![Strathcona Regional District logo]

STAFF REPORT

DATE: April 8, 2022

FILE:

TO: Chair and Directors,
Regional Board

FROM: David Leitch
Chief Administrative Officer

RE: STRENGTHENING COMMUNITIES SERVICES PROGRAM GRANT APPLICATION ROUND 2

PURPOSE

To consider a second application to Union of BC Municipalities (UBCM) COVID-19 Restart Funding - Strengthening Communities' Services Program to support and address unsheltered homelessness in the region.

EXECUTIVE SUMMARY

The Strathcona Regional District in partnership with the City of Campbell River, the Campbell River and the District Coalition to End Homelessness, and several community agencies applied for and were awarded funds from the UBCM Strengthening Communities Covid-19 Restart Program in August 2021. The grant program was developed to

- improve the health and safety of unsheltered people experiencing homelessness,
- reduce related community impacts,
- improve service coordination and
- increase local capacity for service delivery.

The successful rollout of the 2021 grant application has included funding 13 projects and assisting several organizations with supplies to support the unhoused population. The community working group continues to meet regularly to monitor progress, troubleshoot challenges and discuss community trends and service gaps. A mid-term evaluation report (attached) was completed in March 2022 to assess the progress of the grant activities and outcomes.

UBCM has announced a second-round of funding for 2022. The community working group met on March 31, 2022 to discuss the mid-term evaluation report and the recommendations outlined in the report. The group unanimously supported the report's recommendations for a second UBCM Strengthening Communities grant application.

The proposed second-round funding draft application includes the following activities:

- operational funds for Hama?Elas community kitchen and the Campbell River & District Food Bank,
- enhanced coordination capacity of nonprofits to address homelessness and community needs, and
- continuation of the regional outreach services.

These activities are described further in the attached 2022 Grant Application Activities Summary. Although Kwesa Place was recommended for funding in the evaluation report, they have indicated

there may be funding available from other sources and due to limited funding, they wanted to ensure other programs received support.

As the primary applicant, the Strathcona Regional District's responsibility would include applying for, receiving and managing the grant funding.

RECOMMENDATIONS

1. THAT the report from the Chief Administrative Officer be received.

2. THAT the Strathcona Regional District submit a regional grant application to the Strengthening Communities' Services Program as outlined in the Summary of Proposed Activities, and

   THAT the Regional District commit to providing overall grant management if the application is successful.

Respectfully:

David Leitch
Chief Administrative Officer

BACKGROUND/HISTORY

The COVID-19 Restart Funding for Local Governments, Strengthening Communities' Services program is available through the Union of British Columbia Municipalities (UBCM). The purpose of the funding is to help protect public safety and health, and support safe reopening of the economy. It is specifically geared towards providing services to people experiencing unsheltered homelessness and addressing the related community impacts.

At the April 14, 2021 Strathcona Regional District Board meeting, the board chose to approve and submit an application as proposed by the community working group made up of representatives from the Strathcona Community Health Network, the Coalition, the City of Campbell River, the Strathcona Regional District, several service providers and the Downtown Business Improvement Association.

In August 2021 the SRD was awarded $1,020,280 to implement the services and programs outlined in the grant application. More than 90% of the funds are allocated or have been dispersed to service agencies who are implementing the activities and providing service in 2021.

UBCM announced a second application cycle for 2022. The 2021 UBCM grant program distributed approximately $80 million across the province; the 2022 program will distribute $20 million. The funding guidelines are based upon population, the regional district may apply for $312,500, however, applications that exceed the guidelines may be considered for funding if applicants can demonstrate need and if program funding is available. Conversely, if the program is oversubscribed, applicants may be asked to reduce funding requests. The proposed application will include Tier 1 activities that total $312,500 as well as Tier 2 activities should additional funds be available through the UBCM grant program.

The details of the proposed second grant application and budget are listed in the attached 2022 Grant Application Activities Summary. These activities build upon the programs delivered in 2020/2021.

FINANCIAL IMPLICATIONS

The proposed regional application has a draft budget of $384,500.

The grant will cover 100% of eligible costs. If the Strathcona Regional District is not successful with this grant application, the proposed activities would not proceed unless alternate funding was to be obtained.

The Strathcona Regional District would be responsible for receiving, managing and reporting on the funds.

INTERGOVERNMENTAL/REGIONAL IMPLICATIONS

The collaborative nature of the 2021 regional application process has strengthened connections between service agencies, reduced duplication and provided opportunities to deliver service beyond Campbell River.

The UBCM Strengthening Communities Grant resulted in over $1million coming into the region to support initiatives that provide service to the homeless population, address the community impacts, and provide valuable training to staff, volunteers and members of the general public. The mid-term evaluation process provided valuable feedback and validated the increased collaboration that is continuing in the region.

ALTERNATIVES

Option 1 - THAT the Regional District choose to not participate in the second round of the Strengthening Communities' Services Program funding.

Option 2 – THAT the Regional District submit a regional application to the Strengthening Communities' Services Program based on the proposal outlined in the April 8, 2022 report from the Chief Administrative Officer.

Option 3 - THAT the Regional District submit a regional application to the Strengthening Communities' Services Program with changes identified by the Board.

Prepared by: *Renée LaBoucane, Manager of Strategic Initiatives*

Attachments: 2022 Grant Application Activities Summary
                    Mid-Term Evaluation – Strathcona Strengthening Communities Grant Program

Strengthening Communities' Services Program – 2022 Grant Application
Summary of Proposed Activities

Tier 1 Program	Activity	Budget
Community and Homeless Individual's Health and Safety		
Hama?Elas Kitchen	One year support for the operation, supplies, food costs, facility management, volunteer management and peer program at Hama?Elas Kitchen. This service is provided 7 days per week with demand significantly increasing in 2021.	$136,000
Campbell River and District Food Bank	Establish a peer-based program, increase staffing by 10 hours per week to facilitate the peer program. Funds for a portion of the non-perishable food supplies.	$22,500
Community Connections and Collaborative Supports		
VI West Mobile Outreach	Mobile outreach service offering medical, social services and mental health supports to vulnerable populations located in Vancouver Island West area. This pilot program requires dedicated part-time coordinator to continue and to expand hours of service. Currently the program is providing service to Gold River and TsaXana.	$104,000
Community Capacity Building		
Coordination of Services for people experiencing homelessness	Continue funds to increase the Campbell River and District Coalition to End Homelessness (CRDCEH) ability to support and expand services, coordinate proposed grant activities, and collaborate with other service providers to effectively address community needs.	50,000
	Total Tier 1 Budget	$312,500

Tier 2 Program	Activity	Budget
Get the Point Program	Continuation of the peer-based program delivered through Kwakiutl District Health Council.	$ 44,000
Night Time Security-Business Improvement Association	Geographically expand the service to include Campbelton area.	$ 17,000
Food Security Coordination	Support Hama?Elas Kitchen in planning, partner coordination and grant applications.	$ 11,000
	Total Tier 2 Budget	$ 72,000

Strathcona Strengthening Communities' Services Program

Midterm Evaluation & Recommendations Report

Prepared by Binx Planning on behalf of the Strathcona Regional District

March, 2022

Table of Contents

About the Strathcona Strengthening Communities' Services Program

The Strathcona Strengthening Communities' Services Program was developed to identify and address service delivery gaps for the unsheltered homeless population caused by the COVID-19 pandemic in the Strathcona region. The purpose of the program was to:

- Improve the health and safety for unsheltered people experiencing homelessness;

- Reduce community concerns related to impacts of homelessness;

- Foster connection and collaboration;

- Improve coordination of services; and,

- Increase capacity for service delivery.

Funded by the Union of British Columbia Municipalities (UBCM) 2021 Strengthening Communities' Services Grant, the program has supported 13 projects and initiatives in the region. As many of the projects approach the middle of their term—and in light of the UBCM's announcement of a second round of Strengthening Communities' Services Grant funding—the Strathcona Strengthening Communities' Services Program projects were evaluated to examine gaps, capture learning opportunities, and review next steps.

The program evaluation was completed by an independent planning consultancy, Binx Planning, on behalf of the Strathcona Regional District (SRD) and the Grant Working Group.

About this Document

Part One of this document provides: an overview of the evaluation process, feedback on the collaborative grant application process, a summary of community service needs identified by local service providers, and recommendations for program services that should be included in a second Strengthening Communities' Services Grant application.

Part Two of this document summarizes the research findings, broken down per program.

Appendix A includes the research materials, survey questions and semi-structured interview guide used for this evaluation.

Part One:

The Strathcona Regional District, in partnership with the City of Campbell River, the Campbell River and District Coalition to End Homelessness, and several community agencies (collectively known as the Grant Working Group), applied for and were awarded funds from the UBCM Strengthening Communities' Services COVID-19 Restart Program in August 2021.

The Grant Working Group developed a robust program of activities and projects to address and support the immediate health and safety needs of those experiencing unsheltered homelessness, reduce related community impacts, improve service coordination, and build capacity within the region.

Regular monthly meetings with the Grant Working Group were hosted to report on the program activities, collaborate, brainstorm solutions for current challenges, and share successes.

As the mid-point of the granting period approached and a second intake for the UBCM Strengthening Communities' Services was announced, there was a desire to evaluate the impact of the 2021 funds and obtain feedback on what could be included in a possible 2022 application. This report summarises the evaluation findings that illustrate the impact of the funding within the region and will help inform a second grant application proposal.

Process Overview

Two research tools, an online survey and semi-structured interviews were used to collect feedback; the former connected with program staff and community partners, and the latter connected with program coordinators and executive directors.

A survey invitation email, and one prompt email, was sent to 25 program staff by Renée LaBoucane, Strategic Initiatives Manager at the SRD and member of the Grant Working Group. A total of 16 responses were collected between Thursday, March 03, 2022, and Friday, March 18, 2022—the survey was open for 12 business days.

An interview invitation email, and one prompt email, was sent to ten program coordinators and executive directors by Felicia Fischer, Project Lead at Binx Planning. A total of eight 30 minute Zoom or phone interviews were conducted between Monday, March 07, 2022, and Friday, March 18, 2022.

See Appendix A for the survey and semi-structured interview questions.

Grant Development Process, Feedback

The Strathcona Strengthening Communities' Services Program grant application was developed through a collaborative and inclusive process that engaged a diverse group of interested and experienced partners to address the local community's needs.

Those involved in the grant development process spoke highly of the focus on collaboration, diversity, and relationship building, appreciating that it allowed for a range of voices and perspectives to be heard. The regular meetings provided opportunities to connect with organizations serving the same clients in different ways, helping to strengthen existing connections and forge new ones—bolstering the region's support network. Additionally, those less experienced with the grant writing process or logistics of service delivery expressed appreciation for the opportunity to learn and support the process.

Although beneficial overall and appreciated by those involved, coordinating this multifacet response project in a short timeframe was challenging and added complexity to the grant development process. This later translated into logistical challenges when coordinating contracts and distributing funds—limiting capacity to follow up with projects providers. Despite some hurdles, respondents applaud the Grant Working Group giving accolades for producing an application approved by both municipal and regional governments within a short timeframe.

Quotes from survey participants, about the grant development process:

"It's really nice to have someone coming in from a strong administrative perspective to write the grant, as they know what the funders want to hear."

"It served to bring people together. It made sure we are filling in gaps and not overlapping services."

"The people who were writing and overseeing the grant were already communicating with people who will be participating and receiving support from the grant. So we already had the contacts, we knew where the gaps were, what people needed. So it was great to have all that background information."

Summary of Community Needs

Across both forms of engagement, survey and interviews, respondents were asked to identify where they see the greatest need for support in the region. Suggestions varied and ranged from noting housing needs across the region, to service delivery gaps, and some of the Strathcona Strengthening Communities' Services Program's ongoing needs for additional support.

Broadly, most respondents identified a need for additional housing in the area. Within this category, participants spoke to a need for emergency housing services, short-term housing services, and long-term affordable housing. Some mention was made of these solutions needing to be co-located near other homeless services, such as community kitchens and post-treatment programs. Conversely, others spoke to a desire to keep these services away from community hubs due to disruption they can bring.

Service delivery gaps not currently being addressed that respondents highlighted include a lack of inter and intra community transportation options, substance use support, and recovery treatment programming. Respondents also indicated the importance of addressing stigma, racism, and shifting the narrative around homelessness within the broader community. Some participants identified the importance of providing cultural sensitivity, trauma-informed practice, crisis management, and de-escalation training.

Overwhelmingly, respondents spoke of the general need for funding and capacity to support existing regional programming and expand on many of the successes from the first round of Strengthening Communities' Services Grant funding. Three existing programs specified as needing additional support were:

- The **Storage Locker Program** as it would enable unsheltered homeless to access services without fear of losing their items while helping to reduce the occurrence of petty theft in the community. This program has been unable to be successfully implemented because of a lack of a host organization and viable location;
- The **Peer Program**, which when fully operational, will help to provide needed capacity for programs and training to peers; and,
- **Hama?Elas Community Kitchen**, which has seen a significant increase in demand in the wake of COVID-19 pandemic.

As with providing housing solutions, respondents noted that existing programs might benefit from further collaboration or co-location to service the same clients.

Recommendations

This section provides recommendations for which projects and programs should be included in a second Strengthening Communities' Services Grant application. This section also notes which programs would benefit from additional funding, but can operate without immediate support.

Programs to Consider in the Second Strengthening Communities' Services Grant Application

CRDCEH Coordinator

The coordination of services and information for People Experiencing Homelessness is pivotal for assuring capacity to support services, coordinate proposed grant activities, and collaborate with other service providers to address the community's urgent needs. This role is pivotal to supporting the Strengthening Communities' Services Grant application process, funds distribution, and reporting. Continued funding would secure this position and ensure that the other Strathcona Strengthening Communties' Services programs are given the support they need.

A detailed evaluation for the [Coordination of Services for People Experiencing Homelessness](#) is available on page 19.

Hama?Elas Community Kitchen

Identified as vital to the health and wellbeing of the unsheltered homeless and those experiencing poverty in the community, the Hama?Elas Community Kitchen has seen a significant increase in use since the program was launched, providing approximately 80 to 90 meals a night with volunteer support. Ongoing funding for supplies, food, staff support, peer involvement, and a location and space better suited to their needs is essential to allow the program to continue to serve the community.

A detailed evaluation for the [Hama?Elas Community Kitchen](#) is available on page 13.

Vancouver Island West Mobile Outreach Program

One of the few programs in the Strathcona Strengthening Communities' Services programs providing services to rural and remote communities in the region, the Mobile Outreach program has seen notable success despite being in the early stages of implementation. Servicing over 20 users in the first six hours of operation, this program highlights the importance of providing services outside of urban centres. Additional funding would allow for the program to increase hours and days of operation and possibly bring on a dedicated program coordinator and administrator.

A detailed evaluation for the [Vancouver Island West Mobile Outreach](#) program is available on page 16.

Kwesa Place Operations

Kwesa Place is a community gathering space that provides access to humanistic and dignifying services for people experiencing homelessness. Since the program launched, they have adapted and expanded their services to meet community needs. Further funding would allow the program to cover growing service delivery costs, increase hours and days of operation, and respond to gaps in services.

A detailed evaluation for [Kwesa Place Operations](#) program is available on page 14.

Note: Several survey and interview respondents identified the need to provide the unsheltered homeless populations with secure storage solutions. However, a lack of a host organization and a viable location have been the barriers to implementation. With enough support, the Lacihwiltach Family Life Society Homelessness Services, operators of Kwesa Place, could be an appropriate host for a security locker program in the right location.

Storage Lockers

The Storage Lockers program, not currently operational, would provide people experiencing unsheltered homelessness with a safe place to store their belongings. A majority of respondents identified the need for such a service and believed that this would enable people experiencing unsheltered homelessness to access local services, keep appointments, and not engage in petty theft. Funding, a program host, a viable location and capacity are needed to make this project operational.

A summary of comments related to the [Storage Lockers](#) program is available on page 12.

Programs that would Benefit from Additional Funding at a Later Date

Training Support for Social Service Provider Staff and Volunteers Program

This program is designed to equip service provider staff and volunteers with essential skills in cultural sensitivity, trauma-informed practices, crisis management, and de-escalation through community-based training, addressing a barrier to service delivery in the region. The program is also available to the wider community and employers to build community capacity to better address issues surrounding homelessness. Delays in launching the program have resulted in insufficient data being available, preventing us from providing a recommendation for its inclusion in the second round of funding. However, multiple survey and interview respondents expressed the importance of training for their program's success or identified a need for further training. As such, it is recommended that the effectiveness of the training program be evaluated at a later date.

A detailed summary of the Training Support for Social Service Provider Staff and Volunteers program is available on page 17.

Justice Support Worker Program

The Justice Support Worker program aids people interacting with the justice system and experiencing unsheltered homelessness by connecting them with service providers and improving access to services. A recently implemented program that appears well situated to achieve its goals, the Justice Support Worker program should be evaluated at a later date and assessed for operation beyond January 2023.

A detailed evaluation for the Justice Support Worker program is available on page 17.

Night Time Security Program

The Night Time Security program strives to support the safety of unsheltered homeless and provide surveillance to Campbell River's greater downtown business and commercial areas. Fully operational, the program has seen notable success and is looking for funding to increase hours and days of operation. Other areas of Campbell River have also expressed interest in broadening the program's scope to include Campbellton and Willow Point. Further funding would allow for the program to expand and could be a mix or public and private funding.

A detailed evaluation for the Night Time Security program is available on page 09.

Note: Although this program would benefit from more funding, this program is well situated to continue beyond the scope of the first round of Strengthening Communities' Services grant funding and is the most likely to be supported through other channels. Moreover, the program will benefit from other programs in the area, increasing their services' scope and length.

This recommendation has been provided, considering that increasing night time security might be necessary for the short-term while other programs increase the scope of their services.

Part Two:

Research Findings, Quantitative Data Summary

This section of the report states the quantitative findings of the survey, providing commentary from the interviews where applicable.

Survey respondents provided feedback on the 13 Strengthening Communities' Services projects. The Peer Engagement program received the most feedback, with five responses; followed by the Coordination of Services for People Experiencing Homelessness, with four responses; and COVID-19 Related Outreach Supplies, with three responses. Seven programs—Night Time Security Program, 'Get the Point' Program, Hama?Elas Community Kitchen, Campbell River Food Bank Support, Vancouver Island West Mobile Outreach, Justice Support Worker, and Training Support for Social Service Provider Staff and Volunteers—received two responses. Three programs—Downtown Clean-up, Storage Lockers, and Kwesa Place Operations. Some respondents provided feedback on more than one program in their survey response.

When asked if they felt their program was meeting the outcomes they intended to achieve, 100% of respondents who provided answers said yes. One respondent did not answer yes or no, stating that as their program is not yet operational, they were not able to comment.

Q3 Do you feel the projects you are involved with are meeting the outcomes they intended to achieve? Please explain.
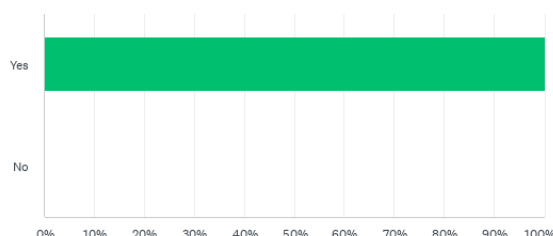
When asked if their program was connecting with other similar or complementary programs in the region, 87.5% answered yes, and 12.5% selected other, specifying that they are not currently connected with other programs but hope to be connecting soon.

Q9 Is your project/program connecting with other similar or complementary programs in the region?
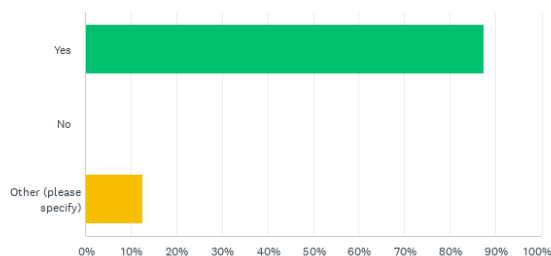
When asked if there were challenges or roadblocks to the grant writing approach, 66.67% of respondents answered no, and 33.33% answered yes. When respondents who answered yes were asked how these roadblocks could be addressed moving forward, they suggested: reducing the number of programs supported by the grant to streamline the process, working with consistent deadlines across the program, or allocating staff dedicated to supporting program providers.

Q12 The Strengthening Communities' Services Grant application emphasizes an inclusive multi-sectoral approach to address the immediate needs of the unsheltered homeless. Were there challenges and roadblocks to this approach? If yes, please specify.
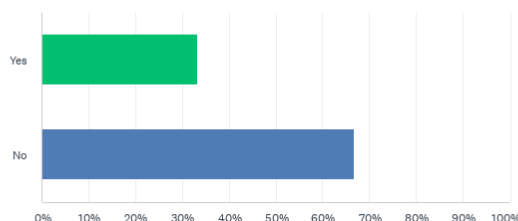
When asked if programs anticipated needing to continue their services beyond the term of the 2021 Strengthening Communities' Services grant, all respondents said yes, with 75% of respondents wanting to be considered for the second round of the Strengthening Communities' Services grant funding.

Research Findings, Qualitative Data Summary

This section of the report summarizes and synthesize the feedback provided from the survey and interviews broken down by program.

Note: In this section of the report the Strengthening Communities' Services Grant is referred to as the UBCM grant.

Night Time Security Program

The Night Time Security program strives to support the safety of unsheltered homeless and provide surveillance to Campbell River's greater Downtown business area and other commercial areas and parks. Implemented and overseen by the Downtown Campbell River Business Improvement Area (BIA) and the City of Campbell River, the goals of the program are to:

- Increase overnight security efforts;
- Reduce public health concerns;
- Improve the safety of those experiencing homelessness; and,
- Reduce the number of incidents and calls for emergency services related to crime, calls for crisis intervention, and incidents related to people experiencing homelessness.

Scheduled to begin in October 2021 and delays due to capacity limitations from the initial security service provider, the project became fully operational in February 2022. Since launching, security personnel have been active in Downtown Campbell River four nights a week from 20:00 to 04:00, serving the unsheltered homeless, the local business community and public parks and spaces.

Success

Despite shifts in the initial project timeline, the now fully operational Night Time Security program meets the intended objectives outlined in the UBCM grant application. By providing eyes on the street and operating in an ethical, compassionate, humanistic way, the security personnel are successfully directing those in need towards local services,

increasing safety for all, actively preventing illegal camping in the area, and supporting the health outcomes for members of the homeless population.

The multi-sectorial collaborative approach used to address the issue of night time security in Campbell River's Downtown has been pivotal to the success of the Security program by connecting members of the BIA with local service providers and allowing them to be an active part of addressing homelessness in the area. Moreover, the training provided enabled essential learning opportunities for BIA members and the security service provider, grounding the program in compassion and empathy.

Lessons Learned

Ensuring that people in vulnerable situations are connected to support services is a core outcome for the Night Time Security program. Despite initial success in achieving this, a lack of 24-hour non-emergency services in the area has been identified as a barrier to success and a service gap for the community.

Gaps

Although the current program hours, from 20:00 to 04:00, four days a week, have been effective in meeting the program goals and desired outcomes, the service providers identify a lack of security presence during 04:00 and 08:00 as a need that can be addressed by increasing the scope of the program. Additional funding would support this increase and allow for security presence until business and other day-to-day activities allow for natural surveillance in the area.

What's Next

The BIA is actively seeking funding to continue the Night Time Security program beyond the scope of the UBCM grant. They are confident in their ability to keep things operational using contributions from local businesses and City funding. However, additional support beyond what is secured will be needed to increase the program's operation hours.

The program's success in Downtown Campbell River has attracted attention from other areas within the city, including Campbellton and Willow Point. With interest in expanding the program or implementing similar initiatives in other parts of the community.

The program would like to be considered for the second round of UBCM grant funding to support the hopes for extension and expansion.

'Get the Point' Program

The 'Get the Point' program aims to increase the capacity and service provision of the peer based programs delivered through the Kwakiutl District Council (KDC).

Success

The intended program outcomes under the UBCM grant funding are currently being met. The program provides meaningful job opportunities to the unsheltered homeless and people in vulnerable situations. Program participants have been involved in initiatives such as cleaning duties—increasing cleanliness and safety in Downtown Campbell River and other neighbourhoods and parks.

The program has had a positive community response since its inception. Community members have been showing support by vocalising their appreciation of the peer's efforts while they work—positively impacting lives and reducing stigma.

The key program successes are as follows:

- Timely operation with efficient coordination;
- Collaborative approach; and,
- Community support for similar initiatives.

Lessons Learned

It was noted that there is a passion for such work in the community. However, the lack of staff and peer capacity jeopardizes the long-term stability of the program. Therefore, the need for more permanent staff positions was deemed crucial.

There is limited access to post-treatment programs due to a lack of availability and funding. It was noted that people who are determined to stop substance use and are ready to make a transition should be able to access needed treatment and post-treatment services to avoid falling through the cracks.

This program requires connecting and coordinating with different organizations, including RCMP, mental health professionals, nurses, doctors, businesses, and more. Therefore, it is crucial to have someone on the ground who can navigate different organizational systems and work dynamics. This person should have the ability to bring people together under a common goal, communicate effectively, and work collaboratively with the entire community—not just the social service sector.

Gaps

Access to recovery services, treatment, treatment transitioning, and post-treatment programming were identified as essential service gaps.

The need for more accessible housing was identified with an emphasis on emergency shelters outside of Campbell River, housing-specific resources, supported housing, and subsidized housing.

Infrastructural and resource gaps include the need for better public transportation, cell service, internet services, and other resources. Respondents noted that Gold river is doing relatively well with these services.

What's Next

So far, KDC has supported the program delivery funding. Additional funding is required to support a full-time staff to manage the daily operations and ensure long-term program success.

KDC will explore options to expand this program to include people experiencing homelessness outside of Campbell River— if successful, the impacts of this program will be tenfold. The program would like to be considered for the second round of UBCM grant funding to support the hopes for extension and expansion.

Downtown Clean-up

The Downtown Clean-up project intends to reduce community concerns regarding public health, safety, and cleanliness for Campbell River's Downtown area and public spaces. Through increasing existing clean-up efforts from two to five days a week—Monday to Friday—and providing staff with education and training, the project aims to:

- Reduce the volume of garbage and debris associated with homelessness and substance use;
- Increase community satisfaction around the cleanliness of Downtown and public spaces; and,
- Reduce the number of complaints received by the City of Campbell River, RCMP, and the Business Improvement Area.

Success

Implemented in January 2022, the project is contributing a notable difference to the appearance and perceived safety of Downtown. Initial successes include increased visitors to Downtown, immediate removal of graffiti on public land, and no camping or debris in doorways when businesses open due to increased and consistent staff presence.

Lessons Learned

Safety concerns around staff operating early in the morning are ongoing issues for the program. Hiring additional staff would increase safety and efficiency; however, current funding levels do not allow this.

Gaps

The proximity of local service providers to Downtown presents a concern, as it encourages the homeless population to gather nearby. Interventions focused on getting people housing, or a place to go and off the streets during the day and night, would reduce loitering, camping, and associated garbage/debris.

What's Next

Actively seeking further funding, the Downtown Clean-up program aims to increase staff numbers and extend operations to be year-round. Additional funding would also allow continued collaboration with other local programs to ensure Downtown's cleanliness, health, and safety.

The program would like to be considered for the second round of UBCM grant funding to support the hopes for extension and expansion.

Storage Lockers

The Storage Lockers program was conceived as an initiative to support and complement many of the unsheltered homelessness programs in the region. Providing people experiencing homelessness with a safe place to store their belongings enables them to access local services, keep appointments, and reduce the amount of petty theft. Not currently operational, many service providers expressed a need for this program as it addresses a barrier preventing people from accessing services—while acting as a crucial exertion of agency and dignity. Funding, a program host, and capacity are needed to make this project operational.

Peer Engagement

The Peer Engagement program intends to involve and engage people with lived experiences of unsheltered homelessness to support service delivery and build capacity through a number of programs. Peers connect with available support services, training opportunities, and assist in program implementation where there is a need and desire to be supported by peer work. The Peer Engagement program is crucial for multiple programs funded under the UBCM grant; however, it is not fully operational and could be enhanced.

Success

The Peer Engagement program helps reduce the stigma of people experiencing homelessness and encourages the re-integration of people leaving recovery programs and occupying transitional housing into the community.

The Hama?elas Community Kitchen has enlisted peers to serve, greet, clean and wash dishes to great effect. Similarly, the Training Support program effectively involves people with lived experiences of homelessness to help design parts of the training materials. Get the Point is entirely centred around peers. Peers have also been involved with First Aid and harm reduction training and will be actively participating in the "Walk With Me" training program.

Lessons Learned

Building and coordinating Peer involvement in programs can be challenging. There is also a lack of framework for peer engagement integration within larger organizations, particularly concerning insurance liabilities, health and safety liabilities, and administrative support.

Some supervisors have unrealistic expectations of peers. On first entering the program, they can not be treated as volunteers. Rather peers need to be eased into their role and might need more support than a volunteer. Nonetheless, the development and rollout of the Peer Engagement program will increase connection opportunities between peers across the region.

Gaps

A larger pool of Peers is needed to support programs, with low staff and peer capacity jeopardizing the program's long-term

viability. A community coordinator is needed to liaise with and strengthen all the Peer Engagement programs, support inclusivity, diversity, and improve participants' outcomes.

The Hama?elas Community Kitchen may benefit from a robust Peer Program. However, there is a need for funding and capacity to make that happen. Furthermore, lack of additional funding limits access to necessary recovery and post-treatement services.

What's Next

The program aims to effectively engage with and includes peers in ongoing conversations around program implementation. Continued funding is needed to support the different components of the program, including:

- Providing access to technology for virtual sessions;
- Peer involvement in addressing the needs of other service users and program design; and,
- Increasing the involvement of peers in all aspects of the Community Kitchen activities by increasing the shifts from 15 to 25 peers per week.

Some organizations are also exploring how to implement and support their program and actively looking for more funding and capacity.

Hama?Elas Community Kitchen

The Hama?Elas Community Kitchen has been identified as vital to the health and wellbeing of the unsheltered in the community. The program intends to support operations, food security, volunteer management and peer programs in the Community Kitchen. Started as a response to food insecurity related to the COVID-19 pandemic and the closing of the Radiant Life community kitchen space, it is almost exclusively accessed by people experiencing homelessness or precariously housed. The program aims to:

- Allow the facility to stay operational at a level needed to support those who access the service; and,
- Meet the increase in the service needs in response to the COVID-19 pandemic and increasing food insecurity.

Success

The program started by serving 30 to 40 meals a night on the streets. The UBCM grant funding allowed the program to respond to a significant increase in demand for services over the last year. The program now operates in a previous restaurant space serving 80 to 90 meals a night. The program centres a humanistic and dignified approach by serving the meals in a restaurant-like setting, allowing people to share meals like a family—leading to camaraderie and developing a strong community.

Since receiving the grant funding, the program has provided daily nutritious, culturally appropriate meals to people with food insecurity in a friendly, safe, and inviting atmosphere. The kitchen has good volunteer support. Numbers served, though variable, average around 75 people at dinner daily. Peers support the program by serving, greeting, cleaning, and washing dishes. This has raised awareness and knowledge about the issue in the community and led to strong community connections and reduced stigma.

The program takes a Support First approach, and therefore there are no barriers. People can be intoxicated and still allowed a healthy meal, and space is provided for storing personal belongings safely while having meals.

The program has been able to train people in Food Safe. This program has built connections between the unhoused homeless population, food insecure population, community members, and community organizations such as the church, service clubs, Rotarians, businesses, and others through volunteer initiatives.

Lessons Learned

For the program to continue to run effectively, ongoing funding support is required. This is an emergency food program

filling an ever growing need in the community. There is uncertainty about the future of the program. Funding is yet to be found for infrastructure, rent, purchasing food, tools, and supplies. A relocation incentive grant has been offered by the City of Campbell River.

Gaps

There is a need for a robust peer program in the Hama?elas Community Kitchen to support the operations and service delivery. There is also a need for increased skilled capacity to run the day-to-day kitchen operations and coordination and sustainability planning.

The current location of the community kitchen service is not ideal as it is located in downtown on Shoppers' Row, and the broader community does not approve of the location. There is a need for a purposeful facility that can meet various needs such as food security, extreme weather shelter and other required services and amenities.

What's Next

This program is a temporary solution to a long-term critical problem. There is a need for a facility that meets the complete needs of people in vulnerable situations. The next step is to actively look for a more desirable location to develop a complete facility bringing together multiple services and amenities needed for the target population under one roof.

The Hama?elas Community Kitchen funding will expire in September 2022. Further funding (over $100,000 for one year) will be needed to support the lease, food costs, and the Kitchen Lead position.

The program will continue to work towards building relations with the business community and strengthening existing relationships.

Kwesa Place Operations

The Kwesa Place is a community gathering space in Downtown Campbell River for people experiencing homelessness. The program is a project under the UBCM grant funding and is operated by the Lacihwiltach Family Life Society (LFLS) Homelessness Services. The program provides humanistic and dignified services such as clean-up facilities, showers, laundry and a social environment for people to sit, talk, warm up and have a hot coffee. Kwesa Place began as a three days a week service and expanded quickly to seven days a week with an intention to expand and stay operational beyond the funding period.

Success

The program is currently meeting the intended outcomes by providing additional support for the homeless community, especially during extremely cold weather from November to March. The homeless community has been very respectful to the program staff and has been responsibly involved in the cleanup activities outside of Kwesa Place. Feedback from representatives downtown also indicate the program has positive spin offs like reductions in loitering.

Some notable successes of the program are as follows:

- Provides a place for people to go including washrooms, showers, laundry, clothing, connection to services like counselling, hot beverages and snacks to the unsheltered community;
- Expansion of program to provide sandwiches twice a week;
- Expansion of program from five days per week, 09:00 to 16:00, to seven days per week from 09:00 to 16:00, and five evenings from 17:00 to 22:00; and,
- Successfully hired additional staff to manage expansion.

Lessons Learned

Navigating through the community bylaws to get the place up and running was initially challenging for staff. Since the beginning of the program, Kwesa Place has seen an expansion in service delivery to respond to the growing community

needs resulting in increased staff, food and supply costs. The shortage of other community services has further put pressure on the program. There is a pressing demand from the homeless community to expand operating hours for safety and access to services.

Furthermore, the program is connecting with similar programs in the region for better service delivery. Communication and understanding of each other's roles can make these connections more robust.

Gaps

Shortage of other necessary community amenities and services such as storage lockers for the homeless population is a noticeable gap in service delivery. For each service to run effectively to its full potential, it is crucial to fill the service gaps. The space is also small and services a significant amount of people daily.

What's Next

The program will continue to explore storage options for the homeless community to secure their belongings safely. The second round of funding could support a more permanent, safe and ideal service delivery location to serve the homeless population.

Food Security

The Campbell River Food Bank Support initiative was implemented to assist the Food Bank with increases in demand from the homeless population related to COVID-19 by providing funds to:

- Purchase fresh food;
- Repair and renovate the Campbell River Food Bank delivery truck; and,
- Hire part-time support staff for one year—for the Campbell River Food Bank and the Strathcona Community Food Hub Coordinator.

Success

Since the launch in October 2021, the Strathcona Community Food Hub Coordinator has held Community Dialogue Tables, facilitating the development of local emergency food distribution networks on Cortes Island, in Gold River, and Sayward. Supporting this, the Coordinator has brought in $53,000 in additional funding through grants for Food Banking and Community Kitchen capital investments in Campbell River and Gold River.

With support from the Coordinator, the Strathcona Community Food Hub has established action-focused Sub-Committees on emergency food in Campbell River to strengthen relationships across the sector. The capacity provided by additional support staff allowed for a focus on grant writing, collaboration, and adaptability in the wake of a growing need for food provisions.

Lessons Learned

An increase in people seeking support from Food Banks, partly due to COVID-19, rising housing costs and inflation, have highlighted the need for a regional approach that considers the needs of rural and remote communities to support long-term food security but requires additional buy-in from local stakeholders and governments. Securing funding and working with limited staff and volunteer capacity have been notable challenges for this project. Additional staff, volunteer, and financial support is needed to build a healthy supply chain and support the non-profit organizations with community kitchens and meal/food programs within the region.

Gaps

A robust peer program—particularly for the Hama?elas Community Kitchen, but possibly for other food security services across the region—is needed to support the operation of these essential programs. Continued collaboration will be an asset as food security needs and program design are explored.

What's Next

Additional funding is needed to support a coordinator position dedicated to building capacity for supporting emergency food distribution and food security initiatives in the region. Other channels for securing funding are being explored. The program would like to be considered for the second round of UBCM grant funding to support the existing programs and address capacity gaps.

Vancouver Island West Mobile Outreach Services

The Vancouver Island West Mobile Outreach program is a temporary project developed to improve the health and wellbeing of individuals experiencing homelessness in Vancouver Island West rural and remote communities. Modelled on the Mobile Outreach Unit for Health and Support Services (MOUHSS) program by Kwakiutl District Council (KDC) Health Program, it brings together multiple sectors to provide medical and social support services for those experiencing, or at risk of, unsheltered homelessness.

Success

Although the project faced initial delays in procuring and outfitting capital project items, the program is fully equipped and has seen success during the first days of operation—meeting the program objectives outlined in the UBCM grant application. Despite concerns that target users might be hesitant to connect with the services offered by the Mobile Outreach program, the first six hours of operation saw over 20 people connecting with the service. Notably, the program has effectively increased awareness of community resources and made them available to people experiencing homelessness in rural and remote areas.

The service is also strengthening agency contacts and networks. Regularly connecting with providers and partners in the region's urban centres, partly due to the grant and partly due to technology adopted because of the pandemic, is working to bridge the divide and is an essential first step to meeting the needs of all those experiencing homelessness in the area. The grant's multi-sectoral approach and the Mobile Outreach program's roots with the MOUHSS program have been pivotal to building connections between Indigenous and non-Indigenous services. The increased contact and collaboration are also working to decrease misconceptions and stigma rooted in stereotypes, racism, and oppression.

Lessons Learned

To date, project challenges were in the preliminary stages due to the program's complexity, logistic barriers at the time, and limited service provider capacity. However, these have been overcome with adjustments to the project timeline.

Gaps

The initial success of this pilot project has reinforced the need for medical and support services in rural and remote communities, highlighting the need for flexible and creative service delivery, and additional funding for administrative and provider capacity if this program were to continue or increase. Additionally, a robust peer program could provide much-needed support to the service areas.

What's Next

At the end of the UBCM grant funding period, KDC will absorb the pilot program into the MOUHSS program. Additional funding is being sought to fund a dedicated program coordinator and administrator and increase hours and days of operation and the variety of services being provided. There is also interest in exploring how virtual sessions could support the project's goals. A long-term goal is that project funding is used for supplies, coordination, and logistics, with local service providers supplying staff and programming—sharing resources within the region and reducing overall costs.

Justice Support Worker

The Justice Support Worker is positioned to support people interacting with the justice system and experiencing unsheltered homelessness. By building relationships and adding capacity, the role is centred on improving collaboration and communication between clients and service providers and improving access to available services..

Success

A new role, established in early February 2022, a critical success has been the ability to get to know clients, build trust, and be visible within the community while doing so. This active, hands-on approach has also strengthened connections with service providers across several sectors, enabling a team approach to finding solutions for criminality involved community members experiencing homelessness—meeting the role objectives outlined in the UBCM grant application.

Partnering with the Sasamans Society—an Indigenous community-driven organization—to host this program has allowed the Justice Support Worker to bring a decolonised, reconciliation forward, and culturally appropriate approach to the role. Moreover, the organization's connections in the region have allowed them to place someone in the position with the necessary experience, connections, and local knowledge to meet the goals and objectives of the program. The UBCM grant funding supported training opportunities for the Justice Support Worker—allowing them to develop their skills further and meet the community's needs.

Lessons Learned

Program implementation has been successful, with no notable challenges other than a delay in establishing. There are some concerns around increasing costs of goods and supplies and whether the Province will reinstate COVID-19 restrictions. However, challenges are beyond the program's control.

Gaps

Due to the project being in early stages, no notable gaps have emerged. It was identified that there is a need for a storage locker program, which would benefit the Justice Support Worker by providing a needed service to the unsheltered homeless and help reduce the number of petty thefts in the community

What's Next

As the program develops, the hope is that it will continue to provide ongoing support post-conviction to ensure that people don't fall through service gaps while reducing incidences of crime and homelessness in the community. The program also hopes to increase coordination with the local Island Health Team.

Other funding sources for the program are being explored, but nothing has been secured. The program would like to be considered for the second round of UBCM grant funding to support the hopes for extension and expansion.

Training Support for Social Service Provider Staff and Volunteers Program

This program intends to support service provider staff and volunteers with community-based training around cultural sensitivity, trauma-informed practices, crisis management, and de-escalation. One of the barriers to service delivery in Campbell River is having appropriately trained staff. The project aims to:

- Identify the training needs and collaboratively develop a training plan to increase capacity within service delivery organizations;
- Provide training sessions to the broader community, where appropriate to build collective knowledge and understanding; and,
- To organize, implement and facilitate cross-sectoral training programs for organizations.

Success

Survey results completed by local service providers informed the training plan of the program. As of November, the program is able to offer First Aid and Food Safe training. The website crscw.ca was launched with the first training program delivery scheduled in March 2022 on Anti-racism.

The website provides a comprehensive range of training programs at one location with the flexibility to add customized training supports requested by the local service providers. The UBCM grant funding supports the enrollment costs for people interested in training programs.

Increased skills and knowledge among social service staff and volunteers across a broad cross-section of the community is a visible impact of this program. The training emphasizes more ethical and systemic treatment of the homeless population by local business owners, employees from a variety of sectors and service providers.

There has been significant interest in the community for training programs. Newer people are enrolling for training, such as a bylaw officer, or a worker at the community kitchen who is not used to dealing with the vulnerable population. This has led to an increase in compassion, tolerance and understanding in the broader community that will be beneficial in improving social services and how they are delivered in the longer run.

Lessons Learned

Working collaboratively across the board to plan and implement a training program of this scale was time-consuming and took most of the funding period under the UBCM grant. The second round of funding would effectively support the training delivery component of the program.

Longevity would be better to achieve the expected outcomes of this program. The program is currently paying for the early registrations of interested people into the HSA-BC, hoping that people will continue after the funds expire. Furthermore, part of the funds are being used to build a new curriculum with organizations to engage local Indigenous groups effectively.

The website allows for better communication with the community and provides an organized training module. It will also help with growing the network and partnerships of training providers.

Gaps

The longevity of training programs and access to cross-sectoral training opportunities have been identified as a service gap.

What's Next

Since the website launch, the website has shown tremendous potential to effectively deliver training to staff, volunteers, and the broader community. The plan is to keep the website active beyond the UBCM grant funding. With the end of UBCM grant funds, the training website will be shifted to the Volunteer Campbell River website with a possible name change in the absence of additional funding.

There is no one central place to find training supports online in Campbell River. Therefore the training website will reach out and collaborate with all the other training programs in the region and will be a comprehensive site to access multi-sectoral training programs. The program will work on effective ways to promote the website to spread the word better. This will be done using community circles, community Facebook groups, Instagram, and newspapers.

More work is needed to roll out the Cultural Videos/Workshops in a Box training services. This will be done by:

- Providing more support to be able to meet with local First Nations to do history and territorial pieces with each of them.
- Individual Nation storytelling. There is such a diverse group of Nations locally, and representing their stories through training would be amazing and very beneficial.
- Through this project, the agency will initiate cross-sectoral training opportunities to provide cultural and other training to a broad group.

Coordination of Services for People Experiencing Homelessness

The Coordination of Services program intends to increase the capacity to support and expand services, coordinate proposed grant activities, and collaborate with other service providers to address the community's urgent needs. The program aims to:

- Identify and address gaps in services and service delivery for those experiencing homelessness throughout the region;
- Develop collaborative relationships and coordinated responses to homelessness in the region; and,
- Assist in the implementation of the UBCM grant projects.

Success

The UBCM grant funding has successfully supported the activities of the Campbell River and District Coalition to End Homelessness (CRDCEH) and supported and oversaw the rollout of other projects in the region.

The work of the CRDCEH Coordinator is more behind the scenes of long-term coordination and planning. The impacts of this program can be seen in the effective coordination, collaboration and communication of different initiatives to fill in service gaps where needed. All the projects are successfully running and meeting the program outcomes.

The research component of this project focuses on understanding the community needs within the SRD. It helped the CRDCEH expand the work beyond Campbell River to cover the entire SRD region. The data collected will inform a strategic plan for the region to address the issues long term.

The program's outcomes are being met so far. The program has successfully brought more interested and affected parties into conversations regarding homelessness. The communication now goes beyond Campbell River to include contacts within the SRD and a regional contact onto the Coordinating Circle team.

The program has successfully initiated relationships with other Coalitions across the Island to work together on collective goals such as communication and community information/education. There has been increased collaboration and interest in people joining Coalition meetings, learning circles, and getting involved. To strengthen these relations and communication, the program is undertaking the following steps:

- Developing a new structure and Terms of Reference for the Coalition to better support its mission and vision;
- Developing a close working relationship with the Urban Indigenous Housing and Wellness Coalition and have been successfully collaborating on rural and remote data collection;
- Created Action Teams to address emerging and strategic issues;
- Completed organizational review and revisited structure and Terms of Reference (this will pave the way for strategic planning in the future); and
- Working with nursing students to create a brochure to better connect unsheltered people to services.

Lastly, the program is also about to launch a Regional Housing and Service Needs Survey to understand the housing and service needs in the entire SRD geography.

Lessons Learned

The CRDCEH Coordinator has been successful in connecting with different organizations and bringing them together. The lead organization plays a crucial role in making those connections, and continued funding will support the coordination of tangible actions taken by these organizations. Continued funding will provide for dedicated coordinators for programs such as the VI West Mobile Outreach that might show a lack of consistency in the absence of a coordinator.

While the program successfully worked with Indigenous organizations (i.e. KDC Health, Laichwiltach Family Life Society, Sasamans Society), it struggled to engage with Indigenous governments.

Capacity and lack of services, more accessible and affordable housing in the region are ongoing challenges. Breaking down stigma and long-held beliefs has been challenging, especially while engaging with the non-social service sector, and

there is a need for more compassion and tolerance.

The Storage Locker program did not roll out as expected. Even though the program was quite innovative, had the potential to benefit the community and had much interest among the community, the absence of a host agency and an appropriate location was lacking. It is better to stick with what the organizations could take on instead of applying for a project that people cannot support.

Gaps

Effective engagement with rural and remote communities and local Indigenous governments and communities has been identified as a significant gap. 62% of the unsheltered in Campbell River identify as Indigenous, yet the program has struggled to develop relations with the local Indigenous Nations. The relationships with local businesses could also be improved by better involvement and collaboration.

Another service gap is securing a camping area with appropriate services for people experiencing homelessness. Nunn's Creek Park is the only place where unsheltered individuals can camp at night. Many do not feel safe, suggesting a need for a secure camping area with access to water and washrooms. Other gaps include the need for more affordable housing and a variety of housing.

General capacity within organizations is a significant gap across the board.

What's Next

The program will explore better ways of communication and relation-building with the Indigenous governments to involve them in the program planning, design and rollouts. The relationships with businesses have also been challenging; however, programs like Downtown Clean Up, Nighttime Security and Get the Point are favourably received. These relationships have at least started and will be strengthened going forward. The program will continue to form and strengthen relationships with other Coalitions across the Island.

The information collected from the Spring 2022 survey in the region will help to inform a Strategic Plan to Reduce/End Homelessness. Further funding will be explored for the same.

COVID-19 Related Outreach Supplies

COVID-19 and Outreach related supplies for individuals experiencing homelessness and staff in support programs were needed by various providers in the region. The UBCM grant provided needed funding to enable the procurement and distribution of these necessary supplies, allowing organizations to continue their work, provide service users with dignity and respect, improve health outcomes, and reduce the spread of SARS-CoV2.

As provincial restrictions reduce and the pandemic continues to evolve, the hope is that organizations will not need additional funding for COVID-19 related supplies or outreach. However, if restrictions are re-instated, further support might be required.

Appendix A:
Online Survey Introduction & Questions

Introduction

With the Union of BC Municipalities (UBCM) recent announcement of the second round of funding for the Strengthening Communities' Services Grant, the Strathcona Regional District wishes to connect with community partners to assess the possibility of a second application.

This survey will be used to understand the impact to-date of the 2021 funding, examine gaps, capture learning opportunities, and evaluate the effectiveness of the existing UBCM Strengthening Communities' program.

Alongside the mid-point program updates, these findings will be shared with the Grant Working Group and used to explore our community's service needs and inform future funding applications. We would like to thank those who submitted the successes and challenges in detail to the Grant Working Group to date and would request further input through this survey.

This survey should only take 15 minutes to complete, and is being conducted by an independent team so your responses will be anonymised in the final report.

You can only take the survey once, but you can edit your responses until the survey closes on March 13, 2022. Questions marked with an asterisk (*) are required.

If you have any questions about the survey, please reach out to [name of project lead], the project lead at [project lead email].

Thank you for your time. We appreciate your input!

Questions

1. Please tell us the organization you represent

2. From the list below, select the projects/programs you are involved with? Please select all that apply.

   - Night Time Security Program
   - 'Get the Point' Program
   - Downtown Clean-up
   - Storage Lockers
   - Peer Engagement
   - Hama?Elas Community Kitchen
   - Kwesa Place Operations
   - CR Food Bank Support
   - VI West Mobile Outreach
   - Community/Justice Support Worker
   - Training support for social service provider staff and volunteers
   - Coordination of Services for people experiencing homelessness
   - Received reimbursement for COVID-19 related outreach supplies
   - Other: …..…………….……………………………………….…………………….…………………….…………

3. Do you feel the projects you are involved with are meeting the outcomes they intended to achieve:? Please explain.

    - Yes
    - No

4. For your organization's programs currently funded under the UBCM grant, is more support required? Please be specific.

5. Have any gaps emerged during the implementation of your grant program? If so, what are they, and how could they be addressed?

6. So far, what were your project's biggest challenges?

7. So far, what were your project's biggest successes?

8. Moving forward, how would you like to see your project evolve?

9. Is your project/program connecting with other similar or complementary programs in the region?

    - Yes
    - No
    - Other, please specify: ……………………………………………………………………..

10. If you answered yes to question 9, how could these connections be made stronger or more effective?

11. If you answered no to question 9, are there any similar or complementary programs in the region that you would like to connect with, please list them below.

12. The Strengthening Communities' Services Grant application emphasizes an inclusive multi-sectoral approach to address the immediate needs of the unsheltered homeless. Were there challenges and roadblocks to this approach? If yes, please specify.

    - Yes
    - No
    - Please specify:

13. If you answered yes to question 12, how can these roadblocks be addressed going forward?

14. Have there been any shifts to your programming or services as the COVID-19 pandemic has evolved? If yes, please explain.

15. Do you anticipate this program or services continuing beyond the grant funding period? Please select that apply.

    - Yes, looking for further funding
    - Yes, further funding has been secured
    - Yes, I would like to be considered for the second round of UBCM funding
    - Yes, I am aware of funding but not yet applied/approved
    - Yes, no funding has yet been found or explored
    - No
    - Other, please specify: ……………………………………………………………………..

16. A second UBCM grant application is under consideration. Where do you see the greatest need to effectively support people experiencing homelessness in our region?

17. Is there anything else you would like to share with the Grant Working Group?Semi-Structured Interview Introduction & Script

Semi-Structured Interview Introduction & Questions

Introduction

Thank you for taking the time to connect about your organization's project funded through the UBCM Strengthening Communities' Services Grant.

My name is [name], and I am an independent contractor working with the Strathcona Regional District.

With the UBCM's announcement of the second round of funding for the Strengthening Communities' Services Grant, I've been brought on to support the Grant Working Group in connecting with community partners to assess the possibility of applying.

I'd like to take the next 30 min to talk about the to-date impact of funding and interventions for your program, take stock of gaps, capture learning opportunities, and evaluate the effectiveness of the existing program.

We'll then use what you share today, alongside the mid-point program updates, and the survey results with the Grantd Working Group in an evaluation report.

Before we begin, do you have any questions?

Questions

1. What are some of the visible impacts of your project?

   - Did it make an impact on those experiencing homelessness?
   - What was the impact on your organization?
   - Did it help build local capacity?

2. For your organization's programs currently funded under the UBCM temporary grant funding in response to the COVID-19 pandemic, are there areas in your program that need more support? Please be specific.

3. Have any gaps emerged during the implementation of your grant program? If so, what are they, and how could they be addressed?

4. This project is a pilot or temporary initiative in response to the Covid-19 pandemic. Do you plan to continue the program in your organization beyond the grant funding period?

   - If yes, what measures, services and resources are needed to make this a long-term initiative?
   - Are you confident about securing needed funding to keep your program going?
   - What have been some lessons learned so far in this project?

5. Did you leverage your participation in the Strengthening Communities' Services Grant to inspire or acquire any new partnerships or funding? For example, with funders or service providers.

6. How effective was the collaborative process of developing the grant application and funds disbursement?

   - This project set out to be a multi-faceted approach to addressing unsheltered homelessness. Have there been any benefits to this collective approach? Please specify.
   - How well was the grant planned and rolled out?
   - Was this approach helpful?
   - This project set out to facilitate relationships between the City of Campbell River, the SRD, local social service groups, and local businesses.
     - Do you think this has been achieved?
     - How do you think these relationships have been affected?

7. So far, what were your project's biggest challenges and successes?

8. A second UBCM grant application is under consideration. Where do you see the greatest need to effectively support people experiencing homelessness in our region?

9. This project set out to address XYZ needs. From the list below, indicate the effectiveness of the following project interventions using the below scales:

   - Excellent
   - Good
   - Average
   - Poor
   - Can not say

10. This project set out to address XYZ needs. From the list below, indicate the effectiveness of addressing the following service gaps using the below scales:

   - Excellent
   - Good
   - Average
   - Poor
   - Can not say