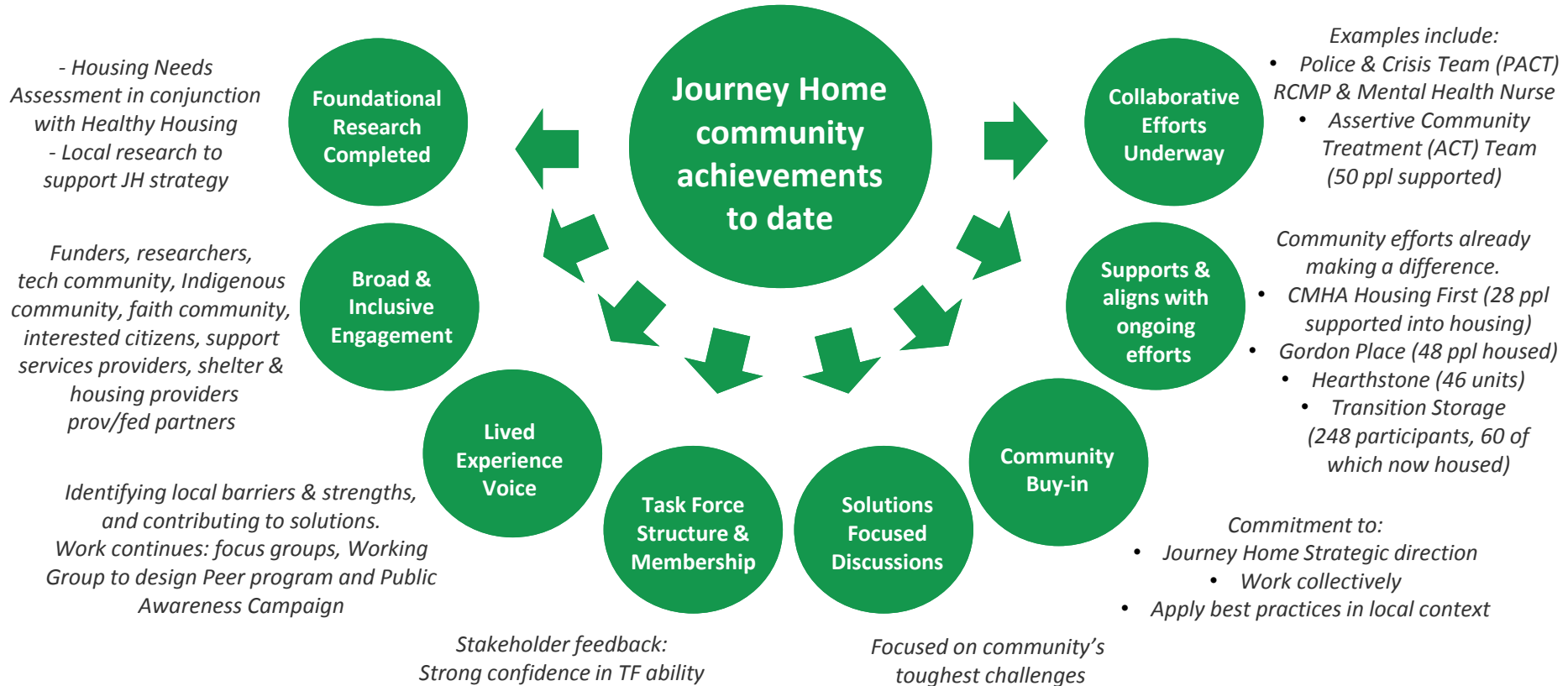


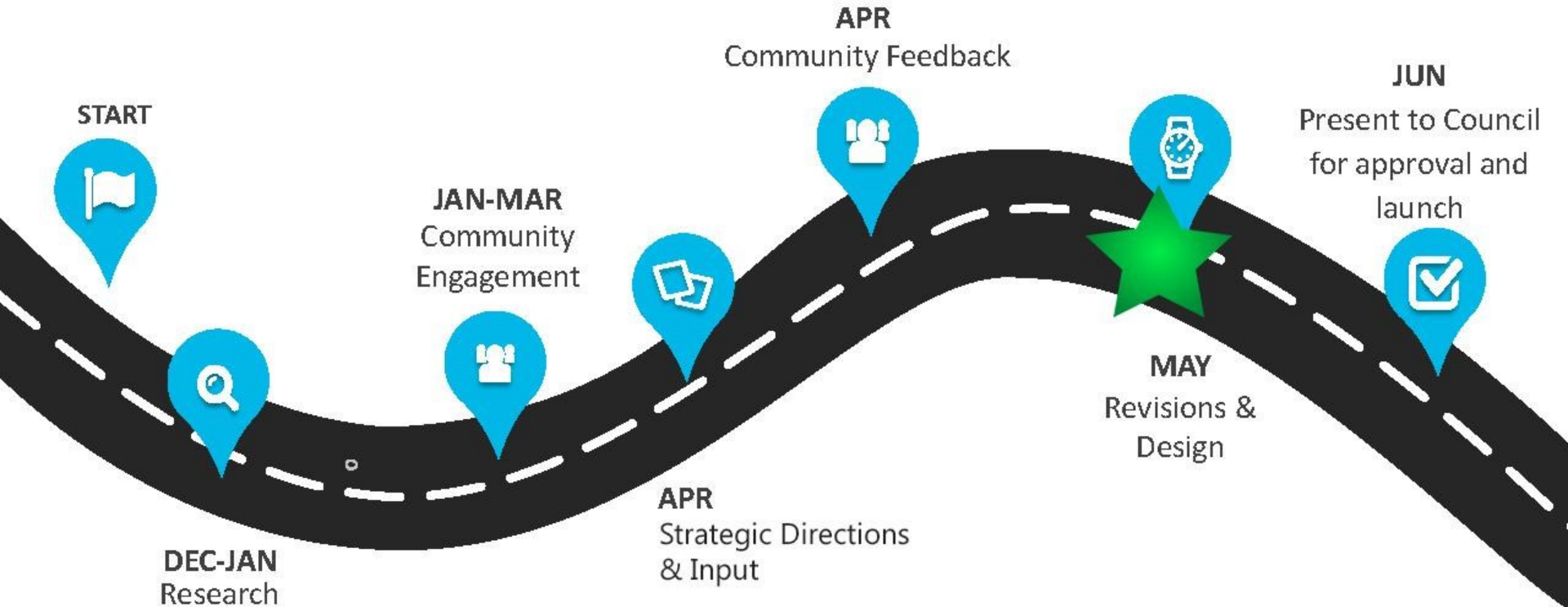


Journey Home is the strategy to address homelessness in our community with an emphasis on housing first. The goal is to ensure a coordinated and easy-to-access system of care for those in Kelowna who have lost, or are about to lose their home.

*"Unless housing funding is specifically targeted to homelessness, homeless people - especially those with complex needs - don't get housing."*

- Tim Richter - President and CEO, Canadian Alliance to End Homelessness





# Community Engagement

By the Numbers  
January - April 2018

Journey HOME



**High levels of participation:**  
**1,974+ total points of engagement**

**Broad Diversity of Interest and Participations:**

- Persons with Lived Experience,
- Interested Citizens Public
- Homeless Servicing/Housing Stakeholders,
- Businesses, Builders, Developers, Landlords,
- Tech Sector, Academic Researchers,
- Funders (Foundations, Senior Gov't, etc.)
- Faith Community

**The messages are clear:**

- this is a **high community priority**
- as a community, **we need to do things differently**
- need to be **innovative** in applying evidence-based approaches
- need to build on the current **momentum**
- need to **act now** – recognizing that the journey will be an **evolution**

# Strategy Alignment

## OUR HOMES TODAY & TOMORROW

A HOUSING NEEDS ASSESSMENT



Healthy  
Housing  
Strategy

Journey **HOME**  
Strategy

### Journey Home Strategy Focus

Long-term strategy to address homelessness.  
(Youth strategy embedded)

### Healthy Housing Strategy

to address broad Affordable Housing needs.

**Link to Provincial Strategies  
(i.e. BC Poverty Reduction  
Strategy/BC Homelessness  
Action Plan)**

to address broader  
income/rent support needs,  
linked to other strategies.

# Strategy Premise



5 Year Strategy; strategic review in Year 3



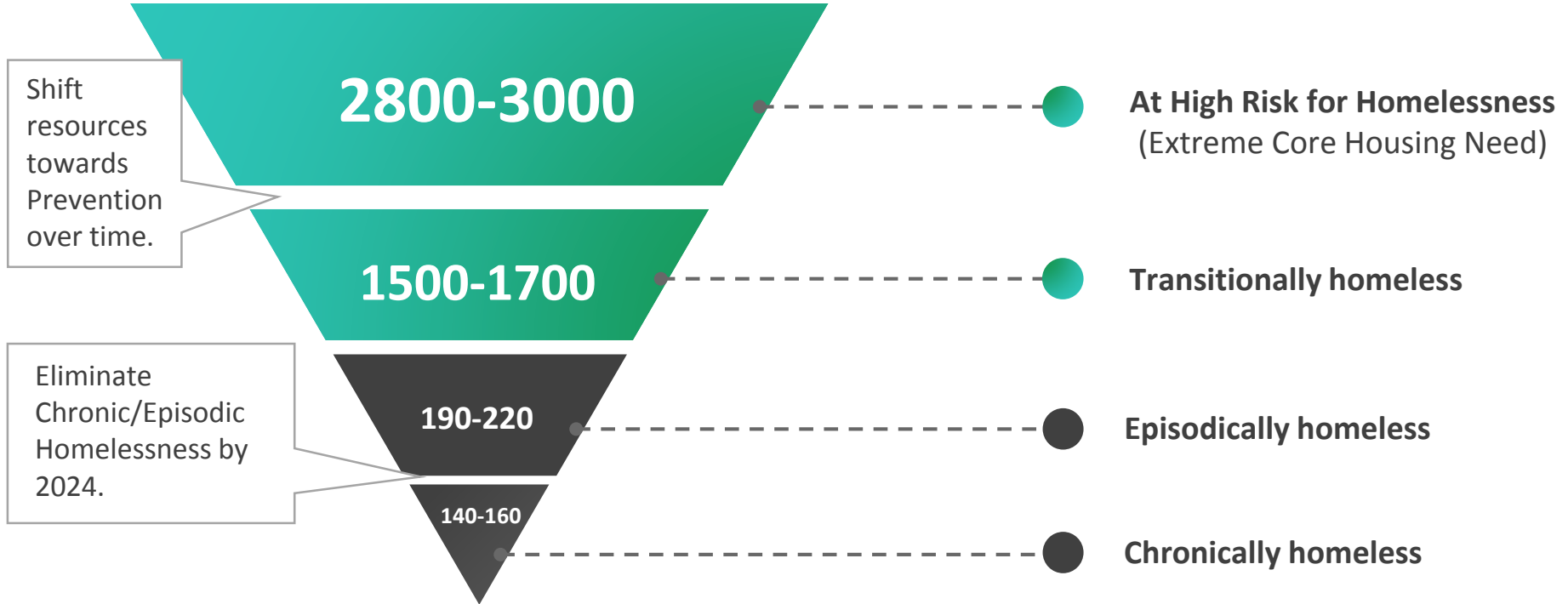
Eliminates chronic/episodic homelessness



Shifts resources to prevention over time

# Current Demand Estimates in the City of Kelowna

**TOTAL HOMELESS/AT RISK: 4,600-5,100**



## Foundational Concepts

Innovation  
Reconciliation  
Lived Experience

### Pillar 1

Inclusion &  
Prevention

### Pillar 2

New Housing  
Support Programs

### Pillar 3

Backbone  
Coordination &  
Partnerships



# Foundational Concepts



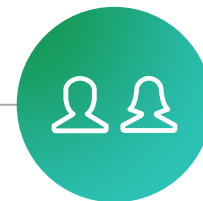
## Innovation

1. **Launch a Homelessness Innovation Lab** to partner with tech sector to develop solutions for information management & access, data analysis.
2. **Develop a Research Agenda** in partnership with research community to support Strategy.
3. **Secure flexible funds** to prototype social enterprise, social finance and housing development innovations. This includes lived experience social enterprise incubation support.
4. **Support innovative solutions** to address criminalization of homelessness, such as a Community Court.



## Reconciliation

1. **Recognize accountability for TRC Calls to Actions** in that Indigenous Homelessness is ongoing form of colonialism.
2. **Ensure Indigenous leadership** embedded in Strategy governance.
3. **Embed cultural lens in supports** working with Elders, through ceremony, staff training, supports and housing design.



## Lived Experience

1. **Continue LivEx Circle and Youth Advisory Committee** and formalize relationships to Backbone governance.
2. **Ensure a population focus is embedded** in Strategy implementation: youth, Indigenous, women, families, newcomers, LGBTQ2S, seniors, men
3. **Introduce peer support models**, including peer outreach to address shelter challenges in partnership with business & police.

# LivEx Circle: Innovative Solutions



# Pillar 1: Inclusion & Prevention



## Inclusion

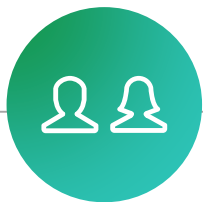
1. **Launch a public awareness campaign** to address stigma on homelessness in Kelowna working with the Lived Experience Circle.
2. **Develop easy to access resource guides** with Lived Experience input to ensure those at risk of or experiencing homelessness know where to go for the right help, fast. This includes support to the families or friends of those in need of help.
3. **Encourage City to explore policy shifts** at the municipal level to promote affordable housing across neighbourhoods through bylaw changes, zoning, and grants.



## Prevention

1. **Work with key ministries to enhance positive housing transitions** including MCFD, Justice & Health (& treatment facilities). This includes developing discharge/transition protocols that prevent homelessness.
2. **Launch the Upstream for Youth pilot** in partnership with School District to identify and support youth at risk of becoming homeless.
3. **Enhance connections to healthy opportunities** to thrive in community. Explore leveraging community hubs & enhancing access thru technology.
4. **Develop formal links with aligning strategies** (BC Poverty Strategy, BC Homelessness Plan, Regional Poverty Reduction Strategy) and Healthy Housing Strategy to ensure we are working in an integrated fashion.
5. **Launch Prevention programs** to support people to stay in housing where possible. These will be targeted to those at highest imminent risk for homelessness. Strategy calls for 100 new program spaces for prevention.

## Pillar 2: New Housing Support Programs



### Support people in Rental Market

1. Support people in the rental market through new programs grounded in the Housing First model and the right to housing including:
  - Rapid Rehousing – 225 program spaces
  - Intensive Case Management – 100 program spaces
  - Assertive Community Outreach – 100 program spaces
  - 20% of spaces will serve youth; this would include tailored Housing First For Youth programs
  - Programs serving those fleeing violence will be tailored accordingly to include safety planning
2. Create a Landlord Roundtable to encourage making units available for Housing First programs to house and support people throughout neighbourhoods and buildings.



### Supportive Housing Buildings

1. Support the addition of 300 units of long-term supportive housing in purpose-built building targeted to chronic & episodic homeless people with higher needs.
2. Ensure supportive housing specific to young people is developed as part of this investment.
3. Work with organizations dedicated to addressing interpersonal violence to ensure program and housing models appropriately serve those impacted by violence.

## Pillar 2: New Housing Support Programs continued



### Wraparound Supports

1. **Develop a sector-wide capacity building/training agenda** to increase staff effectiveness in supporting clients with trauma, adverse childhood experiences, dual diagnosis, addiction, mental health, violence.
2. **Support efforts to increase treatment beds**, especially for young people in Kelowna.
3. **Develop a person-centred approach to harm reduction and sobriety** on a continuum to meet people where they are at with appropriate supports.
4. **Apply a population focus to new programs** to ensure youth, Indigenous people, women, families, men, couples, seniors, newcomers, LGBTQ2S and other subgroups' needs are effectively met through a person-centred approach.

## Pillar 3: Backbone Coordination & Partnerships



### Coordination

1. **Coordinate a Homelessness Funders Table** to maximize the impact of diverse investments from philanthropy, government, faith, and corporate sectors in support of the Strategy.
2. **Rollout a Backbone Organization** solely dedicated to implementing Journey Home Strategy by building community capacity and engaging in systems planning.
3. **Formalize Backbone Organization relationships, including with AWH-Kelowna** to ensure ongoing focus on the Youth Strategy are embedded in community efforts.
4. **Rollout Coordinated Access & Assessment** to ensure consistent process to match clients' needs and choice to access services.



### Partnerships

1. **Support the creation of an Okanagan Regional Partnership Table** to coordinate responses to homelessness with Westbank First Nation, City of West Kelowna, Lake Country, and the Regional District to start.
2. **Work with the BC10 Community Entities** to support a provincial agenda on ending homelessness using Housing First and a systems planning approach.
3. **Participate in regional, provincial and national learning communities** to share and learn best practices and champion preventing and ending homelessness.



# A Way Home Kelowna Youth Strategy



## Youth Focus Group Outcomes

- Address **stigma**/discrimination - challenge expectations/misplaced biases
- Establish a **continuum of housing** for youth including Housing First for youth, foyer/supportive housing, host homes/community homes, rent supports
- Provide accessible and timely supports, including a focus on **treatment** options for youth
- Focus on **prevention** - improve school students' awareness of how and where to go for help
- Support for **Upstream program**
- Improve transitions from **public systems** & address MCFD barriers to youth supports in policy/practice
- Build **healthy community opportunities** for youth to facilitate connections and skill building

# Strategy Needs \$47M over 5yrs

Gap on top of existing/committed programs & housing.



Capital  
Investment  
**\$18M**



New Housing  
Support Programs  
**\$26M**

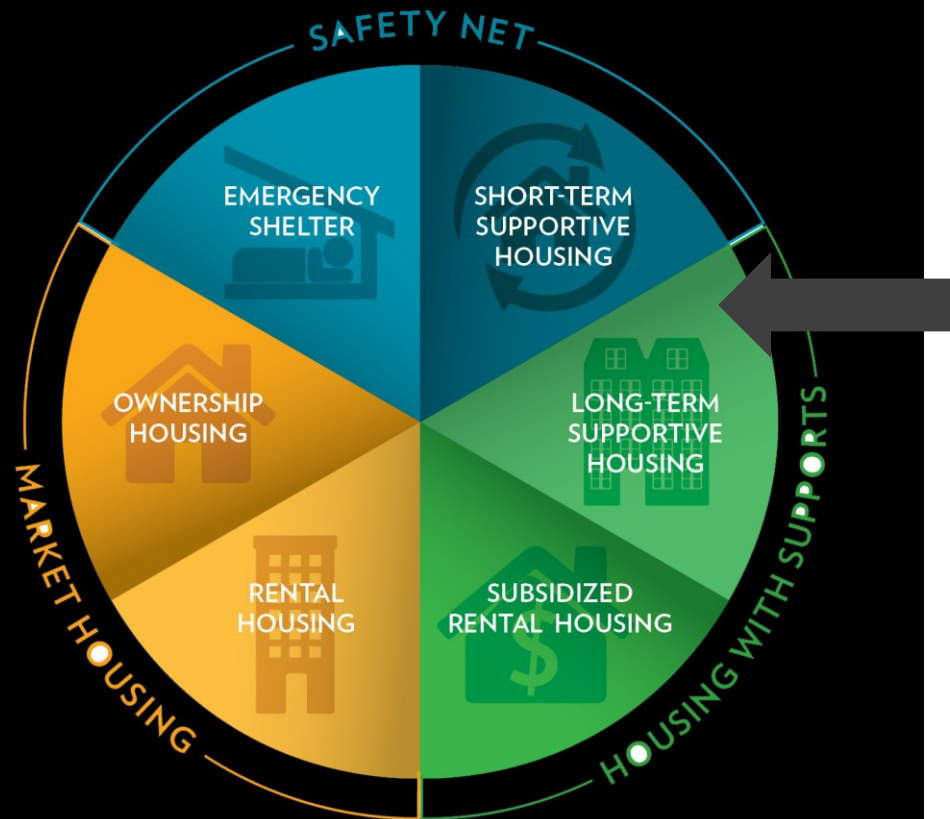


Backbone &  
Coordination  
**\$2.6M**



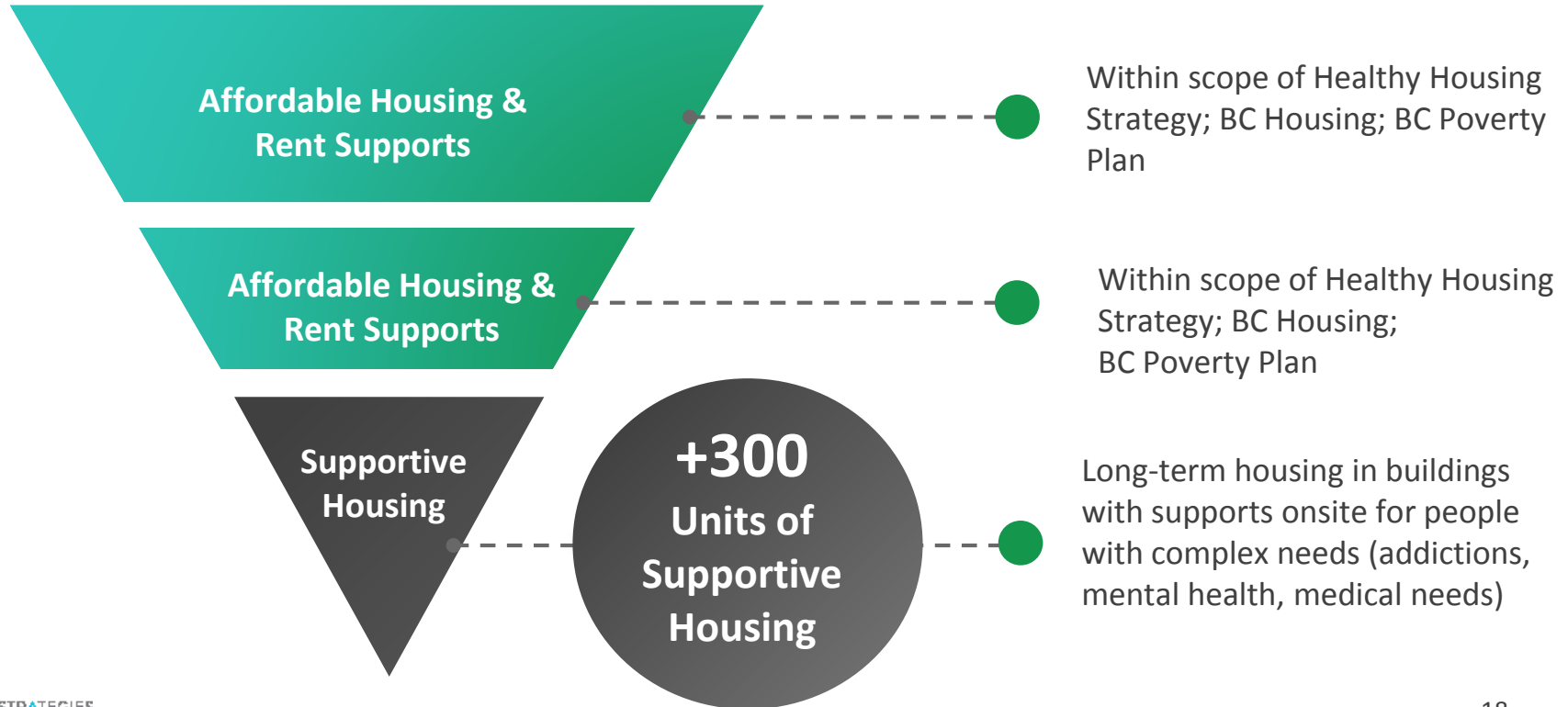


# Journey Home Capital Investment Focus



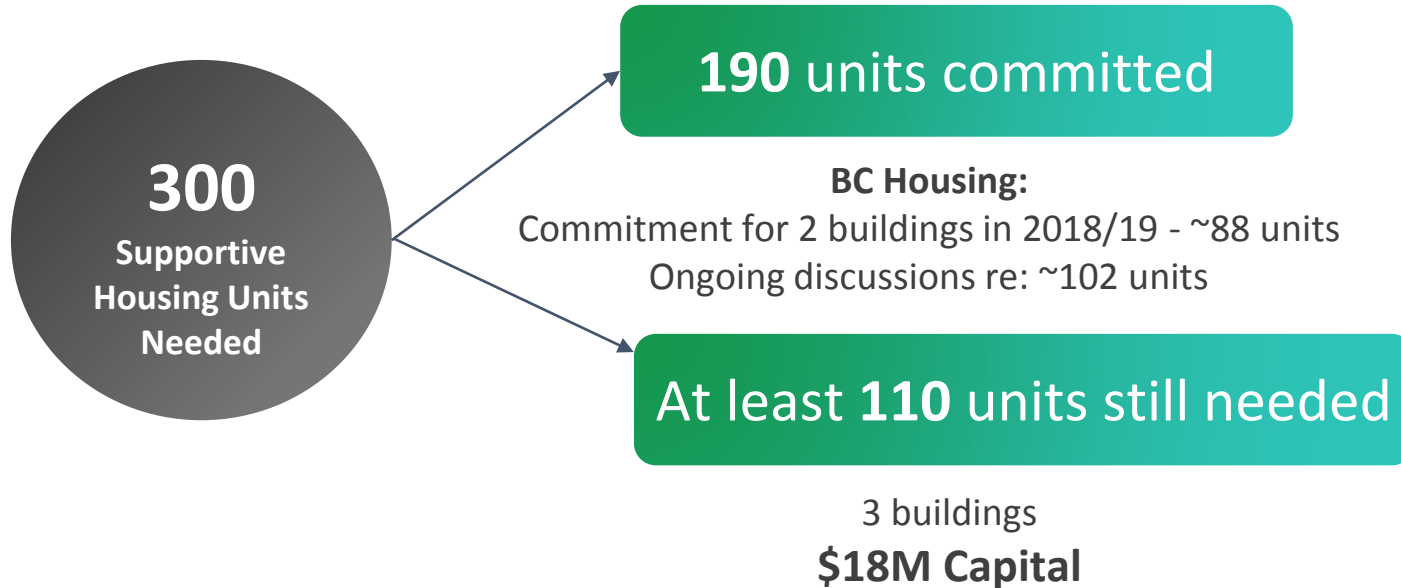
# Supportive Housing

Support people in dedicated buildings with supports onsite





# Supportive Housing Needs



# Local Examples

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New Gate



NOW Place Apartments

# New Example BCH/John Howard

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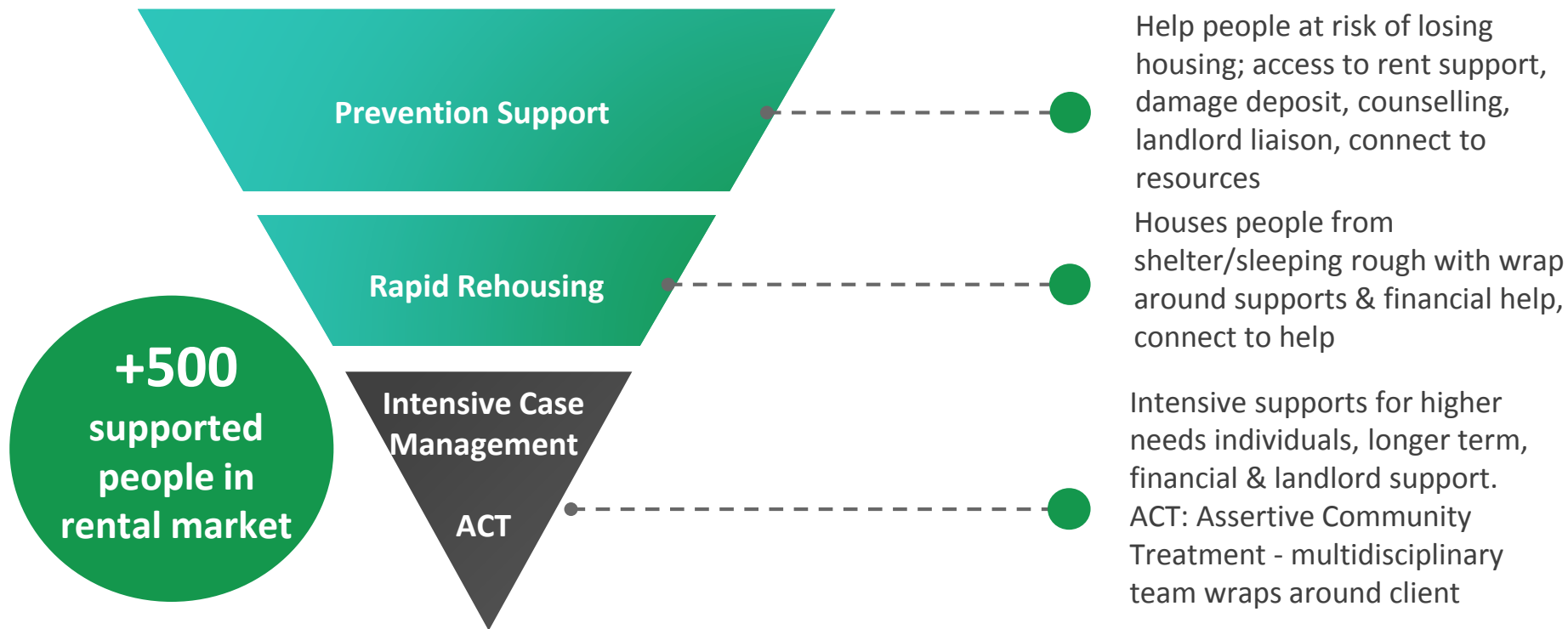
## Concept Renderings





# Housing First Supports:

Support people in rental units in community



# New Housing Support Programs



**500 new  
program spaces**

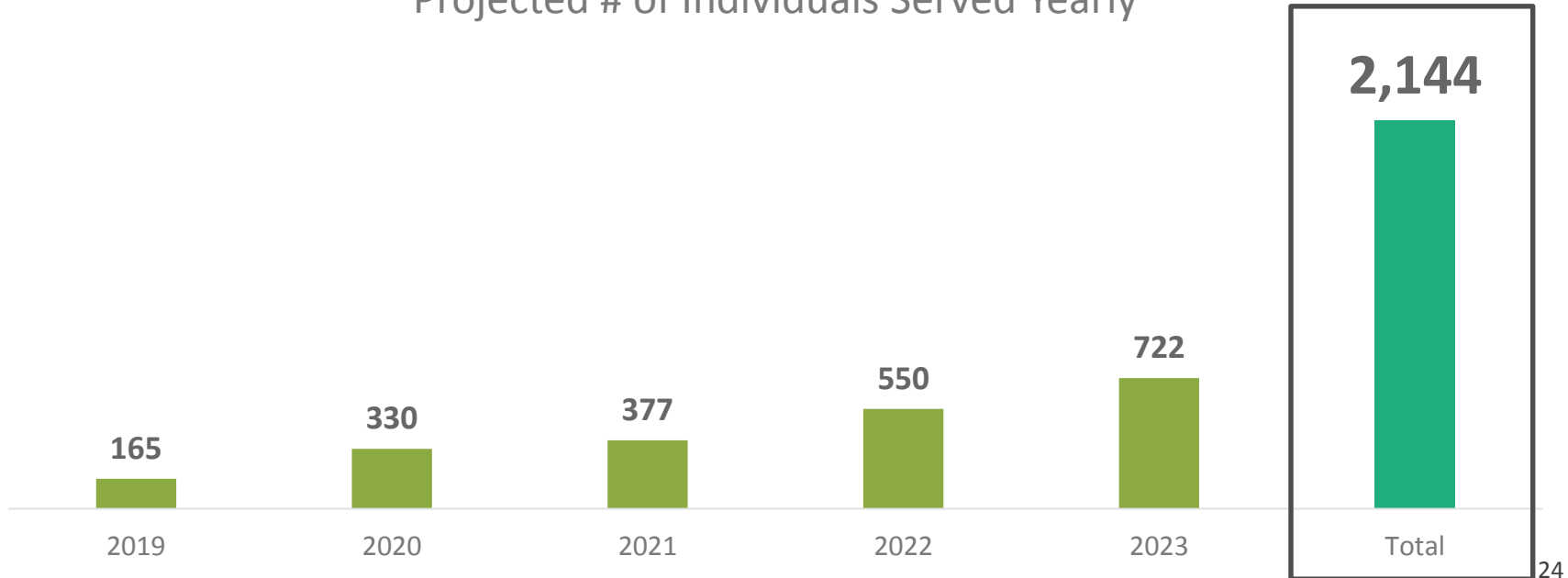
**\$26M  
Over 5 years**

## Types of program spaces needed:

- Assertive Community Treatment
- Housing First Intensive Case Management
- Rapid Rehousing
- Prevention

**2,100+ people will be helped stay or get housed during the course of the Journey Home Strategy.**

Projected # of Individuals Served Yearly







# Backbone Organization

## Funding Coordination

Able to bring partners together to coordinate investment in highest impact activities; ensure complementary approach.

## Capacity Building

Brings up collective IQ of community, services, developers, researchers, etc. to develop and implement innovative measures & best practices.

**Neutral org with  
focus on &  
accountability for  
JH Strategy  
implementation.**

## Partnerships & Innovation

Builds partnerships across sectors to support Strategy goals.  
Social finance innovation  
Financial and Land Trust Management

## Homeless System Planning

Enhances system-level coordination for service providers to support the strategy goals, regardless of funding source. Can coordinate with diverse departments, governments, donors, etc.

## Leadership & Accountability

Reports to community, stakeholder engagement research & continuous improvement, policy advocacy to keep homelessness a priority, knowledge dissemination.

## Startup

Year 1-2

*Kickstart high leverage activities*

### ACTIVITIES

- Building partnerships
- Knowledge/best practices
- Housing First rollout
- Private sector relationship on new units
- Regional Roundtable
- Advocacy to support Strategy
- Public awareness campaign
- Report to community

## Ramp Up

Year 3-4

*Create a cohesive homeless-serving system*

### ACTIVITIES

- Information management system
- Real-time reporting for system performance management
- Coordinated Access
- Rollout of Housing First and Supportive Housing
- Capacity building in sector
- Raise and coordinate funds
- Service quality standards
- Strategy Review & refinement

## Full Rollout

Year 5-6

*Refine approach for most impact*

### ACTIVITIES

- Continue rollout of Housing First and Supportive Housing
- Monitor performance & make adjustments in real-time
- Transition planning with public systems
- Public policy advocacy
- Review Strategy & recalibrate towards prevention measures pending demand



# Future Backbone Organization

**\$2.6M**  
**Over 5 years**

**Current City  
Commitments**

**Transition**  
(6-9 months past June):

\$125K

**Year 1:**

2-3FTEs; \$300K

**Year 3:**

4-5FTEs; \$600K

**Year 5:**

6FTE; \$900K

\$75K

\$150K (2019 & 2020)

Assumes in-kind office space.

Does not account for any reallocations of positions already in community.

# Journey Home Transition Committee

6-9 months after  
June 2018



## Month 1-3

- Transition Committee selected to support Backbone Organization set-up
- City support for transition period (6-9 months)

## Month 3-6

- Set up Governance/Board of Directors
- Secure office space - in kind
- Raise funding for Backbone staff and admin costs
- Hire Executive Director

## Month 6-9

- Secure additional staff
- Formalize partnerships, MOUs and agreements

# Why invest?

## ALBERTA 7 CITIES RESULTS PRE/POST HOUSING

### FIRST:



85% fewer days in **jail**;



64% fewer days in **hospital**;



60% fewer interactions with **EMS**;

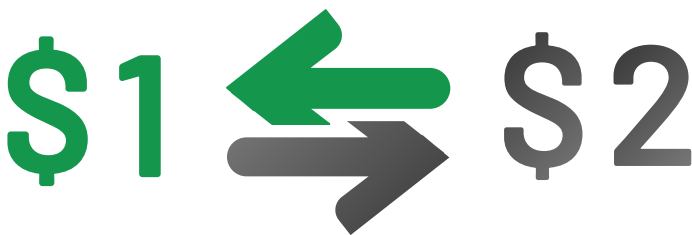


60% fewer **emergency room** visits; and



57% fewer interactions with **police**.

## Mental Health Commission of Canada's At Home/Chez Soi



FOR EVERY \$1 INVESTED IN ENDING CHRONIC HOMELESSNESS, AVERAGE SAVINGS WILL BE \$2.

Journey **HOME**

## Managing or ending homelessness?

Shelter, jail, hospital:

\$66k-\$120k/yr

**VS.**

Housing with supports:

\$13k-\$18k/yr

**A study of four Canadian cities reports institutional responses to homelessness (Pomeroy, 2005)**

## SFU 2008 Study in BC

Costs for health/corrections - \$55k/yr

Cost for supportive housing - \$37k/yr

## Vancouver Coastal Health 2008:

Supportive housing:

Reduction of -54% psychiatric admissions

Reduction of -58% medical admissions

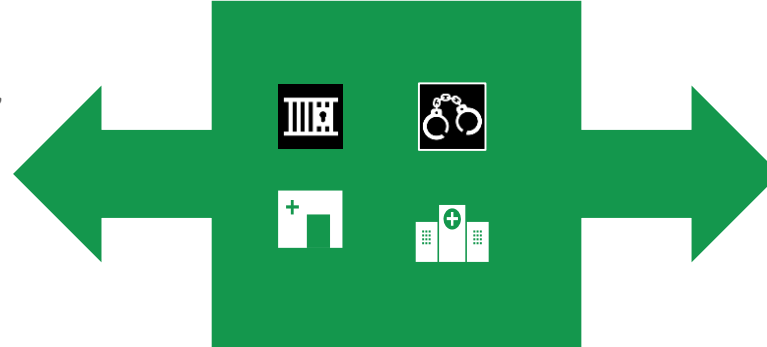
**IT'S CHEAPER TO HOUSE & SUPPORT THAN  
TO KEEP SOMEONE HOMELESS**

2008 SFU Study on BC concluded 50%  
cheaper to house and support than  
serve in emergency response (justice,  
health, social service, shelter)

**BETTER USE  
OF PUBLIC RESOURCES**

To keep the people helped  
by Plan in current situation,  
it will cost police, health,  
jail, shelters, bylaw about

**-\$100M**



If we house and support those  
same people; police, health, jail,  
shelters, bylaw will see a cost  
avoidance of about

**+\$50M**

## Top 10 Actions

### **Establish a neutral Backbone Organization**

dedicated to implementing Journey Home Strategy. This organization will take on homeless systems planning, funding coordination, and building partnerships with AWH Kelowna and regional partners inc. Westbank First Nation, City of West Kelowna, Lake Country, and the Regional District to start.

### **Create 500 new Housing First program spaces**

with wraparound support to house and support people in the rental market.

### **Support development of 300 units of long-term supportive housing units**

in purpose-built buildings targeted to people experiencing chronic & episodic homelessness with higher needs.

### **Support A Way Home Kelowna to introduce Upstream for Youth**

pilot in partnership with the School District to identify and support youth while they are in school and at risk of becoming homeless.

### **Support increased access to quality mental health, addictions, health supports and treatment**

for people experiencing homelessness. This includes more training for service providers and partnerships with health.

## Top 10 Actions

**Continue the Lived Experience Circle and Youth Expert Committee and formalize these relationship to strategy implementation and governance.** Introduce lived experience peer support models, including peer outreach to address challenges related to community concerns in partnership with business & police.

**Support the Truth & Reconciliation Calls to Actions by partnering with Indigenous communities** and ensuring that Indigenous leadership is embedded in Strategy governance.

**Support solutions to address the criminalization of homelessness** i.e. Community Court and a public awareness campaign to address stigma on homelessness.

**Launch a Homelessness Innovation Lab** to develop solutions to homelessness in a Kelowna context.

**Ensure a population focus is embedded in Strategy implementation:** youth through A Way Home-Kelowna, Indigenous, women, families, newcomers, LGBTQ2S, seniors, men.





Journey **HOME**

Questions?  
Comments?

**THANK YOU!**