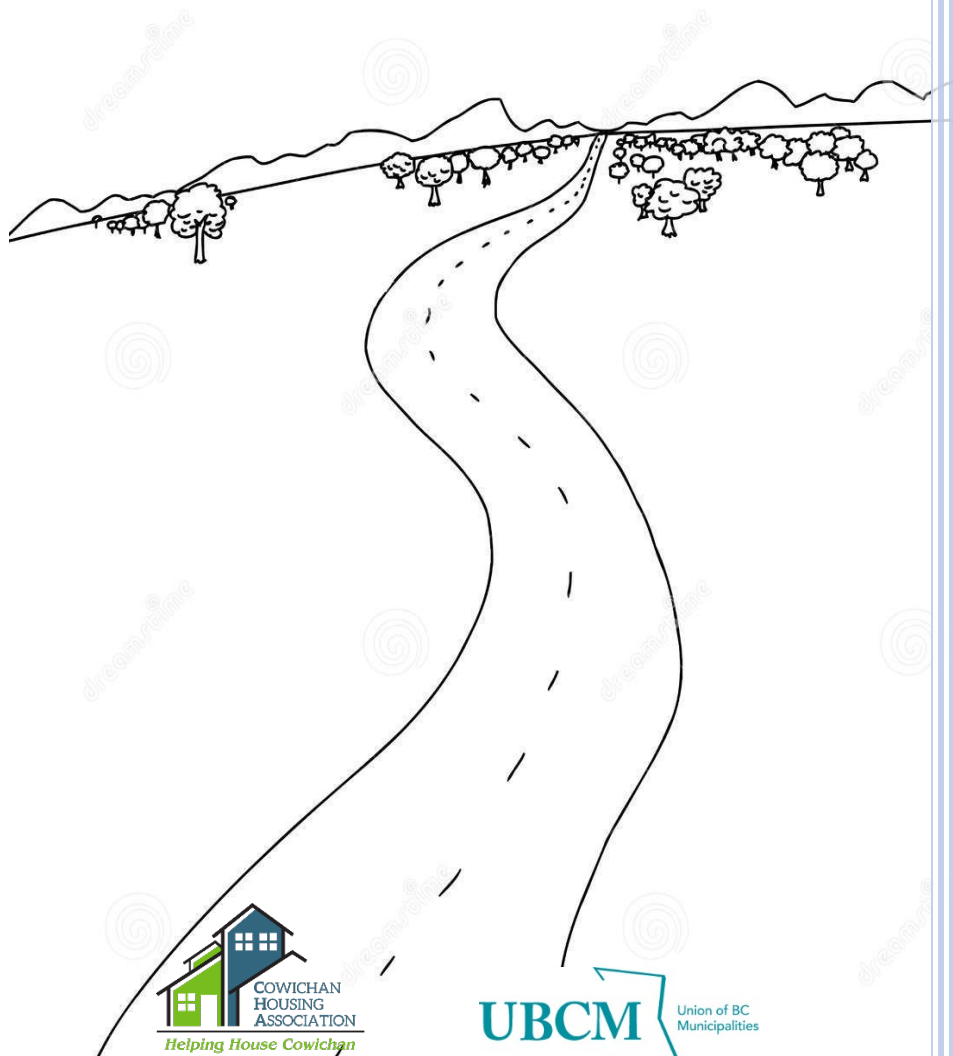


How Far We Have Come: Honouring the Work of the Cowichan Community 2017-2022



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3/6/2023

6/19/2023 Revised

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Letter from the Executive Director

To the Cowichan Community,

Cowichan Housing Association partnered with the City of Duncan and the Municipality of North Cowichan to develop a community-driven action plan to help improve the system of housing and health services for the Cowichan Region. The initiative, which includes this report, was funded through Union of BC's Municipalities Poverty Reduction Planning and Action Program, Stream I (Planning).

The intent of this literature review is to summarize and make more accessible the learnings from the many reports and documents created by the Cowichan community in the last several years. Through this literature review we want to honour the excellent work of the community in responding to key health and social concerns within the Cowichan Valley, and to ensure this important community information can inform our work together moving forward.

While we may not have reviewed every relevant report produced between 2017-2022, we have tried to capture as many of them as we could find. Our promise to the community is to house this report, and all the documents and important work cited within it, on our website for future access.

Thank you to all the individuals and groups who contributed to the work contained within this summary.

Sincerely,



Shelley Cook, PhD

Executive Director

Cowichan Housing Association

Executive Summary

This review summarizes key reports, plans, and other documents that detail the recent history of goals, policies, community needs, projections, and actions related to affordable housing, homelessness, and the intersection with social and health matters facing Cowichan community members. The documents reviewed span from 2017 to 2022 because it's in this timeframe when collaborative homelessness work took shape through the Collective Impact model, Reaching Home funding, and the establishment of the Coalition.

The agencies and coalitions have successfully implemented many actions outlined in these plans, some of which include developing emergency housing during the pandemic, a women's shelter, new subsidized rental units in Duncan, North Cowichan and on Cowichan Tribes land, and supportive housing units in North Cowichan. This is not an exhaustive list of activities and compiling a more complete list of these activities, events, and solutions that have been implemented could be valuable in understanding how far we have come in a short period. Tracking these actions and the important work of this community should also serve as a source of celebration.

A **community vision** was established by the Cowichan Coalition to Address Homelessness and Affordable Housing *"that all citizens in the Cowichan Region have a safe, affordable home and adequate supports for well-being."* The documents reviewed support that this vision remains valid. As we are experiencing growing complexities related to affordable housing and homelessness, together with interrelated social and health issues, it becomes more imperative that we collectively reaffirm the validity of this vision. Post-pandemic, the depth and complexity of these problems is becoming more acute. But engaging in a community-wide conversation will allow us to validate the previously identified plans, priorities, and actions, and move forward with implementing the already identified collaborative and sustainable solutions.

The needs assessments and Point-in-Time (PiT) Counts clearly demonstrate an increasing need for supportive housing and safe options for people who are unhoused. These needs are becoming more complex. The document review also revealed that the following groups are those in the **greatest need** of housing that is affordable, accessible, culturally appropriate, safe, and supportive:

- ≈ Young families, low-income families, and lone parent families at risk of housing instability
- ≈ At-risk youth face unique housing challenges and are especially vulnerable. Housing solutions may require additional staff supervision for their health and safety
- ≈ New Canadians
- ≈ Indigenous youth, elders, and families, on and off reserve
- ≈ People with physical disabilities and those who are neurodiverse
- ≈ People involved and/or at-risk of substance abuse

Housing solutions, must therefore, take an integrated approach linking housing and support services to ensure we meet the diverse needs of all community members.

Five Themes

The document review revealed **five main themes** around which to guide the work to achieve the community vision, as noted above. These five themes are: 1) collaborative and consistent leadership, 2) homelessness response and prevention, 3) communications, education, and advocacy, 4) resource procurement, and 5) affordable housing. As outlined in 2018 *Nuts'a'maat shqwaluwun/Working with One Heart & Mind: A Plan to Address and Prevent Homelessness in the Cowichan Valley*, this effort needs to be based upon the Collective Impact Framework. This framework refers to a “network of community members, organizations, and institutions who advance equity by learning together, aligning, and integrating their actions to achieve population and systems level change.”¹

Collaborative and Consistent Leadership

A leadership team responsible for facilitating regional planning, engagement, implementation of affordable and supportive housing options, and housing loss and homelessness prevention is critical to the success of any community initiative. This leadership group must be made up of representation from Indigenous and non-Indigenous community organizations/agencies, governments, and individuals, with a focus on those with lived experience.

Establishing and maintaining partnerships between federal, provincial, municipal, and Indigenous governments and other impacted communities, financial institutions, the private and nonprofit housing sectors, business community, enforcement agencies, and service organizations for planning, collaboration, funding, information, and support is also an essential element of a successful leadership team.

Cross-sectoral representation is vital due to the intersectional health and social issues faced by community members in greatest need. Leadership must be guided by shared values that are culturally safe, trauma-informed, and center the experiences/voices of racialized people, and those living in poverty and states of homelessness.

Homelessness Response and Prevention

This theme relates to the spectrum of housing options necessary to meet the varying needs of people who are homeless or precariously housed. These solutions include supports for people living with and healing from addiction and substance abuse, and advances improvements in their overall health and wellbeing. Individuals and families who are unhoused are not a homogeneous group and the solutions must reflect their diverse needs. Solutions should always be informed, if not driven by, those with lived experience.

Communications, Education, Advocacy

Achieving the vision requires broad, ongoing community engagement, effective and efficient communication, and advocacy at all levels:

¹ Collective Impact Forum. (n.d.) *What is Collective Impact*. Retrieved 2/6/2023 from <https://collectiveimpactforum.org/what-is-collective-impact/>.

- ≈ *Local community* - to increase knowledge and build neighbourhood-level support for affordable housing, social inclusion, and a shared understanding of the root causes of homelessness and lack of housing for those in the greatest need.
- ≈ *Local and regional non-Indigenous and Indigenous governments* - to create policy and bylaw frameworks that are aligned with initiatives, to foster affordable housing options across the housing continuum.
- ≈ *Regional, provincial, and national levels* - to build and strengthen partnerships and secure resources.

Communication to the public and other key stakeholder groups should always be evidenced-based and informed by people with lived experience, with the goal to educate community members and decision-makers about issues like substance abuse, the prevention of drug overdoses, and what will actually work to help prevent drug-related harms. Our goal must always be to reduce and remove stigma and discrimination for those who are most marginalized and stigmatized in society.

Funding and Resource Development

Significant investment of time and resources are necessary for the day-to-day work and longer-term planning and activities to ensure the success of community-driven initiatives. Bringing key stakeholders together to plan and form the necessary partnerships to attract resources and leverage services and programming is vital. Coordinating resource development between different communities across the Region is also necessary to avoid inter-community competition and to ensure we're building a framework of mutual cooperation and support.

Affordable Housing Solutions

The range of strategies available to expand the supply of housing across the housing continuum to achieve the needs identified through this stream are listed below. The following broad themes have numerous strategies and actions nested within them, and these solutions are discussed in varying degrees of detail within the documents reviewed.

- ≈ Preserve existing rental housing.
- ≈ Increase affordable rental options that are both market and non-market.
- ≈ Reduce barriers to the development of market housing.
- ≈ Encourage affordable home ownership options.
- ≈ Enhance housing and related support and amenities for community members in the greatest need.

Literature Review Summary

Introduction

The Cowichan region is rich with community organizations who share similar goals related to supporting and enriching the lives of Cowichan residents and creating a more sustainable and resilient Region. This document review is intended to summarize plans and strategies completed in the last six years. The purpose of the document review is to:

- Honour the collaborative, change-making work of the community in recent years.
- Establish a baseline of the current state of the system of housing and health services from which change can be understood moving forward.
- Identify the activities and recommendations that remain relevant today.
- Collect/bring together important community reports and house them in the Cowichan Housing Association's (CHA) website.

This document review is being completed to support the Poverty Reduction Planning project undertaken by the Cowichan Housing Association and funded by UBCM's Poverty Reduction Action and Planning Program. The main goal of this project is to create a community-driven action plan designed to help improve the system of housing and health services in our Region that builds upon the rich, expansive body of work that has been completed.

The full document review is made up of this summary report and four appendices. This summary report groups the **51** documents reviewed into six different themes, provides an overview for each, and outlines recommendations that bring us closer to the **community vision** established by the Cowichan Coalition to Address Homelessness and Affordable Housing *"that all citizens in the Cowichan Region have a safe, affordable homes and adequate supports for well-being."*

The **51** plans, strategies, snapshots, reports, etc. that have been reviewed are summarized in **Appendix I**. Each document is recorded with the publication date, theme, URL, document name, author, if known, organization(s), document type, document purpose, and main recommendations. **Appendix II** contains a brief description of all the organizations responsible for preparing the documents. **Appendix III** includes a table that lists each of the documents in date order. **Appendix IV** includes a timeline of the publication of each document.

While the documents that have been reviewed are wide ranging in subject matter, the central focus is affordable housing and homelessness response and the intersection with health and other support services. The housing continuum is a helpful frame for this discussion.

Housing Continuum

The housing continuum or spectrum is a tool used to describe the range of housing types found in most communities. See **Figure 1** below. The left-hand side of the continuum describes housing for community members who require some level of financial subsidy and/or health/social supports and rely on non-market interventions. The other end of the spectrum reflects community members who can purchase their own homes through market conditions. The continuum also describes the range of tenures (rental, ownership, strata, co-operative, etc.) and housing typologies or building types (apartment, duplex, row

house, single-detached house, etc.). Ideally, a community housing system meets the needs of its members across this spectrum.

Affordable Housing can refer to any part of the housing continuum from temporary emergency shelters through transition housing, supportive housing, subsidized housing, to market rental housing or market homeownership. The term “attainable housing” acknowledges a range of housing options (type, size, tenure, and cost) in the local market. Ideally, community members should have the opportunity to move across the housing continuum and find housing that is most appropriate and best suited to their needs and circumstances, and meets the standards of adequacy, suitability, and affordability. (Source: 2019 Cowichan Attainable Housing Strategy).



Figure 1 - Housing Continuum, CVRD Regional Housing Needs Assessment, Jan. 2021 (adapted from CMHC’s Housing Spectrum)

Document Review

Methodology

Appendix I provides a summary of the following details of each document reviewed. The documents are ordered by publication date and are numbered sequentially. Appendix III contains an abbreviated list of the documents, making searches easier.

- ≈ *Publication date* – the dates are organized by month/day/year. Some of the documents only identified the publication date with the month and year. In these instances, for consistency the 1st of the month was used. Where only a year was identified, the publication date of January 1st of that year was used.
- ≈ *Theme* – the documents are categorized into six themes that are described in detail below in this summary report for easier analysis.
- ≈ *URL and document name*
- ≈ *Author* – most documents did not identify an individual author, and only reference the organization(s) responsible for preparing the document. In these cases, ‘no author is identified’.

- ≈ *Organization(s)* – this identifies the organization or agency responsible for preparing the document and are listed by acronym. **Appendix II** explains the acronyms and includes a brief description of the organizations, as well as the URL for the organizations’ websites.
- ≈ *Document type* – this categorizes the type of document as to whether it’s a plan, snapshot, summary report, organizational framework, survey results, and so on.
- ≈ *Purpose* – this section provides a brief description of the reason it was prepared.
- ≈ *Recommendations* – this category summarizes the main document recommendations or key metrics.

Background

The documents reviewed span the timeframe between 2017 and 2022 because it’s in this timeframe when collaborative homelessness work took shape through the Collective Impact model, Cowichan’s designated funding under Reaching Home (Federal Homelessness Strategy), and the establishment of the Coalition to Address Homelessness and Affordable Housing and the Covid 19 Taskforce. It allows us to broadly understand how things have taken shape before, during, and leading out of the Covid-19 pandemic.

Specific attention has been paid to work happening in and around March 2020, when the pandemic was declared to June 2022, to capture what happened prior to the pandemic and to better understand how issues, opportunities, and working relationships were impacted due to the pandemic. During that time our world was upended. Many community members experienced job losses, some temporary and others permanently. While other people were deemed ‘essential’ and worked throughout the pandemic, often at a real risk to theirs and their family’s health. Businesses closed and many people reevaluated their relationship with work. The housing market, locally and nationally, saw huge increases in housing prices and rents, squeezing an already tight housing market. Many Canadians were fortunate to receive different benefits provided by the federal and provincial governments, however most of these benefit programs have ended and some people have not been able to return to the workforce leaving them in precarious circumstances.

As noted above, **51** documents were reviewed and the summary of each of the plans, strategies, or snapshots, can be found in Appendix I. Some of the reports focus on smaller geographic areas like a municipality or neighbourhood, while other documents have a regional focus. After reviewing these documents, we categorized them around six main themes:

1. *Point-in-Time (PiT) Counts* – these counts are typically completed over a 24-hour period using a somewhat standardized methodology and provide a better understanding of people who are unhoused.
2. *Housing Needs/Statistics* – these documents rely on quantitative data from various sources on a range of metrics that relate to housing. Some of these documents also include future projected needs.
3. *Snapshots of the Region* – the snapshots use qualitative and quantitative data to describe how our communities and community members are faring on a range of issues.
4. *Housing Plans* – these plans outline the goals, policies, recommendations, and actions needed to guide how we address the gaps in our housing continuum. The plans also identify populations who are in the greatest need.

5. *Community Plans* – these plans have a broader focus than housing and examine such issues as poverty reduction and crime, for example. Housing issues are often touched upon in these plans but are not the main focus.
6. *Organizational Structure* – these documents identify elements of a functional framework to guide how stakeholders work together to prevent and/or reduce homelessness and improve affordable housing across the region.

The following section summarizes the documents by theme.

Document Review Themes

Point-in-Time (PiT) Counts

PiT counts are completed to gain some understanding of people who are living without a home or who are in precarious housing situations that could result in homelessness. These counts are managed by non-profit organizations and rely on many volunteers to complete them.

The results provide important baseline information on the estimated number, key demographic and service provision needs of people experiencing homelessness. A Point-in-Time count provides a snapshot of people who are experiencing homelessness in a short time frame. This data helps Canada, the province, and communities better understand who is experiencing homelessness and why. The results support funding requests and inform the development of supports and services that will best help people in need, in our region.

These ‘surveys’ are completed over a 24-hour period with the goal to count people who are absolutely homeless, relatively homeless and precariously housed (at risk of homelessness). The surveys are completed often one-on-one with a volunteer, and respondents can give more details about their lives and how they have come to be living in their situation. The results of these counts help us better understand the complexity of this growing and changing population so we can work towards coordinated solutions.

Four PiT counts have been completed in the Cowichan region. The first one in 2014 and is noted here but was not included in this overall document review. The next two were held in 2017 winter and summer, and finally in 2020 during the pandemic. Except for the 2017 summer count, the other three were completed in the winter months. The counts generally follow a similar methodology but there are variabilities with geographic areas and there were some methodological variations, therefore, the data is not fully comparable.

The results of these counts reveal some troubling trends. Not only is the overall number of people who are unhoused increasing, young people (those under the age of 18 years) are a growing percentage of this population, an Indigenous Peoples are disproportionately impacted. But there is also a growing number of families with children, the elderly, and people living with complex support health needs who are unhoused.

The PiT counts are a subset of useful data that inform more detailed housing needs assessments and statistical analyses of housing metrics in our communities.

Housing Needs/Statistics

Numerous documents have been produced to quantify various housing metrics. These assessments rely on the 2011 and 2016 Federal Census, 2017 Canadian Rental Index, and other data sources. Some of the documents contain comparable data which is useful to understand change over time. Some of the metrics included in these assessments:

- Owner and renter households paying more than 30% of their household income on housing costs. This metric is referred to as core housing need.
- Average cost of homes to purchase and monthly rents.
- Canadian Rental Index ranking for the region and member municipalities.
- Housing projections for different types of households such as core housing need, missing middle, homeownership, and rental.
- Ratio of homeowners to renters.
- Number of non-market housing units currently and future need.
- Rental vacancy rate.
- Identifying priority groups in the Cowichan region in the greatest need of affordable housing.

Cowichan Attainable Housing Strategy (AHS): Background Report (4/1/2019) updated key population and housing indicators from the 2016 census and other sources to create an attainable housing profile for the Cowichan region. This background report identifies four strategic objectives and related actions. This data was used to prepare the final *Cowichan Attainable Housing Strategy* that is described in more detail below under 'Housing Plans'.

The *Regional Housing Needs Assessment, Cowichan Valley Regional District (1/1/2021)* is required based on the *BC Housing Needs Regulation* adopted in 2019. The full report details demographic profile (2006 to 2016), projections for numbers of households and by population, as well as projections of housing needs by housing type and affordability, i.e., market/non-market housing. The report is based on the whole region, each electoral area, and each municipality. This assessment doesn't include any on-reserve metrics. The projections look out to 2025. Now that the [2021 Federal Census](#) data is available, a more up-to-date comparison on key housing metrics can be completed. The next review will show some of the pandemic related impacts.

Some of the regional metrics from the *Regional Housing Needs Assessment* reveal an increase in rental households and smaller households, as well as a growing aging population. But the rental housing market isn't keeping up with the demand for families. Nor does the rental housing market recognize or embrace the Indigenous cultural norm of large multi-generational families living in one home together or the importance of ceremonial meeting spaces. The youth cohort also experiences housing challenges and unhoused youth face unique challenges. Supportive and emergency housing for people who are unhoused or precariously housed continue to be in demand.

Another analysis tool that has been utilized to gain understanding about issues facing community members is community snapshots. These are discussed below.

Community Snapshots

Nineteen “snapshots” were prepared on a wide range of topics such as health, education, volunteerism, natural environment, and so on. These snapshots are intended to reveal facts and figures about community members’ health and wellbeing as well as community values. Using quantitative and qualitative data, the snapshots establish benchmarks, key trends, and highlights. The snapshots were prepared with a lot of graphics and bite size bits of data making them easy to understand. They can be updated as new information comes available.

The first snapshot was prepared by Cowichan Housing Association (CHA) in 2018 to describe rental housing characteristics. And then during the pandemic, Social Planning Cowichan held four community surveys that asked respondents questions about how COVID impacted different aspects of their lives during lock down. The topics revolved around food security, work and household income, personal and family well-being, as well as families.

The *Cowichan Community Health Profile (1/1/2021)* is a comprehensive document that examines twelve determinants of health for the Cowichan people. This health profile prepared by Island Health uses the twelve determinants originally adopted by the Public Health Agency of Canada in 2013. The regional health profile incorporates an overview of these determinants and identifies how the region measures up to the province, the Regional District of Nanaimo, and the Island Health Region, and how sub-regions (local health areas, census subdivisions, or school district boundaries) compare to each other. A previous profile was completed in 2014. However, the 2021 profile doesn’t compare results with the 2014 profile.

Community plans are created for broad based issues. Preparing these plans typically involves broad based public consultation and are prepared over a longer period.

Community Plans

Community Plans, in the context of this document review, reflect plans which examine and evaluate broader and inter-related factors influencing the quality of life of all community members. The review includes two poverty reduction plans: Town of Ladysmith and Town of Lake Cowichan. Two plans that were included focus on the intersection of issues of public safety/enforcement, mental health, and homelessness. The plans include *Safer Community Plan (4/11/2019)* for the Trans-Canada-Highway corridor through the jurisdictions of Duncan, North Cowichan, and Cowichan Tribes and *DNC – Community Safety Response Model – Gap Analysis Project (6/1/2023)*.

Both poverty reduction plans focus on identifying local metrics, service gaps, and impacts of poverty. The plans also identify actions and actors responsible for working to reduce poverty in these communities. There are many commonalities between these two plans.

The following plans: *Cowichan Community Action Team: Priority Actions and Goals (1/1/2019)*, *Covid 19 Vulnerable Populations Cowichan Task Force Response Plan (3/31/2020)*, *Position Paper: Housing Unaffordability, Opioid Use, Mental Health, Homelessness and Crime (11/25/2020)*, and *Opioid Crisis Response – Community Survey Report (6/1/2021)* recognize community members who live in circumstances with complex, intersectional health and social issues. These plans identify actions and strategies to support these community members who may engage in opioid use, are unhoused, and/or

live with mental health problems. These reports indicate that for the various stakeholder organizations and agencies to be effective, working collaboratively is key to finding solutions and appropriate supports for these community members.

Local government Official Community Plans (OCPs) were not included in the review, not because they are unimportant but because they address so many issues. OCPs are grounded in a comprehensive community vision and these policy documents guide a wide range of land use and other local government decisions. They are the principal policy documents used by Councils and the Regional Board to make decisions on matters such as local government operations, services, programs, and development approvals. The following identifies the status of non-Indigenous community plans:

- City of Duncan OCP review process is underway. It was given 1st and 2nd reading on August 15, 2022, and a public hearing was held September 6, 2022. The goal is for the new OCP to be adopted mid-2023.
- CVRD Regional Board adopted a harmonized OCP for the region plus nine local area plans for each electoral area on October 13, 2021. These plans look forward to 2050.
- Municipality of North Cowichan (MNC) Council adopted the OCP on August 17, 2022, and looks forward to 2050.
- Town of Ladysmith's OCP is under review. The current plan was adopted in 2003 and the expected completion date for the new OCP is spring/summer 2023.
- Town of Lake Cowichan Council adopted its plan June 25, 2019.

Each OCP contains goals and policies that guide how the respective local government intends to facilitate attainable housing options. MNC's OCP (p. 104) states it well *"clear policies for the retention of affordable housing stock and the development of new affordable housing units built on the social justice and equity framework are needed. Policies should include support for young families, the elderly, and the youngest, poorest and most vulnerable members of our community."*

All of the local First Nations have adopted Comprehensive Community Plans (CCP) to guide decision making on self-governance, land use and other matters. Some have adopted a land code or *Tumuhw* to regulate on-reserve land and resource management, replacing 44 sections of the *Indian Act*. Below is the adoption date of each Indigenous communities CCP and land code.

- Quw'utsun Tribes adopted its CCP in 2013 and the *Tumuhw* (Land Code) on July 4, 2019. In December 2019, Chief and Council adopted a five-year strategic operations plan to guide priorities and actions for all departments and Chief and Council.
- Halalt First Nation adopted its CCP in 2018.
- Malahat Nation adopted its CCP June 2021 and its land code October 16, 2014.
- Penelekut First Nation adopted its CCP in March 2014, its Land Use Plan April 2015 and its Land Code October 2019.
- Stz'uminus First Nation adopted its land code in 2013.
- Ts'uubaa-asatx (Lake Cowichan First Nation) adopted its CCP in 2017.

Housing Plans

This theme includes plans and strategies that are primarily focused on housing matters. *Close to Home: Housing First for Youth Progress Report (3/31/2018)* and *Final Report (5/31/2018)* is an implementation plan that is based on the Housing First model. This model recognizes the unique needs of young people, particularly those with lived and living experiences of homelessness, or youth who are at risk. It is an integrated model that includes supports and interventions reflecting the lived reality of young people who are homeless or precariously housed. The goal of the plan is to help prevent homelessness and assist youth to quickly exit homelessness. This plan identifies the range of housing needs and possible options for youth and includes different systems of care and levels of services to serve the varied needs of this population. The plan recognizes that for the strategies and programs to be successful and long lasting, youth voices and experiences must be central to the overall implementation. The plan identifies the community partners who are most qualified to work with youth to implement the plan.

Nuts'a'maat shqwaluwun/Working with One Heart and Mind: A Plan to Address and Prevent Homelessness in the Cowichan Region (5/31/2018) was a robust plan prepared by a consultant for the local United Way's Community Advisory Board. The plan identifies the following main action areas: 1) establish a collaborative leadership/ coordinating structure 2) respond to chronic/episodic homelessness 3) prevent or rapidly response to emerging homelessness in vulnerable populations and 4) expand the supply of housing more broadly. Many of the actions are specific and measurable – short and long term. This is a key document that was pivotal in the successful request for Cowichan Designated funding through the federal Reaching Home program.

Cowichan Attainable Housing Strategy (AHS): Background Report (4/1/2019) updates key population and housing indicators from various sources to create an attainable housing profile for the Cowichan Region. The report also identifies strategic objectives, related actions, and performance measures. While the *Cowichan Attainable Housing Strategy (4/1/2019)* defines an implementation framework based on the background report findings. The Strategy directs specific organizations to work together to plan for and facilitate the development of affordable housing. It also identifies specific organizations to take the lead as well as key partnerships, and a five-year time frame (2019 to 2023) for implementing each action. Performance measures are also identified.

The *Affordable Housing Policy Staff Report, MNC (6/16/2021)* identifies a list of 26 potential tools to guide the development of housing policies or strategies for the Municipality and sought Council's direction on the subject. The results of this report have been incorporated to varying degrees into North Cowichan's OCP that was adopted August 2022.

National Survey on Homeless Encampments (10/27/2022) are two survey responses from UWBC's Reaching Home staff that provides recommendations for new homelessness strategies to be implemented in the next 6 to 12 months.

Reaching Home: Cowichan Homelessness Plan 2021-2024 (date unknown) is a progress report to the federal government and identifies actions undertaken in 2017 up to 2021. Future actions are also identified.

Organizational Structure

Many of the documents reviewed highlight the importance of having a collaborative coordinating body with broad representation and partnerships to plan, facilitate, and implement lasting change related to affordable housing and homelessness response and prevention. Many of the documents recommend that a successful coordinating body must be led and supported by both Indigenous and non-Indigenous community organizations, governments, and individuals, and particularly those with lived experience. For an effective Coalition, a collaborative leadership team representing the Region's diverse communities and people is integral.

Below are three broad-based collaborative coalitions who are or have been working in the Cowichan region on affordable housing, homelessness solutions, and their intersection with social and health issues. Some of this work is represented in this review and these coalitions are briefly described below.

The Cowichan Tze Tze Watul Community Advisory Board (CAB) is based on United Way's Advisory Board model and is a coalition comprised of representation from Indigenous and non-Indigenous health/social service organizations and provincial agencies. This local CAB makes funding decisions for the Reaching Home funding that is being invested into our region and oversaw the preparation of the 2018 *Nuts'a'maat shqwaluwun/Working with One Heart & Mind: A Plan to Address and Prevent Homelessness in the Cowichan Valley*. As noted above, this plan clearly identified the importance of community-based structure to implement and oversee the regions response to homelessness. The CAB continues to meet regularly.

The Cowichan Coalition to Address Homelessness and Affordable Housing evolved from the *Nuts'a'maat shqwaluwun* Plan and other collaborative work that was happening at that time. The leadership team was comprised of representatives from the Cowichan Housing Association, Our Cowichan Communities Health Network, Social Planning Cowichan, and United Way. This coalition established a Mission, an overarching structure and function, a leadership team, and identified four streams of work. The Coalition transitioned to the COVID-19 Emergency Task Force to address the urgent need of unhoused people in the face of the pandemic. This document review is intended to help guide whether the Coalition should be reinvigorated or whether another structure is more appropriate.

Another important coalition is the Cowichan Community Response Team/ Community Action Team who is responsible for supporting the coordination and communication of overdose response within the region. Committee membership consists of a large multi-disciplinary team representing community stakeholders supporting the overdose response. This group is led by Our Cowichan Communities Health Network. This group continues to meet regularly, and their actions are guided by an adopted Action Plan.

In many cases, representatives from these different coalitions sit around these multiple tables so any future work must strive to make the most efficient use of these human resources.

Conclusion

This review summarizes key reports, plans, and other documents that detail the recent history of goals, policies, community needs, projections, and actions related to affordable housing, homelessness, and the intersection with social and health matters facing Cowichan community members. The documents reviewed span from 2017 to 2022. The document review revealed five main themes: 1) collaborative leadership, 2) homelessness response and prevention, 3) communications, education, and advocacy, 4) resource procurement, and 5) affordable housing.

A community vision was established by the Cowichan Coalition to Address Homelessness and Affordable Housing *“that all citizens in the Cowichan Region have a safe, affordable homes and adequate supports for well-being.”* The documents reviewed reflect that this vision remains valid. But as we are experiencing growing complexities related to affordable housing and homelessness, together with interrelated social and health issues, it becomes more imperative that we confirm the soundness of this vision. This will enable us to validate the previously identified priorities and move forward with implementing collaborative and sustainable solutions.

The recent work outlines the many plans, actions, strategies, and solutions that have been completed in recent years and directs future work. What has been accomplished thus far reflects the considerable community strength and will to tackle the affordable housing and homelessness crises in the Cowichan region. Next steps will be to collectively determine how the existing structures can be strengthened, supported, and integrated. Stakeholders and partners want to be as expedient as possible and make the best use of resources to build on what’s already working in the community. Taking an integrated, regional approach is necessary to ensure that the needs of all individuals accessing the system of housing and health services are met by the system of care. As outlined in 2018 *Nuts’a’maat shqwaluwun/Working with One Heart & Mind: A Plan to Address and Prevent Homelessness in the Cowichan Valley*, this effort needs to be based upon the Collective Impact Framework, a “network of community members, organizations, and institutions who advance equity by learning together, aligning, and integrating their actions to achieve population and systems level change.”

APPENDIX I – SUMMARY OF DOCUMENTS

Note - The full name of the organizations or agencies identified by acronyms in this section can be found in **Appendix II**.

2017

1	3/1/2017	Point in Time Count	
http://cowichanhousing.com/publications/			
Duncan Winter Point in Time Homeless Count			
Joy Emmanuel			
UW CNVI			
PiT Summary report			
<p>The purpose of the winter point in time homeless count was to get a snapshot of the number of people who are living in “absolute” homelessness, the various ways homelessness is showing up in our community, and a window into the demographics and needs of those who are homeless in the Cowichan. The count is completed over a 24-hour period and is completed at various sites. This count included participants from three groups of people: those who were absolutely homeless; relatively homeless; and those who were at risk of homelessness due to the housing challenges they were experiencing.</p>			
<p>The geographic area was Duncan/North Cowichan. Over the 24-hour period on February 21, 2017, 196 surveys were completed and 181 were deemed complete and represented separate individuals. An additional 29 people were identified as there were being retained at the local hospital who no longer needed acute care but there was no home or bed for them to be released to. These people were over and above the 181.</p>			
Metrics	Absolute	Relative	At risk
Total number	73	71	37
Gender split	M – 75% F– 23%	M- 65% F-35%	M-36% F-63%
Average age	45 years	47 years	50 years
Indigenous	35%	43%	48%

2	3/30/2017	Organizational Structure
http://cowichanhousing.com/publications/		
Everyone Deserves a Home: Community Meetings Summary and Recommendations		
No author identified		
CHA, SPC, OCHN, MH/SU CIT, CDFP, UW		
Summary Report		
Summarizes two community meetings held on March 6 and March 29, 2017. The meetings brought together five community organizations and community members to collaborate on preparing a multi-year Community Plan to Address Homelessness.		
<p>Recommendations</p> <ol style="list-style-type: none"> 1. Align efforts to ensure parties are working towards a common goal. 2. Ensure communications are maintained internally (with partnership organizations) and externally (with community). 3. Develop a health partnership process. 4. Develop one point of entry with shared services and central contacts in each area (of the region and provide relevant support services. 5. Develop a hub of funding/joint funding pool; work together; bridging, connecting, sharing resources for greater efficiency. 6. Build awareness and understanding, dispel myths about homelessness and affordable housing. 7. Coordinate efforts and enhance the ability to coordinate and leverage by forming a broad-based, multi-sectoral Coalition where key agencies come together to create a 'team-based structure'. 8. Develop and enhance local government policies to encourage affordable housing development. 9. Build resources, foundational and from funding agencies, to be able to take advantage of opportunities. 10. Through education and engagement increase the broader communities understanding of issues and solutions. 		

3	June 15, 2017	Organizational Structure
http://cowichanhousing.com/publications/		
Session 3 Workshop: Building a Coordinating Structure for the Cowichan Valley		
No author identified		
CHA, SPC, OCCHN, CDFP, CMHSUCIT, UW		
Summary Report		
<p>To summarize the third community session held on May 26th, 2017, that focused on coalition models, activities, and functions</p>		
<p>Recommendations</p> <ol style="list-style-type: none"> 1. To establish a Cowichan Coalition to Address Homelessness and Affordable Housing to connect, coordinate, collaborate, and communicate around issues of homelessness and affordable housing needs in the region, and to promote, support and facilitate the development of affordable housing. 2. Report back to the community on the feedback received from the May 26th event. 3. Build on the feedback from the community to design a structure and process for the Cowichan Coalition and begin the work of forming it. 		

4	8/1/2017	Point in Time Count																					
http://cowichanhousing.com/publications/																							
CVRD Summer Point in Time Homeless County & Housing Needs Survey																							
No author identified																							
UA-CNVI																							
Point in Time Summary Report																							
<p>The purpose of the summer point in time homeless count was to get a snapshot of the number of people who are living in “absolute” homelessness, the various ways homelessness is showing up in our community, and a window into the demographics and needs of those who are homeless in the Cowichan. The count is completed over a 24-hour period and is completed at various sites.</p>																							
<p>The geographic area was larger than winter count and included Duncan/North Cowichan, Ladysmith, Chemainus, Lake Cowichan and Mill Bay. Over the 24-hour period on August 15/16, 2017, 189 surveys were completed.</p>																							
<table border="1"> <thead> <tr> <th data-bbox="191 919 488 951">Metrics</th> <th data-bbox="488 919 789 951">Absolute</th> <th data-bbox="789 919 1089 951">Relative</th> <th data-bbox="1089 919 1390 951">At risk</th> </tr> </thead> <tbody> <tr> <td data-bbox="191 951 488 993">Total number</td> <td data-bbox="488 951 789 993">89</td> <td data-bbox="789 951 1089 993">61</td> <td data-bbox="1089 951 1390 993">39</td> </tr> <tr> <td data-bbox="191 993 488 1035">Gender split</td> <td data-bbox="488 993 789 1035">M- 69% F-29%</td> <td data-bbox="789 993 1089 1035">M-51% F-47%</td> <td data-bbox="1089 993 1390 1035">M-41% F-57%</td> </tr> <tr> <td data-bbox="191 1035 488 1077">Average age</td> <td data-bbox="488 1035 789 1077">45 years</td> <td data-bbox="789 1035 1089 1077">43 years</td> <td data-bbox="1089 1035 1390 1077">48 years</td> </tr> <tr> <td data-bbox="191 1077 488 1119">Indigenous</td> <td data-bbox="488 1077 789 1119">39%</td> <td data-bbox="789 1077 1089 1119">55%</td> <td data-bbox="1089 1077 1390 1119">54%</td> </tr> </tbody> </table>				Metrics	Absolute	Relative	At risk	Total number	89	61	39	Gender split	M- 69% F-29%	M-51% F-47%	M-41% F-57%	Average age	45 years	43 years	48 years	Indigenous	39%	55%	54%
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Indigenous	39%	55%	54%																				
<p>Key Findings</p> <ol style="list-style-type: none"> 1. The number of Absolutely Homeless people in the CVRD has increased over 50% since the 2014 regional count (2014 – N = 58 people counted; summer 2017 - N = 89 people counted). 2. Homelessness in the Duncan-North Cowichan core area has increased by 36% since 2014 (N = 56 in 2014; N = 76 in summer 2017). 3. Homelessness is increasing around the Cowichan Valley. In the 2014 count only two individuals were counted outside the Duncan core area; in the summer 2017 regional count, 13 individuals were counted as Absolutely Homeless outside the core service area. 4. The number of people sleeping rough in the summer was higher in the summer than the winter (60% of summer 2017 Count; 36% winter 2017). 5. Men compose 2/3 or greater of the Absolutely Homeless population in Duncan and the CVRD. This trend has been relatively consistent across homeless counts. 6. The number of Aboriginal people counted as homeless has been steadily increasing in the CVRD (2014 N = 15 or 26%; summer 2017 - N = 35 or 39%). 7. The average age of people who are Absolutely Homeless in the CVRD continues to be in the late 40s; ranging over the three counts from 45 years to a high of 49 years. 8. In the summer 2017 Count, one-third of people who were Absolutely Homeless had 																							

been in Foster Care. Over two-thirds of this group (67%) were Aboriginal. No data available for 2014.

9. Youth Homelessness was more visible in the summer count than in the winter 2017. Three teens were included in the Count – one was Absolutely Homeless; two were experiencing Hidden Homelessness.
10. Abuse and conflict remain at the top of the list as reasons for the loss of housing for all subgroups.
11. For people experiencing Hidden Homelessness and people At Risk of Homelessness, there was an increase in the number of concerns expressed about the safety and quality of rental units and problems with landlords.
12. Many of the people surveyed have experienced a chronic state of insecure housing. For many people this began before the age of 25.
13. It is likely that the number of people experiencing homelessness and insecure housing will continue to increase in the CVRD in coming years. The impact of the housing shortage and poor quality of low-income housing is likely to bring increased social strains for the most vulnerable population in the region.

5	12/01/2017	Organizational Structure
http://cowichanhousing.com/publications/		
Cowichan Coalition Structure and Function		
No author identified		
CHA		
Organizational Framework		
<p>Key document that outlines the coalitions' overarching structure, functions that includes a leadership team, four specific committees and their focus of work and the overarching work streams for the coalition.</p>		
<p>The Coalition's aims:</p> <ol style="list-style-type: none"> 1. Connect, coordinate, collaborate and community on issues of homelessness and affordable housing. 2. Promote, support, and facilitate affordable housing development. 3. Provide leadership and strategic planning, collaboration, coordination, and capacity building. 4. Implement the Community Plan. 5. Liaison with other coalitions. <p>The four committees:</p> <ol style="list-style-type: none"> 1. Social Inclusion Advisory 2. Aboriginal Task Force 3. Youth Task Force 4. Community Plan Steering Committee <p>Streams of Work:</p> <ol style="list-style-type: none"> 1. Homelessness Response and Prevention 2. Affordable Housing 3. Communications/Education/Advocacy 4. Funding 		

2018

6	3/31/2018	Housing Plan
http://cowichanhousing.com/publications/		
Close to Home: Housing First Plan Implementation. Housing First for Youth Cowichan Region		
Youth Housing First Committee		
CHA		
Progress report		
This report outlines project objectives, progress on these and partnerships identified and/or are underway regarding implementation of the Youth Housing First Plan.		
<p>No recommendations identified.</p> <p>Objectives, projects, lead/partnerships, and timelines identified.</p> <ol style="list-style-type: none"> 1. Shelter, Transitional and Permanent Housing that meets the needs of all youth. <ol style="list-style-type: none"> a. Prevention: Upstream Project. (SPC, 2019) b. Youth Host Homes Pilot Project. (SPC, 2018) c. Youth Home (13-18). (CVOLC, CMHA, SPC, 2018) d. Youth Transitional Housing. (CMHC, 2018 +) e. Scattered Site Housing. (CMHA, 2018 +) 2. System of Care that provides for the range of supports needed to ensure youth are appropriately sheltered or housed and that youth well-being is central. <p>Partnerships are identified by:</p> <ol style="list-style-type: none"> a. Partnerships <ol style="list-style-type: none"> i. CMHA ii. CIL iii. CIS iv. CWAV v. CVYS (was COS) vi. Global Vocational vii. Hiiye’yu Lelum b. Support Services: Mental Health and Substance Use <ol style="list-style-type: none"> i. CMHA ii. DY & FS iii. DMH iv. Margaret Moss c. Support Services: Counselling and Education Supports <ol style="list-style-type: none"> i. CMHC ii. CFLA iii. CWAV iv. CVYS (was COS) v. DY & FS vi. Hiiye’yu Lelum vii. Kw’umut Lelum C&FS 		

- viii. LNC
 - d. Support Services: Support to Transition out of Care
 - i. Kw'umut Lelum C&FS

7	4/1/2018	Housing Plan
<p>http://cowichanhousing.com/wp-content/uploads/2020/01/One-Heart-and-Mind-cowichan_community_plan_june_2018_final.pdf</p>		
<p>Nuts’a’maat shqwaluwun/ Working with One Heart & Mind: A Plan to address and prevent homelessness in the Cowichan Region</p>		
<p>Eric Macnaughton, Ph.D., Cameron Keller, Kaleidoscope Consulting</p>		
<p>UW CNVI Central and Northern Vancouver Island, Tze Tza Watul Community Advisory Board (CAB), Homelessness Partnering Strategy</p>		
<p>Housing Plan</p>		
<p>Based on key informant interviews, literature review, community resource scan, and community meeting summaries, the strategy identifies four main action areas or work streams:</p> <ol style="list-style-type: none"> 1. Establish a collaborative leadership/coordinating structure. 2. Respond to chronic/episodic homelessness. 3. Prevent or rapidly response to emerging homelessness in vulnerable populations. 4. Expand the supply of housing more broadly. 		
<p>The recommendations for each of the four action areas:</p> <ol style="list-style-type: none"> 1. Establish a leadership /coordinating structure by formalizing the coalition responsible for planning, collaborating, public education/advocacy, resource development, plan implementation housing and support/ services. 2. Respond to chronic/episodic homelessness in the short to mid-term: <ol style="list-style-type: none"> a. Procure 100 portable housing subsidies. b. Create a mobile support team. c. Ensure support is ongoing and recognizes the multiple dimensions of the community (gender, culture, etc.). d. Expand low barrier congregate supportive housing options. 3. Prevent or rapidly response to emerging homelessness in vulnerable populations for three overlapping groups: single-parent families, Indigenous people, and youth. <ol style="list-style-type: none"> a. Provide up to 3000 permanent, portable rent supplements. b. Address on-reserve housing supply gap of 500 units. c. Create a rapid rehousing support team. d. Expand housing supply by 385 units of core need housing with specifically identified responses. e. Target key gaps in youth housing beyond shelter/emergency support using certain strategies. 4. Expand the supply of housing more broadly: <ol style="list-style-type: none"> a. Use income supplements. b. Increase new supply by 750 units and maintain existing supply in social and affordable rental housing units and adopt regulatory framework for landlord compliance. 		

- c. Leverage the key local government role to access NHA and provincial resources.
- d. Implement the Community Housing Trust and Coordinating Structure.
- e. Engage local builders, neighbourhood associations, and realtors.

8	5/31/2018	Housing Plan
http://cowichanhousing.com/wp-content/uploads/2020/01/Close-to-Home-Final-Report-May-31-2018.pdf		
Close to Home: Housing First for Youth in the Cowichan Region, Final Report		
No author identified		
CHA, OCHN, SPC		
Final Report		
<p>The Close to Home project develops a Housing First model for the Cowichan Region. This is an implementation plan addressing youth homelessness that focuses on development and implementation of a supported youth housing/shelter facility.</p>		
<p>Recommendations</p> <ol style="list-style-type: none"> 1. Shelter, transitional and permanent housing that meets needs of all youth. <ol style="list-style-type: none"> a. Youth respite/shelter/safe house/transitional housing <ol style="list-style-type: none"> i. Low/no barrier, to meet youth ‘where they are at’ ii. Open and staffed 24/7 iii. Trauma-informed practice b. Youth-appropriate supported and independent housing options <ol style="list-style-type: none"> i. Low/no barrier supported housing options for youth with different needs (Housing First model) ii. Affordable rental housing (build, renovate, repurpose) iii. Wrap around services with preconditions. iv. Tenant advocacy, mediation, and education to prevent evictions. 2. A system of care providing a range or supports to ensure youth are appropriately sheltered/housed, that centers youth well-being. <ol style="list-style-type: none"> a. System of care <ol style="list-style-type: none"> i. Multi-tier system attending to spectrum of youth needs ranging from shelter to well-being. b. Youth Housing First service philosophies and interventions <ol style="list-style-type: none"> i. Service aligned with trauma-informed harm reduction, client centered, strengths-based approach. c. Centralized intake and case management capacity <ol style="list-style-type: none"> i. Agencies and outreach are coordinated. ii. Adequate case management capacity. iii. Include Youth ACT and ICM teams. d. Community based support to transition out of care. e. Skills building and training: <ol style="list-style-type: none"> i. Wide ranging educational/training opportunities such as life skills, housing and employment readiness, GED, etc. f. Mental health and substance use supports. 		

- i. 24/7 outreach and supports.
 - ii. Low/no barrier access to treatment options.
 - iii. Prevention education and supports.
- g. Counselling and Education Supports
 - i. Counselling services.
 - ii. Liaise and partner with schools.
 - iii. Increase community education about mental health and substance use.
 - iv. Community outreach, education and awareness on domestic violence and sexual exploitation.
 - v. Relationship supports for individuals working with youth (families to social workers).
- h. Health activities
 - i. Youth drop-in options.
 - ii. Promotion of local activities.
 - iii. Age-appropriate programming and age groupings.
- 3. Leadership, participation, and involvement strategies centering youth voices and recognizing diverse needs:
 - a. Ranging options and tiers for participation and involvement with community organizations.
 - b. Youth leadership is key.
 - c. Youth leadership and engagement with/by youth:
 - i. Opportunities for youth to engage with vulnerable youth.
 - ii. Youth involvement with design/implementation of youth services
 - d. Interim action plan identifying immediate actions.
- 4. Information sharing and ongoing connection process.
 - a. Online youth resources.
 - b. Centrally located youth hub or neighbourhood house.

9	8/1/2018	Snapshot
http://cowichanhousing.com/publications/		
Rental Housing, Cowichan Region: CHA Snapshot Series		
No author identified		
CHA		
Community Snapshot		
<p>This fact sheet details numerous factors and characteristics related to rental housing in the Cowichan Region including quantity of rental units, affordability metrics, vacancy rates, and projected demand.</p>		
<p>Key facts</p> <ol style="list-style-type: none"> 1. For 2017 the CVRD ranked 21 out of 27 regions in BC in the Canadian Rental Index (CRI). <ol style="list-style-type: none"> a. Affordability 8.5 (critical) b. Overspending 9.0 (critical) c. Income gap 7.3 (severe) d. Overcrowding 5.1 (poor) e. Bedroom shortfall 3.8 (moderate) 2. Municipality of North Cowichan ranked 52 out of 72 municipalities in the CRI. 3. City of Duncan ranked 64 out of 72 in the CRI. 4. Projections of households in need: <ol style="list-style-type: none"> a. 385 households core housing need b. 365 households missing middle 5. Projections of rental units required: <ol style="list-style-type: none"> a. 420 market housing units b. 154 missing middle housing units c. 290 core housing units 		

10	8/1/2018	Snapshot
http://cowichanhousing.com/publications/		
Affordable Housing, Cowichan Region, CHA Snapshot Series		
No author identified		
CHA		
Community Snapshot		
This fact sheet details numerous factors and characteristics related to affordable housing, both ownership and rental, in the Cowichan Region including definitions, tenure, need, prices, and affordability.		
<p>Key Facts</p> <ol style="list-style-type: none"> 1. In 2016, 35,275 households in the Cowichan Region: <ol style="list-style-type: none"> a. 1,050 households did not meet suitability standards. b. 2,640 needed major repairs. c. 7,745 households were spending more than 30% of their income on shelter costs. 2. Between, 2016-18 average sales price for a single-family home increased 18%, from \$393,185 to \$462,563. 3. In 2017, median sales price for a single-family home was \$440,000. 4. In 2016, 44% of 7,805 renter households spent more than 30% on shelter costs. 5. In 2016, average monthly rent was \$940. 		

11	11/1/2018	Housing Needs/Statistics
http://cowichanhousing.com/publications/		
Affordable Housing Profile 2018: Draft Cowichan Attainable Housing Strategy Background Report		
No author identified		
CHA		
Background Report		
This background report provides a summary of the 2018 Draft Affordable Housing profile and details numerous factors and characteristics related to housing in the Cowichan Region including population and income, affordability, tenure, housing stock, and homelessness.		
<p>Key Facts</p> <ol style="list-style-type: none"> 1. In 2016, 77% of households owned and 22% rented. 2. In 2016, 35,275 occupied dwelling units of which 21% purpose built rentals and 3% are secondary suites. 3. In 2017, 596 non-market housing units. 85 households on the waitlist. 4. Rental vacancy rate decreased 5.8% between 2013 to 2017 to 2.8%. 5. Projected need between 2011 to 2036 – 12,468 new households (83% owner 17% rental). 6. Between 2017 and 2017, Homelessness grew 50% since 2014. Indigenous homeless grew 13%. Youth homelessness increased. 		

12	2018	Organizational Structure
http://cowichanhousing.com/publications/		
Cowichan Valley Coalition to End Homelessness: Terms of Reference		
No author identified		
No organization identified		
Terms of Reference - Report		
Key document that details the overarching function and structure of the Coalition.		
<p>These terms of reference details the CV Coalition to End Homelessness overarching function and structure:</p> <ol style="list-style-type: none"> 1. Mission 2. Function 3. Values and operating principles 4. Representation 5. Structure and process 6. Decision making protocols 7. Leadership team (HOME team) makeup and possible advisory organizations 8. Function teams (committees) leadership structure 9. Meeting procedures 10. Internal communications and protocols 		

2019

13	1/1/2019	Community Plan
http://www.ourcchn.ca/cowichan-community-action-team/cat-home-page		
Cowichan Community Action Team: Priority Actions and Goals 2019		
No author identified		
CCAT		
Action Plan		
Outlines six goals and related actions to guide the work plan for the Community Action Team.		
<p>Recommendations</p> <ol style="list-style-type: none"> 1. Improve the health and wellbeing of individuals who use drugs by enhancing the Peer Engagement Project: <ol style="list-style-type: none"> a. Maintain hours and capacity of peer facilitator. b. Secure a FNHA Peer Grant to work with FN peers to determine what might work for them. c. Fund and train to support peer employment. d. Establish 'sharps' team. e. Support at OPS. f. Provide Naloxone training and harm reduction. g. Establish neighbourhood guardians and cleanup programs. h. Engage Primary Care leaders and staff to participate in planning re access/stigma. i. Hire an elder who can work with First Nations peers to enhance connection to culture and teachings. j. Work with organizations to take on peer projects to expand scope- working with community partners to explore options for roles for peers within their organizations and programs. k. Provide access to daytime drop in space with support staff. 2. Increase educational opportunities for peers, frontline workers, and community: <ol style="list-style-type: none"> a. Provide small group Naloxone training for all front-line staff and community agencies via peer network. b. Provide workshops on harm reduction for community (Series of 3). c. Increase training on trauma informed practice. d. Increase training on Mental Illness and best practices for response. e. Complete preparation and distribute the Survival Guide. f. Complete preparation of the Community Agency Resource Guide. g. Provide education on safe methods for sharps collection - how to pick up safely. Including many strategies such as: <ol style="list-style-type: none"> i. Initial contact of individuals reporting sharps. ii. Face to face work with local business. iii. Barefoot in the park. iv. Using all forums, events, and dialogues with community. 		

- h. Learn more about brain injury- providers/ people with lived experience.
- 3. Reduce the number of individuals who are using alone.
 - a. Explore means to connect to trades, industry and business.
 - b. Explore innovation and projects such as the Saint Paul's to follow through with individuals after attending the ED or Ambulance.
 - c. Emergency Dept Suboxone.
 - d. Explore options to support individuals with transportation challenges including:
 - i. Providing transportation subsidies/ bus passes.
 - ii. Enhancing peer driving program.
- 4. Advocate for the Creation of Cowichan Treatment and Recovery Programs that includes:
 - a. A "daytox" program in Cowichan.
 - b. Community Programs in rural areas.
 - c. Safe Places for People in Recovery to go away from individuals who may be using.
 - d. Connection to traditional and cultural teachings.
 - e. Increased sobering support for individuals with more complex needs because of the kind of substance consumed such as crystal meth. This includes linking those connected with RCMP to care more appropriate than being placed in a cell.
 - f. Enhancement of OAT therapy:
 - i. Increase number of prescribers through Boost Program.
 - ii. Improve access and relationships with pharmacy.
 - iii. Wrap around supports for those accessing OAT to encourage them to stay on treatment regime.
 - iv. Improved transportation for those accessing OAT.
 - v. Start OAT in the Emergency Department following an overdose.
 - vi. Enhance training for first responders to connect to OAT prescribers following an overdose or emergency call.
 - vii. Increase awareness of OAT at OPS.
- 5. Prepare a communications strategy to address stigma.
 - a. Establish factual shared messages that can be distributed via all CAT partners and organizations in their communications. So that all community partners share the same messaging.
 - b. Develop and hold community forums and events such as harm reduction mentioned in Goal 2.
 - c. Educate individuals who work with peers, families, community agencies and local governments to ensure information is being distributed.
 - d. Social Media response with concise and information and develop key messages to distribute to community.
 - e. Develop communication protocol for within CAT.
 - f. Establish processes to communicate to CAT.
 - g. Identify a point person from the key organizations, to share messaging and meet for specific tasks such as:
 - i. Working with Black Press.

- ii. Conveying positive stories and reducing the number of stigmatizing photos.
 - iii. Improving the headlines so they become more positive.
 - iv. Addressing social media.
6. Engage with youth with a focus on prevention:
 - a. Establish in-school education program re: vaping, Xanax, Cannabis and stigma that includes a peer component.
 - b. Identify Youth at Risk through community partners, youth outreach, RCMP and families.
 - c. Support Youth who are currently using substances with enhanced efforts from wrap around services.
 - d. Work with Housing First 4 Youth team in their efforts to establish youth shelter and wrap around services.

14	3/31/2019	Organizational Structure
http://cowichanhousing.com/publications/		
Cowichan Coalition to Address Homelessness and Affordable Housing, Annual Summary Report		
No author identified		
No organization identified		
Summary Report		
Summarizes Coalition activities in 2018 in the three priority areas.		
<p>Next steps and emerging initiatives in three priority areas:</p> <ol style="list-style-type: none"> 1. Homelessness Prevention and Response <ol style="list-style-type: none"> a. United Way application to receive Reaching Home Designated funding for Cowichan Region. b. CMHA Youth Hub and Youth Shelter. c. CWAVs working to have Women’s Cold Weather Shelter become year-round. d. Cowichan Neighbourhood House (Chemainus) working to establish a cold weather shelter. 2. Affordable Housing <ol style="list-style-type: none"> a. Regional Housing Service supported by the electorate by referendum and CHA and CVRD prepared a contribution agreement. b. Attainable Housing Strategy (AHS) Draft is completed. c. Regional Affordable Housing Committee active and overseeing AHS. d. Ladysmith Resource Centre Association Housing project received BCH funding. e. Community Land Trust/North Cowichan Housing Project progressing. 3. Communications, Education, Advocacy <ol style="list-style-type: none"> a. Activities focused on the affordable housing referendum and AHS. b. CMHA focusing on awareness and reducing stigma programming. 		

15	4/1/2019	Housing Plan
http://cowichanhousing.com/publications/		
Cowichan Attainable Housing Strategy (AHS): Background Report		
No author identified		
CHA, SPC		
Background Report		
<p>This report provides an update of key population and housing indicators from various sources including the 2016 census statistics to create an affordable housing profile for the Cowichan Region. It provides an analysis of current and emerging trends relative to the regional housing market and highlights affordability needs through examining available current demographic and housing data. The report also identifies four strategic objectives, related actions, and performance measures.</p>		
<p>The report recommends four strategic objectives and related actions:</p> <ol style="list-style-type: none"> 1. Build Community Capacity <ol style="list-style-type: none"> a. Develop the capacity of private and nonprofit organizations to undertake affordable housing development and supportive programming. <ol style="list-style-type: none"> i. Provide support, facilitation, and education to businesses and organizations that are developing affordable housing projects for priority groups. ii. Support local businesses in their efforts to increase affordable housing for employees. iii. Support the development of Cooperatives, Social Enterprises, and Volunteer Programming. iv. Consider the development of local nonprofit housing organization(s) whose specific role is to plan, build, own and operate affordable housing. b. Increase capacity and knowledge and expertise to develop affordable housing project. <ol style="list-style-type: none"> i. Enhance data and analysis: conduct more in-depth research into community trends, housing stock, needs and demand, economic impacts to develop more refined projections and targets for affordable housing and related support programming. ii. Develop a repository of and provide information and education on best practices and tools for affordable housing. iii. Conduct ongoing monitoring and analysis of all activities and outcomes related to attainable housing strategies. c. Enhance and increase homelessness prevention and housing loss services and programming to support individuals and families to obtain and maintain adequate housing, including Housing Support, Housing First Programming and Rent Subsidies. 2. Strengthen Partnerships and Collaboration <ol style="list-style-type: none"> a. Provide coordination and facilitation to the Cowichan Housing and Homelessness 		

- Coalition and associated committees to ensure regional planning and engagement for affordable housing development and prevention of housing loss and homelessness.
- b. Develop and maintain partnerships with federal and provincial levels of government, First Nations, local governments, financial institutions, the private and nonprofit housing sectors, and community service organizations for planning, funding, information, and support.
 - c. Coordinate regional efforts for advocating to senior levels of government for affordable housing projects.
 - d. Facilitate collaborative funding and resource development efforts such as:
 - i. Joint funding proposals for affordable housing projects and support services.
 - ii. Partnerships for funding, co-location and alignment of community housing and services.
3. Enhance Community Engagement, Awareness, and Advocacy
- a. Conduct continuous community engagement, communications and advocacy at the local level including:
 - i. Broad awareness and education activities to increase knowledge and build neighbourhood level support for affordable housing and social inclusion.
 - ii. Communications and engagement around this Strategy in its development and revisions.
 - b. Conduct continuous communications, engagement and advocacy at regional, provincial, and national levels including:
 - i. Participation at regional, provincial, and national housing tables and conferences to gather information and knowledge, and to bring awareness to Cowichan's need and efforts for affordable housing.
 - ii. Communicating and advocating for affordable housing to federal and provincial governments, and key stakeholders.
4. Enhance Local Government Policy Frameworks that Promote Increased Supply and Improved Housing Affordability.
- a. Official Community Plans can recognize and prioritize attainable housing and provide direction for a range of actions such as:
 - i. Five-year supply of land for anticipated housing needs (OCP map).
 - ii. Policies for affordable, rental, and special needs (OCP policy).
 - iii. Supporting attainable housing as a density bonus amenity (small lots, small units, rental tenure, etc.).
 - iv. Establishing housing choice policy to support the housing spectrum.
 - v. Establishing complete community land use policy to support linkages to transportation and innovative land use and housing design.
 - vi. Support mixed use development, higher densities, and compact development.
 - vii. Support for small housing with guidelines for form and character.
 - b. Zoning Bylaws can foster affordable housing development through:
 - i. Density bonus provisions.

- ii. Residential rental tenure zoning.
 - iii. Pre-zoning land.
 - iv. Range of lot sizes.
 - v. Secondary suites and accessory dwelling units.
 - vi. Small and micro units.
 - vii. Manufactured (mobile) home parks.
 - viii. Reduced parking requirements dependent on specifics of the housing development.
- c. Other bylaws can provide support for attainable housing development:
- i. Development cost charge waiver bylaw for not-for-profit rental housing with a housing agreement to secure the housing affordability.
 - ii. Permissive property tax exemptions for municipal property taxes.
 - iii. Property maintenance bylaw.
 - iv. Standards of maintenance bylaw.
 - v. Housing agreement bylaws to secure housing that serves a specific sector of the community or to require rental tenure.
- d. Other local government initiatives to support attainable housing:
- i. Include housing choice in the Community Amenity Contribution Policy.
 - ii. Utilize the regional housing fund.
 - iii. Create a land bank.
 - iv. Community engagement about housing choice.
 - v. Fast-track complete applications for affordable housing projects.
 - vi. Work with absentee landlords to improve substandard housing.
 - vii. Strata conversion policy.
 - viii. Development application training opportunities for not-for-profit housing providers.

16	4/1/2019	Housing Plan
<p>http://cowichanhousing.com/wp-content/uploads/2019/12/ah_strategy_revised_as_of_april_18_2019.pdf</p>		
<p>Cowichan Attainable Housing Strategy</p>		
<p>No author identified</p>		
<p>CHA, SPC</p>		
<p>Housing Plan</p>		
<p>The purpose of the Cowichan Attainable Housing Strategy is to provide direction to the range of stakeholders in the Cowichan Region regarding the current and future affordable housing needs of the community. The Cowichan Attainable Housing Strategy provides a framework for all sectors to work together to plan for and facilitate the development of attainable/affordable housing. The Strategy also assists local governments to explore policies and regulations that can foster and encourage affordable housing.</p>		
<p>The plan takes the four strategic objectives and related actions outlined in the Cowichan Attainable Housing Strategy: Background Report and identifies specific organizations to take the lead as well as key partnership as well as a five-year time frame (2019 to 2023) for implementing each action. Performance measures are also identified making it easy to determine how well we have done in implementing the Plan's actions.</p>		

17	4/11/2019	Community Plan
<p>https://www.northcowichan.ca/assets/Community/docs/2019-06-13-Safer-Community-Plan.pdf</p>		
<p>Municipality of North Cowichan and City of Duncan, Safer Community Plan: Recommended Actions</p>		
<p>Randy Churchill, Consulting for Municipalities</p>		
<p>MNC, C of D</p>		
<p>Recommendation Report</p>		
<p>The plan provides recommendations to establish a coordinated enforcement strategy with improved communication and collaboration that supports various community sectors of health and social services, business, and residents. The geographic area of focus is the TCH corridor.</p>		
<p>This plan and its recommendations focus primarily on ‘crime and public disorder’ along the TCH corridor through MNC, Duncan, and Cowichan Tribes. The plan recognizes that the lack of suitable housing options and poverty are integral factors related to crime and public disorder. Due to the interrelated nature of these factors the main recommended actions are listed here.</p> <ol style="list-style-type: none"> 1. Establish a joint local government Safer Working Group. 2. Create a Corridor Safety Office “storefront”. 3. Identify impacts and actions to lessen the impact on businesses. 4. Collaborate with health and social service agencies. 5. Support a full-time RCMP criminal intelligence analyst position in the detachment. 6. Integrate the principles of Crime Prevention through Environmental Design. 7. Identify nuisance properties and enforce nuisance activities. 		

18	7/1/2019	Snapshot
https://www.socialplanningcowichan.org/		
Community Snapshot: Land Use and Built Environment		
No author identified		
SPC		
Community Snapshot		
<p>The snapshot documents were prepared using various sources of quantitative and qualitative data to identify key trends and highlights about the Cowichan region, its people, and metrics related the regions wellbeing and community values. This snapshot focuses on land use and the built environment.</p>		
<p>Key metrics</p> <ol style="list-style-type: none"> 1. Between 2006 and 2016 the amount of productive farmland has decreased 6.2% 2. In 2001, Cowichan Tribes, Hul'qumi'num Treaty Group, signed an agreement with government to protect 1,700 ha of land known as the Hw'teshutsun or the Hill 60 sacred site. 3. 1200 ha were dedicated as 206 community parks and there were 47 km managed community trails. 4. In 2019, the Cowichan River experiences the lowest water levels ever. 5. Cowichan Land Trust holds 28 conservation covenants. 		

19	11/1/2019	Organizational Structure
http://cowichanhousing.com/publications/		
Briefing Note for Honourable Judy Darcy, Minister of Mental Health & Addictions		
No author identified		
Cowichan Community Partners		
Briefing Note		
To present a proposal and request funding of \$2.8M annual for a five-year period to trial and evaluate the multi-pronged concept in the Cowichan Communities – Pathway to Hope for Highest Need Substance Users and Youth at Risk for Addiction		
<p>The main recommendation:</p> <ol style="list-style-type: none"> 1. Fund this community-led initiative guided by the Cowichan Collective Impact Model with the goals to: <ol style="list-style-type: none"> a. Remove the market for a poisoned drug supply. b. Create a supportive recovery environment. c. Disrupt current patters of crime and addiction. 		

20	11/1/2019	Community Plan
http://cowichanhousing.com/publications/		
Cowichan Vision for Community Well-Being; Proposal for Enhancing a Community Wide Substance Use Service Model		
No author identified		
Cowichan Community Partners		
Power Point Presentation		
The power point presentation is a companion document to the Briefing Note for Honourable Judy Darcy, Minister of Mental Health & Addictions		
<p>The Cowichan Vision for Community wellbeing includes two parallel tracks:</p> <ol style="list-style-type: none"> 1. Harm reduction <ol style="list-style-type: none"> a. Mitigate the impact of the chaotic, disruptive drug users on the community through expanding Safer Communities, establishing CV-OAT Clinic voluntary approaches and full range of stabilization and treatment options. b. Pilot and evaluate options for safe supply. 2. Health promotion <ol style="list-style-type: none"> a. Early intervention, treatment and recovery for youth and young adults using drugs (i.e., CV-OAT Clinic, Cowichan Valley Youth Services Society, CMHA-Youth Outreach). b. Enhance outreach programs designed to connect individuals to community culture, meaning and hope (i.e., HOF, CMHA-Open Door, CMHA-Street School). 		

2020

21	3/31/2020	Community Plan
http://cowichanhousing.com/publications/		
Covid 19 Vulnerable Populations Cowichan Task Force Response Plan		
No author identified		
CHTF		
Action Plan		
<p>The purpose of the response plan is to enable individuals living on the street / experiencing homelessness to adhere to Island Health’s public health advisory pertaining to “Social Distancing” and “Self-Isolating”/ “Sheltering in Place”.</p>		
<p>The plan has three phases:</p> <ol style="list-style-type: none"> 1. 30-day Emergency Response to support Self-isolating / Sheltering in Place that is broken into five different groupings with shelter and support based on the individuals’ capabilities, needs and health. 2. Extending and refining the initial Emergency Response activities to a 90-day plan. 3. Develop a post Covid 19 transition plan aligned with the five-year plan submitted to the Minister of Mental Health and Addictions on 11/1/2019. <p>Next Steps identified:</p> <ol style="list-style-type: none"> 1. Develop a preliminary budget and get approval. 2. Convene the implementation team. 3. Secure/negotiate for equipment, accommodation. 4. Identify and retain staff/contractors. 5. Prepare sites. 6. Coordinate food services and security. 7. Work with service provides to place individuals in appropriate grouping. 8. Commence service and supports. 9. Begin planning transition to post COVID response. 		

22	11/25/2020	Community Plan
<p>https://duncan.ca/wp-content/uploads/dlm_uploads/2020/11/2020-11-25-Position-Paper-on-Local-Issues-Information-Sheet.pdf</p>		
<p>Position Paper: Housing Unaffordability, Opioid Use, Mental Health, Homelessness, and Crime</p>		
<p>No author identified</p>		
<p>City of Duncan</p>		
<p>Position Paper</p>		
<p>Describes the changing nature of five issues affecting Canadians: housing unaffordability, opioid use, mental health, homelessness, and crime. Identifies actions the three levels of governments can take on these issues. Identifies City of Duncan actions on these issues.</p>		
<p>City of Duncan actions:</p> <ol style="list-style-type: none"> 1. Partnered with MNC, CT and RCMP to prepare the Safer Community Plan. 2. Active participant in the Cowichan Leadership Group. 3. Increased Neighbourhood Supports re: overdose prevention sites and elsewhere by partnering with Island Health. 4. General increases in security spending through partnerships with MNC and Duncan BIA. 5. Conference calls with provincial ministers to advocate on the different issues and strategies. <p>City of Duncan position statement and actions has taken or plans to take to reduce the community impacts of these issues:</p> <ol style="list-style-type: none"> 1. Mobilize community support and understanding of Councils initiatives. 2. Revisit the Mental Health Act to improve treatment by lobbying the Minister of Health and Addictions. 3. Establish improved preventative measures by meeting with the Ministers of Education and Health and Addictions. 4. Provide additional court and corrections facilities resources by advocating the Attorney General to provide more resources. 5. Impose larger penalties by advocating to the Attorney General. 6. Improve neighbourhood security around overdose prevention sites, shelters, and supportive housing sites by advocating to the Minister of Mental Health and Addictions. 7. Increase affordable housing programs by updating the zoning bylaw and lobbying the Minister of Municipal Affairs and Housing. 8. Increase supportive housing programs. 9. Increase treatment and recovery programs and beds by lobbying the Minister of Mental Health and Addictions. 10. Review the Sharps Distribution Programs by lobbying the Minister of Mental Health and Addictions. 		

11. Educate about Safe Supply by lobbying Island Health and Minister of Mental Health and Addictions.

23	11/27/2020	Snapshot
https://www.socialplanningcowichan.org/		
COVID Snapshot #1: Food Security & Household Activities		
No author identified		
SPC		
Community Snapshot		
<p>The COVID snapshot series was prepared based on four separate community surveys. They present the survey results about the specific issue and actions taken by some community organizations who responded to the needs on that issue. This snapshot focuses on food security and household activities. 262 people responded to this survey.</p>		
<p>Key metrics</p> <ol style="list-style-type: none"> 1. Cowichan Green Community led an Emergency Food Access Task Force in response to Covid’s impact on residents access to food. 2. 45% of respondents said they increased their own food production. 3. 15% of respondents indicated an increase in producing more food to feed the community. 4. 34% of respondents indicated their household became more self-sufficient through the crisis. 		

24	11/27/2020	Snapshot
https://www.socialplanningcowichan.org/		
COVID 19 Snapshot: Work and Household Income		
No author identified		
SPC		
Community Snapshot		
<p>The COVID snapshot series was prepared based on four separate community surveys. They present the survey results about the specific issue and actions taken by some community organizations who responded to the needs on that issue. This snapshot focuses on work and household income. 126 people responded to this survey.</p>		
<p>Key metrics</p> <ol style="list-style-type: none"> 1. 43% of respondents reported that at least one member of their household is considered an essential service worker. 2. 33% of respondents indicated they applied for the Canadian Emergency Response Benefit (CERB). 3. Respondents said they increased spending on food/groceries, electricity, and alcohol. They saved money on transportation, eating out and entertainment. 4. 7.4% of respondents said in their household someone lost a job permanently, 16.2% lost a job temporarily, 35.4% lost some income, 25.6% had not impact on the household's income and 2% saw an increase. 		

25	11/27/2020	Snapshot
https://www.socialplanningcowichan.org/		
COVID 19 Snapshot: Personal and Family Well-being		
No author identified		
SPC		
Community Snapshot		
<p>The COVID snapshot series was prepared based on four separate community surveys. They present the survey results about the specific issue and actions taken by some community organizations who responded to the needs on that issue. This snapshot focused on personal and family well-being. 120 people responded to this survey.</p>		
<p>Key metrics</p> <ol style="list-style-type: none"> 1. 38% of respondents said their personal and family mental health is a little or a lot worse since the pandemic started. While 23% of respondents said their personal and family mental health is a little or a lot better. 2. 9% said that relationships with those they share living accommodation are a little of a lot worse during isolation. And 15% said that these relationships got a little or a lot better. 3. 45% of respondents said their physical well-being was worse. 20% said it was better. 4. 31% said they consumed more alcohol and 10% consumed more cannabis. 		

26	11/27/2020	Snapshot
https://www.socialplanningcowichan.org/		
COVID 19 Snapshot: Families		
No author identified		
SPC		
Community snapshot		
<p>The COVID snapshot series was prepared based on four separate community surveys. They present the survey results about the specific issue and actions taken by some community organizations who responded to the needs on that issue. This snapshot focused on families with children, aging family members and/or special needs/mobility challenges. 150 people responded to this survey.</p>		
<p>Key metrics</p> <ol style="list-style-type: none"> 1. 76% of respondents with children said their screen time increased with resulting negative physical and mental health impacts. 2. 15% of respondents with children said they didn't have the technology necessary for home learning. 3. 56% respondents said they were caring for/concerned about aging family members who may or may not be living with them. 4. 16% said the changes in their caregiving situation was unsustainable, 13% experienced limited opportunities for residential respite or day programs and 25% were concerned about allowing outside community support services in the home. 		

27	12/9/2020	Point in Time Count									
https://hsa-bc.ca/_Library/2020_HC/HC_2020_infographic_Duncan_Cowichan_Valley.pdf											
Duncan/Cowichan Valley - 2020 Point in Time Count											
No author identified											
HSABC, BCNPHA											
Point in Time Summary Report											
Point-in-Time (PiT) homeless counts provide a snapshot of people who are experiencing homelessness in a 24-hour period, their demographic characteristics, service use and other information.											
This summary document doesn't identify the geographic area for the count. Over the 24-hour period on March 12,2020, 129 surveys were completed. This count identified respondents has sheltered or unsheltered. This count did not categorize respondents as absolutely homeless, relatively homeless and at-risk of homelessness as the other counts in the region have done. Indigenous people made up 34% of the total respondents.											
<table border="1"> <thead> <tr> <th data-bbox="191 919 475 951">Metrics</th> <th data-bbox="475 919 800 951">Sheltered</th> <th colspan="2" data-bbox="800 919 1390 951">Unsheltered</th> </tr> </thead> <tbody> <tr> <td data-bbox="191 951 475 993">Total</td> <td data-bbox="475 951 800 993">58%</td> <td colspan="2" data-bbox="800 951 1390 993">42%</td> </tr> </tbody> </table>				Metrics	Sheltered	Unsheltered		Total	58%	42%	
Metrics	Sheltered	Unsheltered									
Total	58%	42%									
Unlike the other PiT count, this one did not break down the following metrics as to whether the respondent was sheltered or unsheltered.											
<table border="1"> <tbody> <tr> <td data-bbox="191 1119 475 1150">Gender</td> <td data-bbox="475 1119 800 1150">M-65%</td> <td data-bbox="800 1119 1073 1150">F-34%</td> <td data-bbox="1073 1119 1390 1150">Other Gender-1%</td> </tr> <tr> <td data-bbox="191 1150 475 1192">Age</td> <td data-bbox="475 1150 800 1192">under 25 years – 9%</td> <td data-bbox="800 1150 1073 1192">25-54 years – 64%</td> <td data-bbox="1073 1150 1390 1192">55+ years – 7%</td> </tr> </tbody> </table>				Gender	M-65%	F-34%	Other Gender-1%	Age	under 25 years – 9%	25-54 years – 64%	55+ years – 7%
Gender	M-65%	F-34%	Other Gender-1%								
Age	under 25 years – 9%	25-54 years – 64%	55+ years – 7%								

2021

28	1/1/2021	Statistics
http://cowichanhousing.com/publications/		
Cowichan Communities Health Profile		
No author identified		
Our Cowichan Communities Health Network		
Report		
<p>The purpose of the report is to update Cowichan Region’s Health Profile from the 2014 report. The report examines twelve key determinants of health for the Cowichan Region’s population. This health profile uses these determinants originally adopted by the Public Health Agency of Canada. The Health Profile incorporates an overview of all the determinants and how the region measures up to the province, the Regional District of Nanaimo, and the Island Health Region; and how sub-regions (local health areas, census subdivisions, or school district boundaries) compare to each other.</p>		
<p>Some of the key facts are listed below. These facts are based on the whole Cowichan region and not the sub-regions unless otherwise noted.</p> <ol style="list-style-type: none"> 1. Income and Social Status <ol style="list-style-type: none"> a. Between 2010-15 median income increased – individual (11%), households (10%), lone parent families (13%) and Indigenous individuals (22.5%). b. In 2015, 21% of children and youth and 15% of individuals lived-in low-income families. c. Between 2014-19, 0.6% decrease of people receiving income assistance to 2.0% and remained almost constant (3.4%) for people receiving disability assistance. 2. Employment and Working Conditions <ol style="list-style-type: none"> a. Between 2011-16 labour force participation rate was stable (57%), members of both Indigenous and non-Indigenous populations. b. Between 2011-16 percent of full-time positions in the labour force decreased c. Between 2014-19 Employment Insurance recipient rate declined 0.6% to 2.6%. 3. Education and Literacy <ol style="list-style-type: none"> a. In 2019, high school completion rates were 81.1% for the non-Indigenous students (4.3% less than BC average) and 58.3% for Indigenous students (10.8% less than BC average). b. In 2016, 18.1% of non-Indigenous persons don’t have a high school diploma and 22.5% for Indigenous persons. 4. Childhood Experiences <ol style="list-style-type: none"> a. Between 2016-19, the Early Development Instrument (EDI) improved in CV-west, declined in CV-north, and remained stable in CV-south. b. In 2017, across the region the number of children and youth in need of protection is higher than the provincial average. c. In 2018, across the region the number of children and youth in care is higher than provincial average. 		

5. Physical Environment
 - a. The population affected by boil water days increased between 2014/15 to 2018/19 by 1% to 2.8%.
 - b. Crime rates increased both property crime and crime against persons.
 - c. Homeownership rates remained constant between 2011 and 2016 at 77%.
 - d. Median monthly rents increased 11 % between 2011 and 2016 to \$877.
 - e. In 2016, 17% of owner household spent more than 30% of their household income on shelter costs (cost burdened), 4% less than the provincial average and 44% of renter households, less than 1% above the provincial average were cost burdened.
6. Social Supports and Coping Skills
 - a. In 2016, 15% of families were lone-parent families, 11.3% female-led (<1% lower than provincial average) and 3.8% male-led (>1% higher than provincial average).
 - b. In 2018, there were 624 long-term care and assisted living beds/units. In 2021, 88 new long-term care beds were added, and 55 assisted living units were anticipated.
 - c. In 2021, the Point-in-Time count identified 129 individuals experienced homelessness. In 2017, 189 people were identified as homeless or at risk of becoming homeless.
 - d. In 2012, 87.9% of individuals in Central Vancouver Island were “food secure”, 2.3% higher than the provincial average.
7. Healthy Behaviours
 - a. In 2018-2019, the percentage of infants being breastfed at 1 week, 6 months, and 12 months was lower than Island Health.
 - b. Between 2017, alcohol sales were 12.8 per 1,000, approximately 3.4 points higher than the provincial average.
8. Health Services
 - a. In 2017, attachment rates to a general practitioner were 7% higher than provincial average of 64%.
 - b. In 2018, number of unscheduled emergency room and urgent care center visitors was 660 per 1,000 persons, 193.4 per 1,000 persons greater than the Island Health average.
9. Biology and Genetic Endowment
 - a. No relevant issues were identified.
10. Gender
 - a. In 2016, 31.3 % of males had full-time employment, 8.5% more than women.
 - b. In 2016, the median income for men was \$40,201, \$13,878 more than women.
11. Culture
 - a. In 2016, 12.6% of the population was born outside of Canada.
12. Race/Racism
 - a. No specific metrics were identified for the Cowichan region.

29	1/1/ 2021	Housing Needs/Statistics
https://www.cvrld.ca/3291/Housing-Needs-Assessment		
Regional Housing Needs Assessment, Cowichan Valley Regional District		
No author identified		
CVRD		
Status Report and Needs Assessment		
<p>The report details the collection, consolidation and analysis of key housing related metrics that are prescribed by the <i>BC Housing Needs Report Regulation</i> that was adopted in 2019. This assessment includes one report for the region, one for each electoral area and one report for each of the four municipalities within the CVRD. The Indigenous communities were not included in this report.</p>		
<p>The following are key themes found throughout the data analysis and community engagement portions of the project.</p> <ol style="list-style-type: none"> 1. Between 2006 and 2016 the CVRD’s population grew more slowly (8%) than BC’s (12%) but the population continues to grow. 2. The size of houses in the region are not suitable to meet the needs of all residents. Household sizes in BC and throughout the CVRD decreased from 2006–2016. In general, jurisdictions with smaller households tended to be more senior in age composition. 3. From 2006 to 2016, the CVRD remained older than BC and aged more quickly (median age increased from 41 to 45). 4. The younger generations are experiencing housing challenges and unhoused youth face unique housing challenges. 5. There is a shortage of rental housing. Compared to BC, a smaller share of households in the CVRD are renters, but the same upward trend as in BC is present: renters increased from 20% to 22% of all households. 6. Housing costs are misaligned with regional wages. 7. Current housing options are not adequately sized or culturally appropriate for Indigenous families. 8. There is a need for more non-market housing, including supportive and emergency housing options. 9. Affordable housing for families, particularly rental housing, is not available. <p>Projections for households, population, household income and tenure. For the latter two metrics, the report includes two projections to 2025 due to the uncertainty resulting from COVID-19.</p> <ol style="list-style-type: none"> 1. Households - Between 2019 and 2025, the CVRD is expected to grow from approximately 35,000 households to almost 40,000, which would represent 14% growth in six years. 2. Population - Between 2019 and 2025, the CVRD is expected to grow from about 		

80,000 people to about 92,000 people, which would represent 15% population growth over six years.

3. Income - In 2025 (and in 2025 dollars), the CVRD is expected to have a median household income of \$89,193 in the rapid recovery scenario or \$83,978 in the slow recovery scenario.
4. Tenure – In 2019, the tenure split is 76% owner households and 24% renter households. In the rapid recovery scenario, the split of the CVRD’s households by tenure shifts slightly towards owners (77% owner households and 23% renter households). However, in the slow recovery scenario, the split of the CVRD’s households by tenure shifts slightly towards renters (75% owner households and 25% renter households).

Housing Needs

1. Units Needed - In 2025, it is projected that the CVRD will need an additional 4,955 units of housing, most of which should be one-bedroom units.
2. Adequacy - Compared to BC, in the CVRD there are similar levels of housing requiring major repair for owners (6% in 2016) and renters (9% in 2016).
3. Suitability – Households in the CVRD are less crowded compared to BC (2016).
4. Affordability - Compared to BC, affordability in the CVRD is somewhat better for owners (14%–16%) and somewhat worse for renters (38% in 2006 and 2016 and 42% in 2011 during the recession), to produce a slightly more favourable overall share of 19%–20% of households experiencing affordability challenges. The share of households falling below the affordability standard (housing expenses equal to 30% of household income) in 2016 in the CVRD is 19%.
5. Core Housing Need - About 22% of the region’s households are estimated to spend more than 30% of their household income on housing expenses, placing them in core housing need. About 4% of the region’s households are estimated to spend more than 50% of their household income on housing expenses, placing them in extreme core housing need.

Projections

1. Non-Market Housing - Across the CVRD, households with incomes below approximately \$53,000 (in Duncan) to \$59,000 (in electoral area B) will not be able to afford renting new homes. Some households with income below this amount will still be able to find housing in the rental market, as older rental homes can be more affordable.
2. Market Rental Housing - The results indicate that the share of renter households that fall below the 30% affordability threshold ranges from 25%–60% with an overall average of 40%, which is mostly in line with historical trends reported in the census. Similarly, the share of renter households that fall below the 50% affordability threshold ranges from 10%–30% with an overall average of 14%.
3. Market Ownership - These results indicate that the share of owner households that fall below the 30% affordability threshold ranges from 10%–36% with an overall average of 17%, which is mostly in line with historical trends reported in the census.
4. Economic price is the lowest sale price or rental rate per unit that a builder could

afford to charge while still achieving a minimal level of profit. The economic prices for:

- a. A single-detached home in the CVRD is about \$650,000 throughout the region but more expensive in Ladysmith (\$666,000) due to higher DCCs.
 - b. A townhouse in the CVRD is about \$450,000 throughout the region but more expensive in Ladysmith (\$461,000) due to higher DCCs.
 - c. Apartments varies more significantly throughout the region due to varying parking requirements. It is lowest in Duncan (\$293,000), followed by the electoral areas and Lake Cowichan (\$310,000–\$320,000) and highest in Ladysmith (\$340,000).
 - d. Monthly rent for townhomes is about \$1,670 throughout the region (\$1,705 in Ladysmith). The economic rent for apartments ranges from \$1,090 in Duncan to \$1,240 in Ladysmith.
5. The household income required to purchase or rent a new unit, paying no more than 30% of one's income on housing expenses, and the percentage of the CVRD's current households (2019):
- a. A new single-detached home in the region would require \$116,000–\$126,000 of annual household income, and about 26% of households could afford to do so.
 - b. A new townhouse home in the region will require \$96,000– \$104,000 of annual household income. About 44% of households will be able to afford to do so under the rapid recovery scenario versus 40% in the slow recovery scenario.
 - c. A new apartment home in the region will require \$69,000–\$76,000 of annual household income. About 62% of households will be able to afford to do so under the rapid recovery scenario versus 58% in the slow recovery scenario.
 - d. To rent a new townhouse in the region will require \$91,000–\$93,000 of annual household income. About 49% of households will be able to afford to do so in the rapid recovery scenario versus 45% in the slow recovery scenario.
 - e. To rent a new apartment in the region will require \$61,000–\$68,000 of annual household income. About 66% of households will be able to afford to do so in the rapid recovery scenario versus 62% in the slow recovery scenario.

Housing for Specific Populations in Greatest Need

1. Young families, low-income families and lone parent families are at risk of housing instability.
2. Youth face unique housing challenges as this group is especially vulnerable and may require additional staff supervision for their health and safety.
3. Current housing is not meeting the needs of new Canadians.
4. Culturally appropriate housing for Indigenous youth, elders, and families, on and off reserve.
5. People with physical disabilities and developmental delays.
6. A spectrum of housing options to meet the varying needs of different groups experiencing homelessness.

30	1/14/2021	Snapshot
https://www.socialplanningcowichan.org/		
Community Snapshot: Belonging and Participation		
No author identified		
SPC		
Community Snapshot		
<p>The snapshot documents were prepared using various sources of quantitative and qualitative data to identify key trends and highlights about the Cowichan region, its people, and metrics related the regions wellbeing and community values. This snapshot focuses on belonging and participation or how we participate in our community.</p>		
<p>Key metrics</p> <ol style="list-style-type: none"> 1. In 2015, there were 350 voluntary organizations, and the economic impact of charitable organizations was \$119 M. 2. In both the 2013 and 2017 provincial elections Cowichan voter turnout dropped by 1% and was greater than the provincial average. 3. Between the 2014 and 2016 local government elections the percentage of seats won by women increased except for the Municipality of North Cowichan. 4. Between the 2014 and 2017 First Nation Council elections the percentage of seats won by women remained the same, saw a minor decline and only Stz'uminus saw a significant increase. 5. Youth involvement in volunteerism was 71%, participated in organized sports (72%) and in creative arts (77%) 		

31	1/14/2021	Snapshot
https://www.socialplanningcowichan.org/		
Community Snapshot: The Heartbeat of Cowichan		
No author identified		
SPC		
Community Snapshot		
<p>The snapshot documents were prepared using various sources of quantitative and qualitative data to identify key trends and highlights about the Cowichan region, its people, and metrics related the regions wellbeing and community values.</p>		
<p>Key metrics</p> <ol style="list-style-type: none"> 1. Belongings and Participation <ol style="list-style-type: none"> a. Cowichan region has 350 active volunteer-led organizations. b. 70% of Cowichan youth are engaged in volunteerism, play sports and participation in the creative arts. 2. Health and Wellness <ol style="list-style-type: none"> a. High life expectancy b. Higher rates of depression and anxiety than the province as a whole (26.5% vs 21.3%) c. Highest levels of (reported) relationship violence in BC d. Higher than average rates of teen pregnancy, preterm birth, and low birth-weight babies e. Almost 1 out of 3 children live in poverty 3. Economy <ol style="list-style-type: none"> a. Top employment sectors sales and service (24%), trades, transport and equipment operators (18%), business, finance and administration (13%) and education, law, social, community and government services (12%). b. In 2011, the Cowichan Valley Regional district developed a sustainable economic development plan. c. 12% of residents make over \$125,000 and 26% of residents make below \$30,000 per year. d. 30% of renters in the Cowichan Valley spend over 50% of their income on rent. 4. Built Environment/Transportation <ol style="list-style-type: none"> a. The vast geographical area, combined with low population density, means that the majority of people rely on vehicles to get around, while 6.5% of the population gets around on foot, 1% utilizes transit and 1% cycles. b. The region is one of the most biologically diverse and productive areas in Canada but faces significant challenges related to biodiversity loss, water shortages, river droughts and rising food costs. c. Community organizations working together on these issues include Airshed Roundtable, Cowichan Watershed Stewardship, Water Resource Management, 		

Cowichan Climate Change Collaborative and a Climate Change Adaption Strategy.

32	1/21/2021	Snapshot
https://www.socialplanningcowichan.org/		
Community Snapshot: Happiness		
No author identified		
SPC		
Community Snapshot		
<p>The snapshot documents were prepared using various sources of quantitative and qualitative data to identify key trends and highlights about the Cowichan region, its people, and metrics related the regions wellbeing and community values. This snapshot focuses on the region’s economic health.</p>		
<p>Key metrics</p> <ol style="list-style-type: none"> 1. In a 2016 satisfaction survey by the CVRD 95% of respondents rated the overall quality of life as either ‘good’ or ‘very good’. 2. Cowichan residents scored higher than the global average for environment (72.7 vs. 66.5%), community (65.3 vs 51.5%) and government (68.2 vs 50.2%). But less for standard of living (53.4 vs 65.4%). 		

33	2/4/2021	Snapshot
https://www.socialplanningcowichan.org/		
Community Snapshot: Grading our Education		
No author identified		
SPC		
Community Snapshot		
<p>The snapshot documents were prepared using various sources of quantitative and qualitative data to identify key trends and highlights about the Cowichan region, its people, and metrics related the regions wellbeing and community values. This snapshot focuses on the region’s education system and residents’ levels of education.</p>		
<p>Key Metrics</p> <ol style="list-style-type: none"> 1. Between the 2019/20 and 2020/2021 school year the number of children enrolled in elementary school increased by 1.4% and 18% of secondary schools. 2. In 2019, graduation rates for SD 79 were 82% for SD 68 they were 79%. For First Nations students in SD 79 is was 53%. The provincial average was 85%. 3. Between 2011 and 2019 the number of students attending VIU Cowichan Campus increased 40%, due to more programs and expanding the dual credit program with SD 79. 4. The number of Indigenous students participating in Indigenous programs has increased. 5. Programs like Books’n’Bubbles by Success by 6 support children living in the region’s rural areas. 		

34	2/9/2021	Snapshot
https://www.socialplanningcowichan.org/		
Community Snapshot: Getting Around & Emissions Reduction		
No author identified		
SPC		
Community Snapshot		
<p>The snapshot documents were prepared using various sources of quantitative and qualitative data to identify key trends and highlights about the Cowichan region, its people, and metrics related the regions wellbeing and community values. This snapshot focuses on how we get around and carbon emissions reduction.</p>		
<p>Key metrics</p> <ol style="list-style-type: none"> 1. In 2010, vehicle emissions in the region were 31% higher than the provincial rate of 41%. 2. Between 2011 and 2015, the two locations with the highest amount of car crashes were Beverly St. and the TCH and Truck Rd. and the TCH. This doesn't include pedestrian and car accidents. 3. In 2012, 90% of Cowichan residents drove to work, 6.5% walked, 1.1% used public transit, 0.9% rode their bicycles and 1.3% used other means. 4. In 2012, the CVRD and BC Transit completed a 25-year Transit Future Plan. 		

35	2/11/2021	Snapshot
https://www.socialplanningcowichan.org/		
Community Snapshot: Economic Health		
No author identified		
SPC		
Community Snapshot		
<p>The snapshot documents were prepared using various sources of quantitative and qualitative data to identify key trends and highlights about the Cowichan region, its people, and metrics related the regions wellbeing and community values. This snapshot focuses on the region’s economic health.</p>		
<p>Key metrics</p> <ol style="list-style-type: none"> 1. In 2016, the total unemployment rate was 7.4% in the region. 2. In 2016, women earned only 66% of what men earned, one of the biggest gaps in the province. 3. In 2012, the service sector and construction sector experienced growth while the agricultural and manufacturing sectors experienced declines. 4. In 2016 VIU enrollment Cowichan campus increased 17% from 2011 and SD 79 dual credit program increased 70% from 2010. 		

36	2/25/2021	Snapshot
https://www.socialplanningcowichan.org/		
Community Snapshot: Housing Our People		
No author identified		
SPC		
Community Snapshot		
<p>The snapshot documents were prepared using various sources of quantitative and qualitative data to identify key trends and highlights about the Cowichan region, its people, and metrics related the regions wellbeing and community values. This snapshot focuses on housing.</p>		
<p>Key metrics</p> <ol style="list-style-type: none"> 1. 2016, 77.3% of residents own their own home, 22.1% rent, and 0.6 live in band housing. 2. In 2021 you need to earn \$91,920 to own the average house in the region. 3. In 2011, 52% of Cowichan renters spent more than 30% of their income on housing. This is 12% higher than the Canadian average. 4. Rental vacancy rates in the region in 2020 ranged from less than 3% for different sized units: 2.9% for a bachelor suite; 2.3% 1 bedroom; 2.5% 2 bedroom and 2.4% for a 3 bedroom. 		

37	3/2/2021	Snapshot
https://www.socialplanningcowichan.org/		
Community Snapshot: What Does Community Safety Look and Feel Like?		
No author identified		
SPC		
Community Snapshot		
<p>The snapshot documents were prepared using various sources of quantitative and qualitative data to identify key trends and highlights about the Cowichan region, its people, and metrics related the regions wellbeing and community values. This snapshot focuses on community safety.</p>		
<p>Key metrics</p> <ol style="list-style-type: none"> 1. Based on a 2014 health survey, 71% of respondents felt safe in their neighbourhood and 3% felt unsafe. 2. In 2019, across the region 22 children per 1000 were in foster care. The provincial average is 7.6 per 1000. 3. In 2017, the region was served by 21 fire stations and 18 volunteer fire departments, 5 ambulance service stations, 4 RCMP detachments, and 3 hospitals/health care centres. 		

38	3/4/2021	Snapshot
https://www.socialplanningcowichan.org/		
Community Snapshot: Our People		
No author identified		
SPC		
Community Snapshot		
<p>The snapshot documents were prepared using various sources of quantitative and qualitative data to identify key trends and highlights about the Cowichan region, its people, and metrics related the regions wellbeing and community values. This snapshot focuses on the people in the region.</p>		
<p>Key metrics</p> <ol style="list-style-type: none"> 1. Population increased 4.2% up to 83,739 between 2011 and 2016. 2. In 2011, 11.8% of the population identified as Indigenous. 3. In 2011, the median age was 28.1 years for the Indigenous population and 49.9 years for the non-Indigenous population. 4. In 2011, South Asian was the largest group of visible minorities at 33.1% and Chinese was second at 17.3% 		

39	3/6/2021	Snapshot
https://www.socialplanningcowichan.org/		
Community Snapshot: Gap Between Rich and Poor		
No author identified		
SPC		
Community Snapshot		
<p>The snapshot documents were prepared using various sources of quantitative and qualitative data to identify key trends and highlights about the Cowichan region, its people, and metrics related the regions wellbeing and community values. This snapshot focuses on the gap between the region’s rich and poor.</p>		
<p>Key metrics</p> <ol style="list-style-type: none"> 1. In 2017, 47.3% of the region’s population 15 years and older earned an annual income below \$30,000 and 6.1% earned more than \$100,000. Respectively, this was a 6% decrease and 2.3% increase from 2011. 2. Food bank usage increased 3% for adults and 3.6% for children between 2014 and 2015. 3. In 2017, 15.3% of Cowichan residents fell below the low income cut off. This is almost the same as the province but 1% more than the Canadian figure. 		

40	6/1/2021	Snapshot
https://www.socialplanningcowichan.org/		
Community Snapshot: Health and Wellness		
No author identified		
SPC		
Community Snapshot		
<p>The snapshot documents were prepared using various sources of quantitative and qualitative data to identify key trends and highlights about the Cowichan region, its people, and metrics related the regions wellbeing and community values. This snapshot focuses on the region’s health and wellness.</p>		
<p>Key metrics</p> <ol style="list-style-type: none"> 1. In 2015, the life expectancy of Cowichan Valley residents was one year less than the provincial average of 82.3 years. 2. In 2019, of the top five chronic health conditions residents of the region exceeded the provincial figures in all but one condition. The top two being mood & anxiety disorder and depression. 3. Cowichan has the highest rates of relationship violence reported in BC. 4. Prevalence of depression in the region is 29.2% which is 1.4% higher than Vancouver Island and 4.6% higher than provincial figures. 		

41	6/1/2021	Snapshot
https://www.socialplanningcowichan.org/		
Community Snapshot: Environment		
No author identified		
SPC		
Community snapshot		
<p>The snapshot documents were prepared using various sources of quantitative and qualitative data to identify key trends and highlights about the Cowichan region, its people, and metrics related the regions wellbeing and community values. This snapshot focuses on the region’s environmental health.</p>		
<p>Key metrics</p> <ol style="list-style-type: none"> 1. Climate extremes, Cowichan trends are increase in summer drought, increase in precipitation (winter, spring and fall), increase in extreme weather events, and declining winter snowpack. 2. From 2010 to 2017 the Cowichan River saw summer drought levels impacting the river’s biodiversity health. 3. In 2017, the region’s waste diversion rate was one of best in BC. 4. In 2011, 18-19% of food consumed in the region was locally grown. 		

42	6/1/2021	Community Plan
http://cowichanhousing.com/publications/		
Opioid Crisis Response – Community Survey Report		
Roundtable Consulting		
Cowichan Tribes Opioid Crisis Response Working Group		
Survey Report		
<p>The report presents the findings of the community survey held online in Autumn 2020 and the results used to inform the Task Force’s report and recommendations.</p>		
<p>The common themes from the survey identified to address the crisis of addiction and overdoses:</p> <ol style="list-style-type: none"> 1. Improve access to detox, treatment, and recovery services and supports, including local, culturally appropriate services which can be accessed rapidly (no wait lists), a range of service options, and long-term supports for people in recovery. 2. Increase mental health supports and staff, including culturally appropriate services, proactive rather than reactive supports, and supports that are trustworthy and non-judgmental. 3. Enhance education and awareness, about addiction and substance use, the risks, overdose prevention, and the need to talk more openly about the causes of the crisis of addiction and mental health to end stigma. 4. Enhance outreach services and supports, for at-risk members and people who use substances. 5. Enhance youth programs and supports, including youth activities and programs grounded in Quw’utsun culture and teachings. 6. Improve access to safe, affordable housing. The lack of safe, affordable housing was cited as a major barrier to healing from addiction, particularly by those who use substances. 7. Safe supply of substances. The need for safe supply was emphasized by several respondents, particularly people who use substances. 8. End the stigmatization of people struggling with addiction. Stigma against addiction and substance use is a major barrier to healing. 9. Strong support for Cowichan Tribes-run detox & treatment centres. 10. Dedicate more resources to addressing the crisis of addiction and overdoses. 11. Incorporate cultural practices and teachings to help address the crisis of addiction and overdoses. 		

43	6/1/2021	Community Plan
http://cowichanhousing.com/publications/		
District of North Cowichan: Community Safety Response Model - Gap Analysis		
Perivale and Taylor Consulting Inc.		
MNC		
Status Report		
This plan identifies short-term and long-term actions to establish and implement a model for maintaining public safety and community well-being while addressing homelessness-related issues.		
<p>Short Term Plan</p> <ol style="list-style-type: none"> 1. Enhance the RCMP Annual Performance Plan (APP) reporting structure to mesh with Council’s priorities. 2. Implement community safety response model reporting to elaborate on the monthly statistics to inform decision making. 3. Establish and implement a stakeholder communication plan. 4. Lobby the Provincial government to ensure the process/structure is adequately resourced to enable second tier law enforcement, special provincial constables for health facilities, health specialists to work with the police, and ensuring appropriate RCMP staffing levels in blended detachments. <p>Long term Plan</p> <ol style="list-style-type: none"> 1. Establish a regional coalition-governance structure to support and guide the process. 2. Establish a DNC/Duncan Law Enforcement function. 3. Establish a social planning function. 4. Create appropriate accommodation and treatment programs for those experiencing homelessness, together with improved tracking of homeless statistics, and outcome measures for program evaluations for new facilities. 		

44	6/16/2021	Housing Plan
https://www.northcowichan.ca/		
Affordable Housing Policy		
Chris Osborne, Manager, Planning		
Affordable Housing Policy Staff Report		
Staff Report to Council		
<p>The report provides a list of 26 potential affordable housing tools to guide the development of affordable housing policies or strategies and seeks confirmation on Council’s desired direction.</p>		
<p>The possible affordable housing tools are identified and broken into four themes of 1) land provision and acquisition, 2) preservation of rental housing, 3) housing market barrier controls, and 4) increase affordable rental stock. They are further categorized by effort to implement and maintain, cost to implement and maintain, impact to the local housing context, and degree of public consultation required.</p> <ol style="list-style-type: none"> 1. Define affordable housing 2. Fast track applications 3. Inclusionary zoning 4. Community amenity contributions 5. DCC waivers 6. Ten-year tax waivers 7. Municipal land provision and acquisition 8. Secondary suites 9. Rental zoning powers 10. Pre-zoning land 11. Parking standards 12. Secured rental housing 13. Increase infill and densification 14. Family friendly housing 15. Tenant relocation 16. Partner with Land Trust 17. Pet friendly policies 18. Speculation tax 19. Rental replacement ratios 20. Pre-approved coach house designs 21. Vacation rental business license and policy 22. Renoviction and rent control advocacy 23. Real estate overbidding and construction cost controls 24. Promote BC Housing Hub development Financing 25. Create policy for Municipal Affordable Housing Fund 26. Strata conversion policy 		

The report recommendation was that Council direct staff to:

1. Include the items substantially as set out in Table 1 of the Planning Manager's June 16, 2021, report within the draft OCP currently being prepared.
2. Prepare a draft Housing Policy, containing items substantially as set out in Table 2 of the Planning Manager's June 16, 2021, report, working with Cowichan Housing Association and other stakeholders as needed, for Council's subsequent review.
3. Provide options and implications for implementing items set out in Table 3 of the Planning Manager's June 16, 2021, report within a future staff report accompanying a draft Housing Policy.

At the June 16th meeting Council directed staff to prepare a draft Housing Policy that includes options and implications for implementation of the actions.

45	7/1/2021	Community Plan
https://www.socialplanningcowichan.org/		
Movin' On Up Cowichan Lake Poverty Reduction Strategy Report, July 2021		
No author identified		
SPC		
Strategy Report		
<p>The goal of this project was to learn from community members about the impacts of poverty locally and to create a list of actions to reduce poverty. Gaps in local services were identified and best practices from other communities were considered.</p>		
<p>Recommended Community Actions</p> <ol style="list-style-type: none"> 1. Create Attainable Housing Options and Improve Living Conditions <ol style="list-style-type: none"> a. Establish a Cowichan Lake area Task Force, in partnership with Cowichan Housing Association, to develop a strategy to move affordable housing options forward as identified in the Official Community Plan as well as to: b. Identify and implement changes to local Zoning Bylaw to: c. Consider creating a nonresident tax and/or a Short-Term Vacation Rental permitting bylaw and/or tax. d. Consider incentive-based options such as waiving development application fees for subsidized or non-market housing. e. Consider the development and enforcement of local renter protections. such as rent control and local advocacy for tenants and supports and guidelines for landlords. f. Establish a rental bank/registry that vets and supports renters and landlords to find success. 2. To Improve Transportation Options <ol style="list-style-type: none"> a. Advocate to improve the frequency and accessibility of existing public transportation opportunities for public input on service delivery to the BC Transit Future Action Plan process. b. Once approved, prioritize, and complete the recommendations in the Active Transportation Network Plan. c. Establish a car-pooling co-op or rideshare program and/or funds for added CLCS community bus access. d. Consider undertaking a Walkability/Accessibility and/or Age-Friendly Study to prioritize improvement of crosswalks, accessibility, and more wheelchair parking in the Town. 3. Increase Local employment and educational opportunities: <ol style="list-style-type: none"> a. Raise awareness and provide support to local businesses through education, training, job subsidy program opportunities to assist employers to provide livable wages and benefits and to encourage hiring local. b. Job creation programs to support new employment sector opportunities. 		

- c. Increase awareness and develop partnerships to offer incentive programs to encourage hiring of those with disabilities or employment barriers.
 - d. Partner with Vancouver Island University to develop specialized local employment training programs in sectors that contribute to a diversified local economy (e.g., small business enterprise, tourism, or green technologies).
 - e. economy (e.g., small business enterprise, tourism, or green technologies).
 - f. Advocate for Guaranteed Universal income for all.
4. Improve Access to Healthy Food
- a. Expand and improve community food services that provide food to those living in poverty.
 - b. Expand community garden program with schools and CLCS.
 - c. Expand school breakfast and lunch programs supported by community donations.
 - d. Expand food gleaning and food recovery programs and volunteers.
 - e. Establish/expand food services including food share/bulk buying co-op, community kitchens, meal sharing, Meals on Wheels, etc.
 - f. Develop food related skill building programs for growing, harvesting, preserving, cooking and meal planning.
5. Fill gaps in Community Infrastructure and Services
- a. Establish year-round accessible washrooms, showers, and ensure that new laundromat facilities can be afforded by those living in poverty through tokens/vouchers.
 - b. Secure funding for a Community Navigator/Advocate role to access and support community members, in particular seniors, to connect to services, including accessing income supports.
 - c. Expand access to computers and internet services.
 - d. Establish a youth centre/space to hang out, connect, create, and learn.
 - e. Expand wrap-around services to help lift families out of poverty.
6. Improve access to complete health care, mental health and addictions services and support:
- a. Work in partnership with Island Health and other agencies to bring specialized health care, mental health and addictions services and support to the Cowichan Lake area on a regular basis (e.g., weekly or monthly with shared office space) subsidized or at no cost to those in need.
 - b. Improve communications and outreach about existing services and resources available.
 - c. Subsidize physiotherapy, massage, acupuncture and other alternative health practitioners to make services available for low-income individuals.
 - d. Provide a volunteer-run transportation service for seniors and others to access medical services available in larger centres.
 - e. Ensure that Cowichan Lake area First Responders/RCMP/Community agencies have adequate trauma-informed training to work with those who have mental health or addictions challenges.
7. Increase community connection across socio-economic divides:
- a. Organize community events that build relationships between neighbours such as

- picnics, socials, and music and art events.
- b. Expand services to advocate on behalf of seniors, people with disabilities, and others living in poverty to help better navigate and access income supports and services.
- c. Expand wrap-around services to help lift families out of poverty, including childcare, dispute resolution, legal aid/advocacy, life skills, parenting finding, and personal goal planning, tutoring and study support for youth.
- 8. Reduce stigma and discrimination against those living in poverty:
 - a. Host community awareness building/educational activities/workshops/circles to educate and improve understanding about the complexities of poverty & related social issues, including root causes, addictions, mental illness, and trauma, Canada's treatment of Indigenous People.
- 9. Expand affordable recreational opportunities:
 - a. Expand on bike and walking paths around the Town of Lake Cowichan.
 - b. Establish a Community Fund for scholarships or subsidizing costs associated with sports, recreation, arts and extracurricular activities organized by CVRD or ToLC for low-income families and youth to access free of stigma.
- 10. Alleviate the pressure of meeting basic needs:
 - a. Develop a Barn-Raising Program where locals connect to help each other out with volunteer time and skill sharing, mentorship, fund-raising or donations of goods that is organized through a website and/or social media group.
 - b. Set up a Cowichan Lake Community Fund that can be used for individual and family emergency needs such as Emergency Rent and Utilities Subsidies in addition to Reaching Home funds, supporting kids with extracurricular activities, etc.

Recommended Next Steps

1. Include poverty reduction recommendations into the Town of Lake Cowichan's Strategic Plan.
2. Continue the Movin' Up Working Group with an expanded membership.
3. Apply for provincial funding through the Union of BC Municipalities Stream 2 grant.
4. Consult with Ts'uubaa-asatx to further understand their needs and how they might like to participate.
5. Identify ways that success will be measured and achieved.

46	8/1/2021	Community Plan
https://www.socialplanningcowichan.org/		
Ladysmith/Stz'uminus Poverty Reduction Strategy		
No author identified		
SPC		
Strategy Report		
<p>The report identifies the challenges experienced by people living in poverty and uses a solutions-focused approach to identify strategies to reduce poverty.</p>		
<p>Ten poverty themes were identified and used to categorize recommended actions.</p> <ol style="list-style-type: none"> 1. Affordable Housing and adequate living conditions: <ol style="list-style-type: none"> a. Support affordable housing options. b. Enhance housing support and amenities for homeless population. 2. Improve local transportation with regional connections: <ol style="list-style-type: none"> a. Establish a focus group with broad representation to guide the process. b. Participate in planning activities with the RDN, CVRD and BC Transit to improve public transit connections. c. Explore short- and long-term transportation options to connect Stz'uminus FN and the Town. d. Improve access and availability of the transit service for low-income residents by making it affordable. 3. Educate and build awareness to eliminate stigma, discrimination, and racism: <ol style="list-style-type: none"> a. Host community dialogues and workshops to build awareness and understanding about the truth of our colonial history and the ongoing impacts on Indigenous people across all sectors. b. Build and strengthen relationships between Indigenous and Non-Indigenous community members through coordinated activities, gatherings, and events. c. Develop a social media campaign to address public misconceptions about poverty, including the causes and impacts of poverty and the social issues associated with poverty through sharing stories. d. Showcase community organizations, businesses and individuals that support and uplift people living in poverty. 4. Design and implement an integrated healthy food system that is welcoming to all. <ol style="list-style-type: none"> a. Establish a local Food Security Taskforce with broad based membership and wide representation. b. Encourage community supported school breakfast and lunch programs for all children. c. Host community meals as social events for all ages that reduce stigma and increasing community connections. d. Establish more community gardens, shared garden spaces, fruit tree harvesting/gleaning & shared food preservation, and community seed, plants, 		

- and fruit tree donations/exchanges.
- e. Host free food-related workshops and community classes to learn about nutrition, gardening, composting, meal planning, cooking, baking, traditional food & medicine, etc.
 - f. Coordinate affordable bulk food purchases with food delivery for those in need.
 - g. Create neighbourhood food stands similar to book libraries.
5. Support training, education, and employment opportunities:
 - a. Educate employers on the costs and benefits for businesses to pay a living wage.
 - b. Conduct a job market analysis for Ladysmith and Stz'uminus employment outlooks.
 - c. Employer training, education, and support to reduce barriers to recruit, hire and retain low-income people seeking employment.
 - d. Share Provincial TogetherBC Poverty Reduction initiatives that identify new ways to increase employment opportunities for people with disabilities and other barriers to employment.
 - e. Develop cultural safety training and protocols for employers to create a business or work culture that supports First Nations employees to thrive.
 6. Expand mental health and addictions services.
 7. Improve connectivity to health care services.
 8. Increase access to health and wellness practitioners and recreational opportunities.
 9. Advocate for adequate income supports to meet basic needs.
 10. Create community connections where everyone feels welcome.
- Recommended next steps:
1. Apply for funding through UBCM stream 2 grants to implement eligible priority actions.
 2. Establish a formal community-based poverty reduction task group with broad representation.
 3. The poverty reduction task group commits to a 'collective action framework' to implement the plan.
 4. Build on the strong foundation in the Naut'sa mawt Community Accord.
 5. Identify methods to measure success and goals achieved.

47	12/28/2021	Community Plan
https://www.socialplanningcowichan.org/		
Living Wage Cowichan 2021		
No author identified		
SPC		
Status Report		
<p>Using a methodology created by the Canadian Centre for Policy Alternatives, the report provides an annual update of the various factors necessary to determine a rudimentary living wage that permits paid fulltime work to provide for basic family needs in the Cowichan Region. The factors include food, clothing and footwear, rent, utilities, cell phone and internet, content insurance, transportation, other household and social participation expenses, childcare, healthcare, parent education, and contingencies.</p>		
<p>The report concludes that the hourly living wage for the Cowichan region in 2021 was \$19.13. This is 5.4% increase since 2019. The report makes a business and social case for employers to implement a living wage. And makes recommendations for immediate no-cost actions that employers may take to add value to employees and become an employer of choice.</p>		

48	2021	Housing Plan
http://cowichanhousing.com/publications/		
Reaching Home: Cowichan Homelessness Plan 2021-2024 – Report to the funder		
No author identified		
CAB		
Action Plan		
<p>This document is a progress report to the grant funder, the Federal governments <i>Reaching Home: Canada’s Homelessness Strategy</i>. The grant funds cover the four-year period 2021 to 2024. The Tze Tza Watul Community Advisory Board (CAB) on Homelessness is the body responsible for overseeing the plans implementation. The report details the actions undertaken beginning in 2017 up to 2021 and identifies key future actions.</p>		
<p>Recommendations</p> <ol style="list-style-type: none"> 1. Recruit new CAB member for more broad representation of the Cowichan region and specifically in the following sectors: <ul style="list-style-type: none"> • Local government • Veterans serving organizations • Newcomer serving organizations • Health organizations • Individuals with lived experience • Private sector 2. Establish a sub-committee to create and implement a Coordinated Access system. 		

49	Publication Date?	Organizational Structure
http://cowichanhousing.com/publications/		
Cowichan Coalition to Address Homelessness and Affordable Housing – Updated Organizational Structure		
No author identified		
CHTF		
One page framework		
This organizational framework updates that which was originally produced in <i>Nuts’a’maat shqwaluwun/ Working with One Heart & Mind: A Plan to Address and Prevent Homelessness in the Cowichan Region</i> , figure 6, page 42. This update includes the actions that were implemented between 2018 and 2021 and expands on the Coalition members.		
The main recommendation in this document is the expanded Coalition membership.		

2022

50	10/27/2022	Housing Plan
http://cowichanhousing.com/publications/		
National Survey on Homeless Encampments		
Vicky Trill, Reaching Home Manager Jennifer Lazenby, Reaching Home Specialist		
United Way		
Survey Results		
<p>The survey responses provide a picture about homeless people who live in encampments in the Duncan and Cowichan region. The survey asks observations regarding current status and trends of this population with specific questions about the impact of COVID-19; reasons why these people choose to live in encampments rather than use shelters; the broader community’s response to encampments both community members and agencies engaged with the homeless population in different forms; plans and resources available to support encampment responses/strategies; barriers with responding to encampments; and actions to be taken to implement new strategies.</p>		
<p>Recommendations</p> <p>The following responses relate to new strategies to be implemented in the next 6 – 12 months:</p> <ol style="list-style-type: none"> 1. Increasing affordable housing supply; supportive and transitional housing 2. Increasing shelter capacity 3. Increasing outreach capacity 4. Increasing case management capacity 5. Clean-up efforts 6. Training staff 7. Physical equipment and infrastructure 8. Partnership building (e.g. with first responders) 9. Engagement with encampment residents 10. Information and communication systems 		

51	Publication Date	
http://ourcchn.ca/cat/Priority%20Actions%20and%20Goals%20CAT%202022-23.pdf		
Cowichan Community Action Team Priority Actions and Goals 2022-23		
No author identified		
CCAT		
Action Plan		
This action plan identifies six goals and related actions to guide the CAT in 2022-23.		
<p>The six goals:</p> <ol style="list-style-type: none"> 1) To improve the health and wellbeing of individuals who use drugs by enhancing peer engagement projects. 2) To increase opportunities for peers, frontline workers, and community. 3) To reduce the number of individuals who are using alone. 4) To advocate for the creation of Cowichan treatment and Recovery Programs. 5) To address stigma through a communications strategy. 6) To engage with youth with a focus on prevention. 		

APPENDIX II – ORGANIZATIONS

The following organizations were responsible for the reports, plans and documents reviewed in this report.

BC CRN – BC Association of Community Response Networks

A Community Response Network (CRN) is made up of a diverse group of concerned community members, community agencies, local businesses, government agencies, professionals, and others who come together to create a coordinated community response to abuse, neglect, and self-neglect in vulnerable adults. Cowichan Community Response Network. Volunteer Cowichan is the host agency.

<https://bccrns.ca/>

BCNPHA – BC Non-Profit Housing Association

An member organization made up of non-profit housing providers that works to strengthen the ability of non-profit housing providers to deliver the full spectrum of affordable housing options to meet the needs of B.C. residents through education, advocacy, support and services for non-profit housing providers and stakeholders.

<https://bcnpha.ca/>

Cowichan Tze Tze Watul Community Advisory Board (CAB)

The CAB is a coalition made up of representation from Indigenous and non-Indigenous health/social service organizations and provincial agencies and makes the funding decisions for the federal Reaching Home funding that is invested into our region. The CAB is based on United Way's Advisory Board model. This local CAB also oversaw the preparation and implementation of actions identified in the 2018 *Nuts'a'maat shqwaluwun/Working with One Heart & Mind: A Plan to Address and Prevent Homelessness in the Cowichan Valley*.

CCAT – Cowichan Community Action Team

The Cowichan Community Response Team/ Community Action Team is responsible for supporting the coordination and communication of Overdose Response within the municipality/regional district of Cowichan Valley. Committee membership consists of a multi-disciplinary team that represents community stakeholders supporting the overdose response. This group is led by Our Cowichan Health Network.

<http://ourcchn.ca/cowichan-community-action-team/cat-home-page>

CHA – Cowichan Housing Association

Cowichan Housing Association is the outcome of eight years of successful work by the Regional Affordable Housing Directorate (RAHD), a committee under Social Planning Cowichan (SPC). Cowichan Housing Association was incorporated In January of 2015 to evolve and grow the work of RAHD, and to broaden community efforts for affordable housing and homelessness prevention. The Board of Social Planning Cowichan is pleased to see this committee grow into a strong association capable of embracing the community-identified mandate around homelessness prevention and creating affordable housing.

<http://cowichanhousing.com/>

CCHN - Cowichan Communities Health Network

The Health Network provides support to Our Cowichan through planning, communications, and logistics. A group of people who are committed to developing an effective and sustainable community and health system in the Cowichan Communities.

<http://www.ourcchn.ca/>

CHTF – COVID Task Force

CDFP – Cowichan Division of Family Practice

The Cowichan Division works to foster strong, collaborative relationships, and benefits from a high level of community engagement and collegiality among the medical community. As a result, CDFP is able to work closely with a range of community partners to achieve its goals, including: Island Health, Cowichan District Hospital, First Nations Health Authority, local First Nations communities, Our Cowichan Communities Health Network, and Economic Development Cowichan.

<https://divisionsbc.ca/cowichan-valley>

CMHS – Cowichan Mental Health and Substance Use Collective Impact Team

CVRD – Cowichan Valley Regional District

The CVRD is the local government for the unincorporated areas in the region. Regional Governments provide services to both electoral areas and municipalities in the region. This includes solid waste management, emergency planning, economic development and regional parks. Services are also provided exclusively at an electoral level - land use planning, bylaw enforcement, fire protection as well as water and wastewater systems.

<https://cvrd.ca>

HSABC – Homelessness Services Association of BC

The Homelessness Services Association of BC (HSABC) was created through the merger of Shelter Net BC (SNBC) and the Greater Vancouver Shelter Strategy Society (GVSS) in 2017. SNBC was established in 1999 as a provincial, grassroots movement by shelter providers who identified a need for training, networking, and development of best practice. GVSS was formed in 1998 as a regional network of Metro Vancouver organizations responding together to meet the needs of people who are homeless or at risk focused on coordination of the Extreme Weather Response program and research.

HSABC's mission is to unify, support, and strengthen outreach, drop-in and shelter services through training, coordination, networking, program implementation and research.

<https://hsa-bc.ca/>

Island Health

Island Health delivers many types of health care services for residents, clients and patients across Vancouver Island.

<https://www.islandhealth.ca/>

LRC – Ladysmith Resource Centre Association

LRC is an inclusive, non-profit, multi-service organization that assists people in all stages of life in the Ladysmith community. The LRC provides a wide range of resources and supports, from parenting classes and support for seniors to a food bank and shelter services.

<https://www.lrca.ca/>

MNC – Municipality of North Cowichan

Largest incorporated jurisdiction in the CVRD.

<https://www.northcowichan.ca/>

RAHD – Regional Affordable Housing Directorate

RAHD was the precursor to the Cowichan Housing Association, starting as a committee of Social Planning Cowichan.

SPC – Social Planning Cowichan

Social Planning Cowichan (SPC) was founded in May 2004 with the goal to provide leadership to bring the community together to create a sustainable quality of life for everyone in the Cowichan Region.

SPC identifies community priorities for action, based on research and community consultation through community dialogues, and community-based research projects. SPC is an affiliate of the Social Planning and Research Council of BC (SPARC BC) and Community Based Research Canada.

<https://www.socialplanningcowichan.org/>

UW CNVI – United Way (now UWBC)

In United Way BC Central and Northern Vancouver Island region, 39 programs were supported to help people through the COVID-19 pandemic in 2021. In addition, with the dedication and knowledge of the government and community members on the Reaching Home Community Advisory Boards in Cowichan and Nanaimo, they invested over \$3.6 million into 35 homelessness services across the region.

<https://uwbc.ca/program/central-and-northern-vancouver-island-region/#:~:text=In%20United%20Way%20BC%20Central%20and%20Northern%20Vancouver%20Island%20region%2C%2039%20programs%20were%20supported%20to%20help%20people%20through%20the%20COVID%2D19%20pandemic%20in%202021.>

APPENDIX III – LIST OF DOCUMENTS

Doc #	Date published	Title	Organization	Authors	Type of document
2017					
1	3/1/2017	Duncan Winter Point in Time Homeless Count	UW-CNVI	Joy Emmanuel	PIT Summary Report
2	3/30/2017	Everyone Deserves A Home: Community Meetings Summary and Recommendations	CHA, SPC, CHN, CDFP	No author identified	Summary Report
3	6/15/2017	Everyone Deserves A Home: Session 3 Workshop: Building a Coordinating Structure for the Cowichan Valley	CHA, SPC, CHN, CDFP, CMHS, UA	No author identified	Summary Report
4	8/1/2017	CVRD Summer Point in Time Homeless County & Housing Needs Survey	UW-CNVI	No author identified	PIT Summary Report
5	12/1/2017	Cowichan Coalition Structure and Functions	No organization identified	No author identified	Key document Organizational Framework 1 pg
2018					
6	3/31/2018	Close to Home: Housing First Plan Implementation. Housing First for Youth Cowichan Region	CHA	Youth Housing First Committee	Progress Report
7	4/1/2018	Nuts'a'maat shqwaluwun/ Working with One Heart & Mind: A Plan to Address and Prevent Homelessness in the Cowichan Region	United Way Central and Northern VI, Tze Tza Watul Community Advisory Board Homelessness Partnering Strategy	Eric Macnaughton, Ph. D Cameron Keller	Housing Plan
8	5/31/2018	Close to Home: Housing First for Youth in the Cowichan Region, Final Report	CHA, OCHN, SPC	No author identified	Final Report

9	8/1/2018	Rental Housing: Cowichan Region, CHA Snapshot Series	CHA	No author identified	Community Snapshot
10	8/1/2018	Affordable Housing, Cowichan Region, CHA Snapshot Series	CHA	No author identified	Community Snapshot
11	11/1/2018	Affordable Housing Profile 2018: Draft Cowichan Attainable Housing Strategy Background Report	CHA	No author identified	Background Report
12	2018-2019	Cowichan Valley Coalition to End Homelessness - Terms of Reference	No organization identified	No author identified	Key document Terms of reference report
	2019				
13	1/1/2019	Cowichan Community Action Team: Priority Actions and Goals 2019	CCAT	No author identified	Action Plan - 2 pg
14	3/31/2019	Cowichan Coalition to Address Homelessness and Affordable Housing - Annual Summary Report	Cowichan Coalition	No author identified	Summary report - 2 pg
15	4/1/2019	Cowichan Attainable Housing Strategy: Background Report	CHA, SPC	No author identified	Background report
16		Cowichan Attainable Housing Strategy	CHA, SPC	No author identified	Strategic plan
17	4/11/2019	MNC and CoD Safer Community Plan: Recommended Actions	MNC, Duncan	Randy Churchill, Consulting for Municipalities	Report
18	7/1/2019	Land Use & Built Environment Community Snapshot	SPC	No author identified	Community Snapshot
19	11/1/2019	Briefing Note to Judy Darcy, Min of MH and Addictions (rqst for funds)	Cowichan Community Partners	No author identified	Briefing note

20	11/1/2019	Cowichan Vision for Community Wellbeing: Proposal for Enhancing a Community Wide Substance Use Service Model	Cowichan Community Partners	No author identified	Slide show
2020					
21	3/31/2020	Covid 19 Vulnerable Populations Cowichan Task Force Response Plan	CHTF	No author identified	Action plan
22	11/25/2020	Position Paper: Housing Unaffordability, Opioid Use, Mental Health, Homelessness, and Crime	City of Duncan	No author identified	Position paper
23	11/27/2020	COVID 19 Snapshot: Food Security and Household Activities	SPC	No author identified	Community Snapshot
24	11/27/2020	COVID 19 Snapshot: Work and Household Income	SPC	No author identified	Community Snapshot
25	11/27/2020	COVID 19 Snapshot: Personal and Family Well-Being	SPC	No author identified	Community Snapshot
26	11/27/2020	COVID 19 Snapshot: Families	SPC	No author identified	Community Snapshot
27	12/9/2020	Duncan/Cowichan Valley - 2020 Point in Time Count	HSABC, BCNPHA	No author identified	PIT Summary Report
2021					
28	1/1/2021	Cowichan Communities Health Profile	CHN	No author identified	Report
29	1/1/2021	Regional Housing Needs Assessment, Cowichan Valley Regional District	CVRD	No author identified	Status Report and Needs Assessment
30	1/14/2021	Community Snapshot: Belonging & Participation	SPC	No author identified	Community Snapshot
31	1/14/2021	The Heartbeat of Cowichan	SPC	No author identified	Community snapshot
32	1/21/2021	Community Snapshot: Happiness	SPC	No author identified	Community Snapshot
33	2/4/2021	Community Snapshot: Education	SPC	No author identified	Community Snapshot

34	2/9/2021	Community Snapshot: Getting Around	SPC	No author identified	Community Snapshot
35	2/11/2021	Community Snapshot: Economic Health	SPC	No author identified	Community Snapshot
36	2/25/2021	Community Snapshot: Housing Our People	SPC	No author identified	Community Snapshot
37	3/2/2021	Community Snapshot: Community Safety	SPC	No author identified	Community Snapshot
38	3/4/2021	Community Snapshot: Our People	SPC	No author identified	Community Snapshot
39	3/6/2021	Community Snapshot: Gap between Rich and Poor	SPC	No author identified	Community Snapshot
40	6/1/2021	Community Snapshot: Health and Wellness	SPC	No author identified	Community Snapshot
41	6/1/2021	Community Snapshot: Environment	SPC	No author identified	Community Snapshot
42	6/1/2021	Opioid Crisis Response - Community Survey Report	Cowichan Tribes Opioid Crisis Response Working Group	Roundtable Consulting	Survey Report
43	6/1/2021	District of North Cowichan: Community Safety Response Model Gap Analysis	MNC	Pervale and Taylor Consulting Inc.	Status Report
44	6/16/2021	Affordable Housing Policy Staff Report	MNC	Chris Osborne, Manager, Planning	Staff report
45	7/1/2021	Movin' On Up Cowichan Lake Poverty Reduction Strategy Report, July 2021	SPC	No author identified	Strategy Report
46	8/1/2021	Ladysmith/Stz'uminus Poverty Reduction Strategy	SPC	No author identified	Strategy Report
47	no date/2021	Cowichan Living Wage Report	SPC	No author identified	Status Report
48	12/28/2021	Reaching Home: Cowichan Homeless Plan 2021-2024	United Way?	No author identified	Action Plan

49	12/1/2021	Cowichan Coalition to Address Homelessness and Affordable Housing - Updated Organizational Structure		No author identified	Framework - 1 pg
2022					
50	10/27/2022	National Survey on Homeless Encampments	UW	Vicky Trill, Reaching Home Manager & Jennifer Lazenby, Reaching Home Specialist	Survey results
51		Cowichan Community Action Team Priority Actions and Goals 2022-23	CAT	No author identified	Action Plan

APPENDIX IV – TIMELINE

