

Journey **HOME**

KELOWNA'S **JOURNEY HOME STRATEGY**

TECHNICAL REPORT

*Kelowna's Strategy
to Address Homelessness*

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SECTION 2: MAKING THE CASE

Demand for housing in Kelowna has been increasing steadily year-over-year. Kelowna is an attractive community with an excellent climate and a strong, growing economy that is attracting migration and, consequently, driving demand for both rental and ownership housing. This growth is also evident in the homeless population, which has challenged local service providers despite recent coordinated efforts to improve access to services, shelter, and housing.

This section will provide a detailed overview of homelessness in Kelowna, emerging trends from the Homeless Point-in-Time Count and shelter utilization. This section discusses what we know about homelessness in Kelowna, how homelessness is represented by the diverse population groups, the current housing situation in Kelowna and its impacts, as well as exploring the capacity of the current system to meet the needs of people experiencing homelessness.

It will link this discussion to the housing situation in Kelowna, particularly the lack of affordable options. Finally, the Homeless Serving System Capacity will be discussed in relation to various housing and support options. This sets the stage for Section 3 which focuses on community input and perspectives on homelessness.

HOMELESSNESS IN KELOWNA

To determine effective solutions, we must first understand homelessness in the Kelowna context. This section provides a synopsis of key trends in homelessness and housing in our community. Many of these trends of homelessness in Kelowna rely on information collected in the Point-in-Time Homeless Count – while others draw on shelter use data reported by providers. Both suggest homelessness is increasing in the community – which is a trend similar to the rest of Canada in this regard. Using this information, we are also able to understand more about who is experiencing homeless specifically regarding their key demographics. Here again the over-representation of Indigenous people, and single males is common with the rest of Canada, as is the relative under-representation of women, youth, immigrants, and seniors. Of note, without access to real-time data, it is important to remember the information presented is not a representative sample of homelessness – but rather it indicates local trends captured by data which is used to inform planning.

HOW MANY PEOPLE ARE HOMELESS IN KELOWNA?

Recent statistics for shelter usage and the 2018 point-in-time (PIT)¹ count indicate a rise in the number of individuals experiencing homelessness. The March 2018 Homeless Count² enumerated 286 individuals experiencing homelessness, with an additional 319 individuals living in temporary housing. In comparison to the last recorded PIT count conducted in Kelowna in 2016, this is a 23% increase (53 individuals) and 17% (46 individuals) increase respectively over the past two years.

¹ A PIT Count is a method used to measure sheltered and unsheltered homelessness. It aims to enumerate individuals in a community who are, at a given time, staying in shelters or "sleeping rough" (e.g., on the street, in parks), providing a "snapshot" of homelessness in a community.

²2018 [Kelowna Point in Time Count, Central Okanagan Foundation](#).

WHO IS HOMELESS?

The population enumerated in Kelowna's Point in Time (PIT) Homeless Count is diverse, with males aged 25-64 years representing the largest cohort. Other key homeless subpopulations include Indigenous peoples (26%), youth aged 15-24 (9%), and older adults (3%) as outlined in Figure 5.

Single men are hit particularly hard by the limited amount of affordable housing. While social housing is available to some extent for families, it is very limited for single adults which leaves them highly vulnerable to fluctuations in the private housing market.

With an average age of 40 years and 3% of individuals being over the age 65, a distinct proportion of Kelowna's homeless population is aging. This is of concern as the median age of death for a homeless person in BC is 40-49 years, whereas the average life expectancy of a non-homeless individual is 76 years.

Figure 1: Kelowna PIT Count Summary Comparison

	Kelowna 2016 PIT	Kelowna 2018 PIT
Males	70%	68%
Females	29%	31%
Indigenous	24%	26%
Youth	13%	12%
Older Adults	6%	3%
Armed Forces	6%	4%

Another key finding from the PIT count was that 26% percent of those counted as homeless had moved to Kelowna within the past year. While it is difficult to discern if these individuals lost their housing prior to moving to Kelowna or once they had arrived, this finding may indicate new residents in Kelowna are struggling to find employment and affordable housing.

Youth (15-24) and children (0-14) encompassed 12% of homeless individuals counted in 2018. This translates to a total of 30 young people on that night out of a total of 286 total homeless individuals counted. A total of 52 individuals were unsheltered which translates to a rough estimation of approximately seven people under 24 years of age who were unsheltered during that count.

REASONS FOR HOMELESSNESS

The most frequently recorded reason in the 2018 PIT Count for housing loss was an inability to pay rent (19%). In addition, 12% of individuals reported a loss of employment, and 3% reported an inability to find housing as their reason for housing loss. It is a common misconception that individuals who are homeless choose to be homeless.

Results indicate that only a small portion (1%) of individuals indicated that being homeless was their personal choice.

In many circumstances, personal choice reflects an individual's decision to leave a precarious or intolerable living situation, or other complex life challenges and barriers. For example, in situations of family conflict (17%), unsafe housing conditions (7%), or domestic abuse (2%), an individual may choose to sacrifice their current living arrangements to ensure their personal safety. Finally, results suggest that health concerns such as addiction or substance abuse (16%) and illness or medical condition (8%) pose an ongoing struggle for many individuals.

ESTIMATING PREVALENCE OF HOMELESSNESS IN KELOWNA

Unfortunately, in Kelowna we do not currently have an integrated information management system to know exactly how many people are experiencing homelessness at any given time. We have some basic data that provide some evidence of unique individuals who used emergency shelters in 2016. Using this as a starting point, we estimated about 2,000 people experience homelessness at some point during the course of one year. This accounts for the growth in emergency shelter use reported by the Homelessness Partnering Strategy (HPS). As well, in 2016 an estimate was calculated to determine the number of rough sleepers who do not access shelters and would therefore not be counted by the HPS report.

We also have 2016 Census data that gives us an understanding of the number of people in Extreme Core Housing Need due to low incomes (under \$20,000 per year) and paying 50% or more on rental costs. We do not know how many of these people will fall into homelessness, but we do know that we need to be mindful of intervening with targeted measures to prevent this whenever possible.

As Figure 2 outlines, we are estimating the full population who might be at high risk of, or experiencing, homelessness during the course of one year is in the range of 4,600 to 5,100 people. Using local shelter utilization data reported through HPS in 2016, we further estimate the overall breakdown of transitional, episodic, and chronic homelessness. These numbers for each typology of homelessness are illustrated below and are important in order to estimate the kind of interventions required.



Throughout this document, illustrations such as these will be included. These illustrations were created by Bob Mack of Urban Systems, a graphic facilitator on site during Lived Experience Circle meetings. The pictures and words represent the voices of those with lived and living experiencing of homelessness in our community – their experiences, their struggles and their messages to share with the Task Force and the broader community, ultimately informing the Journey Home Strategy.

DEFINITIONS OF HOMELESSNESS:

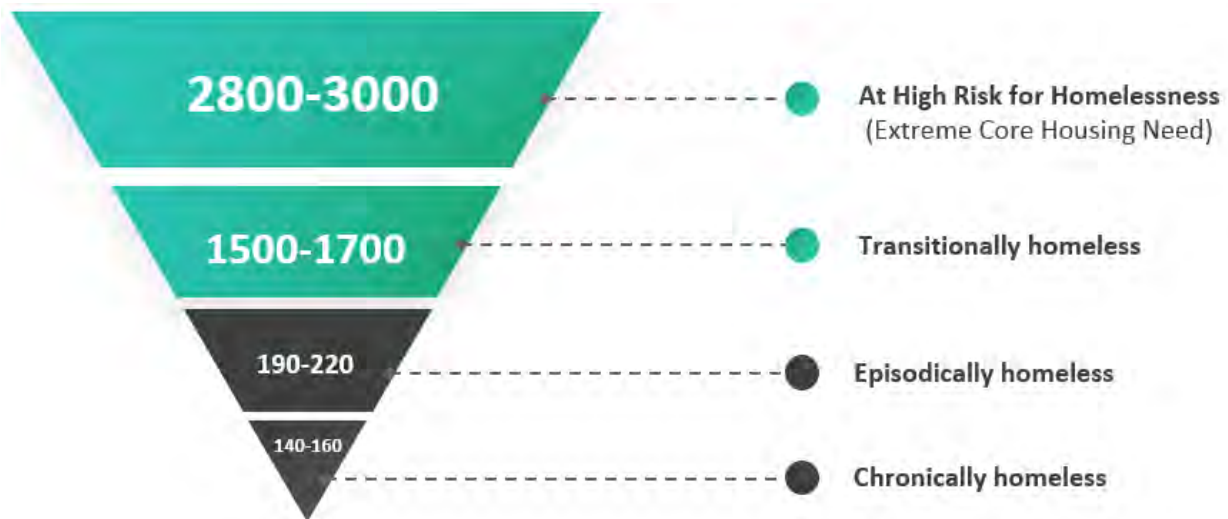
EXTREME CORE HOUSING NEED: Refers to extreme housing affordability and low-income issues for households who were earning less than \$20,000 per year and paying 50% or more of their income on shelter costs (Homeless Hub, 2017).

TRANSITIONAL HOMELESSNESS: Homeless for the first time (usually for less than three months), or has had less than two episodes in the past three years. The transitionally homeless tend to enter into homelessness as a result of economic or housing challenges, and require minimal and one-time assistance.

EPISODIC HOMELESSNESS: Homelessness experienced for less than a year, and has fewer than four episodes of homelessness in the past three years. Typically, those classified as episodically homeless have recurring episodes of homelessness as a result of complex issues such as addictions or family violence.

CHRONIC HOMELESSNESS: Homelessness experienced for six months or more in the past year (i.e. has spent more than one hundred and eighty (180) cumulative nights in either a shelter or a place not fit for human habitation) and/or has experienced Homelessness three or more times in the past year. This also includes individuals exiting institutions (e.g. mental health facilities, hospitals, correctional institutions, and children leaving care) who have a history of chronic homelessness and cannot identify a fixed address upon their release.

Figure 2: Estimating Homelessness Numbers in the City of Kelowna



HOMELESSNESS AMONGST KEY POPULATIONS

INDIGENOUS PEOPLES

Indigenous peoples are overrepresented in homeless counts as both rough sleepers and individuals experiencing chronic homelessness. While 6% of Kelowna's general population self-identified as Indigenous according to the 2016 Census, 26% of surveyed participants self-identified as Indigenous in the 2018 Homeless Count.

Of concern is the disproportionately high number of women indicating Indigenous identity, representing 34% of all women experiencing absolute homelessness. When compared to their male counterparts, Indigenous males make up 23% of the total male population experiencing absolute homelessness.

"Homelessness is a by product of colonialism."

- Reconciliation Design Lab participant

It is important to highlight that the sense of being homeless can be experienced from diverse perspectives: cultural, spiritual, or emotional. It is more than a loss of housing. The impact of colonization, residential schooling, intergenerational trauma, ongoing discrimination, and racism in Canadian society has contributed to the ongoing systematic marginalization of Indigenous Peoples.³ This is particularly evident in the higher-than-average proportion of Indigenous Peoples experiencing poverty, violence, core housing need, low educational attainment, and poor access to health care, services and housing. As Indigenous Peoples move into cities, their settlement and cultural reconnection needs must be addressed along with the jurisdictional vacuums impacting their significantly reduced access to basic services both in and out of their home communities.

"We need to talk about Reconciliation in our workplaces"

- Reconciliation Design Lab participant

³ Allan, B. & Smylie, J. (2015). First Peoples, second class treatment: The role of racism in the health and well-being of Indigenous peoples in Canada. Toronto, ON: The Wellesley Institute.

YOUTH

Youth homelessness refers to young people aged 13-24 who are living independently of parents and/or caregivers without the ability to secure a stable, safe, and consistent place to live⁴. With their distinct legal rights, youth are a vulnerable population in our community with unique needs as they transition from childhood to adulthood. They face not only a lack of secure housing, but they also lack experience living without their family or caregiver, and are going through developmental changes (social, physical, emotional, and cognitive)⁵.

Youth make up 26% of Kelowna's general population (under 24 years of age, total youth: 33,750), with a large portion of that being youth aged 10-18 (13,100)⁶. The 2018 PIT count found 9% of Kelowna's homeless population were youth. While this is below the national average for youth homelessness at 20%⁷ of the homelessness population in Canada being youth, it is important to state that youth are underrepresented and undercounted in PIT counts. This population generally comprises a significant proportion of the hidden homeless (i.e. couch surfing or staying with friends) which cannot be accurately enumerated through PIT counts. Despite a decline in youth numbers between the 2016 PIT count and 2018 PIT count, it is essential that we embed a youth lens in the work of Journey Home.

Addressing youth homelessness early has enormous implications for addressing and preventing homelessness.

The National Youth Homelessness Survey (2016) was able to extract more granular population level statistics for the youth who took part in the survey. Specifically: around 30% identify as LGBTQ2S+, 30% are First Nations, and 28% are of a racial minority; 40% of homeless youth said they were first homeless before they turned 16⁸. Without an integrated information management system, it is difficult to determine these statistics for Kelowna's homeless youth population at this point in time. Nevertheless, the national research provides insights applicable to the local context.

"I was tossed around. Different foster homes, shelters, group homes, treatment centres and off and on homeless."

- Youth focus group member

⁴ Canadian Observatory on Homelessness. (2016). Canadian Definition of Youth Homelessness. Homeless Hub. Retrieved from www.homelesshub.ca/youthhomelessdefinition

⁵ Canadian Observatory on Homelessness. (2016). Canadian Definition of Youth Homelessness. Homeless Hub. Retrieved from www.homelesshub.ca/youthhomelessdefinition

⁶ Statistics Canada, 2016. [Census Profile](#): Census Profile:

⁷ Gaetz, S., O'Grady, B., Kidd, S. & Schwan, K. (2016). Without a Home: The National Youth Homelessness Survey. Toronto: Canadian Observatory on Homelessness Press

⁸ Gaetz, S., O'Grady, B., Kidd, S. & Schwan, K. (2016). Without a Home: The National Youth Homelessness Survey. Toronto: Canadian Observatory on Homelessness Press

PATHWAYS INTO HOMELESSNESS FOR YOUTH

The National Youth Homelessness survey found that 40.1% of participants reported their first experience of homelessness when they were under the age of 16. Understanding the pathways into homelessness coupled with their limited experience of living independently are crucial steps towards preventing youth homelessness and ensuring that if it does occur, is short and non-recurring.

Youth become homeless for all types of reasons and situations that result in homelessness. This could be from trauma during childhood, socio-economic background, family conflict and breakdown, and violence, among other factors. There is valuable research available which identifies three main causes of youth homelessness, each of these intersect to varying degrees:

- 01 Individual/ relational factors:** Family conflict or breakdown resulting in a youth choosing or being forced to leave. This also includes identity-based conflict (after a young person comes out as lesbian, gay, bisexual, transgender, queer and/or 2-Spirited (LGBTQ2S+)); disengagement with school; criminal involvement; learning disability; mental health, or addictions issues.
- 02 Structural factors:** This can include social and economic conditions such as poverty, lack of education, underemployment, discrimination (homophobia, transphobia, racism, and bullying), and a lack of housing stability. The National Youth Homelessness Survey found that 24.1% of homeless youth reported being homeless once, while 75.9% had experienced multiple episodes of homelessness.⁹
- 03 Institutional and systems failures:** A youth can become homeless as a result of slipping through the cracks as they exit institutions such as child protection (a National Survey Result indicated that 57.8% of homeless youth were involved with child protection services in the past), health and mental health care, juvenile justice).¹⁰ Staggeringly, 29% of those experiencing absolute homelessness in Kelowna (during the 2018 PIT count) identified that they had been in foster care and/or a group home. Of those who had been in foster care and/or group home (n=30), 30% became homeless within one year of leaving care.

"Getting kicked out of family, feeling no sense of belonging, connection or purpose. In seeking community, I found a place where people understood me, accepted me..."

- Lived Experience Circle member

⁹ Ibid. 6

¹⁰ Ibid. 4

WOMEN & FAMILIES

In the 2018 PIT count, 31% of the individuals experiencing homelessness were women. Notably, women are more likely to be less visible in their experiences of homelessness and, as a result, they are relatively under-represented in homeless counts at about 25% of those enumerated, due to their hidden homelessness.¹¹ However, it is of importance to highlight their experience of housing instability – be it couch surfing, living in unaffordable or inappropriate housing, or unsafe situations (i.e. women prostituting for places to rent). Often, lone-parent households led by women have to manage housing instability with limited incomes and the need to balance childcare needs.

Women require specific attention due to gender-related histories of exploitation, violence, and victimization. As women, they face the ongoing and systematic gender effects that lead to a higher likelihood of experiencing poverty and low income.¹² In addition, the connection between domestic violence and homelessness is often prevalent for women. The exploitation of girls and women remains a reality in our society, as is their disproportionate experience of gender-based violence.



MIGRANT WORKERS

The Kelowna region has a long history of migrant agricultural workers dating back to the late 1800s. The earliest migrant agricultural workers were the Chinese in the early 1900s. Due to the World Wars and other global trends, the groups that came to the region to work have shifted with the current status being a high proportion of young French Canadians and growing numbers of people from Latin America. The continued growth and operation of the agricultural industry in the Okanagan continues to depend on the employment of temporary migrant workers and, as such, this pattern will likely persist.

This group is quite vulnerable to housing insecurity and homelessness especially in the case of those who are temporary foreign workers. The arrival of many new workers from Mexico is one example as they are known to face a range of socio-economic hardships in the Okanagan such as hours of work, access to housing, employment benefits, and fair wages.¹³

¹¹ Often referred to as 'couch surfers' or the 'hidden homeless', this describes people who stay with friends, family, or even strangers. They are typically not paying rent, their duration of stay is unsustainable in the long term, and they do not have the means to secure their own permanent housing in the future.

¹² Canadian Women's Foundation. (2017). The Facts about Women and Poverty in Canada. Retrieved from <https://www.canadianwomen.org/the-facts/womens-poverty/>

¹³ Strauss, K. and McGrath, S. (2017) Temporary migration, precarious employment and unfree labour relations: Exploring the 'continuum of exploitation' in Canada's Temporary Foreign Worker Program. *Geoforum* Volume 78, January 2017, Pages 199-208

SENIORS

About 3% of those surveyed during the 2018 PIT count were aged 65 or older. Seniors can become homeless for a variety of reasons, including the lack of income to pay for housing (low government assistance, insufficient pensions, low wages and/or savings), the shortage of affordable and secure housing, deteriorating physical and mental health, a relationship breakdown and/or suffering from violence and abuse. The risk of homelessness for seniors can also be increased by the death of a spouse, social isolation, discrimination, or a lack of awareness of available benefits and services.¹⁴

A further challenge for older homeless persons is that they often suffer more frequently from a variety of health problems such as chronic disease, functional disabilities, and high blood pressure than other homeless persons. This is an important consideration for service and housing responses that will need to be integrated with health care providers. Further, with the homeless population aging alongside the general population, this trend is likely to increase.



NEWCOMERS

The immigrant community is a growing population in the region.¹⁵ This population is often part of the hidden homeless, with a tendency for newcomers to the Okanagan to commonly deal with the high cost of housing in the region by house sharing.¹⁶ While newcomers may not access mainstream shelters, they nevertheless may need supports tailored to their unique experiences.

¹⁴ Government of Canada. (2016). National Shelter Study. Retrieved from <https://www.canada.ca/en/employment-social-development/programs/communities/homelessness/reports-shelter-2014.html>

¹⁵ Statistics Canada. 2017. Focus on Geography Series, 2016 Census. Statistics Canada Catalogue no. 98-404-X2016001. Ottawa, Ontario. Data products, 2016 Census.

¹⁶ Teixeira, C. (2011). Finding a home of their own: Immigrant housing experiences in central Okanagan, British Columbia, and policy recommendations for change. *Journal of International Migration and Integration / Revue De l'intégration et de la migration internationale*, 12(2), 173-197.

SHELTER USE PATTERNS

Since 2009, the number of shelter users in Kelowna has steadily increased from 722 to 1,688 people in 2016. These 1,688 individuals stayed in shelter a total of 4,702 times with the average length of stay at 11 days.¹⁷

As Figure 3 suggests, from 2016 to 2018, the Homeless PIT Count showed emergency shelter capacity increased from 180 to 254 spaces (up 41%). This is reflected by the 42% increase in the number of people enumerated in emergency shelters during this period from 164 to 234 individuals. This demonstrates the need for community response to increasing homeless numbers reported, which led to the addition of 80 shelter beds over the 2017/18 winter.

Figure 3: Client enumeration, total capacity, and data collection strategy for local homeless shelter in 2016 & 2018 Homeless PIT Counts

Emergency Shelter	2016	2018	2016	2018
Location (Organization)	Count	Count	Total Capacity*	Total Capacity*
Alexandra Gardner Shelter (NOW Canada)	19	15	20+	20+
Cornerstone (John Howard Society)	N/A	80	N/A	75+
Inn from the Cold	39	45	40+	43+
Kelowna's Gospel Mission	90	77	94+	90+
Kelowna Women's Shelter	8	15	16+	16+
Youth Shelter (Okanagan Boys and Girls Clubs)	8	2	10+	10+
Total	164	234	180+	254+
*The total capacity of the homeless shelter may be expanded by providing sleeping mats or additional cots, denoted by the (+) symbol.				

Research demonstrates that interpersonal violence and homelessness are correlated. Designed to support women fleeing violence, the Kelowna Women's Shelter provides a safe haven, support, and preventative education. During the 2016-2017 period, the shelter had 779 referrals including women and children. While 201 new residents were admitted, 450 were not sheltered – with the primary reason being a lack of space. This demonstrates an increase in abused women, many with serious mental health and/or substance use issues being observed locally.

YOUTH SHELTER USE PATTERNS

Homeless youth are consistently underrepresented in homelessness counts and shelter statistics. While there were around 222 youth who accessed shelters in Kelowna throughout 2016, inclusive of data from HPS, local shelter, and PIT count data, there could be anywhere from 250-290 homeless

¹⁷ Homelessness Partnering Strategy. 2016. Community Progress Indicators Report-Kelowna. Ottawa, Ontario.

youth in Kelowna (across the categories of transitionally homeless, chronically homeless, or episodically homeless). This is based on youth comprising anywhere from 9%-14%¹⁸ of total homeless individuals in Kelowna. The majority of these youth (186) were accessing the adult shelters (over 19 years old and up to 24 years of age), and thereby increased their exposure to risks to which they would not otherwise be exposed.

CHRONIC & EPISODIC HOMELESSNESS

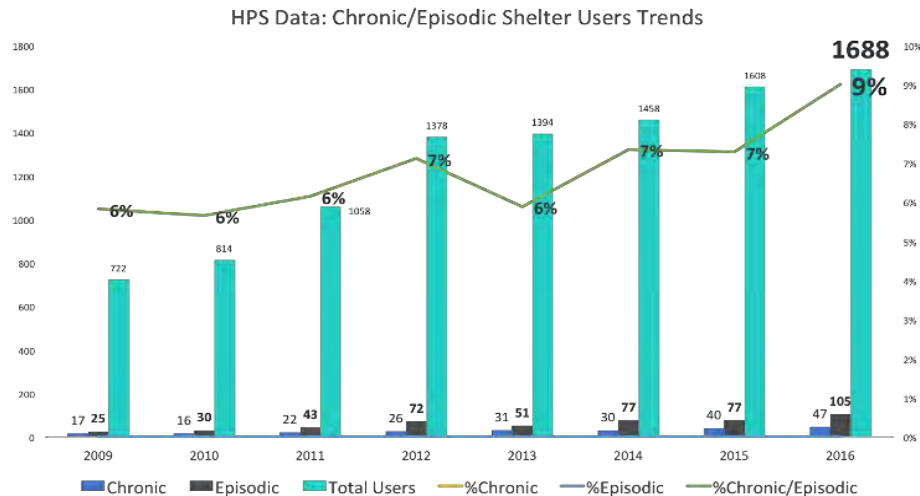
The Government of Canada¹⁹ provides the following definitions of homelessness:

Chronic homelessness – Individuals who have been homeless for six months or more in the past year (i.e. they have spent more than 180 total nights in a shelter or place not fit for human habitation).

Episodic homelessness – People who have experienced three or more episodes of homelessness in the past year.

Both groups often suffer from associated disabling conditions such as chronic physical or mental illness and substance abuse problems. Kelowna shelter data as depicted in Figure 4 through 7 from 2016 reported by HPS tells us that there is a relatively small percentage of chronic/episodic shelter users, but that the number has grown by 3% over the past five years.²⁰

Figure 4: HPS 2016 Shelter Data - Kelowna



¹⁸ 9% based on 2018 PIT count, 14% based on estimated youth homelessness prevalence determined from a range of data sources

¹⁹ Government of Canada. (2016). Homeless partnering strategy directives 2014-2019. Retrieved from <https://www.canada.ca/en/employment-social-development/services/funding/homeless/homeless-directives.html>

²⁰ Homelessness Partnering Strategy. 2016. Community Progress Indicators Report-Kelowna. Ottawa, Ontario.

Data also suggests shelters are over-capacity, and that occupancy is on the rise which led to the addition of 80 shelter beds in 2017/18, as illustrated in Figure 5.²¹

Figure 5: HPS 2016 Shelter Trends - Kelowna

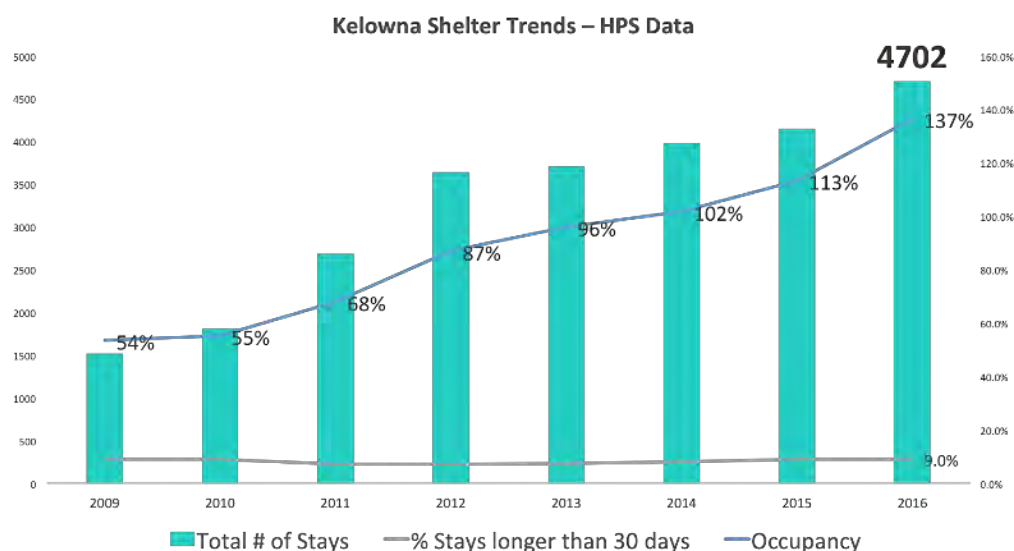
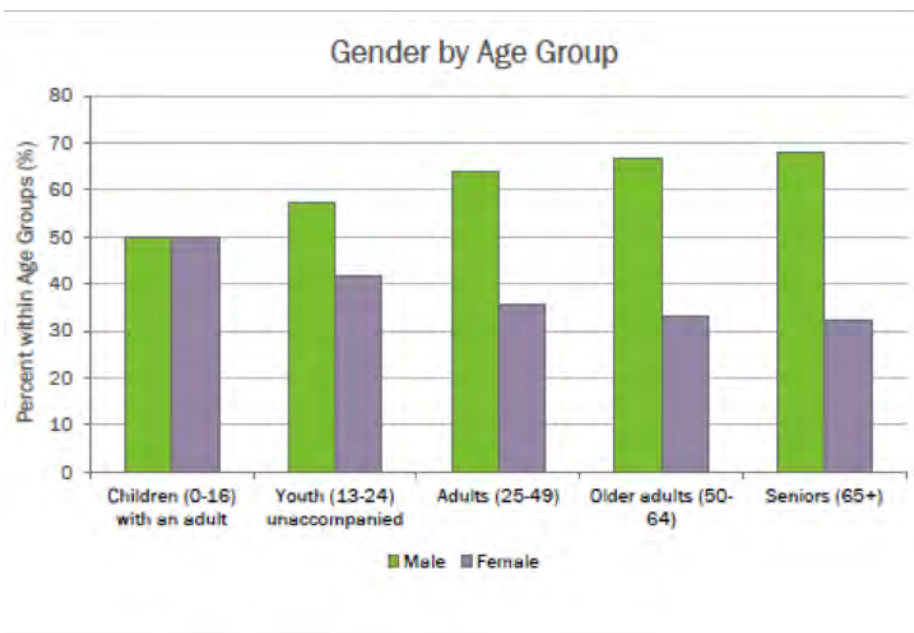


Figure 6: Emergency Shelter Use in Kelowna in 2016

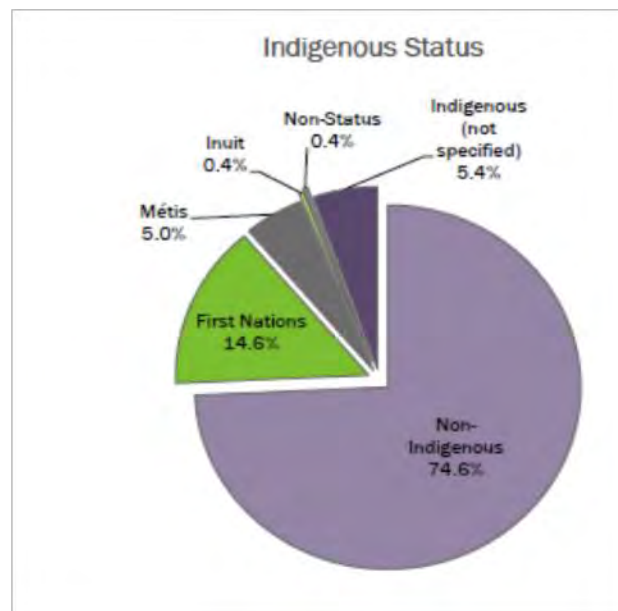


The local data indicates current users of the shelter system tend to be male and non-Indigenous. However, it also demonstrates that Indigenous peoples are over-represented in the shelter system at 15%, which is typical across Canada whereby homelessness amongst Indigenous peoples can be traced back to historical trauma, oppression, racism, and discrimination. Many of the personal issues (including familial dysfunction, substance use, addictions, health issues, and community

²¹ Homelessness Partnering Strategy. 2016. Community Progress Indicators Report-Kelowna. Ottawa, Ontario.

violence) faced by Indigenous peoples that act as contributors to homelessness can be directly linked to various types of historical trauma.²²

Figure 7: Shelter-Using Subpopulations in 2016: Indigenous status²³



SLEEPING ROUGH IN KELOWNA

Sleeping rough refers to finding shelter in parks, garages, cars, makeshift shelters or vacant buildings. The 2018 Homeless Count in Kelowna estimated the unsheltered population sleeping outside to be 52 people (18% of the absolute homeless population). While there is currently no mechanism in place to monitor and collect data on the numbers sleeping rough in our community, there are currently reports of increasing numbers of individuals sleeping without shelter. This includes parking lots that have had an increase in people sleeping in their vehicles.²⁴



²² Indigenous peoples. 2017. Retrieved from <http://homelesshub.ca/solutions/population-specific/indigenous-peoples>

²³ Homelessness Partnering Strategy. 2016. Community Progress Indicators Report-Kelowna. Ottawa, Ontario.

²⁴ Castanet. (2016). Night concerns at Walmart. Sep 2, 2016. Retrieved from <https://www.castanet.net/news/Kelowna/174892/Night-concerns-at-Walmart>

THE HOUSING SITUATION IN KELOWNA

To understand homelessness, we need to understand housing dynamics further. Housing in Kelowna is in the midst of a boom cycle and, while some residents may be benefiting from this, others are feeling squeezed out of a tight market, and are becoming housing vulnerable.

The 2017 Housing Needs Assessment (HNA)²⁵ prepared by the City of Kelowna reported there are a total of 53,440 households in Kelowna (2016) and 14,930 of these, or 28% of households, spend greater than 30% of their household income on housing costs. This number is reflective of all housing types and has increased substantially from 11% in 1991.

Notably, direct housing costs, such as utilities and taxes, and indirect housing costs, including transportation, have also increased with an impact on housing affordability.

The report describes a disparity with “unaffordable” housing between owners and renters. A total of 6,900 owner households, or 19%, spend greater than 30% on housing costs while 8,000 tenant households, or 47%, spend greater than 30% on housing costs. This discrepancy between the ownership market and the rental market is likely the result of the higher share of lower-income households in the rental market. These households are more vulnerable to the recent increases in average rental prices occurring due to low vacancy rates.

The HNA introduces the concepts of resiliency in the housing system and proposes recommendations to address current gaps; Journey Home Strategy actions align with these recommendations. Bringing a resiliency lens to the work here is helpful. Resiliency is a measure of a system’s ability to respond to, absorb, and recover from sudden or unexpected changes.

To better understand current gaps in the housing market and how they relate to homelessness, a number of dynamics need to be considered further. In particular, the costs of housing and the diversity of housing forms and tenure are relevant to this discussion.

HOUSING MARKET DYNAMICS

Housing prices have escalated dramatically in the last 10 years throughout Canada.²⁶ The surge in housing prices was a result of the global financial crisis a decade ago. The crisis drove interest rates down to historic lows, thereby allowing buyers to shrug off a growing disparity between their incomes and the cost of buying a house. The availability of 30-, 35-, and even 40-year mortgages during the 2000s also helped obscure the income-house price gap.

Greater housing diversity would contribute to affordability and provides more options to residents; however, due to most of the supply being geared to single family homeownership, there has been a lag in affordable rental housing options. The Kelowna Housing Needs Assessment reports that of

²⁵ City of Kelowna (2017). Housing Needs Assessment. Retrieved from <https://kelownapublishing.escribemeetings.com/filestream.ashx?DocumentId=9446>; The report uses data from Statistics Canada, 2016 Census Community Profile – Kelowna, CSD.

²⁶ CMHC. (2017) Examining Escalating House Prices in Large Canadian Metropolitan Centres. Retrieved from <https://www.cmhc-schl.gc.ca/odpub/pdf/69262.pdf>

the total number of occupied units in private housing, 72% are owned, while 28% are rented. In 2016, the number of primary rental units available was 4,804 supplemented by an additional 10,073 units in the Census Metropolitan Area (CMA) that are secondary rentals (carriage homes, basement suites, rented privately owned housing – not including condos).

Rising housing costs in the city place increased demand on a rental housing supply that has seen little movement the past five years. Not surprisingly, we see increasing costs in the rental market and exceedingly low vacancy rates hovering on zero, as seen in Figure 8.

Figure 8: Rental Universe by Bedroom Type & Rent in Kelowna (\$) ²⁷

	Oct-14		Oct-15		Oct-16		Oct-17	
	Cost \$	Vacancy %	Cost \$	Vacancy %	Cost \$	Vacancy %	Cost \$	Vacancy %
Bachelor	617	0.0	632	0.7	711	0.0	861	0.0
1 Bedroom	791	0.7	800	0.6	868	0.9	943	0.2
2 Bedroom	997	1.5	1,015	1.0	1,085	0.6	1,179	0.2
3 Bedroom +	1,233	0.0	1,068	0.0	1,256	0.0	1,289	0.0
Total	899	1.0	900	0.8	978	0.7	1,047	0.2

Despite an increasing population, the primary rental universe has remained relatively constant despite the additional demand.

Growing Population, Extremely Low Vacancy Rate: Kelowna's population has increased, putting pressure on the rental market, resulting in a vacancy rate of 0.2%.

The overall vacancy rate decreased to 0.2%, and the average rent increased to \$1,047 – up by 7% year-over-year in 2017.²⁸ Elevated demand and insufficient new supply have driven rent increases higher, resulting in limited lower cost options available to incoming renters.

The cost of renting is over \$12,000 per year for an average two-bedroom unit. While we know more rental is in the pipeline with about 1,480 units under construction as of April 2018, according to the City of Kelowna Planning Department, we are clearly at a deficit when it comes to rental stock that is affordable for low-income households. Continued tightness in the rental market can be attributed to a variety of factors including a significant increase in rental housing demand outpacing supply, the rising cost of homeownership relative to rents, rising enrolment in post-secondary institutions, strong population growth, and growing employment opportunities for young people.

**Rent in Kelowna is increasing:
From 2016 to 2017, rent costs grew by 7% to \$1,047/month.**

27 CMHC. (2017). Primary Rental Market Statistics — Kelowna. Retrieved from: <https://www03.cmhc-schl.gc.ca/hmiportal/en/#Profile/067001/5/Core%20Area>

28 CMHC. (2017). Rental Market Report 2016. Kelowna CMA. Retrieved from <https://www03.cmhc-schl.gc.ca/catalog/productDetail.cfm?cat=117&itm=1&lang=en&fr=1514399114384>

HOUSING AFFORDABILITY

The city's burgeoning tech and education sectors are bringing thousands of young people into the city, putting them in competition for rental space with working families and retirees who continue to flock to the region. The shortage of affordable housing continues to be a significant driving force related to homelessness.

EXTREME CORE HOUSING NEED

When we look deeper at housing affordability and poverty, a very different picture emerges with direct bearing on the risk of experiencing homelessness in Kelowna. When we explored the data further to draw out those facing extreme housing affordability and very low-income issues, we found there were 2,036 households earning less than \$30,000 per year and paying 50% or more of their income on shelter costs.

Figure 9: Extreme Core Housing Need ²⁹

Kelowna CSD <u>Total</u> Households in Extreme Core Housing Need Spending 50% or more of household total income on shelter costs			
Under \$10,000	\$10,000 to \$19,999	\$20,000 to \$29,999	Total
1,284	1,944	1,516	4,744

Kelowna CSD <u>Renter</u> Households in Extreme Core Housing Need Spending 50% or more of household total income on shelter costs			
Under \$10,000	\$10,000 to \$19,999	\$20,000 to \$29,999	Total
684	1,352	876	2,912

It is important to emphasize that those at risk of homelessness have both a high housing cost and a poverty challenge. If we compare the average incomes of those at risk to the average Kelowna household, the picture is startling: high-risk renter households earn a fraction of the income of average Kelowna households, yet they face similar housing costs in a tightening marketplace.

²⁹ Statistics Canada. (2016). Data tables. Shelter Cost (12). Census of Population, Statistics Canada Catalogue no. 98-400-X2016228. Note that due to a lack of CSD level data, we estimate using 80% of CMA rates reported to generate the totals.


CURRENT SYSTEM CAPACITY IN KELOWNA

Community partners are working to address issues around housing and homelessness by providing a range of important services such as prevention, crisis support, outreach, emergency shelters, daytime drop-in, transitional housing, and supported housing.

Three shelter providers in Kelowna house both men and women including one with a set number of beds for women and men, and another with the ability to flex in order to accommodate the gender-specific needs nightly. Of the emergency shelter beds, 20% are dedicated solely for women and children, and 8% of beds exist exclusively for youth. There are no units available specifically for families.

Short-term supportive housing primarily consists of supportive recovery beds, community-based residential facilities, mental health units, and safe housing for women and children. There are currently 507 short-term supportive housing units. Of the total number of short-term supportive housing units available, 23% are dedicated to women and children, 12% are senior specific, and just under 1% are dedicated to families. 44% of all short-term supportive housing units are dedicated to supportive recovery and mental health support.

This indicates a significant backlog in demand for short-term supportive housing; while these units are typically intended for one to two-year lengths of stay, some units have had the same occupant for up to seven years. Housing providers pointed to the need for affordable units, so their tenants have somewhere to move as well as ensuring that short-term supportive housing units are actually used for people who are in transition (i.e. youth, women fleeing domestic violence, individuals leaving institutions, etc.)



There are 3,132 units of long-term supportive housing in Kelowna; 92% of these are designed for seniors. Of the 251 non-senior specific long-term supportive housing units, 34% are designated for persons with disabilities and 3% are available for youth.

The number of subsidized rental housing units in Kelowna is 1,624. Family specific units make up 49% of this housing category while units dedicated to low-income seniors follow closely, accounting for 48% of the units available. That leaves a mere 3% of these units for single adults – which make up the majority of those using shelters and enumerated in the Homeless Counts.

Rent assistance is available through BC Housing's Homeless Rent Supplements, Rent Assist Families and Rent Assist Seniors programs, including the Shelter Aid for Elderly Renters (SAFER) program in private market rentals for 1,265 units. Of note, the vast majority of units and financial assistance (66%) are for seniors, with 63% of those falling within the Housing with Supports realm.

Figure 10: Housing System of Care as reported in the Housing Needs Assessment

Housing Type	Capacity
Emergency Shelter	180 beds
Short-Term Supportive Housing	507 units
Long-Term Supportive Housing	3,132 units
Subsidized Rental Housing	1,624
Rental Housing	primary 4,804 secondary 10,073
Ownership Housing	4,621 homes were sold in 2016

Figure 11 lists program capacity currently operating in Kelowna, and a detailed inventory of agencies and programs is listed in Appendix D.

Figure 11: Kelowna Program Inventory

Service Allocation	Number of Projects	Total Units
Emergency Shelter and Housing for the Homeless	17	468
Halfway House	4	35
Hostel	4	152
Independent Housing	4	44
Independent Senior Housing	10	941
Independent Social Housing	19	1309
Senior Housing	2	20
Supportive Housing	3	149
Supportive Living	2	30
Supportive Senior Housing	23	1,483
Supportive Transitional Housing	1	8
Transitional Supported and Assisted Living	49	946
Total	138	5,585

YOUTH SHELTER & HOUSING

A Way Home Kelowna notes that the current system for youth is limited. There is a clear service transition point when an individual is no longer considered to be a youth by the provincial definition (those over 19 years of age). There are approximately 33 funded beds intentionally designed for youth in Kelowna under 19 – this includes temporary beds such as those found in the youth emergency shelter. Once a youth turns 19, they are no longer able to access the youth emergency shelter. Instead they are directed to access the adult emergency shelters, which frequently operate at capacity.

There are no beds within existing housing programs that are specifically for youth (19-24) though there are some scattered site units that are dedicated to youth. There is no youth specific building with supportive housing in Kelowna, and it is much needed. Once a youth turns 19 years of age, they enter the adult system and, if seeking supportive housing, need to submit an application and be assessed. They can also be added to the housing waitlist which is the coordinated list administered by BC Housing for supportive housing, and non-market rentals. Housing navigation and rent subsidies are an option for youth – a service provided through a number of organizations in Kelowna, and typically offered to youth 16-24 years old.



A WAY HOME
VERS UN CHEZ-SOI
KELOWNA


Focusing on Youth Homelessness in Kelowna
Identifying, developing, and implementing strategies to prevent and end youth homelessness in our community, A Way Home Kelowna is committed to ensuring that the needs of youth are prioritized and form an essential part of Journey Home.



SECTION 3: STRENGTHENING THE STRATEGY WITH COMMUNITY VOICES


Kelowna undertook a significant and robust community engagement effort to develop the Journey Home Strategy in 2018. The level of interest we saw from Kelowna residents was remarkable. This alone sends a clear message: addressing homelessness is a high priority for the community. This section provides an overview of the various engagement strategies used to develop the Journey Home Strategy, followed by a summary of input received from design labs, community summits, a public survey, lived experience, and youth consultations.

The promotion for participation in the Journey Home consultations was designed to be broad and inclusive, reaching across all sectors and all walks of life. This was intentional.



The hope was to engage our entire community in the conversation that encouraged learning from one and other, and to build on and mobilize strengths, especially from within sectors that had never engaged in this work before.

The numbers of people and organizations, together with the diversity of sectors of the community, that participated generated rich and sometimes difficult but genuine discussions. Through all the conversations emerged a sentiment that making a positive impact is within our grasp as a community, but only if we approach the complexity of homelessness through a collective lens.



It will take our entire community working together to impact change through Journey Home.

It is this input, derived from over 2,000 points of engagement, that has been rolled up to create the final Strategy. This included a public survey online, three Community Summits, and 23 Design Labs. From the onset, a Lived Experience Circle – which engaged about 180 people – was created to inform the Journey Home Task Force (see Appendix A) and provide valuable insight to the development of the Strategy. Youth focus groups and one-on-one interviews generated input from close to 50 youth, ensuring that a strong youth voice from a place of lived experience was captured in the actions within the Strategy. Through all of these community voices, we gained exceptional insight into the current situation, including individual and community strengths along with well-informed insight regarding barriers, all of which informed the Strategy solutions that will allow the community to move forward.

Of note, the Journey Home Task Force had monthly meetings, participated in the summits, design labs and survey, and were involved in other committees (such as the A Way Home Kelowna Steering Committee, see Appendix B) to ensure regular, insightful, and comprehensive feedback flowed throughout the Strategy development process.

Figure 12: Overview of Community Input Activities



COMMUNITY SUMMITS

The Journey Home Task Force launched the engagement process with two community-wide summits: a Community Summit and a Summit on Youth Homelessness. The summits brought together key stakeholders at the beginning of the process to discuss issues and directions emerging from the research in order to identify key topics that required more exploration and discussion.

Over 180 people participated at the two Community Summit events representing 58 community agencies, people with lived experience, all levels of government, and members from the faith, business, development and construction community as well as the technology sector, researchers, landlords, and the broader community.

The first Community Summit was held in January 2018 and focused on key trends relevant to homelessness, and engaged stakeholders in identifying emerging priorities for the Strategy. The second summit was held in April and provided the stakeholders an opportunity to review the Strategy draft directions and provide input on implementation.

The Youth Summit on Youth Homelessness was hosted by A Way Home-Kelowna with representation from 20 youth agencies and over 80 people participating in January 2018. During the course of this summit, participants identified a number of priorities for the community to consider specific measures to prevent and end youth homelessness.

LIVED EXPERIENCE CIRCLE

From the onset of Journey Home there was a strong commitment to ensure meaningful and authentic engagement of those who have or are currently experiencing homelessness. As a starting point, the Journey Home Task Force was designed to include two individuals who bring this perspective to the group. The inclusion of these voices was in recognition that people who are intimately familiar with the issues related to homelessness hold valuable perspectives about how to tackle these challenges, and thus have significant expertise that can inform our approach.

The Lived Experience Circle has informed and guided the work of the Journey Home Task Force including the design of the community education and engagement processes. The inclusive structure of the Circle was successful with 180 members engaged over the span of seven meetings. These sessions provided a format to gather important insight into the strengths, gaps, and barriers in the current homeless serving system. Alongside a graphic facilitator, a Circle convener supported Circle participants to develop solutions portrayed through words and pictures to share their message with the broader community – these are included throughout this document.



"People can't always articulate what they need or know how to ask for help."

- Lived Experience Circle attendee

A MOTHER'S PERSPECTIVE:

Carrie, a mother of two in Kelowna, explains how she had to make an impossible choice:

There are many people who don't fit into traditional housing models. Some people have unique and special needs. But that doesn't mean they don't deserve a place to call home. I can't even begin to describe the hopelessness I have felt navigating the system, to access services and trying to find a place for our son to call home. I was forced to choose to house one child with difficulties and have my other child removed from my home, or send my struggling child to live on the streets... there were simply no other options.

No family should have to experience the agony and despair that we had to. But we now have the opportunity before us to do this better, to do this right, to ensure every member of our community has a place to call home.



YOUTH VOICE

A Way Home Kelowna engaged over 50 youth up to 24 years old through five focus groups and one-on-one interviews designed to create a forum through which they could provide their input on gaps and solutions. Specific themes that emerged included the need for youth-specific residential treatment facilities, housing and supports, and fostering community connections through enhanced programming for youth to strengthen skills and recreation opportunities.

Both the Lived Experience Circle and youth focus group participants emphasized the need to address stigma, educate the general public, respect individual choice and needs, and increase access to the right services and housing at the right time.

DESIGN LABS

The engagement process brought together 636 participants over the course of 23 Design Labs representing approximately 70 organizations. Invitations to participate were intentionally issued across the community to encourage broad and multi-sector participation, and extra attention was given to encourage sectors not normally engaged in the homelessness conversation. We were fortunate that members of the Lived Experience Circle were keen to participate and were able to attend; essentially, every Lab included their perspective. The format of the Design Labs was specifically tailored to inspire creative and innovative solutions to the issues identified in the Community Summits. Many of the Journey Home Strategy solutions were discussed in-depth during these facilitated sessions. Figure 13 identifies the 23 Design Labs. Appendix G further details the Design Lab topics.

Figure 13: Design Lab Topics

Plan Implementation – Backbone Organization & Plan Endorsement	Integrating Intimate Partner Violence Response & the Plan to End Homelessness	Housing First & Supportive Housing for Chronic & Episodic Homelessness
Linking Poverty Reduction and Homelessness Initiatives	Landlords, Developers & Builders: Roles in Plan Implementation	The Upstream Project to Prevent Youth Homelessness
Community Dialogue	Affordable Housing	Research Agenda
Early Identification & Prevention Strategies	Mental Health & Addictions Support	Ending Homelessness & Reconciliation
Technology-Based Solutions	Minority Populations	Regional Partnerships
Engaging the Faith Community	Public Education & Understanding	Youth Housing First Programs
Red Zone Review	Coordinated Access & Assessment	Youth Supportive Housing
Funders' Forum	Social Finance & Innovation	



PUBLIC SURVEY

An online survey sought the perspectives of Kelowna residents regarding the importance of the community addressing homelessness, awareness of the work underway, and responses to proposed solutions. Just over 500 responses were received (n=502, with 82% completing the survey in full).

The vast majority of survey respondents were Kelowna residents (95%) with most identifying as being female (66%) versus male (28%). About 9% identified as a member of a visible minority, and 5% as an Indigenous person.

Most of the respondents described themselves as a concerned citizen (77%) followed by a community organization (19%), and a business owner (15%) (note: multiple responses were reported; thus, these figures do not add up to 100%). The respondents spanned diverse age groups with 40% falling between the ages of 35-54 years, 33% were 55 years plus, and 23% age 18-34. One quarter of respondents had someone in their immediate family experience homelessness, and 15% had personally experienced homelessness.

DESIGN LABS & COMMUNITY SUMMIT INPUT KEY THEMES

This section summarizes the key themes from the design labs and community summits drawing from the input received during the community summits, design labs, public survey, Lived Experience Circle and youth focus groups. These main ideas that emerged during the consultation informed the Strategy's priorities and actions outlined in Section 4.

Overall, it was remarkable to watch as people learned from each other, and a sense of optimism and hope began to unfold throughout the consultations, leaving many inspired.

As a result, discussions between sectors are ongoing with the momentum continuing even after the Journey Home consultation has concluded.

KELOWNA IS READY

A recurring theme that echoed throughout the consultations was the community's readiness to move forward – grounded in action with a sense of urgency. The turnout at the consultations and Community Summits was extraordinary, and the energy created was inspirational. The overarching message was clear: people are ready and willing to move forward, and the time is now.

COLLABORATION AND COORDINATION

A coordinated effort was another focal point emerging from the consultations. Many identified the need to connect with each other and build up a community response to homelessness. The feedback from the conversations was passionate and based on a dedication to contribute to solutions. There was a recognized strength of the intentional approach to engage a broader range of people from outside the typical health and housing sectors, contributing to a more interconnected picture. Groups recognized there is a wealth of resources and quality services available in the community, but felt that within the current system, they remain disconnected. Enhanced inter-organizational communication was recommended to address silos and competition.

"Our conversation as a community is not finished, it's only just begun."

- Reconciliation Design Lab participant

BACKBONE ORGANIZATION

Throughout all consultations, the need was highlighted for a coordinating body to support the Strategy implementation and collective movement across stakeholders. The consensus was that a Backbone Organization was needed to coordinate service delivery early in the process: to foster collaboration and engagement, and increase linkages across agencies/systems. Particularly to enabling a connection between the adult and youth systems, improve accountability, coordinate funding, and ultimately, keep the stakeholders aligned and focused on the vision. The overarching theme was that a Backbone Organization was seen as critical to the successful implementation of the Journey Home Strategy.

"We need leadership that inspires and drives action."

- Backbone Organization Design Lab participant

INFORMATION SHARING

Many groups also identified the need for a shared information system as a way to increase coordination. Stakeholders discussed the need to have access to reliable, system-wide, real-time data to monitor progress, inform decisions, and implement the Strategy. Support from the technology sector was indicated as key in moving forward in relation to data collection, integration, and visualization.

TRUST, RELATIONSHIPS & PARTNERSHIPS

Closely related to a more coordinated and collaborative approach was the identified need for increased trust, authentic relationships, and partnerships across sectors and stakeholders. Local players such as the faith community, housing developers and landlords, Indigenous communities, and those with lived experience were noted. In this way, groups can share expertise and knowledge, pool resources and strengths, and learn from each other in their efforts to tackle homelessness in unique and innovative ways. The key theme was that a primary role of the Backbone Organization would be to convene in an inclusive and collective framework designed to support the development of trust-based relationships and partnerships.

WORKING WITH GOVERNMENT

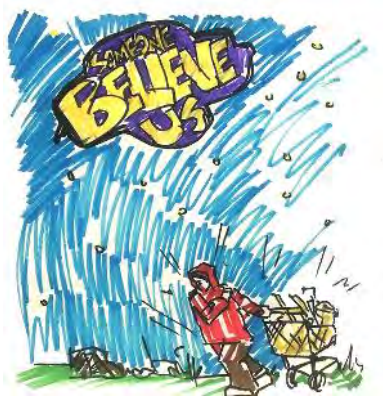
Involving all levels of government was identified to be of key importance during the consultation. Those in the business of housing development identified significant barriers they face and lack of incentives to engage in affordable housing and other low-cost alternative housing solutions. Having multiple levels of government on board to help create incentives and cut red tape would go a long way towards meeting objectives set out in the Strategy. Topics to explore include taxation, land-use bylaws, and development permits.

Participants noted that it was critical that Journey Home implementation have a formal relationship with the City of Kelowna whereby:

- The City formalizes its commitment to funding and support;
- The partnership addresses alignment of efforts and long-term planning, and leverages contribution of City resources; and
- The City advocates for system-related change and the related resources that are needed.

PUBLIC EDUCATION & AWARENESS

Another common theme across all engagement processes was a need for public education on issues of homelessness, addiction, mental health, and poverty. Many discussed concerns about how NIMBYism (“not in my backyard”), stigma, and discrimination inhibit community support, and perpetuate myths about who is homeless and why. People perceived these issues as the chief barriers to success of the Strategy. The Lived Experience Circle discussed the impact of prevalent stigma and discrimination towards them as both a driver to homelessness and a barrier to recovery.



“Things will only change when people get to know us... we need to put faces to the experience.”

- Lived Experience Circle member

In recognition of Kelowna’s diverse community, there was also discussion about including various events and strategies that could foster understanding and acceptance of the various cultures living locally to reduce discrimination. This work needs to be ongoing and recognized as a key focus for strengthening the social fabric of the community.

TRAINING

Participants noted the homeless serving system and other systems (for example, police, bylaw, emergency medical responders) can benefit from further education and training about how best to serve people with multiple and interconnected needs (homelessness, addictions, trauma, brain injury, and health conditions.). A key theme was to ensure system-wide training that was consistent and ongoing. Some suggested engaging those with lived experience as an effective strategy to tailor and enhance service impact. Another example is to have Bylaw support services and RCMP working side-by-side with peers with lived experience of homelessness.

HOUSING AFFORDABILITY

The consultation process highlighted widespread agreement on the need for more affordable housing options, specifically housing that is:

- *Diverse & Integrated*
Affordable housing dispersed throughout the community, not just in one area; diversity of unit types; mixed across neighbourhoods.
- *Safe & Accessible*
Housing strategically placed throughout the community, not random; close to transportation; housing appropriate for seniors and those with disabilities.
- *Innovative*
Exploring innovative housing models; public-private partnerships; pet-friendly housing options



HOUSING WITH SUPPORTS

One of the biggest challenges identified was the need for people to be supported while in housing. Groups discussed a need for current services to be mapped and coordinated as well as the need for supporting people in navigation of services. Combined with the need for services to be trauma-informed (to recognize the trauma history of many who are homeless), services also need to recognize diversity among those being served, and that one size does not fit all. For instance, while harm reduction is certainly a need, there were recommendations that for people who want to stay sober or reduce use, a tailored response is also needed.



INNOVATION & CONTINUOUS IMPROVEMENT

Kelowna has a dynamic and growing culture of innovation and creativity. This culture is inspiring people to work in new and more collaborative ways to address complex community issues within a collective framework.

There is a visible “can do” attitude and an emerging sense that the community is well-equipped to find innovative solutions.

The consultations revealed an interest in responding to homelessness in innovative ways guided by evidence, best practices and expertise from sectors outside of the homeless serving system. Many ideas on incorporating social enterprise, social finance, private-public partnerships, and involvement of the technology sector were suggested.

EMBEDDING RESEARCH

A focus on embedding research in the Journey Home Strategy implementation also emerged. Participants recommended the development of a collaborative research platform around homelessness that is linked to the Journey Home governance structure going forward. They also proposed the creation of a network of connections between researchers from different institutions



(University of British Columbia Okanagan Campus and Okanagan College) and community-based researchers to determine an appropriate mechanism to bring the different disciplines together in a collaborative, interdisciplinary approach. There was also recognition for the need to have an ongoing mechanism in place to work with the homeless serving system to conduct research, and to tie local research to national efforts.

PREVENTION/EARLY INTERVENTION

The need to prevent homelessness in the first place was pinpointed particularly in relation to strategies targeting youth. Having early identification processes and exploring ways to keep people housed were discussed. Initiatives that focus on prevention work were considered an essential component of ending homelessness for the community.

Also discussed was the impact of poverty, and the development of a BC Poverty Reduction Strategy built on feedback received through community engagement in 2018. Indications are that poverty reduction legislation will be brought forward in Fall 2018. As a result, participants noted the importance of Journey Home being linked to the efforts related to poverty reduction at both the regional and provincial levels.

POPULATION LENS

Consultations also identified specific populations that often face greater vulnerability to, and within, homelessness. The distinct needs of youth were highlighted in dedicated sessions which recognized that a differentiated response to housing and support is needed for this group. Other populations noted include: LGBTQ2S+, seniors, newcomers, women, and those impacted by violence. The recommendations from consultation centred around the need to embed a population lens front and centre in the Strategy and its implementation.

RECONCILIATION

Indigenous peoples and Reconciliation were recognized as critical to the development of the Strategy. Concern was raised regarding the lack of knowledge and understanding of how a

reconciliation lens should be applied to the plan. The conclusion was that this work needs to be done hand-in-hand with Indigenous people. It was acknowledged there is much work to do to increase understanding to inform how we move forward in partnership under the guidance of our Indigenous partners. Key themes raised such as building trust, improving understanding of housing in the Indigenous context, creating partnerships between bands, cities, communities, and agencies were identified as important steps forward.

“Trust is not here yet. Let’s keep committing to an open dialogue”

- Reconciliation Design Lab participant

LIVED EXPERIENCE INCLUSION

The inclusion of lived experience voices resonated through all conversations. Consultations highlighted the importance of involving those with lived and living experience through all phases and all levels of the Strategy including policy, service design and delivery, research and public education. Some felt this engagement would be critical to generating impact, and in helping to build relationships and break down stigma while others described the need to introduce peer-support models as potential service strategies. Peer supports refer to programs that engage people with lived experience to deliver supports to those in need; they are given training and support in this effort.

“Ask us what we need! Ask us what we want!”

- Lived Experience Circle participant

PUBLIC SURVEY THEMES

From the Public Survey’s 500 responses, residents gave their opinions about homelessness as well as proposed solutions moving forward.

HOMELESSNESS IS ON THE RISE AND IS A TOP PRIORITY

The survey responses demonstrated that solving the issue of homelessness in Kelowna is a top priority for Kelowna residents: 79% of respondents indicated solving homelessness is very important, followed by 17% who think it is somewhat important.

The majority of respondents (82%) identified they were aware that the development of a homelessness strategy was underway in their community, and 85% stated they believed homelessness is on the rise.

MORE NEEDS TO BE DONE: HOUSING FIRST, SUPPORTIVE HOUSING, HOUSING AFFORDABILITY

Half of respondents stated they were either very satisfied or satisfied with current efforts to address homelessness, while 32% stated they were dissatisfied or very dissatisfied with current efforts.

Respondents were also asked about their perspectives on possible solutions for homelessness. The vast majority indicated they either strongly agreed or agreed with Housing First (83%), long-term supportive housing (82%), and affordable housing/rent subsidies (85%).

One third agreed with the priority of creating more permanent, affordable housing with supports for people who are experiencing homelessness (33%), and one quarter agreed with prioritizing preventing people from becoming homeless (26%).

The public input findings affirm that Kelowna residents see the need to address homelessness as a priority through housing and supports.

LIVED EXPERIENCE CIRCLE INPUT

The Lived Experience Circle focused on describing experiences and barriers faced before, during, and after homelessness. Through their discussion they provided valuable insight into what works, what is needed, and how they want to be engaged in solutions. During the sessions, the following key themes emerged:

RESPECTING CHOICE

In all things, choice emerged as essential. People talked about the need for diverse housing choices that may be in one building or scattered in regular rentals across the community. They noted that more distinct choices are needed, both for those who are trying to stay sober and for those who have active addictions. Choice in the services supporting mental health, physical health, and addictions were highlighted as well as employment, education, community engagement, and recreational opportunities.



ACCESS TO SUPPORT & RESOURCES

The need to have a safe place to stay and a safe place to go repeatedly emerged. Supports and services – including psychiatric care, counselling, harm reduction supplies, medical care and legal aid – need to be available 24/7 when people are ready, able, and free to access them. Circle members highlighted peer supports as essential and indicated this approach should be incorporated within existing services.

SYSTEM NAVIGATION

Knowing where to go and only having to tell their story once were noted as needed improvements throughout the current services. A one-stop shop where all the resources are available, and people can have choices in the services they receive was presented as a way to address current barriers. While many services require professional staff, having peers to help navigate and to listen was suggested as being key to feeling safe and understood.



"It's hard to know where to begin"

- Lived Experience Circle member

DISCRIMINATION, EDUCATION & AWARENESS

The experience of discrimination was common among the Lived Experience Circle. Members identified that more education and awareness is needed for decision-makers, service providers, landlords, and the community at large. They indicated that to be effective, the approach and potentially the delivery of this type of education should be designed from a lived and living experience lens.



INDIGENOUS PEOPLES

In the services, shelters, and housing that are provided, cultural awareness and sensitivity must be top of mind. All training in these areas must be ongoing to ensure effectiveness. The sector needs to work closely with Indigenous partners to identify how they can be more welcoming and culturally appropriate. Consultation participants reported that services were not meeting their needs from a cultural competence perspective, and in some cases were described as re-colonizing.

Reconciliation needs to be foundational to the Journey Home Strategy with a consistent lens throughout. The Strategy needs to address how to engage Indigenous people in an appropriate way in developing solutions and strategies by working in partnership with an appropriate level of representation (participation should reflect the percentage of those homeless with Indigenous heritage). The Strategy needs to recognize that conversation and dialogue are not finished; this is the beginning of the conversation, and the Strategy provides a foundation to move forward with a healing process for all peoples. This will require acknowledging that the experiences of homelessness are different for Indigenous Peoples – as outlined in the 12 Dimensions of Indigenous Homelessness³⁰ (See Journey Home Community Report).



BUILDING ON STRENGTHS

The Lived Experience Circle stressed there are strengths we can build on within the living experience community and ways they can contribute to solutions. They highlighted their talents and skills and provided suggestions on how they could be supported to utilize their strengths to contribute to improving their quality of life.

Suggestions included: the creation of social enterprises to support them as artisans in developing and selling crafts and art at markets; improving downtown cleanliness; participating in building their own homes; creating a partnership with police and Bylaw to address conflicts between the homeless population and businesses; providing the resources to exchange services of value with each other; and developing more peer-led approaches, such as exchanging babysitting for home maintenance amongst one another. They also suggested there is a critical role for the Circle to continue to inform Strategy implementation long term.

³⁰ Thistle, J. (2017) Indigenous Definition of Homelessness in Canada. Toronto: Canadian Observatory on Homelessness Press. Online at: <http://homelesshub.ca/sites/default/files/COHIndigenousHomelessnessDefinition.pdf>.

TRAUMA INFORMED PRACTICE

Many members of the Lived Experience Circle identified trauma as a root cause in their experiences before, during, and after living without a home. It was repeatedly noted that services and people need to understand that trauma is overwhelming; in order to make any changes, people who are helping need to understand trauma and its effects.



SOCIAL CONNECTION & INCLUSION

Living without a home is a very isolating experience, and connection is craved. Having support groups for people in all phases of homelessness and rehousing experiences was suggested as well as opportunities to get away from their problems, connect with others, experience nature in a safe setting, pursue recreation and sports options, and be creative. These opportunities that create connections and community were identified as being instrumental in combating the feelings of isolation and loneliness.

"I know how to survive; I don't know how to thrive."

- Lived Experience Circle member

Learning how to live again, and knowing how to get beyond day-to-day survival was repeatedly mentioned. Hygiene, shopping, paying bills, connecting to recreation, connecting with family and friends, and establishing a new community all emerged as priorities.



YOUTH-SPECIFIC CONSULTATIONS

A mechanism to capture the lived experience of homeless youth and the youth voice was established through a series of youth-specific consultations. A Way Home Kelowna's youth consultations worked towards identifying what has worked for homeless youth in Kelowna, what has not worked, and solutions for improving the existing system were explored. The following key themes and solutions emerged:

DISCRIMINATION

Youth participants in the focus groups reflected on facing discrimination. This was discrimination from landlords, property managers and/or individuals holding the lease over a unit. The



discrimination generally stemmed from income source (such as Persons with a Disability) or lack of rental history. Many felt that they were not treated with dignity and respect and reflected on having to compete for rental housing against tenants perceived to be more desirable. The solution presented by youth was for a community-driven approach to challenge the expectations and misplaced biases in order to address stigma and discrimination in the community towards youth and youth homelessness.

YOUTH HOUSING OPTIONS

Youth participants acknowledged a lack of diverse housing options in Kelowna specifically for youth. Housing options suggested included: supportive housing for youth, Housing First, and access to both harm reduction and sober options. They identified inconsistent information and miscommunication as a key barrier for getting access to services, and that very limited funding assistance was currently available. They noted in particular the lack of residential treatment beds and treatment resources for youth in Kelowna.



ACCESSING INCOME & SUPPORTS

Accessing income and supports can be challenging for youth. The waiting periods for receiving financial assistance and the difficulty of getting assistance when one is under 16 were highlighted by youth as primary issues.

Youth between 16-19 years of age, in one of Ministry of Children & Family Development (MCFD) care arrangements³¹ (MCFD status) and/or assessed by an MCFD worker, are eligible to apply for Youth Agreements. This provides them with financial assistance such that they are able to live independently. However, there are extensive criteria that a youth must satisfy and meet in order to

³¹ This includes: the custody of a director or permanent custody of the Superintendent; the guardianship of a director of adoption; the guardianship of a director under the Family Relations Act; or a Youth Agreement, if applying for an Agreement with Young Adults.

be eligible and to stay on the program waitlist.³² This criteria is specific to each youth and may include conditions focused on: life skills (budgeting, laundry, banking, medical support), job search, maintaining a residence, medical planning support (doctor/dentist/optical), an education plan, family contact, or counselling (or connection to other services; drug and alcohol, mental health, family counselling, trauma counselling). If these responsibilities are not met, the Youth Agreement may be reviewed or possibly ended, or they could be referred for alternative services. This is seen as a significant barrier for youth getting and retaining a Youth Agreement.



AGING OUT OF CARE

Aging out of care describes youth formerly in the care of MCFD who have turned 19. There is a growing base of research and data demonstrating a clear link between youth involvement in child protection services and homelessness. The 2018 PIT count reported that of the individuals counted as absolutely homeless, 29% identified that they had been in foster care and/or a group home. Of those who had been in foster care and/or group home (n=30), 30% became homeless within one year of leaving care.

Youth participants reflected on their experience when they turned 19; some shared that the process of aging out left them feeling like they had been left behind, forgotten, and inadequately prepared for living independently.

One youth stated that when they were approaching the age of 19, their social worker provided them with a book on their rights as a youth and other information; however, this information was not explained to them in a comprehensible manner. While there are programs in Kelowna actively addressing the issue of aging out,³³ youth participants reflected on not feeling supported through their transition. This included a lack of support from MCFD or their caregivers, or that their caregivers did not have the supports they needed to assist the youth in aging out.

While there are some financial options³⁴ for youth formerly in the care of MCFD, youth participants were unsure about how to apply for them and whether or not they would be eligible to receive funding under the options provided. There was strong support by participants for better supports and clearer information prior to, during, and after they age out of care.

³² BC Government, 2004. Standards for Youth Support Services and Agreements. Ministry of Children and Family Development. Retrieved from <http://www.parca.ca/Documents/Standards%20for%20Youth%20Support%20Services%20and%20Agreements.pdf>.

³³ Youth in Care Network and Youth Wellness Centre operated by The Bridge Youth and Family Services, Connected by 25 through The Bridge & Canadian Mental Health Association – Kelowna

³⁴ Namely, Agreements with Young Adults

SOCIAL CONNECTION AND INCLUSION

Social isolation and disconnection with community is a huge factor affecting homeless youth. Having opportunities for youth experiencing homelessness to gather in a safe, supportive, and inclusive environment was a reoccurring theme throughout the youth engagement. There is also a distinct need in our community to provide recreational and skill-building opportunities for youth to foster a sense of belonging and connection to community. This applied not just to those who are currently homeless, but also to those who might be at risk, and those who are housed. Being able to form connections with peers and give back to community is an element that was highlighted repeatedly.



SOLUTIONS

When asked about solutions to youth homelessness, participants identified several priorities:

- Raise awareness to address community stigma and discrimination towards youth by landlords and property managers;
- Establish a continuum of housing options for youth catering to the diverse needs of youth, including supportive housing, dry shelters, safe houses at various locations, host homes, and residential treatment facilities;
- Provide accessible and timely supports including availability of funds for youth not eligible for Youth Agreements, supports for youth from out of province, clear and consistent resources, a single phone number to call for help, geographically accessible services, options for youth seeking sobriety or harm reduction;
- Prevention education in schools for youth before they become homeless to raise awareness about youth homelessness and the services and supports in the community available for youth; and
- Foster connections and community involvement through more programming (recreation, skill-building) for youth to facilitate social belonging.

Enabling youth voice through empowerment and capacity building, there is a need for youth with lived experience to have a mechanism to actively play a role in the Journey Home actions and priorities for youth.



While recognizing the unique needs of youth, a Youth Advocates for Housing committee needs to be established to fit into the governance arrangements of the Backbone Organization, and play an active role in the Plan implementation.

SECTION 4: PRESENTING SOLUTIONS


Based on the Lived Experience Circle and the Youth Advocates for Housing contributions, the consultation input, research, and Task Force discussions, this section presents key Journey Home priorities and actions for the next five years to address homelessness. Using the framework of foundational concepts and three strategic pillars, the Strategy has identified key actions requiring contributions across a broad spectrum of key contributors.

It is important to note that the Strategy has been constructed within a multi-sector basis to draw the best from each sector to contribute to the solutions and implementation. In all aspects, it must be recognized that the successful implementation of the strategy will depend on the active participation of all sectors.

As strategies are implemented, further learning and research will result and may inform and drive shifts in practice and direction. As such, the Journey Home Strategy is a living document that will undergo regular review and amendment as we progress.

FOUNDATIONAL CONCEPTS & PILLARS

This section will present in detail the foundational concepts and pillars of the Journey Home Strategy.



There are three concepts that are foundational to the actions presented in the Strategy, namely Innovation, Reconciliation, and Lived Experience. These concepts are woven and embedded in every aspect of the strategy and are critical to its successful implementation.

These foundational concepts are supported by three strategic pillars: Inclusion & Prevention, Backbone Coordination & Partnerships, and Housing & Wraparound Supports which underpin specific priority actions to be implemented over a five-year period. The investment and cost benefits of the Strategy are outlined as well. Immediate and longer term action steps for implementation are summarized from a detailed Implementation Plan (Appendix I).

As Figure 14 suggests, to end homelessness we have to get people housed, but housing alone does not create sustainable improvements: we need to support people where they are in a coordinated fashion that leverages diverse partners and resources. By staying true to community voices, we can ensure the pillars of work are reflective of the foundational concepts and our shared values.

Figure 14 Journey Home Strategy Illustrated



FOUNDATIONAL CONCEPT 1: INNOVATION

Kelowna's culture of innovation is embedded throughout the Journey Home Strategy. The community has been inspired by the level of interest and engagement of multiple sectors, along with an abundance of ideas related to social finance, innovative housing models, technology, service delivery, and public education. This climate of interest has set the stage and as a community, we now have an opportunity to capitalize on the strengths of sectors outside of social services to assist with the journey to address homelessness. Developers, builders, landlords, researchers, funders, technologists, and the faith community members have all joined the conversation and are indicating their commitment to the Strategy and ongoing dialogue.

Building on this culture of innovation in Kelowna, we will work to establish partnerships with the technology sector to help institute a data collection system, and explore other tech-based solutions around information management. We also plan to host forums to explore other innovative ideas related to homelessness and housing models while simultaneously examining the potential of private/public partnership, social enterprise, and social finance.

We recognize that immediate measures are needed to relieve stress on downtown businesses and community while also supporting a lived experience perspective. We will embrace innovation as we consider new public safety measures as one of our first actions.

As part of this direction, we will work collectively to evaluate the impact of the Red Zone and its effect on the homeless population, and consider other models that have demonstrated effective interventions that address the intersection of homelessness and the justice system. We also endeavor to change the current communication in the community around the issue of homelessness while also focusing on innovative ways to rehouse the visibly homeless.

INNOVATION ACTIONS:

- 01 Launch a Homelessness Innovation Lab to partner with the technology sector to develop solutions for information management, access, and data analysis.
- 02 Develop a Research Agenda in partnership with the research community to support the Journey Home Strategy.
- 03 Secure flexible funds to prototype social enterprise, social finance, and housing development innovations. This includes lived experience social enterprise incubation support.
- 04 Support innovative solutions to address criminalization of homelessness, such as a Community Court.

FOUNDATIONAL CONCEPT 2: RECONCILIATION




We are committed to taking action on the recommendations of the Truth and Reconciliation Commission (TRC). We recognize that Indigenous homelessness is an ongoing form of colonialism that must be challenged in partnership with Indigenous people. Ending homelessness as a Reconciliation action is about acknowledging that the over-representation of Indigenous peoples in the homeless population is connected to our history of colonization. Authentic partnerships with Indigenous leaders and communities are required to continue our learning process, gain assistance with public education regarding Truth and Reconciliation, and work together to develop a system that meets the needs of Indigenous peoples.

"We need a healing process for everyone"

- Reconciliation Design Lab participant

This approach recognizes Indigenous homelessness is much more than not having a home as the 12 Dimensions and Definition of Indigenous Homelessness in Canada highlights. Solutions to move this work forward involve examining other models that support trust-building with Indigenous communities such as the Circle of Reconciliation model in Winnipeg.³⁵ Other key actions are: building partnerships with Bands in the Okanagan, Indigenous communities, and people in Kelowna; working in partnership to establish training for the homeless serving sector; supporting the TRC calls to action; and embedding an Indigenous lens throughout the Strategy. Taking guidance from our Indigenous partners to incorporate Indigenous ways of knowing, ceremony, land acknowledgement, and culturally-appropriate service delivery will be important in supporting ways forward.

RECONCILIATION ACTIONS:

-  01 Recognize accountability for Truth & Reconciliation Commission Calls to Action in that Indigenous Homelessness is ongoing form of colonialism.
-  02 Invite Indigenous leaders to participate in Journey Home Strategy governance.
-  03 Engage Indigenous community members in the work to imbed a cultural lens in supportive services and housing.

³⁵ Circle of Life Thunderbird House. 2018. Circles for reconciliation. Retrieved from: <http://circlesforreconciliation.ca/>

FOUNDATIONAL CONCEPT 3: LIVED EXPERIENCE

Journey Home recognizes that the perspective of those with lived and living experience needs to be embedded in all phases of the Journey Home Strategy implementation through ongoing engagement and consultation. We will support the cultivation of the strengths and leadership capacities of those who have experienced homelessness through the use of peer service models, community education involvement, and as part of the Backbone Organization and key community collaborative tables.

Our Strategy also recognizes the differences among key groups in experiences of homelessness and the need for targeted solutions. In particular, this includes youth, Indigenous peoples, seniors, women, newcomers, and those impacted by domestic violence. Solutions include instituting trauma-informed practices, youth-friendly models, cultural awareness, and increased diversity at the organizational and governance levels.

LIVED EXPERIENCE ACTIONS:

- 01 Continue Lived/Living Experience Circle and establish a Youth Advocates for Housing, and formalize relationships to the Backbone Organization governance.
- 02 Ensure a population focus is embedded in Strategy implementation; this includes youth, Indigenous, women, families, newcomers, LGBTQ2S+, seniors, and men.
- 03 Introduce peer support models, including peer outreach to address conflicts between the homeless population and businesses, and community in partnership with business, Bylaw services, and police.



JOURNEY HOME PILLARS

The Journey Home Strategy presents specific actions guided by the foundational concepts under the three strategic pillars of: 1. Inclusion & Prevention, 2. Backbone Organization & Coordination, and 3. Housing & Supports.

PILLAR 1: INCLUSION & PREVENTION

Our Strategy needs to work upstream, and stop the flow of homelessness through diversion programming, targeted prevention, and early identification. Early identification of risk factors and ensuring a rights-based approach are preventative mechanisms that recognize the fundamental human right to adequate, safe housing.³⁶ Using the Canadian Observatory on Homelessness Prevention Framework, we recognize that we have to work across three levels of prevention:

- **Primary prevention** – These are prevention efforts that work at the structural level to help everyone. Primary prevention can be unpacked further:
 - Universal prevention – Applies to the population as a whole, such as poverty reduction strategies and having an adequate supply of affordable housing.
 - Selected prevention – Interventions aimed at a particular group, such as school-based programs and anti-oppression strategies for those facing discrimination.
 - Indicated prevention – Prevention strategies for individuals at greatest risk of homelessness, such as support for families experiencing violence and for individuals with mental health and/or addictions challenges.
- **Secondary prevention** – Programs and practices to help those at immediate risk of homelessness or who have recently become homeless. Examples include evictions prevention and family mediation.
- **Tertiary prevention** – Making sure those who have experienced homelessness never do again. The most common example is the Housing First model.³⁷

This reinforces our focus on public awareness and anti-stigma work to support inclusion and easier access to information and referral for those looking for help before they are in crisis.









Youth-focused preventative work involves incorporating specific measures to support young people, such as the formation of youth in transition teams and workers, and a specific youth-targeted prevention model. An early identification system is needed for all age groups and populations who are at risk of homelessness. Transition from discharge systems such as child protection, health and corrections is another key preventative area requiring improvement as is the increased availability of rent subsidies to bridge the financial gap in cases of emergency.

³⁶ A Way Home Canada (2016). Youth Rights! Right Now! Ending Youth Homelessness: A Human Rights Guide. Canada without Poverty.

³⁷ See Gaetz & DeJ (2017) A New Framework for Homelessness Prevention. Online: <http://homelesshub.ca/sites/default/files/COHPreventionFramework.pdf>.

The alignment with Healthy Housing Strategy's actions to improve access to affordable housing will be essential to prevention as will the work related to the local and Provincial Poverty Reduction Strategies to address homelessness risk factors. Journey Home aligns with several measures advanced by the Healthy Housing Strategy and complements its focus on enhancing general housing affordability and diversity. The alignment between the two strategies is outlined in detail in Appendix C and was highlighted on the Wheelhouse graphic in the Community Report.

INCLUSION & PREVENTION ACTIONS:

-  Launch a public awareness campaign to address stigma on homelessness in Kelowna working with the Lived Experience Circle & Youth Advocates for Housing.
-  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.
-  Encourage the City to explore policy shifts at the municipal level to promote affordable housing across neighbourhoods through bylaw changes, zoning, and grants.
-  Work with key Provincial ministries to enhance positive housing transitions including Children & Family Development, Justice & Health. This includes developing discharge/transition protocols that prevent homelessness.
-  Launch The Upstream for Youth pilot in partnership with Central Okanagan School District No. 23 and Private and Independent Schools to identify and support youth at risk of becoming homeless.
-  Enhance connections to healthy opportunities that support those at-risk, experiencing, or exiting homelessness to thrive in community. Explore leveraging community hubs and enhancing access through technology.
-  Develop formal links with aligning strategies (BC Poverty Strategy, BC Homelessness Plan, Regional Poverty Reduction Strategy) and the City of Kelowna's Healthy Housing Strategy to ensure we are working in an integrated fashion.
-  Launch Prevention programs to support people to stay in housing where possible. These will be targeted to those at highest imminent risk for homelessness. The Journey Home Strategy calls for 100 new program spaces for prevention to be created over the next five years to help over 400 people.

PILLAR 2: BACKBONE COORDINATION & PARTNERSHIPS

The creation of a Backbone Organization to coordinate Strategy implementation, service delivery, funding, and collaboration within the homeless serving system is essential. This entity should be representative of the multiple stakeholders that have been engaged throughout the Journey Home process. This includes people with lived experience, Indigenous representation, A Way Home Kelowna (youth), the City of Kelowna, as well as other sectors including technology, developers, the faith community, and other regions and levels of government.

Key activities of the Backbone Organization will include the implementation of a coordinated access program, training curricula for programs and services and a transparent communication strategy. In its role, the organization will act as convenor, collaborator, and catalyst for funding, and establish a streamlined data system. The Backbone Organization's key roles include:

- **Funding Coordination:** Able to bring partners together to coordinate investment in highest impact activities and to ensure a complementary approach.
- **Capacity Building:** Bring up collective IQ of community, services, developers, researchers, etc. to develop and implement innovative measures and best practices.
- **Partnerships & Innovation:** Build partnerships across sectors to support Strategy goals; this will include exploring social finance innovation, financial and land trust management.
- **Leadership & Accountability:** Report to the community on stakeholder engagement, research and continuous improvement, policy advocacy to keep homelessness a priority, and knowledge dissemination.
- **Homeless Serving 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.

Moving forward, significant capacity building will be needed to ensure the sectors at all organizational levels are informed and trained on their role in implementation. This includes consistent and ongoing training on innovative programming that follows the Housing First philosophy, trauma-informed care, and cultural competence.

The Backbone Organization will evolve over time into a refined System Planner Organization leading the Journey Home Strategy implementation and the homeless system coordination locally. Of note, the relationship between the Backbone Organization and A Way Home Kelowna will be formalized to ensure a youth focus continues to be embedded throughout implementation.

Closely related to the role of the Backbone Organization is the need for a number of critical partnerships. First and foremost, with the City of Kelowna. A strong relationship with the City will be important and needs to be designed to leverage City support, resources, and commitment; to ensure alignment with planning and design; and to support advocacy to senior government.

Further, a regional lens has been highlighted as an important feature of our Strategy. As such, we need to ensure we recognize issues, patterns, and realities in our region such as migration, agriculture, and the presence of temporary/foreign workers. This will require formalized partnerships beyond Kelowna proper including with the City of West Kelowna, Westbank First Nation, District of Lake Country, and other communities in the region. In addition, formalized

partnerships will be required with government at all levels. In doing so, a region-wide coordinated system can be established ensuring people who are experiencing homelessness will receive a harmonized response across geographical areas.

Finally, we will need significant advocacy measures to ensure adequate resources are in place to carry out the Strategy. As seen in previous sections, there are several policy barriers that will require government engagement at the local, the provincial, and the federal levels:

- **At the local level**, the municipal government will need to be a key player in this plan working alongside the business/development sector to establish incentives for developers around housing, reduce red-tape, and address bylaws that potentially create barriers.
- **At the provincial level**, advocacy is needed around the adoption of the Housing First approach, and system-related barriers including the aging out of care issue for youth.
- **At the federal level**, Homelessness Partnership Strategy (HPS) funds and the National Housing Strategy are crucial to ensure that people experiencing homelessness in our city have access to housing that meets their needs.

In all, with the current level of interest and action occurring at the municipal, provincial, and federal levels, it is evident that the timing is right to position Kelowna's Strategy to access proactive investments from all levels of government. The coalescing of government support available at all levels of government makes Kelowna well positioned to launch the Journey Home Strategy this year.

BACKBONE COORDINATION & PARTNERSHIPS ACTIONS:


- 01 Coordinate a Homelessness Funders' Table to maximize the impact of diverse investments from philanthropy, government, faith, and corporate sectors in support of the Strategy.
- 02 Rollout a Backbone Organization solely dedicated to implementing Journey Home Strategy by building community capacity and engaging in systems planning.
- 03 Formalize Backbone Organization relationships, including with AWH-Kelowna, to ensure ongoing focus on the Youth Strategy is embedded in community efforts.
- 04 Support Coordinated Access & Assessment to ensure consistent process to match clients' needs and choices to access services across the homeless serving system, regardless of funding sources.
- 05 Support the creation of an Okanagan Regional Partnership Table to coordinate responses to homelessness with Westbank First Nation, City of West Kelowna, District of Lake Country, and the Regional District to start.
- 06 Work with the BC10 Community Entities to support a provincial agenda on ending homelessness using Housing First and a system planning approach.
- 07 Participate in regional, provincial, and national learning communities to share and learn best practices and champion preventing and ending homelessness

PILLAR 3: HOUSING & SUPPORTS

It is no surprise that a range of housing options is needed to help address homelessness. Our work has indicated that these housing strategies must reflect the needs of various sub-populations, and should include increased access to affordable housing – including a continuum of housing options for youth aged 19-24 including Housing First for Youth.








While more housing is a fundamental part of addressing homelessness, so too is ensuring the necessary supports are also available. Issues of addiction, mental illness and physical health conditions are very common with this population and interrelated with experiences of homelessness. It is for this reason that our plan must also include integration between homeless services, mental health, and addictions by adopting a harm reduction approach across the sector, including training the service system on related concepts such as trauma-informed, motivational interviewing, and the philosophy for Housing First. This means we will need to have in place diverse housing and supports options with low or no barriers to ensure people have choices to access what they need, when they need it.

Our Strategy also aims to examine and repair the service gaps that limit people accessing mental health services. Targets for consideration include reduced wait times, outreach expansion, a stepped care model, and improved mechanisms to support transitions between systems.

 ***In relation to youth, a residential treatment facility/program for ages 13-24 years old is critically needed.***

To ensure the unique needs of priority populations are reflected in implementation, funding targets will be developed to ensure Journey Home resources are being distributed across population groups in equitable manners. This can be determined by the Board of Directors of the Backbone Organization and may include setting targets based on Kelowna population or homeless population levels (HMIS or Homeless Count). Youth are a priority population in this strategy; as such, funding targets for this population will be based on representation in community. Youth generally comprise 20% of the homeless population, factoring in under representation, and we must see this reflected in funded programs and budget allocations.

HOUSING & SUPPORTS ACTIONS:

-  01 Support people in the rental market by developing 500 new program spaces grounded in the Housing First model and the right to housing.
-  02 Support the addition of 300 units of long-term supportive housing in purpose-built building targeted to support people experiencing chronic & episodic homelessness with higher needs.
-  03 Create a Landlord Roundtable to encourage making units available for Housing First programs to house and support people throughout neighbourhoods and buildings.
-  04 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, brain injury, case management and violence.
-  05 Support efforts to increase treatment beds, especially for young people in Kelowna.
-  06 Develop a person-centered approach to harm reduction and sobriety on a continuum to meet people where they are at with appropriate supports.
-  07 Apply a population focus to housing and programs to ensure youth, Indigenous people, women, families, men, couples, seniors, newcomers, LGBTQ2S+, and other subgroups' needs are effectively met through a person-centered approach.

IMPLEMENTATION PLAN

To guide the full implementation of the proposed actions under each Foundational Concept and Pillar, a robust Implementation Plan was developed. It will be refined by the Backbone Organization during its ramp up, and updated on a go-forward basis.

Appendix I provides a detailed breakdown of each of the Foundational Concept and Pillar's Actions to describe implementation action details and rollout. This includes proposed timing and identified key collaborators whose engagement in Journey Home is considered to be critical to our collective success.

It is important to highlight that Journey Home is a living strategy and will require ongoing refinement; as such, this Implementation Plan will be updated regularly through the efforts of the Backbone Organization. The Backbone Organization will be instrumental in both identifying and convening Key Collaborators on an ongoing basis as the Strategy implementation unfolds. The Backbone Organization will strive to develop a mechanism to include a collective voice for service providers in the homeless serving system throughout these actions.

COSTS & IMPACTS

This section provides an estimate of the cost for the proposed actions. These projected costs should be reviewed periodically as new information or data emerges.

 *The Strategy as presented will require \$47 million over a five-year period.*

The costs over the next five years are broken down into Supports (\$26M), Housing (\$18M), and Backbone Organization & Coordination (\$2.7M). Please refer to Appendix F for an overview of the model used to develop this estimate.

To date, the following commitments have been secured:

Cost Area	Commitments Secured to Date
Supports	BC Housing – program and operations support for new supportive housing units
Housing	BC Housing – development of 190 supportive housing units
Backbone Organization & Coordination	City of Kelowna – \$150,000/year over two years United Way - \$10,000/year over two years Fundors Table contributions - \$204,000 total over the first four years Accelerate Okanagan – Partnering to provide two co-working office spaces for the new Backbone Organization Urban Systems – Backbone Office Space -\$6,000/year over two years

Supports needed: \$26M over 5 years to create 500 new program spaces

A total of approximately 400 program spaces for people to be supported in the community are needed to meet the proposed milestones of the Journey Home Strategy. This will leverage units in rental housing to support people's integration with wraparound supports. Together with the supports brought into the purpose-built supportive housing, this brings a total of about 500 new program spaces into the Kelowna homeless serving system.

● **100 program spaces of Assertive Community Treatment = \$6.3M**

Possible funding partners: Interior Health, Justice, BC Housing (BCH), MCFD

● **75 program spaces of Housing First Intensive Case Management = \$5.3M**

Possible funding partners: Homelessness Partnering Strategy, Health, BCH, MCFD, private donors

● **100 program spaces of Rapid Rehousing = \$7.5M**

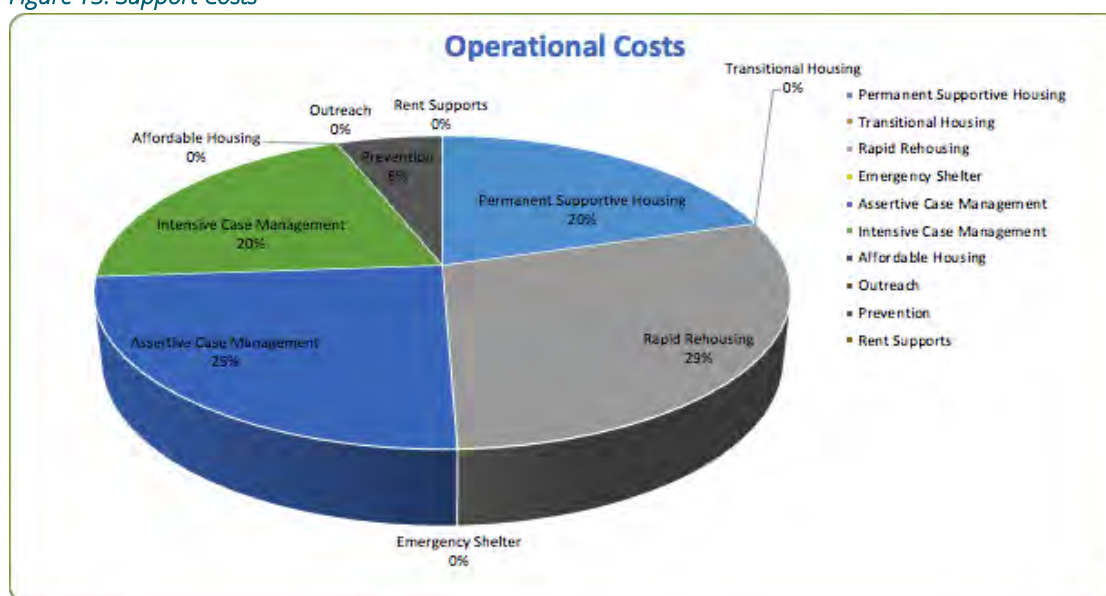
Possible funding partners: HPS, BCH, Social Development & Poverty, MCFD, private donors

● **125 program spaces of Prevention = \$1.5M**

Possible funding partners: HPS, BCH, Social Development & Poverty, MCFD, Justice, Health, United Way, Central Okanagan Community Foundation, private donors

NOTE: To fund the programmatic supports for the 110 units of Supportive Housing proposed, a further \$5.5M will be needed to cover operations over the course of the Strategy – this is accounted for in the total \$26M ask for supports needed. Possible funding partners: Interior Health, Justice, BCH, MCFD

Figure 15: Support Costs



Housing Needed: \$18M to create 110 supportive housing units over five years

Our estimates identified a gap of 300 supportive housing units to address the needs of people experiencing chronic homelessness. BC Housing is in the process of either developing or negotiating 190 new units of supportive housing in Kelowna that are estimated to come online over the next three years.

This leaves a gap of 110 units as compared to a total of 300 units by 2024 for which, as a community, we will need to raise approximately \$18M in capital through a number of sources including land donations (City, private sector), fundraising, access to provincial or federal grants, or low interest loans through the National Housing Strategy or CMHC.

Figure 16: Proposed Housing Costs



Possible funding partners: BCH, Health, National Housing Strategy – CMHC, donors, private sector, City for land contributions

NOTE: To fund the programmatic supports for the 110 units of Supportive Housing proposed, a further \$5.5M will be needed to cover operations over the course of the Strategy.

The housing we are proposing will blend in neighbourhoods, have onsite supports and be well designed, built, and operated by non-profit service providers. Some local examples of supportive housing include NOW Canada and John Howard Society's New Gate.

Backbone Organization & Coordination – \$2.7M needed to support implementation over five years

The Backbone Organization costs are estimated at \$2.7M over five years, ramping up from about \$300k in both Years 1 and 2, to \$600k in both Years 3 and 4, to \$900k in Year 5. The City of Kelowna has already committed \$125K for the transition period in 2018, with a further \$150K in Year 1 and 2 respectively. Kelowna's Funders Table has also committed to \$204,000 over 4 years, to date. This will leave a balance of \$2.184M outstanding.

Possible funding partners for the Backbone Organization include the City, donors, private sector, the Central Okanagan Community Foundation, United Way, Homelessness Partnering Strategy (HPS), and others.

A GOOD INVESTMENT

Traditional approaches to homelessness are expensive.³⁸ Housing First, in contrast, has proven to be cost effective as it reduces demand on costly systems such as health and criminal justice.³⁹ A 2008 BC study⁴⁰ found that people who are homeless can cost the public nearly 50% more than a person in supportive housing. On average, a homeless person with serious addictions and mental illness uses approximately \$55,000 per year in health care and corrections services compared to \$37,000 for a person in supportive housing. Studies completed by Vancouver Coastal Health also concluded that supportive housing for individuals with a serious mental illness reduces the use of hospitals by those persons. Psychiatric admissions were reduced by 54% and medical admissions were reduced by 58%.⁴¹

The strongest evidence we have for Housing First cost savings is the Mental Health Commission of Canada's At Home/Chez Soi (AHCS) study. Launched in 2008 with a \$110 million budget, it aimed to test the efficacy and cost effectiveness of Housing First programs that provided housing with wrap-around supports in five cities. It compared the average shelter, health, and justice costs of those in Housing First to those in traditional treatment. It found that those in traditional treatment had costs of \$23,849 for one year versus \$14,599 for those in Housing First programs. This work concluded that for every dollar spent on Housing First, 54 cents is saved. For those considered high service users (high use of emergency services), cost savings increased significantly. Their annual costs under the traditional service model was \$56,431 versus \$30,216 in Housing First. With costs of delivering Housing First included, the study found that for every dollar spent on Housing First, \$1.54 is saved though reduction on service demand for this population.⁴²

Discussing the report's findings, Nick Falvo (2014) notes:

*"For the 10% of participants who were using the most services upon enrolment in the AHCS study, every \$1 invested in housing and professional support during the course of the study resulted in average savings of just over \$2. And across all study participants, every \$1 invested in housing and professional support resulted in \$0.75 in savings on health, justice-related and social services."*⁴³

³⁸ Gaetz, S. (2012). The Real Cost of Homelessness: Can We Save Money by Doing the Right Thing? Toronto: Canadian Homelessness Research Network Press.

³⁹ Gaetz, S., Scott, F. & Gulliver, T. (Eds.) (2013). Housing First in Canada: Supporting Communities to End Homelessness. Toronto: Canadian Homelessness Research Network Press.

⁴⁰ Patterson, M., Somers, J.M., McKintosh, K., Sheill, A. & Charles James Frankish. (2008). Housing and Support for Adults with Severe Addictions and/or Mental Illness in British Columbia. Centre for Applied Research in Mental Health and Addiction (CARMHA), Faculty of Health Sciences, Simon Fraser University.

⁴¹ Vancouver Coastal Health. (2008). Outcome Evaluation Update— Hospital Utilization, Mental Health Supported Housing. Retrieved from

<http://www.streetohome.org/wp-content/uploads/2017/08/Streetohome-10-Year-Plan.pdf>

⁴² Goering, P., Velhuizen, S., Watson, A., Adair, C., Kopp, B., Latimer, E. & Ly, A. (2012). At Home/Chez Soi Interim Report. Calgary: Mental Health Commission of Canada.

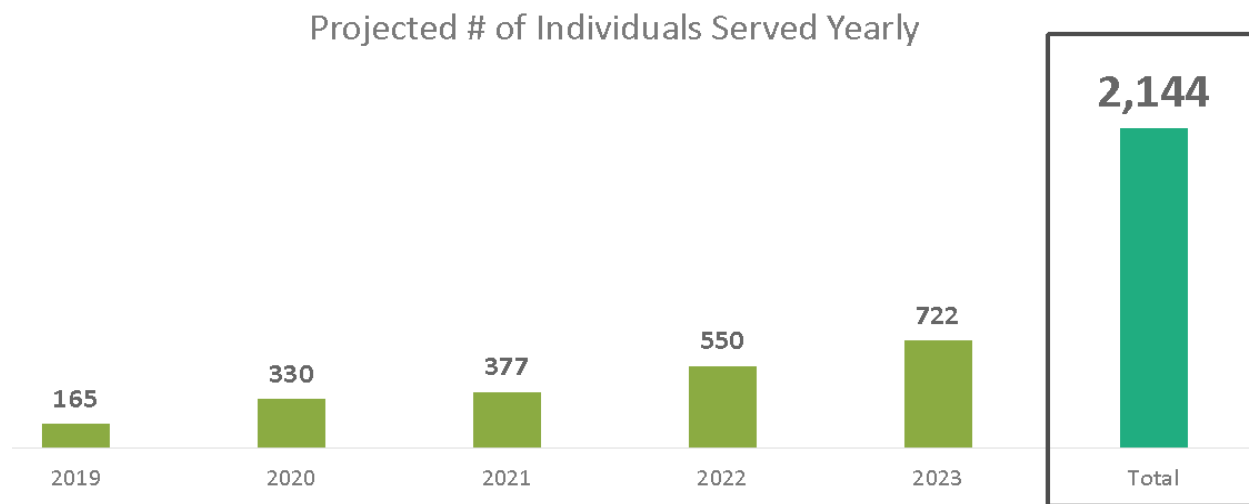
⁴³ Falvo's 2014 post-study analysis can be read here: <http://www.homelesshub.ca/blog/10-%E2%80%98take-always%E2%80%99-final-report-homechez-soi-study>

Put simply, it is cheaper to house and support someone than it is to keep them homeless. If the current situation in Kelowna is left as is, costs could run as high as \$100M over the timespan of the Strategy. In contrast, if we house and support those same people, we will avoid costs associated with major systems of about \$50M.

As a result of this investment, we will be able to support approximately 2,100 people over the five-year period through the proposed new programs and housing (see figure 17). This includes those being served by the 300 units of supportive housing and over 500 new program spaces serving people in rental housing in communities.

This investment will include an envelope of funds dedicated specifically to addressing and preventing youth homelessness. The specifics of which will be determined with the establishment of the Backbone Organization in a formalized partnership with A Way Home Kelowna (AWH-K). AWH-K will be working with the Backbone on the details and mechanisms for implementing and assessing the youth-specific priorities and actions outlined in the Journey Home Implementation Action Plan (Appendix I).

Figure 17: Number individuals served under Journey Home



TRANSITION PLAN

The most important and immediate action item needed to ensure this Strategy is implemented as intended is a transition plan designed to support the setup of the Backbone Organization. This section details the transition plan from Strategy development to implementation from June 2018 to March 2019.

The Journey Home Task Force has developed a Transition Plan with City of Kelowna support that will:

- support the development of the governance structure and implementation of a Backbone Coordination organization;
- maintain momentum, continue to convene partners, and garner commitment to align with and participate in the implementation of the Strategy;
- secure funding and in-kind support commitments to fund the implementation of Backbone Coordinating organization.

The Task Force will support the development of a Transition Team that will take on the following responsibilities to ensure a successful transition to a Backbone Organization including:

- design of the Backbone Governance Structure/Body;
- setup of the structure and incorporation model for the Backbone Organization;
- develop a funding and advocacy plan;
- secure remaining operating funds required for the Backbone Organization;
- support interim measures that build a strong foundation for coordination and collective efforts.

Of note, the Backbone Organization is going to reside initially in the Okanagan Innovation Centre and will be linked to Accelerate Okanagan to ensure a neutral, innovation-focused location to house the Backbone staff.

BACKBONE ORGANIZATION


The setup of the Backbone Organization solely dedicated to implementing this strategy will be critical in moving Journey Home forward. It is recognized that in order to be effective as, a neutral organization, the Backbone Organization cannot be a service provider or focused on issues other than the implementation of the Strategy. With a point of clear responsibility and accountability for the Journey Home Strategy, implementation will occur with the Backbone as a clear driver of the work in the community.

The Implementation Action Plan (Appendix I) is designed to accommodate the evolution of the Backbone Organization that will occur over the strategy's five-year period, with a matching enhancement in the funding as outlined below:

Implementation Phase	Backbone Organization Activities
Phase 1 2018-2019 Kickstart high leverage activities.	<ul style="list-style-type: none"> • Hire CEO and coordinator staff • Build out governance model and formalize partnerships with AWHK, Indigenous partners, Lived Experience Circle, CAB-H • Focus on building relationships, in-house expertise, knowledge/best practices • Pilot co-funding Housing First with partners • Develop private sector relationship on new units (MOU), land trust, capital campaign • Organize Regional Roundtable with key partners • Advocate to government, community, providers, media • Start collating and coordinating information on homelessness centrally • Begin privacy assessment and partnership work to move towards Coordinated Access and the Homelessness Management Information System (HMIS) • Develop a real-time system map, and rack community resources and make these available broadly in user-friendly ways • Kickstart public awareness campaign and media awareness • Report to community: state of the union on homelessness
Phase 2 2020-2021 Create a cohesive homeless serving system.	<ul style="list-style-type: none"> • Introduce a true Homeless Management Information System across services and housing providers, regardless of funders • Continue and enhance Housing First and Supportive Housing • Hire system planning staff and support capacity building in sector • Raise and coordinate funds to support Plan goals • Introduce Coordinated Access across system regardless of funder • Develop service quality standards and begin monitoring • Develop system and program performance measures and roll these out • Rollout real-time reporting for system performance management
Phase 3 2022 Focus on refining approach for most impact.	<ul style="list-style-type: none"> • Continue and enhance Housing First and Supportive Housing with partners • Monitor performance and make adjustments in real time • Hire value-added staff to accelerate HMIS for business intelligence • Formalize transition planning with public systems • Participate in national conversations and advocacy • Review Plan implementation, revise, and refine strategies • Consider recalibration towards prevention measures pending demand

CLOSING NOTE

The Journey Home Strategy process has inspired our community. The momentum gathered to work collectively to address homelessness is palpable. Kelowna's Strategy is well timed as senior levels of government consider homelessness, poverty, and housing as top priorities. The Provincial government has committed to addressing poverty reduction, and building a provincial strategy to address homelessness along with significant funding to address housing and support needs. The Federal Government's National Housing Strategy is unfolding with unprecedented investments in affordable housing. Our municipal government prioritizes housing needs and addressing homelessness is evidenced in their support for this Strategy. All these factors are positioning Kelowna well to move forward with Journey Home implementation.

 *Our challenges are not small, but neither are our strengths.*

To build on our collective capacity and resiliency, we created a culture of respect for one another's perspectives, especially those of our most vulnerable citizens. From there, we consciously built a foundation to grow our trust in one another. Our hope is that through the meaningful – and sometime difficult – conversations we have had, all voices feel heard, and they see their contributions reflected in the Strategy. This will provide us with a basis for moving forward to begin to build the trusting relationships that we will need for our journey ahead.

We set out on this journey together to build a thoughtful and well-informed strategy that held the voices of those most impacted at its core. We knew it was critical to develop a strategy that was built by the entire community for the entire community. We also knew from our community's past experiences, having a clear and realistic strategy was critical, along with a clear accountability for the implementation of the plan. The Strategy addresses all these criteria.

To encourage commitment, the Task Force has already been meeting with key stakeholders – some of whom are signing on to the Stakeholder Pledge (Appendix H) to indicate intention to participate in implementation. It is essential that momentum between the strategy development and implementation is maintained. The development of a transition plan that is solid with funding and in-kind contribution commitments helps address this need.

So what is left? The stage is set, the community is inspired, and we are all aligned. We have a remarkable Strategy. But the heavy lifting is just beginning; now it is up to us as a community to implement, and it will definitely take us all. We challenge you to join us in this Journey.

APPENDIX A: JOURNEY HOME TASK FORCE MEMBERS

TASK FORCE CO-CHAIRPERSONS:

Dr. Kyleen Myrah
Martin Bell

MEMBERS:

Ann Howard on behalf of BC Housing
Cheryl Miller on behalf of Central Okanagan Foundation
John Yarshenko on behalf of Interior Health Authority
Harleen Price on behalf of Ministry of Social Development & Poverty Reduction
Jennifer Houde/Shawna Whitney on behalf of Okanagan Nation Alliance
Tina Larouche on behalf of the Ki-Low-Na Friendship Society
Diane Roy on behalf of Westbank First Nation
Brent Mundle on behalf of RCMP
Theresa Arsenault, QC
Gaelene Askeland
Tom Dyas
Diane Entwistle
Mike Gawliuk
David Krysko
Scott Lanigan
Carrie McDonald
Lisa McHaffie
Pam Moore
Brenda Plitt
Kelly Taverner
Shane Worman

APPENDIX B: A WAY HOME KELOWNA STEERING COMMITTEE

STEERING COMMITTEE CO-CHAIRS:

Diane Entwistle, Okanagan Boys & Girls Clubs
Mike Gawliuk, Canadian Mental Health Association - Kelowna

MEMBERS:

Shelagh Turner, Canadian Mental Health Association – Kelowna
Celine Thompson, The Bridge Youth & Family Services
Jamie McGregor, The Bridge Youth & Family Services
Helen Jackman, United Way - Central & South Okanagan Similkameen
Reanne Amadio, United Way - Central & South Okanagan Similkameen
Sarah MacKinnon, Okanagan Boys & Girls Clubs
Mia Burgess, Central Okanagan Foundation
Sue Wheeler, City of Kelowna
Diane Roy, Westbank First Nation
Allan Cameron, Ministry of Children and Family Development
Brian Corbett, Ministry of Children and Family Development

APPENDIX C: HEALTHY HOUSING AND JOURNEY HOME STRATEGIES IN ALIGNMENT

Alignment of Healthy Housing Strategy and Journey Home Strategy

The Journey Home and Healthy Housing Strategies are closely aligned to ensure the full housing Wheelhouse is being adequately addressed. Journey Home is focused on the development of a long-term strategy to address homelessness while, the Healthy Housing Strategy is focused on ensuring a balanced housing system overall.

By design, there are numerous action items that intersect in both strategies. It is imperative to have both strategies aligned and moving forward at the same time to be able to address Kelowna's unprecedented housing challenges successfully.

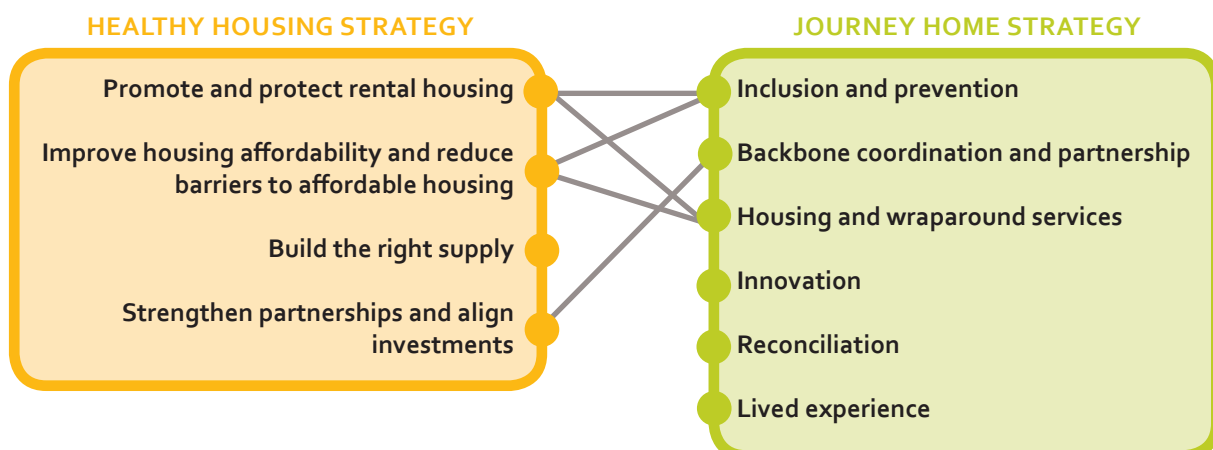
The Healthy Housing Strategy identifies four key directions while the Journey Home Strategy identifies three foundational concepts and three strategic pillars, each of which provided direction for the development of the actions within each plan. Below shows the alignment between the two strategies.

As shown below, the Healthy Housing Strategy's key directions "promote and protect rental housing" and "improve housing affordability and reduce barriers for affordable housing" align with the Journey Home Strategy's foundation pillar of "housing & wraparound supports". Promoting and protecting rental will

enhance availability of rental housing, which will help mitigate escalating rent costs for those at risk of or exiting homelessness.

Further, the Healthy Housing Strategy includes a key direction to "strengthen partnerships and align investments" and the Journey Home Strategy includes a foundational pillar for "backbone coordination and partnership". Addressing housing and homelessness in Kelowna is a complex task that includes many different influences and partnerships. The City is only one of the many partners whose actions impact the housing system. Therefore, it is critical that both the Healthy Housing and the Journey Home Strategies enhance partnerships in order to tackle the housing and homelessness challenges in Kelowna. Through these focus areas, the Strategies will work together to create a housing system that will address the housing needs of all Kelowna residents.

Both strategies include City resource requirements, including financial and staff. It is important to note that the commitment for City resources for both Strategies should be considered together to ensure that resources are being dedicated to all aspects of the Wheelhouse.



APPENDIX D: JOURNEY HOME STAKEHOLDER GROUPS

The following is a comprehensive list that has been compiled of all organizations and agencies that are potential partner organizations currently delivering services to those who are either are homeless or are at risk of homelessness or are homeless. Organizations may be listed in multiple locations based on their roles.

HOUSING, SOCIAL AGENCIES, ORGANIZATIONS AND COMMUNITY GROUPS

- A Way Home-Kelowna
- ARC Programs
- BC Schizophrenia Society
- BrainTrust Canada
- Bridge: Youth and Family Services
- Bridges to New Life Society
- Building Healthy Families Society
- Canadian Mental Health Association
- Central Okanagan Early Years Partnership
- Central Okanagan Food Bank
- Columbian Centennial Housing Society
- Community Corrections Office
- Community Policing
- Crossroads treatment society
- Do Some Good
- Division of Family Practice
- Elizabeth Fry Society
- Evangelical Church
- Evangel Housing Society
- Father Delestre Housing Society
- First United Church
- Freedom's Door
- Good Samaritan Society
- Habitat for Humanity Okanagan
- H.O.P.E. Outreach
- Inn from The Cold
- John Howard Society
- Karis Support Society
- Kelowna & District S.H.A.R.E. Society
- Kelowna & District Society for Community Living
- Kelowna Community Resources
- Kelowna's Gospel Mission
- Kelowna Japanese Canadian Community Senior Citizen Society
- Kelowna Tourism
- Kelowna Women's Shelter
- Ki-Low-Na Friendship Society
- Living Positive Resource Centre
- Mamas for Mamas
- Mental Health and Substance Use Services
- Metis Community Services
- Metro Community
- Mission Creek Alliance Church
- Multicultural Society of Kelowna
- New Opportunities for Women (NOW) Canada Society
- Okanagan Boys & Girls Club
- Okanagan College
- Okanagan Housing Cooperative
- Okanagan Mental Health Service Society
- Okanagan Metis and Aboriginal Housing Society
- Okanagan Regional Library
- Okanagan Tenant Advocacy Assn
- One Sky Community
- Orchard Valley Senior Housing Society
- Outreach Urban Health
- Partners in Resources (PIERS)
- Pathways Abilities Society
- Project Literacy
- RCMP
- Reach Out Youth Counselling & Family Services Society
- People in Motion
- Salvation Army
- Seniors Outreach Services Society
- Seventh Day Adventist Church
- Society of Hope
- Society of Saint Vincent de Paul of Central Okanagan
- Start Fresh Project
- Trinity Baptist Church
- UBC-Okanagan
- United Church
- Urban Matters
- Vortovia
- YMCA Okanagan

FUNDERS

- BC Housing
- CAB-H
- Central Okanagan Foundation
- City of Kelowna
- United Way

INDIGENOUS PARTNERS

- Ki-Low-Na Friendship Society
- Okanagan Metis And Aboriginal Housing Society
- Okanagan Indian Band
- Syilx/Okanagan Nation Alliance
- Westbank First Nation
- Metis Community Service

GOVERNMENT

- BC Housing
- Central Okanagan School District 23
- City of Kelowna - Bylaw Enforcement
- City of Kelowna - Community Planning
- City of Kelowna - Council
- City of Kelowna - Policy and Planning
- City of Kelowna - Active Living & Culture
- Community Living BC
- Correction Service Canada
- Interior Health
- Maximus Canada Employment Services
- Ministry of Children and Family Development
- Ministry of Social Development and Poverty Reduction
- Okanagan Indian Band
- Regional District of the Central Okanagan
- Residential Tenancy Branch
- Service Canada
- Syilx/Okanagan Nation Alliance
- Veterans Affairs Canada
- Westbank First Nation
- Work BC

REGIONAL

- Central Okanagan Regional District
- City of West Kelowna
- District of Lake Country
- Westbank First Nation
- Poverty Reduction Committee

BUSINESS GROUPS

- Accelerate Okanagan
- Central Okanagan Economic Development Commission
- Chamber of Commerce
- Columbia Bottle Depot
- Downtown Kelowna Association
- Emil Anderson Construction
- Folio Building Group
- High Street Ventures
- Kelowna Tourism
- Mission Group
- MGN Ventures
- Pandosy Business Association
- Pushor Mitchell
- Remax
- Uptown Rutland Business Association
- Urban Development Institute
- Urban Systems
- Worman Residential

APPENDIX E: FUNCTIONAL ZERO INDICATORS

The following indicators of Functional Zero are outlined below; these will need to be refined during implementation and aligned with system planning activities, particularly HMIS and performance management.

Lived Experience

- High satisfaction among program participants (including emergency shelters, transitional housing and Housing First programs) with the following indicators:
- Housing/shelter quality, security of tenure, affordability and safety
- Case management services received
- Access to appropriate supports to address diverse needs within the homeless system and mainstream public systems (e.g. addiction, employment, education)
- Process of referral and intake into programs, shelters and housing
- Housing placement, stabilization and aftercare supports
- Perception of quality of life, including sense of belonging, participation in community activities, connection with friends and family
- Evidence of systematic, effective and meaningful inclusion of individuals with lived experience in community coordination and decision-making across the Homeless-Serving System

Homeless Serving System

- A steady decline in the number of sheltered and unsheltered individuals experiencing homelessness (approaching 0)
- A steady decrease in the length of emergency shelter stay (approaching 0)
- A high percentage of positive exits in the homelessness prevention system (above 90%)
- All unsheltered individuals are engaged with services and have been offered low-barrier shelter and housing at least every 2 weeks
- No more than 10% of those who exit homelessness return to homelessness within 12 months

Systems Integration

- Government commitment that no one should be forced to live on the streets and provides sufficient resources to meet emergency shelter demand
- Adequate affordable housing supply is in place and accessible to meet demand
- Adequate systems and supports for youth experiencing homelessness to reunite with family or move into accommodate in a safe, supported and planned way
- Formalized coordination efforts are in place with public systems to ensure appropriate referrals and timely access to services/supports – this includes public systems conducting standardized housing screenings and having standardized protocols for supporting clients experiencing or facing homelessness
- Diverse public and private funding sources are committed to maintain the service delivery levels needed to create a high-functioning system
- Evidence of high levels of funding and policy coordination across government
- City laws do not criminalize individuals who are unsheltered

APPENDIX F: CALCULATING COSTS

OVERVIEW

A system planning model provides a bird's-eye view of the Homeless Serving System by using the best available information to interpret housing supply, demand for homeless-serving services and program suitability based on need/acuity and duration or frequency of homelessness. To develop a system planning model, a 'map' of services and housing that are considered to be part of the local or regional Homeless-Serving System is first developed, along with a number of assumptions with respect to needs, demand, capacity and outcomes. Using this information, a model is built to assess intervention impacts on the level of need in the system; this helps guide courses of action against Strategy objectives.

System planning models use assumptions to cut through the complexity and develop informed projections for the future. However, because assumptions are relied upon, modelling comes with limitations; we cannot always foresee all economic, social or political changes that can have a significant impact on the Homeless-Serving System overall (e.g. economic recessions, changes to income assistance rates). Thus, a model is a conceptual tool we use to inform decision-making rather than the sole source of information to this end. We have to constantly update our assumptions as new information emerges and changes ensue to develop real-time scenarios and risk analyses in system planning work.

UNDERSTANDING STOCK AND FLOW

A key principle of developing a system planning model is that homelessness is not static - individuals transition in and out of homelessness and access various housing programs and services throughout their journey to stable housing. System modelling must account for these dynamic changes in this population and adjust estimations of need accordingly.

The model discussed in this Strategy uses a **stock and flow analysis** to better understand how homelessness will change over time in Kelowna. A **stock** is a quantity at a particular point in time - in this case, we consider the number of individuals experiencing or at risk of homelessness. A **flow** is the movement of individuals between categories (e.g., at risk of homelessness, transitionally homeless, chronically homeless, stably housed). A stock and flow perspective is embedded in the concept of Functional Zero - we must ensure that outflows from homelessness exceed inflows to homelessness for a long enough period that the stock of individuals experiencing homelessness approaches zero.

A stock and flow analysis helps us understand why local data sources on homelessness may differ. While Kelowna's 2018 Homeless Count identified at least 605 individuals experiencing homelessness at a particular point in time, our model indicates that as many as 2,000 individuals experience homelessness in Kelowna over the course of a year. These divergent numbers reflect the changing nature of homelessness in our community over time and reinforce the importance of a sector-wide Homeless Management Information System (HMIS) and ongoing, real-time system planning and modelling efforts.

DATA SOURCES

The model draws upon multiple data sources to assess Kelowna's supply of affordable housing, homeless-serving program spaces and demand for services. The table below summarizes the data sources that were incorporated:

- BC Housing Shelter Capacity & Utilization Information (2016)
- City of Kelowna Housing Needs Assessment (2018) (See Healthy Housing Strategy)
- 2016 and 2018 Kelowna Homeless Point-in-Time Count
- 2016 Statistics Canada Census

Data from comparable Canadian cities was used in the model where Kelowna-based data was lacking (e.g. cost of implementing new program types, such as Rapid Rehousing or Prevention).

CATEGORIES OF HOMELESSNESS

The model categorizes individuals by the duration of their homelessness. Below are definitions from the Homelessness Partnering Strategy.

Duration of Homelessness	Definition
Chronic/Episodic*	Chronic homelessness refers to an individual who is experiencing sustained homelessness for 1 year or longer; episodic homelessness refers to an individual who has had 4 or more episodes of homelessness within the last 3 years (i.e., attained and lost housing)
Transitional	An individual experiencing homelessness for less than one year and with fewer than 4 episodes of homelessness within the last 3 years.
At Risk of Homelessness	Individuals in households that spend more than 50% of their income on shelter costs and have an annual income below \$20,000 (as per the 2016 National Household Survey)

*Note: These categories were modelled as one category given the acuity profiles, housing and support needs.

MATCHING NEED TO PROGRAM TYPE

Homeless serving systems use common assessment tools to triage individuals according to level of need, often referred to as acuity. This also helps to identify what type of program is likely to be a good fit, which is confirmed when a more fulsome assessment is completed. To assess demand for programs, assumptions about acuity are needed. For people experiencing chronic and episodic homelessness, the model estimates what share of these individuals have high, medium and low levels of need/acuity, shown in the table below.

	High Acuity	Medium Acuity	Low Acuity
Chronic	80%	15%	5%
Episodic	50%	30%	20%
Transitional	10%	30%	60%
At Risk	5%	15%	80%

The following chart outlines how the model matches level of need to program type:

Group's Level of Need (Acuity)	Program Type	Proportion of Acuity Group served by Program Type
High acuity Chronic, episodic homelessness	Supportive Housing	90%
	Assertive Community Treatment	65%
Moderate acuity Episodic homelessness; Transitional homelessness; At Risk	Supportive Housing	10%
	Rapid Rehousing	25%
	Assertive Community Treatment	35%
	Intensive Case Management	100%
Low acuity Transitional homelessness; At Risk	Rapid Rehousing	75%
	Prevention	100%

These proportions account for individuals who may re-enter the Homeless-Serving System multiple times or require a transition to a higher-intensity program to maintain their housing long-term.

COST & PERFORMANCE ASSUMPTIONS

As there was limited data locally available to run the cost analysis, we had to use learnings from studies and reports from other BC and Canadian jurisdictions to develop a costs model. As the implementation of the Strategy rolls out, these assumptions should be refined with local data.

	Supportive Housing	Assertive Community Treatment	Intensive Case Management	Rapid Rehousing	Prevention
Target Annual Turnover	25%	25%	100%	200%	200%
Target Negative Exit	15%	15%	15%	20%	20%
Supports Cost/Space/Yr	\$35,000	\$21,000	\$17,500	\$12,000	\$5,000

COST AVOIDANCE

The Chez Soi study reported that annual costs under the traditional service model was \$56,431 versus \$30,216 in Housing First. With costs of delivering Housing First included, the study found that for every dollar spent on Housing First, \$1.54 cents is saved through reduction on service demand for this population.⁴⁴

A 2008 BC study⁴⁵ found that people who are homeless can cost the public nearly 50% more than a person in supportive housing. On average, a homeless person with serious addictions and mental illness uses approximately \$55,000 per year in health care and corrections services compared to \$37,000 for a person in supportive housing. Studies completed by Vancouver Coastal Health also concluded that supportive housing for individuals with a serious mental illness reduces the use of hospitals by those persons. Psychiatric admissions were reduced by 54% and medical admissions were reduced by 58%.⁴⁶

Using data from BC cost studies referenced above, we estimated only the highest chronic homeless would have the 50% estimated cost avoidance from annual status quo use of services at \$55,000. From there, we estimated that the lower in acuity and shelter use, the lower the cost avoidance as these groups tend to use less public services.

Costs of Status Quo	Cost/Yr	#Served	Total over 5Yrs	Est Cost Avoidance based on chronic as standard	
Chronic	\$55,000	152	\$ 41,778,000	\$ 33,422,400	80%
Episodic	\$35,000	203	\$ 35,448,000	\$ 14,179,200	40%
Trans/Risk	\$7,000	401	\$ 14,031,500	\$ 2,806,300	20%
At Risk	\$3,500	430	\$ 7,525,862	\$ 752,586	10%
Total	\$100,500	1,185	\$ 98,783,362	\$ 51,160,486	52%

⁴⁴ Goering, P., Velhuizen, S., Watson, A., Adair, C., Kopp, B., Latimer, E. & Ly, A. (2012). At Home/Chez Soi Interim Report. Calgary: Mental Health Commission of Canada.

⁴⁵ Patterson, M., Somers, J.M., McKintosh, K., Sheill, A. & Charles James Frankish. (2008). Housing and Support for Adults with Severe Addictions and/or Mental Illness in British Columbia. Centre for Applied Research in Mental Health and Addiction (CARMHA), Faculty of Health Sciences, Simon Fraser University.

⁴⁶ Vancouver Coastal Health. (2008). Outcome Evaluation Update— Hospital Utilization, Mental Health Supported Housing. Retrieved from <http://www.streethome.org/wp-content/uploads/2017/08/Streethome-10-Year-Plan.pdf>

MODEL LIMITATIONS

There are several significant limitations to this model. The model uses Kelowna's population growth rate averaged using the 2011 and 2016 Census of 1.7% annually to predict how the number of people experiencing transitional homelessness in Kelowna will change over time. While a population growth rate reflects demography and migration, it does not reflect external factors that may uniquely impact homelessness (e.g., increases to the minimum wage or to average rents).

This rate can change significantly as a result of shifts in the economy impacting lower income populations, as well as public policy at the federal and provincial levels in particular. For instance, poverty rates are related to core housing need and homelessness risk, thus poverty reduction measures can mitigate homelessness risk; alternatively, sustained economic downturn can result in new groups entering the at-risk of homelessness group, leading to increased rates.

Again, this is an estimation that assumes that such measures are put into place and are effective. Without prevention measures proposed, as well as the new affordable housing and rent supplements called for in the Healthy Housing Strategy, and provincial plans to address homelessness and poverty, we cannot assume current rates of homelessness risk to change for this group.

The growth in the number of people experiencing chronic and episodic homelessness that we would expect without any intervention is built on data from the Homeless Count about how many people had entered homelessness within the last two years (a 20% increase between 2016 and 2018). Here, we assume that the efforts identified in the Strategy to prevent homelessness will manage inflow at 10%. Again, this is an estimation that assumes that measures are put into place and are effective.⁴⁷

Without consistent data sharing among programs, shelter providers and outreach teams, we continue to have limited data on the number of unsheltered homeless or provisionally accommodated individuals, particularly those sleeping rough. This model makes assumptions that a significant portion of individuals who sleep outdoors do not interface with the emergency shelter system.

Our supply-side figures are limited largely due to uncertainty about the future. Predicting the number of housing units and homeless-serving program spaces over a 5-year period is challenging for a number of reasons: political priorities and funding allocations will change, the local economy will shift, and new program types will be introduced based on research, evidence and best practice. Our model identifies the "known knowns" (e.g. confirmed affordable housing developments) and makes informed assumptions about how housing units and homeless-serving program spaces will change over time.

⁴⁷ Brydon, R. (2016). Homeless In, Homeless Out and Homeless Zero Using System Dynamics To Help End Homelessness. Retrieved from http://homelesshub.ca/sites/default/files/3.3%20Brydon_0.pdf.

APPENDIX G: DESIGN LAB TOPICS

1. Plan Implementation - Backbone Organization & Plan Endorsement
A 'quarter-back' organization that leads Strategy implementation is being recommended; a deeper dive into the key roles & responsibilities of this new, non-partisan entity. Additionally, moving the idea forward generated at Task Force meeting of creating an MOU for agencies supporting the Strategy.
2. Integrating Intimate Partner Violence Response & the Plan to End Homelessness
The community summits brought forward a number of concerns regarding the need to ensure an integrated approach to intimate partner violence and homelessness initiatives. This session delved into this intersection and proposed solutions.
3. Red Zone Review
People with lived experience of homelessness and service providers have raised concerns about the effectiveness of the current application of the Red Zone. Reviewed as part of a broader discussion on the intersection of homelessness and the justice system with a focus on decriminalizing homelessness.
4. Affordable Housing
Ways to bring housing stock online that is truly affordable for those on very low incomes was explored.
5. Landlords, Developers & Builders: Roles in Plan Implementation
What roles landlords, developers and builders could play in the Strategy.
6. Regional Partnerships
Working beyond Kelowna proper to understand regional dynamics and develop integrated regional responses to homelessness.
7. Community Dialogue
A deeper dive into complex issues surrounding homelessness from a Kelowna local context; including support services, meeting priority population needs, public education & understanding and housing.
8. Linking Poverty Reduction and Homelessness Initiatives
This session explored ways to enhance coordination of poverty and homelessness initiatives in practice.
9. Research Agenda
Embedding research and evidence-based practices in Strategy rollout will enhance impact and continuous improvement. This session explored the role of researchers and identified key research priorities to support implementation.
10. Early Identification & Prevention Strategies
Stopping the flow into homelessness through diversion, targeting prevention and early identification approaches is essential to the Plan's success. Best practices were explored as well as local adaptation.
11. Mental Health & Addictions Support
Harm reduction approaches to service delivery emerged during consultations and lived experience input; we explored how current approaches could be enhanced to best support the Strategy.
12. Technology Based Solutions

Potential contributions of the tech sector to Strategy implementation actions based on integrated information management, research needs, etc.

13. Ending Homelessness & Reconciliation

A look at homelessness through the lens of Reconciliation and building an approach in Kelowna that advances the Calls to Action.

14. Minority Populations

A discussion on homelessness through the lens of minority populations (racial minorities, sexual minorities, and immigrant populations) to inform a deeper understanding of local context.

15. The Upstream Project to prevent youth homelessness

Upstream programs focus on identifying youth at risk of experiencing homelessness and triaging supports for them and their families to ensure this is prevented. The Design Lab focused on learning from Australia where the program is in place to consider Kelowna adaptations.

16. Engaging the Faith Community

Kelowna's faith community has made considerable investments in addressing social issues; we explored areas where this role can be enhanced in advancing the Strategy.

17. Public Education & Understanding

Innovative strategies were discussed to dispel myths and misconceptions about homelessness and enhance community understanding.

18. Youth Housing First programs

Focused on development and implementation of a Housing First for Youth program model in Kelowna.

19. Housing First & Supportive Housing for Chronic & Episodic Homelessness

Housing First (moving people into housing quickly, without any sobriety requirements) is a proven best practice to address chronic and episodic homelessness. This session looked at ways to enhance such programs in Kelowna leveraging market and non-market housing across communities.

20. Coordinated Access & Assessment

Diverse approaches to coordinated access and assessment to better match people to existing services.

21. Youth Supportive Housing

This session focused on young people's specific housing needs and how best to structure such interventions as part of the Journey Home Strategy.

22. Funders Forum

Explored strategies to better coordinate investment across government and philanthropy for better impact on homelessness objectives.

23. Social Finance Innovation

Discussion around bringing housing stock online that is truly affordable for those on very low incomes using innovative social finance options.

APPENDIX H: STAKEHOLDER PLEDGE

JOURNEY HOME STRATEGY VISION:

Driven by a commitment to action, the entire community is inspired to contribute collectively to an integrated system of care where every person feels valued and supported, and every journey leads home.

COLLECTIVE VALUES:

- ❖ *guided by* **LIVED EXPERIENCE VOICE**
- ❖ *enlightened through* **RECONCILIATION**
- ❖ *inspired by* **INNOVATION**
- ❖ *rooted in* **COMPASSION**
- ❖ *committed to uphold individual* **CHOICE**
- ❖ *compelled to ensure* **EQUITY**
- ❖ *strengthened by* **COLLECTIVE** *action*
- ❖ *committed to* **INCLUSION**
- ❖ *driven by* **COURAGE**
- ❖ *grounded in* **INTEGRITY**
- ❖ *rooted in* **DIGNITY**
- ❖ *founded on* **HONESTY** *and* **TRANSPARENCY**
- ❖ *energized by innovation to* **RESPOND** *and* **ADAPT** *appropriately*
- ❖ *dedicated to nurture* **RESILIENCY**

GUIDING PRINCIPLES:

The following principles guide our collective work to support the Journey Home Strategy.

Lived/Living Experience

We place people and their experiences at the center of the work always. This involves recognizing and respecting people who are homeless as experts in their own lives, their values, life situations, and expressed needs. To understand this perspective, we strive to directly engage people with lived and living experience in developing and implementing the Journey Home Strategy.

This lens recognizes there is no one “type” of person experiencing homelessness and no one size-fits-all response. We recognize the intersections of race, socio-economic status, gender, age, sexual orientation, and religion, and respect that services will need to be flexible and adaptive to diverse needs and choices.

Innovation

As a collective, we endeavor to challenge ourselves as a community to be creative and innovative in our response to homelessness, leveraging best practices to inform made-in- Kelowna solutions. Being innovative also means bringing in expertise from other sectors, creating partnerships, and thinking creatively about housing and supports. We have dug deep to draw in usual and unusual suspects in our community, and defined new collaborations and potential ways of achieving the Strategy goals through social innovation, social enterprise, and leveraging technology.

Housing First

Housing First is a person-centered approach rooted in the belief that all people deserve housing, and that anyone, even those with the most complex needs, can move directly from homelessness to housing in concert with appropriate supports. Viewing housing as a primary need was in direct contrast to the traditional service response, which required people who were homeless to stabilize their addictions and mental health prior to receiving housing. Housing First instead argues that in order for someone to address their illnesses or related-challenges, they must be first housed.

Additionally, Housing First must be tailored for special populations, e.g. Indigenous people, youth, individuals experiencing domestic violence, etc. This approach has a wealth of research to support its effectiveness, and has been adopted in several cities across Canada due to its effectiveness in ending homelessness long-term, and its positive impact on public system use by reducing the cost of homelessness to health, justice, and community.

Joint Leadership & Collaboration

This principle reflects the recognition that for this plan to be successful, everyone needs to be involved and do their part. Homelessness is a complex social issue involving multiple sectors and systems. Adequately responding to it, therefore, will require our collective effort and commitment. The Strategy will require commitment and action from all levels of government, including Indigenous government, non-profit providers, private sector, academia, living/lived experience, and Kelowna residents.

Prevention

A true end to homelessness requires that we not only think about how we can respond to current homelessness, but also think upstream about how to prevent it in the first place. This requires the development of more affordable housing and changing policies to ensure vulnerable groups, such as youth leaving care, are not discharged into homelessness. It entails the provision of the resources and supports to stay housed, improve integration and social inclusion, and reduce the risk of recurrence of homelessness.

We Pledge:

Our commitment to the proposed Journey Home Strategy.

To work collectively with other stakeholders to support the implementation of the Journey Home Strategy.

To align our agency/organizations' programs and services with the Journey Home Strategy, where applicable.

To identify our strengths so that we may seek out efficiencies to ensure we are all strong contributors to the Journey Home Strategy.

To identify what contributions and/or investments we can provide to strengthen the implementation of the Journey Home Strategy.

Signature: _____ Date: _____

Organization (if applicable): _____

APPENDIX I: IMPLEMENTATION ACTION PLAN

To fully implement the proposed Actions under each Foundational Concept and Pillar, the following Implementation Plan was developed. It will be refined by the Backbone Organization during its ramp up and updated on a go-forward basis.

This section provides a detailed breakdown of each of the Foundational Concept and Pillar's Actions to describe implementation details and rollout. This includes proposed timing and identified collaborators whose engagement in Journey Home is considered to be critical to our collective success. Of note, the collaborators identified are stakeholder groups that would be the ideal target for the activities listed in this action. This list is intended as a starting point and will evolve as implementation moves forward. Phase 1 refers to 2018 and 2019; Phase 2 includes 2020 and 2021; and Phase 3 is the last year of the Journey Home implementation plan (2022). Note that the Key Collaborators are listed alphabetically, not in order of importance or sequence.

It is important to highlight that Journey Home is a living strategy and will require ongoing refinement; as such, this Implementation Plan will be updated regularly through the efforts of the Backbone Organization. The Backbone Organization will be instrumental in both identifying and convening Key Collaborators on an ongoing basis as the Strategy implementation unfolds.

The Backbone Organization will strive to develop a mechanism to include a collective voice for service providers in the homeless-serving system throughout these actions.

Note that the following stakeholders have a role to play throughout the Implementation Plan with the Backbone Organization and are therefore not repeatedly listed in the Key Collaborators section, which highlights additional collaborators:

- **A Way Home Kelowna**
- **Backbone Organization**
- **Community Advisory Board on Homelessness (CAB-H)**
- **Lived Experience Circle**
- **Service/Housing Providers (specific organizations to be identified by Backbone and partners as appropriate specific to the action/phase)**
- **Youth Advocates for Housing**

NOTE that when we refer to **Indigenous Bands in the Okanagan Region**, these include those represented in the Okanagan Nation Alliance (ONA): Okanagan Indian Band, Upper Nicola Band, Westbank First Nation, Penticton Indian Band, Osoyoos Indian Band, Lower Similkameen Indian Band, Upper Similkameen Indian Band, and Colville Confederated Tribes. Interest in partnership around Kelowna or broader regional action focus may differ among Bands, hence they are included, as is the ONA.

Foundational Concept 1: Innovation - Actions	Action Steps	Timing	Key Collaborators to Engage throughout Action Implementation
1. Launch a Homelessness Innovation Lab to partner with technology sector to develop solutions for information management, access, and data analysis.	<p>Scope out potential partners with interest in social innovation.</p> <p>Develop initial privacy assessment for the Homelessness Management Information System.</p> <p>Launch virtual one-stop shop for services in Kelowna to meet client access and system navigation needs identified, such as HelpSeeker, 211, or iSearch as per community need. This can create a dynamic and comprehensive System Map to assess current resources, gaps, and duplications to better harmonize service delivery.</p> <p>Launch a Coordinated Access service to create a clear path to housing and wrap-around supports, cognizant of the need to minimize risks for vulnerable individuals (i.e. youth, individuals fleeing interpersonal</p>	<p>Phase 1</p> <p>Phase 1</p> <p>Phase 1</p> <p>Phase 2</p>	<p>Accelerate Okanagan</p> <p>BC Housing</p> <p>City of Kelowna</p> <p>Employment & Social Development Canada</p> <p>Homelessness Funders Table</p> <p>Ministry of Advanced Education, Skills & Training</p> <p>Ministry of Children and Family Development</p> <p>Ministry of Citizens' Services</p> <p>Ministry of Jobs, Trade & Technology</p> <p>Ministry of Municipal Affairs & Housing</p> <p>Okanagan College</p> <p>Technology sector</p>

	<p>violence).</p> <p>Roll out a Homeless Management Information System (HMIS) to connect all homeless serving providers regardless of funding source and provide real time information on system performance.</p> <p>Leverage data gathered from HMIS and virtual services app to refine understandings of service use and impact.</p>	<p>Phase 2</p> <p>Ongoing</p>	<p>UBC-Okanagan</p>
<p>2. Develop a Research Agenda in partnership with research community to support the Journey Home Strategy.</p>	<p>Bring research stakeholders together to develop potential research grant asks to support the Strategy.</p> <p>Develop a Research Agenda to ensure alignment across researchers towards Journey Home Strategy goals, including a focus on all sub-population groups.</p> <p>Develop capacity to enhance internal capacity to learn from/contribute to body of research on homelessness at the national level.</p> <p>Develop applied research projects through practicums, classes, and fieldwork to support the Journey Home implementation.</p>	<p>Phase 1</p> <p>Phase 2</p> <p>Ongoing</p> <p>Ongoing</p>	<p>A Way Home - Canada</p> <p>Accelerate Okanagan</p> <p>Canadian Observatory on Homelessness</p> <p>City of Kelowna</p> <p>Employment & Social Development Canada</p> <p>Ministry of Advanced Education, Skills & Training</p> <p>Okanagan College</p> <p>Raising the Roof</p> <p>UBC-Okanagan</p>

<p>3. Secure flexible funds to prototype social enterprise, social finance, and housing development innovations. This includes lived experience social enterprise incubation support.</p>	<p>Work with Homelessness Funders Table members to develop an innovation fund to pilot new ideas, such as social finance.</p> <p>Work with the Lived Experience Circle & Youth Advocates for Housing to support start-up and acceleration of social enterprise ideas from a lived/living experience lens (i.e. Common Ground in Yellowknife).</p> <p>Leverage the community to help with enterprise start-up as well as local entrepreneurial programs/entrepreneurs/incubators in town such as Enactus to support JH social enterprise activities.</p> <p>Scope out the potential asset management options to support new housing development in partnership with government, foundations, faith community, and private sector stakeholders.</p> <p>Launch, monitor, and learn from innovative pilots, and bring these to scale as appropriate.</p>	<p>Ongoing</p> <p>Phase 1</p> <p>Phase 1</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Accelerate Okanagan</p> <p>BC Housing</p> <p>Canadian Mortgage and Housing Corporation (CMHC)</p> <p>Employment & Social Development Canada - HPS</p> <p>Enactus</p> <p>Faith Sector</p> <p>Homelessness Funders Table</p> <p>Housing developers, builders</p> <p>Ministry of Advanced Education, Skills & Training Ministry of Ministry of Municipal Affairs & Housing</p> <p>Ministry of Jobs, Trade & Technology</p> <p>Okanagan College</p> <p>Technology sectors</p> <p>University of BC Okanagan</p> <p>Westbank First Nation</p>
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Foundational Concept 2: Reconciliation - Actions	Action Steps	Timing	Key Collaborators
1. Recognize accountability for Truth & Reconciliation Commission Calls to Action in that Indigenous Homelessness is an ongoing form of colonialism.	<p>Support education on TRC Calls to Action across the broader community and the homeless-serving sector, and determine implications for operations and strategy moving forward.</p> <p>Encourage JH partners to include TRC as a frame in their strategic plans, and report on these through the AGMs on an annual basis. This would apply to the Backbone Organization as well.</p> <p>Formally adopt the Canadian Observatory on Homelessness definition of Indigenous Homelessness.</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Phase 1</p>	<p>Homelessness Funders Table</p> <p>Indigenous Bands in Okanagan Region</p> <p>Ministry of Children and Family Development</p> <p>Ministry of Indigenous Relations & Reconciliation</p>
2. Invite Indigenous leaders to participate in Journey Home Strategy governance.	<p>Present Journey Home Strategy to the Okanagan Nation Alliance members and Okanagan Bands to invite them in the Journey Home Strategy implementation.</p> <p>Work with Indigenous partners from Okanagan Bands to invite representation on</p>	<p>Phase 1</p> <p>Phase 1 & Ongoing</p>	<p>AWH Kelowna</p> <p>Backbone Organization</p> <p>Indigenous Bands in Okanagan Region</p>

	Journey Home and committees.		
3. Engage Indigenous community members in the work to imbed a cultural lens in supportive services and housing.	<p>Develop protocols with Indigenous partners on ways of linking cultural knowledge keepers, including medicine men and women, as part of homelessness services.</p> <p>Require that as part of funding, the homeless-serving sector must meet a minimum standard on Indigenous training and cultural sensitivity (standard to be developed).</p> <p>Provide Indigenous people seeking or receiving supports with a clear path to give real-time feedback to service providers on their service.</p> <p>Identify and support Indigenous organizations and mainstream organizations to attract and retain Indigenous talent in the homeless-serving system.</p> <p>Support innovative program design models that encompass Indigenous cultural practices, including On-the-Land and healing practices.</p> <p>Work with knowledge keepers to inform physical design of new housing to ensure it respects and encompasses Indigenous ways of knowing.</p>	<p>Phase 1</p> <p>Phase 1</p> <p>Phase 1</p> <p>Phase 2</p> <p>Phase 2</p> <p>Phase 2</p>	<p>Central Okanagan Foundation</p> <p>Central Okanagan School District 23 and Private and Independent Schools</p> <p>Homelessness Funders Table</p> <p>Independent School Boards</p> <p>Indigenous Bands in Okanagan Region</p> <p>Ministry of Indigenous Relations & Reconciliation</p>

Foundational Concept 3: Lived Experience	Action Steps	Timing	Key Collaborators to Engage throughout Action Implementation
1. Continue Lived/Living Experience Circle and establish the Youth Advocates for Housing and formalize relationships to the Backbone Organization governance.	<p>Engage Lived Experience Circle and Youth Advocates for Housing members in exploring Terms of Reference moving forward in Journey Home implementation.</p> <p>Secure funds to ensure honoraria are available along with adequate coordination staff support for these groups to continue.</p> <p>Support leadership development of members through ongoing support, mentorship, and training opportunities.</p> <p>Develop clear governance links with the Journey Home Backbone Board of Directors and AWHK to ensure lived experience voice is at the table in decision-making. This will be refined with the members of these groups, but should include a minimum of two lived/living experience members on the Board of Director table.</p>	<p>Phase 1</p> <p>Phase 1</p> <p>Phase 2</p> <p>Phase 1</p>	<p>Homelessness Funders Table</p> <p>Indigenous Bands in Okanagan Region</p> <p>Ministry of Children and Family Development – Youth Advisory Groups: Youth Advisory Council Okanagan, Youth in Care Network</p> <p>Central Okanagan School District 23 and Private and Independent Schools</p>

	Encourage PHC (Partners for a Healthy Community), PICC (Partners in Community Collaboration), the Community Advisory Board on Homelessness (CAB-H), and other decision-making tables impacting people experiencing homelessness to consider lived experience voice at the table.	Ongoing	
2. Ensure a population focus is embedded in Strategy implementation; this includes youth, Indigenous, women, families, newcomers, LGBTQ2S+, seniors, and men.	<p>Develop a clear mechanism to assess how the needs of sub-populations are being met through identification, analysis of outcomes, access, and Key Performance Indicators.</p> <p>Create funding targets to ensure Journey Home resources are being distributed across population groups in equitable manners. This can be determined by the Board of Directors of the Backbone Organization, and may include setting targets based on Kelowna population or homeless population levels (HMIS or Homeless Count). For instance, if the general population is made up of 20% people up to 24 years of age, we must see this represented in funded programs and in budget allocations.</p>	<p>Phase 1</p> <p>Phase 2</p>	<p>Homelessness Funders Table</p> <p>Indigenous Bands in Okanagan Region</p> <p>Service/ Housing providers serving sub-populations (i.e. youth, Indigenous, women, families, newcomers, LGBTQ2S, seniors, and men.</p>
3. Introduce peer support models, including peer outreach to address conflicts between the homeless	Work with Lived Experience & Youth Advocates for Housing community members, businesses, and government sectors to support innovative diversionary programming to mitigate conflicts in the downtown core. These can leverage Peer	Phase 1	<p>Community Action Team (Overdose Response)</p> <p>Chamber of Commerce</p> <p>City of Kelowna</p> <p>Downtown Business Association, Uptown Rutland</p>

population, businesses, and community in partnership with business, bylaw services, and police	<p>Support Workers' roles in interventions in downtown areas to address public concerns with aggressive panhandling, public intoxication, and property damage.</p>		<p>Business Association, Pandosy Village Business Association</p>
	<p>Work with Journey Home partners to ensure consistency of access and support for Peer Support programs across the homeless-serving sector.</p>	Ongoing	<p>Employment & Social Development Canada</p> <p>Homelessness Funders Table</p> <p>Indigenous Bands in Okanagan Region</p> <p>Ministry of Advanced Education, Skills & Training</p> <p>Ministry of Labour</p> <p>RCMP</p>
	<p>Work with lived experience community to create a new mechanism that supports lived experience input into program development on an ongoing basis beyond reactive conflict-driven approaches currently in place.</p>	Phase 1	
	<p>Create public awareness and education campaigns to reduce stigma around mental health, addictions, homelessness, and poverty, and link these to such initiatives.</p>	Ongoing	
	<p>Work with lived experience community to design meaningful activities to engage individuals who are consistently reported to be engaged in problematic activities, and engage Journey Home partners to coordinate the delivery.</p>	Phase 2	
	<p>Develop and leverage opportunities for youth with lived experience to partner with organizations to provide mentorship, peer support, and volunteerism to other youth experiencing or at risk of homelessness</p>	Phase 2	

Pillar 1: Inclusion & Prevention - Actions	Action Steps	Timing	Key Collaborators to Engage throughout Action Implementation
1. Launch a public awareness campaign to address stigma on homelessness in Kelowna working with the Lived Experience Circle & Youth Advocates for Housing	<p>Secure funding for multi-prong, multi-year campaign.</p> <p>Pending funds, develop priority target groups and key messaging.</p> <p>Engage partners including lived experience in co-developing campaign messaging.</p> <p>Develop collateral (website, blog series, briefs, etc.) with key stakeholder input.</p> <p>Rollout campaign with pre and post assessment of impact on public perception.</p> <p>Ensure ongoing presence in social and mainstream media is maintained.</p>	<p>Phase 1</p> <p>Phase 1</p> <p>Phase 1</p> <p>Phase 1</p> <p>Phase 1 & 2</p> <p>Ongoing</p>	<p>Community Action Team</p> <p>City of Kelowna</p> <p>Homelessness Funders Table</p> <p>Indigenous Bands in the Okanagan Region</p> <p>Mainstream media channels (print/online/television)</p> <p>Social media influencers</p>
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	<p>Explore leveraging technologies such as HelpSeeker, 211, or iSearch to develop an online resource directory for all services available in an app format.</p> <p>Leverage marketing campaign to advertise how people can find help in times of need using the virtual app service.</p> <p>Monitor program traffic and user feedback to understand city-level trends in social service</p>	<p>Phase 1</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Central Okanagan Foundation</p> <p>Employment & Social Development Canada</p> <p>Homelessness Funders Table</p> <p>Kelowna Community Resources</p> <p>Ministry of Citizens' Service</p> <p>Ministry of Jobs, Trade & Technology</p>

<p>includes support to the families or friends of those in need of help.</p>	<p>demand.</p> <p>Enhance consistency and clarity of information on youth rights and services in Kelowna through co-design with the Youth Advocates for Housing.</p> <p>Work with community, service providers, and youth with lived experience to establish common service expectations for clients and providers.</p>	<p>Ongoing</p> <p>Phase 1 & Ongoing</p>	<p>Okanagan College</p> <p>Regional Partners</p> <p>UBC-O</p> <p>United Way</p>
<p>3. Encourage the City to explore policy shifts at the municipal level to promote affordable housing across neighbourhoods through bylaw changes, zoning, and grants.</p>	<p>Support the rollout of the Healthy Housing Strategy with specific focus on key actions that support the Journey Home Strategy as outlined in Appendix C.</p> <p>Work with social innovators to develop a climate of ongoing inquiry as part of the rollout of the Healthy Housing Strategy to find new ways of addressing Kelowna's housing affordability issues as they relate to homelessness.</p> <p>Leverage technology to monitor housing trends and their impact on homelessness.</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<p>BC Housing</p> <p>City of Kelowna</p> <p>Developers, builders</p> <p>Homelessness Funders Table</p> <p>Ministry of Advanced Education, Skills & Training</p> <p>Ministry of Jobs, Trade & Technology</p> <p>Ministry of Municipal Affairs & Housing</p>

4. Work with key Provincial ministries to enhance positive housing transitions including Children & Family Development, Justice & Health. This includes developing discharge/transition protocols that prevent homelessness.	Engage key ministries to scope current levels of homelessness or at risk of homelessness within their systems of care.	Phase 1	BC Attorney General BC Housing Department of Justice Canada Homelessness Funders Table Indigenous Bands in the Okanagan Region Interior Health Authority Ministry of Children & Family Development Ministry of Health Ministry of Mental Health & Addictions Ministry of Public Safety & Solicitor General Ministry of Social Development & Poverty Reduction
	Assess current discharge/transition practices and how these create or mitigate homelessness risk.	Phase 2	
	Develop recommendations at the policy and procedural levels to each Ministry to mitigate homelessness risk.	Phase 2	
	Develop recommendations at the policy and procedural levels to highlight the government age mandate and the gap between youth and adult services.	Phase 1	
	Establish Youth in Transition Workers between Ministries to ensure continuity of care that caters appropriately at different developmental stages, and that prevents gaps in service delivery through individualized supports.	Phase 2	
	Advocate for enhanced and quicker youth access to income assistance.	Phase 2	
	Work with community partners, Ministry of Children & Family Development, and the Ministry for Social Development & Poverty Reduction to ensure smooth youth transition between Ministries and youth are set up for success.	Phase 2	
	Develop a strategic communication and	Ongoing	

	<p>education approach to message desired changes across all levels of government.</p> <p>Identify partners in other communities across the province to support a common policy agenda in this area.</p>	Ongoing	
<p>5. Launch The Upstream Project for Youth pilot in partnership with Central Okanagan School District 23 and Private and Independent Schools to identify and support youth at risk of becoming homeless.</p>	<p>Develop a full understanding and scoping of The Upstream program in Kelowna.</p> <p>Determine willingness of partners to pilot Upstream, particularly the local School Boards, and identify champions and advocates of the project.</p> <p>Work with partners to develop a program model that is fully costed along with a business case for support, and raise funds to launch pilot.</p> <p>Pending successful pilot, secure funding for ongoing operations and potential scaling up.</p> <p>Ensure ongoing evaluation and continuous improvement is built in from the start.</p>	<p>Phase 1</p> <p>Phase 1</p> <p>Phase 1</p> <p>Phase 2</p> <p>Ongoing</p>	<p>A Way Home Canada</p> <p>Canadian Observatory on Homelessness Ministry of Education</p> <p>Homelessness Funders Table</p> <p>Ministry of Children & Family Development</p> <p>Ministry of Mental Health & Addictions</p> <p>Ministry of Social Development & Poverty Reduction</p> <p>Raising the Roof</p> <p>Central Okanagan School District 23 and Private and Independent Schools</p>
<p>6. Enhance connections to healthy opportunities that support those at-risk, experiencing, or exiting homelessness to thrive</p>	<p>Create clear pathways to services for those at risk of or experiencing homelessness using the virtual services app and Coordinated Access.</p> <p>Work with community partners to enhance knowledge about support services within</p>	<p>Phase 1</p> <p>Ongoing</p>	<p>City of Kelowna</p> <p>Faith Community</p> <p>Foundry</p> <p>Homelessness Funders Table</p>

<p>in community. Explore leveraging community hubs, and enhancing access through technology.</p>	<p>schools, medical offices, the faith sector, and recreation and community centres.</p> <p>Develop a comprehensive mapping of support offerings from the faith and voluntary sector; this should be integrated into the digital service access platform such as iSearch or HelpSeeker.</p> <p>Explore the creation of community hubs, such as the Foundry, as an integrated service centre in various city neighbourhoods.</p> <p>Work with community partners and youth to co-design and create healthy opportunities for youth focused on building natural supports, enhancing and increasing access to healthy opportunities and peer initiatives, and is underpinned by the Social Determinants of Health.</p>	<p>Phase 1</p> <p>Phase 1</p> <p>Phase 2</p>	<p>Interior Health Authority</p> <p>Neighbourhood/community associations, Rotaries, Legions, and other voluntary associations</p> <p>Central Okanagan School District 23 and Private and Independent Schools</p> <p>Technology Sector</p>
<p>7. Develop formal links with aligning strategies (BC Poverty Strategy, BC Homelessness Plan, Regional Poverty Reduction Strategy) and the Healthy Housing Strategy to ensure we are working</p>	<p>Work with partners to assess most appropriate modalities to develop formal links to the BC Poverty Strategy, BC Homelessness Plan, Regional Poverty Reduction Strategy, and Kelowna's Healthy Housing Strategy.</p> <p>Ensure partners are engaged in ongoing communications through rollout, and ensure Journey Home is similarly informed.</p>	<p>Phase 1</p> <p>Ongoing</p>	<p>BC Housing</p> <p>Canada Employment & Social Development</p> <p>Canadian Mortgage and Housing Corporation (CMHC)</p> <p>Homelessness Funders Table</p> <p>Indigenous Bands in the Okanagan Region</p> <p>Ministry of Children & Family Development</p>

<p>in an integrated fashion.</p>	<p>Develop a clear assessment among all strategies and Journey Home on common priority areas to create seamless integration.</p> <p>Ensure rental supplement programs continue and are enhanced as part of broader prevention strategies under the BC Homelessness Strategy.</p> <p>Support government review and enhancement of income assistance to ensure appropriate housing support is in place commensurate with local housing market costs.</p> <p>Continue to advocate for affordable housing with specific focus on Kelowna to ensure appropriate resources are allocated locally.</p> <p>Continue to advocate for Journey Home priorities to be addressed within all of these strategies on an ongoing basis.</p>	<p>Phase 1</p> <p>Phase 1</p> <p>Phase 2</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Ministry of Health</p> <p>Ministry of Mental Health & Addictions</p> <p>Ministry of Municipal Affairs & Housing</p> <p>Ministry of Social Development & Poverty Reduction</p> <p>Provincial/national coalitions working to address homelessness</p>
<p>8. Launch Prevention programs to support people to stay in housing where possible. These will be targeted to those at highest imminent risk for homelessness. The</p>	<p>Scope out a clear approach to targeting and screening of those at high risk of homelessness for a pilot phase of the Prevention programming.</p> <p>Develop a program model and service delivery approach to Prevention focused on those at risk of homelessness.</p>	<p>Phase 1</p> <p>Phase 1</p>	<p>BC Housing</p> <p>Homelessness Funders Table</p> <p>Indigenous Bands in the Okanagan Region</p> <p>Ministry of Children & Family Development</p> <p>Ministry of Education</p>

Journey Home Strategy calls for 100 new program spaces for prevention to be created over the next five years to help over 400 people.	Secure funds to pilot a 20-client caseload to support those at imminent homelessness risk.	Phase 1	Ministry of Health
	Ramp the caseload up by 20 clients every year to a target of 100; this will serve a target of 400 clients during the course of the Journey Home Strategy.	Phase 2-3	Ministry of Mental Health & Addictions
	Create targeted caseload spaces for youth, Indigenous people, and people fleeing violence.	Phase 1	Ministry of Social Development & Poverty Reduction
	Explore additional Prevention expansions that may be needed for seniors and newcomers, LGBTQ2S+, etc.	Phase 2	Central Okanagan School District 23 and Private and Independent Schools
	Ensure ongoing evaluation and continuous improvement is built in from the start.	Ongoing	

Pillar 2: Backbone Coordination & Partnerships - Actions	Action Steps	Timing	Key Collaborators to Engage throughout Action Implementation
1. Coordinate a Funders' Table to maximize the impact of diverse investments from philanthropy, government, faith, and corporate sectors in support of the Strategy.	Scope out all core funders of homeless-serving system providers in a detailed review through the System Mapping process.	Phase 1	BC Housing
	Assess core funders' strategic plans and investment criteria to define common interests regarding homelessness.	Phase 1	Central Okanagan Foundation
	Engage core funders in discussion on common objectives and pressure points in relation to Journey Home goals and priorities.	Phase 1	Faith Sector
	Create Terms of Reference and MOUs as appropriate to outline terms for working together among funders.	Phase 1	Indigenous Bands in the Okanagan Region
	Explore opportunities to develop co-funding models, such as pooling funds towards procurement of services.	Phase 1	Interior Health Authority
	Work with BC Housing to ensure HIFIS rollout can act as a comprehensive Homeless Management Information System for entire homeless-serving system regardless of funder.	Phase 1	Kelowna Residents
	Probe funder appetite to support a common data sharing platform for funded services in the homeless-serving system.	Ongoing	Major Donors/Philanthropy
			Ministry of Children & Family Development

	<p>Continue to refine funding models by assessing potential interest of funders to align performance and quality assurance processes in the homeless-serving sector.</p> <p>Explore innovative mechanisms that provide opportunities for citizens to contribute smaller investments that can be pooled for more impact (i.e. GoFundMe campaigns).</p>	<p>Phase 2</p> <p>Phase 2</p>	
<p>2. Rollout a Backbone Organization solely dedicated to implementing Journey Home Strategy by building community capacity and engaging in systems planning.</p>	<p>Build the case for support for a Backbone Organization, including the start-up staffing model and funding needed.</p> <p>Develop Governance Model that encompasses all of the connections noted throughout implementation strategy and is designed to accommodate potential evolution of role of Backbone Organization.</p> <p>Engage City of Kelowna in support transition planning towards Backbone Organization leveraging the Journey Home Task Force and City staff.</p> <p>Raise funds to support start-up operations and setup, including office space and hiring of Executive Director.</p> <p>Recruit Chairs and Board of Directors for the Backbone Organization with appropriate governance representation from core stakeholder groups including Indigenous</p>	<p>Phase 1</p> <p>Phase 1</p> <p>Phase 1</p> <p>Phase 1</p> <p>Ongoing</p>	<p>City of Kelowna</p> <p>Homelessness Funders Table</p> <p>Indigenous Bands in Okanagan Region</p>

	<p>partners, lived experience, AWH-Kelowna, government, private sector, academia, and service providers.</p> <p>Clarify the relationship of Journey Home with the City – including exploring leveraging City resources, and a mechanism for ongoing integrated planning.</p> <p>Rollout system planning activities and maintain focus on functional zero indicators as outlined in Section 5: Strategy Implementation and Appendix E, respectively.</p> <p>Review and refine Journey Home Strategy mid-way through implementation to reflect shifting dynamics, new learnings, and community needs.</p> <p>Ensure ongoing communication with key stakeholders including the City and the public at large regarding progress against Journey Home Strategy milestones and goals.</p> <p>Monitor system and program level performance Indicators and how they relate to the Journey Home Milestones, and use these for ongoing system planning efforts to improve impact.</p>	<p>Phase 1</p> <p>Ongoing</p> <p>Phase 2</p> <p>Ongoing</p> <p>Ongoing</p>	
3. Formalize Backbone Organization relationships, including	Engage stakeholder groups including AWH-Kelowna, the Lived Experience Circle, Youth Advocates for Housing, Indigenous communities, CAB-H, funders, government,	Phase 1	<p>BC Housing</p> <p>CAB-H and Community Entity (Central Okanagan Foundation)</p>

<p>with AWH-Kelowna to ensure ongoing focus on the Youth Strategy is embedded in community efforts.</p>	<p>and private sector to assess appropriate representation and links to Backbone operations and governance.</p> <p>Implement proposed partnership model and review effectiveness on an ongoing basis.</p>	<p>Phase 1</p>	<p>City of Kelowna</p> <p>Homelessness Funders Table</p> <p>Indigenous Bands in Okanagan Region</p>
<p>4. Support Coordinated Access & Assessment to ensure consistent process to match clients' needs and choices to access services across the homeless-serving system, regardless of funding sources.</p>	<p>Engage in a comprehensive System Mapping process to define the Homeless-Serving System in detail, including touch points between youth, adult, and other service points.</p> <p>Explore application of best practices in the context of Kelowna's needs to define full reach of Coordinated Access (CA) model with community stakeholder input.</p> <p>Develop a business case and funding ask to enhance Coordinated Access across the homeless-serving system, with built-in feedback loop for continuous improvement.</p> <p>Ensure a data sharing platform is in place to act as the technology infrastructure for the Coordinated Access model. This can leverage HIFIS rollout underway by BC Housing.</p> <p>Develop a consistent process to match service seekers to services in real-time, and ensure this is built into the Coordinated Access.</p> <p>Create a clear process map, roles and responsibilities, MOUs, procedures, and</p>	<p>Phase 1</p> <p>Phase 1</p> <p>Phase 1</p> <p>Phase 2</p> <p>Phase 2</p>	<p>BC Housing</p> <p>Homelessness Funders Table</p> <p>Indigenous Bands in Okanagan Region</p> <p>Interior Health Authority</p> <p>Ministry of Children & Family Development</p> <p>Ministry of Health</p> <p>Ministry of Mental Health & Addictions</p> <p>Ministry of Public Safety & Solicitor General & Emergency</p> <p>Ministry of Social Development & Poverty Reduction</p> <p>Research partners</p>

	<p>monitoring processes to ensure the Coordinated Access is appropriately implemented across the homeless-serving system.</p> <p>Work with funders to encourage Coordinated Access participation across the homeless-serving system.</p> <p>Ensure key public systems are integrated within Coordinated Access, and can contribute to data sharing within privacy requirements.</p> <p>Leverage the Coordinated Access process to monitor trends in real-time using standard system-level Key Performance Indicators to adjust strategy implementation.</p> <p>Explore piloting youth-specific assessment tools to enhance triage and allocation of supports for homeless youth.</p> <p>Explore data sharing options, rules and regulations with respect to youth data, working with Ministry of Children & Family Developing and other agencies to determine the key differences within youth data.</p>	<p>Phase 2</p> <p>Phase 2</p> <p>Phase 3</p> <p>Phase 2 & 3</p> <p>Phase 1</p> <p>Phase 1</p>	
5. Support the creation of an Okanagan Regional Partnership Table to coordinate responses to	<p>Continue conversation with regional partners on common issues and potential strategies for the Okanagan.</p> <p>Scope out the potential interest of regional partners in an Okanagan Roundtable on</p>	<p>Phase 1</p> <p>Phase 1</p>	<p>Backbone Organization</p> <p>City of Peachland</p> <p>City of West Kelowna</p>

<p>homelessness with Westbank First Nation, City of West Kelowna, District of Lake Country, and the Regional District to start.</p>	<p>Homelessness, its mandate, membership, and objectives.</p> <p>Develop a comprehensive review of regional homelessness issues and priorities with defined actions for the Roundtable moving forward, including advocacy for policy, funding, and process changes with government.</p> <p>Create ways to better track migration of homeless individuals across Okanagan communities to enhance local and regional approaches.</p> <p>Explore development of aligned data collection in the Homeless Count, HMIS, and Key Performance Indicators across the region.</p>	<p>Phase 1</p> <p>Phase 2</p> <p>Phase 3</p>	<p>Economic Development Corporations</p> <p>Homelessness Funders Table</p> <p>Indigenous Bands in Okanagan Region</p> <p>District of Lake Country</p> <p>Local Chambers of Commerce</p> <p>Okanagan Nation Alliance</p> <p>Regional District of Central Okanagan</p>
<p>6. Work with the BC10 Community Entities to support a provincial agenda on ending homelessness using Housing First and a system planning approach.</p>	<p>Establish a clear link between the Backbone Organization with the CAB-H in Kelowna and the Central Okanagan Foundation as the Community Entity (CE) on behalf of the federal Homelessness Partnering Strategy, which is represented on the BC10.</p> <p>Explore opportunities on how best to leverage the HPS funds in Kelowna moving forward as part of Funders Table discussions including the CE and CAB-H.</p> <p>Explore interest at the BC10 table and other provincial homelessness coalitions or networks to include the Backbone</p>	<p>Phase 1</p> <p>Phase 1</p> <p>Phase 2</p>	<p>BC10 group</p> <p>CAB-H & COF, Community Entity</p> <p>Canada Employment & Social Development</p> <p>Homelessness Partnering Strategy</p>

	<p>Organization in discussions and action on common priorities.</p> <p>Inform and ask for support from City Council for advocacy needs at the provincial and federal levels.</p>	Ongoing	
<p>7. Participate in regional, provincial, and national learning communities to share and learn best practices and champion preventing and ending homelessness.</p>	<p>Identify strategic partners at the local, provincial, regional, and federal levels where Kelowna can benefit and contribute to common priorities on homelessness.</p> <p>Engage identified partners in dialogue on potential collaborations on common issues moving forward.</p> <p>Continue to build on relationships fostered through the Strategy development process with the Canadian Observatory on Homelessness, A Way Home Canada, and Turner Strategies as part of the national Systems Planning Collective to enhance local expertise, contributing to national learnings.</p> <p>Engage in research and ongoing learnings through knowledge mobilization activities such as attending conferences, and educational or learning sessions in the community.</p>	<p>Phase 1</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<p>A Way Home Canada</p> <p>Canadian Alliance on Homelessness</p> <p>Canadian Observatory on Homelessness</p> <p>National Learning Community on Youth Homelessness</p> <p>Regional/provincial homelessness coalitions or networks emerging</p> <p>Research/academic community</p> <p>Systems Planning Collective</p>

Pillar 3: Housing & Supports	Action Steps	Timing	Key Collaborators to Engage throughout Action Implementation
1. Support people in the rental market through 500 new program spaces grounded in the Housing First model and the right to housing.	<p>Develop a program model and service delivery approach to Housing First programs including Rapid Rehousing, Intensive Case Management, and Assertive Community Outreach.</p> <p>Secure funds to support those at imminent homelessness risk by creating the following program capacity in the system, and ramp the caseload up gradually by adding clients every year to the proposed capacity:</p> <ul style="list-style-type: none"> ○ Rapid Rehousing – 100 program spaces (\$7.5M) ○ Intensive Case Management – 75 program spaces (\$5.3M) ○ Assertive Community Outreach – 100 program spaces (\$6.3M) <p>Create targeted caseload spaces for youth, Indigenous people, and people fleeing violence within these program models.</p> <p>Explore additional tailoring that may be needed for seniors and newcomers,</p>	<p>Phase 1</p> <p>Phase 1, 2, 3</p> <p>Phase 1</p> <p>Phase 2</p>	<p>BC Housing</p> <p>Employment & Social Development Canada</p> <p>Homelessness Funders Table</p> <p>Indigenous Bands in Okanagan Region</p> <p>Interior Health Authority</p> <p>Landlords, Developers, Builders</p> <p>Ministry of Children & Family Development</p> <p>Ministry of Health</p> <p>Ministry of Mental Health & Addictions</p> <p>Ministry of Public Safety & Solicitor General</p> <p>Ministry of Social Development & Poverty Reduction</p> <p>Urban Development Institute</p>

	<p>LGBTQ2S+, etc.</p> <p>Embed these programs within Coordinated Access to ensure appropriate matching of service seekers to supports.</p> <p>Ensure ongoing evaluation and continuous improvement is built in from the start using common Key Performance Indicators and the Homeless Management Information System.</p>	<p>Phase 2</p> <p>Ongoing</p>	
<p>2. Support the addition of 300 units of long-term supportive housing in purpose-built building targeted to support people experiencing chronic and episodic homelessness with higher needs.</p>	<p>Support BC Housing's efforts to add another 190 new units of supportive housing in Kelowna that are estimated to come online over the next one to two years.</p> <p>Develop a strategic plan to address the gap of 110 supportive housing units by 2024 requiring approximately \$18M in capital and \$5.5M in operations over course of Journey Home Strategy.</p> <p>Engage partners to explore land donations (City, private sector, faith community), fundraising, access to provincial or federal grants, or low interest loans through the National Housing Strategy or CMHC for the \$18M needed.</p> <p>Work with BC Housing and CMHC to secure capital contributions from government.</p> <p>Work with Interior Health Authority, BC Housing, Ministry of Children & Family</p>	<p>Phase 1</p> <p>Phase 1</p> <p>Phase 1</p> <p>Phase 1,2</p>	<p>BC Housing</p> <p>Builders, landlords, developers</p> <p>Canadian Mortgage and Housing Corporation (CMHC)</p> <p>Employment & Social Development Canada</p> <p>Homelessness Funders Table</p> <p>Homelessness Partnering Strategy</p> <p>Interior Health Authority</p> <p>Ministry of Children & Family Development</p> <p>Ministry of Health</p> <p>Ministry of Mental Health & Addictions</p> <p>Ministry of Public Safety & Solicitor General & Emergency B.C.</p> <p>Ministry of Social Development & Poverty Reduction</p>

	<p>Development, the justice system, and the Homelessness Partnering Strategy at the federal and local levels to assess potential contributions to the operation costs for the 110 units (\$5.5M over course of Journey Home Strategy).</p> <p>Work with BC Housing to ensure appropriate and ongoing supports are in place for people placed in supportive housing for the additional units created with specific focus on chronic homelessness, high acuity and/or high vulnerability groups including singles, youth, people fleeing violence.</p>	<p>Phase 1,2</p> <p>Phase 2</p>	
<p>3. Create a Landlord Roundtable to encourage making units available for Housing First programs to house and support people throughout neighbourhoods and buildings.</p>	<p>Work with private sector links through the Chamber of Commerce, Downtown Business Association, and local rental association to invite Kelowna landlords (private and non-market) to participate in a session to explore partnering on the Housing First programs proposed in Journey Home Strategy.</p> <p>Explore interest in contributing two-to-three units per building to create the necessary 500-space capacity in the private and non-profit market for Housing First clients over the next five years.</p> <p>Work with Urban Development Institute (UDI) to explore proposed MOU to contribute access to 50 units per year for lower acuity</p>	<p>Phase 1</p> <p>Phase 1</p> <p>Phase 1</p>	<p>Chamber of Commerce</p> <p>Business Association's</p> <p>Homelessness Funders Table</p> <p>Local landlords - market/non-market</p> <p>Urban Development Institute</p>

	<p>homeless/at risk groups.</p> <p>Assess landlord needs from programming to ensure value proposition and risk management is defined and included in the program model.</p> <p>Develop formal MOUs with participating landlords to contribute units to the Journey Home effort, subject to mutually agreed upon terms. These must include accounting for property damage, behaviour challenges, rental arrears, and levels of adequate support to maintain successful tenancies.</p> <p>Continue facilitation of the Landlord Roundtable for participating partners and potential interested parties to share learnings, issues, and monitor trends on an ongoing basis.</p> <p>Develop training and education sessions for Landlords and Tenants.</p>	<p>Phase 1</p> <p>Phase 1</p> <p>Ongoing</p> <p>Ongoing</p>	
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4. 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, brain injury, case management, and violence.	Develop common standards of practice that address the lived experience recommendations on enhancing service access and quality in the homeless serving system.	Phase 2	BC Housing Homelessness Funders Table Indigenous Bands in Okanagan Region Interior Health Authority Ministry of Children & Family Development Ministry of Municipal Affairs & Housing Ministry of Social Development & Poverty Reduction Okanagan College RCMP School Board 23 and Independent School Boards UBCO
	Develop common performance management processes across the homeless serving system to assess output and outcome information consistently regardless of funder.	Phase 2	
	Engage the homeless serving sector partners to complete a survey at all levels within their organizations (frontline, management, executive, Board) on their learning and training gaps vis-à-vis homelessness and related issues.	Phase 2	
	Create a training and capacity building plan, inclusive of costs, schedule of offerings, etc. and develop a budget and case for support to roll this out.	Phase 2	
	Assess current community capacity and expertise to deliver such training locally, and seek outside experts as needed to encourage sharing of learnings within the sector.	Phase 2	
	Monitor and adapt the training and capacity building plan on an ongoing basis to assess emerging needs and trends as well as knowledge advancements.	Phase 3	
	Engage public system partners including		

	<p>police, health, child welfare, and income assistance in shared learning initiatives to improve access for homeless populations.</p>	Phase 3	
<p>5. Support efforts to increase treatment beds, especially for young people in Kelowna.</p>	<p>Work with community and government partners engaged in addiction and recovery supports to define treatment gap in Kelowna.</p> <p>Tailor the design of treatment models and supports to meet the service needs of young people in treatment facilities for youth.</p> <p>Advocate for ongoing and appropriate supports after treatment to ensure continuity of care.</p> <p>Advocate for ongoing and appropriate recovery oriented housing specifically for youth.</p> <p>Work with partners to develop a communication strategy that includes a case</p>	<p>Phase 1</p> <p>Phase 1</p> <p>Phase 2</p> <p>Ongoing</p>	<p>BC Housing</p> <p>Homelessness Funders Table</p> <p>Indigenous Bands in Okanagan Region</p> <p>Interior Health Authority</p> <p>Ministry of Children & Family Development</p> <p>Ministry of Health</p> <p>Ministry of Mental Health & Addictions</p> <p>Ministry of Public Safety & Solicitor General</p> <p>Ministry of Social Development & Poverty Reduction</p>

	<p>for support to be presented to decision-makers in government and funding bodies.</p> <p>Ensure future beds are linked into the homeless-serving system via Coordinated Access and Homeless Management Information System.</p> <p>Encourage policy and procedures are in place that support treatment bed transition planning to ensure no one is being discharged into homelessness.</p>	<p>Phase 2</p> <p>Phase 2</p> <p>Phase 3</p>	
<p>6. Develop a person-centered approach to harm reduction and sobriety on a continuum to meet people where they are at with appropriate supports.</p>	<p>Develop a better understanding of sobriety and low barrier needs among service seekers by leveraging the Lived Experience Circle and Youth Advocates for Housing.</p> <p>Develop enhanced housing sector capacity to respond and an understanding of addiction and mental health, so people in need do not have to choose between housing and sobriety, ensuring when in transition, into and out of treatment, their housing is not jeopardized.</p> <p>Ensure this input is reflected in all program models, including supportive housing.</p> <p>Develop strategies to support those who wish to work on sobriety in their recovery within a harm reduction model.</p> <p>Work with health system partners to assess reported challenges accessing mental health</p>	<p>Phase 1</p> <p>Phase 1</p> <p>Phase 2</p> <p>Phase 2</p>	<p>BC Housing</p> <p>Homelessness Funders Table</p> <p>Indigenous Bands in Okanagan Region</p> <p>Interior Health Authority</p> <p>Ministry of Children & Family Development</p> <p>Ministry of Health</p> <p>Ministry of Mental Health & Addictions</p> <p>Ministry of Public Safety & Solicitor General</p> <p>Ministry of Social Development & Poverty Reduction</p>

	<p>and addictions resources by those who are experiencing homelessness and at risk.</p> <p>Ensure medical support is available in easy-to-access sites including shelter, supportive housing, and future Coordinated Access site(s).</p> <p>Support the Community Action Team working to develop an Action Strategy in order to develop a community Opioid Crisis response to ensure links and coordination with Journey Home Strategy.</p> <p>Support health system efforts to address the opioid, fentanyl, and meth challenges exacerbated among vulnerable homeless populations.</p> <p>Explore partnerships with Interior Health Authority building on housing as a determinant of health to ensure Housing First and supportive housing clients have access to health care that meets their needs.</p> <p>Review and enhance supports in mental health and addictions, legal rights and housing for all populations experiencing homelessness, landlords, caregivers, and housing providers and support teams. This should be agile to respond to changing needs.</p>	<p>Phase 2</p> <p>Ongoing</p> <p>Phase 2</p> <p>Ongoing</p> <p>Phase 2</p> <p>Phase 1 & Ongoing</p>	
7. Apply a population focus to housing and	Create funding targets to ensure Journey Home resources are being distributed across population groups in equitable manners. This	Phase 1	BC Housing

<p>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.</p>	<p>can be determined by the Board of Directors of the Backbone Organization and may include setting targets based on Kelowna population or homeless population levels (HMIS or Homeless Count). Youth are a priority population in this strategy; as such, funding targets for this population will be based on representation in community. Youth generally comprise 20% of the homeless population, factoring in under representation, and must be reflected in funded programs and budget allocations.</p> <p>Ensure Indigenous cultural supports are embedded in program and housing development and rollout including access to traditional knowledge, medicine, and ceremony.</p> <p>Work with lived experience youth and service providers to ensure programming is tailored to them, and offer training across the homeless serving system to enhance capacity to serve this group.</p> <p>Develop a family service network within the homeless serving system to maintain a mechanism to monitor and proactively respond to issues impacting this group and to develop housing and programming solutions appropriate to them.</p> <p>Engage seniors' organizations to develop a streamlined process to match seniors at risk or</p>	<p>Phase 1</p> <p>Phase 1</p> <p>Phase 1</p>	<p>Homelessness Funders Table</p> <p>Indigenous Bands in Okanagan Region</p> <p>Interior Health Authority</p> <p>Ministry of Children & Family Development</p> <p>Ministry of Health</p> <p>Ministry of Mental Health & Addictions</p> <p>Ministry of Municipal Affairs & Housing</p> <p>Ministry of Public Safety & Solicitor General</p> <p>Ministry of Social Development & Poverty Reduction</p>
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	homeless to existing resources, benefits, and programs quickly. Where capacity is needed to increase seniors' program and housing supports, develop this within the Journey Home program offerings with special attention to seniors' needs.	Phase 2	
	Ensure housing developed is accessible to address physical disabilities, seniors' current and future needs.	Phase 1	
	Monitor the impact of aging on the current homeless population to ensure they are supported effectively. The aging process is brought about much faster in this group due to medical issues, experiences of trauma and violence, long-term addictions, and mental health issues. Effective seniors age is in the later 40s and early 50s, rather than 70s+ for the general population.	Phase 2, 3	
	Develop immediate links on future homeless seniors' needs with the health system to plan for the eventual rise in demands from this group.	Phase 2	
	Create and monitor a policy for the homeless serving system for youth up to the age of 24 to receive a minimum of 20% of program and housing spaces through Journey Home; this would include Housing First for Youth and Youth Supportive Housing, Host/Community Home models.	Ongoing	

	<p>Work with organizations dedicated to addressing interpersonal violence to ensure program and housing models appropriately serve those impacted by violence, including safety planning.</p> <p>Specific attention to brain trauma impact should be given in light of recent local research showing the impact of interpersonal violence and brain trauma for those fleeing abuse.</p> <p>Work with key partners with expertise in LGBTQ2S+ issues to ensure services and housing are fully inclusive of gender diversity and offer training to enhance provider capacity to support this population.</p>	<p>Phase 1</p> <p>Phase 2</p> <p>Phase 2</p>	
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APPENDIX J: MILESTONES

The design of the Journey Home Strategy recognizes that the implementation plan will continue to evolve as new learnings and information emerge. The measure of the success of the Journey Home implementation will be gauged through the evaluation of the Milestones described within this document.

- End chronic & episodic homelessness;
- Introduce measures to prevent homelessness in the first place;
- Implement a coordinated systems approach to homelessness.

The Strategy has a built-in review process to ensure rapid and agile development is ongoing. A mid-point strategic review and recalibration is earmarked during implementation. Appendix H provides a detailed overview of the Implementation Plan for the Strategy along with timelines and key collaborators.

Our ultimate objective is to prevent and end homelessness in Kelowna. We will gauge our success against the following benchmarks:



ELIMINATE CHRONIC AND EPISODIC HOMELESSNESS

By **2024**, 100% of individuals experiencing **chronic or episodic homelessness** will be housed with appropriate supports – a total of about 350 people.

By 2024, at least **1,700 people experiencing homelessness** will be housed with wrap-around support through Journey Home programs implemented by the Journey Home process.

By 2021, 100% of those entering Homeless-Serving System will be **connected through Coordinated Access to housing and supports within 14 days**.

02

MOVE UPSTREAM TO PREVENT HOMELESSNESS

Introduce System-Wide **Coordinated Access** by March 2020 to connect people to the right resources, fast.

By **2020**, at least 400 people will be **diverted** from entering the Homeless-Serving System with an immediate link to community-based prevention supports within 5 days wherever possible and appropriate.

By **2021**, corrections, health and child intervention will report on the number of people discharged into homelessness from public systems on a biennial basis at minimum. Based on figures reported, annual targets will be introduced to achieve **zero discharge into homelessness by 2023**.

03

IMPLEMENT A COORDINATED SYSTEMS APPROACH TO HOMELESSNESS

Create an independent **Backbone Organization** to lead system planning and Journey Home Strategy implementation in early 2019.

By March 2020, complete a **Homelessness Funding Framework**, which identifies resource and funding coordination processes, roles and accountabilities to support Journey Home Strategy implementation with key funding partners.

By March 2020, ensure **Homelessness Management Information System** coverage and **Coordinated Access** participation will include all Homeless-Serving System providers regardless of funding source.

GLOSSARY

The following definitions are primarily compiled from the Government of BC and BC Housing glossaries; where gaps exist in definitions, the Homeless Hub and the Calgary Homeless Foundation sites were accessed given their research and expertise related to system planning.

ABSOLUTE HOMELESS: Individuals and families who are living in public spaces without legal claim (e.g., on the streets, in abandoned buildings or in tent cities); a homeless shelter; a public facility or service (e.g., hospital, care facility, rehabilitation or treatment centre or correctional facility) and cannot return to a stable residence; or individuals and families who are financially, sexually, physically or emotionally exploited to maintain their shelter (BC Housing, 2014).

ACUITY: An assessment of the level of complexity of a person's experience. Acuity is used to determine the appropriate level, intensity, duration, and frequency of case managed supports to sustainably end a person's or family's homelessness (CHF, 2017).

AFFORDABLE HOUSING: Housing is considered affordable when 30 per cent or less of your household's gross income goes towards paying for your housing costs (BC Housing, 2018).

ASSERTIVE COMMUNITY TREATMENT (ACT): An interdisciplinary team of professionals available around the clock to provide treatment, support, and other needed services. The ACT team will typically engage people immediately after they have secured permanent housing and will regularly offer a variety of services to choose from. Services may be delivered in people's homes or in community offices or clinics. ACT teams might include social workers, physicians, nurses, occupational therapists, psychologists, counsellors, addictions specialists, housing specialists, employment specialists, administrative assistants, and other professionals (Homeless Hub, 2018).

AT RISK OF HOMELESSNESS: people who are not homeless, but whose current economic and/or housing situation is precarious or does not meet public health and safety standards (Homeless Hub, 2018).

BEST PRACTICES: A best practice is an intervention, method or technique that has consistently been proven effective through the most rigorous scientific research (especially conducted by independent researchers) and which has been replicated across several cases or examples (BC Housing, 2018).

CHRONIC HOMELESSNESS: means a Client has experienced Homelessness for six (6) months or more in the past year (i.e. has spent more than one hundred and eighty (180) cumulative nights in a shelter or a place not fit for human habitation) and/or has experienced Homelessness three or more times in the past year. This also includes individuals exiting institutions (e.g. mental health facilities, hospitals, correctional institutions and children leaving care) who have a history of chronic homelessness and cannot identify a fixed address upon their release (BC Housing, 2018).

CLIENT: A person served by or utilizing the services of a social agency. May also be referred to as "participant" (BC Housing, 2018)

CONTINUUM OF HOUSING: The spectrum of accommodation options that meet a range of needs and standards, including physical adequacy, space and capacity, and affordability. The continuum is often used in reference to a model of housing and support services whereby people progress from one end of the spectrum (short-term housing) towards the other (safe and affordable market housing). (Diagram available on BC Housing website, 2018).

COORDINATED ACCESS AND ASSESSMENT (CAA): means the process to ensure that individuals experiencing homelessness have fair and equitable access to appropriate Housing. The system provides a common assessment process, using the Vulnerability Assessment Tool (VAT), and a single point of entry for individuals experiencing homelessness (BC Housing, 2018).

CORE HOUSING NEED: when a household spends more than 30% of its pre-tax income on housing costs (Homeless Hub, 2018).

COUCH SURFING: Frequently sleeping on friends and/or family's couches on a regular or intermittent basis, moving from household to household (CHF, 2015).

CULTURALLY APPROPRIATE SERVICES: Include a broad range of community based programs, services and supports that are available to Aboriginal people who are homeless or are at risk of homelessness, in support of their personal objectives. Culturally appropriate services differ from support services in that they are delivered in a way which links an individual with an aspect of their Aboriginal culture and/or are culturally significant for that individual (BC Housing, 2014).

DIVERSION: A preventative strategy/initiative to divert individuals from becoming homeless before they access a shelter, or immediately expedite their exit from the shelter system. This may include helping people identify immediate alternative housing arrangements and connecting them with services and financial assistance to help them maintain or return to permanent housing. People requiring diversion assistance may be residing in any form of housing identified on the Housing and Supports Spectrum (CHF, 2017).

DOMESTIC VIOLENCE: Domestic violence is not just about physical abuse. It includes any form of violence within a relationship (marriage, common law or dating) - sexual, emotional, financial and psychological, including threats (Government of British Columbia, 2018).

EMERGENCY SHELTER: Immediate, short-stay housing for people who are homeless or at risk of becoming homeless (BC Housing, 2018)

EPISODE: An episode of homelessness consists of a minimum of one (1) night of homelessness. Thirty consecutive days of non-homelessness must lapse before a new experience of homelessness is considered to be the start of a new episode of homelessness. Any stays that are separated by less than thirty days are considered to be part of a single episode (CHF, 2017).

EPISODIC HOMELESSNESS: A person who is homeless for less than a year and has fewer than four episodes of homelessness in the past three years. Typically, those classified as episodically homeless have recurring episodes of homelessness as a result of complex issues such as addictions or family violence (CHF, 2017).

EXTREME CORE HOUSING NEED: refers to extreme housing affordability and very low income issues for households who were earning less than \$20,000 per year and paying 50% or more of their income on shelter costs (Homeless Hub, 2017).

FAMILY: In the context of homelessness, those who are homeless and are: parents with minor children; adults with legal custody of children; a couple in which one person is pregnant; multi-generational families; and/or part of an adult interdependent partnership (CHF, 2017).

FUNCTIONAL ZERO: A Functional Zero end to homelessness means that communities have a systematic response in place that ensures homelessness (unsheltered homeless, sheltered homeless, provisionally accommodated or imminent risk of homelessness) is prevented whenever possible or is otherwise a rare, brief, and non-recurring experience (Homeless Hub, 2017).

HARM REDUCTION: refers to policies, programs and practices aimed at reducing the risks and negative effects associated with substance use and addictive behaviors for the individual, the community and society as a whole (Homeless Hub, 2018).

HIDDEN HOMELESS: Individuals and families living in temporary accommodation who do not have control over the length and conditions of tenure but have adequate personal space (BC Housing, 2014)

HOMELESSNESS: Homelessness: refers to a situation where an individual or family is not stably housed or is living in temporary accommodation where they do not have control over the length and conditions of tenure and do not have adequate personal space. This includes living in public spaces without legal claim (e.g., on the streets, in abandoned buildings or in tent cities), a homeless shelter, a transition house, a public facility or service (e.g., hospital, care facility, rehabilitation or treatment centre, correctional facility) and cannot return to housing, or where they are financially, sexually, physically or emotionally exploited to maintain their shelter (BC Housing, 2018).

HOMELESS (POINT-IN-TIME) COUNT: Point-in-Time homeless counts provide a snapshot of the population experiencing homelessness at a point in time. Basic demographic information is collected from emergency shelters and short-term housing facilities, and a survey is done with those enumerated through a street count. Public systems, including health and corrections, provide the number of those without fixed address on the night of the count as well (CHF, 2017).

HOMELESS MANAGEMENT INFORMATION SYSTEM: A local information technology system used to collect client-level data and data on the provision of housing and services to homeless individuals and families and persons at risk of homelessness (HUD, 2017).

HOUSING FIRST: a recovery-oriented approach to ending homelessness that centers on quickly moving people experiencing homelessness into independent and permanent housing followed by provision of additional supports and services as needed (Homeless Hub, 2018).

INDIGENOUS PEOPLES: Indigenous Peoples is a collective term to encompass the diversity of cultures within First Nations, Inuit and Métis experiences. First Nations refers to persons who identify as such and who may or may not be registered under that title in the Indian Act. According to the Assembly of First

Nations, the First Nations population represents over 50 distinct nations and language groups and is made up of 634 First Nations communities (or "reserves"). Inuit people are descended from the ancient Thule people, and have occupied parts of Canada's northernmost regions thousands of years before European arrival. Métis people are descendants of mixed Indigenous and European ancestry have their own culture, language (Michif), traditional homeland (the Métis Nation Homeland includes Manitoba, Saskatchewan and Alberta, parts of Ontario, British Columbia, the Northwest Territories and the Northern United States) and a sense of nationhood (Homeless Hub, 2018)

INTENSIVE CASE MANAGEMENT (ICM): Intensive case management is a team-based approach to support individuals, the goal of which is to help clients maintain their housing and achieve an optimum quality of life through developing plans, enhancing life skills, addressing mental and physical health needs, engaging in meaningful activities and building social and community relations. It is designed for clients with lower acuity, but who are identified as needing intensive support for a shorter and time-delineated period (Homeless Hub, 2017).

LIVED EXPERIENCE: Personal knowledge about the world gained through direct, first-hand involvement in everyday events (Homeless Hub, 2017).

LENGTH OF STAY (IN HOMELESSNESS): The number of days in a homeless episode or across multiple episodes of homelessness. The type of homelessness/shelter situation may vary significantly within the episode (CHF, 2017).

LGBTQ2S+: An evolving acronym for lesbian, gay, bisexual, trans, two-spirit, queer, and additional identities (BC Housing, 2018). LGBTQ2S+ youth experience the additional layer of challenges faced by those with sexual orientations and gender identities that are different from the mainstream. LGBTQ2S+ youth are overrepresented among the population experiencing homelessness as a result of homophobia and transphobia in the home and across the service and housing systems (CHF, 2017).

MARKET HOUSING: Housing that is privately owned by an individual (or a company) who generally does not receive direct subsidies to purchase or maintain it. Prices are set by the private market. About 95% of households in the province live in market housing, either rental market housing or home ownership (Government of BC, 2018).

MARKET RENT: A rent amount that is generally similar to the rent of other units in the private (non-subsidized) housing market (BC Housing, 2018).

NEGATIVE EXIT: As measured through an Homeless Management Information System database, reasons may include criminal activity/violence, disagreement with rules, a person's needs could not be met, non-compliance with program, non-payment of rent, reached maximum time allowed, unknown/disappeared, don't know or declined to answer (CHF, 2017).

OCCUPANCY: Represents the number of clients accepted into a housing continuum program (CHF, 2017).

OUTREACH: Outreach programs provide basic services and referrals to chronically homeless persons living on the streets and can work to engage this population in re-housing (Systems Planning Framework). Outreach can have different intentions, from connecting to basic needs and services, to an explicit housing mandate. This range of outreach programs exists in Kelowna.

POSITIVE EXIT: As measured through an HMIS database, reasons may include completed program, left for housing opportunity before completing program or referred to another program (CHF, 2017).

PREVENTION: refers to the activities, interventions and planning that prevents individuals and families from experiencing homelessness. Prevention can be broken into three different types (Homeless Hub, 2017)

RAPID REHOUSING: Provide targeted and time-limited financial assistance, system navigation, and support services to individuals and families experiencing homelessness in order to facilitate their quick exit from shelter and obtain housing (CHF, 2017).

RECIDIVISM: The rate in which a client receives a positive housing outcome and returns to shelter or rough sleeping (CHF, 2017).

SLEEPING ROUGH: People who are unsheltered, lacking housing and not accessing emergency shelters or accommodation. In most cases, people sleeping rough are staying in places not designed for or fit for human habitation, including: people living in public or private spaces without consent or contract (public space such as sidewalks, squares, parks or forests; and private space and vacant buildings, including squatting), or in places not intended for permanent human habitation (including cars or other vehicles, garages, attics, closets or buildings not designed for habitation, or in makeshift shelters, shacks or tents) (CHF, 2017).

SOCIAL HOUSING: A housing development that the government or a non-profit housing partner owns and operates (BC Housing, 2018).

SUBSIDIZED HOUSING: A type of housing for which the provincial government provides financial support or rent assistance (BC Housing, 2018).

SUPPORT SERVICES: may include services to maintain housing, employment and life skills programs, medical services, addictions treatment, or mental health services among other services. While Support Services can be made available directly onsite, they are more typically provided by other agencies outside the emergency shelter (BC Housing, 2018).

SUPPORTIVE HOUSING: A type of housing that provides on-site supports and services to residents who cannot live independently (BC Housing, 2018).

SYSTEM OF CARE: A local or regional system for helping people who are homeless or at imminent risk of homelessness. A system of care aims to coordinate resources to ensure community level results align with strategic goals and meet client needs effectively (Turner, 2014).

SYSTEM PLANNING: Creating a system of navigation for accessing services from many different agencies, resulting in a system of care (Turner, 2014).

THE UPSTREAM PROJECT: An integrated community response to addressing youth homelessness that operates within the school system. The program identifies and assesses students at risk of homelessness and provides wraparound services to identified students (Raising the Roof, 2018).

TRANSITIONAL HOUSING: A type of housing for residents for between 30 days and three years. It aims to transition individuals to long-term, permanent housing (BC Housing, 2018).

TRANSITIONAL HOMELESSNESS: Homeless for the first time (usually for less than three months) or has had less than two episodes in the past three years. The transitionally homeless tend to enter into homelessness as a result of economic or housing challenges and require minimal and one-time assistance (CHF, 2017).

YOUTH HOMELESSNESS: A youth experiencing homelessness is an unaccompanied person age 24 and under lacking a permanent nighttime residence. They can be living on the street, in shelters, couch surfing, in unsafe and insecure housing, and / or living in abusive situations. They may also be about to be discharged without the security of a regular residence from a care, correction, health, or any other facility (CHF, 2017).

YOUTH HOUSING FIRST: A Housing First program for youth aged 13-24 with no readiness requirements. Youth are housed through a variety of housing options (e.g. independent living, supported independent living placements, family reunification) and provided with supports to help them successfully transition to adulthood (Homeless Hub, 2018).

YOUTH: Any individual who is between the ages of 15 and 30 (Government of Canada's Youth Employment Strategy) or between the ages of 13-25 (BC Housing, 2018).

Acronyms

ACT	Assertive Community Treatment
BCH	BC Housing
CA	Coordinated Access
CMHC	Canadian Mortgage and Housing
HF	Housing First
HMIS	Homeless Management Information System
HPS	Homeless Partnership Strategy – Federal Funding Program
ICM	Intensive Case Management
LGBTQ2S+	Lesbian, Gay, Bisexual, Transgender, Queer, Two-Spirit and other gender/sexual identities

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