Regional Housing First Strategy
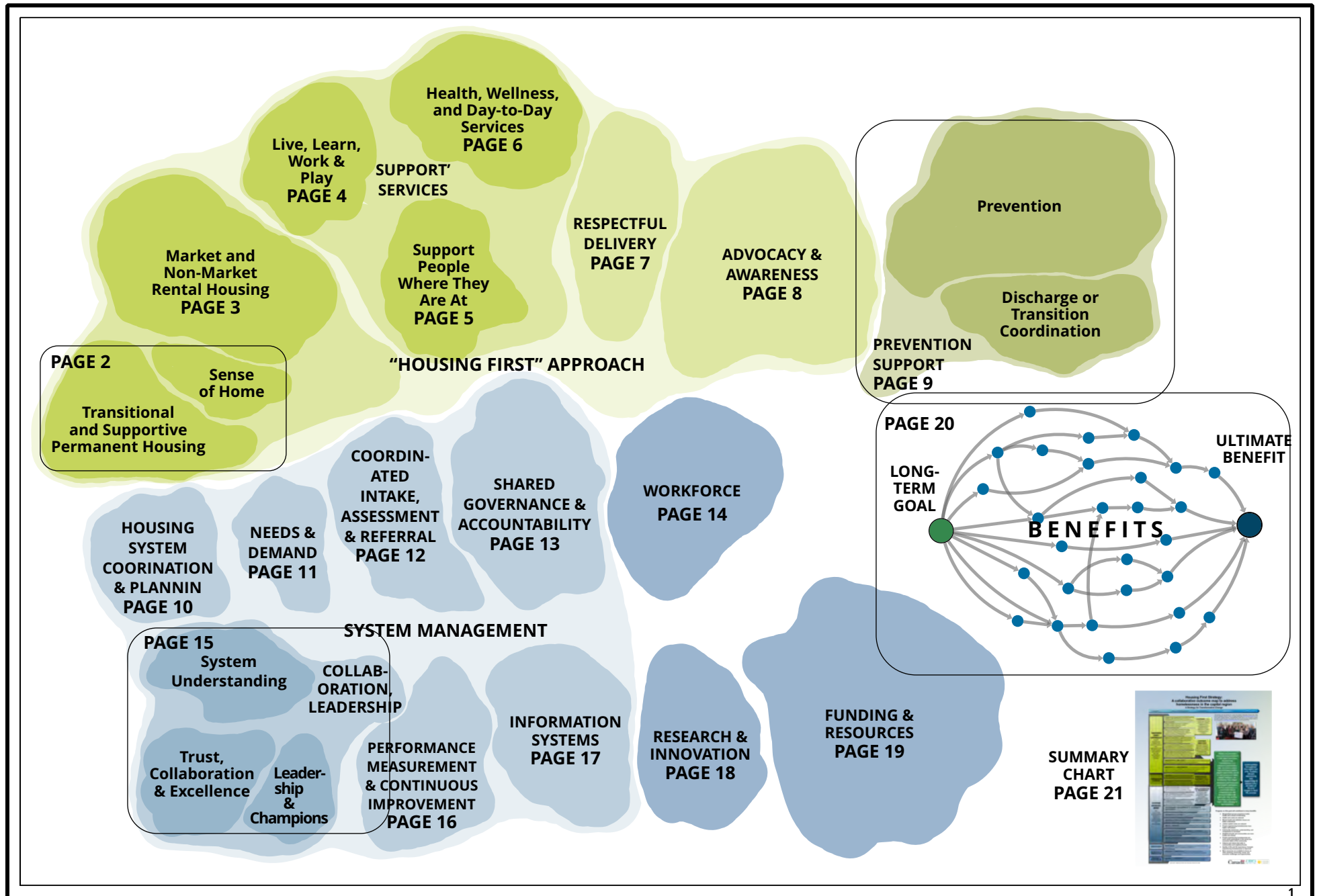## An collaborative outcome map to address homelessness in the capital region
COMPENDIUM OF CAPACITY AREAS
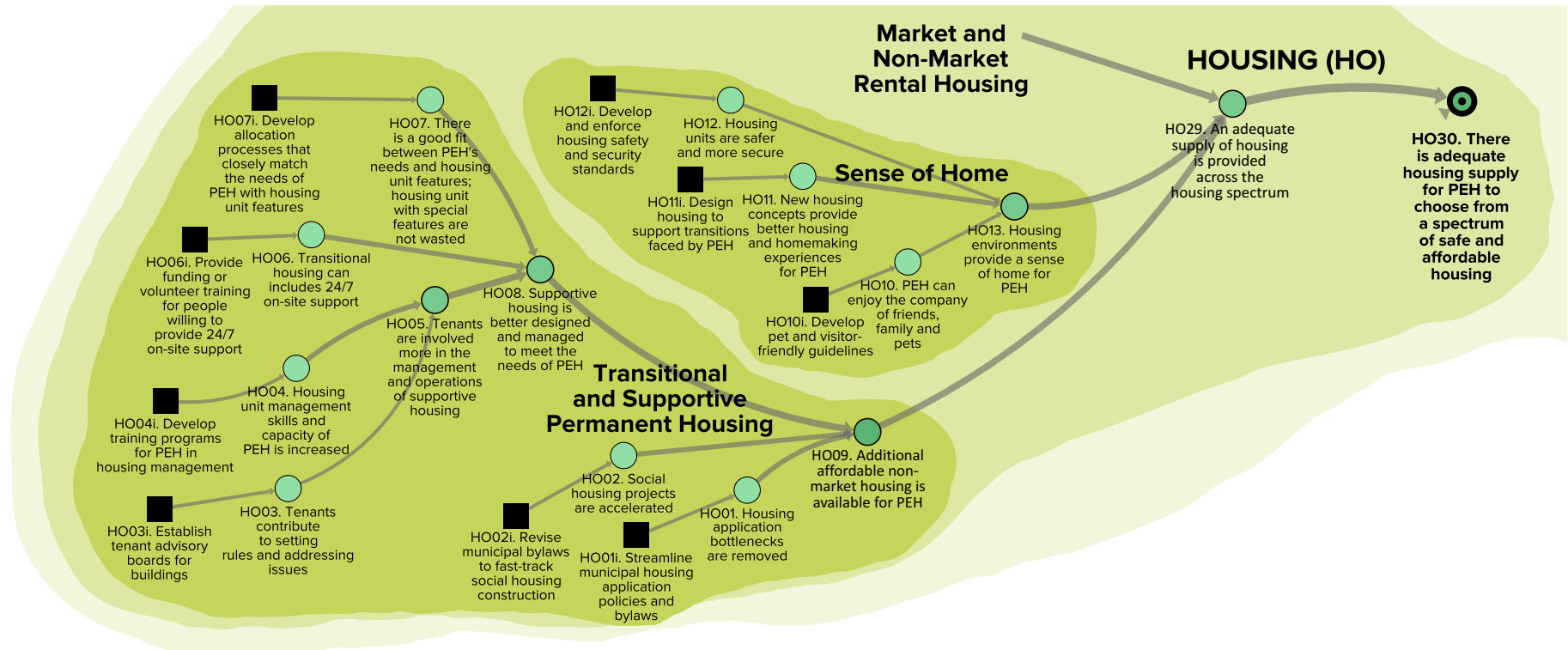
Health, Wellness, and Day-to-Day Services
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RESPECTFUL DELIVERY
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Prevention

Market and Non-Market Rental Housing
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ADVOCACY & AWARENESS
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Sense of Home

Transitional and Supportive Permanent Housing

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HOUSING: Transitional and Supportive Permanent Housing & Sense of Home
Additional affordable non-market housing is available for people experiencing homelessness (HO09) + Housing environments provide a sense of home for people experiencing homelessness (HO13)

Market and Non-Market Rental Housing

HOUSING (HO)

HO07i. Develop allocation processes that closely match the needs of PEH with housing unit features

HO07. There is a good fit between PEH's needs and housing unit features; housing unit with special features are not wasted

HO06i. Provide funding or volunteer training for people willing to provide 24/7 on-site support

HO06. Transitional housing can includes 24/7 on-site support

HO05. Tenants are involved more in the management and operations of supportive housing

HO08. Supportive housing is better designed and managed to meet the needs of PEH

HO04i. Develop training programs for PEH in housing management

HO04. Housing unit management skills and capacity of PEH is increased

HO03i. Establish tenant advisory boards for buildings

HO03. Tenants contribute to setting rules and addressing issues

Transitional and Supportive Permanent Housing

HO12i. Develop and enforce housing safety and security standards

HO12. Housing units are safer and more secure

Sense of Home

HO11i. Design housing to support transitions faced by PEH

HO11. New housing concepts provide better housing and homemaking experiences for PEH

HO13. Housing environments provide a sense of home for PEH

HO10. PEH can enjoy the company of friends, family and pets

HO10i. Develop pet and visitor-friendly guidelines

HO29. An adequate supply of housing is provided across the housing spectrum

HO30. There is adequate housing supply for PEH to choose from a spectrum of safe and affordable housing

HO02. Social housing projects are accelerated

HO01. Housing application bottlenecks are removed

HO09. Additional affordable non-market housing is available for PEH

HO02i. Revise municipal bylaws to fast-track social housing construction

HO01i. Streamline municipal housing application policies and bylaws

Collaborative Outcome Map developed using *Theory of Change* methodology

Center for Theory of Change

and Kumu online system mapping software

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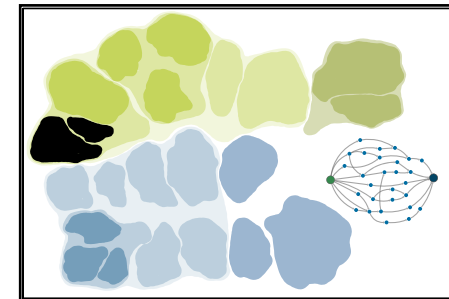Victoria, BC, Canada
bob@yatesthorn.com
keith@rkeithjones.com

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Legend

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- ● Strategic outcome
- ● LONG-TERM GOAL
- ● Benefit (impact)
- ● Ultimate Benefit (impact)
- Causal connection
- Capacity area
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2

HOUSING: Market and Non-Market Rental Housing
An adequate supply of affordable market and non-market housing provides choice to people experiencing homelessness (HO28)

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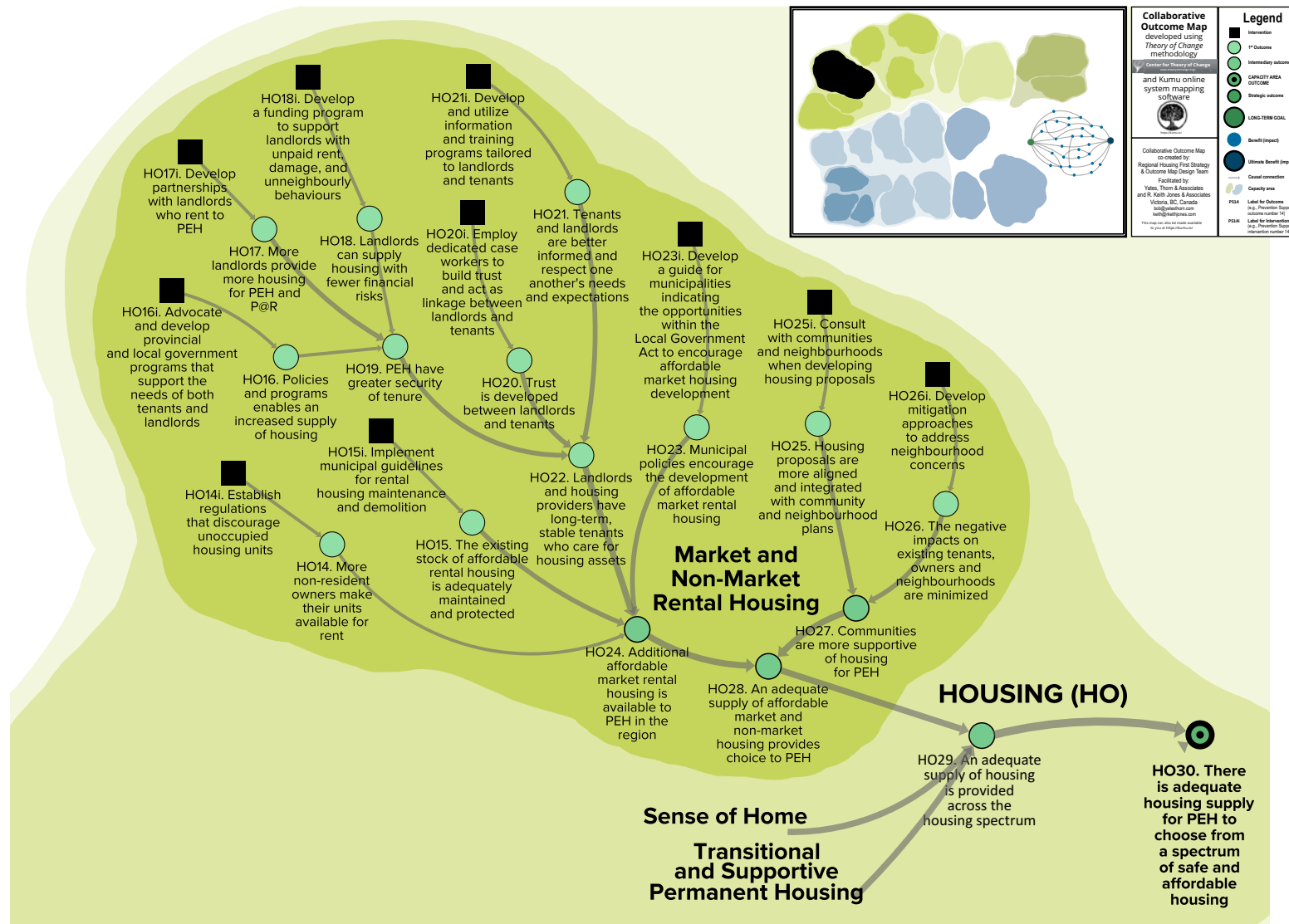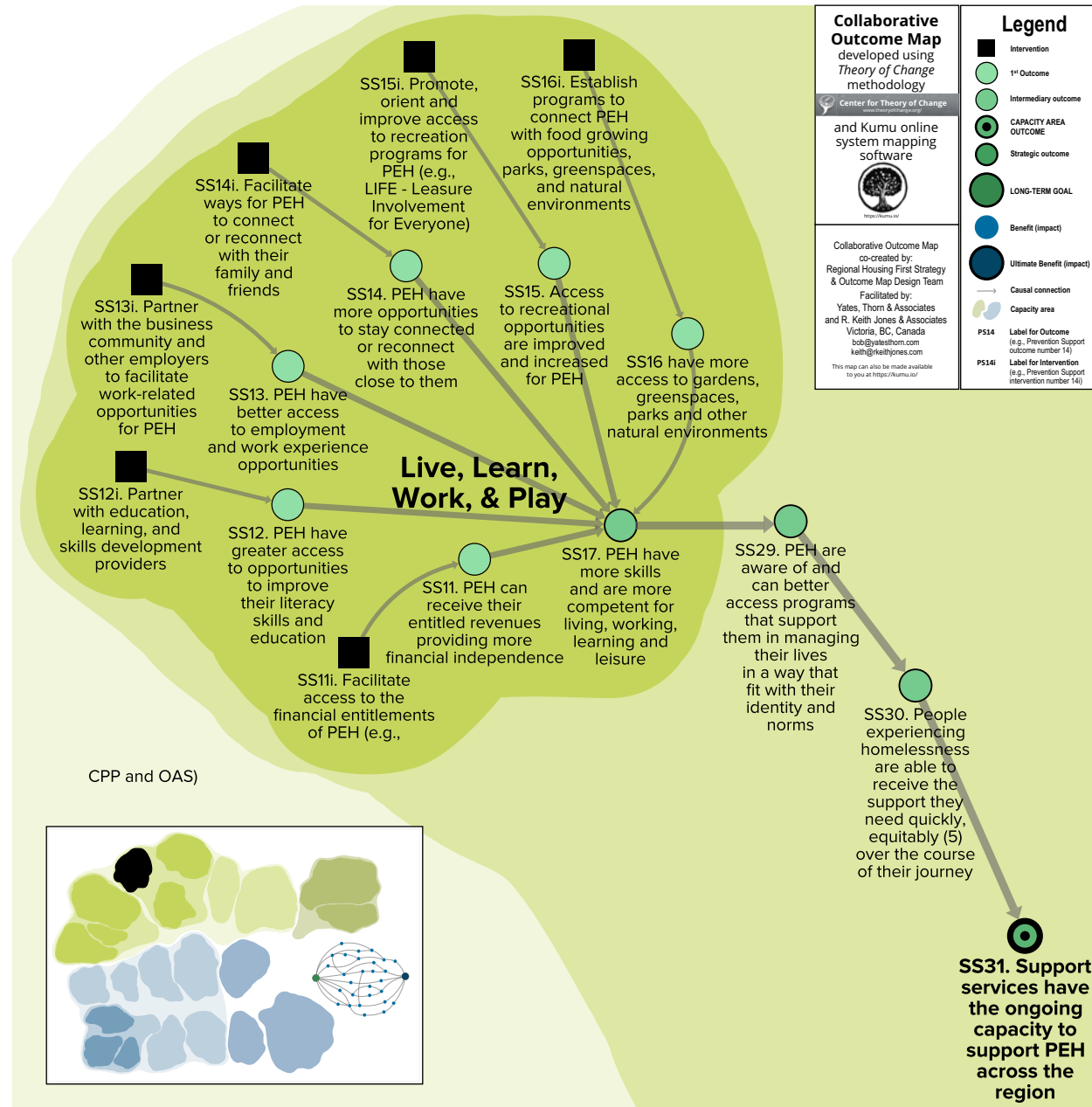- Ultimate Benefit (impact)
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HO18i. Develop a funding program to support landlords with unpaid rent, damage, and unneighbourly behaviours

HO21i. Develop and utilize information and training programs tailored to landlords and tenants

HO17i. Develop partnerships with landlords who rent to PEH

HO17. More landlords provide more housing for PEH and P@R

HO18. Landlords can supply housing with fewer financial risks

HO20i. Employ dedicated case workers to build trust and act as linkage between landlords and tenants

HO21. Tenants and landlords are better informed and respect one another's needs and expectations

HO23i. Develop a guide for municipalities indicating the opportunities within the Local Government Act to encourage affordable market housing development

HO16i. Advocate and develop provincial and local government programs that support the needs of both tenants and landlords

HO16. Policies and programs enables an increased supply of housing

HO19. PEH have greater security of tenure

HO20. Trust is developed between landlords and tenants

HO25i. Consult with communities and neighbourhoods when developing housing proposals

HO26i. Develop mitigation approaches to address neighbourhood concerns

HO15i. Implement municipal guidelines for rental housing maintenance and demolition

HO23. Municipal policies encourage the development of affordable market rental housing

HO25. Housing proposals are more aligned and integrated with community and neighbourhood plans

HO14i. Establish regulations that discourage unoccupied housing units

HO22. Landlords and housing providers have long-term, stable tenants who care for housing assets

HO26. The negative impacts on existing tenants, owners and neighbourhoods are minimized

HO14. More non-resident owners make their units available for rent

HO15. The existing stock of affordable rental housing is adequately maintained and protected

Market and Non-Market Rental Housing

HO27. Communities are more supportive of housing for PEH

HO24. Additional affordable market rental housing is available to PEH in the region

HO28. An adequate supply of affordable market and non-market housing provides choice to PEH

HOUSING (HO)

HO29. An adequate supply of housing is provided across the housing spectrum

Sense of Home

Transitional and Supportive Permanent Housing

HO30. There is adequate housing supply for PEH to choose from a spectrum of safe and affordable housing

3

SUPPORT SERVICES: Live, Learn, Work & Play
People experiencing homelessness have the skills and are more competent for living, working, learning, and leisure (SS17)

SS15i. Promote, orient and improve access to recreation programs for PEH (e.g., LIFE - Leasure Involvement for Everyone)

SS16i. Establish programs to connect PEH with food growing opportunities, parks, greenspaces, and natural environments

SS14i. Facilitate ways for PEH to connect or reconnect with their family and friends

SS14. PEH have more opportunities to stay connected or reconnect with those close to them

SS15. Access to recreational opportunities are improved and increased for PEH

SS13i. Partner with the business community and other employers to facilitate work-related opportunities for PEH

SS13. PEH have better access to employment and work experience opportunities

SS16 have more access to gardens, greenspaces, parks and other natural environments

SS12i. Partner with education, learning, and skills development providers

SS12. PEH have greater access to opportunities to improve their literacy skills and education

Live, Learn, Work, & Play

SS11. PEH can receive their entitled revenues providing more financial independence

SS17. PEH have more skills and are more competent for living, working, learning and leisure

SS29. PEH are aware of and can better access programs that support them in managing their lives in a way that fit with their identity and norms

SS11i. Facilitate access to the financial entitlements of PEH (e.g.,

CPP and OAS)

SS30. People experiencing homelessness are able to receive the support they need quickly, equitably (5) over the course of their journey

SS31. Support services have the ongoing capacity to support PEH across the region

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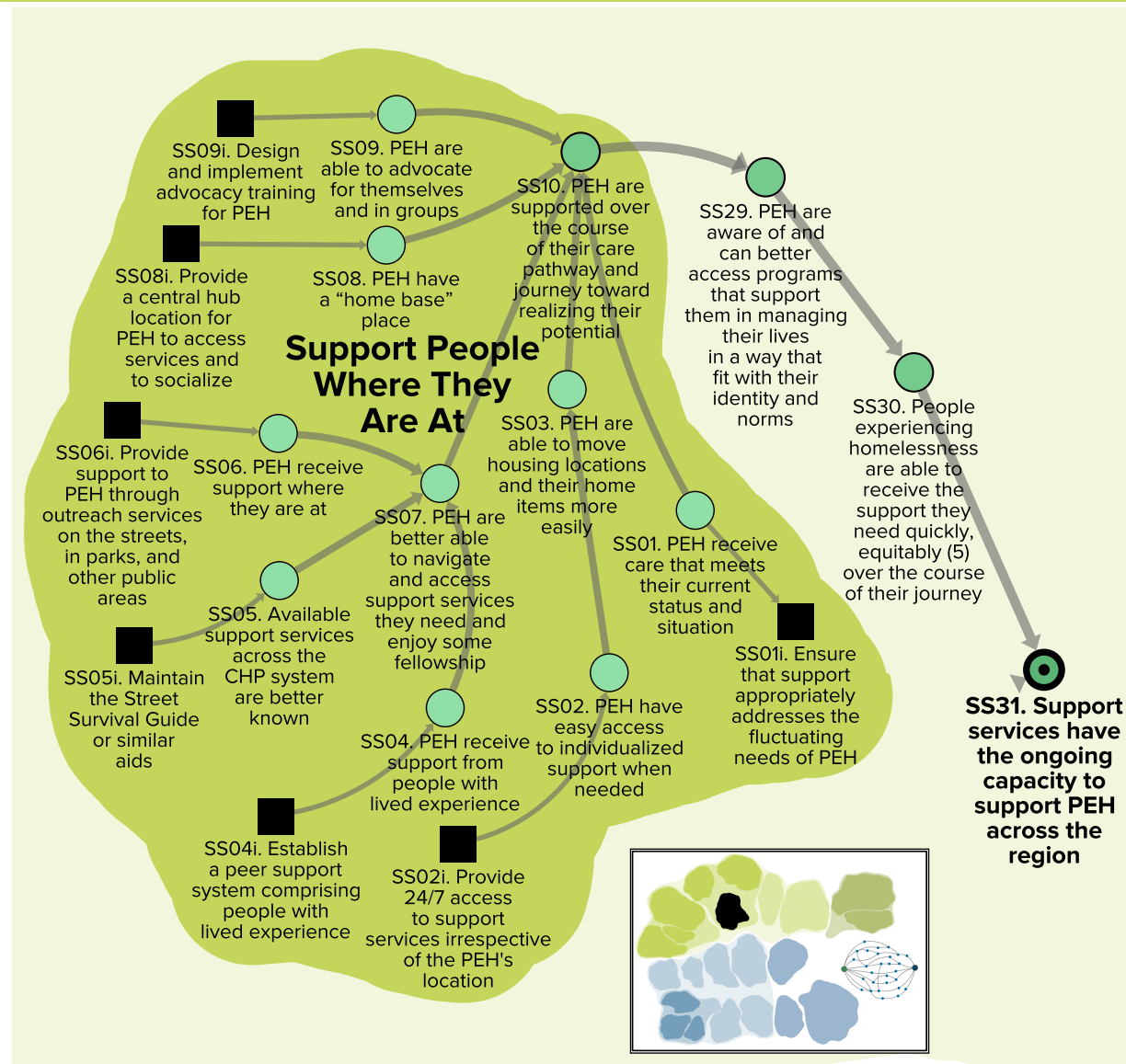Victoria, BC, Canada
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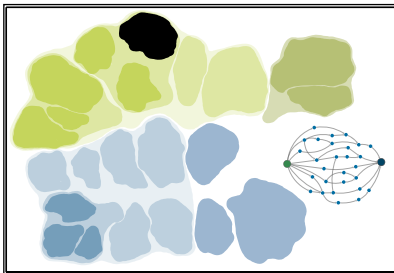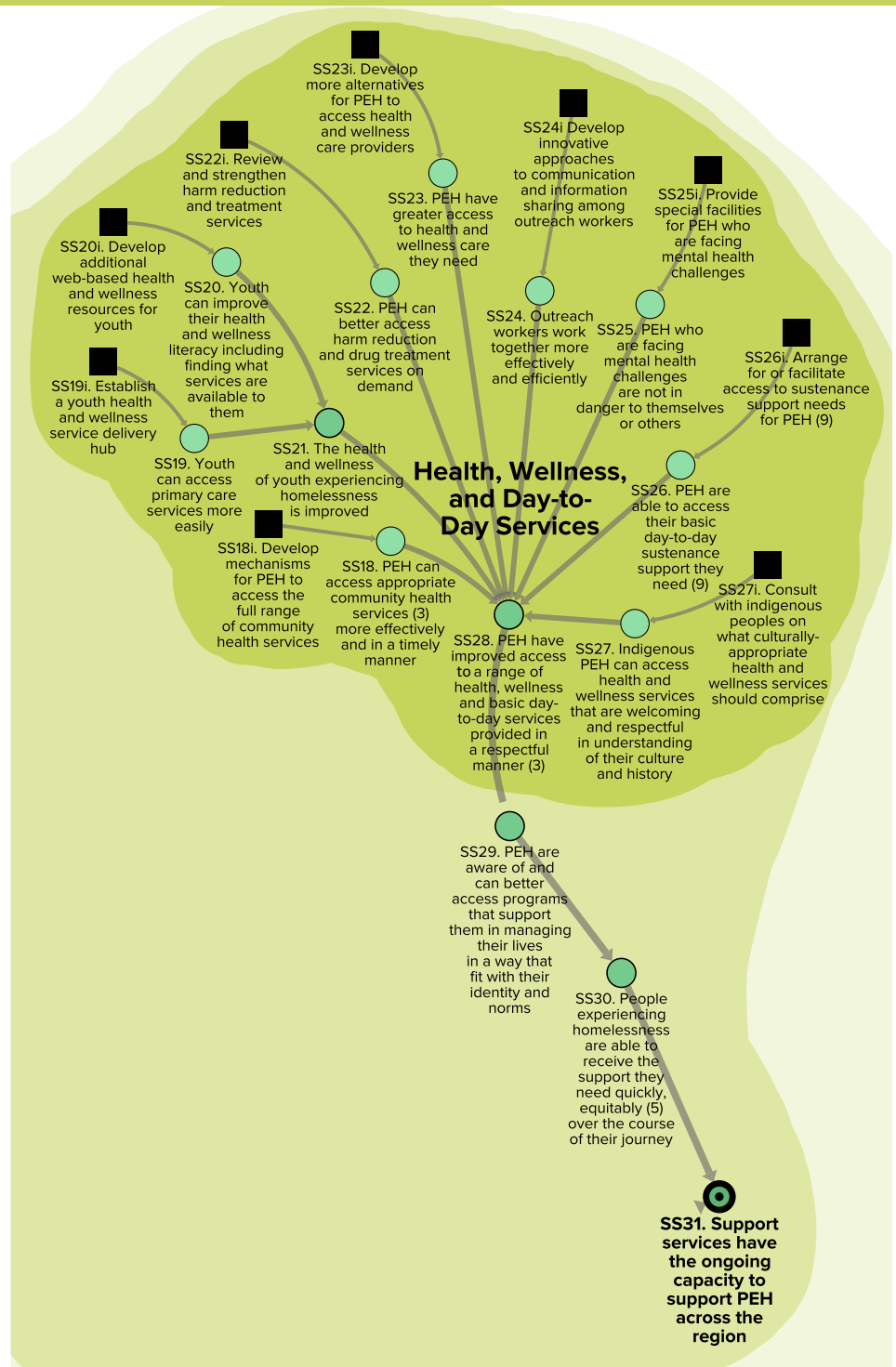- **PS14i** Label for Intervention (e.g., Prevention Support intervention number 14i)

4

35w x 31t
on 40 x 32 board

SUPPORT SERVICES: Support People Where They Are At
People experiencing homelessness are supported over the course of their care pathwayand journey toward realizing their potential (SS10)

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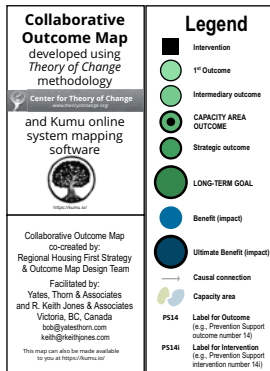- PS14i — Label for Intervention (e.g., Prevention Support intervention number 14i)

Support People Where They Are At

SS09i. Design and implement advocacy training for PEH

SS09. PEH are able to advocate for themselves and in groups

SS10. PEH are supported over the course of their care pathway and journey toward realizing their potential

SS29. PEH are aware of and can better access programs that support them in managing their lives in a way that fit with their identity and norms

SS08i. Provide a central hub location for PEH to access services and to socialize

SS08. PEH have a "home base" place

SS30. People experiencing homelessness are able to receive the support they need quickly, equitably (5) over the course of their journey

SS06i. Provide support to PEH through outreach services on the streets, in parks, and other public areas

SS06. PEH receive support where they are at

SS03. PEH are able to move housing locations and their home items more easily

SS07. PEH are better able to navigate and access support services they need and enjoy some fellowship

SS01. PEH receive care that meets their current status and situation

SS05i. Maintain the Street Survival Guide or similar aids

SS05. Available support services across the CHP system are better known

SS02. PEH have easy access to individualized support when needed

SS01i. Ensure that support appropriately addresses the fluctuating needs of PEH

SS04. PEH receive support from people with lived experience

SS31. Support services have the ongoing capacity to support PEH across the region

SS04i. Establish a peer support system comprising people with lived experience

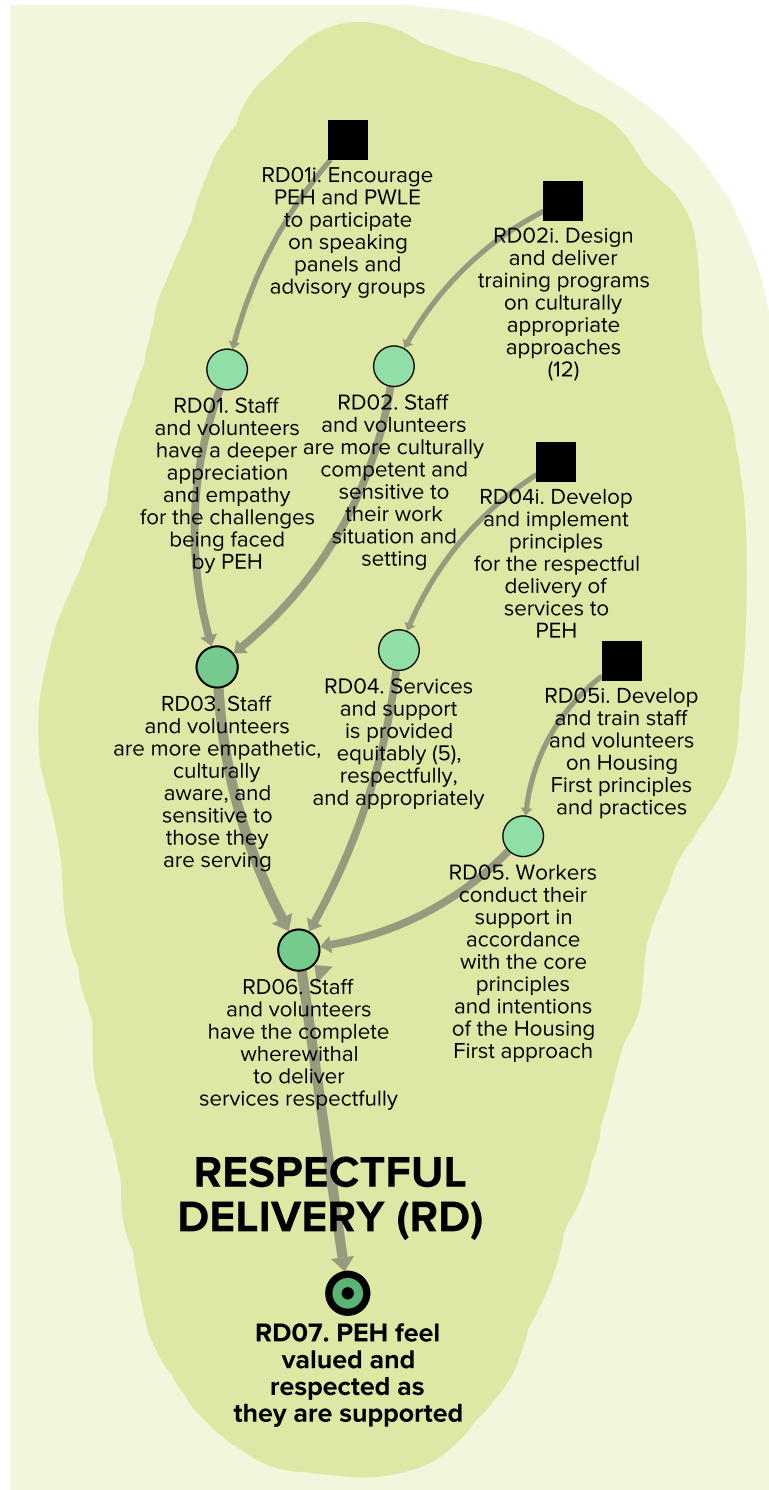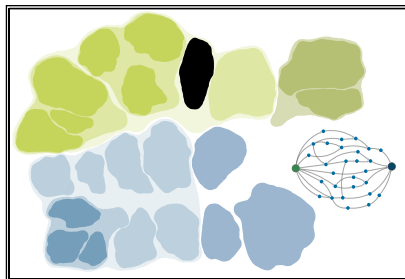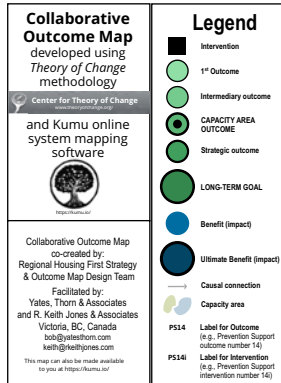SS02i. Provide 24/7 access to support services irrespective of the PEH's location

SUPPORT SERVICES: Health, Wellness, and Day-to-Day Services
People experiencing homelessness have improved access to a range of health, wellness and basic day-to-day services provided ina respectful manner (SS28)

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Health, Wellness, and Day-to-Day Services

SS23i. Develop more alternatives for PEH to access health and wellness care providers

SS24i Develop innovative approaches to communication and information sharing among outreach workers

SS25i. Provide special facilities for PEH who are facing mental health challenges

SS22i. Review and strengthen harm reduction and treatment services

SS23. PEH have greater access to health and wellness care they need

SS20i. Develop additional web-based health and wellness resources for youth

SS20. Youth can improve their health and wellness literacy including finding what services are available to them

SS22. PEH can better access harm reduction and drug treatment services on demand

SS24. Outreach workers work together more effectively and efficiently

SS25. PEH who are facing mental health challenges are not in danger to themselves or others

SS26i. Arrange for or facilitate access to sustenance support needs for PEH (9)

SS19i. Establish a youth health and wellness service delivery hub

SS21. The health and wellness of youth experiencing homelessness is improved

SS26. PEH are able to access their basic day-to-day sustenance support they need (9)

SS19. Youth can access primary care services more easily

SS18i. Develop mechanisms for PEH to access the full range of community health services

SS18. PEH can access appropriate community health services (3) more effectively and in a timely manner

SS27i. Consult with indigenous peoples on what culturally-appropriate health and wellness services should comprise

SS28. PEH have improved access to a range of health, wellness and basic day-to-day services provided in a respectful manner (3)

SS27. Indigenous PEH can access health and wellness services that are welcoming and respectful in understanding of their culture and history

SS29. PEH are aware of and can better access programs that support them in managing their lives in a way that fit with their identity and norms

SS30. People experiencing homelessness are able to receive the support they need quickly, equitably (5) over the course of their journey

SS31. Support services have the ongoing capacity to support PEH across the region

6

27w x 38t
on 40 x 32 board

RESPECTFUL DELIVERY:
People experiencing homelessness feel valued and respected as they are supported

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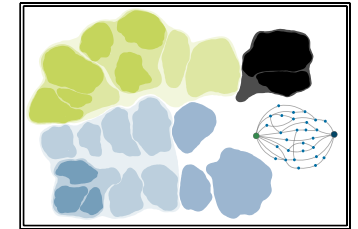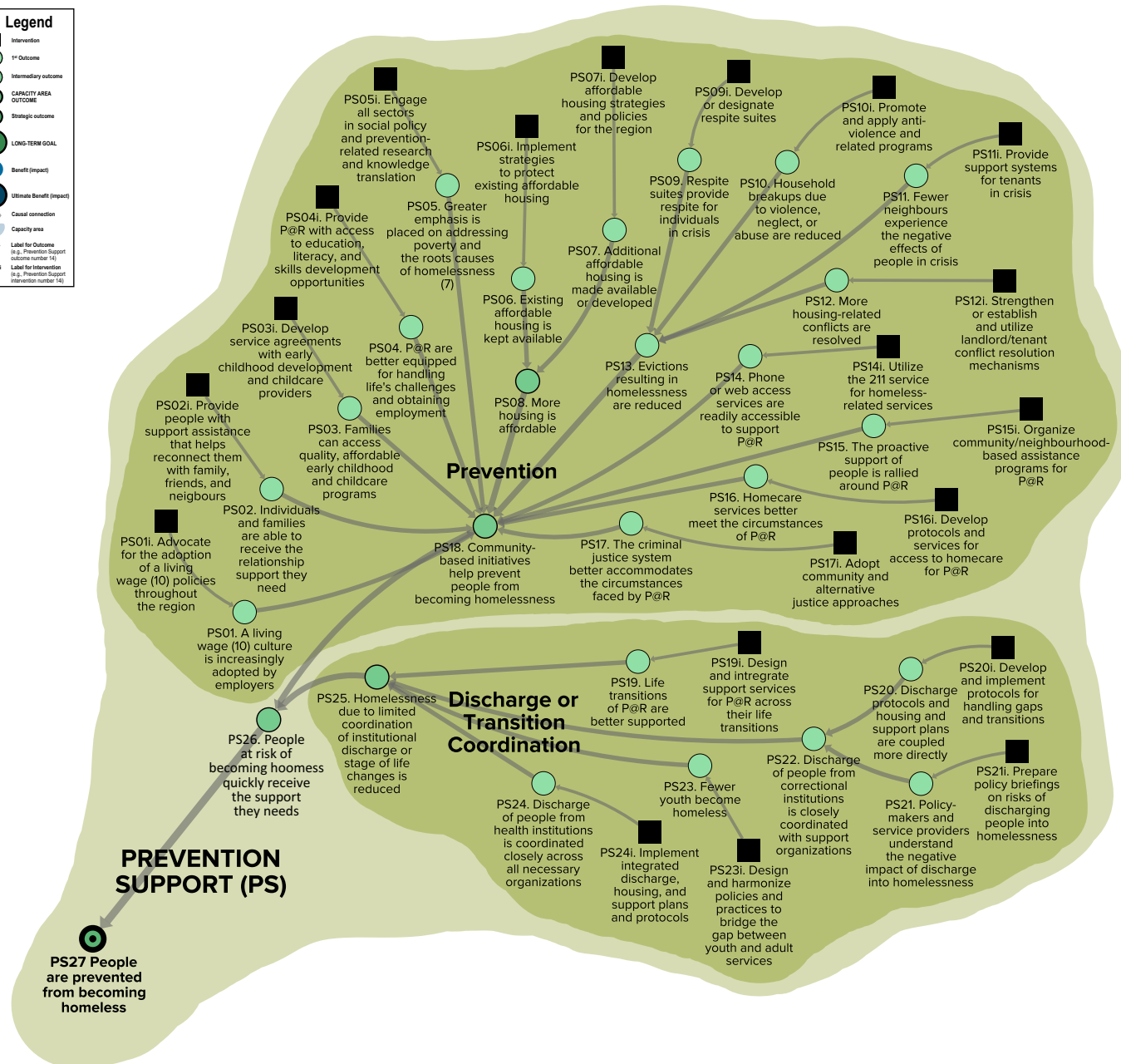system mapping
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RD01i. Encourage PEH and PWLE to participate on speaking panels and advisory groups

RD02i. Design and deliver training programs on culturally appropriate approaches (12)

RD01. Staff and volunteers have a deeper appreciation and empathy for the challenges being faced by PEH

RD02. Staff and volunteers are more culturally competent and sensitive to their work situation and setting

RD04i. Develop and implement principles for the respectful delivery of services to PEH

RD03. Staff and volunteers are more empathetic, culturally aware, and sensitive to those they are serving

RD04. Services and support is provided equitably (5), respectfully, and appropriately

RD05i. Develop and train staff and volunteers on Housing First principles and practices

RD05. Workers conduct their support in accordance with the core principles and intentions of the Housing First approach

RD06. Staff and volunteers have the complete wherewithal to deliver services respectfully

RESPECTFUL DELIVERY (RD)

RD07. PEH feel valued and respected as they are supported

ADVOCACY & AWARENESS: *Communities and neighbourhoods are more empathetic, compassionate, inclusive, and welcoming of people experiencing homelessness*

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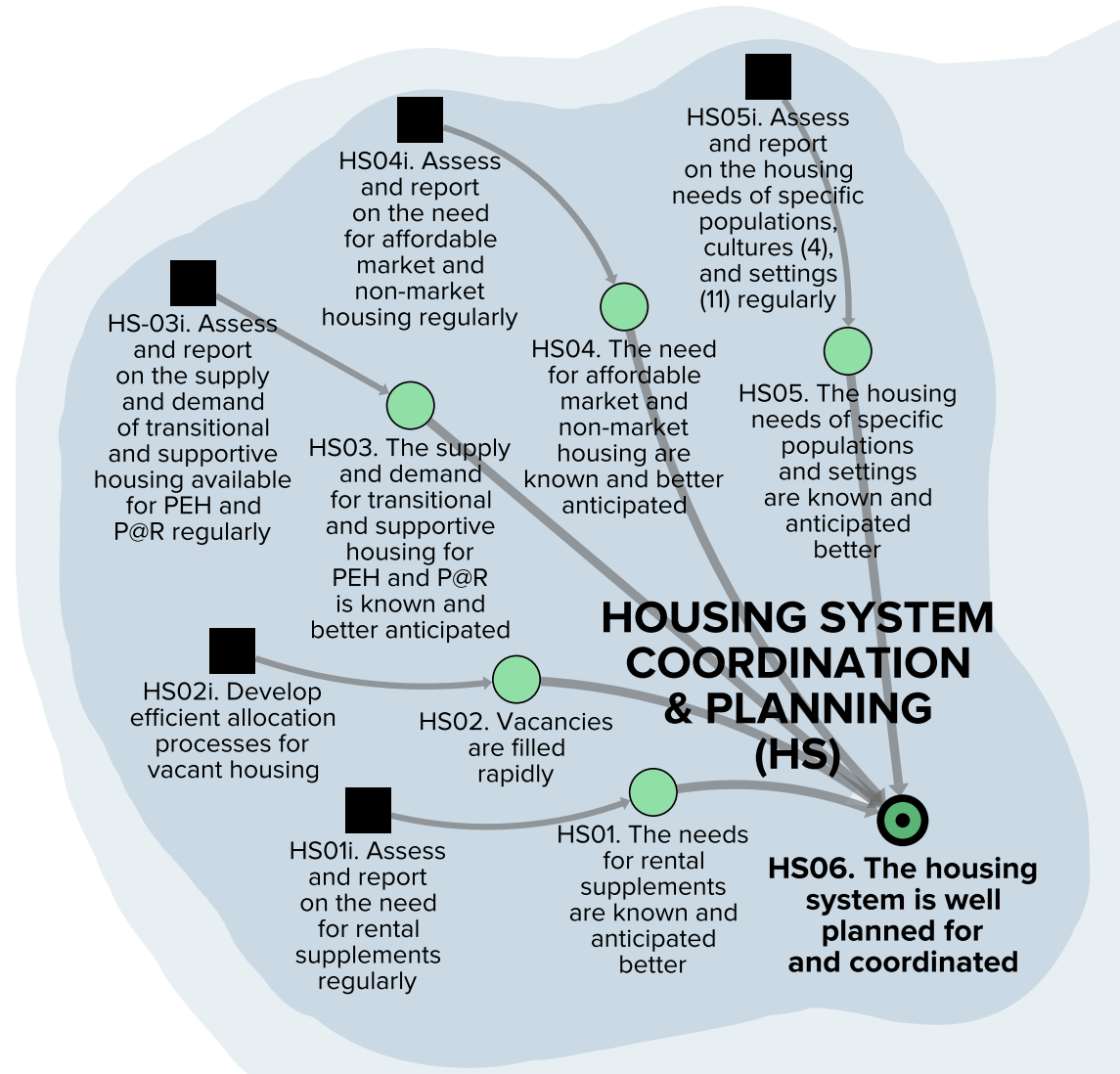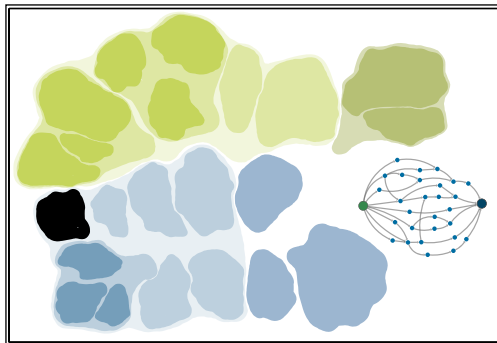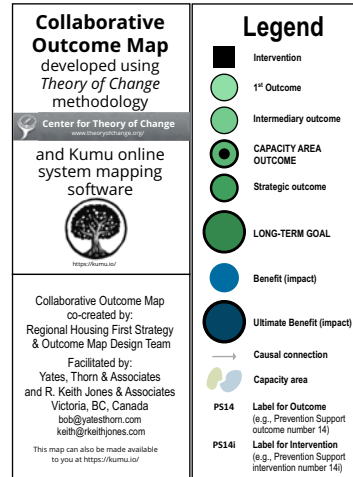(e.g., Prevention Support intervention number 14i)

AA06i. Develop guides with PEH to help them tell their story

AA07i. Prepare learning materials about homelessness for particular school curricula

AA09i. Make a range stories available to the media

AA05i. Prepare public education materials and distribute widely

AA06. PEH share their authentic stories and advocate for themselves

AA09. Traditional and social media are able to convey a more balanced and compassionate stories

AA10i. Convene opportunities that faciltiate honest, balanced dialogue

AA04i. Hold forums where PEH share their stories with their neighbours

AA07. Students have a deeper understanding and compassion for the homelessness situation and PEH

AA05. Communication materials are culturally and trauma-informed

AA10. Citizens, businesses, and other stakeholdes can speak more honestly about homelessness issues

AA11i. Design and make available public educaiton materials on homelessness in the region

AA02i. Promote and employ the concept of "ambassadors" for the CHP system

AA04. Citizens have a first-hand appreciation for lives of PEH

AA08. Fear and myths about homelessness are dispelled

AA11. Communities and neighbourhoods have a better understanding of the nature of homelessness

AA13i. Develop a collaborative funding advocacy plan

AA02. Throughout the system people are building greater awareness

AA03. CHP system challenges and opportunities are better understood

AA13. The region advocates for provincial and federal funding for homelessness support

AA01i. Design inclusive community works programs

AA12. Communities and neighbourhoods are more understanding, respectful, inclusive, and welcoming of PEH

AA14i. Prepare a report on desirable changes and develop briefing notes for elected officials

AA01. PEH have a stronger sense of belonging to the community

AA14. The region advocates for legislation and policies that enable greater prevention of homelessness

AA16. The region takes on a more collaborative approach to advocating for homelessness

ADVOCACY & AWARENESS (AA)

AA15i. Strengthen the capacity of organizations and individuals to advocate for homelessness solutions

AA15. Organizations and individuals have greater influence on the change agenda

AA17. Communities and neighbourhoods are more empathetic, compassionate, inclusive, and welcoming of PEH

Regional Housing First Strategy
An collaborative outcome map to address homelessness in the capital region

PREVENTION SUPPORT:
People are prevented from becoming homeless

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PS05i. Engage all sectors in social policy and prevention-related research and knowledge translation

PS07i. Develop affordable housing strategies and policies for the region

PS09i. Develop or designate respite suites

PS10i. Promote and apply anti-violence and related programs

PS11i. Provide support systems for tenants in crisis

PS06i. Implement strategies to protect existing affordable housing

PS04i. Provide P@R with access to education, literacy, and skills development opportunities

PS05. Greater emphasis is placed on addressing poverty and the roots causes of homelessness (7)

PS09. Respite suites provide respite for individuals in crisis

PS10. Household breakups due to violence, neglect, or abuse are reduced

PS11. Fewer neighbours experience the negative effects of people in crisis

PS07. Additional affordable housing is made available or developed

PS03i. Develop service agreements with early childhood development and childcare providers

PS04. P@R are better equipped for handling life's challenges and obtaining employment

PS06. Existing affordable housing is kept available

PS12. More housing-related conflicts are resolved

PS12i. Strengthen or establish and utilize landlord/tenant conflict resolution mechanisms

PS02i. Provide people with support assistance that helps reconnect them with family, friends, and neigbours

PS03. Families can access quality, affordable early childhood and childcare programs

PS13. Evictions resulting in homelessness are reduced

PS14. Phone or web access services are readily accessible to support P@R

PS14i. Utilize the 211 service for homeless-related services

PS15i. Organize community/neighbourhood-based assistance programs for P@R

PS02. Individuals and families are able to receive the relationship support they need

PS08. More housing is affordable

Prevention

PS15. The proactive support of people is rallied around P@R

PS01i. Advocate for the adoption of a living wage (10) policies throughout the region

PS16. Homecare services better meet the circumstances of P@R

PS16i. Develop protocols and services for access to homecare for P@R

PS18. Community-based initiatives help prevent people from becoming homelessness

PS17. The criminal justice system better accommodates the circumstances faced by P@R

PS17i. Adopt community and alternative justice approaches

PS01. A living wage (10) culture is increasingly adopted by employers

PS19. Life transitions of P@R are better supported

PS19i. Design and intregrate support services for P@R across their life transitions

PS20. Discharge protocols and housing and support plans are coupled more directly

PS20i. Develop and implement protocols for handling gaps and transitions

PS25. Homelessness due to limited coordination of institutional discharge or stage of life changes is reduced

Discharge or Transition Coordination

PS26. People at risk of becoming hoomess quickly receive the support they needs

PS22. Discharge of people from correctional institutions is closely coordinated with support organizations

PS21i. Prepare policy briefings on risks of discharging people into homelessness

PS24. Discharge of people from health institutions is coordinated closely across all necessary organizations

PS23. Fewer youth become homeless

PS21. Policy-makers and service providers understand the negative impact of discharge into homelessness

PS24i. Implement integrated discharge, housing, and support plans and protocols

PS23i. Design and harmonize policies and practices to bridge the gap between youth and adult services

PREVENTION SUPPORT (PS)

◉ PS27 People are prevented from becoming homeless

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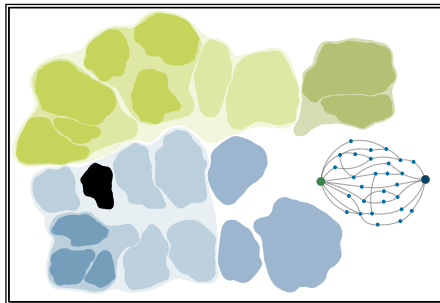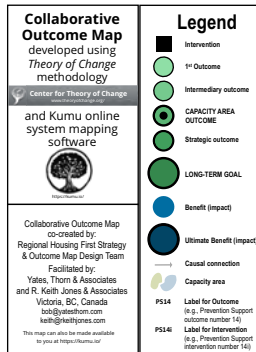**An collaborative outcome map to address homelessness in the capital region**

HOUSING SYSTEM COORDINATION & PLANNING:
The housing system is well planned and coordinated

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Collaborative Outcome Map
co-created by:
Regional Housing First Strategy
& Outcome Map Design Team

Facilitated by:
Yates, Thorn & Associates
and R. Keith Jones & Associates
Victoria, BC, Canada
bob@yatesthorn.com
keith@rkeithjones.com

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Legend

- ■ Intervention
- 🟢 1st Outcome
- 🟢 Intermediary outcome
- ◉ CAPACITY AREA OUTCOME
- 🟢 Strategic outcome
- 🟢 LONG-TERM GOAL
- 🔵 Benefit (impact)
- 🔵 Ultimate Benefit (impact)
- → Causal connection
- Capacity area
- **PS14** Label for Outcome (e.g., Prevention Support outcome number 14)
- **PS14i** Label for Intervention (e.g., Prevention Support intervention number 14i)

HS05i. Assess and report on the housing needs of specific populations, cultures (4), and settings (11) regularly

HS04i. Assess and report on the need for affordable market and non-market housing regularly

HS-03i. Assess and report on the supply and demand of transitional and supportive housing available for PEH and P@R regularly

HS04. The need for affordable market and non-market housing are known and better anticipated

HS05. The housing needs of specific populations and settings are known and anticipated better

HS03. The supply and demand for transitional and supportive housing for PEH and P@R is known and better anticipated

HS02i. Develop efficient allocation processes for vacant housing

HS02. Vacancies are filled rapidly

HOUSING SYSTEM COORDINATION & PLANNING (HS)

HS01i. Assess and report on the need for rental supplements regularly

HS01. The needs for rental supplements are known and anticipated better

HS06. The housing system is well planned for and coordinated

28w x 33t
on wall

NEEDS & DEMANDS:
The needs and demands of the Community-Homelessness-Prevention System are well understood

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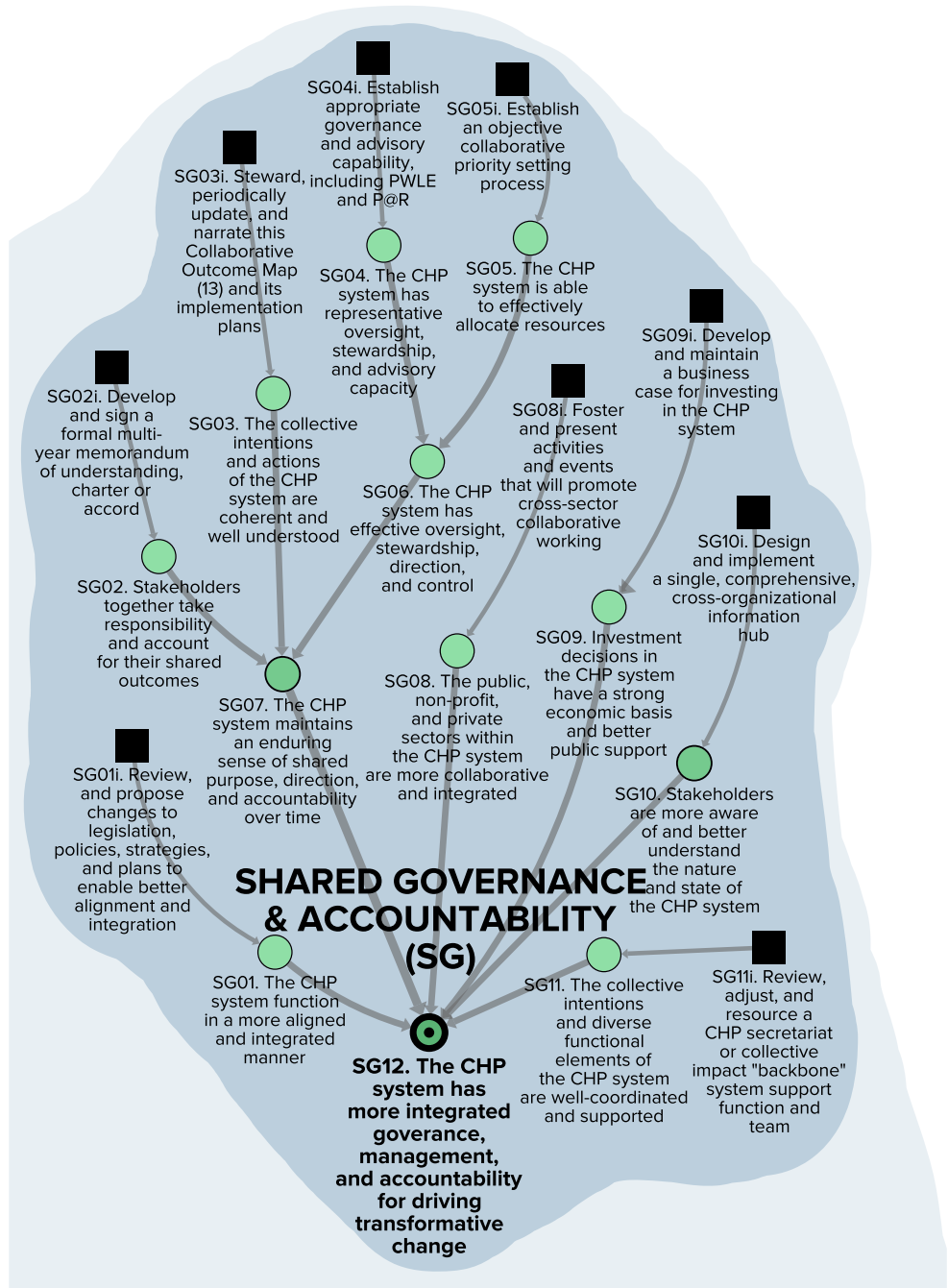and R. Keith Jones & Associates
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ND02i. Develop regular reporting on current supply of and need for support services

ND03i. Engage PWLE, PEH, and P@R regularly in determining needs and opportunities for improvement

ND01i. Engage service providers to assess changing needs and improvement opportunities regularly

ND02. The demand for support services is better known and anticipated

ND03. Ongoing needs, changes, and improvements to those being supported are relevant and well understood

ND01. Ongoing needs, changes, and improvements in services are relevant, well understood, and anticipated

NEEDS & DEMANDS (ND)

ND04. The needs and demands of the CHP system are well understood and anticipated

COORDINATED INTAKE, ASSESSMENT & REFERRAL:
People experiencing homelessness are provided housing and rehousing quickly without preconditions

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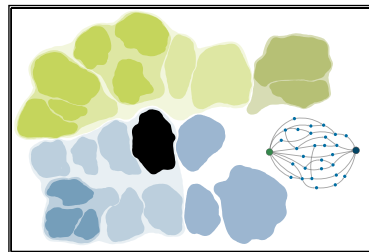keith@rjkeithjones.com

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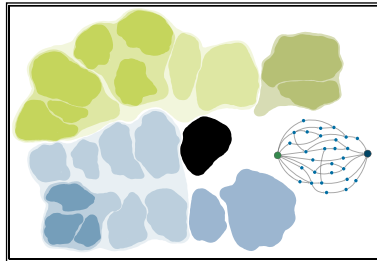
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CI04i. Design and implement integrated care pathway plans

CI05i. Review and report on the need for and supply of emergency shelter beds regularly

CI03i. Develop criteria for the intake, assessment, and referral of PEH

CI04. The clinical and non-clinical needs of PEH are drawn together into a personalized care and journey plan

CI05. There is an adequate supply of emergency shelters (6) to support intake and referral processes

CI02i. Extend the CASH system to serve more broadly the coordinated intake and referral process

CI03. The criteria for PEH intake and referral are clear, objective, and transparent

CI02. The clinical and non-clinical support needs of PEH are centrally assessed and handled by the most appropriate organization

CI06. PEH are supported by a single, but distributed, equitable, coordinated intake, assessment, and referral system

CI01i. Use crisis situations to intervene positively in the lives of PEH

COORDINATED INTAKE, ASSESSMENT, & REFERRAL (CI)

CI01. PEH in crisis have an opportunity to refocus their lives for the better

CI07. PEH are offered and provided appropriate housing and rehousing quickly without preconditions

SHARED GOVERNANCE & ACCOUNTABILITY:
The Community-Homelessness-Prevention System has integrated governance, management, and accountability to drive transformative change

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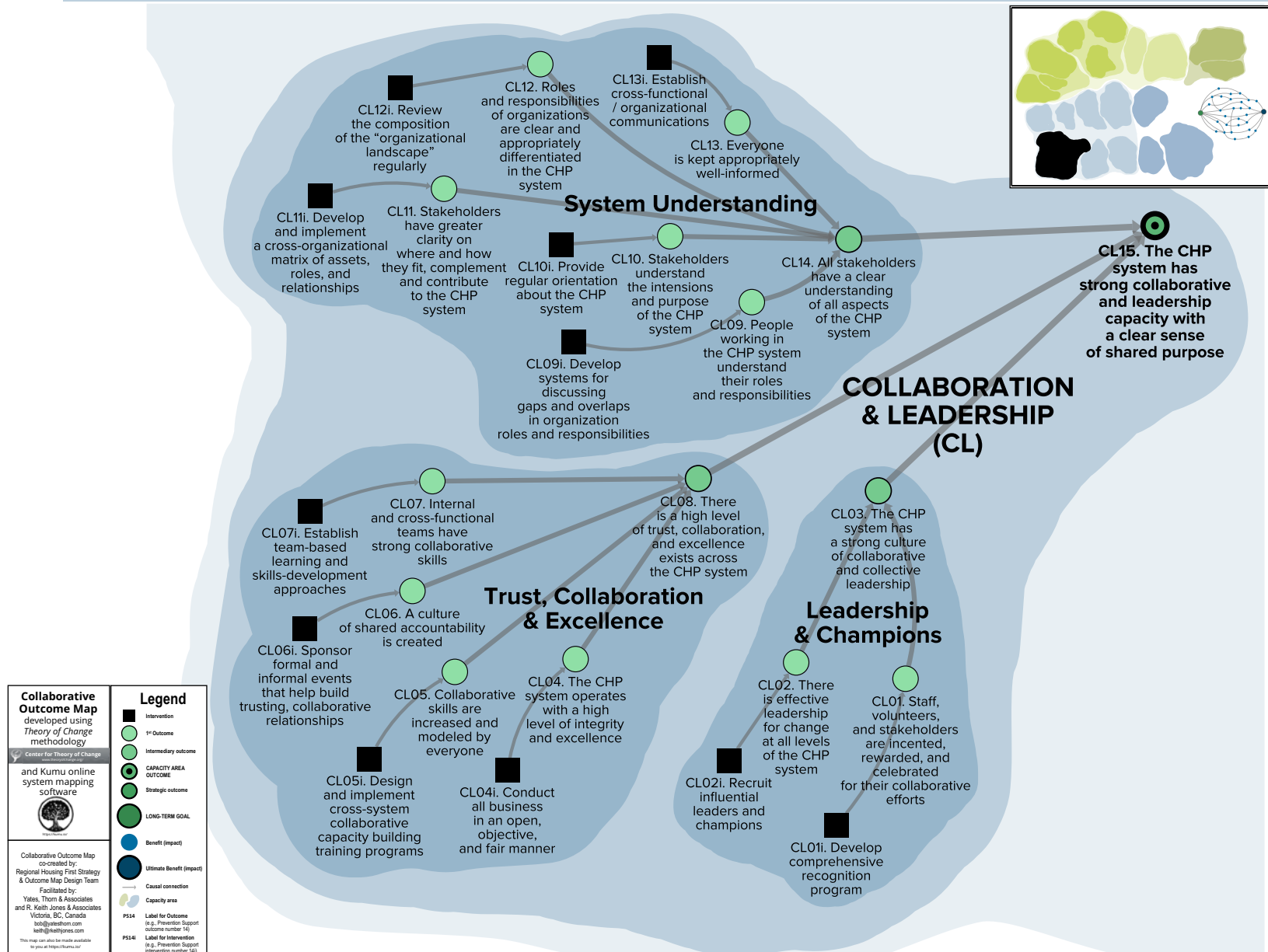- PS14   Label for Outcome (e.g., Prevention Support outcome number 14)
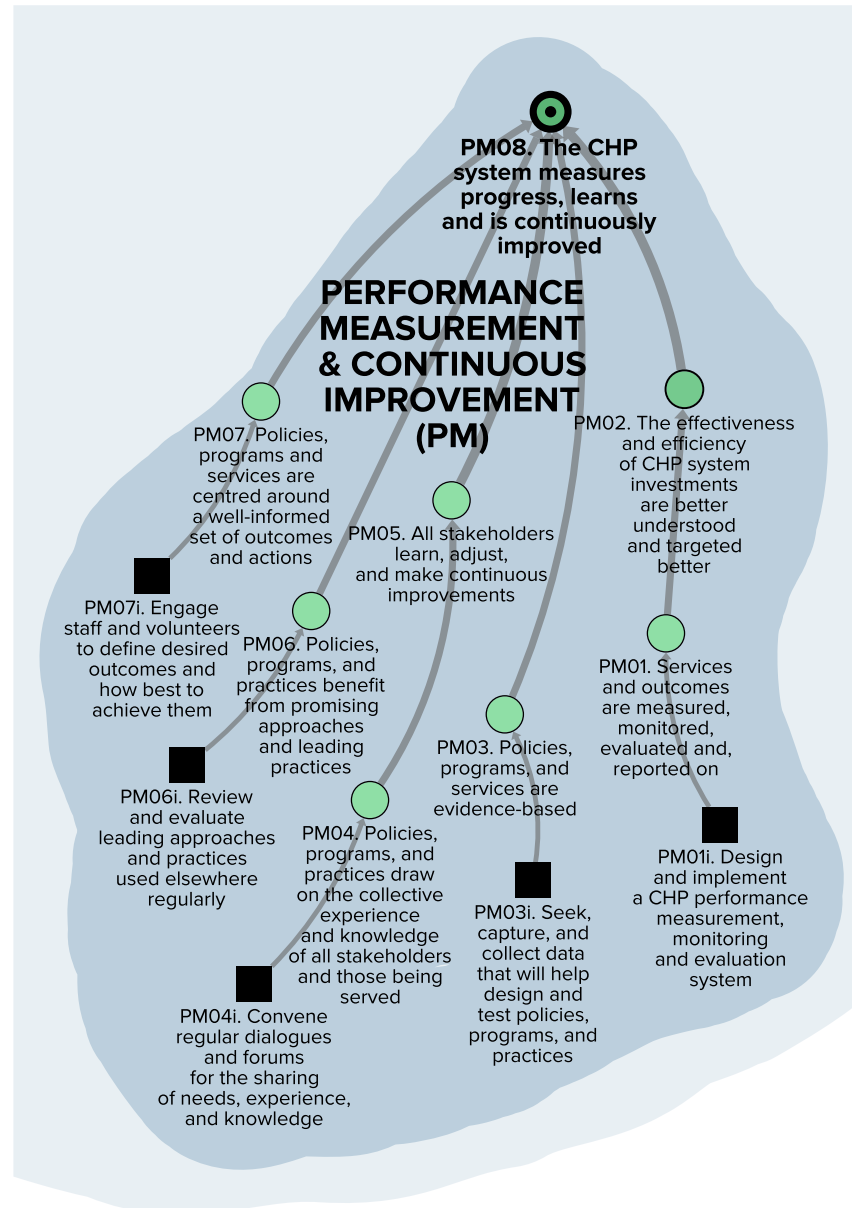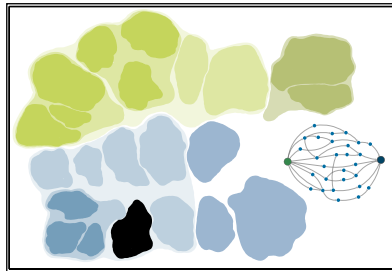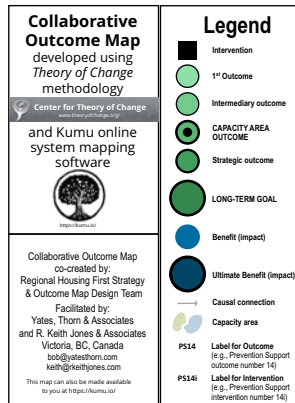- PS14i   Label for Intervention (e.g., Prevention Support intervention number 14)

SG04i. Establish appropriate governance and advisory capability, including PWLE and P@R

SG05i. Establish an objective collaborative priority setting process

SG03i. Steward, periodically update, and narrate this Collaborative Outcome Map (13) and its implementation plans

SG04. The CHP system has representative oversight, stewardship, and advisory capacity

SG05. The CHP system is able to effectively allocate resources

SG09i. Develop and maintain a business case for investing in the CHP system

SG02i. Develop and sign a formal multi-year memorandum of understanding, charter or accord

SG03. The collective intentions and actions of the CHP system are coherent and well understood

SG08i. Foster and present activities and events that will promote cross-sector collaborative working

SG06. The CHP system has effective oversight, stewardship, direction, and control

SG10i. Design and implement a single, comprehensive, cross-organizational information hub

SG02. Stakeholders together take responsibility and account for their shared outcomes

SG08. The public, non-profit, and private sectors within the CHP system are more collaborative and integrated

SG09. Investment decisions in the CHP system have a strong economic basis and better public support

SG07. The CHP system maintains an enduring sense of shared purpose, direction, and accountability over time

SG01i. Review, and propose changes to legislation, policies, strategies, and plans to enable better alignment and integration

SG10. Stakeholders are more aware of and better understand the nature and state of the CHP system

SHARED GOVERNANCE & ACCOUNTABILITY (SG)

SG01. The CHP system function in a more aligned and integrated manner

SG11. The collective intentions and diverse functional elements of the CHP system are well-coordinated and supported

SG11i. Review, adjust, and resource a CHP secretariat or collective impact "backbone" system support function and team

SG12. The CHP system has more integrated governance, management, and accountability for driving transformative change

Regional Housing First Strategy
An collaborative outcome map to address homelessness in the capital region

WORKFORCE:
The Community-Homelessness-Prevention System has a competent, motivated, and sustainable workforce

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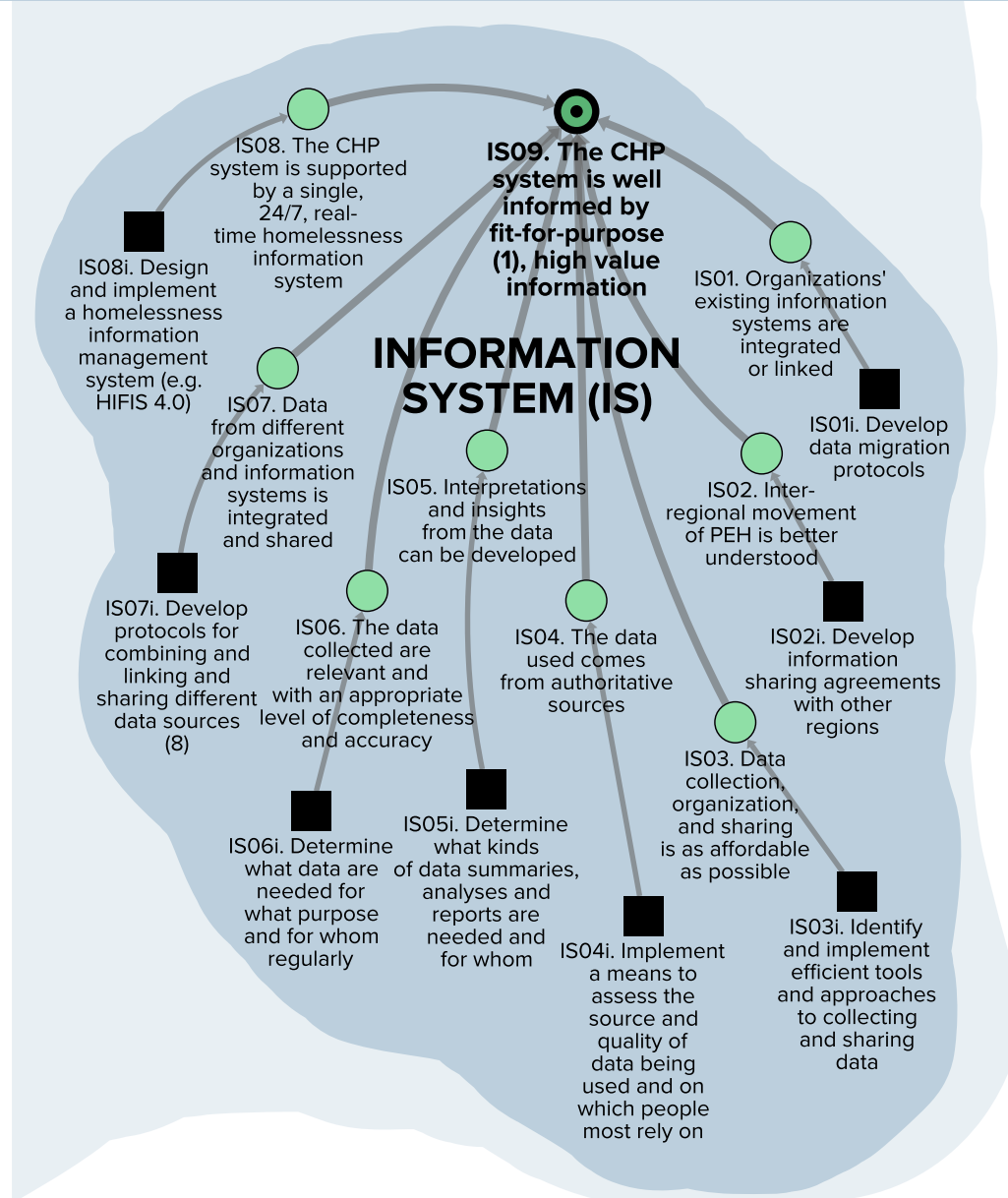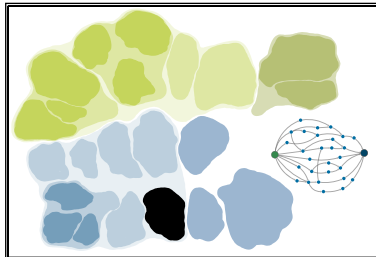system mapping
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WF05i. Organizations implement policies and monitoring procedures that enable a better balance of work/life objectives

WF06i. Advocate for and secure a minimum of a living wage (10) for staff

WF07i. Design and implement a staff recognition program

WF04. The workforce delivers services with high levels of competency and respect for those it serves

WF04i. Workers receive the skills training, coaching, and mentoring they need

WF06. Staff feel their work is valued appropriately

WF07. Workers feel more personally valued

WF08i Assign and support front-line staff in making decisions in their area of responsibility

WF05. Staff and volunteers are more refreshed and experience less burnout

WF08. Front-line workers are and feel empowered

WF02i. Develop and deliver staff and volunteer training on safety protocols

WF10. Staff resourcing levels are able to meet the needs and demands of the CHP system

WF10i. Review human resource needs and hire as required

WF01i. Monitor safety protocols

WF09. The workforce is more valued, motivated, and has higher retention rates

WF02. Works are more aware of their safety responsibilities

WF11i. Assist PWLE to acquire improved collaboration and networking skills

WF01. Workers are more aware of the state of their safety

WF03. Workers are and feel physically and psychologically safe in their workplace

WF11. PWLE have stronger capacity to address their own needs and inform practice improvements

WORKFORCE (WF)

WF12. The CHP system has a competent, motivated, and sustainable workforce

COLLABORATION & LEADERSHIP:
The Community-Homelessness-Prevention System has strong collaborative and leadership capacity with a clear sense of shared purpose

System Understanding

CL12i. Review the composition of the "organizational landscape" regularly

CL12. Roles and responsibilities of organizations are clear and appropriately differentiated in the CHP system

CL13i. Establish cross-functional / organizational communications

CL13. Everyone is kept appropriately well-informed

CL11i. Develop and implement a cross-organizational matrix of assets, roles, and relationships

CL11. Stakeholders have greater clarity on where and how they fit, complement and contribute to the CHP system

CL10i. Provide regular orientation about the CHP system

CL10. Stakeholders understand the intensions and purpose of the CHP system

CL14. All stakeholders have a clear understanding of all aspects of the CHP system

CL09i. Develop systems for discussing gaps and overlaps in organization roles and responsibilities

CL09. People working in the CHP system understand their roles and responsibilities

CL15. The CHP system has strong collaborative and leadership capacity with a clear sense of shared purpose

COLLABORATION & LEADERSHIP (CL)

Trust, Collaboration & Excellence

CL07i. Establish team-based learning and skills-development approaches

CL07. Internal and cross-functional teams have strong collaborative skills

CL08. There is a high level of trust, collaboration, and excellence exists across the CHP system

CL03. The CHP system has a strong culture of collaborative and collective leadership

CL06i. Sponsor formal and informal events that help build trusting, collaborative relationships

CL06. A culture of shared accountability is created

Leadership & Champions

CL05. Collaborative skills are increased and modeled by everyone

CL04. The CHP system operates with a high level of integrity and excellence

CL02. There is effective leadership for change at all levels of the CHP system

CL01. Staff, volunteers, and stakeholders are incented, rewarded, and celebrated for their collaborative efforts

CL05i. Design and implement cross-system collaborative capacity building training programs

CL04i. Conduct all business in an open, objective, and fair manner

CL02i. Recruit influential leaders and champions

CL01i. Develop comprehensive recognition program

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PERFORMANCE MEASUREMENT & CONTINUOUS IMPROVEMENT:
The Community-Homelessness-Prevention System measures progress, learns, and is continuously improved

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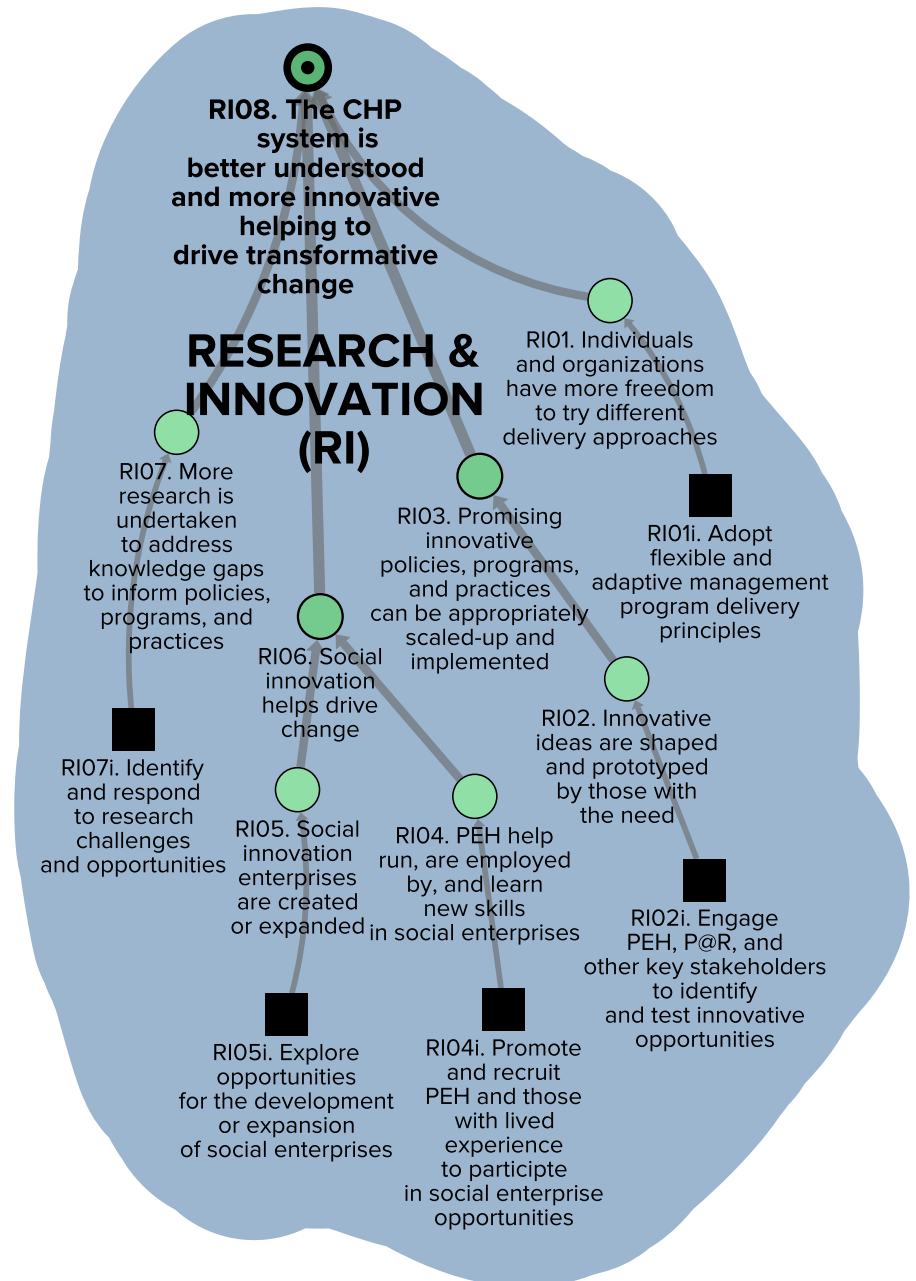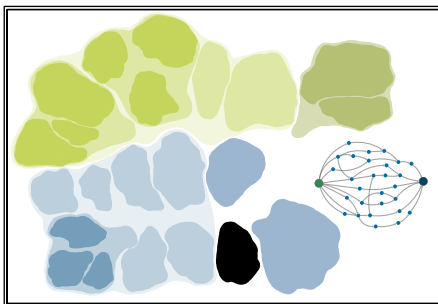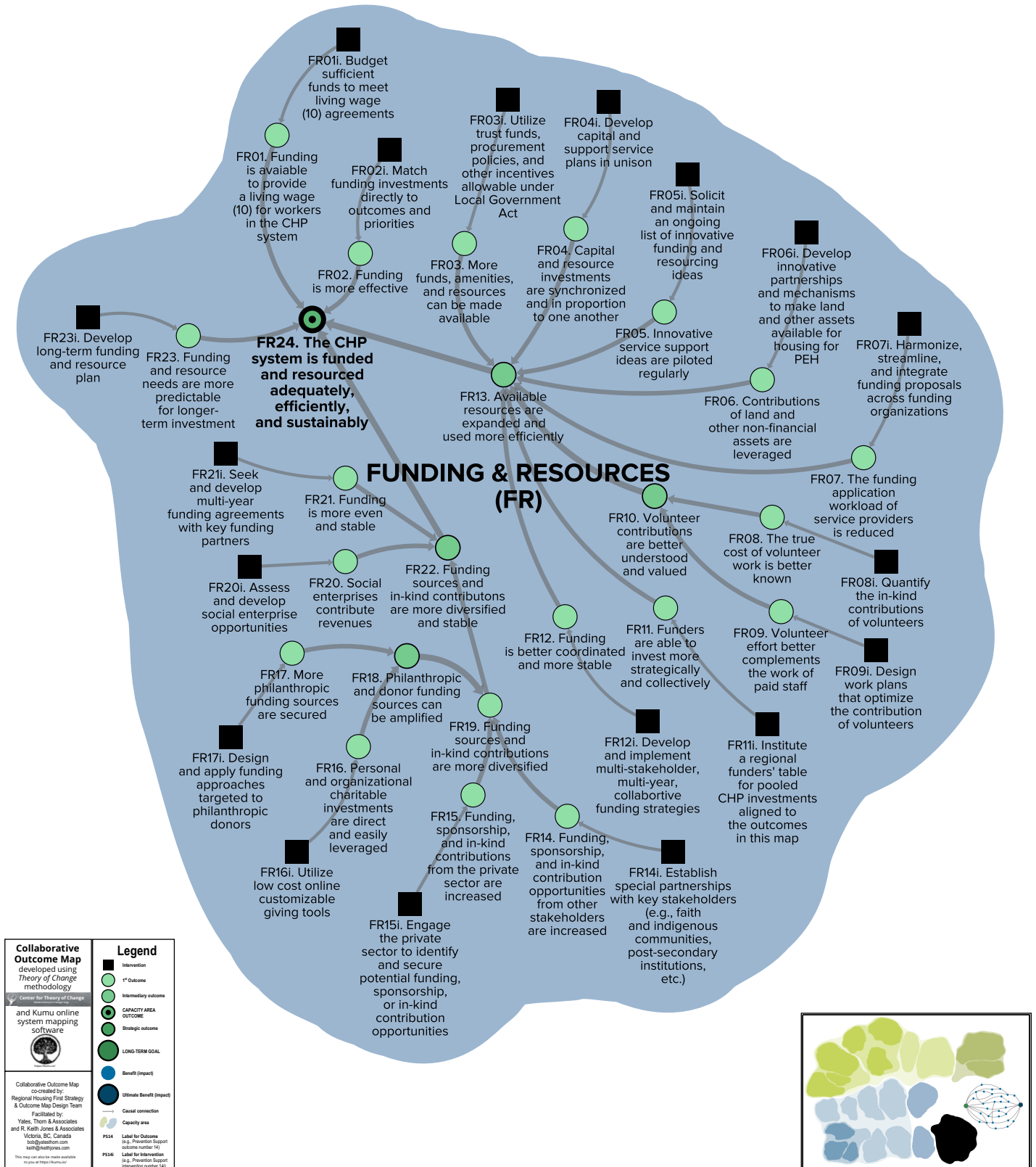- Ultimate Benefit (impact)
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PERFORMANCE MEASUREMENT & CONTINUOUS IMPROVEMENT (PM)

PM08. The CHP system measures progress, learns and is continuously improved

PM07. Policies, programs and services are centred around a well-informed set of outcomes and actions

PM07i. Engage staff and volunteers to define desired outcomes and how best to achieve them

PM05. All stakeholders learn, adjust, and make continuous improvements

PM02. The effectiveness and efficiency of CHP system investments are better understood and targeted better

PM06. Policies, programs, and practices benefit from promising approaches and leading practices

PM06i. Review and evaluate leading approaches and practices used elsewhere regularly

PM01. Services and outcomes are measured, monitored, evaluated and, reported on

PM03. Policies, programs, and services are evidence-based

PM01i. Design and implement a CHP performance measurement, monitoring and evaluation system

PM04. Policies, programs, and practices draw on the collective experience and knowledge of all stakeholders and those being served

PM03i. Seek, capture, and collect data that will help design and test policies, programs, and practices

PM04i. Convene regular dialogues and forums for the sharing of needs, experience, and knowledge

INFORMATION SYSTEMS:
The Community-Homelessness-Prevention System is well informed by fit-for-purpose, high value information

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INFORMATION SYSTEM (IS)

IS08. The CHP system is supported by a single, 24/7, real-time homelessness information system

IS08i. Design and implement a homelessness information management system (e.g. HIFIS 4.0)

IS09. The CHP system is well informed by fit-for-purpose (1), high value information

IS01. Organizations' existing information systems are integrated or linked

IS01i. Develop data migration protocols

IS07. Data from different organizations and information systems is integrated and shared

IS05. Interpretations and insights from the data can be developed

IS02. Inter-regional movement of PEH is better understood

IS07i. Develop protocols for combining and linking and sharing different data sources (8)

IS06. The data collected are relevant and with an appropriate level of completeness and accuracy

IS04. The data used comes from authoritative sources

IS02i. Develop information sharing agreements with other regions

IS03. Data collection, organization, and sharing is as affordable as possible

IS06i. Determine what data are needed for what purpose and for whom regularly

IS05i. Determine what kinds of data summaries, analyses and reports are needed and for whom

IS04i. Implement a means to assess the source and quality of data being used and on which people most rely on

IS03i. Identify and implement efficient tools and approaches to collecting and sharing data

RESEARCH & INNOVATION:
The Community-Homelessness-Prevention System is more innovative helping to drive transformative change

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RI08. The CHP system is better understood and more innovative helping to drive transformative change

RESEARCH & INNOVATION (RI)

RI01. Individuals and organizations have more freedom to try different delivery approaches

RI07. More research is undertaken to address knowledge gaps to inform policies, programs, and practices

RI03. Promising innovative policies, programs, and practices can be appropriately scaled-up and implemented

RI01i. Adopt flexible and adaptive management program delivery principles

RI06. Social innovation helps drive change

RI02. Innovative ideas are shaped and prototyped by those with the need

RI07i. Identify and respond to research challenges and opportunities

RI05. Social innovation enterprises are created or expanded

RI04. PEH help run, are employed by, and learn new skills in social enterprises

RI02i. Engage PEH, P@R, and other key stakeholders to identify and test innovative opportunities

RI05i. Explore opportunities for the development or expansion of social enterprises

RI04i. Promote and recruit PEH and those with lived experience to participte in social enterprise opportunities

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on wall

FUNDING & RESOURCES:
The Community-Homelessness-Prevention System is Funded and Resources Adequately, Efficiently, and Sustainably

FR01i. Budget sufficient funds to meet living wage (10) agreements

FR01. Funding is avaiable to provide a living wage (10) for workers in the CHP system

FR02i. Match funding investments directly to outcomes and priorities

FR02. Funding is more effective

FR03i. Utilize trust funds, procurement policies, and other incentives allowable under Local Government Act

FR03. More funds, amenities, and resources can be made available

FR04i. Develop capital and support service plans in unison

FR04. Capital and resource investments are synchronized and in proportion to one another

FR05i. Solicit and maintain an ongoing list of innovative funding and resourcing ideas

FR05. Innovative service support ideas are piloted regularly

FR06i. Develop innovative partnerships and mechanisms to make land and other assets available for housing for PEH

FR06. Contributions of land and other non-financial assets are leveraged

FR07i. Harmonize, streamline, and integrate funding proposals across funding organizations

FR07. The funding application workload of service providers is reduced

FR23i. Develop long-term funding and resource plan

FR23. Funding and resource needs are more predictable for longer-term investment

FR24. The CHP system is funded and resourced adequately, efficiently, and sustainably

FR13. Available resources are expanded and used more efficiently

FUNDING & RESOURCES (FR)

FR10. Volunteer contributions are better understood and valued

FR08. The true cost of volunteer work is better known

FR08i. Quantify the in-kind contributions of volunteers

FR21i. Seek and develop multi-year funding agreements with key funding partners

FR21. Funding is more even and stable

FR22. Funding sources and in-kind contributons are more diversified and stable

FR20i. Assess and develop social enterprise opportunities

FR20. Social enterprises contribute revenues

FR12. Funding is better coordinated and more stable

FR11. Funders are able to invest more strategically and collectively

FR09. Volunteer effort better complements the work of paid staff

FR09i. Design work plans that optimize the contribution of volunteers

FR17. More philanthropic funding sources are secured

FR18. Philanthropic and donor funding sources can be amplified

FR19. Funding sources and in-kind contributions are more diversified

FR17i. Design and apply funding approaches targeted to philanthropic donors

FR16. Personal and organizational charitable investments are direct and easily leveraged

FR12i. Develop and implement multi-stakeholder, multi-year, collabortive funding strategies

FR11i. Institute a regional funders' table for pooled CHP investments aligned to the outcomes in this map

FR16i. Utilize low cost online customizable giving tools

FR15. Funding, sponsorship, and in-kind contributions from the private sector are increased

FR14. Funding, sponsorship, and in-kind contribution opportunities from other stakeholders are increased

FR14i. Establish special partnerships with key stakeholders (e.g., faith and indigenous communities, post-secondary institutions, etc.)

FR15i. Engage the private sector to identify and secure potential funding, sponsorship, or in-kind contribution opportunities

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BENEFITS

ULTIMATE BENEFIT

LONG-TERM GOAL

1. People (4) are prevented from becoming homeless in the region and those experiencing homelessness can choose an appropriate, safe, and secure place they call home; receive support where they are at on their journey to better health, wellness, and livelihoods; feel valued, respected, and belong as meaningful contributors to the community—a community that is compassionate and surrounds them with good will, help, and the love they need to live, learn, work, and play to their potential

2. Marginalized groups experience better health and a sense of well-being

3. Fewer emergency and other trauma-related service interventions are required

4. PEH have higher self-esteem

5. Street violence and recidivism are reduced

6. Policing calls are reduced

7. Health care costs are rduced

8. Justice system-related costs are reduced

9. PEH are more connected with family and friends

10. PEH experience less social and economic displacement in the community

11. PEH are more active participants in the social and economic fabric of the community

12. Pressure on the CHP support system is reduced

13. Quality of life and life expectancy of PEH is improved

14. More resources are available to focus on other pressing community, social, and economic challenges and opportunities

15. The region is more attractive to new residents and businesses

16. The overall quality of life in the community is improved

17. Sheltering in public and private spaces is reduced

18. Neighbourhoods and communities are more livable and vibrant

19. Public spaces are more attractive and better utilized by everyone

20. Citizens and vistors feel safer in communities and neighbourhoods

21. Fewer deaths from drug overdosing and substance use

22. Mental health and addiction issues are better understood

23. The value of volunteers is better recognized for their support of the CHP system

24. Community awareness, understanding and compasson for homelessness is increased

25. Marginalized groups experience more positive community support

26. A culture of collaboration is developed

27. Community is more directly supportive of PEH and P@R

28. Social capital is increased

29. Social inclusion is increased

30. Communities throughout the region are safe, healthy, vibrant, welcoming and supporting of people from all walks of life and stages in their life journey

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This summary chart was derived from a much more detailed Collaborative Outcome Map (COM) that was developed using the *Theory of Change* methodology (www.thetheoryofchange.org) and Kumu system mapping software. A multi-stakeholder Design Team of over 25 people co-created the COM. To obtain this chart or the detailed map, please contact the Greater Victoria Coalition to End Homelessness at admin@victoriahomelessness.ca or phone 250-370-1512.

"HOUSING FIRST APPROACH"

People experiencing homelessness have a choice of safe, appropriate, and stable housing with support services provided in a respectful manner

Transition and Supportive Permanent Housing: Additional affordable non-market housing is available for people experiencing homelessness

Sense of Home: Housing environments provide a sense of home for people experiencing homelessness

Market and Non-Market Rental Housing: An adequate supply of affordable market and non-market housing provides choice to people experiencing homelessness

HOUSING: There is adequate housing supply for people experiencing homelessness to choose from a spectrum of safe and affordable housing

Support People Where They Are At: People experiencing homelessness are supported over the course of their care pathway and journey toward realizing their potential

Live, Learn, Work & Play: People experiencing homelessness have more skills and are more competent for living, working, learning and leisure

Health, Wellness & Day-to-Day Services: People experiencing homelessness have improved access a range of health, wellness and basic day-to-day services provided in a respectful manner

SUPPORT SERVICES: Support services have the ongoing capacity to support people experiencing homelessness across the region

RESPECTFUL DELIVERY: People experiencing homelessness feel valued and respected as they are supported

ADVOCACY & AWARENESS: Communities and neighbourhoods are more empathetic, compassionate, inclusive, and welcoming of people experiencing homelessness

PREVENTION SUPPORT

Prevention: Community-based initiatives help prevent people from becoming homelessness

Discharge or Transition Coordination: Homelessness due to limited coordination of institutional discharge or stage of life changes is reduced

PREVENTION SUPPORT: People are prevented from becoming homeless

SYSTEM MANAGE-MENT

The community-homelessness-prevention system is collaborative, well managed, and accountable

System Understanding: All stakeholders have a clear understanding of all aspects of the community-homelessness-prevention system

Trust, Collaboration & Excellence: There is a high level of trust, collaboration, and excellence exists across the community-homelessness-prevention system

Leadership & Champions: The community-homelessness-prevention system has a strong culture of collaborative and collective leadership

COLLABORATION & LEADERSHIP: The community-homelessness-prevention system has strong collaborative and leadership capacity with a clear sense of shared purpose

PERFORMANCE MEASUREMENT & CONTINUOUS IMPROVEMENT: The community-homelessness-prevention system measures progress, learns and is continuously improved

INFORMATION SYSTEMS: The community-homelessness-prevention system is well informed by fit-for-purpose, high value information

HOUSING SYSTEM COORDINATION & PLANNING: The housing system is well planned for and coordinated

NEEDS & DEMANDS: The needs and demands of the community-homelessness-prevention system are well understood and anticipated

COORDINATED INTAKE, ASSESSMENT & REFERRAL: People experiencing homelessness are offered and provided appropriate housing and rehousing quickly without preconditions

SHARED GOVERNANCE & ACCOUNTABILITY: The community-homelessness-prevention system has more integrated goverance, management, and accountability for driving transformative change

WORKFORCE

WORKFORCE: The community-homelessness-prevention system has a competent, motivated, and sustainable workforce

RESEARCH & INNOVATION

RESEARCH & INNOVATION: The community-homelessness-prevention system is better understood and more innovative helping to drive transformative change

FUNDING & RESOURCES

FUNDING & RESOURCES: The community-homelessness-prevention system is funded and resourced adequately, efficiently, and sustainably

People are prevented from becoming homeless in the region and those experiencing homelessness can choose an appropriate, safe, and secure place they call home; receive support where they are at on their journey to better health, wellness, and livelihoods; feel valued, respected, and belong as meaningful contributors to the community—a community that is compassionate and surrounds them with good will, help, and the love they need to live, learn, work, and play to their potential

Communities throughout the region are safe, healthy, vibrant, welcoming and supporting of people from all walks of life and stages in their life journey

Progress on this goal will contribute to many benefits:

- Marginalized groups experience better health and a sense of well-being
- Health care costs are reduced
- Mental health and addiction issues are better understood
- Justice system costs are reduced
- People experiencing homelessness have higher self-esteem
- Community awareness, understanding, and compassion is increased
- Neighbourhoods and communities are more livable and vibrant
- People experiencing homelessness are more active participants in the social and economic fabric of the community
- Citizens and vistors feel safer in communities and neighbourhoods
- Quality of life and life expectancy of people experiencing homelessness is improved
- More resources are available to focus on other pressing community, social, and economic challenges and opportunities