

Reaching Home:

**Capital Region Community Plan –
A Guide to Achieving the Reaching Home
Program Requirements**

2024–2026

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* Estimate based on an assumed inflation rate of 2.5%, actual to vary based on 2024 Consumer Price Index

Introduction

In completing this template, communities are encouraged to develop comprehensive Community Plans that reflect the contributions of all funding partners, including other orders of governments, not-for-profit organizations, and the for-profit sector. The Community Plan does not preclude adjustments in priorities throughout the funding cycle; communities are still expected and encouraged to regularly review priorities for investment with their Community Advisory Board(s), including sub-project approval.

To support communities in completing their Community Plan, a Reference Guide has been developed. It is strongly recommended that this be reviewed prior to completing this template to ensure understanding of the requirements.

Please note that in communities that receive funding from both the Designated Communities (DC) and Indigenous Homelessness (IH) streams, ongoing and meaningful cross-stream collaboration is expected to support the achievement of community-level outcomes reflecting the needs of the whole community.

The Community Plan for Reaching Home must be approved by the DC or TH Community Advisory Board (CAB) before it is submitted to Infrastructure Canada.

Additionally, if your community has an Indigenous Homelessness (IH) Community Advisory Board (I-CAB), they must affirm that they have been engaged on the Community Plan before it is submitted. If your community is developing a joint plan with the IH stream Community Entity, both CABs must approve the community plan prior to submission.

In addition to the core elements required in this template, communities are welcome to share any other information and/or documents that they feel might provide further insight into their local context as it relates to housing and/or homelessness context.

1. Community Engagement

As part of the community planning exercise, you must engage with community partners with the goal of understanding the needs of the local homelessness sector and identify local homelessness priorities using a coordinated, systems-based and data-driven approach.

Please describe the steps taken to engage your community partners in developing this Community Plan to ensure a community-based approach. Your response must include:

- *Which partners were engaged;*
- *When and how engagement occurred; and*
- *What aspects of the Community Plan were discussed, as well as what aspects of the Plan (i.e., decisions, outcomes, next steps) were influenced by these discussions.*

Note: *Meaningful collaboration with Indigenous and non-Indigenous partners and service providers, as well as the IH CE and I-CAB where applicable, is expected in the development of this Community Plan and must be explicitly referenced in this section. The Indigenous Partners in Your Community worksheet created for the Community Homelessness Report (CHR) may be helpful to complete this section. Please see [CHR: Reporting Tools e-course on the Homelessness Learning Hub](#).*

In February 2024, the Capital Regional District (CRD) and Housing, Infrastructure and Communities Canada (HICC) finalized the two-year extension of the Reaching Home Program Contribution Agreement. This extension continued the CRD's role as the Designated Community Entity (CE) responsible for administering the Reaching Home Program in the Capital Region. In advance of this and to support the prompt delivery of the program funding, the Community Advisory Board (CAB) approved a two-year investment plan (2024-2026) in December 2023.

The CE actively engaged with the Designated Communities CAB during the development of both the Community Plan and Investment Plan. A preliminary draft was presented to the CAB for input and feedback in September 2024.

The CE has confirmed with HICC that the title of the Greater Victoria Community Plan can be modified as: "2024-2026 Capital Region Community Plan – A Guide to Achieving Reaching Home Program Requirements," which better reflects the plan's focused scope. This revised title emphasizes that the plan is specifically designed to help the CE meet the program requirements of the Reaching Home directives and is a targeted tool for compliance with federal directives, rather than a comprehensive community strategy.

Engagement with the CAB was important for gathering valuable insights that shaped the Community Plan. The CAB's contributions ensured the plan reflected community priorities and facilitated a more robust engagement process. Their guidance

highlighted several key partners and areas that could be included in the engagement summary, including:

Engagement with Funded Subprojects:

The CAB advised engaging funded subprojects to better understand both the strengths and potential barriers presented by the Reaching Home Program. Bringing together all organizations currently funded through this program provides a forum for sharing insights on effective practices and identifying areas for improvement when it comes to both the implementation of the program and to the delivery of projects. In alignment with this feedback, a sub-project meeting was held in April 2024, where organizations shared their experiences, highlighting both successes and challenges. This type of feedback helps the CE make changes to the program, where possible, to better support organizations in their implementation of the Reaching Home Program.

CE staff are planning to host another engagement session with funded subprojects to discuss the challenges and successes of the Reaching Home Program. When asked, funded subprojects have generally been supportive of an annual engagement session but requested several months' notice for planning, highlighting the need for clarity on its purpose and participants to guide discussions and staff involvement.

Following the September 2024 CAB meeting, the CE revised the Quarterly Narrative Report form for funded subprojects to better capture insights on project successes and challenges. The updated form enhances the CE's understanding of how to support both funded projects and the clients they serve.

Additionally, the CE modified its approach to the annual fall site visits to include specific questions about how funded subprojects incorporate feedback from clients with lived experience of homelessness and how this feedback influences program design and delivery. In response to CAB feedback, CE staff also began inquiring about potential structural barriers within the Reaching Home Program that may hinder the effective delivery of subprojects. Focusing on 'structural barriers' instead of 'funding challenges' aims to identify program issues while reducing pressure on funded subprojects and recognizing potential power dynamics between funders and recipients. Some examples of structural barriers identified by subprojects within the Reaching Home Program include:

- A common perception that Reaching Home addresses symptoms rather than root causes, operating often as a reactionary program.
- The two-year funding cycle limits the ability to effectively plan staff resources. More specifically, there are general concerns that the precarious nature of short funding cycles can result in losing valuable staff to more stable employment opportunities.
- A significant reporting and monitoring burden, particularly given the funding amounts and the additional requirements from other federally funded programs.

- Some subprojects raised concerns about issuing rent supports directly to landlords rather than tenants.
- A perception that prevention funding only being used for those "at imminent risk of homelessness" (suggested by HICC as being within two weeks of losing their home) may limit the ability to implement more upstream preventive measures to assist individuals before they reach that critical point.

The insights from funded subprojects highlight the critical role of engagement in enhancing the effectiveness and impact of the Reaching Home Program within the community. While Reaching Home funding is secure for the remainder of the program's term, dedicating a portion of any new or additional funds to a continuous engagement stream could facilitate ongoing feedback. Ultimately, this feedback enables the DC CE to better assist funded subprojects and, consequently, the community, by restructuring funding administration or advocating to HICC for changes in program parameters.

Engagement with the Indigenous Homelessness Community Entity (IH CE)

DC CE staff engaged with IH CE staff in October 2024 to discuss the draft Community Plan content. Further engagement sessions may be planned at a later date if funding is extended, and a more robust community plan is needed. The DC CE will continue to engage the IH CE on developments pertaining to the planning and implementation of Coordinated Access and HIFIS alignment in the Capital Region.

Continued engagement with the CAB, funded subprojects, the IHCE and other community partners will be vital in ensuring the Reaching Home program makes a meaningful impact in the community. Further investment in engagement efforts will enable the DC CE to better support projects and advocate for necessary adjustments, ultimately benefiting the community. Future funding extensions could enhance such collaboration, ensuring a comprehensive approach to addressing homelessness.

2. Investment Plan

2.1 In the table below, please identify your community's allocation of Reaching Home funding in the DC or TH and Community Capacity and Innovation (CCI) streams from 2024-25 to 2027-28¹.

	2024-25	2025-26	2026-27	2027-28	Total
Reaching Home Annual Allocation	\$3,743,110	\$3,743,110	\$	\$	\$7,486,220

¹ Communities on two-year agreement extensions should report on investment plans for 2024-25 and 2025-26 at this time.

* Estimate based on an assumed inflation rate of 2.5%, actual to vary based on 2024 Consumer Price Index

2.2 In the table below, please outline your planned division of DC/TH and CCI Reaching Home funding from 2024-25 to 2027-28 by activity area. Please note that it is acceptable that your community's funding priorities change over time. This investment plan is to demonstrate that your community has a vision of moving forward for the allocation of Reaching Home funding.

Activities area	2024-25	2025-26	2026-27	2027-28
Housing Services	11%	11%	%	%
Prevention and Shelter Diversion	17%	17%	%	%
Client Support Services	35%	35%	%	%
Capital Investments	0%	0%	%	%
Coordination of Resources and Data Quality Improvement	22%	22%	%	%
Administration	15%	15%	%	%
TOTAL	100%	100%	%	%

* Estimate based on an assumed inflation rate of 2.5%, actual to vary based on 2024 Consumer Price Index

2.3 In the text box below, please describe how Community Capacity and Innovation (CCI) funding will be used to support coordinated and data-driven service delivery (e.g., supporting Coordinated Access, the Outcomes-Based Approach and use of HIFIS or existing, equivalent Homeless Management Information System).

In December of 2023, the Designated Communities Community Advisory Board approved a two-year investment plan. Compared with previous investment plans, the one approved for 2024 to 2026 increases investment in Coordination of Resources and Data Quality Improvement which includes necessary Community Capacity and Innovation funding directed to this area. This investment acknowledges the community's need for resources to support data collection activities, including the 2024-25 Point-in-Time count and survey (currently scheduled for Spring 2025), as well as additional annual enumerations and surveys required by HICC, which align with the Reaching Home Point-in-Time Count timelines. The investment also accounts for the need to expand the use of HIFIS and integrating Coordinated Access regionally across Reaching Home funded organizations and other community partners.

3. Cost-Matching Requirement

3.1 In the table below, please outline all funding for homelessness initiatives expected to be received from other funders from 2024-25 to 2027-28². This includes both financial and in-kind contributions.

² Communities on two-year agreement extensions should report on cost-matching for 2024-25 and 2025-26 at this time.

* Estimate based on an assumed inflation rate of 2.5%, actual to vary based on 2024 Consumer Price Index

	2024-25	2025-26	2026-27	2027-28	Total
Reaching Home Annual Allocation	\$3,052,798	\$3,052,798	\$	\$	\$6,105,596
Projected Funding From Other Funders towards Homelessness Initiatives					
Program Name and Funder	2024-25 (\$)	2025-26 (\$)	2026-27 (\$)	2027-28 (\$)	Total (\$)
CRD – BC – CMHC: Regional Housing First Program	\$9,167,960	\$21,900,000			\$31,067,960
CRD Regional Housing Trust Fund	\$1,095,000	\$3,240,000			\$4,335,000
Vancouver Foundation and United Way: Non-Profit Funding	\$82,925	\$82,925			\$165,850
In-Kind: CRD Administration	\$69,100	\$69,100			\$138,200
CRD Service Agreements	\$600,250	\$615,256*			\$600,250
CMHC Rapid Housing Initiative	\$9,922,687				\$9,922,687
BC Rental Protection Fund	\$16,800,000				\$16,800,000
CRD Regional Housing Affordability Strategy Update	\$83,333	\$166,667			\$250,000
TOTAL	\$37,821,255	\$25,458,692			\$63,279,947

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3.2 If your anticipated community contributions are not projected to match funding from Reaching Home for each year, please explain the circumstances below and include a description of the steps you will take to meet the requirement.

N/A

4. Homeless Individuals and Families Information System (HIFIS)

Exempt from section as CE is on a two-year funding extension.

4.1 Using your 2023-24 CHR as a guide³, please check the box if you have met the following minimum requirements as of March 31, 2024⁴. Any status updates since March 31, 2024, must also be reflected:

Minimum Requirement	Has the MR been met?	Minimum Requirement	Has the MR been met?
HIFIS MR 1	N/A	HIFIS MR 3	<input type="checkbox"/>
HIFIS MR 2	<input type="checkbox"/>	HIFIS MR 4	<input type="checkbox"/>

4.2 For each minimum requirement that has not yet been met (as identified in 4.1), complete a table below to describe how you will meet it by March 31, 2026. Please note that confirmation that communities are on track to do this will be required by October 31, 2025.

Minimum Requirement not yet met: HIFIS MR 2, 3 & 4	
What are the next steps the community will take to meet this requirement?	Target date for completion

³ For more information on how the minimum requirements align with your Community Homelessness Report, please consult the Community Plan Guide.

⁴ Communities with two-year agreement extensions are not required to complete section 4 at this time.

* Estimate based on an assumed inflation rate of 2.5%, actual to vary based on 2024 Consumer Price Index



5. Coordinated Access

Exempt from section as CE is on a two-year funding extension.

5.1 Using your 2023-24 CHR as a guide⁵, please check the box if you have met the following minimum requirements as of March 31, 2024⁶. Any status updates since March 31, 2024, must also be reflected:

Minimum Requirement	Has the MR been met?	Minimum Requirement	Has the MR been met?
CA MR 1	N/A	CA MR 10	<input type="checkbox"/>
CA MR 2	N/A	CA MR 11	<input type="checkbox"/>
CA MR 3	<input type="checkbox"/>	CA MR 12	<input type="checkbox"/>
CA MR 4	<input type="checkbox"/>	CA MR 13	<input type="checkbox"/>
CA MR 5	<input type="checkbox"/>	CA MR 14	<input type="checkbox"/>
CA MR 6	<input checked="" type="checkbox"/>	CA MR 15	<input type="checkbox"/>
CA MR 7	<input type="checkbox"/>	CA MR 16	<input type="checkbox"/>
CA MR 8	<input type="checkbox"/>	CA MR 17	<input type="checkbox"/>
CA MR 9	<input type="checkbox"/>	CA MR 18	<input type="checkbox"/>

5.2 For each minimum requirement that has not yet been met (as identified in 5.1), complete a table below to describe how you will meet it by March 31, 2026. Note that confirmation that communities are on track to do this will be required by October 31, 2025.

Minimum requirement not yet met:	
What are the next steps the community will take to meet this requirement?	Target date for completion

⁵ For more information on how the minimum requirements align with your CHR, please consult the Community Plan Guide.

⁶ Communities with two-year agreement extensions are not required to complete section 5 at this time.

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5.3 Describe how ongoing, meaningful collaboration on Coordinated Access between Indigenous and non-Indigenous partners has or will take place as your community works to implement, maintain and improve a Coordinated Access system.

[add response here]

6. Outcomes-Based Approach

Exempt from section as CE is on a two-year funding extension.

6.1 Using your 2023-24 Community Homelessness Report as a guide⁷, please check the box if you have met the following minimum requirements as of March 31, 2024⁸. Any status updates since March 31, 2024, must also be reflected:

Minimum Requirement	Has the MR been met?	Minimum Requirement	Has the MR been met?
OBA MR 1	N/A	OBA MR 6	<input type="checkbox"/>
OBA MR 2	N/A	OBA MR 7	<input type="checkbox"/>
OBA MR 3	<input type="checkbox"/>	OBA MR 8	<input type="checkbox"/>
OBA MR 4	<input type="checkbox"/>	OBA MR 9	<input type="checkbox"/>
OBA MR 5	<input type="checkbox"/>		

6.2 For each minimum requirement that has not yet been met (as identified in 6.1), including those modified and new as of 2024-25, complete a table below to describe how you will meet it by March 31, 2026. Please note that confirmation that communities are on track to do this will be required by October 31, 2025.

Minimum Requirement not yet met: 3-9	
What are the next steps the community will take to meet this requirement?	Target date for completion

6.3 Please describe how ongoing and meaningful collaboration between Indigenous and non-Indigenous partners has or will take place as your community works to meet the OBA minimum requirements. In communities where the Designated Communities and Indigenous Homelessness streams co-exist, collaboration with the IH-CE and I-CAB (where applicable) is expected.

⁷ For more information on how the minimum requirements align with your Community Homelessness Report, please consult the Community Plan Guide.

⁸ Communities with two-year agreement extensions are not required to complete section 6 at this time.

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[add response here]

7. Official Language Minority Communities

The Government of Canada has a responsibility under the [Official Languages Act](#) to ensure that programs and services meet the needs of Official Language Minority Communities (OLMCs). Please describe the steps that you will take to ensure that the services funded under [Reaching Home](#) take the needs of the OLMCs into consideration, where applicable.

The CE is aware of their responsibilities for identifying OLMCs and understands that none have been formally identified in the Capital region.

According to the 2021 Census, only 155 residents – representing .038% of the Capital region’s total population – identified as speaking only French.

In cases where French-only speaking individuals seek services in the region, the CE and CAB have worked together to develop processes to refer service providers to translation and interpretation services should they be identified by the client as necessary. Additionally, representatives from the CAB and CE have in the past collaborated with members of the local Francophone association to produce a directory of homelessness services and programs in French. Future efforts will build on these initiatives to complement this work, if required.

There are multiple translation and interpretation non-profit service organizations available in the Victoria CMA and sub-project agreement holders have been made aware of these services. All sub-project agreements include the requirement that services will be provided, where appropriate, in such a manner as to address the needs of both official language communities.

8. Community Advisory Board—Designated Communities/Territorial Homelessness

Note: You may list more than one name/organization for each sector, and you may list a name/organization in more than one sector, as applicable.

(Lines below can be removed where not applicable)

Sector	CAB Members:
Infrastructure Canada (Ex-Officio Member)	Donna Wingfield, Housing Infrastructure and Communities Canada
Community Entity (Ex-Officio Member)	Don Elliott, Capital Regional District
Provincial/Territorial government	Jennifer Fox, BC Housing
Local/Municipal government	
Indigenous government	Jordan Koe, Tsawout First Nation Margaret Charlie, Songhees Nation
Individuals with lived experience of homelessness	
Indigenous Peoples, nations and organizations, Friendship Centres	Clint Kuzio, Cool Aid Society Jared Melvin, Island Métis Family and Community Services Society Jordan Koe, Tsawout First Nation Margaret Charlie, Songhees Nation Ron Rice, Victoria Native Friendship Centre
Indigenous housing organizations	Jordan Koe, Housing Manager at Tsawout First Nation
Youth and/or child-serving organizations, including Child Welfare agencies	Jason Walsh, Threshold Housing Society
Organizations serving survivors of domestic violence and their families	
Seniors and senior-serving organizations	
Newcomers and newcomer-serving organizations	Aly Essa, InterCultural Association of Greater Victoria
The private sector	
Police and correctional services	Bojan Grbavac, BC Corrections
Landlord associations and/or the housing sector	
Health organizations, including hospitals and other public health institutions, and organizations focused on mental health and addictions	Ian Bermeo, Victoria Brain Injury Society Sharlene Law, Umbrella Society
Veterans Affairs Canada and/or Veterans-serving organizations	
Organizations serving individuals experiencing, or at risk of experiencing homelessness	Calvin Leitner, Pacifica Housing Clint Kuzio, Cool Aid Society Lee King, Lookout Housing

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	Jason Walsh, Threshold Housing Society Sylvia Ceacero, Alliance to End Homelessness in the Capital Region Dr. Filip Ani
Other	

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CAB Chairs or Co-Chairs (if applicable):

I affirm that the above members of the CAB have reviewed the attached Community Plan, and that a majority of CAB members approve of its content.

Aly Essa		2024-12-04
Name	Signature	Date (YYYY-MM-DD)
Ron Rice		2024-12-04
Name	Signature	Date (YYYY-MM-DD)
_____	_____	_____
Name	Signature	Date (YYYY-MM-DD)

* Estimate based on an assumed inflation rate of 2.5%, actual to vary based on 2024 Consumer Price Index

9. Community Advisory Board—Indigenous Homelessness

Note: You may list more than one name/organization for each sector, and you may list a name/organization in more than one sector, as applicable.

(Lines below can be removed where not applicable)

Sector	CAB Members
Infrastructure Canada (Ex-Officio Member)	Tina Stenson
Community Entity (Ex-Officio Member)	Ron Rice
Provincial/Territorial government	
Local/Municipal government	
Indigenous government	
Individuals with lived experience of homelessness	
Indigenous Peoples, nations and organizations, Friendship Centres	
Indigenous housing organizations	Alita Tocher
Youth and/or child-serving organizations, including Child Welfare agencies	
Organizations serving survivors of domestic violence and their families	
Seniors and senior-serving organizations	
Newcomers and newcomer-serving organizations	
The private sector	
Police and correctional services	
Landlord associations and/or the housing sector	
Health organizations, including hospitals and other public health institutions, and organizations focused on mental health and addictions	
Veterans Affairs Canada and/or Veterans-serving organizations	
Organizations serving individuals experiencing, or at risk of experiencing homelessness	Anita Zacker, Bernice Kamano, Christie Robbins, Karen Mills
Other	Patrick Harriot, Michelle Newman-Bennet

Indigenous CAB Chairs or Co-Chairs (if applicable):

Not applicable as CE is on a two-year funding extension.

(If Community Plan is not a joint plan): I affirm that the above members of the Community Advisory Board have been engaged on the Coordinated Access and Outcomes-Based Approach sections of the attached Community Plan.

OR

(If Community Plan is a joint plan): I affirm that the above members of the CAB have reviewed the attached Community Plan, and that a majority of CAB members approve of its content.

_____	_____	_____
Name	Signature	Date (YYYY-MM-DD)
_____	_____	_____
Name	Signature	Date (YYYY-MM-DD)
_____	_____	_____
Name	Signature	Date (YYYY-MM-DD)

* Estimate based on an assumed inflation rate of 2.5%, actual to vary based on 2024 Consumer Price Index

