

DATE: January 29, 2019

FILE: 1700-02/2019/451

TO: Chair and Directors
Committee of the Whole

Supported by Russell Dyson
Chief Administrative Officer

FROM: Russell Dyson
Chief Administrative Officer

R. Dyson

RE: 2019 - 2023 Financial Plan – Homelessness Supports Service – Function 451

Purpose

To provide the Committee of the Whole with the proposed 2019 - 2023 Financial Plan, work plan highlights and updated five year action plan for the Homelessness Supports service, function 451.

Recommendations from the Chief Administrative Officer:

1. THAT the updated Comox Valley Coalition to End Homelessness five year action plan (2016-2021) be approved.
2. THAT the proposed 2019 - 2023 financial plan for Homelessness Supports service, function 451, be updated to include contributions for 2019 projects as follows:
 - a. \$15,000 towards the purchase of two four-plexes for women-led lone parent families with supports and rent geared to income (Comox Valley Transition Society);
 - b. \$45,000 towards construction of eight units of single family supportive housing (Dawn to Dawn Action on Homelessness Society);
 - c. \$45,000 towards construction of two single family dwellings (Habitat for Humanity Vancouver Island North); and
 - d. \$45,000 towards renovation for permanent drop-in space for homeless citizens or those at risk of homelessness (funding hosted by the Comox Valley Transition Society).

AND FURTHER THAT the proposed 2019-2023 financial plan for the Homelessness Supports service, function 451, be approved as updated.

Executive Summary

- Revenue in the service is derived from tax requisition and grants/gift opportunities.
- Maximum requisition is the greater of \$165,000 or \$0.02 per \$1,000 of the net taxable value of land and improvements for regional hospital district purposes.
- In 2018, \$400,000 was allocated to support four projects:
 - Comox Valley Transition Society, Amethyst House renovation \$155,000
 - John Howard Society, The Station renovation \$150,000
 - Habitat for Humanity Vancouver Island North, Lake Trail project \$45,000
 - Wachaiy Friendship Centre/M'akola Housing, Braidwood project \$50,000
- The Comox Valley Coalition to End Homelessness (the Coalition) recommends four projects for the \$150,000 available in the proposed 2019 financial plan:
 - \$15,000 towards the purchase of two four-plexes for women-led lone parent families with supports and rent geared to income (Comox Valley Transition Society);
 - \$45,000 towards construction of eight units of single family supportive housing (Dawn to Dawn Action on Homelessness Society);

- \$45,000 towards construction of two single family dwellings (Habitat for Humanity Vancouver Island North); and
- \$45,000 towards renovation for permanent drop-in space for homeless citizens or those at risk of homelessness (hosted by the Comox Valley Transition Society).
- The Coalition’s annually updated five year action plan is attached (Appendix A).

Prepared by:

Concurrence:

A. Mullaly

S. Smith

Alana Mullaly, M.Pl., MCIP, RPP
Senior Manager of Planning and
Protective Services

Scott Smith, MCIP, RPP
General Manager of Planning and
Development Services Branch

Stakeholder Distribution (Upon Agenda Publication)

Comox Valley Coalition to End Homelessness	✓
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Policy Analysis

The board adopted Bylaw No. 389, being the “Comox Valley Homelessness Supports Service Establishment Bylaw No. 389, 2015”, for the Homelessness Supports service. The bylaw enables the Comox Valley Regional District (CVRD) to provide funds to one or more local non-governmental organizations based on a board approved Five-Year Action Plan prepared by the Coalition to address homelessness in the Comox Valley. The Five-Year Action Plan is updated annually and identifies the projects that the Coalition recommends as priorities to receive funding in that fiscal year (Appendix A).


Per Section 339.1 (e) of the *Local Government Act* (RSBC, 2015, c. 1), the maximum amount that may be requisitioned annually for the cost of this service is the greater of \$165,000 or \$0.02 per \$1,000 applied to the net taxable value of land and improvements for regional hospital district purposes. Of that amount, \$150,000 is allocated each year to two or more not-for-profit agencies.

Participants in the service are the City of Courtenay, the Village of Cumberland, the Vancouver Island portion of Baynes Sound – Denman / Hornby Islands (Electoral Area A), Lazo North (Electoral Area B) and Puntledge – Black Creek (Electoral Area C).

Financial Plan Overview

Table 1 on the following page summarizes the 2019 proposed budget as compared to the 2018 adopted budget. Significant variances from 2018 adopted budget are discussed in the financial plan highlights section below.

Table 1: Financial Plan Highlights

 2019 Proposed Budget		#451 CV Homelessness Supports		
Operating	2018 Budget	2019 Proposed Budget	Increase (Decrease)	
Revenue				
Requisition	165,000	165,000	-	
Prior Years Surplus	391,766	555	(391,211)	
	\$ 556,766	\$ 165,555	\$ (391,211)	
Expenditures				
Operating	541,850	154,400	(387,450)	
Contribution to Reserve	8,916	5,155	(3,761)	
Tsfr Other Functions	6,000	6,000	-	
	\$ 556,766	\$ 165,555	\$ (391,211)	

The 2019 - 2023 proposed five-year financial plan for the Homelessness Supports service, including the requisition summary and operating budget, is available within the full proposed budget binder, provided in both searchable PDF and e-reader formats, located on the CVRD financial plan web page at www.comoxvalleyrd.ca/currentbudget.

Highlights of the 2019 - 2023 proposed financial plan for the Homelessness Supports service, function 451, include:

Revenue Sources

The service establishment bylaw provides for two revenue sources: tax requisition and grant/gift opportunities. In December 2017, \$250,000 was received as a community amenity contribution from Kensington Island Properties (now Kensington Union Bay Properties). That contribution provided a significant “one-off” injection to the 2018 budget’s operating revenue (reflected in Table 1 as part of the prior year’s surplus). There is no proposed change to the requisition in 2019, being \$165,000 (\$72,950 electoral areas; \$92,050 municipalities). Through 2019, staff will continue to seek out opportunities for voluntary amenity contributions as well as grant funding to bolster the service’s revenue.

Personnel

There are no personnel costs attributed to this service. A management fee of \$1,000 is transferred annually to the Planning Service (500) in order to administer the Homelessness Supports service. A part-time coordinator is employed by the Coalition, however, revenue from the CVRD Homelessness Supports service is not presently used to fund the coordinator position.

Operations

As noted above, the \$250,000 contribution from Kensington Island Properties in December 2017, carried forward to the 2018 operating budget, accounts for the variance between the 2018 budget and the proposed 2019 budget. In 2018, the service provided funding toward the following 2018 capital projects (plus carry forward funding to complete 2017 projects):

1. Comox Valley Transition Society, Amethyst House renovation \$155,000
2. John Howard Society, The Station renovation \$150,000

3. Habitat for Humanity Vancouver Island North, Lake Trail project \$45,000
4. Wachiay Friendship Centre, Braidwood project \$50,000

The 2019 update to the Coalition's five year action plan is attached (Appendix A). The Coalition recommends funding be granted to the following initiatives:

1. Comox Valley Transition Society, contribution to purchase of two duplex units for lone parent led families, \$15,000.
2. Dawn to Dawn Action on Homelessness Society, contribution to eight units of single family supportive housing, \$45,000.
3. Habitat for Humanity Vancouver Island North, contribution to construction of two single family units (Lake Trail project), \$45,000.
4. Comox Valley Coalition to End Homelessness (Comox Valley Transition Society to serve as fiscal host), contribution to renovation of permanent drop-in space for citizens facing homelessness or at risk of becoming homeless, \$45,000.

A detailed presentation by the coordinator of the Coalition is scheduled for the February 5, 2019 meeting of the Committee of the Whole. Through adoption of the Coalition's updated five year action plan, the board approves allocation of funds.

The service's establishment bylaw requires a service review to be undertaken in 2020. The proposed budget includes \$5,000 for this review to be undertaken at that time. A scope of work for the review will be presented to the Committee of the Whole in the last quarter of 2019.

Transfers to Other Functions

In 2019, \$5,000 is proposed to be repaid to the feasibility study service. Further repayments are budgeted in 2020 and 2021 at which time the feasibility study funds will be fully repaid.

The Planning Service (function 500) receives \$1,000 annually for management services provided to the Homelessness Supports Service.

Capital

There are no capital projects related to this service.

Reserves

The service's reserve fund will have an approximate balance at the end of 2018 of \$24,622. The service delivery policy allows for funds to be set aside for a future activity, and the board may assign funds to a reserve account. In 2019, \$5,155 is proposed to be set aside in reserves for future use.

The \$5,000 funding for the service review will be withdrawn from the reserve in 2020 and contributions are proposed to resume in 2021-2023.

Citizen/Public Relations

The 2019 estimated residential tax rate for this service is \$0.0114 per \$1,000 of assessed value. For a home assessed at \$400,000, the 2019 tax levy would be \$4.56.

In 2019, planning and communications staff will be working with the Coalition to augment the service's presence on the CVRD website. This is intended to assist the Coalition with its efforts to raise public awareness about homelessness and the challenges facing homeless and under-housed citizens in the Valley.

Attachments: Appendix A – "Comox Valley Coalition to End Homelessness - 5 Year Action Plan to End Homelessness, 2019 update"

5 YEAR PLAN TO END HOMELESSNESS

2015-2020

UPDATED JANUARY 2019



**COMOX VALLEY
Coalition To End
HOMELESSNESS**

Table of Contents

About the Comox Valley Coalition to End Homelessness	1
Housing in the Comox Valley	2
<i>Housing in Comox Valley (Vital Signs)</i>	2
<i>Identified Challenges</i>	4
<i>2019 Housing and Supports Continuum</i>	5
<i>Affordable Housing Built since 2016</i>	6
<i>Affordable Housing Benefits Everyone Community Engagement</i>	7
Homelessness in the Comox Valley	8
<i>2018 Point in Time Count</i>	8
<i>Comparative Analysis 2016 and 2018</i>	9
<i>Connect Program</i>	10
The Five Year Plan	11
<i>Vision and Principles/Best Practices</i>	11
<i>Strategic Directions</i>	12
The Action Plan	13
2015 Planning Year	13
<i>Strategy #1: Create Additional Housing & Necessary Supports</i>	13
<i>Strategy #2: Community Collaboration, Prevention & Education</i>	13
<i>Strategy #3: Coalition Capacity Building</i>	15
<i>Strategy #4: Funding and Fundraising</i>	17
2016 Year One	18
<i>Strategy #1: Create Additional Housing & Necessary Supports</i>	18
<i>Strategy #2: Community Collaboration, Prevention & Education</i>	19
<i>Strategy #3: Coalition Capacity Building</i>	22
<i>Strategy #4: Funding and Fundraising</i>	23
Year Two	25
<i>Strategy #1: Create Additional Housing & Necessary Supports</i>	25
<i>Strategy #2: Community Collaboration, Prevention & Education</i>	30
<i>Strategy #3: Coalition Capacity Building</i>	31
<i>Strategy #4: Funding and Fundraising</i>	32
Year Three	33
<i>Strategy #1: Create Additional Housing & Necessary Supports</i>	33
<i>Strategy #2: Community Collaboration, Prevention & Education</i>	36
<i>Strategy #3: Coalition Capacity Building</i>	41
<i>Strategy #4: Funding and Fundraising</i>	42

Table of Contents (*Continued*)

Year Four	43
<i>Strategy #1: Create Additional Housing & Necessary Supports</i>	43
<i>Strategy #2: Community Collaboration, Prevention & Education</i>	47
<i>Strategy #3: Coalition Capacity Building</i>	51
<i>Strategy #4: Funding and Fundraising</i>	52
Year Five	53
<i>Strategy #1: Create Additional Housing & Necessary Supports</i>	53
<i>Strategy #2: Community Collaboration, Prevention & Education</i>	55
<i>Strategy #3: Coalition Capacity Building</i>	59
<i>Strategy #4: Funding and Fundraising</i>	60

COMOX VALLEY COALITION TO END HOMELESSNESS

WHO WE ARE

The Comox Valley Coalition to end Homelessness is a collective of 22 member agencies who plan, coordinate, recommend, advocate for, and implement community responses to homelessness.

HOW WE DO IT

- We work within a continuum of housing options
- We believe in the power of collaboration and partnership
- We use a preventative, client centered approach
- We use our platform to educate, increase public awareness, and build community.

HOUSING IN THE COMOX VALLEY

Affordable housing needs in the Comox Valley are rapidly changing. The following data from the 2018 Vital Signs Report highlights some of the ways in which homelessness and affordable housing have changed over the years.



The Coalition to End Homelessness believes that everyone has a right to safe, secure, affordable housing. The Braidwood project provides 34 of our community members with just that, and it is our hope that this project will encourage more affordable housing units to be built in the Comox Valley. Braidwood is an example of how collaboration and community partnership can make a positive impact in our community, and we give thanks to Wachiy Friendship Centre, M'akola Housing, the City of Courtenay, CVRD, and BC Housing for working together.

—Andrea Cupelli, Coordinator for the Comox Valley Coalition to End Homelessness

- TOP PRIORITIES**
1. Increased efforts to reduce homelessness in the Comox Valley
 2. More subsidized housing units
 3. Increased number of secondary suites

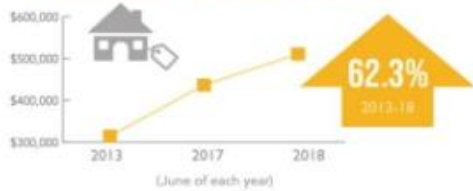
Makola Housing Ground Breaking, Photo with permission from BC Government

HOUSING

45.4% of renter households spend **30% or more** of their income on housing

20.0% of renter households spend **50% or more** of their income on housing

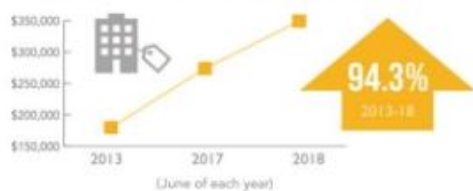
BENCHMARK SINGLE FAMILY HOME SALE PRICES



VACANCY RATES FOR PURPOSE-BUILT MARKET RENTAL UNITS 2017

	Studio	1 bedroom	2 bedroom	3+ bedroom	Total
Courtenay	3.3%	5.0%	1.9%	0.0%	2.4%
BC	1.1%	1.1%	1.7%	2.0%	1.3%

BENCHMARK APARTMENT SALE PRICES



TOTAL HOUSEHOLDS ON BC HOUSING WAIT LIST

	2013	2018	change
Comox Valley	42	147	250.0%
Vancouver Island	1,823	2,831	55.3%
BC	12,543	17,423	38.9%



Absolute Homelessness is defined as individuals who are living in public spaces, emergency shelters or public facilities who do not have stable residence to return to.

Hidden Homelessness includes those who are living in temporary accommodations.



As the person in our organization who writes funding proposals, I use the Vital Signs Report in almost every application. Without the information in the Vital Signs Report, it would be much more difficult to make the case for programs and services that enhance the wellbeing of all members of our community.

—Anne Davis,
Program Coordinator
Comox Valley Transition Society

2018 Comox Valley Housing & Supports Continuum



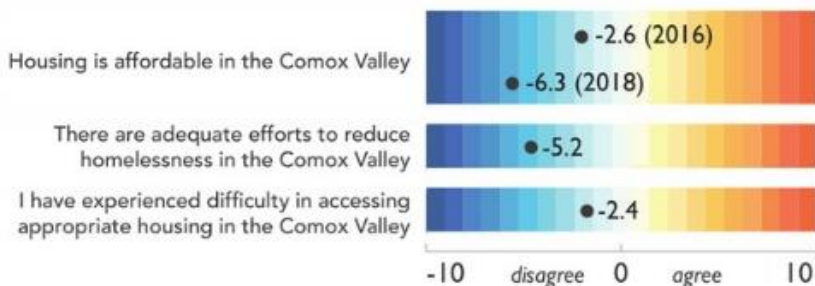
Help is just a call or click away with **BC 2-1-1**. This United Way-funded resource is a free 24/7 referral service providing information on community, social, and government services. People in central and northern Vancouver Island can access the service by phone/text at 2-1-1 or online at bc211.ca. In 2017, housing/homelessness was the most frequently sought info.

EXTREME WEATHER RESPONSE SHELTER DATA

	2016-17	2017-18	change
Female mat nights	90	64	-28.9%
Male mat nights	475	1,117	135.2%
Days in effect	142	135	-4.9%



VITAL SIGNS SURVEY



COMOX VALLEY'S
VitalSigns® 2018
A PROJECT OF THE COMOX VALLEY COMMUNITY FOUNDATION

AFFORDABLE HOUSING CHALLENGES IN THE COMOX VALLEY

Since 2015, the Coalition to End Homelessness has identified the following challenges to acquiring affordable housing in the Comox Valley.

DEVELOPMENT

- 3 municipalities and a regional district
- Hot housing market impacted by the mainland
- Lack of housing options along the entire continuum
- Lack of available land
- Roadblocks for developers
- Zoning challenges
- NIMBYism

RENTALS

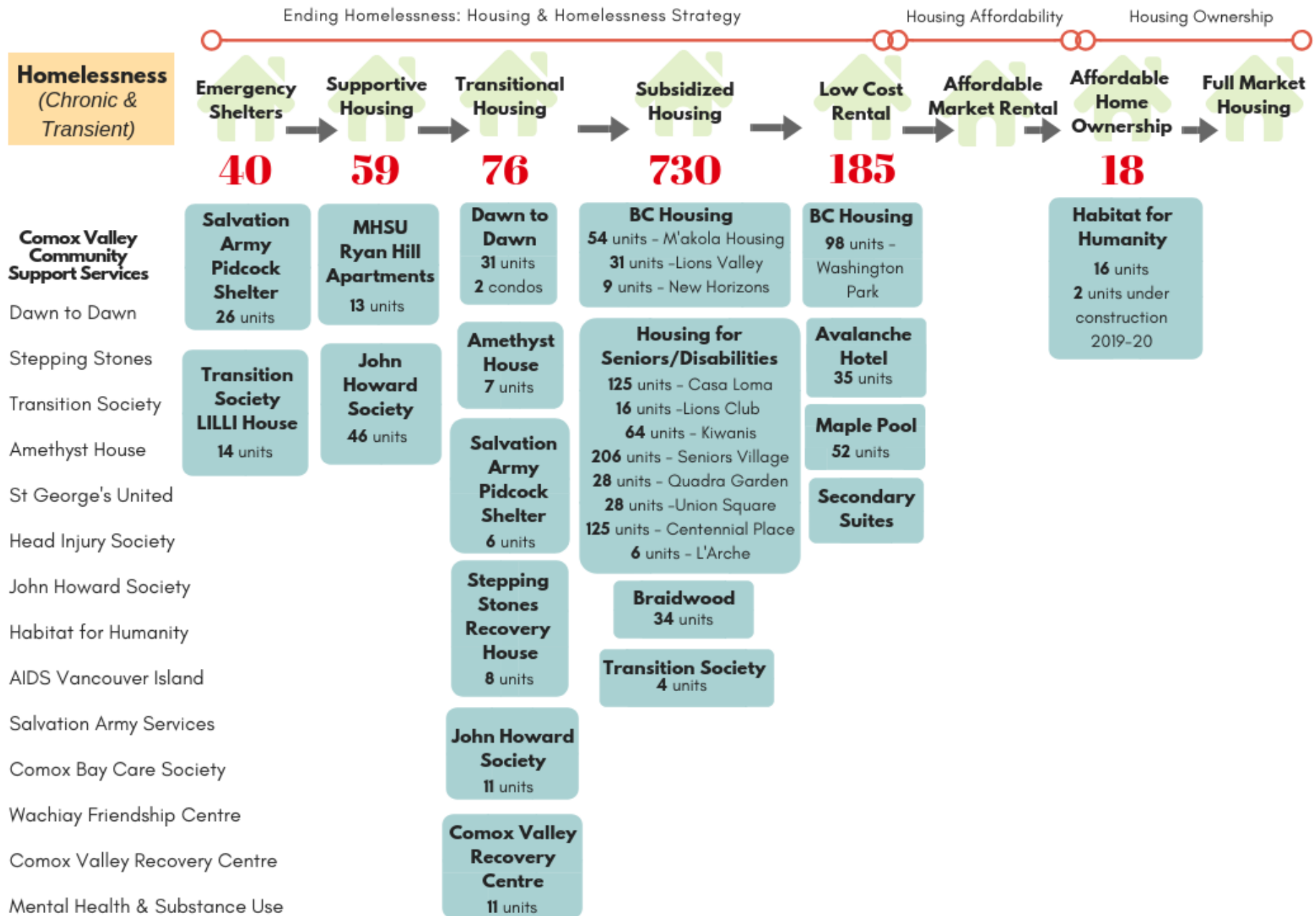
- Low vacancy rates
- Increasing rent prices
- Renovictions
- Lack of purpose built rental buildings
- Vacation & short term rentals (Airbnbs)
- No student or worker residences (NIC.Mt. Washington)

DEMOGRAPHICS

- Low incomes
- Unemployment
- Addictions
- Domestic violence
- Hidden homelessness
- Aging population



2019 Comox Valley Housing & Supports Continuum



AFFORDABLE HOUSING & SUPPORTS BUILT/SECURED IN THE COMOX VALLEY 2016 – 2018

Year	Units	Housing Type	Lead Agency	Financial Supporters	Notes
2016	2 units	Transitional Housing	Amethyst House	Comox Valley Transition Society BC Housing CVRD	2 units for women in recovery
2016	4 units	Subsidized Housing	Comox Valley Transition Society	Comox Valley Transition Society BC Housing CVRD Town of Comox	Four 2-bedroom units. Rent geared to income
2017	2 units	Subsidized Housing	Dawn to Dawn	Dawn to Dawn CVRD Town of Comox	2 condos secured for low barrier nonprofit housing.
2017	13 units	Supportive Housing	Mental Health & Substance Use	MHSU BC Housing VIHA	13 units at Ryan Hill Apartments for those participating in the MSHU program.
2017	6 units	Transitional Housing	Salvation Army	Salvation Army BC Housing	6 transitional units built at the Pidcock House
2018	34 units	Subsidized Housing	Wachiay Friendship Centre	M'akola Housing BC Housing CVRD City of Courtenay	34 units of affordable mixed housing (rent geared to income)
2018	46 units	Supportive Housing	John Howard Society	John Howard Society BC Housing City of Courtenay	46 units of housing with 24/7 onsite support staff
2018	11 units	Transitional Housing	John Howard Society	John Howard Society City of Courtenay BC Housing CVRD	11 units for youth with supports
2018	5 units	Transitional Housing	Amethyst House	CV Transition Society CVRD	5 units for women in recovery
2018	4 units	Affordable Home Ownership	Habitat for Humanity	Habitat for Humanity CVRD Town of Comox City of Courtenay	4 homes for families (2 occupied in 2018)

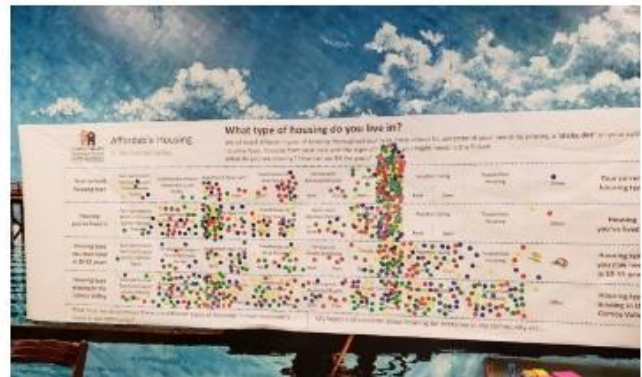
AFFORDABLE HOUSING BENEFITS EVERYONE COMMUNITY ENGAGEMENT

In 2018, the Coalition partnered with the Whistler Centre for Sustainability and BC Housing to provide an opportunity for residents to learn how diverse housing types can benefit our community, to dialogue, and to provide opportunities for residents to express their concerns, suggest ideas, and ask questions about their housing needs.

'Ideas Walls' were posted at the Courtenay Library, and Town of Comox Recreation Centre. Community members were encouraged to contribute their ideas about the types of housing they've lived in, what housing they currently live in, and housing needed in the future, and the response rate was high.

The Coalition also hosted 3 drop-in conversation events in Cumberland, Courtenay and Comox with interactive and guided stations for people to learn about different housing types, and to express their thoughts, concerns, suggestions, and to ask questions about affordable housing and homelessness in our community.

The results can be downloaded at www.cvhousing.ca/affordable-housing-benefits-everyone-project/



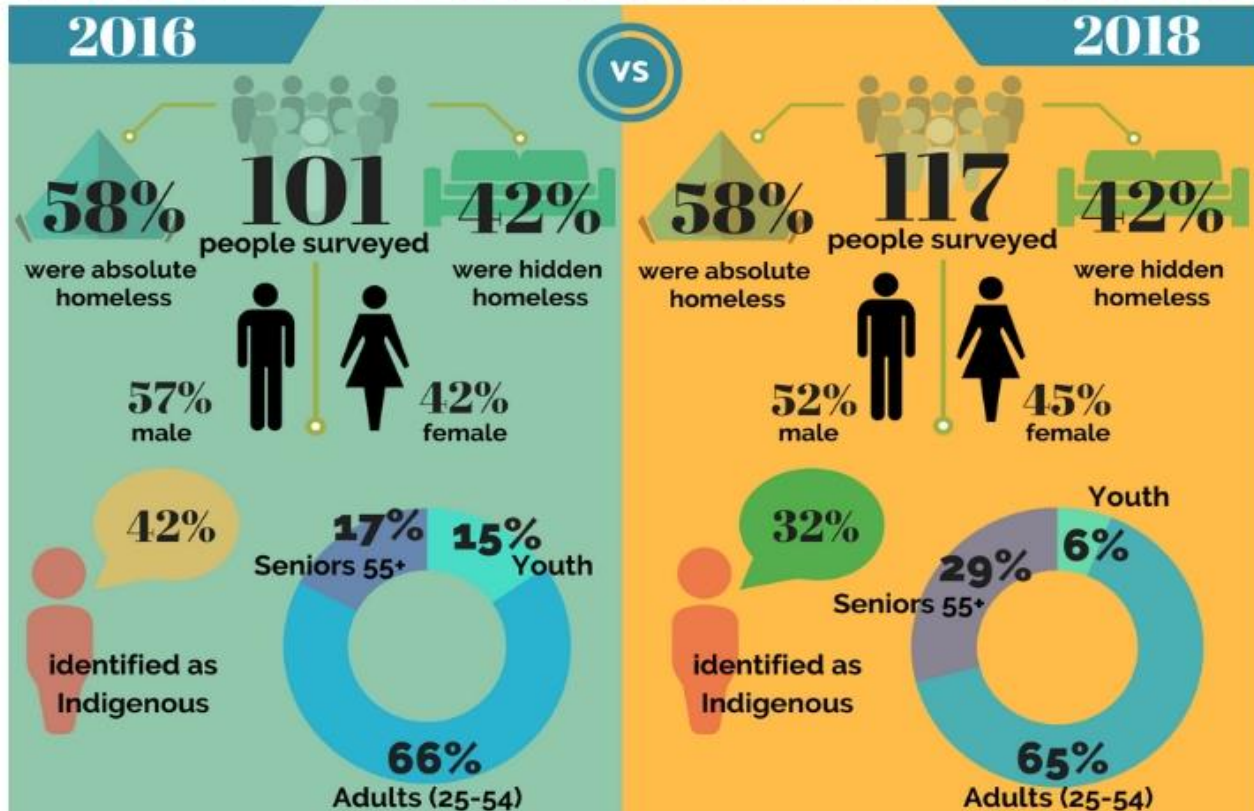
HOMELESSNESS IN THE COMOX VALLEY

On March 7th, 2018 the Coalition, in partnership with BC Housing and the Homelessness Services Association of BC conducted our second Point in Time (PiT) Count as part of a coordinated effort to measure homelessness across Canada.

A PiT Count is a strategy to help determine the extent and nature of homelessness in a community at a single point in time and represents a 'snapshot' of the minimum number of those who are homeless in the Valley. This method is not intended to provide a count of the entire homeless population in a community, and often underrepresents the actual number of homeless in the community as the population is ever changing due to varying factors.

HOMELESSNESS IN THE COMOX VALLEY

2018 Point in Time Count Preliminary Results



HOMELESSNESS IN THE COMOX VALLEY

The PiT methodology has some limitations in that absolute homelessness is targeted meaning those experiencing hidden homelessness are often not captured.



Absolute Homelessness: Individuals who are living in public spaces, emergency shelters or public facilities who do not have a stable residence to return to.



Hidden or Provisional Homelessness: includes those who are living in temporary accommodations, 'couch-surfing', time-limited housing or whose tenancy is to be terminated

Comparative Analysis of 2016 and 2018 data			
24 hour period	2016	2018	Percentage Change
# of individuals experiencing homelessness who were counted in the 24 hour period	101	117	Increased by 13%
# of individuals who experience absolute homelessness (unsheltered)	60	68	Increased by 12%
# of individuals who experience hidden homelessness (sheltered)	41	49	Increased by 16%
% of respondents who identified as indigenous	43%	32%	Down 11%
% of respondents who identified as male	49%	52%	Increased by 3%
% of respondents who are between the ages of 25-54	66%	65%	Down by 1%
% of respondents who are seniors (aged 55+)	17%	29%	Increased by 12%

CONNECT PROGRAM

Since 2017, the Coalition to End Homelessness, Comox Valley Transition Society and the Vancouver Island Regional Library Courtenay branch have been operating a drop-in program for those who are homeless or at-risk.

The focus of the Connect program is to improve self-sufficiency, and a sense of belonging. The program achieves this by providing access to social connection, literacy, education opportunities, referrals to community agencies, as well as food, housing, and living supports.

The Connect program has acted as a prototype to help inform the Coalition's plans to create a permanent drop-in centre in the Comox Valley (as identified in our 5 Year Plan). The drop-in centre will provide a safe, welcoming space where vulnerable individuals can escape inclement weather, access washrooms, laundry, phones, showers, harm reduction supplies and other immediate supports, and will incorporate the programming from the Connect program.

'Casey lived on the streets for over 10 years. She lived with addiction issues and was in a series of abusive relationships. She had a reputation for being tough and she didn't trust anyone. She initially attended the Connect program in order to access food but slowly, over time, she began to develop more trust in the program staff. In late 2017, with the assistance of staff, she was able to find a home for the first time in over a decade. Today she is still housed and regularly checks in at Connect for further support.'

COMMUNITY PARTNERS

- Comox Valley Transition Society
- Courtenay Library
- AVI
- Dawn to Dawn Action on Homelessness Society
- Wachiay Friendship Centre



THE FIVE YEAR PLAN



VISION

The Comox Valley will be a safe, strong healthy community for all and will seek to create a supportive environment and build opportunities to address social, physical, economic inequities for its residents.

BEST PRACTICES/GUIDING PRINCIPLES

- **Continuum of Housing Options:** A continuum of appropriate, adequate, safe and supportive housing is essential to address homelessness. (A description of the housing continuum can be found at www.heretohelp.bc.ca/visions/housing-and-homelessnessvol4/housing-glossary)
- **Collaboration among service providers:** A collaborative systems approach will be used to provide the most effective support strategies, while securing adequate resources.
- **Client-centered delivery systems approach:** Supports will be delivered within the context of unconditional positive regard and emphasis will be placed on outreach, frequent contact with clients, relationship building and individualized services
- **Prevention:** Ending homelessness requires prevention strategies help to ensure that more people do not become homeless.
- **Public Awareness and Community Building:** A coordinated public awareness program will build community understanding of homelessness.

STRATEGIC DIRECTION



Action Plan

2015 Planning Year: Strategy #1						
STRATEGY #1: CREATE ADDITIONAL HOUSING AND NECESSARY SUPPORTS	GOAL	LEAD AGENCY	COMMUNITY SUPPORT SERVICES	COST	POTENTIAL FUNDER	PERFORMANCE MEASURES
	Establish a Housing Development Team (HDT) to oversee strategy	Coalition				HDT created Nov. 2015. Meets regularly and explores options with municipalities and CVRD

2015 Planning Year: Strategy #2						
STRATEGY #2: COMMUNITY COLLABORATION, PREVENTION AND EDUCATION	GOAL	LEAD AGENCY	COMMUNITY SUPPORT SERVICES	COST	POTENTIAL FUNDER	PERFORMANCE MEASURES
	Create strong collaborations amongst agencies and providers through work of the Coalition	Coalition				Broad, consistent agency representation within the Coalition
	Engage with municipal governments regarding affordable housing policies	Coalition/ Leadership Team				LT will contribute feedback to the City of Courtenay in the revision of the Affordable Housing Policies

2015 Planning Year: Strategy #2 (Continued)

	GOAL	LEAD AGENCY	COMMUNITY SUPPORT SERVICES	COST	POTENTIAL FUNDER	PERFORMANCE MEASURES
STRATEGY #2: COMMUNITY COLLABORATION, PREVENTION AND EDUCATION	Establish Public Awareness Team (PAT) and begin to create public awareness plan/campaign re: homelessness	Coalition/Public Awareness Team				PAT created Oct. 2015 1 public awareness event completed Social media campaign for Homelessness Awareness Week Oct. 11-18th, 2015 Submitted 2 articles to local newspapers
	Engage local builders' associations <ul style="list-style-type: none"> • VI Builders • VI Construction Association • Canadian Home Builders • Comox Valley Development Association 	Coalition/Housing Development Team				Builders' Associations contacted and committed to engagement of 5 Year Plan
	Establish Homelessness Prevention Team (HPT) and develop prevention strategies (e.g. rental bank)	Coalition/Homelessness Prevention Team				HPT created Oct. 2015
	Develop Homeless Persons engagement strategy	Coalition/Leadership Team				Homeless persons engaged in planning survey at Community Resource Fair on Nov.5 th , 2015

2015 Planning Year: Strategy #2 (Continued)

	GOAL	LEAD AGENCY	COMMUNITY SUPPORT SERVICES	COST	POTENTIAL FUNDER	PERFORMANCE MEASURES
STRATEGY #2: COMMUNITY COLLABORATION, PREVENTION AND EDUCATION	Educational Awareness Program and curriculum on homelessness, poverty, compassion and active citizenship for students	Everybody Deserves a Smile (EDAS) & Public Awareness Team				Presentation given at Vanier & Mark Isfeld schools by Care-A-Van for SD71 homelessness curriculum

2015 Planning Year: Strategy #3

	GOAL	LEAD AGENCY	COMMUNITY SUPPORT SERVICES	COST	POTENTIAL FUNDER	PERFORMANCE MEASURES
STRATEGY #3: COALITION CAPACITY BUILDING	Complete work on Five-Year Plan to end homelessness	Coalition/Leadership Team				Initial draft plan completed Aug. 2015 Plan Reviewed by CVRD Oct. 2015
	Develop Consensus guidelines	Coalition/Leadership Team				Consensus decision making model adopted by Coalition July 2015

2015 Planning Year: Strategy #3 (Continued)

	GOAL	LEAD AGENCY	COMMUNITY SUPPORT SERVICES	COST	POTENTIAL FUNDER	PERFORMANCE MEASURES
STRATEGY #3: COALITION CAPACITY BUILDING	Decide on a Coordinating agency	Coalition/Leadership Team				CV Transition Society in place as Coordinating agency July 2015
	Develop proposal to hire a part-time Coordinator and provide administrative funds for work of the Coalition	Leadership Team		\$19,000	Homelessness Prevention Program (Federal Funding)	Proposal completed, and funding obtained by Wachiay Friendship Centre Sept. 2015. Part-time Coordinator hired Oct. 2015

2015 Planning Year: Strategy #4

	GOAL	LEAD AGENCY	COMMUNITY SUPPORT SERVICES	COST	POTENTIAL FUNDER	PERFORMANCE MEASURES
STRATEGY #4: FUNDING AND FUNDRAISING	Establish a Funding and Fundraising Team	Coalition/Leadership Team				Leadership Team has taken on responsibilities of Funding & Fundraising Team Collaborated with member agencies by facilitating proposals for BC Housing EOI and providing Letters of Support Provided information on fundraising opportunities within the Coalition

2015 Planning Year: Strategy #4 (Continued)

	GOAL	LEAD AGENCY	COMMUNITY SUPPORT SERVICES	COST	POTENTIAL FUNDER	PERFORMANCE MEASURES
STRATEGY #4: FUNDING AND FUNDRAISING	Develop relationships with local, provincial and federal government funders (including BC Housing)	Coalition/Leadership Team				Appointed LT point person to CVRD, City of Courtenay, Town of Comox and BC Housing Aug 2015
	Contact City of Courtenay and Town of Comox re: their homelessness funds and how to access them	Coalition/Housing Development Team				Information about homelessness funds obtained

Year One: 2016- Strategy #1

	GOAL	LEAD AGENCY	COMMUNITY SUPPORT SERVICES	COST	POTENTIAL FUNDER	PERFORMANCE MEASURES
STRATEGY #1: CREATE ADDITIONAL HOUSING AND NECESSARY SUPPORTS	Create 2 new units of transitional housing at Amethyst House	Comox Valley Transition Society (CVTS)	Comox Valley Transition Society (CVTS)	\$80,000	CVRD (Regional Funding)	2 units of additional transitional housing created Units occupied January 2017
	Build new 4plex to house women	Comox Valley Transition Society (CVTS)	Comox Valley Transition Society (CVTS)	\$756,924.33 (includes land and building, consultant costs, miscellaneous soft costs, borrowing costs, building start up and contingencies)	BC Housing: \$515,000 (Provincial Funding) CVRD: \$70,000 (Regional Funding) Town of Comox: \$30,000 (Regional Funding) CVTS: \$141,924.33 mortgage (lead agency)	Four 2-bedroom units of additional affordable housing created Construction complete by Dec 2016 Mortgage signed by CVTS December 2016 Units occupied January 2017
	Create Youth Housing (4plex)	MCFD Youth worker	John Howard Society	Requires land & funding	City of Courtenay (regional funding)	Fall 2016: Realtor obtained to locate building to purchase. Fall 2016: Approach City of Courtenay for potential available properties

Year One: 2016- Strategy #2

	GOAL	LEAD AGENCY	COMMUNITY SUPPORT SERVICES	COST	POTENTIAL FUNDER	PERFORMANCE MEASURES
STRATEGY #2: COMMUNITY COLLABORATION, PREVENTION AND EDUCATION	Consult and plan a part time Drop-in for people who are homeless (life skills, tenant rights, social support, message services)	Comox Valley Transition Society (CVTS)	Vancouver Island Library CV Transition Society Aids VI Care-A-Van Wachiay Friendship Centre Dawn to Dawn	\$6,000.00	United Way: \$6000 (Regional Funding) BC Rural and Remote Homelessness Partnership Strategy (HPS): \$20,650 (Federal Funding)	Funding Acquired from United Way Drop in program opened Nov 2016 as a pilot project with UW funding. Information will be collected regarding opening a permanent drop-in center. Applied for BC Rural & Remote Funding in August 2016 for ongoing 2017 funding
	Continue with public awareness plan/campaign re: homelessness	Coalition/Public Awareness Team		\$400 for promotional materials	ARNBC (Regional Funding)	Targeted presentations to: municipal councils, chamber of commerce, service clubs, downtown business association, and the general public 4 media articles published in local newspapers including press release regarding PiT Count Social media campaign for Homelessness Action Week Oct 2016

Year One: 2016- Strategy #2 (Continued)

	GOAL	LEAD AGENCY	COMMUNITY SUPPORT SERVICES	COST	POTENTIAL FUNDER	PERFORMANCE MEASURES
STRATEGY #2: COMMUNITY COLLABORATION, PREVENTION AND EDUCATION	Gather data about homelessness in the Comox Valley	Coalition/ Homelessness Prevention Team	Coalition/Homelessness Prevention Team	\$5000	United Way Central and Northern Vancouver Island (Regional Funding)	Point in Time count conducted in April 2016 Point in Time Count Report released in August 2016 PiT data Press release in newspapers Sept 2016 PiT Summary added to 5-Year Plan
	Continue Homeless Persons engagement strategy	Coalition/ Leadership Team				Homeless persons asked for feedback and ideas through the PiT count April 2016 Homeless persons to be engaged in planning survey at Community Resource Fair Nov 2016
	Continue with prevention strategies	Coalition/ Homelessness Prevention Team	Homelessness Prevention Team/NIC			PiT Count data collected April 2016 Community services map completed 9 available rent subsidies determined
	Facilitate ongoing strong collaborations amongst agencies and providers through work of the Coalition	Coalition				Well attended Coalition meetings Agency presentation regarding housing development plans at April and May 2016 General meetings in preparation for 5-year plan update

Year One: 2016- Strategy #2 (Continued)

STRATEGY #2:	GOAL	LEAD AGENCY	COMMUNITY SUPPORT SERVICES	COST	POTENTIAL FUNDER	PERFORMANCE MEASURES
COMMUNITY COLLABORATION, PREVENTION AND EDUCATION	Engage with municipal governments regarding affordable housing policies	Coalition/ Leadership Team				LT will contribute feedback to the City of Courtenay in the revision of the Affordable Housing Policies

Year One: 2016- Strategy #3

	GOAL	LEAD AGENCY	COMMUNITY SUPPORT SERVICES	COST	POTENTIAL FUNDER	PERFORMANCE MEASURES
STRATEGY #3: COALITION CAPACITY BUILDING	Monitor the implementation of the Five-year plan	Coalition				Consult with Coalition member agencies Aug and Sept 2016 Ongoing collaboration with Comox Valley Transition Society regarding 2016 homelessness service projects
	Update Five-Year Plan for 2017-2018	Coalition/ Leadership Team				Updated plan submitted to CVRD Oct 2016
	Continuing Coalition development	Coalition/ Leadership Team				Revised Terms of Reference April 2016
	Seek continued funding for part-time Coordinator	Coalition/ Leadership Team		\$20,650	BC Rural Remote (HPS) (Federal Funding)	Submitted application for funding August 2016

Year One: 2016- Strategy #4

	GOAL	LEAD AGENCY	COMMUNITY SUPPORT SERVICES	COST	POTENTIAL FUNDER	PERFORMANCE MEASURES
STRATEGY #4: FUNDING AND FUNDRAISING	Access funding for Comox Valley from BC Housing Provincial Investment in Affordable Housing (PIAH)	Coalition/ Leadership Team			BC Housing PIAH (Provincial Funding)	Facilitated collaborative attendance of member agencies interested in pursuing this funding at BC Housing funding information webinar Collaborative discussion at June Coalition meeting regarding who was applying for funding. 5 Expressions of Interest submitted Wrote Letters of Support for member agencies applying for funding June 2016
	Access funding from BC Rural & Remote Funding	Coalition/Leadership Team		\$41,300	BC Rural & Remote Funding (HPS) (Federal Funding)	Held informative funding meetings on BC Rural & Remote Funding opportunities Wrote grant application for funding August 2016 for drop-in centre support and coordinator funding
	Ongoing relationship development with local, provincial, and federal government funding (including BC Housing)	Coalition/ Leadership Team				Met with Don McRae (MLA) Met with Gord Johns (MP) Met with David Eby (NDP Provincial housing critic) Ongoing meetings with CVRD Ongoing meetings with BC Housing

Year One: 2016- Strategy #4 (continued)

	GOAL	LEAD AGENCY	COMMUNITY SUPPORT SERVICES	COST	POTENTIAL FUNDER	PERFORMANCE MEASURES
STRATEGY #4: FUNDING AND FUNDRAISING	Work with local governments to obtain grants to offset development costs and land donations	Coalition/Housing Development Team				Request to access DCC and land availability for specific homelessness initiatives. Meeting held to discuss DCC and land availability with Town of Comox, City of Courtenay, Village of Cumberland and CVRD

Year Two: 2017- Strategy #1

	GOAL	LEAD AGENCY	COMMUNITY SUPPORT SERVICES	COST	POTENTIAL FUNDER	PERFORMANCE MEASURES
STRATEGY #1: CREATE ADDITIONAL HOUSING AND NECESSARY SUPPORTS	Start construction of Braidwood Housing (34 units)	Wachiay Friendship Centre/M'akola Housing	MHSU Care-A-Van Aids VI Lush Valley Food Action Society	\$5,900,000	BC Housing: \$3,000,000 (Provincial Funding) City of Courtenay: \$474,000 (Municipal Funding) CVRD \$60,000 (Regional Funding)	Design phase completed BC Housing funding secured November 2016 Zoning approvals process completed and construction to begin in early 2018
	Purchase 2 small low-cost condo units	Dawn to Dawn	Dawn to Dawn	\$120,000	CVRD: \$90,000 (Regional funding) Town of Comox \$30,000 (Regional Funding)	2 units of permanent non-profit housing obtained. 1 condo purchased with occupation Jan 3, 2018. Additional condo to be purchased in early 2018.
	Create Youth Housing	John Howard Society	MCFD Youth Support Worker	Abbeyfield House & land gifted to John Howard Society	City of Courtenay/Abbeyfield: (Regional funding)	Abbeyfield House was gifted to JHS to renovate 10 single living units and a common area 10 youth to be moved in by March 2018
	Create 13 supportive units at Ryan Hill apartments	Mental Health & Substance Use	Mental Health & Substance Use BC Housing	Funded	Island Health BC Housing (Provincial funding)	13 units of supportive housing for MHSU program clients created and occupied

Year Two: 2017- Strategy #1 *(continued)*

STRATEGY #1: CREATE	GOAL	LEAD AGENCY	COMMUNITY SUPPORT SERVICES	COST	POTENTIAL FUNDER	PERFORMANCE MEASURES
ADDITIONAL HOUSING AND NECESSARY SUPPORTS	Renovate 8 emergency shelter units & construct 6 transitional units at Pidcock House	Salvation Army Services		\$425,000	BC Housing (Provincial Funding)	Construction of new units as well as renovations began January 2017 Units ready to be occupied December 2017

Year Two: 2017- Strategy #2

	GOAL	LEAD AGENCY	COMMUNITY SUPPORT SERVICES	COST	POTENTIAL FUNDER	PERFORMANCE MEASURES
STRATEGY #2: COMMUNITY COLLABORATION, PREVENTION AND EDUCATION	Continue library drop-in program for people who are homeless (life skills, tenant information, social support, message services)	Leadership Team	VIRL AVI Wachiay Friendship Centre DCBIA	\$18,000	United Way \$8000 (Regional Funding) HPS Rural & Remote \$10,000 (Federal Funding)	Drop-in location established, and program runs Wednesdays & Sundays 1:30 – 3:30pm Identified the need for a business plan to develop a permanent Drop-In Centre, to partner with DCBIA on this HPS Rural and Remote Funding obtained in Sept 2017 Grant application for HPS RR applied for in fall 2017 for 2018 funding Grant Application to City of Courtenay for 2018 funding
	Adoption of Federal Homeless Information Management System (HIMS)	Coalition/Homelessness Prevention Team				Federal system is not up and running as of December 2017. Further discussion needed with local community agencies
	Continue with prevention strategies	Coalition/ Homelessness Prevention Team	DCBIA			Frontline worker needs assessment and homelessness action GAP analysis completed Social enterprise programs for the homeless discussed. Further research to happen in 2018

Year Two: 2017- Strategy #2 (continued)

	GOAL	LEAD AGENCY	COMMUNITY SUPPORT SERVICES	COST	POTENTIAL FUNDER	PERFORMANCE MEASURES
STRATEGY #2: COMMUNITY COLLABORATION, PREVENTION AND EDUCATION	Continue with public awareness plan/campaign re: homelessness	Coalition/ Public Awareness Team	Whistler Centre for Sustainability			<p>2017 Affordable Housing Workshop held Dec 8th, 2017</p> <p>Social media Campaign for Homelessness Awareness Week Nov 2017</p> <p>4 articles in local newspapers</p> <p>Presented updated Coalition information to all municipalities and regional district</p> <p>Created infographics and print materials using data from PIT Count and Coalition news</p> <p>Increased social media reach</p> <p>13 interview videos filmed, and shared for education and awareness</p>
	Downtown Courtenay Business Improvement Association (DCBIA) relationship development	Coalition/Leadership Team	DCBIA			<p>2 meetings with DCBIA held</p> <p>Communications protocol developed</p> <p>2017-18 Action Plan developed</p>

Year Two: 2017- Strategy #2 (continued)

	GOAL	LEAD AGENCY	COMMUNITY SUPPORT SERVICES	COST	POTENTIAL FUNDER	PERFORMANCE MEASURES
STRATEGY #2: COMMUNITY COLLABORATION, PREVENTION AND EDUCATION	Municipal Planners Meeting	Coalition	Town of Comox Village of Cumberland City of Courtenay CVRD			Held a meeting in June 2017 where planners from each municipality and the regional district held a panel discussion and Q&A to discuss issues of affordable housing. Relationships developed with planners
	Continue Homeless Persons engagement strategy	Coalition/ Leadership Team				Homeless persons engaged at Drop-In Program on their needs
	Advocate for modular housing	Coalition/Leadership Team/Housing Development Team	BC Housing		BC Housing (Provincial Funding) Land Donation (City of Courtenay)	Advocated for modular housing in the Comox Valley Held meetings with local MLAs, BC Housing, municipal councillors 3 Coalition agencies wrote EOIs to be support agencies for modular housing RFQ from local modular construction business submitted and met with Coalition Presented a delegation to City of Courtenay in Dec 2017 requesting land

Year Two: 2017- Strategy #2 (continued)

	GOAL	LEAD AGENCY	COMMUNITY SUPPORT SERVICES	COST	POTENTIAL FUNDER	PERFORMANCE MEASURES
STRATEGY #2: COMMUNITY COLLABORATION, PREVENTION AND EDUCATION	Engage with municipal governments regarding affordable housing policies	Coalition/ Leadership Team				LT will contribute feedback to the City of Courtenay in the revision of the Affordable Housing Policies
	Multipurpose Room at Washington Apartments created	BC Housing	BC Housing	Funded	BC Housing (Provincial Funding)	Multipurpose room built and in use by December 2017 (space used for clinicians and other supports)

Year Two: 2017- Strategy #3

	GOAL	LEAD AGENCY	COMMUNITY SUPPORT SERVICES	COST	POTENTIAL FUNDER	PERFORMANCE MEASURES
STRATEGY #3: COALITION CAPACITY BUILDING	Monitor implementation of Five-year plan	Coalition/ Leadership Team				Continued input and updates from member agencies Continued monitoring of performance measures on all housing, awareness, prevention and funding actions Ongoing collaboration with Wachiy Friendship Centre and Dawn To Dawn regarding 2017 homelessness service projects
	Quarterly All-Teams Meetings	Homelessness Prevention Team/Housing Development Team/Public Awareness Team/Leadership Team				2 meetings held in 2017, with plans for quarterly meetings in 2018
	Update Five-Year Plan for 2018-2019	Coalition/ Leadership Team				5 Year Plan to be updated and submitted to CVRD Jan 2018

Year Two: 2017- Strategy #4

	GOAL	LEAD AGENCY	COMMUNITY SUPPORT SERVICES	COST	POTENTIAL FUNDER	PERFORMANCE MEASURES
STRATEGY #4: FUNDING AND FUNDRAISING	Seek continued funding for part-time Coordinator	Coalition/ Leadership Team		\$20,650	HPS Rural & Remote (Federal Funding)	Coordinator funding obtained Sept 2017
	Seek funding for permanent drop in centre	Coalition/ Leadership Team	DCBIA	TBD	TBD	DCBIA has been identified as a partner to help support a business plan for a permanent drop in centre Other funding opportunities being researched
	Explore funding possibilities for Community Crisis fund for people who are homeless/at-risk	Coalition/ Leadership Team		\$36,000	HPS Rural & Remote (Federal Funding)	Presentation given to Coalition on Rent Banks Grant application for HPS RR for rental/emergency supplements applied for 2018

Year Three: 2018- Strategy #1

	GOAL	LEAD AGENCY	COMMUNITY SUPPORT SERVICES	COST	POTENTIAL FUNDER	PERFORMANCE MEASURES
STRATEGY #1: CREATE ADDITIONAL HOUSING AND NECESSARY SUPPORTS	Create 5 new units of transitional housing at Amethyst House	Comox Valley Transition Society (CVTS)	Comox Valley Transition Society (CVTS)	\$205,000	CVRD - \$155,000 (Regional Funding) Fundraising - \$50,000	5 units of additional transitional housing created Units occupied December 2018
	Create 11 units of supported independent living for youth	John Howard Society	John Howard Society	\$150,000	CVRD - \$150,000 (Regional Funding) Land and house gifted by Abbeyfield (Regional Funding)	Renovations started summer 2018 and units occupied December 2018
	Complete Braidwood Housing Project	Wachiay Friendship Centre/M'akola Housing		\$50,000 \$4.0 million (total project cost)	CVRD - \$50,000 (Regional Funding) BC Housing - \$3,500,000 (Provincial Funding) City of Courtenay - \$474,000 (Municipal Funding)	Housing completed by February 2019 and units occupied in March 2019
	Create total of 10 homes for Habitat for Humanity at Lake Trail site	Habitat for Humanity North Vancouver Island	Habitat for Humanity North Vancouver Island	\$75,000 \$2.4 million (total project cost)	CVRD - \$45,000 (Regional Funding) Town of Comox - \$30,000 (Municipal Funding) City of Courtenay (development cost assistance) (Municipal Funding)	4 units built (2 units occupied December 2018, and 2 built to 'lock up' and units to be occupied in 2019) All 10 units occupied by Oct 2020

Year Three: 2018- Strategy #1 (continued)

	GOAL	LEAD AGENCY	COMMUNITY SUPPORT SERVICES	COST	POTENTIAL FUNDER	PERFORMANCE MEASURES
STRATEGY #1: CREATE ADDITIONAL HOUSING AND NECESSARY SUPPORTS	Provincial Modular Supportive Housing	John Howard Society	John Howard Society	TBD	BC Housing Modular Supportive Housing Initiative (Provincial Funding) City of Courtenay (Regional Funding)	Advocated for and educated community on supportive modular housing Land donated by City of Courtenay in March 2018 John Howard Society identified as the operator Construction began November 2018 with expected occupancy in March 2019 Meetings with local municipalities and MLAs Exploring Village of Cumberland potential land acquisition from VIHA by BC Housing for modular units.
	Create 8 new units of affordable seniors housing	Denman Community Land Trust Association	Denman Community Land Trust Association	\$1,000,000 (total project cost)	Fundraising \$80,000 (Regional Funding)	Build 8 new units of affordable seniors housing on Denman Island Continue to fundraise for land purchase (have raised \$30,000 of the \$80,000 needed for land purchase)

Year Three: 2018- Strategy #1 (continued)

	GOAL	LEAD AGENCY	COMMUNITY SUPPORT SERVICES	COST	POTENTIAL FUNDER	PERFORMANCE MEASURES
STRATEGY #1: CREATE ADDITIONAL HOUSING AND NECESSARY SUPPORTS	Create 11 units for men's intensive recovery treatment	Comox Valley Recovery Centre (CVRC)	CVRC		VIHA	11 units of transitional housing created
	Micro-home (<i>homes 350 sq feet or less</i>) research project	Housing Development Team				Continue to explore micro housing possibilities in the Comox Valley including finding suitable designs that meet municipal and provincial requirements Provided feedback to CVRD re: updated bylaws Attended BC Small Homes Conference Nov 2018

Year Three: 2018- Strategy #2

	GOAL	LEAD AGENCY	COMMUNITY SUPPORT SERVICES	COST	POTENTIAL FUNDER	PERFORMANCE MEASURES
<p>STRATEGY #2: COMMUNITY COLLABORATION, PREVENTION AND EDUCATION</p>	<p>Continue with public awareness activities</p>	<p>Coalition/ Public Awareness Team</p>				<p>Social media Campaign Homelessness Awareness Week October 2018</p> <p>Update online materials with new data from PiT Count</p> <p>Communications and media for PiT Count, Drop in Program, supportive housing, and Housing Built in 2017</p> <p>Continue to increase social media reach and increased website visits</p> <p>4 articles in local newspapers</p> <p>Created information packet for municipal election candidates and met with them in October 2018</p> <p>Created new Coalition logo, and banner</p> <p>Presented general update delegations to Courtenay, Comox, Cumberland in June 2018 and November 2018</p> <p>Presentations about Coalition given to various forums, schools and community groups</p>

Year Three: 2018- Strategy #2 (continued)

	GOAL	LEAD AGENCY	COMMUNITY SUPPORT SERVICES	COST	POTENTIAL FUNDER	PERFORMANCE MEASURES
STRATEGY #2: COMMUNITY COLLABORATION, PREVENTION AND EDUCATION	Gather data about homelessness in the Comox Valley	Coalition/ Homelessness Prevention Team	Coalition/Homelessness Prevention Team Comox Valley Vital Signs Homelessness Services Association of BC	\$19000	United Way Central and Northern Vancouver Island (\$1000) (Regional Funding) Homelessness Services Association of BC (\$15,525) (Provincial Funding)	Point in Time count conducted March 7 th , 2018 Point in Time Count Report released by provincial government December 2018 PiT Summary added to 5 Year Plan Collaborated with Vital Signs to include PiT Count Data in 2018 Report
	Affordable Housing Benefits Everyone Campaign	Public Awareness Team, Leadership Team	Whistler Centre for Sustainability BC Housing City of Courtenay Town of Comox Village of Cumberland	\$5000	Whistler Centre for Sustainability/BC Housing (Provincial funding)	Community engagement including interactive Ideas Walls, and drop-in open houses in Courtenay, Comox & Cumberland Final report published November 2018

Year Three: 2018- Strategy #2 (continued)

	GOAL	LEAD AGENCY	COMMUNITY SUPPORT SERVICES	COST	POTENTIAL FUNDER	PERFORMANCE MEASURES
STRATEGY #2: COMMUNITY COLLABORATION, PREVENTION AND EDUCATION	Continue Connect library drop-in program for people who are homeless	Leadership Team	VIRL AVI Wachiay Friendship Centre CVTS	\$52,900	United Way \$8000 (Regional Funding) HPS Rural & Remote \$39,000 (Federal Funding) City of Courtenay \$5900 (Regional Funding)	Drop-in program runs Wednesdays & Sundays 1:30 – 3:30pm at library Attendance has increased.
	Advocate for modular housing in the Comox Valley	Coalition/Leadership Team/	BC Housing			Successfully advocated with City of Courtenay for land and BC Housing to have modular housing with supports built in Courtenay (occupancy March 2019)
	Continue Homeless Persons engagement strategy	Coalition/ Leadership Team/Homelessness Prevention Team				Homeless persons to be engaged in continued planning of permanent Drop-In Program and through PiT Count
	Engage with municipal governments regarding affordable housing policies	Coalition/ Leadership Team				LT will contribute feedback to the City of Courtenay in the revision of the Affordable Housing Policies

Year Three: 2018- Strategy #2 (continued)

	GOAL	LEAD AGENCY	COMMUNITY SUPPORT SERVICES	COST	POTENTIAL FUNDER	PERFORMANCE MEASURES
STRATEGY #2: COMMUNITY COLLABORATION, PREVENTION AND EDUCATION	Engage local builders' associations <ul style="list-style-type: none"> • VI Builders • VI Construction Association • Canadian Home Builders Comox Valley Development Association	Coalition/Leadership Team				Developers Coalition Meeting - June 2018 Met with Chamber of Commerce re: connecting with local developers Plans for meeting between Comox Valley Development Association and Leadership Team for January 2019
	Municipal Election Meetings	Coalition Leadership Team and Public Awareness Team	Town of Comox Village of Cumberland City of Courtenay CVRD			Created a briefing note on local homelessness and affordable housing issues Hosted meetings with municipal candidates to discuss briefing note, and what municipalities can do to help with affordable housing

Year Three: 2018- Strategy #2 (continued)

	GOAL	LEAD AGENCY	COMMUNITY SUPPORT SERVICES	COST	POTENTIAL FUNDER	PERFORMANCE MEASURES
STRATEGY #2: COMMUNITY COLLABORATION, PREVENTION AND EDUCATION	Downtown Courtenay Business Improvement Association (DCBIA) relationship development	Coalition/Leadership Team	DCBIA			Continued collaboration with the DCBIA Annual Action Plan updated
	Ongoing engagement with provincial and federal elected representatives, BC Housing and National Housing Strategy initiatives					Continued collaboration and engagement with all elected representatives and BC Housing. Engagement with National Housing Strategy initiatives
	Established ongoing collaborative partnership with Comox Valley Community Health Network	Coalition/Leadership Team	Comox Valley Community Health Network			Established ongoing partnership Partnered to host and promote affordable housing open houses Began inquiry on seniors housing needs with needs assessment being conducted in 2019 Coalition is established Collaborative in community to lead action on CVCHN priority on housing

Year Three: 2018- Strategy #3

	GOAL	LEAD AGENCY	COMMUNITY SUPPORT SERVICES	COST	POTENTIAL FUNDER	PERFORMANCE MEASURES
STRATEGY #3: COALITION CAPACITY BUILDING	Monitor implementation of Five-year plan	Coalition/ Leadership Team				Continued input and updates from member agencies Continued monitoring of performance measures on all housing, awareness, prevention and funding actions
	Update Five-Year Plan for 2019-2020	Coalition/ Leadership Team				5 Year Plan updated and submitted to CVRD by Jan 2019
	Evaluate Coalitions Efforts	Coalition/ Leadership Team	North Island College Canadian Observatory on Homelessness			Evaluation planning with potential partnership with North Island College and/or Canadian Observatory on Homelessness began in December 2018 with evaluation process to occur in 2019

Year Three: 2018- Strategy #4

	GOAL	LEAD AGENCY	COMMUNITY SUPPORT SERVICES	COST	POTENTIAL FUNDER	PERFORMANCE MEASURES
STRATEGY #4: FUNDING AND FUNDRAISING	Seek increased funding for co-ordinator for coordinated response to homelessness	Coalition/Leadership Team		\$35,000	City of Courtenay (Municipal Funding) Province of BC (Provincial Funding)	Funding letter for part-time Coordinator for coordinated response to homelessness for 2019 sent to City of Courtenay
	Seek funding for permanent drop in centre	Coalition/Leadership Team	City of Courtenay Province of BC RCMP VIHA Local service agencies RISE	\$220,000	City of Courtenay (Municipal Funding) Province of BC (Provincial Funding) Comox Valley Community Foundation (Regional Funding)	Regular planning meetings held with RISE, BC Housing, City of Courtenay, RCMP and service agencies Permanent drop-in funding proposals submitted to Civil Forfeiture Grant and CV Community Foundation
	Explore funding possibilities for Community Crisis fund for people who are homeless/at-risk	Coalition/Leadership Team		\$39,000	HPS Rural & Remote (Federal Funding)	Grant awarded from HPS RR for rental/emergency supplements and living supports through Connect program

Year Four: 2019- Strategy #1

	GOAL	LEAD AGENCY	COMMUNITY SUPPORT SERVICES	COST	POTENTIAL FUNDER	PERFORMANCE MEASURES
STRATEGY #1: CREATE ADDITIONAL HOUSING AND NECESSARY SUPPORTS	Purchase two fourplexes for women led lone parent families, rent geared to income and with supports	Comox Valley Transition Society	Comox Valley Transition Society	\$1,760,000	BC Housing (Provincial Funding) CVRD \$15,000 (Regional Funding) Town of Comox \$30,000 (Municipal Funding)	2 fourplexes built, occupied and supports in place in 2019
	Build 8 units of single family supportive housing	Dawn to Dawn Action on Homelessness Society	Dawn to Dawn Action on Homelessness Society	1,000,000	BC Housing (Provincial Funding) CVRD \$45,000 (Regional Funding)	Supportive housing built and supports in place
	Create total of 10 homes for Habitat for Humanity	Habitat for Humanity	Habitat for Humanity North Vancouver Island	\$2,100,000	CMHC \$15,000 (Federal Funding) BC Housing \$150,000 (Provincial Funding) CVRD \$45,000 (Regional Funding) Donations \$20,000 City of Courtenay \$10,000 (Municipal Funding)	6 units built and occupied in phase 2 2019-2020 All 10 units occupied by Oct 2020

Year Four: 2019- Strategy #1 (continued)

	GOAL	LEAD AGENCY	COMMUNITY SUPPORT SERVICES	COST	POTENTIAL FUNDER	PERFORMANCE MEASURES
STRATEGY #1: CREATE ADDITIONAL HOUSING AND NECESSARY SUPPORTS	Create permanent drop-in centre	Coalition to End Homelessness (Coordination) Comox Valley Transition Society (Fiscal host)	Coalition to End Homelessness, Comox Valley Transition Society and other partners TBD	\$220,000	Province of BC \$75,000 (Provincial Funding) City of Courtenay \$35,000 (Municipal Funding) CVRD \$45,000 for capital costs (Regional Funding) \$10,000 HPS Rural & Remote (Federal Funding) \$23,000 Fundraising	Permanent drop-in centre site secured, renovations complete and operational by end of 2019
	Hornby Island 26 units for families, seniors and workers	Hornby Island Housing Society	Hornby Island Housing Society	2.6 million	BC Housing (Provincial Funding)	Funding acquired, construction to begin in 2019

Year Four: 2019- Strategy #1 (continued)

	GOAL	LEAD AGENCY	COMMUNITY SUPPORT SERVICES	COST	POTENTIAL FUNDER	PERFORMANCE MEASURES
STRATEGY #1: CREATE ADDITIONAL HOUSING AND NECESSARY SUPPORTS	Create 8 new units of affordable seniors housing	Denman Community Land Trust Association	Denman Community Land Trust Association	\$1,000,000	Fundraising \$80,000	Build 8 new units of affordable seniors housing on Denman Island Continue to fundraise for land purchase (have raised \$30,000 of the \$80,000 needed for land purchase)
	Create 40 units of second stage housing for women led families who have experienced violence	Comox Valley Transition Society	Comox Valley Transition Society	TBD	BC Housing	Received positive response from BC Housing re: EOI Building plans to be completed in 2019 Units built and occupied by the end of 2020
	Create plans for 6-8 units of affordable housing for mixed population in Comox	Comox Valley Transition Society		TBD	Comox Valley Transition Society Town of Comox Federal funding	Planning completed 2019 for a 6-8 units of affordable mixed demographic housing (women, families, seniors) in partnership with Town of Comox (Old Fire Hall land) with potential space for daycare
	8-10 affordable homes for Elders	Wachiay Friendship Centre		TBD	BC Housing Federal Funding TBD	In development phase with anticipated occupancy in 2020

Year Four: 2019- Strategy #1 (continued)

	GOAL	LEAD AGENCY	COMMUNITY SUPPORT SERVICES	COST	POTENTIAL FUNDER	PERFORMANCE MEASURES
STRATEGY #1: CREATE ADDITIONAL HOUSING AND NECESSARY SUPPORTS	Glacier View Lodge Senior's Housing Needs Assessment	Glacier View Lodge Comox Valley Community Health Network Coalition to End Homelessness				Seniors housing needs assessment to be conducted in 2019 Report and plan for seniors housing to be created and implemented
	North Island College Student Residences	North Island College		TBD	Provincial funding	Continue relationship with NIC to support development of student residence
	Encourage creation of Laneway, Secondary Suites, Coach houses and increase in other affordable housing stock	Coalition/Housing Development Team				Meetings with municipalities established Bylaws changed, or in process
	Continue to advocate for micro housing (approx. 350 sq. ft. each unit)	Coalition/Housing Development Team	TBD	TBD	TBD	Advocacy and planning in 2019 with 8 additional units of permanent micro-housing created in 2020

Year Four: 2019 Strategy #2

	GOAL	LEAD AGENCY	COMMUNITY SUPPORT SERVICES	COST	POTENTIAL FUNDER	PERFORMANCE MEASURES
STRATEGY #2: COMMUNITY COLLABORATION, PREVENTION AND EDUCATION	Continue with public awareness plan/campaign re: homelessness	Coalition/ Public Awareness Team				<p>2 social media Campaigns - Homelessness Awareness Week Spring 2019 and Fall 2019</p> <p>Communications and media for Connect Program, and Housing Built in 2018</p> <p>Continue to increase social media reach and increased website visits</p> <p>Continue updating and improving website as necessary – e.g blog</p> <p>4 articles in local newspapers</p> <p>Presentations given to all municipalities</p> <p>Created information packet for federal election candidates and meet with them in September 2019</p>
	Comox Valley Housing Needs Assessment	Coalition/CVRD				Assist CVRD with Housing Needs Assessment

Year Four: 2019 Strategy #2

	GOAL	LEAD AGENCY	COMMUNITY SUPPORT SERVICES	COST	POTENTIAL FUNDER	PERFORMANCE MEASURES
STRATEGY #2: COMMUNITY COLLABORATION, PREVENTION AND EDUCATION	Expand library drop-in program (Connect) to permanent drop-in (see strategy 1 above)	Leadership Team	VIRL AVI Wachiay Friendship Centre DCBIA	\$24,000	United Way (Regional Funding) HPS Rural & Remote (Federal Funding) City of Courtenay (Municipal funding) Comox Valley Community Foundation (Regional funding)	Drop-in program runs Wednesdays & Sundays 1:30 – 3:30pm until permanent drop-in centre established Business plan to develop a permanent Drop-In Centre written and funding applications submitted Funding proposals for continuing funding submitted to United Way, City of Courtenay and Comox Valley Community Foundation
	Implement coordinated response to homelessness	Coalition/ Homelessness Response Team	CV Transition Society Wachiay Friendship Centre Dawn to Dawn Comox Bay Care Society MHSU ICM Team AVI Comox Valley	\$35,000	City of Courtenay	Outreach workers meeting regularly to schedule/conduct group outreach, identify challenges, and share information on services and support Plan to collect data on coordinated response completed
	Comox Valley Housing Needs Assessment	Coalition/CVRD				Assist CVRD with Housing Needs Assessment

Year Four: 2019 Strategy #2 (continued)

	GOAL	LEAD AGENCY	COMMUNITY SUPPORT SERVICES	COST	POTENTIAL FUNDER	PERFORMANCE MEASURES
STRATEGY #2: COMMUNITY COLLABORATION, PREVENTION AND EDUCATION	Engage with municipal governments regarding affordable housing policies	Coalition/ Leadership Team				LT will contribute feedback to the City of Courtenay in the revision of their Affordable Housing Policies LT will engage with CVRD regarding housing assessment and subsequent actions
	Engage local builders' associations <ul style="list-style-type: none"> • VI Builders • VI Construction Association • Canadian Home Builders Association Comox Valley Development Association	Coalition/Leadership Team				Meeting with Leadership Team and local developers Objectives for developers to increase affordable housing developed Print material created/posted on website
	<ul style="list-style-type: none"> • Seek social enterprise opportunities for those who are homeless/at-risk 	Coalition/Leadership Team/Homelessness Response Team				Opportunities identified, and business plan started with support of DCBIA.

Year Four: 2019 Strategy #2 (continued)

	GOAL	LEAD AGENCY	COMMUNITY SUPPORT SERVICES	COST	POTENTIAL FUNDER	PERFORMANCE MEASURES
STRATEGY #2: COMMUNITY COLLABORATION, PREVENTION AND EDUCATION	Downtown Courtenay Business Improvement Association (DCBIA) relationship development	Coalition/Leadership Team	DCBIA			Continued collaboration with the DCBIA Annual Action Plan revisited
	Municipal Planners Meeting	Coalition	Comox Cumberland Courtenay CVRD			Host a meeting in June 2019 with planners from each municipality and the regional district
	Ongoing engagement with provincial and federal elected representatives, BC Housing and National Housing Strategy initiatives					Continued collaboration and engagement with all elected representatives and BC Housing. Engagement with National Housing Strategy initiatives

Year Four: 2019- Strategy #3

	GOAL	LEAD AGENCY	COMMUNITY SUPPORT SERVICES	COST	POTENTIAL FUNDER	PERFORMANCE MEASURES
STRATEGY #3: COALITION CAPACITY BUILDING	Monitor implementation of Five-year plan	Coalition/ Leadership Team				Continued input and updates from member agencies Continued monitoring of performance measures on all housing, awareness, prevention and funding actions
	Update Five-Year Plan for 2020-2021	Coalition/Leadership Team				Updated plan submitted to CVRD by December 2019
	Evaluate progress after 5 years	Coalition/Leadership Team	North Island College Canadian Observatory of Homelessness			Evaluation report with future recommendations completed by December 2019
	Established ongoing collaborative partnership with Comox Valley Community Health Network	Coalition/Leadership Team	Comox Valley Community Health Network			Established ongoing partnership Partnered to host and promote affordable housing open houses Began inquiry on seniors housing needs with needs assessment being conducted in 2019 Coalition is established Collaborative in community to lead action on CVCHN priority on housing

Year Four: 2019- Strategy #4

	GOAL	LEAD AGENCY	COMMUNITY SUPPORT SERVICES	COST	POTENTIAL FUNDER	PERFORMANCE MEASURES
STRATEGY #4: FUNDING AND FUNDRAISING	Seek continued funding for full-time Coordinator			\$57,000	City of Courtenay \$35,000 (Regional Funding) \$22,000 Province of BC (Provincial Funding)	Seek increased funding for full-time Coordinator to provide coordinated response to homelessness
	Seek funding for permanent drop in centre	Coalition/ Leadership Team	DCBIA City of Courtenay Community service agencies	\$220,000	TBD	Proposals submitted and awaiting funding
	Continue Community Crisis fund for people who are homeless/at-risk	Coalition/ Leadership Team		\$45,000	HPS Rural & Remote (Federal Funding)	Funding acquired for emergency life supports and rental top-ups distributed through Connect program or permanent drop-in centre
	Seek social enterprise opportunities for those who are homeless/at-risk	Coalition/Leadership Team/Homelessness Prevention Team	DCBIA Chamber of Commerce			Opportunities identified, business plan written, and funding opportunities applied for in collaboration with the DCBIA and/or Chamber of Commerce.
	Continued research into other funding opportunities	Leadership Team				Funding opportunities found and applied for

Year Five: 2020- Strategy #1

	GOAL	LEAD AGENCY	COMMUNITY SUPPORT SERVICES	COST	POTENTIAL FUNDER	PERFORMANCE MEASURES
STRATEGY #1: CREATE ADDITIONAL HOUSING AND NECESSARY SUPPORTS	Build 40 units of second stage housing for women led families who have experienced violence	Comox Valley Transition Society	Comox Valley Transition Society	TBD	BC Housing (Provincial Funding)	Units built and occupied by the end of 2020
	Build 6-8 units of affordable housing for mixed population in Comox	Comox Valley Transition Society		TBD	Comox Valley Transition Society Town of Comox Federal funding	6-8 units of affordable mixed demographic housing (women, families, seniors) built in partnership with Town of Comox (on old Fire Hall land) with potential space for daycare
	Build 8-10 affordable homes for Elders	Wachiay Friendship Centre		TBD	BC Housing Federal Funding TBD	8-10 affordable homes for Elders built and occupied
	Create 8 new units of permanent micro housing (approx. 350 sq. ft. each unit)	Coalition/Housing Development Team	TBD	TBD	TBD	8 additional units of permanent micro-housing created
	Repurpose existing building/land to new Single Resident Occupancy (SRO) with community kitchen and recreational areas	TBD	TBD			Building identified and repurposed. Additional SRO housing created in 2021

Year Five: 2020- Strategy #1 *(continued)*

STRATEGY #1: CREATE ADDITIONAL HOUSING AND NECESSARY SUPPORTS	GOAL	LEAD AGENCY	COMMUNITY SUPPORT SERVICES	COST	POTENTIAL FUNDER	PERFORMANCE MEASURES
	North Island College Student Residences	North Island College		TBD	Provincial funding	Continue relationship with NIC to support development of student residence

Year Five: 2020 Strategy #2

	GOAL	LEAD AGENCY	COMMUNITY SUPPORT SERVICES	COST	POTENTIAL FUNDER	PERFORMANCE MEASURES
STRATEGY #2: COMMUNITY COLLABORATION, PREVENTION AND EDUCATION	Gather data about homelessness in the Comox Valley	Coalition/ Homelessness Response Team	Coalition/Homelessness Response Team Comox Valley Vital Signs	\$20,000	United Way Central and Northern Vancouver Island (Regional Funding) BC Housing (Provincial Funding)	Point in Time count conducted in March 2020 Point in Time Count Report released in December 2020 PiT Summary added to 5 Year Plan Collaborate with Vital Signs to include PiT Count Data in 2020 Report
	Continue with public awareness plan/campaign re: homelessness	Coalition/ Public Awareness Team				2 Social media Campaigns - Homelessness Awareness Week Spring and Fall 2020 Communications and media for Drop-in Centre, and Housing Built in 2019 Continue to increase social media reach and increased website visits 4 articles in local newspapers Presentations given to all municipalities

Year Five: 2020 Strategy #2 (continued)

	GOAL	LEAD AGENCY	COMMUNITY SUPPORT SERVICES	COST	POTENTIAL FUNDER	PERFORMANCE MEASURES
STRATEGY #2: COMMUNITY COLLABORATION, PREVENTION AND EDUCATION	Continue drop-in for people who are homeless	Leadership Team	VIRL AVI Wachiay Friendship Centre DCBIA	TBD for permanent program	United Way (Regional Funding) HPS Rural & Remote (Federal Funding) City of Courtenay (Municipal Funding)	Permanent Drop-In funding acquired, and Drop-in open and operating
	Continue with coordinated community response to homelessness	Coalition/ Homelessness Response Team	CV Transition Society Wachiay Friendship Centre Dawn to Dawn Comox Bay Care Society MHSU ICM Team AVI Comox Valley			Outreach workers meeting regularly to schedule/conduct group outreach, identify challenges, and share information on services and support Plan to collect data on coordinated response completed Point in Time count conducted in March 2020
	Engage with municipal governments regarding affordable housing policies	Coalition/ Leadership Team				LT will contribute feedback to the City of Courtenay in the revision of the Affordable Housing Policies Collaborate with CVRD on any actions from housing surveys

Year Five: 2020 Strategy #2 (continued)

	GOAL	LEAD AGENCY	COMMUNITY SUPPORT SERVICES	COST	POTENTIAL FUNDER	PERFORMANCE MEASURES
STRATEGY #2: COMMUNITY COLLABORATION, PREVENTION AND EDUCATION	Social enterprise developed for those who are homeless/at-risk	Coalition/Leadership Team/Homelessness Response Team	DCBIA Chamber of Commerce			Funding acquired and program planning completed with enterprise implemented by end of 2020
	National Housing Strategy	Coalition/Leadership Team				Work within new Federal Housing Strategy
	Downtown Courtenay Business Improvement Association (DCBIA) relationship development	Coalition/Leadership Team	DCBIA			Continued collaboration with the DCBIA Action Plan revisited
	Municipal Planners Meeting	Coalition	Town of Comox Village of Cumberland City of Courtenay CVRD			Hold a meeting in June 2020 where planners from each municipality and the regional district have a panel discussion and Q&A to discuss issues of affordable housing.
	Engage local builders' associations <ul style="list-style-type: none"> • VI Builders • VI Construction Association • Canadian Home Builders • Comox Valley Development Association 	Coalition/Housing Development Team				Relationship built with some local Developers who are committed to engagement with 5 Year Plan

Year Five: 2020 Strategy #2 *(continued)*

	GOAL	LEAD AGENCY	COMMUNITY SUPPORT SERVICES	COST	POTENTIAL FUNDER	PERFORMANCE MEASURES
STRATEGY #2: COMMUNITY COLLABORATION, PREVENTION AND EDUCATION	Ongoing engagement with provincial and federal elected representatives, BC Housing and National Housing Strategy initiatives					Continued collaboration and engagement with all elected representative, BC Housing. Engagement with National Housing Strategy initiatives

Year Five: 2020- Strategy #3

	GOAL	LEAD AGENCY	COMMUNITY SUPPORT SERVICES	COST	POTENTIAL FUNDER	PERFORMANCE MEASURES
STRATEGY #3: COALITION CAPACITY BUILDING	Monitor implementation of Five-year plan	Coalition/Leadership Team				Continued input and updates from member agencies Continued monitoring of performance measures on all housing, awareness, prevention and funding actions
	Update Five-Year Plan for 2021	Coalition/Leadership Team	CVRD			Reassess 5 Year Plan, and potentially add another year by Dec 2020 for submission to CVRD
	Evaluate Coalition progress after 5 years	Coalition/Leadership Team				Implementing recommendations made from report in 2020
	Develop plan for evaluation of Community Homelessness Response and Drop-In Centre	Coalition/Leadership Team/ Homelessness Response Team	North Island College Agencies involved community response and Drop-in Centre	TBD	TBD	Evaluation plan developed and ready for implementation in 2021

Year Five: 2020- Strategy #4

	GOAL	LEAD AGENCY	COMMUNITY SUPPORT SERVICES	COST	POTENTIAL FUNDER	PERFORMANCE MEASURES
STRATEGY #4: FUNDING AND FUNDRAISING	Continued research into funding opportunities	Leadership Team				Funding opportunities found and applied for
	Seek continued funding for full-time Coordinator	Coalition/Leadership Team		\$60,000	TBD	Funding secured for Coordinator to continue full time
	Seek sustained funding for permanent drop in centre	Coalition/Leadership Team	DCBIA City of Courtenay	TBD	TBD	Sustained funding acquired
	Seek sustained funding for social enterprise opportunities for those who are homeless/at-risk	Coalition/Leadership Team/Homelessness Response Team				Sustained funding acquired