**

- Appendix A 2014 – 2019 HPS Terms and Conditions
- Appendix B Report on Community Feedback in responding to the HPS Community Plan Housing First Readiness Assessment Survey January 2014

## **Terms and Conditions of the Homelessness Partnering Strategy**

### **HOMELESSNESS PARTNERING STRATEGY**

#### **EMPLOYMENT AND SOCIAL DEVELOPMENT CANADA**

#### **INTRODUCTION**

The Homelessness Partnering Strategy (HPS) is a unique community-based program aimed at preventing and reducing homelessness. It provides direct funding to communities across Canada to support their efforts in addressing local needs and specific homelessness priorities. Since its inception, the HPS has been encouraging communities to adopt a more mature approach to homelessness and supported them to shift away from a focus on emergency responses towards longer-term solutions.

Despite many successes in addressing homelessness over the past decade, homelessness remains a persistent issue. It affects a diverse cross-section of the population, including individuals and families, and the communities in which they reside. In addition to its human cost, homelessness increases pressure on other public services, such as health and corrections services, which emphasizes the need for a well-focused and innovative strategy to effectively address the issue.

Evidence demonstrates that Housing First is an effective approach to reduce homelessness, and that it also often leads to a reduction in the use of other public services. The Housing First approach involves moving individuals who are chronically or episodically homeless from the streets or homeless shelters directly into permanent housing. Permanent housing is complemented by the provision of services to assist clients to sustain their housing and work towards recovery and reintegration into the community. This is in contrast to the more traditional approach that involves resolving the personal issues that contributed to an individual's homelessness before moving that person into stable housing.

With the emergence of the Housing First approach as an effective way to address homelessness, the HPS is actively supporting communities through the implementation of this approach to reduce homelessness. This will be accomplished through a balanced approach that ensures that communities adopt Housing First as a cornerstone of their plan to address homelessness, yet retain some flexibility to invest in other proven approaches that complement Housing First and reduce homelessness at the local level.

The HPS also promotes data collection, partnerships, practical and applied research, and innovative initiatives to support evidence-based decision making and to better target HPS investments for the greatest impact. This is accomplished by mobilizing partners at the federal, provincial/territorial, and community levels, as well as the private

and voluntary sectors, and other stakeholders, to address barriers to well-being faced by those who are homeless or at imminent risk of homelessness. All contributions under this program are non-repayable contributions.

These terms and conditions provide broad program parameters. They must be read in conjunction with the appropriate program directives and guidelines, as set by Employment and Social Development Canada (ESDC).

## **1.0 AUTHORITY**

The Homelessness Partnering Strategy (HPS) is developed under the authority of the Department of Human Resources and Skills Development Act, which provides in subsection 5(1) that the powers, duties and functions of the Minister “extend to and include all matters relating to human resources and skills development in Canada or the social development of Canada over which Parliament has jurisdiction and which are not by law assigned to any other Minister, department, board or agency of the Government of Canada.”

Section 7 provides that the “the Minister may, in exercising the powers and performing the duties and functions assigned by this Act, establish and implement programs designed to support projects or other activities that contribute to the development of the human resources of Canada and the skills of Canadians, or that contribute to the social development of Canada, and the Minister may make grants and contributions in support of the programs.”

The HPS relates to the mandate of the Minister of Employment and Social Development.

In 2007, Cabinet authorized the development of the HPS.

## **2.0 PURPOSE, OBJECTIVE, OUTCOMES AND KEY PERFORMANCE MEASURES**

### **2.1 Purpose**

The purpose of the Homelessness Partnering Strategy (HPS) is to support Canada’s communities, including 61 designated communities, as well as Aboriginal and rural and remote communities, in their efforts to prevent and reduce homelessness.

Through its community-based approach, the HPS supports the Government of Canada’s goals of helping local communities to overcome their unique challenges as stated in the Speech from the Throne 2011. The HPS supports the Government of Canada’s commitment to continue to work in partnership with provinces and territories, communities, the private sector, and other stakeholders to prevent and reduce homelessness, focusing mainly on a Housing First approach, as stated in Budget 2013.

The HPS links the Department's overarching mission of supporting Canadians in making choices that help them live productive and rewarding lives, and improving Canadians' quality of life, as well as the following strategic outcome as stated in the Departmental Performance Measurement Framework and Program Activity Architecture: income security, access to opportunities and well-being for individuals, families and communities.

## **2.2 Objective(s)**

The HPS aims to prevent and reduce homelessness across Canada.

## **2.3 Expected Outcomes**

The HPS has an evergreen Performance Measurement Strategy, which includes a series of outcomes that assists the program in meeting its objective of preventing and reducing homelessness in Canada. Progress toward meeting the program's objective is measured through a series of measures as set out in the Performance Measurement Strategy.

The expected outcomes of the HPS are:

- Integrated and comprehensive Housing First programs are developed;
- Community-level homelessness priorities are addressed;
- Partners are engaged to maximize and coordinate collective efforts; and
- Enhanced understanding of homelessness at the local and national level.

## **2.4 Key Performance Measures**

Key performance measures are used to measure relevance, effectiveness and efficiency of programming, and to support progress monitoring, reporting by management and evaluation. Key performance measures include:

- Decrease in the estimated number of shelter users who are chronically homeless;
- Decrease in the estimated number of shelter users who are episodically homeless;
- Decrease in length of shelter stay;
- Percentage of individuals placed in housing through a Housing First intervention that maintain housing; and
- Amount invested by external partners for every dollar invested by the HPS.

The key performance measures listed above are a sample of a more comprehensive set of indicators that have been developed. These indicators may be modified over time to ensure that can adequately measure the program outcomes and successes.

## **3.0 ELIGIBLE RECIPIENTS**

### **3.1 Eligible Recipients**

Eligible recipients include:

- Individuals;
- Not-for-profit organizations;
- For-profit organizations;
- Municipalities;
- Aboriginal organizations;
- Public health and educational institutions; and
- Provincial and territorial governments and their entities, including institutions, agencies and Crown Corporations

### **3.2 For-Profit Eligibility**

For-profit organizations may be eligible for funding provided that the nature and intent of the activity is: non-commercial; not intended to generate profit; based on fair market value; supports program priorities and objectives; and fits within the community plan (or identified local need where community plans are not required).

### **3.3 Eligible Communities**

#### **Designated Communities**

There are 61 communities that are eligible for Designated Communities funding.

The 10 communities identified as having the most significant problems with homelessness are: Vancouver, Calgary, Edmonton, Winnipeg, Toronto, Hamilton, Ottawa, Montreal, Québec City and Halifax.

A list of the 51 other communities, or a group of communities working jointly in a single geographic area, identified as having demonstrable problems with homelessness is attached (Annex A).

Activities in designated communities are not eligible for funding under the Rural and Remote Homelessness funding stream.

#### **Rural and Remote Homelessness Eligibility**

Activities in non-designated communities are eligible for funding under the Rural and Remote Homelessness funding stream through a tiered approach based mainly on the rural population size. Priority for funding is given to projects in communities with a population of 25,000 and under. Funding may be directed to projects in communities with populations over 25,000 that are non-designated communities, subject to the availability of funding.



### Aboriginal Homelessness

Aboriginal Homelessness funding is used for projects delivered primarily by Aboriginal service providers across Canada to address the specific needs of the off-reserve homeless Aboriginal population. It includes activities that promote inclusion within the Aboriginal community, that are congruent with Aboriginal identity and practices to ensure services are integrated and culturally-appropriate. Activities in designated and rural and remote communities are eligible for funding under the Aboriginal Homelessness funding stream, provided the project meets the funding stream requirements, as identified in the program directives and guidelines.

## **4.0 ELIGIBLE ACTIVITIES**

1. Activities designed to reduce homelessness, primarily through the Housing First approach as specified and to the extent determined by ESDC;
2. Activities designed to prevent individuals and families at imminent risk from becoming homeless;
3. Activities designed to understand, gather, analyze, and disseminate information about homelessness;
4. Activities that provide innovative solutions to homelessness;
5. Activities designed to plan and coordinate and integrate responses to homelessness; and
6. Other activities that support the objectives of the Homelessness Partnering Strategy.

A comprehensive list of eligible and non-eligible activities is included in program directives and guidelines, as set by ESDC.

## **5.0 ELIGIBLE EXPENDITURES**

Eligible expenditures are those considered necessary to support the purpose of the funding.

Eligible expenditures include the following:

- Overhead costs, including costs related to central administrative functions of the recipient organization that are drawn upon to support agreement activities (such as shared postage, telephones, IT maintenance and head office support);
- Costs of materials and supplies;
- Wages and mandatory employment related costs (MERCs);
- Staff training and professional development costs;
- Honoraria;
- Printing and communication costs;
- Professional fees, such as consultants, audit, technical expertise, facilitation, legal, and construction contractors;
- Participant costs;

- Capital costs:
  - Costs of the purchase of land;
  - Costs of the purchase of a building;
  - Costs of the construction/renovation of a building, including materials, supplies, and labour costs;
  - Other capital costs (e.g. vehicles, tools, equipment, machinery, computers, and furniture); and
- Other costs necessary to support the purpose of the funding, as approved by ESDC.

Specific requirements with regards to the eligible expenditure categories listed above, including for expenditures related to capital projects, are included in program directives and guidelines, as set by ESDC.

Where the recipient further distributes contribution funding to a third party organization to carry out project activities, payments by the recipient to the third party to reimburse the third party for the types of expenditures listed above incurred by the third party are also eligible expenditures. See Section 14.0 for more information on the redistribution of contributions.

## **6.0 STACKING LIMIT**

Where possible and appropriate, the costs of an eligible activity will be shared with the recipient and/or with government and/or the private sector. However, where the sharing of costs with the recipient and private sector is not feasible, total government funding (federal, provincial/territorial and municipal funding for the same eligible expenditures) must not exceed 100% of eligible expenditures.

## **7.0 METHOD OF DETERMINING FUNDING AMOUNT**

An appropriate funding amount is determined through the proposal assessment process described in Section 10.

Funding amounts for grants and contributions are determined based on factors including:

- Scope and duration of activities;
- Validation of reasonableness and fair market value of proposed expenditures;
- Importance of projected expenditures to success;
- Reasonableness of overall cost given projected outcome(s); and
- Other sources of funding.

Proposed costs are assessed based on the Department's experience and analysis and changes are negotiated, where necessary, to ensure that the level of funding is the minimum necessary for attainment of the results expected from the recipient.

In some instances, program support for provincial or territorial recipients or their entities may be determined based on an allocation model, rather than through proposal assessment as described above.

Program support to the designated communities is based on an allocation model.

Program support to communities for Aboriginal homelessness and for Rural and Remote homelessness is based on an allocation model.

The ability of recipient communities to manage and expend budgets allocated will inform any need to redistribute resources within the Homelessness Partnering Strategy envelope in subsequent fiscal years.

## **8.0 MAXIMUM AMOUNT PAYABLE**

### **8.1 Maximum Contribution Funding**

The maximum level of financial support approved per project or initiative will not exceed \$125M over five years. The maximum duration of funding under an agreement will not exceed five years.

### **8.2 Maximum Grant Funding**

The maximum level of financial support approved per project or initiative will not exceed \$250,000 per year. The maximum duration of grant funding will not exceed five years.

## **9.0 BASIS OF PAYMENT**

Payments to contribution recipients are made via regular progress payments based on reimbursement of eligible expenditures or via advance payments based on a cash-flow forecast. Any unexpended funding remaining at the expiry of the funding agreement constitutes a debt due to the Crown.

Certain progress payments and final payments are tied to the achievement of predetermined milestones as determined by ESDC, such as receipt of: results reports; methodology and/or final reports for research projects; and five-year community plans, annual progress report on community plans, and project recommendations.

In all cases, final payment follows receipt of the final accounting of eligible expenditures and the total amount of the contribution will not exceed eligible expenditures actually incurred or the portion of incurred expenditures eligible pursuant to the terms of the agreement.

For Community Entities, which are community bodies entrusted by the federal government through multi-year funding agreements of up to five years, payments may also be based on an organizational-specific flat percentage rate for project management

and administrative costs—this is a negotiated percentage to a maximum of 15% of the HPS allocation.

## **10.0 INFORMATION REQUIRED IN APPLICATION AND CRITERIA FOR ASSESSMENT**

Section 10 may, in some cases, not apply to provincial and territorial governments and their entities.

In addition to the requirements in 10.1 noted below, all designated communities with an allocation greater than \$200,000 and communities allocated over \$200,000 in Aboriginal Homelessness funding are required to develop a five-year comprehensive community plan, including a description of Housing First and non-Housing First activities and related key performance indicators with targets. They will also report annually on progress. The community plan, which is based on broad consultations with local stakeholders, describes their approach for addressing local homelessness, including priorities for funding and anticipated results.

The planning process in designated communities also involves identifying other sources of funding available in the community to address local homelessness issues, i.e. the community contribution. This community contribution may include funding from other partners, such as provincial/territorial and municipal governments, donations from private foundations or corporations, charitable donations and in-kind services. The community contribution includes other sources of funding available to specific projects funded by the Homelessness Partnering Strategy (HPS). An estimate of all the funding sources making up the community contribution is required in the community plan. A minimum of \$1 must be identified for every dollar of the HPS allocation to the designated community. Communities that are unable to meet this requirement during the planning stage must provide a strategy for ensuring that the community contribution requirement is met during each year. All designated communities must report on the amount of community contribution received at the end of each year.

### **10.1 Information required in application**

Applications will:

- Provide an estimate of expenditures to be incurred, and describe contributions from the applicant and other partners;
- State specific objectives, including milestones and/or outcomes to be achieved within the period covered by the agreement;
- Describe the activities to be undertaken;
- Provide information on the applicant, sufficient to demonstrate eligibility, capacity and ability to undertake activities and attain objectives; and
- Declare amounts owing in default to the Government of Canada.

## **10.2 Criteria for assessment**

Assessment is, at a minimum, based on:

- The degree to which proposed activities support program objectives to reduce and prevent homelessness and program priorities;
- The need for proposed activities;
- The qualifications and track record of the applicant;
- Demonstration of support required for success;
- Demonstration of sustainability or provision of an exit strategy (for service projects only);
- Completion of the Sustainability Checklist (for capital projects only); and
- Value for money.

## **10.3 Assessment to Determine Funding Instrument**

Financial assistance is provided to eligible recipients in the form of a grant or a contribution. Grants are only available for projects with a focus on research and knowledge development, which are less than \$250,000, do not include capital costs, and where the funding will not be redistributed to a third party.

Where grants may be an appropriate funding instrument, a separate assessment of successful proposals is conducted to determine whether a grant would be appropriate based on the criteria below.

Grants may be used to fund successful proposals:

- That are low-risk; and
- For which reports on expenditures are not required.

In general, grants will be used to support low-risk projects by recipients with a proven track record, such as a demonstrated ability of sound financial administration and good governance. A recipient's funding history with the Department will also be a consideration.

The level of risk is determined based on factors such as:

- Materiality;
- Complexity;
- Ability to forecast costs with precision;
- Recipient capacity to undertake activities and attain objectives;
- Alignment of recipient and program mandates and objectives; and
- Sensitivity of activity.

Higher risk activities, or those for which progress and/or financial reporting is required, will always be funded through a contribution agreement.

## **11.0 INFORMATION REQUIRED FOR FINANCIAL AND PERFORMANCE REPORTING**

### **Grants**

Grant recipients are required to submit information on results achieved where required for the performance measurement strategy and departmental reporting.

### **Contributions**

Financial and performance reporting requirements are based on risk, as determined through the Department's Risk Assessment, Management and Mitigation strategy. The nature and frequency of reporting is specified in each contribution agreement. Recipients are required to submit progress reports that outline activities completed and demonstrate progress towards achievement of results, and financial reports that account for the use of the funding and identify contributions from all sources towards eligible costs. All contribution recipients are required to submit final reports containing information on results achieved, as required for the performance management strategy and departmental reporting.

Provincial and territorial recipients and their entities may in some instances have tailored reporting requirements, but in all cases will be required to account for the use of funding and to provide information on results achieved, as required for the Performance Management Strategy and departmental reporting.

## **12.0 OFFICIAL LANGUAGES ACT**

The Homelessness Partnering Strategy (HPS) is committed to respecting its obligations under the *Official Languages Act*.

### **Transfer Payments to Recipients Other than Provincial and Territorial Governments and their Entities**

To respect the obligations of the Government of Canada under Part VII and Part IV of the *Official Languages Act*, where it has been determined that:

- a) the target clientele who are eligible to participate in a project to be carried out by the recipient is composed of members of both official language communities, and
- b) the anticipated demand for project assistance by the target clientele in both official languages justifies the use of both official languages, the department requires the recipients, other than other orders of government, to:
  - (i) make any announcements to the public concerning the project in both official languages;
  - (ii) actively offer project-related services to members of the public in both official languages;

- (iii) make available in both official languages any documents or other information for the general public relating to the project;
- (iv) encourage members of both official language communities to participate in the project; and
- (v) provide its services, when appropriate, in such a manner as to accommodate the specific needs of both official language communities.

### **Transfer Payments to Provincial and Territorial Governments and their Entities**

To respect the obligations of the Government of Canada under Part VII of the *Official Languages Act*, where it has been determined that:

- a) the target clientele who are eligible to participate in a project to be carried out by the recipient is composed of members of both official language communities, and
- b) the anticipated demand for project assistance by the target clientele in both official languages justifies the use of both official languages, the department seeks a commitment from the recipients to:
  - (i) make any announcements to the public concerning the project in both official languages;
  - (ii) actively offer project-related services to members of the public in both official languages;
  - (iii) make available in both official languages any documents or other information for the general public relating to the project;
  - (iv) encourage members of both official language communities to participate in the project; and
  - (v) provide its services, when appropriate, in such a manner as to accommodate the specific needs of both official language communities.

### **13.0 DURATION OF TERMS AND CONDITIONS**

These Terms and Conditions will come into effect on April 1, 2014, and will expire on March 31, 2019.

In order to ensure a smooth transition for agreement holders from the current Homelessness Partnering Strategy (HPS), ending March 31, 2014, to the renewed HPS (2014-2019) refocused primarily on the Housing First approach, and to allow for the necessary close-out activities required to complete existing HPS projects, ESDC will work with current HPS agreement holders to renew or continue Grants and Contributions agreements under the renewed Terms and Conditions, where required. This will ensure existing activities are completed and clients continue to have ongoing access to services. Agreement extensions and/or renewals will be provided for a period of up to one year, and will be considered on a case-by-case basis.

#### **14.0 REDISTRIBUTION OF CONTRIBUTIONS**

In projects involving the further distribution of the contribution by the recipient to one or more persons or entities, the agreement will make clear that the recipient has independence in the choice of those persons or entities, with minimal guidance from ESDC, and will not be acting as the agent for the government in making the distributions.

#### **15.0 INTELLECTUAL PROPERTY**

Intellectual Property created by a recipient will remain the property of the recipient. Where it is to the advantage of Canadians, and not detrimental to the goals of the recipient, ESDC may negotiate the shared use of intellectual property developed by recipients or through a third party. The rights to use this material may include further use of data for research purposes and/or publishing the intellectual property on ESDC's web site or in printed documents and publications.



## **Annex A to the HPS Ts&Cs**

### **LIST OF 51 OTHER AFFECTED DESIGNATED COMMUNITIES**

**British Columbia / Yukon:** Kelowna, Kamloops, Nanaimo, Nelson, Prince George, Victoria, Whitehorse

**Alberta / NWT / Nunavut:** Grande Prairie, Lethbridge, Medicine Hat, Red Deer, Wood Buffalo, Yellowknife, Iqaluit

**Saskatchewan:** Prince Albert, Regina, Saskatoon

**Manitoba:** Brandon, Thompson

**Ontario:** Barrie, Belleville, Brantford, Dufferin, Guelph, Halton, Kingston, Kitchener, London, North Bay, Peel Region, Peterborough, Region of Durham, Sault Ste. Marie, St. Catharines-Niagara, Sudbury, Thunder Bay, Windsor, York Region

**Quebec:** Drummondville, Gatineau, Saguenay, Sherbrooke, Trois-Rivières

**New Brunswick:** Bathurst, Fredericton, Moncton, Saint John

**Prince Edward Island:** Charlottetown, Summerside

**Nova Scotia:** Sydney (Cape Breton)

**Newfoundland and Labrador:** St. John's

**Appendix B: Report on Community Feedback in responding to the HPS Community Plan Housing First Readiness Assessment Survey January 2014**

**Summary of points arising from the Metro Vancouver HPS Housing First Readiness Assessment, January 2014**

In January of 2014, the HPS Housing First Readiness Assessment was taken verbatim from the HPS Community Plan template and circulated among the region's homeless-serving agencies and authorities. 39 organizational responses were collected reflecting input from across the region. Organizations were asked to rank their service philosophy according to a four – point scale of Housing First Readiness. Several organizations distinguished their approach from a Housing First approach. For those which supported the approach, the following challenges and strategies were synthesized from the open-ended responses accompanying each Housing First Readiness Criterion, soliciting feedback on challenges or opportunities in achieving a “four” on the four point Readiness scale.

Challenges	Opportunities
<p>Restrictions on Choice:</p> <ul style="list-style-type: none"><li>- Participants chose the timing of their housing, not staff</li><li>- Income assistance and shelter allowance insufficient and is a barrier to housing choice</li><li>- Low vacancy rate limits housing choice</li><li>- Long housing waitlist in place already</li><li>- Limitation of choice = SROs</li><li>- Choices are restricted in lower density communities</li><li>- Distribution of important infrastructure such as transportation affects scope of housing choice</li><li>- Cost of transportation a barrier to choice</li></ul>	<p>Partnerships to engage and maintain authorities and stakeholders vested in the approach</p>
<p>Resources enable the achievement of the approach:</p> <ul style="list-style-type: none"><li>- Speed of re-housing contingent on the housing supply</li><li>- Intensity of staff support: cost of staffing</li><li>- Fidelity can be achieved with more resources</li><li>- Insufficient supply of clinical supports</li></ul>	

<p>and housing subsidies</p> <ul style="list-style-type: none"> <li>- Demand for services far outweighs the supply</li> <li>- Insufficient resources to refer clients on to (De-tox, recovery, psychiatric care, etc.) without this in place, vocational and life-skill support services are adversely affected</li> <li>- Rent supplement falls short in quantity and amount given rental rates in high and low density communities</li> <li>- Low barrier facilities more expensive to operate and maintain</li> </ul>	
<p>Philosophical tensions:</p> <ul style="list-style-type: none"> <li>- Does Housing First equal not requiring tenants to leave in transitional housing?</li> <li>- Philosophy not the challenge, organizations subscribed to the approach are mostly aligned, however resources limit the capacity to achieve the full scale</li> <li>- Allowances = income?</li> <li>- Philosophical challenges stronger for youth with assumptions of younger people in need of structure and graduated process towards independence</li> <li>- Need to clarify meaning of the service philosophy for organizations in interpreting implications for their work, costs, and priorities, as in some cases respondents were unclear about the meaning of criteria.</li> <li>- Client prioritization vs. welcoming all who may be in need</li> </ul>	<ul style="list-style-type: none"> <li>- Remove time limits from existing facilities</li> <li>- Transitions in housing as a process to increasing independence in stages to enable clients to successfully enter the private rental market</li> <li>- Work alongside transitional housing spectrum with the goal to build self sufficiency</li> <li>- Retain right to evict a tenant, so the client does not have to be evicted for pet reasons</li> <li>- Spectrum of service intensities can be offered by a single agency to respond to the amount of high needs clients that can be accommodated, funded, sustained and likely to contact the organization</li> </ul>
<p>Jurisdictional challenges:</p> <ul style="list-style-type: none"> <li>- Municipal government does not have the mandate nor funds to directly provide support or subsidy</li> <li>- Housing brokers do not set readiness conditions – length of stay is often determined by program funder. Health</li> </ul>	<p>Partnerships to engage and maintain authorities and stakeholders vested in the approach</p>

<p>authorities focus on transitional housing despite support for Housing First</p> <ul style="list-style-type: none"> <li>- Social Services – mandated requirements to programming that may be in conflict with Housing First service philosophy</li> </ul>	
<p>Service Trends:</p> <ul style="list-style-type: none"> <li>- Staffing ratios depend on client population, acuity and service need</li> <li>- Support service ratios also determined by funding body</li> <li>- Limited access to housing and services in lower density communities</li> <li>- Not possible to have behavioural expectations tied to housing tenure (social integration)</li> <li>- Services may continue to be accessed by program graduates, doubling burden on staff and increasing client to staff ration</li> <li>- Addressing housing needs and supply for aboriginal people , seniors , youth, families</li> </ul>	<ul style="list-style-type: none"> <li>- Adaptation for families – parent like budget subsidies and rapid re-housing supports, preventative model – grocery transfers, micro-loans, rent subsidies, attachment to educational goals, landlord advocacy, client prioritization, job placements through partnership with social enterprises, client-centered approach. communal model is essential, as new motherhood can be an isolating experience, Therefore, the communal living allows for peer-to-peer supports to be created.</li> </ul>



## Agenda Item 5.3 a

RSCH Constituency Table Meeting Date: March 13, 2013

To: RSCH Constituency Table

From: Metro Vancouver Homelessness Secretariat

Date: March 10, 2014

Subject: **Update on Provisional Process for 2014 HPS Transition Funding**

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*Recommendations:*

That the RSCH Constituency Table receive this report for information.

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### 1. PURPOSE

To inform the Constituency Table of the results of the provisional solicitation of proposals for Transition Funding.

### 2. CONTEXT

At the December 5<sup>th</sup> meeting of the Constituency Table, the Finance and Audit Standing Advisory Group was delegated authority by the CT to implement the Transition Plan to the new HPS funding cycle. As program Terms and Conditions are now available, and HPS has provided Transition Directives to continue essential services until the signing of the CE agreement, the CE has established a provisional process to expedite allocation of HPS Transition funds in anticipation of the signing of the Community Entity Agreement.

On February 20, current HPS-funded service providers were invited to provisionally propose projects for HPS Transition funding under the 2014 – 2019 HPS funding cycle for review and recommendation to Metro Vancouver. Funding may not be allocated until the signing of the Community Entity Agreement, anticipated for end of March. The deadline for applications was the 6<sup>th</sup> of March and this report updates the Constituency Table as to the result of the solicitation.

Until the Community Entity Agreement is signed, no new activities may be funded therefore the provisional process was scoped to proposals to continue essential services. All proposals must be reviewed and recommended by the RSCH in its capacity as Community Advisory Board for HPS. This responsibility falls under the HPS Call for Proposals Advisory Group (HPS CFP AG).

### 3. DISCUSSION

At the close of the solicitation for Transition funding proposals, 36 of 41 currently funded service projects were proposed to continue as essential services until September 30, 2014. Staff did not

anticipate more applications given the Transition funding criteria. Among the applications aligned with the goal of continuing essential services, the total ask was approximately 2.5M dollars. Two applications were received which did not fall within the criteria of Phase 1 Transition Funding and will be assessed for eligibility by the HPS CFP AG.

In terms of alignment with HPS eligible activities, providers on average aligned with 60% of the HPS activities eligible during the Transition phase (pre CE Agreement). Staff perspective on project alignment varied only 30% from that of providers. Alignment ranged from 24% to 100% of the eligible HPS activities under the Transition phase. It should be noted that the target population requirements were applicable across all activity types, allowing providers the flexibility to apply “Homeless and at imminent risk” to any of the HPS activities, rather than focus exclusively on Chronic and episodic for Housing First activities.

All applications received have been reviewed by staff on technical grounds for meeting the deadline, application completeness, alignment with the new funding criteria, project success and analysis of budget. The technical assessment will be presented for CAB review this afternoon. The Advisory Group will review the proposals on behalf of the RSCH on staff technical criteria, staff recommendation, and assessment of ‘essential service’ criteria. The recommendations will then be decided upon by Metro Vancouver.

All applicants will be notified of the provisional CAB recommendation and provisional CE decision shortly after the meeting. The decision will be formalized in a contract upon signing of the Community Entity Agreement., anticipated at the end of March. It is hoped that within a week of signing the CE Agreements, funds may begin to flow to successful transition funding applicants.

Staff are continuing to expedite the contracting process as far as possible given the priority to continue essential services and move forward with the subsequent stages of the 2014 – 2019 program period. An update on the status of the process will be circulated to the CT shortly after the decision notices are circulated.

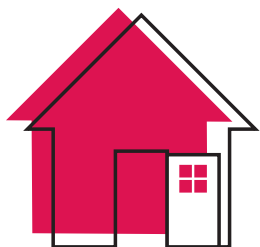
#### **4. FINANCIAL IMPLICATIONS**

No financial implications are applicable as this is an informational report.

#### **5. CONCLUSION**

The Finance and Audit Standing Advisory Group has directed the implementation of a provisional process to solicit proposals for Transition funding in anticipation of the signing of the CE Agreement. This report updates the CT on the status of that process. Next steps are the review and recommendation of the transition funding applications based on staff technical review and CAB recommendation on ‘essential service’ criteria. Contracting and flow of funds to successful applicants may only take place once the Community Entity Agreement is signed.





LET'S TALK  
ENDING  
HOMELESSNESS

## PRIORITIES + STRATEGIES REPORT

JANUARY 2014

Prepared for: Greater Vancouver Regional Steering Committee on Homelessness

Prepared by: CitySpaces Consulting Ltd.







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# INTRODUCTION

## PURPOSE

This Priorities and Strategies Report is the second of two reports from the Let's Talk Ending Homelessness initiative, prepared for the Regional Steering Committee on Homelessness (RSCH), by CitySpaces Consulting. The strategies in this report build on the first report (Consultation Summary Report, 2013), which outlined the emerging strategies identified by community stakeholders through a series of consultation activities that occurred between October and November, 2013. This report is also informed by an online survey, through which community stakeholders were able to further validate the strategies and identify the top priorities for action in the region.

Based on input received from community stakeholders, as well as Advisory Committee members, this report outlines the recommended priorities and strategies for responding to homelessness in the Metro Vancouver region. These directions are intended to inform the new Regional Homelessness Plan and guide the allocation of federal Homelessness Partnering Strategy funding<sup>1</sup>.

It is anticipated that the RSCH will prepare the draft Regional Homelessness Plan and Implementation Strategy by September, 2014. The final version of the Plan is expected to be completed by December, 2014, followed by community endorsement in June, 2015. Community stakeholders will be consulted on the draft Plan for further input and feedback.

## FOCUS AREAS

Discussions from the consultation activities were centred around identifying strategies and priorities to end and prevent homelessness, and were focused on three issue areas: housing first, prevention, and capacity-building. The focus areas in this Priorities and Strategies Report have been adapted to better reflect the community context and participant feedback. As such, the updated focus areas are: Housing, Prevention + Support, and Capacity-Building.

Where a strategy was found to be well suited to more than one focus area, it was identified under only one of the focus areas.

### Housing First is:

- Based on the idea that housing is a basic human right.
- An approach to providing access to permanent affordable housing.
- Involves access to community-based services designed to meet individual needs.

There is no requirement for people who are homeless to become "housing ready" before getting permanent housing. They do not need to move through the continuum of shelters and transitional housing, or be engaged in mental health or addictions treatment programs, prior to being housed. Housing First is based on the idea that issues that may have contributed to a person's homelessness, such as a lack of employment, addiction, poor mental or physical health, can be best addressed once a person has stable housing.

Housing First can be delivered in a number of ways, ranging from scattered site, self-contained units to dedicated buildings.

<sup>1</sup> The Regional Homelessness Plan will draw on additional information and consultation as part of the background review and preparation for the Plan.

## HOUSING

For the purpose of this report, “Housing” refers to both the supply of new units as well as access to existing units. This may include increasing the number of non-market housing units; maintaining and improving existing non-market housing units; and increasing access and support to private market housing. This includes supporting “Housing First” approaches that involve giving people direct access to permanent housing, along with the services they need and want to maintain their housing.

## PREVENTION + SUPPORT

“Prevention + Support” refers to programs or services aimed at helping to prevent people from becoming homeless. Or simply put: to prevent housing loss. The range of prevention activities is very broad, ranging from employment assistance, addictions treatment services, advocacy, early intervention, addressing family breakdown, and increasing access to affordable housing.

The most cost effective way to end homelessness is to stop it before it begins with effective prevention. Existing programs, services and systems need to be designed to identify the signs and factors of being at-risk of homelessness and be able to connect households with appropriate services. Within this context, communities need a thoughtful and structured prevention strategy that includes:

- Early detection and intervention.
- Emergency assistance.
- Policy and practice reforms to systems and programs.
- Coordination of services.
- Housing and support services and access to regular income.
- Access to mental health and addiction services.

## CAPACITY-BUILDING

“Capacity-Building” is an ongoing process to strengthen the ability of individuals, agencies, networks and the broader community to develop a meaningful and sustainable response to homelessness. Initiatives under this focus area should aim to:

- Enhance, or more effectively utilize, skills and abilities and resources.
- Strengthen understandings and relationships.
- Address issues of values, attitudes, motivations and conditions in order to support activities in a sustainable manner.

Capacity-Building gives people the skills, ability and confidence to take a leading role in the development of their community, and provides them with the information, understanding and training that enable them to perform effectively in bringing about desired change.



# PRIORITIES AT A GLANCE

In December, 2013, community stakeholders were invited to participate in an online survey to prioritize strategies for the upcoming Regional Homelessness Plan. Based on their input, the infographic below illustrates the top priorities for this report.

## HOUSING



**Increase the Housing Supply**



**Provide Housing Specific to At-Risk Populations**



**Protect + Improve the Existing Housing Stock**

## PREVENTION + SUPPORT



**Improve Financial Assistance + Eligibility**



**Enhance Support Services**



**Provide Support Services Specific to At-Risk Populations**



# CAPACITY-BUILDING



Facilitate Collaboration



Coordinate Funding



Enhance our Understanding  
of Homelessness





# HOUSING PRIORITIES

This section outlines the recommended priorities and key strategies for responding to homelessness in the Metro Vancouver region. The priorities and strategies have not been presented in any particular order and it is suggested that they be considered of equal or similar importance in future plans and policies.

## PRIORITY #1: INCREASE THE HOUSING SUPPLY

### STRATEGY:

Provide more housing in the region to persons who are homeless and at-risk of homelessness through a combination of purpose-built, dedicated-buildings and scattered site units. This includes providing a range of affordable housing options along the housing spectrum, from shelters to independent living options.



### DISCUSSION:

Increasing the number of affordable housing units in the region was identified as essential to eliminating and preventing homelessness in the region. This would be contingent on providing a variety of housing forms and services to address the complex needs of different sub-groups (youth, women, etc.). The goal in this regard is to facilitate the development of affordable housing for persons who are homeless and at-risk of homelessness. This may include supportive or transitional housing units for those who would benefit from this type of housing for a short or longer period of time. The key is the availability of a variety of housing options, creating choice for service providers and agencies working with individuals and families in need.

There is continued demand for non-market housing in the form of dedicated buildings and low-income housing (with or without support). Current wait-lists for non-market housing are lengthy, and many people are staying in housing that is not well suited to them because they are unable to find alternatives. Increasing the supply of non-market housing units is, therefore, a priority.

In addition to non-market housing, the availability of housing is a concern. Lower end of market units are in short supply and at-risk groups face difficulty accessing existing units. The region can play a role in facilitating improved access to existing rental housing.

New non-market housing needs to be thoughtfully planned with respect to location and design. It is important for new buildings to be located within close proximity/reasonable walking distance to amenities, services and programs.

Increasing the housing supply could be further supported by increasing access to units in the private market. Sometimes, households find it difficult to access private market housing because of existing stigmas or challenges communicating with private landlords. Households may also have limited knowledge of their rights and responsibilities as a tenant and, equally, landlords may not understand the challenges and benefits of housing low to moderate income households. There are opportunities to improve these relationships, both by assisting potential tenants in acquiring and maintaining their housing, as well as supporting landlords in order to make private market units more widely available to at-risk groups.



## RECOMMENDATIONS:

- Continue to provide a range of affordable housing options along the housing spectrum, including shelters and safe houses; low-barrier housing; transitional/ temporary housing; supportive housing; and independent living options.
- Continue to provide different types of shelters and safe houses as part of the housing spectrum, and focus on enhancing shelter safety, expanding operations to provide more on-site support and case planning, and strategically develop shelters in under-served communities and populations.
- Prioritize the development of purpose-built housing for specific at-risk populations (see Priority #2).
- Build independent living housing for low-income individuals and families that do not require integrated on-site support services.
- Increase access to private market housing by establishing programs and services that increase access to private market housing, and support landlords and tenants in market housing.
- Establish partnerships between housing providers, government agencies, businesses and developers to increase the number of subsidized units in the region.







# HOUSING PRIORITIES

## PRIORITY #2: PROVIDE HOUSING SPECIFIC TO AT-RISK POPULATIONS

### STRATEGY:

Provide housing throughout the region that meets the needs of specific at-risk populations, such as housing specific to at-risk youth, women, families, seniors, the Aboriginal community, persons with mental health and addiction issues, and the LGBT2Q population.



### DISCUSSION:

Each of the at-risk populations (youth, families, seniors, women, the Aboriginal community, persons with mental health and addictions issues, and LGBT2Q households) require safe and affordable housing that suits their needs. Their needs, however, tend to be complex and varied.

There has been an increase in the level of awareness of mental health issues by the public and by politicians, including the societal costs of inadequate housing and programs. It is essential to provide specialized housing for persons with mental health and addictions issues, and/or substance use challenges.

Youth are a top priority. It is important to provide a range of housing for youth, from shelters to supportive transitional homes to affordable independent living options. Service providers in the region reported that at-risk youth benefit from supportive housing that is non-institutional, with a home-feel, that integrates multi-disciplinary teams, such as occupational therapists, clinical support, mental health and addictions support, and peer counselling.

At-risk women have been under-served. Housing specific to women should be designed with a women-centred lens, offering supportive and independent living options. Supportive housing for women should integrate wrap-around services that are tailored to their specific needs. Providing security as well as a strong sense of safety is important. This may include women-only spaces within buildings, and locating buildings or units in neighbourhoods considered to be secure from predators and violence. Further, there is a need for dedicated, women-only housing for women fleeing abuse, and housing that is suitable and welcoming to women of all ages. It is important to plan for changes in housing need throughout the different stages of a woman's life.

Children are increasingly among the homeless. It is important to provide housing for women and children, but this form of housing should, where possible, be separate from women-only specific housing. There is a need to provide a range of family-only housing, including housing for women and children; couples and children; as well as housing for single fathers. Housing for all of these groups should range from family-shelters to permanent affordable housing. For families staying in shelters, it is important to provide services for children that facilitate continuity in their lives and reduce disruptions to the extent possible, such as providing transportation to school, space to cook meals, etc.

The population in Metro Vancouver and the rest of Canada is aging, as are the at-risk subpopulations that have been identified in the region. The housing needs of at-risk seniors are going to be increasingly important in all communities. For at-risk seniors, the need for a variety of housing and supports were clearly identified during the consultation, ranging from at-home support services to semi-independent living and assisted living facilities. Considerations should include seniors housing that is sensitive to the needs of different cultural groups, including Aboriginal groups.

People who identify as LGBT2Q face particular challenges when it comes to finding and maintaining housing, and non-profit organizations have been trying to catch-up to their specific housing and support service needs. It is important for the RSCH to consider the unique housing needs of the LGBT2Q population in the region.

**Note:** LGBT2Q refers to individuals who self-identify as lesbian, gay, bisexual, transgender, two-spirit or gender-queer.

Amongst the sector, there is inconsistent definitions of LGBT2Q. RSCH has an opportunity to facilitate a discussion around creating clear and consistent language for this specific at-risk group.

## RECOMMENDATIONS:

### SPECIFIC HOUSING FOR PERSONS WITH MENTAL HEALTH + ADDICTIONS ISSUES

- Provide a range of supportive housing for persons with mental health and addictions issues, including scattered site units and dedicated buildings. This includes non-market housing as well as affordable rental housing for low and moderate income households with mental health and addictions issues.
- Housing for persons with mental health and addictions issues needs to integrate on-site or mobile wrap-around support services.
- Provide opportunities for persons with severe mental health issues to be housed in a safe and structured environment if that is best suited to their needs and desires.

### YOUTH-SPECIFIC HOUSING

- Ensure that a range of youth-specific housing options is available, including low-barrier safe houses, transitional housing, and independent living options.
- Ensure housing for youth is located in safe neighbourhoods and is accessible to services, programs, and transit.





# HOUSING PRIORITIES

## PRIORITY #2: PROVIDE HOUSING SPECIFIC TO AT-RISK POPULATIONS (*continued*)

- Develop congregate housing for youth with integrated, multi-disciplinary support services (e.g. clinical support, peer support, intergenerational mentorship) in a non-institutional environment.
- Match youth-friendly landlords to youth who are ready to live independently in market housing, and provide support as needed.

### WOMEN-SPECIFIC HOUSING

- Approach women-specific housing using a women-centred lens. This could involve integrating community building activities and peer support.
- Provide a range of affordable housing options for women, from low-barrier transitional housing to supportive housing, affordable independent living, and housing that is suitable for different ages (e.g. mature women). Special consideration needs to be incorporated in buildings that house women fleeing domestic abuse or trafficked women.

### FAMILY-SPECIFIC HOUSING

- Provide flexible housing options that can accommodate a variety of family household compositions, including women with older sons, larger families, single fathers, multiple generations, and other situations to minimize family separation.

- Housing for women with children needs to be larger, with multiple bedrooms, located close to schools, parks, and community services. It should prioritize safety in building design and neighbourhood location.
- Continue to provide family-only shelters with support services, where parents are not at-risk of losing custody of their children.
- Develop rapid-rehousing programs to support families and to limit the impact of homelessness on children.

### SENIORS-SPECIFIC HOUSING

- Provide a range of affordable housing options for seniors, including independent living, semi-independent living with non-medical supports, and assisted living.
- Ensure seniors housing is culturally appropriate and accessible to a range of ethnic groups and non-English speaking seniors (e.g. Aboriginal elders, Indo-Canadian seniors, etc.).
- Increase opportunities for at-risk seniors to stay in their homes and/or communities, by adapting housing to be accessible, continuing to provide rent supplements and access to support services.
- Build relationships with landlords in market housing and other service providers to build a safety net for at-risk seniors living on their own.

### SPECIFIC HOUSING FOR THE ABORIGINAL COMMUNITY

- Approach Aboriginal-specific housing using an Indigenous lens.<sup>2</sup> This could include using culturally-sensitive design features such as clustered housing, multi-generational units, sweat lodges, and integrated Aboriginal-specific services.
- Aboriginal-specific housing should be managed and operated by Aboriginal individuals and incorporate Aboriginal community traditions such as smudging and food sharing.
  - » Note: Additional consultation with the Aboriginal community is needed to confirm and further enrich these recommendations.

### SPECIFIC TO THE LGBT2Q POPULATION

- Identify best practices to incorporate LGBT2Q-friendly/dedicated spaces in shelters.
- Provide supportive, transitional and permanent housing options that are specific to the LGBT2Q population, and/or that provide LGBT2Q-friendly spaces and units (i.e. dedicated floors in the building to LGBT2Q households).

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<sup>2</sup> For the purposes of this report, “Aboriginal” refers to describing services for people categorized as “Aboriginals”, particularly for government programs. The term “Indigenous” speaks to the Indigenous perspective.



## PRIORITY #3: PROTECT + IMPROVE THE EXISTING HOUSING STOCK

### STRATEGY:

Prevent the loss of affordable rental housing units and improve the quality of older rental housing stock (e.g. renovate older buildings in poor condition).



### DISCUSSION:

The stock of rental housing (market and non-market) in the region includes many older buildings. Some of these buildings have not been well maintained, resulting in some tenants living in substandard conditions. Persons who are leaving shelters or transitional housing and moving into independent buildings in poor condition have been reported to be vulnerable of becoming homeless again.

There are opportunities to upgrade or redevelop the older housing stock in poor condition. In addition, there are opportunities to prevent affordable housing stock from falling into disrepair by implementing regional livability standards and establishing multi-governmental partnerships.

The expiry of social housing operating agreements is also a major challenge with respect to protecting the existing stock of affordable housing. Housing providers are increasingly seeking alternative options to generate rental revenue to cover their subsidy loss after their operating agreements expire. These options may include adjusting market rents, adjusting the rent geared to income (RGI) mix, or converting non-market units to market units, and redeveloping existing properties. It is important for policy-makers to know the number of affordable RGI units that could be lost, in order to appropriately identify preventing actions and strategies.

### RECOMMENDATIONS:

- Upgrade the existing older stock of buildings that typically house low income households, provide self-contained units where possible and ensuring all units meet basic standards of maintenance and safety.
- Develop a regional livability standard and ensure municipalities work with property managers and landlords to ensure buildings and scattered site units are safe, secure, and maintained.
- Ensure individuals are not placed in housing situations that are potentially unsafe or harmful.
- Work with municipalities to implement replacement policies for purpose-built rental units throughout the region as part of major upgrading or redevelopment of the older stock of buildings.
- Support redevelopment of low-density social housing sites.
- Support non-profit organizations with expiring social housing operating agreements and find effective solutions to transition.



# PREVENTION + SUPPORT PRIORITIES

## PRIORITY #4: IMPROVE FINANCIAL ASSISTANCE + ELIGIBILITY

### STRATEGY:

Improve the situation of people who are homeless and at-risk of homelessness by making financial assistance and subsidy programs accessible and adequate.



### DISCUSSION:

One of the most challenging issues in Metro Vancouver is the shortage of affordable rental units in all parts of the region that are suitable to a variety of household types and needs. It is difficult for persons who are earning minimum wage or are receiving financial assistance (pension, disability, or income assistance) to afford market rents in the region in addition to affording groceries, household bills, and to maintain a basic quality of life.

There is an opportunity to improve the financial situation of persons who are homeless or at-risk of homelessness by increasing access to financial support services, expanding eligibility criteria programs, offering rent banks, improving access to financial assistance, increasing income assistance and financial literacy programs, implementing debt reduction programs, and increasing income assistance levels to improve households' ability to participate in the regional real estate market as renters.

### RECOMMENDATIONS:

- Support rent bank programs and consider developing a regional rent bank program.
- Advocate and work with Provincial agencies to:
  - » Increase the number of rent supplements available to homeless outreach programs.
  - » Continue to provide rent assistance for low-income families through the Rental Assistance Program (RAP) and seniors through the Shelter Aid for Elderly Renters Program (SAFER) and expand the eligibility of these programs.
  - » Reduce institutional barriers for accessing income assistance, such as creating centralized access to rent subsidies, reducing the process time for rental assistance applications, creating user-friendly websites, and updating file-access systems.
  - » Increase the amount of income assistance, disability assistance, shelter allowance, and rental subsidies to match regional housing costs.
- Increase access to education and employment opportunities for at-risk groups to improve their financial situation and prospects for personal growth.

## PRIORITY #5: ENHANCE SUPPORT SERVICES

### STRATEGY:

Increase, enhance and update outreach and support services so they can be more flexible, responsive, and inclusive in their approach.

### DISCUSSION:

Providing support services to persons who are homeless or at-risk of homelessness is critical in order to help people obtain and maintain safe, affordable housing in the region. Building trusting relationships with support workers is important, as well as offering accessibility to a range of services. Further, outreach workers can often identify the particular needs of clients and are able to respond by helping clients obtain appropriate housing to meet their needs.

While they do not fall within a clear funding program, drop-in centres provide a valuable point of access to information, services, peer support, and referrals. Continued support for new and existing drop-in centres is recommended, particularly where outreach teams and other service providers are able to work with drop-in centres to address the needs of under-served groups.

Access to client-centred support services is essential for maintaining housing and preventing homelessness. Support workers can assess the risk of individuals and families before they become homeless, and connect them with the most appropriate services for help. Without adequate support services, persons who are homeless or at-risk of homelessness would be less likely to be re-housed and less likely to maintain their housing.

### RECOMMENDATIONS:

- Prioritize client needs assessments and case planning work by front line service providers (e.g. shelters, outreach teams, and drop-in facilities) to identify the level and type of services that best meet each client's needs.
- Ensure outreach teams have access to rent subsidies and flexible funds that they can use at their discretion to support clients in maintaining their housing and create a positive home environment (e.g. damage deposits, household furniture and supplies, moving expenses, and groceries).
- Support the expansion of outreach programs to enable client support on evenings and weekends and provide ongoing life-skills training, including increasing the number of outreach workers.
- Enhance service providers' capacity to work with clients to complete forms for disability assistance, rental applications, identification replacement, and filing taxes.
- Facilitate access to drop-in centres throughout the region that foster a safe and compassionate environment, particularly where drop-in centres target specific at-risk groups including women, seniors, youth, the Aboriginal community, persons with mental health and addiction issues, and the LGBT2Q population.
- Increase the capacity of service providers to hire more staff, increase staff wages and provide specialized training.
- Foster community-building and a sense of belonging by creating social networks and connections for clients.
- Improve access to food programs and nutritious meals for individuals who are homeless or at-risk of homelessness, living in shelters and in supportive housing.
- Increase communication across sectors, agencies, end-users and all levels of government to improve the awareness of programs and services available, including advocating to senior levels of government where issues extend beyond municipal and regional jurisdictions.
- Continually improve consultation and planning processes that are meaningful and inclusive, including making housing and homelessness research widely available.

## PRIORITY #6: PROVIDE SUPPORT SERVICES SPECIFIC TO AT-RISK POPULATIONS

### STRATEGY:

Provide a range of support services throughout the region that are specific to at-risk populations, such as services specific to at-risk youth, seniors, women, families, the Aboriginal community, the LGBT2Q population and persons with mental health and addiction issues.



### DISCUSSION:

Enhancing support services is essential to preventing homelessness and to assisting individuals and families obtain and maintain safe, affordable housing. This priority area re-affirms the notion that different groups have complex and varied needs and that service providers need to work with each client individually to best address their needs. Where possible, it is important to develop a safe and welcoming environment for vulnerable at-risk groups, including at-risk youth, seniors, women, families, the Aboriginal community, the LGBT2Q population and persons with mental health and addiction issues.

### RECOMMENDATIONS:

Recognizing the complexity of issues and needs, the following list of strategies should be considered a sample of the types of support services that could be supported throughout the region.

#### FOR YOUTH

- Provide seamless and flexible funding and support before and after the age of 19, as needed. This includes the continuation of client/social worker relationships for youth aging out of youth-designated programs.
- Improve access to flexible rent subsidies and create a rent bank specific to youth.
- Provide a range of youth-specific services, (e.g. outreach and drop-in centre services for youth aging out of government care, programs for teen parents).
- Increase the availability of beds at youth-specific treatment centres.

#### FOR SENIORS

- Develop programs and checklists for pre-seniors to become “senior ready” and prevent future instability and financial uncertainty.
- Increase capacity for service providers to provide senior-specific services, such as training to work with seniors.



## FOR WOMEN + FAMILIES

- Incorporate peer support programs and wrap-around services for at-risk women and families.
- Review the assessment protocol for women fleeing domestic violence, and shift the role of assessing women's safety and well-being onto women's centres as opposed to the RCMP.
- Ensure that housing policies and programs assist parents with maintaining or regaining custody of their children.
- Provide family counselling and tools to cope with relationship issues or tragedy to prevent family breakdowns.

## FOR THE ABORIGINAL COMMUNITY

- Increase access to Aboriginal specific services throughout the Metro Vancouver region.
- Provide Aboriginal-specific life-skills services.
- Increase the availability of services for Aboriginal individuals that are staffed and managed by Aboriginal organizations. This includes treatment programs and drop-in centres.
  - » Note: Additional consultation with the Aboriginal community is needed to confirm and further enrich these recommendations.

## FOR PERSONS WITH MENTAL HEALTH + ADDICTION ISSUES

- Enhance outreach teams to include workers with mental health training, clinical staff, other population-specific expertise (e.g. Aboriginal individuals or youth) and support the establishment of specialized outreach teams focused on health, mental health, and concurrent disorders.
- Increase links between service agencies (e.g. BC Housing and health authorities, mental health services and youth agreement workers, and clinical staff and outreach teams).
- Enhance early intervention and detection assessment of persons with mental health and addiction issues, and connect them with appropriate services.
- Provide additional or specialized assistance to individuals who have issues associated with hoarding.

## FOR THE LGBT2Q POPULATION

- Incorporate peer support programs and wrap-around services specific to LGBT2Q households.
- Increase awareness of LGBT2Q housing and homelessness issues, as well as provide staff training such that services and programs can better respond to the needs of the LGBT2Q population.







# CAPACITY-BUILDING PRIORITIES

## PRIORITY #7: FACILITATE COLLABORATION

### STRATEGY:

Facilitate collaboration between local and regional government agencies; housing and shelter providers; and health practitioners to increase the collective capacity to provide services, build consensus on new initiatives, and enhance support across communities.

### DISCUSSION:

Organizations that provide housing and support services to persons who are homeless or at-risk of homelessness benefit from working together, rather than working in silos. In the region, organizations are often unaware of other services available to them and to their clients. Improving the awareness, communication and connectivity between the sector benefits organizations in the sector and benefits clients. It is important to encourage organizations to connect, share knowledge, and share services.

### RECOMMENDATIONS:

- Encourage local and regional collaboration and referrals across agencies and discourage the duplication of services.
- Increase opportunities for local and regional agencies to interact, mingle and collaborate by hosting events and conferences. This may include facilitating inter-agency workshops on a regular basis with a variety of stakeholders.
- Coordinate round table discussions between funders and service providers that work with the same at-risk populations in the region, including hospitals and health service providers.
- Support the implementation of shared spaces, hot desks (multiple workers using single work station at different times), and mobile work spaces across agencies to provide client access to a range of professionals and referrals.
- Designate key contacts at service organizations to liaise directly with key ministries (e.g. Ministry of Social Development and Ministry of Children and Family Development).
- Support and coordinate partnership efforts by senior governments, municipalities, and developers in building affordable housing.



## PRIORITY #8: COORDINATE FUNDING

### STRATEGY:

Encourage integration of services by coordinating funding providers, increasing access to funding, creating consistent criteria, and removing the competitive nature of funding applications.



### DISCUSSION:

Organizations in the housing and homelessness sector invest significant effort and resources into applying for program and service funding. Often, different funding sources have different application forms, organizational criteria, program/service criteria, and evaluation criteria. The varying requirements of funders place additional strain on under-resourced organizations to undertake administrative and reporting tasks. It is important, therefore, to support organizations by removing barriers to applying for funding and to support organization's ability to collaborate and share knowledge, services, and resources.

### RECOMMENDATIONS:

- Work with funding bodies and key agencies (e.g. through the RSCH funders' table) to identify ways to improve the efficiencies and effectiveness of service providers. Suggestions include:
  - » Encourage service providers and organizations to team-up on projects and share funding resources.
  - » Support the coordination and streamlining of funding programs.
  - » Streamline the criteria for funding eligibility.
  - » Develop greater flexibility in funding programs and eligibility criteria.
  - » Re-align funding to provide more stable and longer term funding for services and programs.
  - » Support the development of programs that provide sustained funding for training, including replacement staff time, to enable service providers to better serve at-risk populations.



# CAPACITY-BUILDING PRIORITIES

## PRIORITY #9: ENHANCE OUR UNDERSTANDING OF HOMELESSNESS

### STRATEGY:

Facilitate the sharing of knowledge and understanding of homelessness issues to the general public, organizations, and all levels of government.



### DISCUSSION:

There are a number of studies and projects that provide insight into the challenges and opportunities of supporting persons who are homeless or at-risk of homelessness. Consultation participants noted that there are continued misconceptions regarding the issues facing homeless sub populations (e.g. youth, women, families, seniors, Aboriginal people, persons with mental health and addictions, and the LGBT2Q population) who are homeless or at-risk of homelessness.

In order to foster community and political support for housing initiatives in the region, it is important to develop clear and consistent language on housing and homelessness. The RSCH is well positioned to provide that clarity and consistency throughout the region through its research and reporting. It would be equally valuable to communicate and share the lessons learned from housing projects and key studies in the region and elsewhere. The RSCH could support education and communication activities that reach out to key decision makers, such as municipal Councils, community resident associations, as well as the general public, to help foster a greater understanding of housing and homelessness issues and increase the levels of support for development projects and programs.

### RECOMMENDATIONS:

- Ensure there is consistent and clear language on housing and homelessness terms and definitions and communicate these broadly throughout the region.
- Assist with education and information sharing efforts that help to improve the general level of awareness and support for housing and homelessness projects and initiatives:
  - » Distribute information to key groups, such as Business Improvement Associations, community resident groups, and municipal Councils to gain support for community housing and homelessness projects.
  - » Organize roadshow events and materials that tell peoples' stories to help raise awareness and understanding of homelessness.
  - » Showcase savings that can be achieved for health services, corrections, and the court system by providing housing for people who are homeless.
  - » Educate the general public on the history and experiences of the Aboriginal community to foster better understanding and cultural sensitivity.







# CONCLUDING COMMENTS

The priorities identified in this report support the objectives of the Regional Steering Committee on Homelessness (RSCH) to develop a Regional Homelessness Plan that reflects input from community based organizations and other stakeholders who are engaged in housing and homelessness in Metro Vancouver. Collectively, the priorities identified in this report provide the RSCH with a framework that, when implemented, will inform the Regional Homelessness Plan as well as guide the allocation of federal Homelessness Partnering Strategy (HPS) funding.

The Regional Homelessness Plan will be prepared over the course of 2014, building off the Priorities identified in this report and establishing broad policy directions and an implementation timeline for addressing homelessness in the region. As was the case in previous regional homelessness plans, the next Plan could potentially serve as a guide for other sub-regional plans in Metro Vancouver.

The Priorities outlined in this report have been carefully selected with the understanding that the tasks and actions required under each priority can be realistically undertaken by the RSCH and within the jurisdiction of Metro Vancouver. Some of the strategies that were identified through the consultation may not be within the capacity or jurisdiction of the RSCH to implement independently and, therefore, will require collaboration and partnership with all levels of government and other organizations. Even though the RSCH cannot meet every need, the recommended strategies present a list of key directions that would affirm the region's commitment to ending and preventing homelessness, with a strong focus on issues facing specific vulnerable groups.









# RSCH CONSTITUENCY TABLE MEETING

3/13/2014



# Agenda

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- Welcome
- Agenda
- Minutes
- **RSCH Reports & Action Updates**
- **Partner Reports**
- **Guest Reports/Presentations**
- **New Business**
- **Roundtable**
- **Next Meeting June 12, 2014**
- **Adjourn**

# Agenda

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- Motion to adopt Agenda

Discussion:

# Minutes

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- Motion to accept Minutes

Discussion:

# RSCH Reports & Action Updates

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- Chair
- Funders Table
- Finance and Audit Advisory Group
- Regional Homelessness Plan Advisory Group
- RSCH Regional Aboriginal Advisory Group
- RSCH Regional Business Leadership Group
- RSCH Regional Youth Engagement Strategy Group
- Community Homelessness Tables
- Municipal Caucus

# RSCH Reports & Action Updates



Finance and Audit Standing Advisory Group

# Finance: Recommendation

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- That the RSCH Constituency Table confirm the delegation of authority to the Homelessness Partnering Strategy Call for Proposals Advisory Group to develop the Terms of Reference for the 2014 Call for Proposals for new activities under the Homelessness Partnering Strategy.

# Context

- CT delegated authority to FASAG to implement Transition Plan
  - ▣ Call for new activities is a component of that plan
- Governance Manual indicates the role of the HPS Call for Proposals Advisory Group
  - ▣ “...to exercise the delegated authority of the RSCH on financial matters and establish an HPS Review Committee, monitor and support the Call process, receive and review the recommendations of the HPS Review Committee, and make final recommendations to the RSCH.”

# Context



- The following must take place before new activities can be funded:
  - ▣ Signing of the CE Agreement
  - ▣ ESDC approval of HPS Community Plan
  - ▣ Solicitation of proposals under the eligible new priorities under the Transition Funding criteria



# Recommendation

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- That the RSCH Constituency Table confirm the delegation of authority to the Homelessness Partnering Strategy Call for Proposals Advisory Group to develop the Terms of Reference for the 2014 Call for Proposals for new activities under the Homelessness Partnering Strategy.

# RSCH Reports & Action Updates

- Chair
- Funders Table
- Finance and Audit Advisory Group
- **Regional Homelessness Plan Advisory Group**
- RSCH Regional Aboriginal Advisory Group
- RSCH Regional Business Leadership Group
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# REPORT FROM THE REGIONAL HOMELESSNESS PLAN ADVISORY GROUP

March 13, 2014

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# Background

13

Activity	Date
Constituency Table (CT) approved Terms of Reference	September 2013
Let's Talk Ending Homelessness Consultations <ul style="list-style-type: none"><li>• 3 sub-regional workshops</li><li>• 4 ideas sessions</li><li>• 2 meetings: GVSS and RSC Funders Table</li><li>• 10 interviews with persons with lived experience</li></ul>	Oct-November 2013
Summary report and online survey sent to stakeholders	December 2013
Online surveys returned (141)	December 2013
Priorities and Strategies Report received	January 2014
RHP Advisory Group recommended approval of proposed Priorities and Strategies	February 2014
CT approves Priorities and Strategies (or proposes amendments)	March 2014

# Proposed Regional Plan Priorities

14

1. Increase the Housing Supply
2. Provide Housing Specific to At-Risk Populations
3. Protect and Improve the Existing Housing Stock
4. Improve Financial Assistance and Eligibility
5. Enhance Support Services
6. Provide Support Services Specific to At-Risk Populations
7. Facilitate Collaboration
8. Coordinate Funding
9. Enhance Our Understanding of Homelessness

# Proposed Regional Plan Priorities

15

## **1. Increase the Housing Supply Strategy:**

Provide more housing in the region to persons who are homeless and at-risk of homelessness through a combination of purpose-built, dedicated buildings and scattered site units. This includes providing a range of affordable housing options along the housing spectrum, from shelters to independent living options.



# Proposed Regional Plan Priorities

16

## **2. Provide Housing Specific to At-Risk Populations**

**Strategy:** Provide housing throughout the region that meets the needs of specific at-risk populations, such as housing specific to at-risk youth, women, families, seniors, the Aboriginal community, persons with mental health and/or addiction issues, and the LGBT2Q population.

# Proposed Regional Plan Priorities

17

## 3. Protect and Improve the Existing Housing Stock

**Strategy:** Prevent the loss of affordable rental housing units and improve the quality of older rental housing stock (e.g. renovate older buildings in poor condition).

# Proposed Regional Plan Priorities

18

## **4. Improve Financial Assistance and Eligibility**

**Strategy:** Improve the situation of people who are homeless and at-risk of homelessness by making financial assistance and subsidy programs accessible and adequate.

# Proposed Regional Plan Priorities

19

## **5. Enhance Support Services**

**Strategy:** Increase, enhance and update outreach and support services so they can be more flexible, responsible and inclusive in their approach.

# Proposed Regional Plan Priorities

20

## **5. Enhance Support Services**

**Strategy:** Increase, enhance and update outreach and support services so they can be more flexible, responsible and inclusive in their approach.

# Proposed Regional Plan Priorities

21

## **6. Provide Support Services Specific to At-Risk Populations**

**Strategy:** Provide a range of support services throughout the region that are specific to at-risk populations, such as services specific to at-risk youth, seniors, women, families, the Aboriginal community, persons with mental health and/or addiction issues, and the LGBT2Q population.

# Proposed Regional Plan Priorities

22

## 7. Facilitate Collaboration

**Strategy:** Facilitate collaboration between local and regional government agencies, housing and shelter providers, and health practitioners to increase the collective capacity to provide services, build consensus on new initiatives, and enhance support across communities.



# Proposed Regional Plan Priorities

23

## 8. Coordinate Funding

**Strategy:** Encourage integration of services by coordinating funding providers, increasing access to funding, creating consistent criteria, and removing the competitive nature of funding applications.

# Proposed Regional Plan Priorities

24

## **9. Enhance Our Understanding of Homelessness**

**Strategy:** Facilitate the sharing of knowledge and understanding of homelessness issues to the general public, organizations, and all levels of government.

# Next Steps

25

Activity	Date
<ul style="list-style-type: none"><li>• Further engagement with Aboriginal community</li><li>• Circulate CitySpaces Priorities and Strategies report</li><li>• Estimate number of housing units to accommodate homeless population in Region</li><li>• Use priorities and strategies to refine goals, priorities, strategies and actions to end and prevent homelessness</li><li>• Identify timelines, resources and responsibilities to implement Plan</li><li>• Identify measurable outcomes and indicators for success</li><li>• Develop consultation strategy for draft Plan</li></ul>	April – September
Estimate cost to implement the Plan	Oct - November 2014
Consultations on draft Plan	Nov - December 2014
Final Plan	December 2014
Endorsement	January - June 2015

# Recommendations

26

## That the RSCH Constituency Table

- Approves the priorities and strategies identified in this report to inform the next stages of work to develop the new Regional Homelessness Plan.
- Undertakes further engagement with the Aboriginal community to discuss the priorities and strategies in this report and to further develop the new Regional Homelessness Plan.
- Agrees to circulate the Priorities and Strategies report prepared by CitySpaces to RSCH members and community stakeholders who were invited to participate in the Let's Talk Ending Homelessness consultations, for information.

# RSCH Reports & Action Updates

- Chair
- Funders Table
- Finance and Audit Advisory Group
- Regional Homelessness Plan Advisory Group
- **RSCH Regional Aboriginal Advisory Group**
- RSCH Regional Business Leadership Group
- RSCH Regional Youth Engagement Strategy Group
- Community Homelessness Tables
- Municipal Caucus

# RSCH Reports & Action Updates

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- Chair
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# RSCH Reports & Action Updates

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- RSCH Regional Business Leadership Group
- RSCH Regional Youth Engagement Strategy Group
- Community Homelessness Tables
- **Municipal Caucus**

# PARTNER REPORTS



# Partner Reports

- AHSC Reports
- HPS Aboriginal Stream CE
- HPS Designated CE
  - ▣ HPS Community Plan – update
  - ▣ HPS Transition Funding applications ◀
  - ▣ CE Agreement – update
  - ▣ Metro Vancouver Updates
- Service Canada

# Guest Reports

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- GVSS

NEW BUSINESS



ROUNDTABLE





**NEXT MEETING JUNE 12,  
2014**

Adjourn

## Agenda Item 4.4 a

RSCH Constituency Table Meeting Date: March 13, 2014

To: RSCH Constituency Table

From: Alice Sundberg, Chair, Regional Homelessness Plan Advisory Group

Date: February 19, 2014

Subject: **Regional Homelessness Plan – Draft Priorities and Strategies**

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*Recommendations:*

That the RSCH Constituency Table approves the priorities and strategies identified in this report to inform the next stages of work to develop the new Regional Homelessness Plan.

That the RSCH undertakes further engagement with the Aboriginal community to discuss the priorities and strategies in this report and to further develop the new Regional Homelessness Plan.

That the RSCH Constituency Table agrees to circulate the Priorities and Strategies report prepared by CitySpaces to RSCH members and community stakeholders who were invited to participate in the Let's Talk Ending Homelessness consultations, for information.

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### **1. PURPOSE**

To obtain approval from the RSCH Constituency Table of the priorities and strategies identified in this report to inform the next stages of work to develop the new Regional Homelessness Plan; and to obtain approval to circulate the Priorities and Strategies Report prepared by CitySpaces to RSCH members and community stakeholders.

This report recognizes that further engagement with the Aboriginal community is necessary to discuss the priorities and strategies in this report and to further develop the Regional Homelessness Plan.

### **2. CONTEXT**

In the fall of 2013, the RSCH began the process of preparing a new Regional Homelessness Plan to replace the current plan, known as *3 Ways to Home*. This work was a deliverable under the work program provided by Metro Vancouver to Service Canada under HPS funding. According to the work program, activities to develop the Regional Plan funded through the HPS must be completed by March 31, 2014. The RSCH is responsible for overseeing the development and implementation of the Regional Homelessness Plan.

Terms of Reference for the Regional Homelessness Plan were approved by the RSCH Constituency Table September 19, 2013. The schedule provided that regional priorities and strategies for the Plan would be identified by March 31, 2014.

In order to meet the March 31<sup>st</sup> deadline to identify regional priorities and strategies, the RSCH engaged CitySpaces Consulting in August 2013 to implement a consultation process with community stakeholders. The purpose was to explore key issues and identify priorities and strategies that would inform both the new Regional Homelessness Plan and HPS Community Plan.

Between October and November, the RSCH and CitySpaces hosted the following consultation sessions:

- 3 sub-regional workshops
- 4 Ideas sessions/focus groups with agencies that serve youth, women, seniors and Aboriginal people
- 2 meetings with the Greater Vancouver Shelter Society and RSCH Funders Table
- 10 one-on-one interviews with people with lived experience

Nearly 600 individuals were invited to attend a consultation session, titled Let's Talk Ending Homelessness. More than 170 people participated, representing 75 housing and homelessness organizations in the region.

A report summarizing the consultations (Consultation Summary Report, 2013) and an online survey were sent to all individuals who were invited to participate in the consultations. The purpose of the survey was to obtain feedback from community stakeholders to help rank the priorities and strategies identified during the consultations. Altogether, 141 surveys were completed and submitted by organizations that serve adults, women, families, youth, seniors and Aboriginal clients.

A draft Plan and Implementation Strategy is scheduled to be prepared by September 2014. The final version of the Plan is expected to be completed by December 2014, followed by community endorsement in June 2015.

### **3. DISCUSSION**

The attached Priorities and Strategies report from CitySpaces builds on the Consultation Summary Report, which outlined strategies identified by community stakeholders during the consultation activities that occurred between October and November 2013. It is also informed by the online survey which enabled stakeholders to identify their top priorities for action in the region.

The consultation activities centred around identifying strategies and priorities to end and prevent homelessness and were focused on three issue areas: housing first, prevention, and capacity-building. Based on stakeholder feedback during the consultations, the focus areas presented in the attached report have been slightly revised to include housing, prevention and support, and capacity-building.

The following are the top priorities and strategies identified by CitySpaces based on all the feedback provided by community stakeholders. The priorities and strategies are not presented in any particular order and it is suggested that they be considered of equal or similar importance in developing the Regional Homelessness Plan.

#### **Housing**

##### **1. Increase the Housing Supply**

**Strategy:** Provide more housing in the region to persons who are homeless and at-risk of homelessness through a combination of purpose-built, dedicated buildings and scattered site units. This includes providing a range of affordable housing options along the housing spectrum, from shelters to independent living options.

## **2. Provide Housing Specific to At-Risk Populations**

**Strategy:** Provide housing throughout the region that meets the needs of specific at-risk populations, such as housing specific to at-risk youth, women, families, seniors, the Aboriginal community, persons with mental health and/or addiction issues, and the LGBT2Q population.

## **3. Protect and Improve the Existing Housing Stock**

**Strategy:** Prevent the loss of affordable rental housing units and improve the quality of older rental housing stock (e.g. renovate older buildings in poor condition).

## **Prevention and Support**

### **4. Improve Financial Assistance and Eligibility**

**Strategy:** Improve the situation of people who are homeless and at-risk of homelessness by making financial assistance and subsidy programs accessible and adequate.

### **5. Enhance Support Services**

**Strategy:** Increase, enhance and update outreach and support services so they can be more flexible, responsive and inclusive in their approach.

### **6. Provide Support Services Specific to At-Risk Populations**

**Strategy:** Provide a range of support services throughout the region that are specific to at-risk populations, such as services specific to at-risk youth, seniors, women, families, the Aboriginal community, persons with mental health and/or addiction issues, and the LGBT2Q population.

## **Capacity- Building**

### **7. Facilitate Collaboration**

**Strategy:** Facilitate collaboration between local and regional government agencies, housing and shelter providers, and health practitioners to increase the collective capacity to provide services, build consensus on new initiatives, and enhance support across communities.

### **8. Coordinate Funding**

**Strategy:** Encourage integration of services by coordinating funding providers, increasing access to funding, creating consistent criteria, and removing the competitive nature of funding applications.

### **9. Enhance Our Understanding of Homelessness**

**Strategy:** Facilitate the sharing of knowledge and understanding of homelessness issues to the general public, organizations, and all levels of government.

## **4. CONCLUSIONS**

The RSCH Constituency Table is asked to approve the priorities and strategies identified in this report or propose amendments in order to meet the March 31<sup>st</sup> deadline and to enable work to proceed with the Regional Homelessness Plan.

These priorities and strategies will be used to inform the next stages of work to develop the new Regional Homelessness Plan. This report recognizes that further engagement with the Aboriginal community is necessary to discuss the priorities and strategies in this report and to further develop the Regional Homelessness Plan.

**Attachment:** Priorities and Strategies report prepared by CitySpaces Consulting.

# **RSCH Chair Job Description**

*Draft March 13*

## **Role**

- To provide leadership to the Constituency Table in achieving the mission, vision and mandate of the Regional Steering Committee on Homelessness (RSCH).
- To be the spokesperson for the RSCH and its work.
- To ensure the Constituency Table meeting are conducted in accordance with governance policies of the RSCH.
- To ensure the RSCH fulfills its role under the Homelessness Partnering Strategy (HPS).
- To be the liaison between Homelessness Secretariat staff and the Constituency Table.

## **Responsibilities**

- Chair meetings of the Constituency Table.
- Be informed of the work of the RSCH and publicly support the RSCH
- Establish long and short term goals, objectives and priorities for the RSCH in cooperation with the Constituency Table and Metro Vancouver, as required by the HPS. Work closely with Metro Vancouver and the Constituency Table to implement approved plans.
- Communicate externally on behalf of the RSCH, acting as a key representative at events, meetings and media engagements as required.
- Be an ex officio member of all advisory groups.
- Ensure advisory group decisions are made when required.
- In cooperation with the RSCH and relevant advisory groups and Service Canada, support the roles and responsibilities described in the Metro Vancouver - RSCH Memorandum of Understanding.
- Work with the Vice Chair to develop project resources of the RSCH.
- In cooperation with the Constituency Table, monitor the relationship with the Community Entity (currently Metro Vancouver), and recommend and oversee a change in Community Entity if required.
- Work with Service Canada representatives as required.
- Delegate the role of chair when unable to attend Constituency Table meetings, events, or other obligations.

## **Competencies**

- Strong leader
- Skilled facilitator
- Strong communicator
- Networker
- Ability to provide strategic oversight
- Understanding of parliamentary rules and procedures
- Knowledge and skills in one or more areas of Board governance: policy, finance, programs and personnel.

**Eligibility Requirements:**

- The Chair shall be a member of the Constituency Table in good standing.
- The Chair shall not be from an agency in receipt of HPS funds.

**Term:**

The Constituency Table shall elect one of own members to serve as the Chair for a term of up to two years. The Co-Chair may serve for a maximum of two additional terms (maximum duration of six years).

**Conflict of Interest**

The Chair shall be bound by the conflict of interest guidelines that apply to all members of the RSCH.

**RSCH Meeting travel expenses**

The Chair will be reimbursed for travel expenses to attend RSCH meetings. Reimbursement of costs incurred after March 2014 are subject to HPS funding renewal and Community Advisory Board budget approval.

**Expected Time Commitment**

On average 7-14 hours per month including preparation for and attendance at Constituency Table meetings.

## Constituency Table Meeting

March 13, 2014 8:30 am – 12:30 pm

5945 Kathleen, Burnaby – 10<sup>th</sup> Floor Conference Centre

### DRAFT AGENDA

Regrets:

#	ITEM	WHO	TIME
1.	Welcome, Acknowledge Aboriginal territory, Introductions, Visitors	Chair	8:30
2.	Adoption of Agenda	Chair	
32.	Receipt of the Minutes of the February 13, 2014 Special Meeting	Chair	
4.	<b>RSCH Reports &amp; Action Updates</b>		8:40
4.1	RSCH Chair	Deb B	
	a) Vice Chair – call for nominations ◀		15
	b) HPS CAB Strategic Planning		5
	c) 2014 Count data Media Release date: April 22nd		5
4.2	RSCH Funders Table	Deb B	5
4.3	RSCH Finance & Audit Advisory Group	Jill	30
	a) <b>Confirming delegation of authority to develop and implement the HPS Call for Proposals</b> ◀		
4.4	RSCH Regional Homelessness Plan Advisory Group	Alice	5
	a) <b>Plan Priorities &amp; Strategies Report</b> ◀	Debbie K	10
4.5	RSCH Regional Aboriginal Advisory Group	Patrick	5
4.6	RSCH Regional Business Leadership Group	Abi	5
4.7	RSCH Regional Youth Engagement Strategy Group	Michelle	5
4.8	Community Homelessness Tables	Sandy	15
	a) 2014 HAW		
	a) CT agendas & minutes timeline		
4.9	Municipal Caucus	Abi	5
<b>BREAK – 10:35-10:50</b>			10:35
5.	<b>Partner Reports</b>		10:50
5.1	AHSC Reports	Patrick	10
5.2	HPS Aboriginal Stream CE	Linda	10
5.3	HPS Designated CE	Theresa	11:10
	a) HPS Community Plan – update		
	b) HPS Transition Funding applications ◀	Camille	
	b) CE Agreement – update		
	c) Metro Vancouver Updates		
5.4	Service Canada	Toon	11:20
8.	<b>Guest Reports/Presentations</b>		
8.1	Homeless Seniors Community of Practice – James Pratt Consulting	tbd	11:30
9.	<b>New Business</b>		?
10.	<b>Roundtable</b> – 2014 Count report-out; other news, information, updates	Everyone	?
10.	Next meeting 8:30am – 12:30 pm, 5945 Kathleen, Bby, 10th Flr		
11.	Adjournment		12:30

Red = motion required

◀ = attachment

## **Vice – Chair Job Description**

*(Draft March 13, 2014)*

### **Role:**

- To act as Chair of the Regional Steering Committee on Homelessness (RSCH) when delegated by the Chair.
- To act as Chair if the position of Chair becomes vacant, until a new Chair is elected.
- To ensure alignment of RSCH operations and strategic projects with organizational policy and priorities.
- To lead maintenance and development of RSCH budget.

### **Responsibilities:**

- Ensure appropriate representation on all advisory groups.
- Communicate with the chairs of the advisory groups between Constituency Table meetings and report to the Chair.
- In collaboration with the Chair, plan and run Constituency Table meetings, ensuring advisory group decisions are made when required.
- Initiate the implementation of the RSCH review and strategic planning process
- Be informed of the work of the RSCH and publicly support the RSCH.
- Chair meetings and represent the RSCH at events and meetings and other activities as delegated by the Chair.
- Be aware of the activities of the advisory groups through receipt and review of the agenda packages for advisory groups.

### **Competencies**

- Strong leader
- Skilled facilitator
- Strong communicator
- Networker
- Ability to provide strategic oversight
- Understanding of parliamentary rules and procedures
- Knowledge and skills in one or more areas of Board governance: policy, finance, programs and personnel

### **Eligibility**

- The Vice-Chair shall be the representative of a member in good standing of the RSCH on the Constituency Table.
- The Vice-Chair shall not be employed by an agency in receipt of HPS funds.



**Term:**

The Constituency Table shall elect one of its own Constituency Table members to serve as the Vice-Chair for a term of up to three years. The Vice-Chair may serve for a maximum of one additional term (maximum duration of six years).

**Conflict of Interest**

The Vice-Chair shall be bound by the conflict of interest guidelines that apply to all members of the RSCH.

**RSCH Meeting travel expenses**

The Vice-Chair will be reimbursed for travel expenses to attend RSCH meetings when acting on behalf of the Chair. Reimbursement of costs incurred after March 2014 are subject to Homelessness Partnering Strategy funding renewal and Community Advisory Board budget approval.

**Expected Time Commitment:**

A maximum of 10 hours per month including attendance at CT meetings, depending on the amount of activities delegated by the Chair.