



Smart Cities – Life Intentions Initiative

Technical Appendix

Prepared by:
Chris Williamson, KPMG
Elisa Liu, KPMG
Jason Cion, KPMG
Michael Simion, KPMG
Ross Ryken, KPMG



Page

3 **Understanding The Challenges**

Highlighting the challenges at hand and identifying the obstacles that must be overcome to improve the situation for those experiencing homelessness.

15 **Understanding Solutions**

22 **Options Analysis**

43 **Defined Operating Model**

70 **Next Steps**

Homelessness is a pressing issue

“Everyone has the right to a standard of living adequate for the health and wellbeing of him/herself and his/her family, including food, clothing, housing and medical care and necessary social services”

– Universal Declaration of Human Rights, United Nations (1948)¹

In Canada, the Canadian Observatory on Homelessness describes homelessness as “the situation of an individual, family or community without stable, permanent, appropriate housing, or the immediate prospect, means and ability of acquiring it. It is the result of systemic or societal barriers, a lack of affordable and appropriate housing, the individual/household’s financial, mental, cognitive, behavioral or physical challenges, and/or racism and discrimination. Most people do not choose to be homeless, and the experience is generally negative, unpleasant, unhealthy, unsafe, stressful and distressing.”

Under these definitions, it is estimated that 35,000 Canadians are homeless on any given night, and over the course of the year more than 235,000 Canadians experience homelessness². Beyond the social turbulence that often accompanies homelessness, homelessness generates a significant economic cost. In Canada’s largest cities, the average cost to society of supporting a homeless person can be as high as \$59,000 per year when factoring in healthcare needs, shelter, and other social supports³.

In supporting these 235,000 individuals, Canada spends approximately \$33.5 billion annually to fund services that address homelessness and its related issues. This \$33.5 billion is spent on a broad range of more than 167,000 supports and services that are provided by both government and non-profits. The result of this spending and organization is a massively fragmented system – Ontario alone has roughly 60,000 social and community services in place to support the homeless⁴.

For those in need, this web of services is challenging to untangle and access, especially for those who may be chronically homeless, suffering from mental health or addiction issues, or otherwise structurally disadvantaged in Canadian society. For many that do not successfully untangle the web and receive services they need, falling deeper into homelessness and the associated struggles are of great risk.

Thus, it is clear that it is imperative to ensure that those in need receive the right supports at the right times and are given the opportunity to elevate themselves before their situations deteriorate. It has been estimated that the cost to ending homelessness may be as low as \$3.8 billion a year – however with the current state of homelessness supports, that figure may be a long ways away³.

235,000

Canadians experience homelessness every year

\$33.5 billion

In annual expenditure to combat homelessness nationally

167,000

Social services to support the homeless

Homelessness is extremely complex

Despite the resources directed towards supporting the homeless, homelessness remains a top of mind social issue.

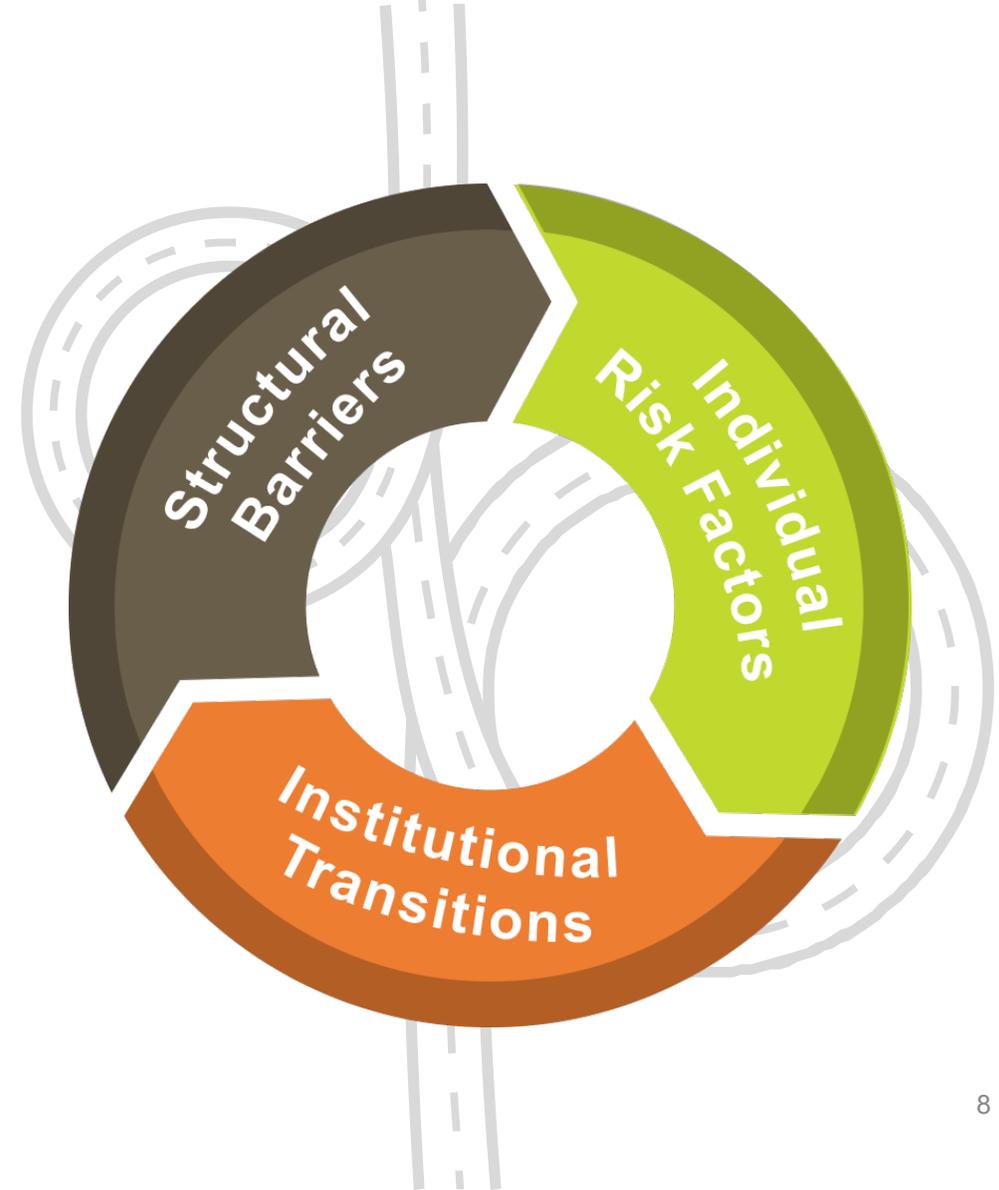
Homelessness is a complex, multi-stakeholder, multi-factor problem, with those experiencing it often interacting with many organizational levels of government, non-profits and other relevant agencies. Many who are homeless find themselves in such position as a result of interrelated factors.

In 2008, the Mental Health Commission of Canada (MHCC) was commissioned by the Government of Canada to conduct a four-year research study on homelessness across five cities: Moncton, Montreal, Winnipeg, Toronto and Vancouver. Over 200 individuals were recruited through programs serving homeless individuals and participated in a series of face-to-face narrative interviews. The purpose of the study was to understand pathways to homelessness, reasons for continued homelessness and barriers to exiting homelessness.

The following themes were uncovered consistently, across all five cities:

- 1) Interplay among individual risk factors such as mental illness,
- 2) Becoming entrenched by structural barriers in unsafe, substandard and drug-involved neighborhoods.
- 3) Transitions from institutional settings like foster care, correctional facilities and psychiatric hospitals⁵.

These themes highlight the complexity of the challenges faced by homeless people who are often grappling with several personal issues alongside many structural barriers. The response to supporting these individuals is similar in complexity, with many organizations offering piecemeal services to address a single issue in a more complex overall situation.



Homeless is a spectrum, rather than a state

Based on the amount of individual risk factors and structural barriers that vary between individuals, homelessness as an experience is not limited to a single state. Research suggests that there are varying degrees to the severity of one's experience with homelessness, ranging from transitional to chronic.

Increasing complexity of needs and costs to support



Transitional homelessness includes individuals and families who generally enter the shelter system for a short stay and typically exit after that initial stay. This group tends to be younger than its counterparts and with less complex individual risk factors such as addiction and mental health problems. The average length of a stay for this group is just over 42 days. Proportionally, this group comprises roughly 90% of the homeless population in Canada.

An example of transitional homelessness may be a youth kicked out of the family home following a dispute, who lands in a shelter for a short period before moving in with roommates.

Assuming transitionally homeless individuals are only light users of the shelter system, their costs may be estimated at \$2,704 per year⁵.



Episodic homelessness includes individuals who move in and out of homelessness several times over a three year period. While this group is typically younger, their individual risk factors are generally more complex than those of the transitional homeless. This group represents approximately 7% of the general homeless population and will typically log 264 shelter stays over 3 years at an average length of 54.4 days each stay.

An example of episodic homelessness may be an individual with substance abuse issues struggling to maintain stable employment and finding themselves homeless relatively regularly, despite having the ability to secure housing occasionally.

The approximate annual cost of supporting an episodically homeless person is estimated at \$72,444 per year⁵.



Chronic homelessness is the most complex and challenging degree of homelessness. This group are typically long term shelter users and have complex individual risk factors such as dual diagnoses and intensive physical disabilities. As a group, the chronically homeless comprise approximately 3% of the homeless population. Shelter stays range from 317 days to 1095 days.

An example of chronic homelessness may be someone with comorbid issues such as severe schizophrenia and long-term substance use, who requires high levels of long term support and care to thrive in mainstream society.

The chronically homeless comprise as much as 60% of total service costs, and their annual support costs have been estimated to be as much as \$134,642 per person⁵.

Homelessness is a slippery slope

Individuals experiencing homelessness are at a significant risk of “falling through the cracks”, especially if their experience includes individual risk factors such as substance abuse, or structural risk factors such as cultural or language limitations.

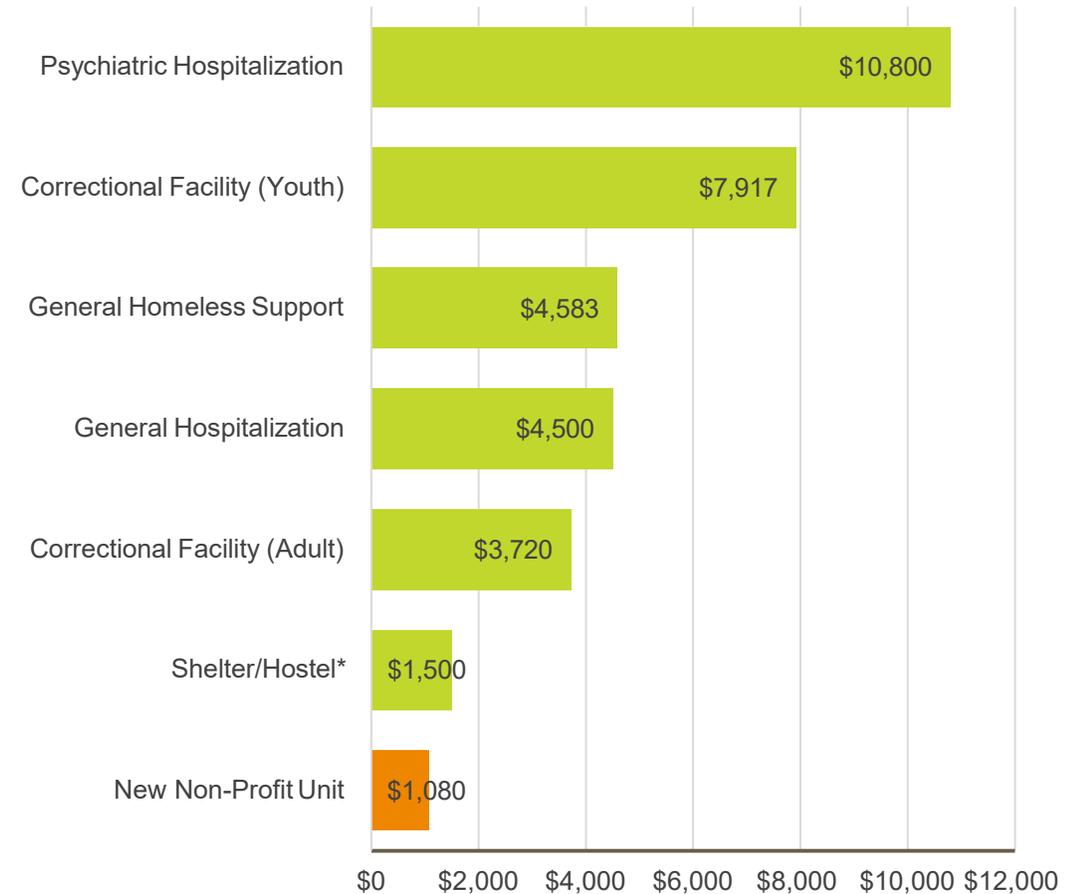
The longer that individuals remain homeless, their existing risk factors are often further exacerbated and other risk factors may be introduced. Those individuals experiencing chronic homelessness often face significant health declines, including worsening mental health conditions or addiction issues. As their conditions deteriorate further, their needs grow increasingly complex and challenging to manage, ultimately culminating in crisis situations. Once an individual has slipped through the cracks, their situation becomes immensely more complex.

For instance, the relationship between incarceration and homelessness is bidirectional, where individuals are trapped in a “revolving door” of staying in shelters, correctional facilities and hospitals, further isolating them from mainstream society. In a 2006 study conducted by the City of Toronto, 18% of surveyed homeless individuals had interactions with corrections in the previous six months. In a similar 1998 study by the Mental Health Policy Research group, 73% of male adult shelter users and 27% of female adult shelter users had been arrested at least once since the age of 18⁶.

The cost of crisis for the homeless goes far beyond the initial visit in an emergency shelter or soup kitchen. If individuals do not receive the support they need at the right moments, their likelihood of slipping further into homelessness increases.

Crisis prevention is the first priority in reducing homelessness all together. For those unfortunate enough to fall into homelessness, ensuring that they can elevate themselves out before their condition becomes chronic should be the next priority.

Monthly cost of housing per person by housing type (1999)



The pathways to exiting homelessness are well known but difficult to achieve

The Pathways Out of Homelessness Study of 2011 identified four key factors that contributed to individuals successfully exiting homelessness as outlined below. These key factors each have their own set of Barriers to Success, which may be exacerbated by the different risk factors that are integrated into an individual's life. In some cases, the individual may have some control over the Barrier to Success, but in many cases the barriers are outside of their immediate control – such as the highly fragmented service framework in Canada⁷.

Key Factor

Barriers to Success



Access to Affordable and Appropriate Housing

Helping individuals overcome the affordability challenge, most often by getting into social housing, finding suitable shared accommodation, or using a rent supplement accelerates the journey out of homelessness, or through increases in earned income.

- Low affordable housing stock in Canada
- Lack of awareness of housing options and opportunities
- Lack of facilitated employment



Access to Support Services

Access to regular support services that respond to particular and personal needs is a key component for exiting homelessness. For some individuals, this might be occasional contact and assistance; for others, it might involve frequent and intensive levels of support.

- Highly fragmented service framework
- Lack of awareness and visibility into services
- Complexity in receiving services
- Lack of integration between service providers



A Commitment to Pursue Personal Goals

Conscious decision making on the part of the individual to address the barriers to housing that had previously prevented them from staying housed is a key factor in supporting individuals to exit homelessness – goal setting and commitment to those goals is critical.

- Goal setting can be time consuming to facilitate
- Monitoring goal progress is challenging
- Supports can be received infrequently, breaking up progress



Positive Relationships and a Community Network

Having positive relationships and support from outreach workers and other individuals can improve outcomes for the homeless. Also, having ties to other individuals, friends or family members with whom clients can connect on a regular basis gives clients a sense of belonging to a community.

- Difficulty communicating needs effectively to service providers
- Existing social networks may be small or destructive
- Building new relationships can be painful due to re-telling and re-living of difficult stories

More specifically, service fragmentation is an issue

In Canada, service complexity and fragmentation is a key limitation

One of the often cited root causes for the persistence of homelessness and other complex, cross-cutting social issues (such as domestic violence and poverty) is the lack of integration between stakeholders, policies, government, service providers and communities. For many of those struggling with homelessness, their issues are far deeper than a single service provider can hope to provide for and thus requires the wide range of services available today.

Accessing services remains a significant challenge for even the highest functioning of those experiencing homelessness. Fragmentation and complexity of services available is a key barrier to many experiencing homeless – consider the 14,000+ programs available in BC today as a starting point⁸. For those who are newly homeless, and thus presumably with the highest likelihood of exiting homelessness in the near term, the sheer volume of resources available is a barrier restricting access. Further to this point, visibility into service offerings and availability are well defined challenges identified by research into homelessness globally.

The fragmentation and crisis response centric nature of the Canadian service ecosystem has made the homelessness support ecosystem a largely uncoordinated endeavor nationally, with an extremely broad range of municipal, provincial, federal, and non-profit services available to support the homeless. The more complex the system grows, the less likely individuals experiencing homelessness are to use the system, if we are to use the findings in Australia (right) as indication.

Findings from Abroad

Research conducted by the Australian Housing and Urban Research Institute found similar service fragmentation in their 2011 study “Improving Access to Homelessness Services”⁹.

The study identified a number of key limitations to accessing services and service systems for their homeless population.

- Service fragmentation is a key barrier to service usage.
- Service complexity in accessing both mainstream and specialist service limits usage.
- Poor visibility into existing services limits service usage.
- Poor visibility into which services are currently available is a limitation.
- Initial experiences are key – if the initial experience with a service is negative, many will be dissuaded from pursuing further support.
- Assessment and referral processes determine much of the user experience.

Based on the social culture and the economic similarities it may be reasonable to assume that some of the same limitations apply to the Canadian homeless support ecosystem.

Why: There are benefits to reducing service fragmentation

Based on KPMG's Integration Imperative report, reducing service fragmentation is an opportunity for Canada that has benefits for the system and those experiencing homelessness¹⁰.

Benefits for Service Providers

Increased capacity and value for money, reduction in duplicated administrative processes:

A reduction in duplicated administrative processes (e.g. identity verification and document authentication) means that service delivery organizations can redistribute financial and staffing resources to activities that serve program goals. Practitioner job satisfaction will likely increase as a result.

Improved strategic planning and system integrity, sharing of information between different agencies and program areas:

The sharing of information between different agencies and program areas enables a better understanding of service usage patterns, system outcomes, and client needs. With the aid of data analytics, it is easier to target resources more effectively, hold providers to account, and detect fraud or procedural errors.

Swifter and more coordinated assistance can help stabilize clients' conditions, limit need for high-cost crisis interventions (e.g., ER):

Swifter and more coordinated assistance can help stabilize clients' conditions, and as a result, limit the need for high-cost crisis interventions (e.g. foster care and hospital services) at a later date.

Benefits for Homeless Individuals

Simplified, coordinated access to supports and services:

The establishment of one-stop-shops, integrated online portals, and formal networks of service delivery organizations using a "no wrong door" approach mean clients benefit from common entry points into the human and social services system.

Holistic, person-centred supports:

As duplicated processes are phased out and case managers have access to client information via shared databases, a more holistic understanding of clients' needs emerges. It becomes possible to adopt a more person-centered approach to service delivery that sees case managers or teams coordinate support around the needs of clients instead of along service lines. Clients will receive unique referrals suited to their needs and preferences, and there will be less redundant referrals made to clients.

Faster response time:

Streamlined back-office systems (e.g. eligibility assessment) improve processing times, while case workers can make quicker decisions through improved access to information.

Improved outcomes and user experience:

Evaluations show that better sequencing and coordination of interventions can improve client outcomes over time.

Why: The effects of the stigma of homelessness

The stigma of homelessness restricts clients from accessing supports¹¹

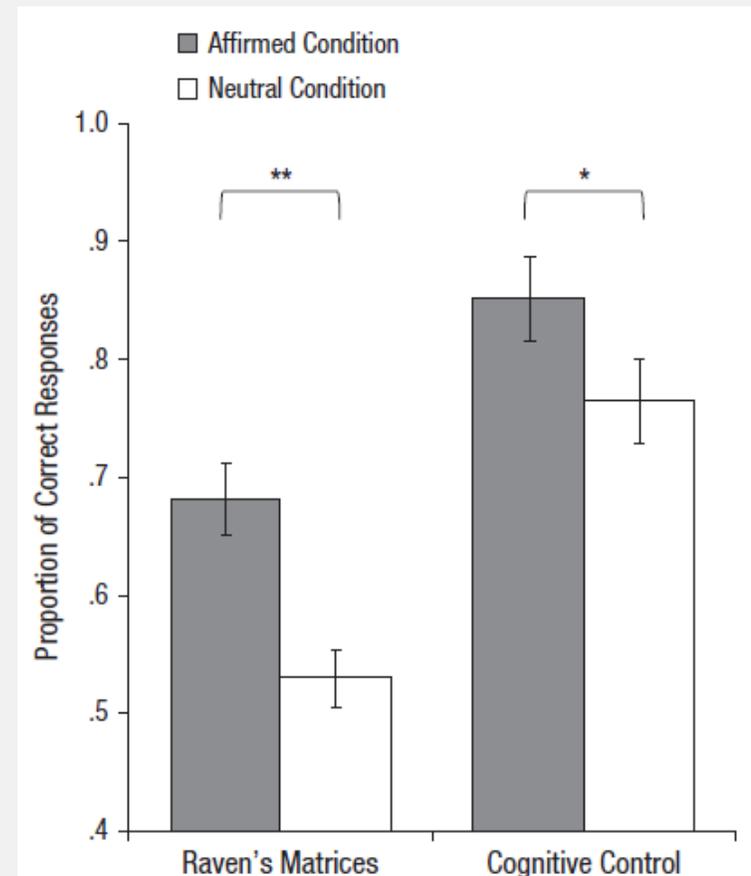
The stigma of being homeless, and the associated mental pressures that surround it, have been demonstrated to have negative effects on the cognitive function of those experiencing homelessness. Those being stigmatized experience diminished cognitive performance and cognitive distancing, which can cause those experiencing homelessness to forego services that may be beneficial to them. Additionally, this stigma can dissuade those who may be most able to benefit from services by creating negative social pressure.

However, the effects of stigma on cognitive outcomes can be overcome, using a technique called self-affirmation. Self-affirmation posits that as humans, we are driven to sustain a sense of self-worth and integrity. When that self-worth is threatened, intellectual resources are leveraged to defend against the threat and ultimately reduces overall cognitive performance. It is this defensive response that may be restricting those experiencing homelessness to avoid valuable supports. This suggests however that individuals who find their self worth affirmed, through positive social interactions or experience, have those mental resources available and therefore cognitively perform better.

The exhibit on the right, sourced from researchers at UBC, illustrates the effect that positive affirmation can have on improving the cognitive function of those in poverty. Those who were positively affirmed before the testing performed at a consistently higher level than those who were not.

The effects of positive affirmation were also tested to assess whether those who were self-affirmed were more likely to access services. The test found that those self-affirmed were 45% more likely to improve their awareness of services, and for those that did take steps to improve awareness, they were 219% more likely to take steps towards receiving services¹¹.

Research Findings



Why: The effects of brief motivational enhancement

Brief motivational enhancement supports homeless individuals to overcome the cognitive effects of stigma.

Brief motivational enhancement exercises are used to strengthen an individual's motivation, and help them build a step by step plan for change, while addressing challenges that may arise while setting out to accomplish their goals. By empowering individuals in this way, they are more likely to take ownership of moving along their preferred life path, as well as gaining a boost in self-confidence, which has a positive effect on psychological and cognitive well-being.

Brief motivational enhancement exercises involve self-affirmation, goal-setting, plan-making, overcoming obstacles, and tracking progress. For example, individuals are encouraged to think about:

1. A previous success in their life where they overcame hardship and succeeded in achieving a goal;
2. Personal values that are most important to them; and,
3. A future goal to aspire to and the concrete plans to achieve the goal.

Preliminary findings from the New Leaf Project (2018) that provided individuals (with lived experience of homelessness) with brief motivational enhancement exercises found significant improvements in executive function – the set of cognitive processes that all have to do with managing oneself and competing demands in order to achieve a goal. Further, there were significant improvements in stable housing and food security.

As each day passes the individual feels increasingly marginalized. This has been demonstrated to have a negative effect on cognitive function.

This negative effect limits problem solving, thus accentuating the individuals existing circumstances.

A self-affirming experience gives the individual a reason to feel proud about themselves and a moment of clarity.

In that moment of confidence and clarity, the individual is presented with a service opportunity that they accept, as they are feeling positive about themselves and their outlook.

The individual finds valuable supports and begins building confidence as their situations improve.

Streetohome has been testing solutions to these two problems and seen early positive results

Overview for the Pilot Project

In the winter of 2019, Streetohome conducted a paper pilot exercise that involved inviting tenants living in eight different supportive housing buildings in Vancouver (that Streetohome had contributed capital funding to) to participate in the life intention self-assessment involving five domains (Housing, Legal, Health & Wellness, Skills & Training and Employment). Tenants subsequently prioritized an intention and skimmed a resource guide for a service or opportunity that aligned with their needs and preferences. The self-assessment and resource guide had been previously focus-tested and the language revised based on the feedback of a diverse group of supportive housing tenants (i.e., adults, youth, women, Indigenous, LGBT2S+). In total, 180 tenants participated in the exercise.

In general, tenants identified needs in two or more domains. A follow-up self-assessment was conducted within three months of the original self-assessment to determine if tenants had acted on their intentions and the outcomes of those actions. The following summaries capture tenant voices from those interviews. In both the initial and follow-up self-assessment, candidates were compensated for their time with a gift card.

Case Studies

Lisa identified working on her dental health and eyesight as priorities for her. She decided to address her dental needs first. She chose to go to Reach Dental Clinic after seeing it in the resource guide and asking her friends about it, and has started the process to get dentures. She now plans to address her eye health.

Manny was able to narrow and focus his priorities to finding different housing that would allow him to live in one-bedroom apartment. He was able to find the appropriate contact information for BC Housing and made a call. He's now on the waitlist for Nicholson Tower, run by the Bloom Group.

Tom was very excited to find a new dental clinic and start the process of getting dentures after looking at the dental clinics listed in the resource guide. His son was just released from prison. Tom is now helping his son find the resources he needs to become a thriving citizen using the resource guide.

A tenant support mentioned that it was difficult to find affordable housing for tenants who wanted to move on to independent housing. The Life Intentions Interviewer showed her the Supporting Tenants, Enable Pathways (STEP) program in the resource guide, and explained that they provided up to \$2000 to participants to help them transition from supportive to independent housing.

Jacob identified finding employment opportunities as being a priority. Due to chronic illness and a previous surgery, he needed work that would allow him to have a flexible schedule, and saw that **WorkWithUs** would meet his needs. He is now on the priority list to start taking work assignments once he's healed from his surgery.

Why: In summary

In Summary...

Service fragmentation in Canada is a challenge that limits homeless individuals from exiting homelessness

Homeless individuals, as well as service providers, may experience benefits if service fragmentation is reduced

Reducing service fragmentation in isolation is not enough, as homeless individuals may still struggle to overcome mental barriers to effectively access services they require

When reducing service fragmentation, returns can be amplified if homeless individuals can be supported to overcome the stigma of homelessness and increase their self worth.

Therefore...

Two clear opportunities exist for improving the supports for homeless individuals in Canada:

1. Reducing service fragmentation, and;
 2. Supporting homeless individuals to overcome the mental barriers caused by stigma and lack of self-worth, limiting service usage
-

These opportunities should be the core focus of the Life Intentions platform

Page

3 Understanding the Challenges

15 Understanding Solutions

Identifying and defining what solutions exist to overcome the barriers to success.

22 Options Analysis

43 Defined Operating Model

70 Next Steps

Overcoming the barriers to success

By improving access to information on both the system and client side, the barriers to success can be overcome.

The exhibit on the right details three key aspects in addressing the homelessness situation in Canada.

The first key aspect is the barriers to success listed in the first column.

The second column defines some possible solutions to overcoming the barriers to success in the first column. These solutions address the core of the barriers to success at the most fundamental level and identify what exactly needs to be done to address the barriers to success. While there are many possible solutions to these barriers to success, they all ultimately bubble up to the same fundamental solution. For example, the highly fragmented service framework could be addressed by improving back end data system integration between service providers, or it could be addressed by consolidating the operations existing providers use into a single unit.

The third column describes the 'phenotype' of the solution in the right hand column. The phenotype describes the category that the solution falls in, being either service augmentation or mental health.

Based on these barriers and solutions, market research was conducted to identify global models that are in use today.

	Access to Affordable and Appropriate Housing		A Commitment to Pursue Personal Goals
	Access to Support Services		Positive Relationships and a Community Network

	Barrier to Success	Solution	Complexity
ACCESS TO HOUSING	 Low affordable housing stock in Canada	Improve housing resource availability	Service Augmentation
	 Lack of awareness of housing options and opportunities	Improve awareness of existing housing opportunities	Service Augmentation
	 Highly fragmented service framework	Reduce service fragmentation	Service Augmentation
ACCESS TO SERVICES	 Lack of awareness and visibility into services	Improve awareness and visibility into service availability	Service Augmentation
	 Complexity in receiving services	Reduce service complexity	Service Augmentation
	 Disintegration between service providers	Improve service communication and integration	Service Augmentation
SET GOALS	 Goal setting can be time consuming to facilitate	Reduce resources needed for goal setting	Mental State
	 Social workers are unable to efficiently monitor progress	Increase efficiency of monitoring progress	Mental State
	 Difficulty communicating needs effectively to service providers	Improve methods of communication between individuals and service providers	Mental State
NETWORKS	 Existing social networks may be small or destructive	Improve supports for individuals to meet their goals	Mental State
	 Building new relationships can be painful due to re-telling and re-living of difficult stories	Create personal story repository	Mental State

Solutions for addressing the barriers to success

In addressing the barriers to success, global market research was undertaken to identify possible solutions currently in operation. Solutions were sought out based on two key components – their level of impact in augmenting services, and second their ability to support the personal development of the people they serve.

Augmenting services is defined as helping clients overcome barriers to accessing and using services, such as improving awareness or improving access to services. Solutions were also assessed as to whether they generated data that could be used to improve services in the future as well.

Improving mental state is defined as supporting programs, services or features that enable users to set goals, supporting users to experience self-affirmation, or connecting users with positive and supportive social networks.

Specifically, a study conducted by Dr. Jiaying Zhao (University of British Columbia) showed that **self-affirmation can improve the cognitive performance and decision making of vulnerable individuals**. This includes improved executive control, higher fluid intelligence, and, most importantly, a **greater willingness to access benefits and services**²⁹.

Using these dimensions of potential solutions as a filter in finding solutions, several options arose from around the world. All of the options are technology based, as they provide the clearest and most scalable coverage of the two key components together.

These options are detailed on the following pages.

Filters for assessing solutions

Augment Services

Improve awareness of services
Inform the right people at the right time about available services

Improve access to services
Facilitate people to receive services by making it easier to sign up and receive

Improve service provider capacity
Enhance the operations of service providers by improving efficiency

Improve Mental State

Facilitate goal setting
Enable individuals to set and track goals and progress

Provide self affirmation
Create or enable self affirming experiences

Connect to positive social networks
Enable likeminded individuals to connect together



HelpSeeker Alberta

“HelpSeeker was founded to solve an important problem: ‘How can people who are struggling find the right help with the push of a button?’”

HelpSeeker is a free location-based help services app that enables users to filter categories and find the closest, most relevant service for their needs with complete privacy. The app connects users to thousands of community, health and social services, programs and resources for: mental health, counselling, parenting, addictions, domestic violence, housing, shelters, recreation, and more.

HelpSeeker is based in Alberta and is rapidly expanding through Canada. HelpSeeker is funded in part by the Government of Canada’s homelessness partnering strategy. HelpSeeker provides live analytics insights to service providers and enables communities to systematically map and inventory community resources.

BC211 B.C.

“I just spoke to a caller who wanted to share that he was very grateful for our help getting him into a shelter. He said he is now going to be able to go to work and start rebuilding his life.”

BC211 is a Vancouver-based nonprofit organization that specializes in providing information and referral regarding community, government and social services in BC. Our help line services include 211, the Alcohol and Drug Information and Referral Service (ADIRS), the Problem Gambling Help Line, VictimLink BC, and the Youth Against Violence Line.

The bc211.ca website has a searchable online directory covering all of British Columbia. With more than 14,000 community, government and social service resource records in the database, the public and service providers alike are able to navigate the complex network of human services quickly and easily, 24 hours a day and 7 days a week. The website is also optimized for mobile devices and provides for live web chat to 211 help line specialists.

BC211 received 197,000 unique views in 2018.



Existing solution platforms



Ask Izzy Australia

“The knowledge that I picked up playing around with Ask Izzy for 1 hour probably took me two or three years on the street to find.”

Ask Izzy is a web application that was developed to help vulnerable Australians navigate the complex service environment that those experiencing homelessness or domestic abuse must grapple with on a daily basis. Ask Izzy connects their users with resources including food, shelter, health, and other support services that they may need. Since its launch in 2016, Ask Izzy has logged over 2 million searches and helped tens of thousands of vulnerable Australians find the support they need.

Ask Izzy distills over 360,000 support services into a custom tailored list for its users by having its users fill out a survey administered through the app. Service providers are responsible for uploading their information and ensuring it is up to date. Ask Izzy was developed in partnership by a number of stakeholders including Google and a number of Australian technology firms.



NEXT USA

“NEXT facilitates access to preventive services, including STD prevention, sexual health resources, and other social services for youth exiting supervised care systems (YESCS) like foster care and/or the juvenile justice system.”

NEXT is a digital solution to support youth transitioning out of managed care systems, like foster care or the juvenile justice system to access critical health and social services. The app supports vulnerable youth when they are at their most vulnerable state – transitioning out of care. The project was developed in partnership with a non-profit called YTH (Youth+Tech+Health), working with the Public Health Informatics Institute and is supported in part by a CDC cooperative agreement.

By providing tailored access to resources, the app supports young people to find the help they need to sustain themselves. NEXT provides a resource directory but also provides access to social networks, such as Foster Leaders, a Facebook group for current and former foster youth to connect, which supports youth as they integrate into their new lives (and pass through their most vulnerable stages) following care.

How the existing platforms align to the evaluation criteria

Improving service awareness is a common feature in the platforms assessed, but the mental state aspect was mostly overlooked.

On the augmenting service side of the things, improving service awareness is very common amongst the platforms surveyed, but few go beyond that, except for Help Seeker, which goes beyond to provide service providers with data and analytics from the platform.

While improving access to services is a core feature of all of the platforms surveyed, NEXT was the only one that integrated a component that would address the mental state of the user. NEXT provides access to online communities that can help their users find supportive social groups or access more resources down the line.

All in all, the existing products on the market miss the mark on several dimensions of augmenting service, and nearly all of the dimensions of improving the mental state of users. While many offer geographic resource filtering, none custom tailor lists to an individual user's needs beyond that. These gaps indicate an opportunity to optimize support for the at risk population beyond what currently exists on the market today.

Filters for assessing solutions

		Improve Awareness	Improve Access	Improve Service Providers	Goal Setting	Self Affirmation	Social Networks
	Help Seeker Alberta	✓	✓	✓	✗	✗	✗
	Ask Izzy Australia	✓	✓	✗	✗	✗	✗
	NEXT USA	✓	✗	✗	✗	✗	✓
	BC211 B.C.	✓	✗	✗	✗	✗	✗

In Summary...

The barriers to success have defined solutions

Some solutions exist globally, all taking similar approaches to addressing some of the key barriers to success

Existing platforms today address some of the solutions, but miss key opportunities that may help

Therefore...

There is an opportunity to improve on the work that has been done by other solutions

Leveraging and partnering with the providers in Canada presents an opportunity to improve the Canadian service ecosystem

Page

3 Understanding the Challenges

15 Understanding Solutions

22 Options Analysis

Highlighting the key decisions that need to be made, as well as weighing the potential impacts of these key decisions.

43 Defined Operating Model

70 Next Steps

Decisions to be made

1 The Challenge

Why are we doing it?

The Life Intentions platform will:

- Address the key barriers to success and seek to fill a critical hole in the current Canadian homelessness support ecosystem.
- Reduce the fragmentation of services and supports, ultimately reducing the costs to society of homelessness.
- Improve the effectiveness and efficiency of existing services.

2 The Options

How do we do it?

- What are the platform options?
- How will the platform be administered?
- Will it be custom or off the shelf?

Who do we help, and with who?

- Who do we partner with?
- What do their roles look like?
- Who do we service?

Where will we help?

- What regions will we support?

3 The Model

What will we do?

- What are the value propositions?
- What are the capabilities?
- How will we deliver value?

When will we do it?

- What are the timelines of execution
- What are the key phases?

A technology based solution is best positioned to succeed

The initial question comes down to whether the platform should be paper or technology based.

While conducting the pilot study, Streetohome found that the paper self-assessment was successful in improving awareness of existing housing opportunities and service availability, and was valuable in facilitating goal setting.

Less complex and easier to implement solutions can be achieved without leveraging technology, however impactful long-term solutions such as improving housing resource availability may not be possible without leveraging the data and analytics capabilities of the full application. The scalability and modularity of a technology-based solution enables far greater long-term opportunities than a paper-based solution.

As illustrated by the exhibit on the right, the proposed app as a minimum viable product (MVP) is only marginally better than the paper solution. However, the project owner will be able to further develop the MVP to deliver further functionality than would be possible with a paper platform.

It should also be noted that a paper solution can be deployed in conjunction with a technology solution (the two options are not mutually exclusive).

	Barrier to Success	Solution	Paper	App MVP	Full App
ACCESS TO HOUSING	Low affordable housing stock in Canada	Improve housing resource availability by supporting individuals to transition out.	X	✓	✓
	Lack of awareness of housing options and opportunities	Improve awareness by sharing existing housing opportunities.	X	✓	✓
ACCESS TO SERVICES	Highly fragmented service framework	Reduce service fragmentation by centralizing services together.	✓	✓	✓
	Lack of awareness and visibility into services	Improve service awareness by centralizing and targeting clients in greatest need.	✓	✓	✓
	Complexity in receiving services	Reduce service complexity by centralizing client information.	✓	✓	✓
SET GOALS	Disintegration between service providers	Improve service communication and integration (backend).	X	X	✓
	Goal setting is a challenge to facilitate	Reduce resources needed for goal setting	✓	✓	✓
NETWORKS	Monitoring goal progress is challenging	Increase efficiency of monitoring progress	✓	✓	✓
	Difficulty communicating needs effectively to service providers	Improve methods communication between individuals and service providers.	X	X	✓
	Existing social networks may be small or destructive	Improve supports for individuals to meet their goals.	✓	X	✓
	Building new relationships can be painful due to re-telling and re-living of difficult stories	Create personal story repository.	X	X	✓

Technology carries its own pros and cons

Technology has the potential to improve outcomes for the homeless, but it is not a sure-fire solution.

In today's world we have access to technology that enables us to solve problems in novel ways. However not every problem can, or should, be solved with technology; we should be diligent in ensuring that technology is the right tool for the job.

Complex problems such as homelessness should be thought about carefully before leaping to the conclusion that technology is a sure-fire way to a solution. Considerations must be made to ensure that the right technology is applied in the right way to address the issue at hand. It is also important to remember that homelessness is a human problem, not a business process to be optimized or a service to be improved.

The following are the various pros and cons of using technology to better connect vulnerable peoples to the services that they need:



Technology Pros

Centralization of Information

Technology can drive better outcomes by centralizing information about available services. Vulnerable people will be better supported if they are able to visit a one-stop-shop for information⁴. Additionally, service providers will improve their service delivery by mining and analyzing this centralized set of information.

Improved Ability to Customize to Specific Needs

Technology can help record a vulnerable person's goals, and provide them information about services they can access to meet those specific goals.¹¹

Modular and Extendable

Technology is at its core modular and extendable. The open source movement allows organizations to extend their capabilities in a collaborative and low cost way.¹²

Technology Cons

Distrust of Data Collection/Challenges of Data Ownership

Some vulnerable people may not trust technology's ability to collect and retain personal data. Improper storage and maintenance of sensitive data could lead to serious consequences.¹³ For organizations, owning this data can be challenging due to privacy issues and civil liberty considerations.

Technology Literacy

Although over half of homeless individuals own a smartphone¹⁴, there may be vulnerable individuals that lack technology literacy. In addition, technological solutions may require service providers to be sophisticated technology users.

Lack of Human Touch

"Left on their own, (automated tools) will produce towering inequalities unless we make an explicit commitment to forge another path."¹⁵

The cons of technology can be mitigated with relative ease

In assessing whether the solution should be technology-based, our team analyzed the core risks of a technology-based solution, and some potential mitigation strategies. Based on these mitigations, we find a strong case being made for a technology-based solution.

Cons of Technology

Mitigation

Distrust of Data Collection	<p>✓ Users are in control of the data that they share. Providing users with an options list at sign up that enables them to select what is shared with service providers and an idea of how their data may be used to help them will enable the application to circumvent the distrust of data collection.</p> <p>For those users that do not want to share any data, the app simply becomes a resource database tailored to their needs.</p>
Technology Literacy	<p>✓ In order to ensure that the proposed application achieves its greatest effect, frontline staff, peers and families can be used to introduce and support those first accessing it. The application can be designed in a way that is as user-friendly as possible, so after the initial download introduction, users will be able to navigate the platform independently.</p>
Lack of a Human Touch	<p>✓ This is overcome in two ways. First, the initial introduction to the product may be done with a frontline support worker, peers and families. Second, after that initial contact, individuals may experience further and more fulfilling interactions as they meet support workers and the care that they require. The proposed application will create new human connections.</p>

Given that the most notable negative aspects associated with a technology based solution can be successfully mitigated with relative ease, it is realistic to consider technology as a potential solution in this scenario.

If technology is selected, there are multiple development options

Should the proposed app leverage existing solutions, or develop new ones?

In developing the proposed app, there are two core components that require decisions to be made: the Self-Assessment Tool, and the Guide to Resources Database.

As with any technology product, there are always two options for development – build custom, or purchase off the shelf.

Thus, the main decisions for the project manager to make:

1. Should the project manager leverage an existing Self-Assessment Tool, or develop a custom one?
2. Should the project manager leverage an existing Guide to Resources Database, or develop a custom one?

Streetohome strives to avoid duplicating work done by other organizations, instead linking existing solutions and resources in a way that benefits vulnerable individuals and society as a whole.

To align with these values, the main consideration for making the aforementioned decisions is whether or not an existing solution can be leveraged to appropriately meet the requirements and deliver the functionality of the proposed solution, without eclipsing the development effort necessary to build a fully custom solution.

Outlined on the following pages are some benefits of each option and additional considerations to be made when deciding whether or not the proposed application should leverage an existing solutions or build a custom ones.

Platform development decision matrix.

<p>CUSTOM RESOURCE DATABASE</p> <p>OFF THE SHELF (OTS) SELF-ASSESSMENT TOOL</p>	<p>CUSTOM RESOURCE DATABASE</p> <p>CUSTOM SELF-ASSESSMENT TOOL</p>
<p>OTS RESOURCE DATABASE</p> <p>OTS SELF-ASSESSMENT TOOL</p>	<p>OTS RESOURCE DATABASE</p> <p>CUSTOM SELF-ASSESSMENT TOOL</p>

Deciding on a self assessment tool

Should the proposed platform use an existing self assessment tool or a custom built tool?

Leverage an Existing Self Assessment Tool

Benefits

- Existing open source self-assessment tools such as Tellform or LimeSurvey are **cost effective and high quality** options to springboard development. Ongoing maintenance of the tool would be handled by a third party.
- The functionality proposed is likely offered by open source tools. Utilizing and adapting pre-built solutions aligns with Streetohome's values. **Work will not be repeated.**

Considerations

- The development team will need to **spend time** understanding the chosen assessment tool and how it will "fit" together with the chosen Guide to Resources database.
- Existing self-assessment tools **may limit the functionality** of the app and/or may complicate data ownership and privacy considerations.

Build a Custom Self Assessment Tool

Benefits

- The clients, families and support service provider will have **full control** over the functionality of the self-assessment tool and its integration with the chosen Guide to Resources database.
- The development team will **not have to adapt** a potentially unwieldy existing tool to the users' needs.

Considerations

- Developing a custom self-assessment tool **may be costly**, due to increased development time and the need for quality assurance.
- Ongoing maintenance** of the tool to meet new technology standards may incur additional development costs.

Deciding on a guide to resources database

Should the proposed app leverage an existing guide to resources database or a custom built database?

Leverage an Existing Guide to Resources Database

Benefits

- There will be **no duplication of work** in gathering information, setting up infrastructure, or ongoing maintenance and updating of a Guides to Resources Database.
- Leveraging an existing Guides to Resources Database will save on development **time and costs**, and significantly **reduce maintenance costs**.
- Organizations such as Linkvan.ca and BC211 would likely benefit from a new way for vulnerable individuals to access the information in their databases.

Considerations

- The proposed app **may be limited in functionality** depending on the way existing Guides to Resources Databases structure and maintain their data.
- The asset owner will have to **rely on another organization** that manages the existing Guides to Resources Database to maintain and update it accordingly, and will need to update the proposed app alongside the database it draws from.

Build a Custom Guides to Resources Database

Benefits

- The asset owner will have **full control over data** that is stored in the database, in terms of structure and access method.
- The asset owner can learn from the limitations and challenges that existing Guide to Resources Databases are faced with, and develop a **custom solution** that improves upon its predecessors.

Considerations

- Developing and maintaining a custom Guides to Resources Database may be **costly and time intensive**.
- Developing a custom Guide to Resources Database will likely **duplicate work** done by organizations such as BC211 and Linkvan.ca.

Decisions to be made

1 The Challenge

Why are we doing it?

The Life Intentions platform will:

- Address the key barriers to success and seek to fill a critical hole in the current Canadian homelessness support ecosystem.
- Reduce the fragmentation of services and supports, ultimately reducing the costs to society of homelessness.
- Improve the effectiveness and efficiency of existing services.

2 The Options

How do we do it?

- What are the platform options?
- How will the platform be administered?
- Will it be custom or off the shelf?

Who do we help, and with who?

- Who do we partner with?
- What do their roles look like?
- Who do we service?

Where will we help?

- What regions will we support?

3 The Model

What will we do?

- What are the value propositions?
- What are the capabilities?
- How will we deliver value?

When will we do it?

- What are the timelines of execution
- What are the key phases?

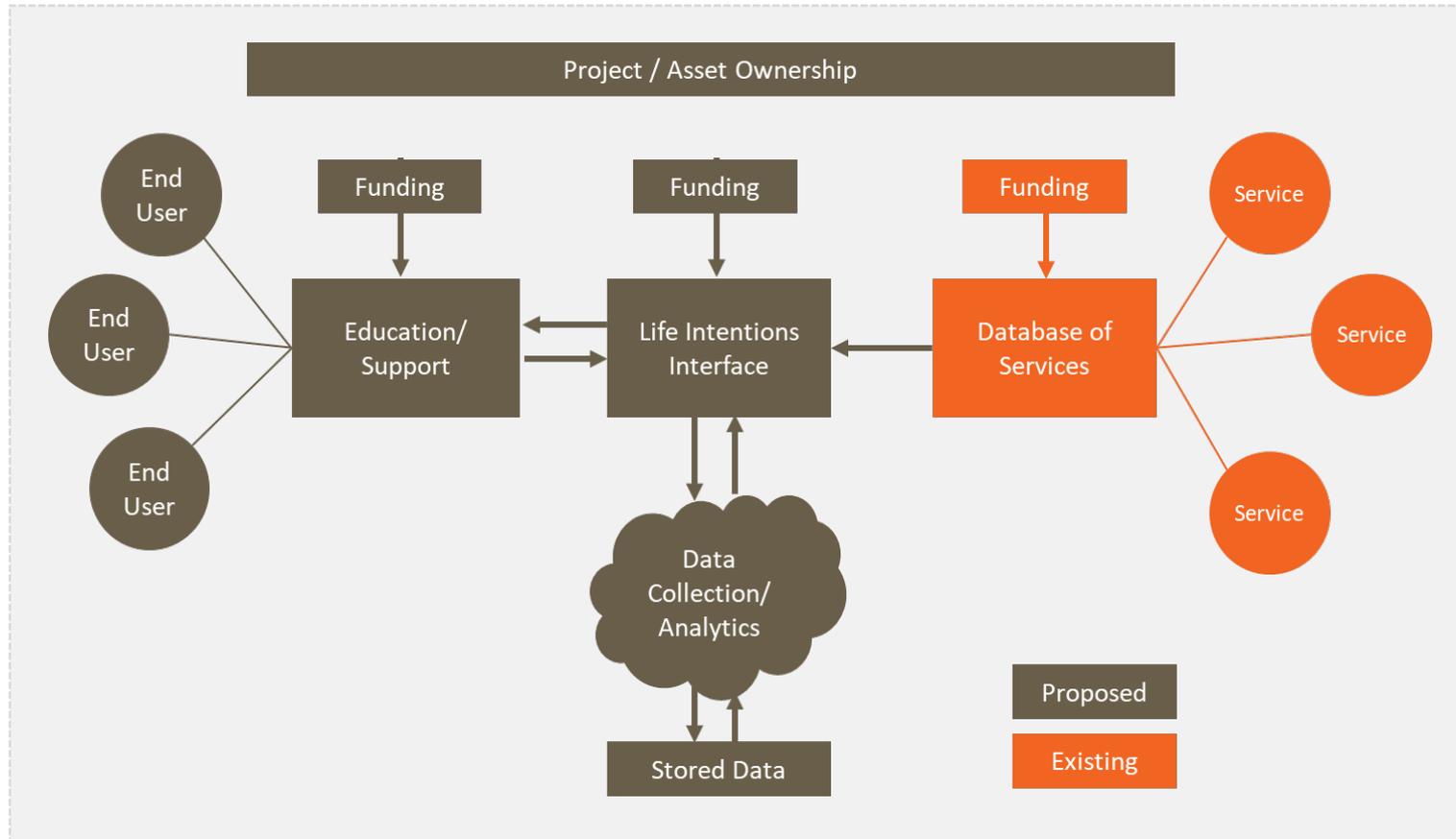
Life Intentions platform functions/components

The platform is complex and will require a variety of functions/components working in tandem.

The main functions/components of the Life Intentions Platform include:

Project/Asset Sustainment Sustainment and oversight of the overall project and resulting asset.
Funding Funding of the upfront project costs and ongoing costs of operating the asset.
Education/Support Management of implementation, including training of clients, peer leaders, families and support staff, and marketing/education of end users.
Life Intentions Interface User interface that matches end users to appropriate support services based on their unique needs.
Database of Services Database of support services, including those related to housing, employment, advocacy & legal, health & wellness, and skills & training.
Data Collection/Analytics Collection of self-assessment data and analytics to improve service delivery and decision making.
Stored Data Collected data that will be stored for short or long term use.

Platform Functions/Components



Description of partner roles as they evolve over time

	Project Phase Initial funding, planning, and implementation	Asset Phase Ongoing operations and maintenance of the platform
Project / Asset Owner	The Project Owner will take overall accountability for funding, planning and implementation of the Life Intentions platform, and will direct / oversee the other partners.	<p>The Asset Owner will take overall accountability for the running of the Life Intentions platform, and will direct / oversee the other partners.</p> <p>The Data Trustee maintains control of stored data (including availability, usability, integrity and security) with a legal obligation to administer it solely for the purposes specified in Data Governance Model.</p>
Funding	The Funding Partner(s) will fund the costs of planning and implementing the Life Intentions platform.	The Funding Partner(s) will fund the ongoing costs of running the Life Intentions platform.
Frontline	The Frontline Partner(s) will ensure that the Life Intentions Interface developed meets the needs of clients, peer leaders, families and staff, including design of the interface and user trials. They will also lead marketing/education efforts at launch.	The Frontline Partner(s) will lead platform administration efforts, support end users, and collect feedback from these users.
Technology	The Technology Partner(s) / Contractor(s) will translate the requirements of other partners into a hardware/software design and implementation. This includes the end user interface, database integration, and the data collection/analytics API.	The Technology Partner(s) / Contractor(s) will operate and maintain the hardware/software components of the Life Intentions platform. This includes updates for compatibility, fixing bugs, maintaining integrations, and supporting integrations with future data users (at discretion of Data Trustee).
Database	The Database Partner allows and supports integration of the Life Intentions platform with their existing database of services.	The Database Partner maintains their database of services and supports ongoing integration of the Life Intentions platform. It is likely that they will draw on data from the Life Intentions platform to improve their own database.

Partner roles to be filled

Partners will play several roles.

Based on Streetohome's values and capabilities, the local service environment, and conversations with relevant key stakeholders, a proposed partnership model may appear as follows.

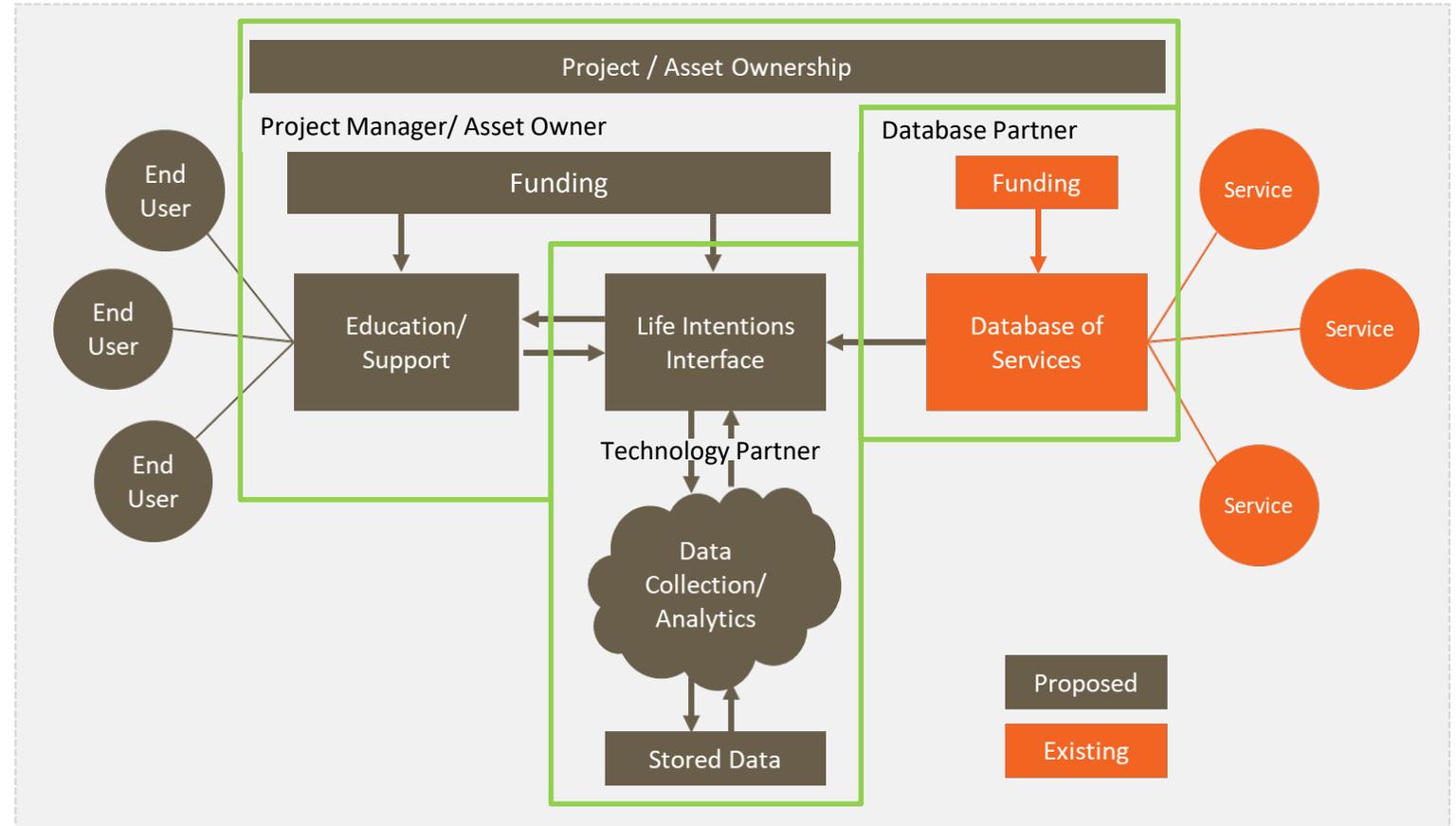
The Project Manager / Asset Owner is intended to own the application, provide the education and support necessary to operate the platform, and provide ongoing sustainment funding. Once the application is live, this partner will provide funding to the technology partner who will continue to maintain the platform and develop new features.

The Technology Partner/Contractor is anticipated to develop the platform and its back end data collection/analytics capabilities.

The Database Partner will provide the data for the list of service resources and an API for accessing this data.

A single partner may assume any of the following roles, and due to the nature and realities of development it is very well possible that the Database Partner and Technology partner will be combined.

Proposed Partnership Model



Potential partner organizations (illustrative)

There are a range of organizations in BC and Canada that could fill the required partner roles.

These illustrative examples of public sector, non-profit, and private sector organizations have potential to fill the range of partner roles required.

This list of examples is not intended to be exhaustive, and the interest and capabilities of the organizations have not been validated.

Rather, this list is intended to illustrate the types of organizations that have potential to fill each partner role.

		Project Management	Asset Owner	Funding	Frontline Partner(s)	Technology Partners / Contractors	Database Partner
Public Sector	BC Housing	✓	✓	✓	✓	✓	✓
	Vancouver Coastal Health Authority			✓	✓		
	City of Vancouver	✓	✓	✓	✓	✓	✓
Non-Profit	Streetohome			✓			
	Lu'ma Native Housing Society	✓	✓		✓	✓	✓
	United Way			✓			
	WorkWithUs		✓		✓	✓	✓
	BC211	✓	✓	✓	✓	✓	✓
	Linkvan.ca				✓		
	New Leaf	✓	✓	✓	✓	✓	✓
	New NPO Incorporated	✓	✓				
Private Sector	Help Seeker					✓	✓
	Finger Food Studios					✓	
	Scotiabank			✓			
	Bell Canada			✓		✓	
	Telus			✓		✓	

Partners: Criteria for Selecting Partners

Based on the proposed partnership model, the following criteria may be used to begin shortlisting partners for the project. Once partners have been shortlisted, it should follow that partnership agreements are formed and the platform is fully defined. The platform cannot be fully defined without meaningful collaboration and co-design between the three partnership groups.

Project Manager / Asset Owner

The Project Manager / Asset Owner is intended to play a key role in implementing the Life Intentions platform. At a high level, possible partners can be evaluated based on their:

Experience – Demonstrated experience successfully owning, operating, growing, and sustaining projects of a similar magnitude and scope.
Capability – Team with the support footprint, professional staff, regional knowledge, and technical capabilities to deliver this project.
Capacity – Ability to fund the development of the project in a sustainable manner and will not be over extended by supporting the project.
Stability – Large company with redundancy and ability to guarantee delivery of project and long term maintenance and support.
Values – Alignment with the values of Streetohome and the objectives of the Life Intentions platform.

Technology Partners

Technology partners may be evaluated based on their performance across the following categories:

Price – Low unit rates and/or total estimated budget for proposed scope of work. Intended to provide the platform for the free use of users once developed.
Experience – Demonstrated experience successfully delivering projects of a similar magnitude and scope.
Capability – Team with the technical capabilities to deliver this project.
Stability – Large company with redundancy and ability to guarantee delivery of project and long term maintenance and support.
Agility – Ability to work in an agile and flexible manner to meet changing needs/requirements of the partners.
Values – Alignment with the values of Streetohome and the objectives of the Life Intentions platform. Comfortable with open source development philosophy.

Database Partners

Database partners may be evaluated based on their performance across the following categories:

Price – Costing, if there is any, to access the database of resources.
Flexibility – Willingness to enable customization of data assets and ability to work with the technology partner as new features are developed.
Capability – Team with the technical capabilities to deliver this project.
Stability – Ability of the firm to remain in business, as it will be central to the Life Intentions platform.
Values – Alignment with the values of Streetohome and the objectives of the Life Intentions platform. Comfortable with open source development philosophy.

Recommended Partnership Approach

1	Decide on the interim Project Manager / Asset Owner	The project requires an owner to move forward. It is recommended that Streetohome consider project management / asset ownership prospects to drive the project forward further.
2	Reach agreement in principle with Database Partner	The backbone of the Life Intentions Platform will be the database of services. A robust province-wide database (BC211) is understood to exist, with existing funding from Province of BC, City of Vancouver and United Way. Duplication of this database from scratch would require significant effort/cost. The first logical step is to reach an agreement in principle with BC211 to integrate with their existing database . If such an agreement cannot be reached, Streetohome should consider whether agreements with other database partners (e.g. Linkvan.ca) would make sense, or whether this constitutes duplication/competition with BC211. Streetohome should not consider developing a new database from scratch, and should focus on reaching an agreement to access an existing database through an API.
3	Solicit Frontline / Funding Partner(s)	As with any non-profit project, finding funding for the project is one of the first and limiting steps. Streetohome should approach potential Frontline / Funding Partner(s) with this business case to pitch the Life Intentions Platform . It is expected that negotiations with the Frontline / Funding Partner(s) will drive the remaining decisions.
4	Develop a proposed Data Governance Model	The data collected is both one of the major value propositions and one of the major risks of the Life Intentions Platform. A first priority for the Project Manager / Asset Owner in conjunction with the Database Partner and Funding Partner(s) should be to define and agree on a Data Governance Model that meets their objectives and legal requirements . This will include assigning a Data Trustee to manage the availability, usability, integrity and security of the data.
5	Solicit Technology Partner / Contractor	It is expected that there will be many capable and interested potential Technology Partners / Contractors for this project. Since the Technology Partners/Contractors best suited to implement this platform will be private corporations, the Project Manager should expect to pay fees for their services in line with industry norm. The Project Manager and the Frontline / Funding Partner(s) should consider a formal procurement process for the Technology Partner / Contractor .

Who to support: Consider Maslow's Hierarchy

Targeting segments based on Maslow's Hierarchy of Needs



The platform should focus on supporting those who already have met, or are close to meeting, their basic needs.

Maslow's hierarchy of needs is a model for defining stages in personal fulfillment and growth in humans. Starting at the most basic, universal level of needs and working up to emotional and personal psychological goals, Maslow's hierarchy can be used as a model to define the level of function that one's life is in. Those barely meeting their basic needs can be considered to be living their life at a lower function than those that have worked their way up the pyramid to more complex emotional goals.

By supporting individuals further up the pyramid of Maslow's hierarchy, the Life Intentions platform can optimize its focus on those who are most likely to benefit from the self-affirmation and a custom tailored resource list.

Those who already have their basic needs met, these being the bottom two levels of the pyramid, move to stages in their lives where they begin to require more intangible fulfillment. It is in this intangible fulfillment where the Life Intentions platform may create the most value.

By focusing on these groups, the Life Intentions platform can focus on supporting individuals move quickly through care and avoid become "bed blockers" for those with more severe needs.

Decisions to be made

1 The Challenge

Why are we doing it?

The Life Intentions platform will:

- Address the key barriers to success and seek to fill a critical hole in the current Canadian homelessness support ecosystem.
- Reduce the fragmentation of services and supports, ultimately reducing the costs to society of homelessness.
- Improve the effectiveness and efficiency of existing services.

2 The Options

How do we do it?

- What are the platform options?
- How will the platform be administered?
- Will it be custom or off the shelf?

Who do we help, and with who?

- Who do we partner with?
- What do their roles look like?
- Who do we service?

Where will we help?

- What regions will we support?

3 The Model

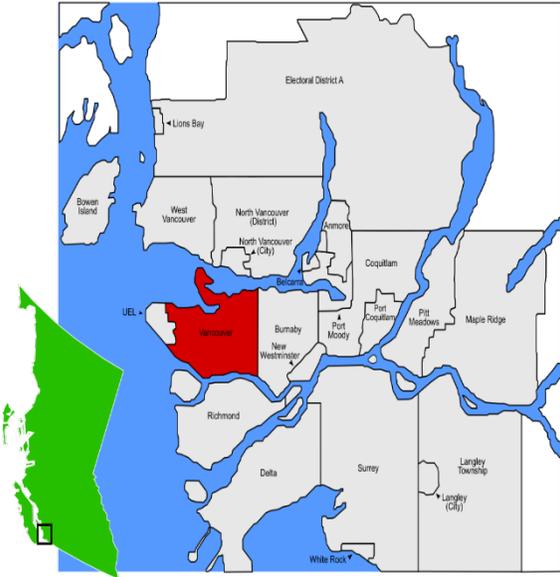
What will we do?

- What are the value propositions?
- What are the capabilities?
- How will we deliver value?

When will we do it?

- What are the timelines of execution
- What are the key phases?

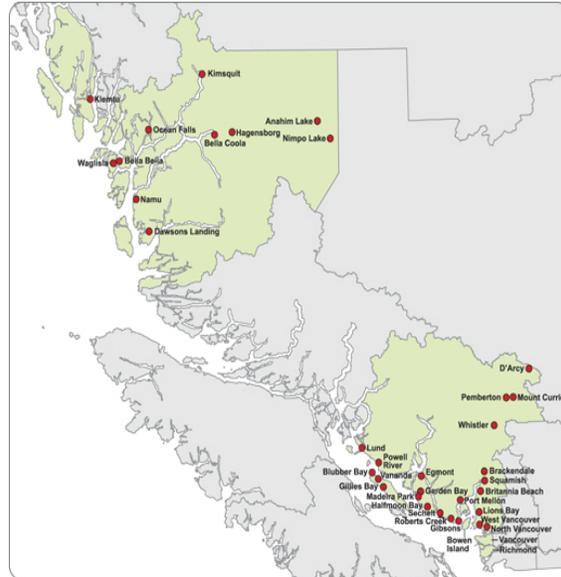
Four potential geographical catchment regions



City of Vancouver

The City of Vancouver is the largest population center in the province of British Columbia. The City of Vancouver offers a smaller region with a dense population for the initial rollout of the Life Intentions platform.

Area (km²): 114.97
Homeless population: ~2,200¹⁶
Total Population: >630,000²⁸



Vancouver Coastal Health Service Area

The Vancouver Coastal Health Service Area covers population centers in Vancouver, Richmond, North and West Vancouver, and along the Sea-to-Sky Highway, Sunshine Coast, and BC's central coast.

Area (km²): 58,560²⁴
Homeless population: ~3,600¹⁶
Total Population: >1,000,000+²⁴



Lower Mainland

The Lower Mainland comprises the region in British Columbia surrounding and including Vancouver. The region contains 16 of the 30 most populous municipalities in the province.

Area (km²): 36,303²⁵
Homeless population: ~4,200¹⁷
Total Population: 2,760,000²³



BC Housing Area

The BC Housing Area encompasses the entire province of British Columbia. This BC Housing Area is the largest potential geographical catchment region being examined for the initial rollout of the Life Intentions platform.

Area (km²): 944,735²⁷
Homeless population: 7,655¹⁶
Total Population: 4,648,055²⁶

Selection Criteria for Geographical Catchment

When analyzing the preferred geographical catchment area for service the following selection criteria were assessed and analyzed in order to determine where Streetohome could best achieve its objectives, and succeed in engaging funding partners.

1. Impact

Definition:

An analysis of **Impact** involves an examination of a region's homeless population and the level need it has for a Life Intentions platform

Key Figures:

- ~**35,000** Canadians **experience homelessness** every night²²
- In British Columbia, the **homeless population** is estimated to be **7,655**, with 37% experiencing unsheltered homelessness¹⁶
- The 2018 Report on Homeless Counts in BC identified that **53%** of BC's homeless population accessed **meal programs/soup kitchens**, **51%** accessed **emergencies rooms**, and an additional **34%** accessed **addiction services**¹⁶
- Amongst legal services and employment services, **23%** of BC's homeless sought **Employment/Job Help programs**, and **13%** accessed **legal assistance**¹⁶

2. Resources

Definition:

An analysis of **Resources** involves understanding the existing databases and resources for support services that Streetohome can access and utilize to develop a Life Intentions platform to assist the vulnerable population within a particular region

Key Potential Resources:

- **BC211** is a Vancouver-based nonprofit organization with an existing platform that provides the most expansive database on community, government and social services for BC's vulnerable population¹⁹
- **Linkvan.ca** is a mobile-optimized website that aims to serve the Downtown Eastside's vulnerable population by connecting them to nearby services, such as shelter, food, medical care, hygiene services, advocacy and technology access¹¹
- **HelpSeeker** is a location-based help services app that allows users to filter categories and find a wide range of services across all of Alberta and 14 other Canadian cities²¹

3. Integration

Definition:

An analysis of **Integration** involves taking a deeper look at the potential for a particular geographical region to offer partner support for the initial rollout of the platform, and to potentially offer support for the platform going forward.

Key Details:

- Supporting the rollout of the Life Intentions platform will require **front-line support** to ensure the platform finds its **target audience** and to ensure that potential users **understand and trust** the platform itself
- **Key potential partners** for front line support include: BC Housing, Vancouver Coastal Health Authority, City of Vancouver, Lu'ma Native Housing Society, United Way, and **WorkWithUs**
- **Collaborating** with a front-line partner may require initially focusing on a **smaller portion** of the geographical catchment region than the life intentions platform will cover in order to provide proper support for rollout of the platform

Analysis

Criteria	City of Vancouver	Vancouver Coastal Health Service Area	Lower Mainland	BC Housing Area
 <p>Impact</p>	<ul style="list-style-type: none"> • Homelessness is at its highest level in Vancouver since official counting¹⁸ • The City of Vancouver makes up ~14% of the population of BC, but contains ~30% of the province's homeless population • Welfare (38%) and disability benefits (29%) are the most commonly reported sources of income for the homeless in Vancouver 	<ul style="list-style-type: none"> • The Vancouver Coastal Health Service Area contains ~50% of BC's homeless population • The larger region presents the opportunity to cast a wider net and better help the transient homeless population within the region 	<ul style="list-style-type: none"> • The Lower Mainland contains BC's densest population centers and contains ~55% of BC's homeless population, while also being the second smallest potential catchment region in size • The larger region presents the opportunity to cast a wider net and better help the transient population that drifts throughout Vancouver and its surrounding areas 	<ul style="list-style-type: none"> • The BC Housing Area presents the largest opportunity to reach and help a vulnerable population with 7,655 homeless in the province • Only 23% of BC's homeless population sought Employment/Job Help programs, which suggests there is a large opportunity to help the vulnerable population¹⁶
 <p>Resources</p>	<ul style="list-style-type: none"> • The City of Vancouver has the largest pool of potential partners to draw from for utilization of existing databases to support the Life Intentions platform • Existing platforms in BC211, Linkvan.ca, Helpseeker, and NewJourneys all catalogue services for vulnerable populations within the City of Vancouver 	<ul style="list-style-type: none"> • The Vancouver Coastal Health Service Area could be supported by existing platforms in BC211, Helpseeker, and NewJourneys • Sharing regions with the Vancouver Coastal Health Authority would provide the potential opportunity to utilize their services database as base for the platform 	<ul style="list-style-type: none"> • The Lower Mainland could be supported by existing platforms in BC211, Helpseeker, and NewJourneys • BC211 provides the most logical potential resource for this region with its expansive database of services and its familiarity amongst public and service providers within the region 	<ul style="list-style-type: none"> • The province of BC could be supported by existing platforms in bc211, Helpseeker, and NewJourneys • BC211 again provides the most logical potential resource for the region, as it is the most detailed database for services within the province, and because it is already a highly utilized platform that public and service providers are comfortable with and aware of
 <p>Integration</p>	<ul style="list-style-type: none"> • The City of Vancouver is a smaller region with a large vulnerable population – this makes it a more manageable region for potential partners to offer frontline support • The City can draw from the largest list of potential partners for frontline support as all identified potential partners maintain a presence within the City 	<ul style="list-style-type: none"> • Sharing regions with the Vancouver Coastal Health Authority could offer the potential for them to be natural frontline partners for the platform • The Life Intentions platform could potentially be rolled out and supported by the existing team and infrastructure of the Vancouver Coastal Health Authority 	<ul style="list-style-type: none"> • The Lower Mainland is centered around Vancouver and could draw from many of its potential partners for frontline support • The Lower Mainland's larger size and population makes it a more ambitious target for initial rollout of the Life Intentions platform than the City of Vancouver, but is more manageable than the other two larger catchment regions 	<ul style="list-style-type: none"> • The large size and scale of BC would make frontline support extremely challenging • Many potential partners exist within the province, but few would have the infrastructure to support a province-wide rollout • Larger frontline support partners would need to be targeted (United Way, BC Housing, etc.)

Selected Geographical Catchment Region

The optimal selection for a geographic catchment region involves considering two different regions for catchment: one for platform support and for front-line support. The final selection for geographical catchment regions will ultimately depend on conversations and discussions with potential platform partners.

Platform Catchment Region



The **initial geographical catchment region for platform support** should aim to impact the largest vulnerable population that it can provide its targeted services to. The **BC Housing Area** (the province of BC) has the **largest homeless population** from the regions examined, and could potentially **pull from a comprehensive** existing services database in **BC211** that **public and service providers** are **comfortable and familiar** with.



Impact – A large homeless population, a high proportion of unsheltered homeless citizens, and a large room for improvement in utilization for services helping those in need makes the **BC Housing Area** an ideal catchment region for a platform that aims to make an impact with the region's homeless population.



Resources – The potential **partnership** with **BC211**, the most detailed, expansive, and comprehensive services database within the province, makes **linking** the two platforms geographical catchment regions the obvious solution. Additionally, adopting an existing resource in **BC211** that service providers use consistently means our tool's **database** will continue to **grow** and **expand** to serve the province's vulnerable population.



Integration – The **size** and **population** of BC make it a challenging target to fully support for rollout of the platform. This challenge does **not** mean we should **limit** the platform's geographical coverage, as the homeless population within the province often **wanders** outside other potential catchment areas and could benefit from **wider support**, but rather that we should **separate** coverage for the **platform** and coverage for **front-line support**.

Front-Line Support Catchment Region



The **initial geographical catchment region for frontline support** should target a smaller region with a dense population of individuals in need. The **City of Vancouver** represents the ideal region for the first phase of frontline support, as it is the **smallest catchment region** by area, contains a **significant vulnerable population**, and has the **most options for potential partners** to support the rollout of the platform. Potential targets for future phases of frontline support are outlined below.

Cities	Population
Vancouver	631,486 (Metro: 2,654,226)*
Victoria	396,509
Kelowna	208,864
Abbotsford - Mission	193,823
Nanaimo	112,949
Kamloops	111,646
Chilliwack	110,295
Prince George	91,969
Vernon	65,247
Courtenay	58,234
Duncan	47,877

Phase 1
 Phase 2
 Phase 3
 Phase 4

*Expansion beyond the City of Vancouver and into the expanded Metro Vancouver region could be included into Phase 1, or shifted into a later phase depending on the partner relationship that is finalized

Page

3 Understanding the Challenges

15 Understanding Solutions

22 Options Analysis

43 Operating Model Considerations

70 Next Steps

Defining some of the key decisions of the project thus far and identifies the key questions that need to be answered as the project progresses.

Addressing the Challenges: The Life Intentions Platform

After working with the Streetohome team, local stakeholders, and conducting external research, a model for the Life Intentions platform has been outlined below. It is worth noting that **the model requires further stakeholder engagement to confirm partnership roles, responsibilities, and resources**. This model should serve as a starting place to begin deeper conversations and begin securing commitments.

What do we do?

- Reducing service fragmentation and complexity by providing a **custom tailored resource list** to users.
- **Support the homeless to help themselves** by providing a **self-affirming and self-directed experience**.
- **Generate user data that will help service providers** improve service offerings and coordinate efforts.

How do we do it?

- **It is suggested that the platform explore and test the potential of a custom digital product**, to enable modularity and scalability.
- The platform is introduced to individuals during care or support interventions.
- The platform is self-directed, although the experience may be enhanced by support worker, family, or peer assistance.

Who do we help, and with who?

- Prioritize focusing on **supporting those near or at risk of homelessness first, followed by those newly homeless**.
- **Partner with a major BC service provider to operate the platform**, ideally one with deep connections and resources to operate the platform.

Where will we help?

- **Initial launch in Vancouver, before expanding to Victoria** and subsequently the remainder of British Columbia.

Key Risks of the Current Model

A summary of the key risks identified thus far are as follows. Given that each partner involved with the project will have different capabilities and concerns, it is likely that further risks will arise as partnership discussions progress.

Foundational Risks

ID	Description	Impact
1	The model assumes that the Life Intentions self-assessment will provide a meaningful self-affirming experience when delivered digitally.	It may require a frontline staff and potentially peers and / or family to assist in the administration of the self-assessment to gain the most value from it.
2	The model assumes that the existing database providers will be interested in partnering together for this project.	If database partners do not want to join, then an additional phase needs to be designed to develop the database.
3	The model assumes that a partner can be identified to operate in between the key stakeholders and manage the flow of data.	If the partner cannot manage the data for everyone objectively then the platform will have to be owned by a single partner and may lose its value if it becomes biased.
TBD through conversations with Partners		

Operational Risks

ID	Description	Impact
4	The initial development partner cannot sustain the project into the future, thereby making ongoing maintenance and sustainment more challenging.	The Life Intentions platform will need to identify a sustainment development partner, who will be able to maintain the application on an ongoing basis.
5	Adoption by users, families, and support workers and staff may be slow or insufficient.	The platform will not generate data or create value for end users, which may limit the platform's development.
6	Resources in the database may become stale or inaccurate over time.	If the database is inaccurate, the platform may fail as users cannot find value in the information provided.
7	Poor user experiences may deter uses from using the platform again.	If users are deterred from using the platform it will fail.
TBD through conversations with Partners		

Our pathway through a 'Business Model Canvas' to understand the Life Intentions App

<p>Key Stakeholders & Partners</p> <p><i>Who are our key stakeholders and partners?</i></p> <p><i>How do we develop a governance structure for the program?</i></p> 	<p>Key Resources</p> <p><i>What key resources does our value proposition require?</i></p>	<p>Value Proposition</p> <p><i>What value do we deliver to our participants?</i></p> 	<p>Type of Intervention</p> <p><i>What is the format of our program?</i></p> 	<p>Participant Segments</p> <p><i>For whom are we creating value?</i></p> <p><i>What are the participant archetypes?</i></p> 
<p>Impact Measures</p> <p><i>How will we measure our impact?</i></p> 		<p>Key Channels</p> <p><i>What channels exist to access and depart the program?</i></p> <p><i>What is the pathway into the program?</i></p> 	<p>Key Activities</p> <p><i>What key activities does our value proposition require?</i></p> <p><i>What is the participant journey throughout the program?</i></p> 	
<p>Cost Structure</p> <p><i>What are the most important costs inherent to our program model?</i></p> <p><i>How do they change as we scale up?</i></p> 	<p>Surplus</p> <p><i>What will we do with our profits?</i></p> 	<p>Revenue Structure</p> <p><i>What are our revenue sources?</i></p> <p><i>How do they change as we scale up?</i></p> 		

The first step is defining the value proposition

<p>Key Stakeholders & Partners</p> <p><i>Who are our key stakeholders and partners?</i></p> <p><i>How do we develop a governance structure for the program?</i></p> 	<p>Key Resources</p> <p><i>What key resources does our value proposition require?</i></p>	<p>Value Proposition</p> <p><i>What value do we deliver to our participants?</i></p> 	<p>Type of Intervention</p> <p><i>What is the format of our program?</i></p> 	<p>Target Segments</p> <p><i>For whom are we creating value?</i></p> <p><i>What are the participant archetypes?</i></p>
<p>Impact Measures</p> <p><i>How will we measure our impact?</i></p> 		<p>Key Channels</p> <p><i>What channels exist to access and depart the program?</i></p> <p><i>What is the pathway into the program?</i></p> 	<p>Key Activities</p> <p><i>What key activities does our value proposition require?</i></p> <p><i>What is the participant journey throughout the program?</i></p> 	
<p>Cost Structure</p> <p><i>What are the most important costs inherent to our program model?</i></p> <p><i>How do they change as we scale up?</i></p> 	<p>Surplus</p> <p><i>What will we do with our profits?</i></p> 	<p>Revenue Structure</p> <p><i>What are our revenue sources?</i></p> <p><i>How do they change as we scale up?</i></p> 		

Value Proposition

Currently, the knowledge of available resources is limited to personal networks and the capacity of an individual's support worker or case manager. Clients may receive a single, "one size fits all" solution that does not adequately address the uniqueness of the individual or their current situation. Furthermore, a closed system approach often reduces channels of support, promoting instability in the event a channel disbands. Right now, there is no one system that maps available services and opportunities available, and connects those to individuals based on their unique needs and preferences.

A decentralized system with closed/privatized access points makes it difficult for individuals to navigate and seek out support. It leaves our service providers to run inefficiently, hindering collaboration and ultimately promoting competition. Open access data on the other hand, with appropriate permissions and security, would permit both an individual's ability to send their data to a provider, as well as a provider's ability to access an individual's data to mine optimal resource and/or opportunity connections.

You see my glasses? I got them after the first interview. It only took a week after my appointment at the Downtown Eastside Eye Clinic to receive them!

The Application in 3 Steps

1

Vulnerable individuals will complete a Life Intentions self-assessment

The proposed application will give vulnerable individuals an opportunity to explore and identify their housing, health (including addiction), legal, education and employment intentions through an online portal.

The self-assessment may also have the added benefit of improving the users mental health and thus cognitive function by providing a means to create self affirmation in users.

2

Based on self-assessment response, individuals will be shown a customized list of relevant support services

The life intentions self-assessment will pare down options and ensure that the resources presented to the individual are a good fit, thereby improving resource awareness and likelihood of a positive first experience, both of which have been shown to be critical in supporting high resource utilization. Vulnerable individuals will also be able to self-identify for other Streetohome-led projects, including STEP, Homeward Bound, Recovery Community Centres, ARCH, Delancey Street Vancouver, and **WorkWithUs**.

3

As vulnerable individuals use the application, data will be collected to improve service delivery

Support workers will also be able to receive and update an individual's data when permission is given, and discover different options in the support services and opportunities database that may meet their client's intentions. They will also be able to access the goals that an individual has set, as well as an activity log of service access.

For example, individuals may be inclined to move to independent market or social housing and hesitate – not being aware of the Supporting Tenants, Enabling Pathways (STEP) initiative that provides financial and social support in moving to housing of one's choice.

Value Proposition Details and Key Questions

The proposed application offers two main value propositions: one to vulnerable individuals and their peers and families, and one to the service providers aiming to help them.

Vulnerable individuals will experience the following benefits:

- Assess their lives across five self-actualizing domains,
- Prioritize an intention and set a goal,
- Review personalized and best-fit solutions; and,
- Pursue a selected option.

Service providers will be able to access the data that the application collects in order to better understand the goals of vulnerable individuals, how best to support them, and ultimately benefit from having better matched individuals come for service. The data will enable service providers to operate smarter and more effectively, ultimately improving the efficiency of the system in the long run. Additionally, the application may save time for frontline staff, and help clear up clogs in the system by allowing vulnerable individuals to access the services they need quicker and more efficiently.

By using a digital platform, the proposed application will be modular and extensible, allowing for additional features to be built on top of the minimum viable product. As the product matures, more needs are identified, or new methods of targeting individuals arise, the product will have the capability to evolve.

Key Questions to Validate

- Will a tailored list improve service awareness and accessibility?
- Does the process of conducting a self-assessment through a digital application provide enough of a self-affirmation experience to be effective?
- Will vulnerable individuals need to create a profile if they wish to see their relevant services again?
- How will the proposed application handle privacy considerations of vulnerable individuals?
- What specific types of data/information will be most valuable to service providers?
- Beyond the minimum viable product, what additional features will be valuable to develop?
- What data will benefit consumers and service providers?

Defining the Key Activities informs the remainder of the factors

<p>Key Stakeholders & Partners</p> <p><i>Who are our key stakeholders and partners?</i></p> <p><i>How do we develop a governance structure for the program?</i></p> 	<p>Key Resources</p> <p><i>What key resources does our value proposition require?</i></p>	<p>Value Proposition</p> <p><i>What value do we deliver to our participants?</i></p> 	<p>Type of Intervention</p> <p><i>What is the format of our program?</i></p> 	<p>Target Segments</p> <p><i>For whom are we creating value?</i></p> <p><i>What are the participant archetypes?</i></p> 
<p>Impact Measures</p> <p><i>How will we measure our impact?</i></p> 		<p>Key Channels</p> <p><i>What channels exist to access and depart the program?</i></p> <p><i>What is the pathway into the program?</i></p> 	<p>Key Activities</p> <p><i>What key activities does our value proposition require?</i></p> <p><i>What is the participant journey throughout the program?</i></p> 	
<p>Cost Structure</p> <p><i>What are the most important costs inherent to our program model?</i></p> <p><i>How do they change as we scale up?</i></p> 		<p>Surplus</p> <p><i>What will we do with our profits?</i></p> 	<p>Revenue Structure</p> <p><i>What are our revenue sources?</i></p> <p><i>How do they change as we scale up?</i></p> 	

* Adapted from Social Business Model Canvas¹⁷

What: How the Life Intentions Platform Works

It is important to understand the roles and associated benefits that the current core features will provide within the Life Intentions platform and within the Canadian service ecosystem.

Life Intentions Self Assessment

The Life Intentions Self-Assessment forms the foundation of the Life Intentions platform and offers the greatest differentiating factor amongst those solutions existing on the market.

The self-assessment will provide benefits in three ways:

1. Broad high level needs assessment and prioritization.
2. Providing the relevant data required to filter the resource database in a meaningful way, and provide the desired end state of the user so that resources can be directed towards them.
3. Providing a self-affirming experience alongside brief motivational enhancement, to improve the odds that services are accessed.

Filtering Algorithm

The filtering algorithm is the brains of the Life Intentions platform, ultimately converting the data generated by the self-assessment into useful information in the form of a filtered resource list.

The algorithm will focus on matching resources to one's stated life intentions, limitations and preferences.

Targeted Resource List

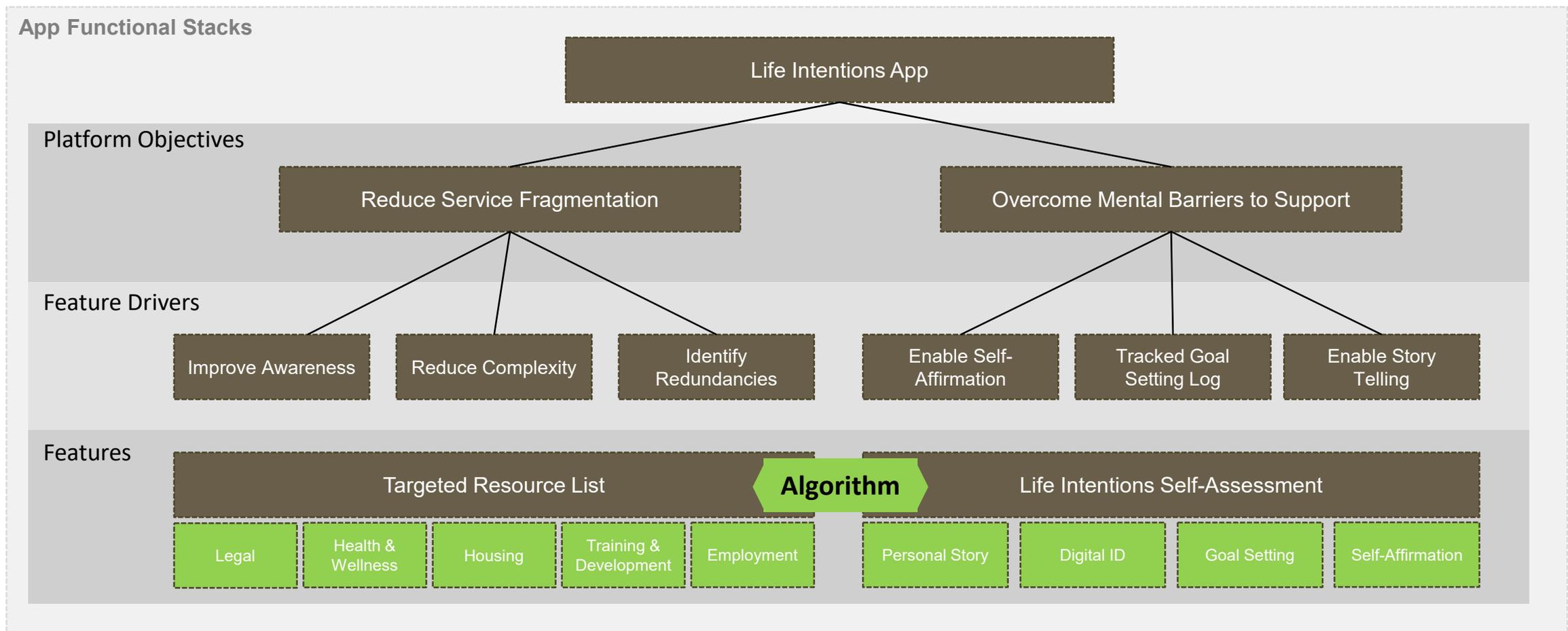
Based on their responses from the self-assessment, the resource list in the Life Intentions platform will be filtered down to provide a custom tailored list for each user.

For example, users who indicate that their objectives are to secure stable employment will be presented with employment information, training information, and other resources that would be beneficial to those on the job hunt.

The benefits of this feature would be providing the right users, with the right information, at the right time, to improve their usage of those services.

What: Envisioning the Life Intentions Platform

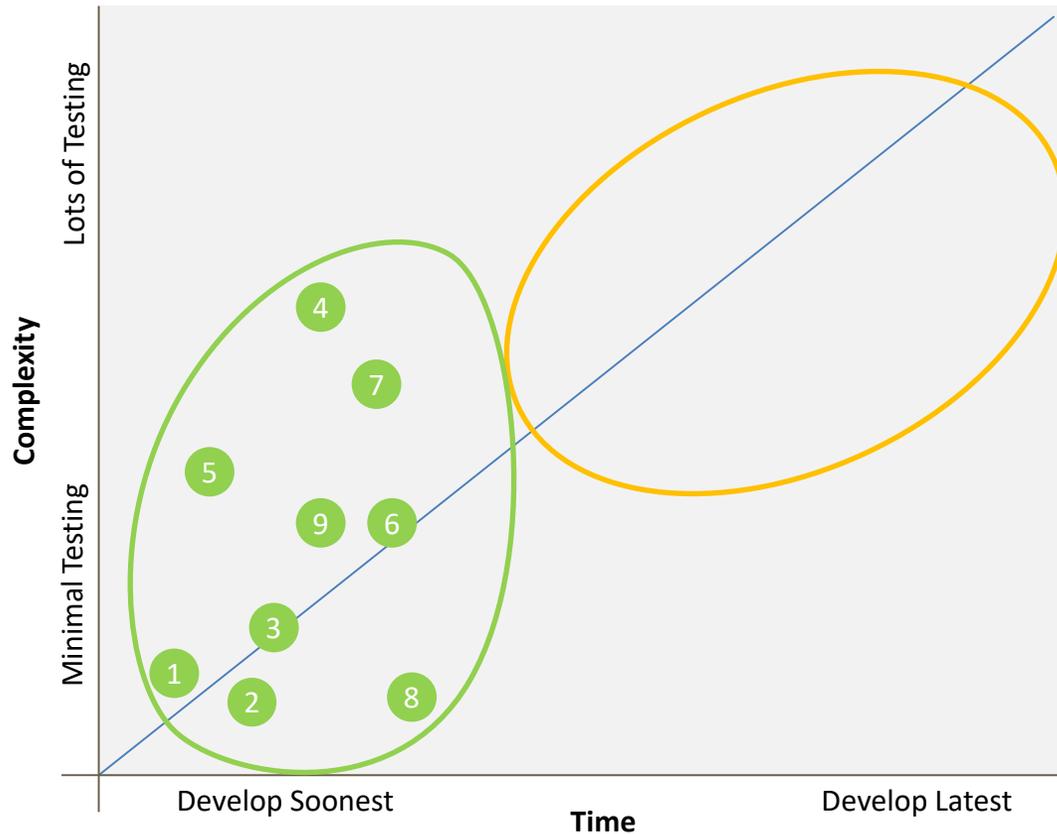
In order to address the core objectives of the Life Intentions platform, the current application model will focus on developing two core streams of functionality, tied together in the middle with a custom recommendation algorithm. Features can be modular and core ones selected initially and less critical factors added over time.



How: Proposed Feature List

Feature Development Map

The chart below illustrates the complexity and time to implementation of the various identified features of the Life Intentions platform. Complexity is defined as the need for multi-stakeholder input and testing requirements. Time is defined as the length of time it is estimated to technically develop the feature.



The chart to the left illustrates the current estimates of development complexity and timing based on the desired feature list set out by Streetohome. The basic features are defined at a high level below and potential additional features that will extend the platform beyond its minimum viable product are identified as well.

Minimum Viable Product

The minimum feature set required to bring the product to market.

Resource List	ID	Life Intentions self-assessment	ID
Resource Information	1	Life Intentions Self-Assessment	5
Geographic Map	2	Self-Affirmation Exercises	6
Public and User Resource Feed	3	User Profile	7
Service Recommendation Algorithm	4	Rules Based Access to Data	8
		Goal Setting / Activity Log	9

Possible Future Features | Year 3 and Beyond

- In-App motivational enhancement messaging
- Chat-Bot for in-app help
- Personal Story repository
- Comprehensive digital identity
- Communication system between service providers and vulnerable individuals
- Progress tracker for success and/or milestones
- User Analytics
- **TBD**

The Story

The Life Intentions platform is intended to roll out with a basic set of features, enabling users to access resources in a more targeted and tailored way. The objective of tailoring the resource list for users is to improve the targeting of resources, so that those in need find what they need at the right time.

Studies have shown that individuals who do not have positive experiences with support services are less likely to seek services in the future. The Life Intentions platform will improve this initial experience by providing well-suited and well-targeted resources.

Key Questions to Validate

- Will providing targeted resources to individuals improve the experience in receiving services?
- Are the features planned for the roll out the most valuable ones to test the core assumptions and ensure buy in from user segments?
- What features are required to evolve the project in the future?

Our pathway through a 'Business Model Canvas' to understand the Life Intentions App

<p>Key Stakeholders & Partners</p> <p><i>Who are our key stakeholders and partners?</i></p> <p><i>How do we develop a governance structure for the program?</i></p> 	<p>Key Resources</p> <p><i>What key resources does our value proposition require?</i></p>	<p>Value Proposition</p> <p><i>What value do we deliver to our participants?</i></p> 	<p>Type of Intervention</p> <p><i>What is the format of our program?</i></p> 	<p>Target Segments</p> <p><i>For whom are we creating value?</i></p> <p><i>What are the participant archetypes?</i></p>
<p>Impact Measures</p> <p><i>How will we measure our impact?</i></p> 		<p>Key Channels</p> <p><i>What channels exist to access and depart the program?</i></p> <p><i>What is the pathway into the program?</i></p> 	<p>Key Activities</p> <p><i>What key activities does our value proposition require?</i></p> <p><i>What is the participant journey throughout the program?</i></p> 	
<p>Cost Structure</p> <p><i>What are the most important costs inherent to our program model?</i></p> <p><i>How do they change as we scale up?</i></p> 	<p>Surplus</p> <p><i>What will we do with our profits?</i></p> 	<p>Revenue Structure</p> <p><i>What are our revenue sources?</i></p> <p><i>How do they change as we scale up?</i></p> 		

* Adapted from Social Business Model Canvas¹⁷

1. Primary focus

Those Near Homelessness



Rationale for targeting this segment

The best way to end homelessness is to prevent individuals from slipping into homelessness in the first place. Those at high risk for either entering homelessness or entering supportive housing/prison are the most likely to benefit from the resources presented by the Life Intentions platform.

Additionally, by preventing this population from entering homelessness, this group offers the greatest cost reduction to the system potential as their costs can be eliminated entirely. Bed visits can be skipped, as well as other uses of system resources, which will in turn support others to pursue their pathways out of homelessness.

2. Secondary focus

Transitional Homeless



Rationale for targeting this segment

Comprising the largest group of those experiencing homelessness in Canada, these individuals are typically the best resourced and most capable of the homeless population. These factors make them an ideal target for the Life Intentions platform, which aims to support individuals who have their basic needs met and are aiming to improve their lives with clear intentions.

Furthermore, reducing the duration of the homeless experience for these individuals will reduce the likelihood that they slip deeper into episodic or chronic homelessness. The quicker that these individuals can resume their preferred life path, the greater the return on current investments in homelessness supports.

Participant Segments Key Questions

The Story

The Life Intentions platform is intended to support those on the brink of homelessness, or those experiencing transient homelessness. These groups are the ones who have just been kicked out of their family home, or had fled to escape domestic violence. Often equipped with a cellphone or Internet skills, these individuals are at a higher likelihood than other more severely homeless to benefit from the platform.

By helping individuals from these groups back onto their feet quicker, the potential benefits are twofold. First, if the time spent homeless can be cut in half (from 42 days to 21 days for the transient homeless), the immediate savings to the homelessness ecosystem are significant. Second, when considering that the those who remain homeless longer are more likely to slip into more episodic or chronic forms of homelessness, the Life Intentions app can prevent further slippage from occurring.

Key Questions to Validate

- Are those on the brink of homelessness likely to access a service like this, and will it create the most value for these groups?
- Can transitional homeless and those on the brink of homelessness be targeted the same way or are their basic needs too different?

Our pathway through a 'Business Model Canvas' to understand the Life Intentions App

<p>Key Stakeholders & Partners</p> <p><i>Who are our key stakeholders and partners?</i></p> <p><i>How do we develop a governance structure for the program?</i></p> 	<p>Key Resources</p> <p><i>What key resources does our value proposition require?</i></p> 	<p>Value Proposition</p> <p><i>What value do we deliver to our participants?</i></p> 	<p>Type of Intervention</p> <p><i>What is the format of our program?</i></p> 	<p>Target Segments</p> <p><i>For whom are we creating value?</i></p> <p><i>What are the participant archetypes?</i></p> 
<p>Impact Measures</p> <p><i>How will we measure our impact?</i></p> 		<p>Key Channels</p> <p><i>What channels exist to access and depart the program?</i></p> <p><i>What is the pathway into the program?</i></p> 	<p>Key Activities</p> <p><i>What key activities does our value proposition require?</i></p> <p><i>What is the participant journey throughout the program?</i></p> 	
<p>Cost Structure</p> <p><i>What are the most important costs inherent to our program model?</i></p> <p><i>How do they change as we scale up?</i></p> 		<p>Surplus</p> <p><i>What will we do with our profits?</i></p> 		<p>Revenue Structure</p> <p><i>What are our revenue sources?</i></p> <p><i>How do they change as we scale up?</i></p> 

Partners: Criteria for Selecting Partners

Based on the proposed partnership model, the following criteria may be used to begin shortlisting partners for the project. Once partners have been shortlisted, it should follow that partnership agreements are formed and the platform is fully defined. The platform cannot be fully defined without meaningful collaboration and co-design between the three partnership groups.

Asset Owner / Project Manager

The Asset Owner / Project Manager is intended to play a key role in implementing the Life Intentions platform. At a high level, possible partners can be evaluated based on their:

Experience – Demonstrated experience successfully owning, operating, growing, and sustaining projects of a similar magnitude and scope.
Capability – Team with the support footprint, professional staff, regional knowledge, and technical capabilities to deliver this project.
Capacity – Ability to fund the development of the project in a sustainable manner and will not be over extended by supporting the project.
Stability – Large company with redundancy and ability to guarantee delivery of project and long term maintenance and support.
Values – Alignment with the values of Streetohome and the objectives of the Life Intentions platform.

Technology Partners

Technology partners may be evaluated based on their performance across the following categories:

Price – Low unit rates and/or total estimated budget for proposed scope of work. Intended to provide the platform for the free use of users once developed.
Experience – Demonstrated experience successfully delivering projects of a similar magnitude and scope.
Capability – Team with the technical capabilities to deliver this project.
Stability – Large company with redundancy and ability to guarantee delivery of project and long-term maintenance and support.
Agility – Ability to work in an agile and flexible manner to meet changing needs/requirements of the partners.
Values – Alignment with the values of Streetohome and the objectives of the Life Intentions platform. Comfortable with open source development philosophy.

Database Partners

Database partners may be evaluated based on their performance across the following categories:

Price – Costing, if there is any, to access the database of resources.
Flexibility – Willingness to enable customization of data assets and ability to work with the technology partner as new features are developed.
Capability – Team with the technical capabilities to deliver this project.
Stability – Ability of the firm to remain in business, as it will be central to the Life Intentions platform.
Values – Alignment with the values of Streetohome and the objectives of the Life Intentions platform. Comfortable with open source development philosophy.

The Story

The different partners will all interact with each other through the use of the platform. With ownership of the project and the data sitting with the Primary Partner or PP, (the project-managing, asset owner partner), other partners will have access to the data they require by working with the PP. The PP's role will be to steward the data and ensure that it remains objective and true to the core of the Life Intentions platform.

Acting as a central intermediary, the other partners will be able to access the data maintained by the PP as they require. For additional partners or service providers interested in accessing the data, basic data can be made available online. For deeper data access, applications can be made to the PP to access more.

Key Assumptions to Validate

- Will the identified partners be interested in a working model where a dedicated PP owns the project and the data moving forward?
- Will the partners be interested in running the project for the long run?
- Do risks emerge from outsourcing the database ownership to a third party?
- Are front line partners the ideal implementation path?
- How much complex data management (i.e. cleaning, maintaining, etc.) will the PP be required to undertake?
- Who will have access to which data, and to what degree?

Our pathway through a 'Business Model Canvas' to understand the Life Intentions App

<p>Key Stakeholders & Partners</p> <p><i>Who are our key stakeholders and partners?</i></p> <p><i>How do we develop a governance structure for the program?</i></p> 	<p>Key Resources</p> <p><i>What key resources does our value proposition require?</i></p> 	<p>Value Proposition</p> <p><i>What value do we deliver to our participants?</i></p> 	<p>Type of Intervention</p> <p><i>What is the format of our program?</i></p> 	<p>Target Segments</p> <p><i>For whom are we creating value?</i></p> <p><i>What are the participant archetypes?</i></p> 
<p>Impact Measures</p> <p><i>How will we measure our impact?</i></p> 		<p>Key Channels</p> <p><i>What channels exist to access and depart the program?</i></p> <p><i>What is the pathway into the program?</i></p> 	<p>Key Activities</p> <p><i>What key activities does our value proposition require?</i></p> <p><i>What is the participant journey throughout the program?</i></p> 	
<p>Cost Structure</p> <p><i>What are the most important costs inherent to our program model?</i></p> <p><i>How do they change as we scale up?</i></p> 		<p>Surplus</p> <p><i>What will we do with our profits?</i></p> 		<p>Revenue Structure</p> <p><i>What are our revenue sources?</i></p> <p><i>How do they change as we scale up?</i></p> 

How: Estimated Cost Structure Based on the Current Feature List

1. What are the app development & rollout costs?

There are two principal components to starting up the platform: the initial capital investment to develop the application and the necessary professional costs associated with raising awareness and driving adoption. After that, costs are borne as sustainment costs.

Platform Development: The platform may be developed in collaboration with a technology partner such as New Leaf Project. This is envisioned to take 30-40 weeks and includes proof-of-concept, user testing, core features development and launch, and preparing the platform for sustainment activities. New Leaf Project estimates app development costs to be \$90K, anticipating subsidies / discounts based on the non-profit nature of the platform. **Cost estimates have been confirmed with an objective third party technology developer.**

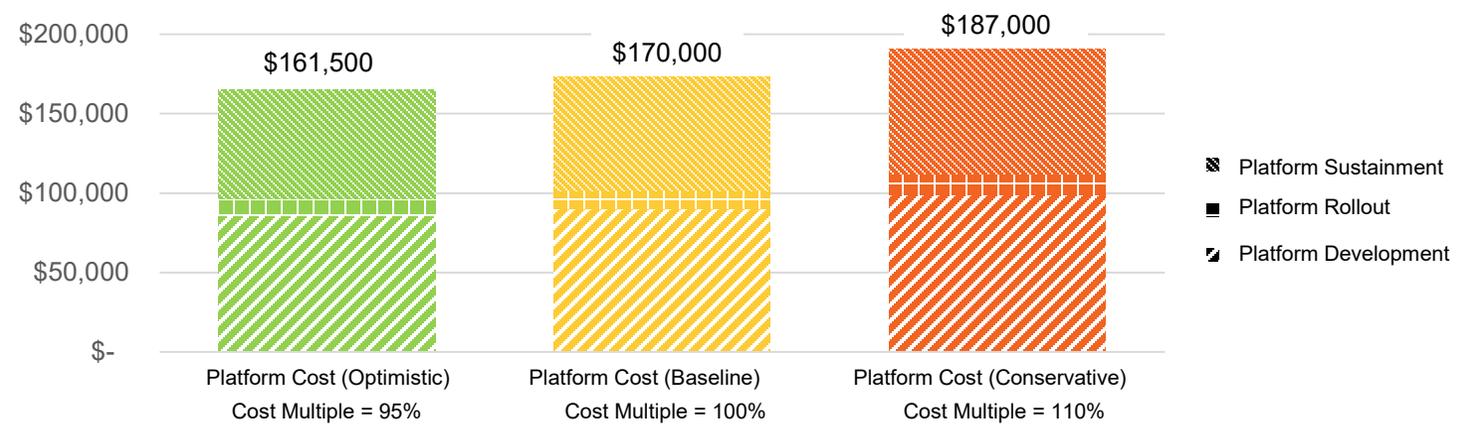
Platform Rollout: To encourage the adoption of this platform will require some advertisement and promotion (for awareness), as well as associated training. Advertisement and promotion will be largely associated with conversations with different service providers in the community. Training is envisioned to mirror that of the VAT system, which has been implemented to success by BC Housing.

2. What are the app sustainment costs?

Platform Sustainment: Subsequent to rollout, the platform will need updates, feature improvements, and fixes over time. Though web applications are generally easier than native apps (e.g., on Android or iPhone platforms) to maintain, a sustainment cost of 15% -20% of the platform development cost is expected.

Key Assumptions: Initial capital will be available through donations, in-kind arrangements, or other investment vehicles. If the platform is developed correctly, sustainment costs are expected to be minimal. Rollout costs will decrease to 0 after year 3.

Total 5 year approximated cost by scenario.



Breakdown of approximated baseline platform startup & sustainment costs.

	Year 1	Year 2	Year 3	Year 4	Year 5
Platform Development	\$90,000	\$0	\$0	\$0	\$0
Phase 1: Proof-of-Concept	\$10,000				
Phase 2: Minimum Acceptable Product	\$20,000				
Phase 3: Ramp-up to Full Production	\$45,000				
Phase 4: Preparing for Sustainment	\$15,000				
Platform Rollout	\$5,000	\$2,000	\$2,000	\$0	\$0
Platform Sustainment	\$0	\$18,000	\$18,000	\$18,000	\$18,000
Total	\$95,000	\$20,000	\$20,000	\$18,000	\$18,000

Funding and Cost Structure Key Questions

The Story

The costs of the app can be categorized into 1) development, 2) roll out and 3) sustainment. **Total 5-year costs are estimated to be between \$165K - \$190K.** Estimated costs have been confirmed to be within the realm of reasonable possibility with a 3rd party firm.

Funding could be through financial or in-kind donations. Potential funding partners include those in the public sector (e.g., province, municipality, etc.), private sector (e.g., TELUS), aligned nonprofits, and more.

Key Questions to Consider

- How many years of funding should be secured up front?
- What types of organizations will be interested in funding the app through financial donations? In-kind contributions?
- What will the funding agreements look like? Will there be any incentives for funding partners?
- What is the backup plan if a funding partner withdraws support?

Our pathway through a 'Business Model Canvas' to understand the Life Intentions App

<p>Key Stakeholders & Partners</p> <p><i>Who are our key stakeholders and partners?</i></p> <p><i>How do we develop a governance structure for the program?</i></p> 	<p>Key Resources</p> <p><i>What key resources does our value proposition require?</i></p>	<p>Value Proposition</p> <p><i>What value do we deliver to our participants?</i></p> 	<p>Type of Intervention</p> <p><i>What is the format of our program?</i></p> 	<p>Target Segments</p> <p><i>For whom are we creating value?</i></p> <p><i>What are the participant archetypes?</i></p> 
<p>Impact Measures</p> <p><i>How will we measure our impact?</i></p> 		<p>Key Channels</p> <p><i>What channels exist to access and depart the program?</i></p> <p><i>What is the pathway into the program?</i></p> 	<p>Key Activities</p> <p><i>What key activities does our value proposition require?</i></p> <p><i>What is the participant journey throughout the program?</i></p> 	
<p>Cost Structure</p> <p><i>What are the most important costs inherent to our program model?</i></p> <p><i>How do they change as we scale up?</i></p> 		<p>Surplus</p> <p><i>What will we do with our profits?</i></p> 		<p>Revenue Structure</p> <p><i>What are our revenue sources?</i></p> <p><i>How do they change as we scale up?</i></p> 

How: Impact Measures Based on the Current Feature List

1. How will outcomes be measured?

The application should be subject to a formalized approach that measures and evaluates the program outcomes over time. The detailed collection of this data can be facilitated partly through the application itself, and will help guide the identification of opportunities (e.g., new features) and gaps. Self-reporting logs are a potential channel through which we can understand achieved outcomes for users. There may also be independent studies aimed to measuring outcomes, though these may require external funding.

An evaluation framework is drafted (see right) and will be refined and validated upon project approval.

2. What are the expected outcomes?

Given the application aims to 1) empower the homeless population to set and achieve “life intentions” and 2) better connect them to relevant resources, expected economic impact could be measured through either cost avoidance or generated benefits. That is – what costs down the line are avoided by connecting them to the resources they need now? What benefits are realized?

Per year per person, some economic benefits are estimated at:

- 1) **\$18,250** in shelter cost savings (emergency shelter vs. SRO)
- 2) **\$9,643** in social assistance cost savings (unemployed vs. employed)
- 3) **\$4,978** in taxes (unemployed vs. employed at living wage)
- 4) **\$72,444** in total savings (episodic homeless vs. no longer needing system support)³⁰

These estimates do not reflect spillover benefits (e.g., an individual moving into a SRO frees up space for another individual to move from on the street into the emergency shelter).

Intermediate Outcomes

Increased likelihood of achieving set goals through motivational enhancement

Increased usage of resources available (housing, education, employment, legal, health, etc.)

Decreased service fragmentation

Personalized approach to homeless individual based on life intentions

Increased understanding of resource landscape (gaps, duplication)

Increase in taxable income

Government cost savings and avoidance

End Outcomes

Example End Outcome Indicators

Pathways out of Homelessness

- Achievement of self-defined goals
- Improvement in situation (housing, employment, health, etc.)
- Integration into mainstream society

Reallocation of Taxpayer Dollars

- Increase in resource usage rates
- Targeted programs for system gaps identified
- Reduction in healthcare spending
- Reduction in legal and justice costs
- Reduction in homeless service costs
- Generation of taxable income from long-term employment

- Community at Large
- Service providers
- Homeless population
- Vancouver citizens

Impact Measures Key Questions

The Story

As with other socially-inclined initiatives, it may be difficult to measure and quantify impact and outcomes.

Qualitative data should be collected where possible – case studies, anecdotes, etc.

Quantitative data can supplement the understanding of how effective the application is. One category of indicators may be interactions with the application (e.g., usage rates or goals achieved). Further downstream, there could be a study to estimate economic benefits to the system (e.g., through cost avoidance or increased tax income). The data may also be used to refine service providers' offerings.

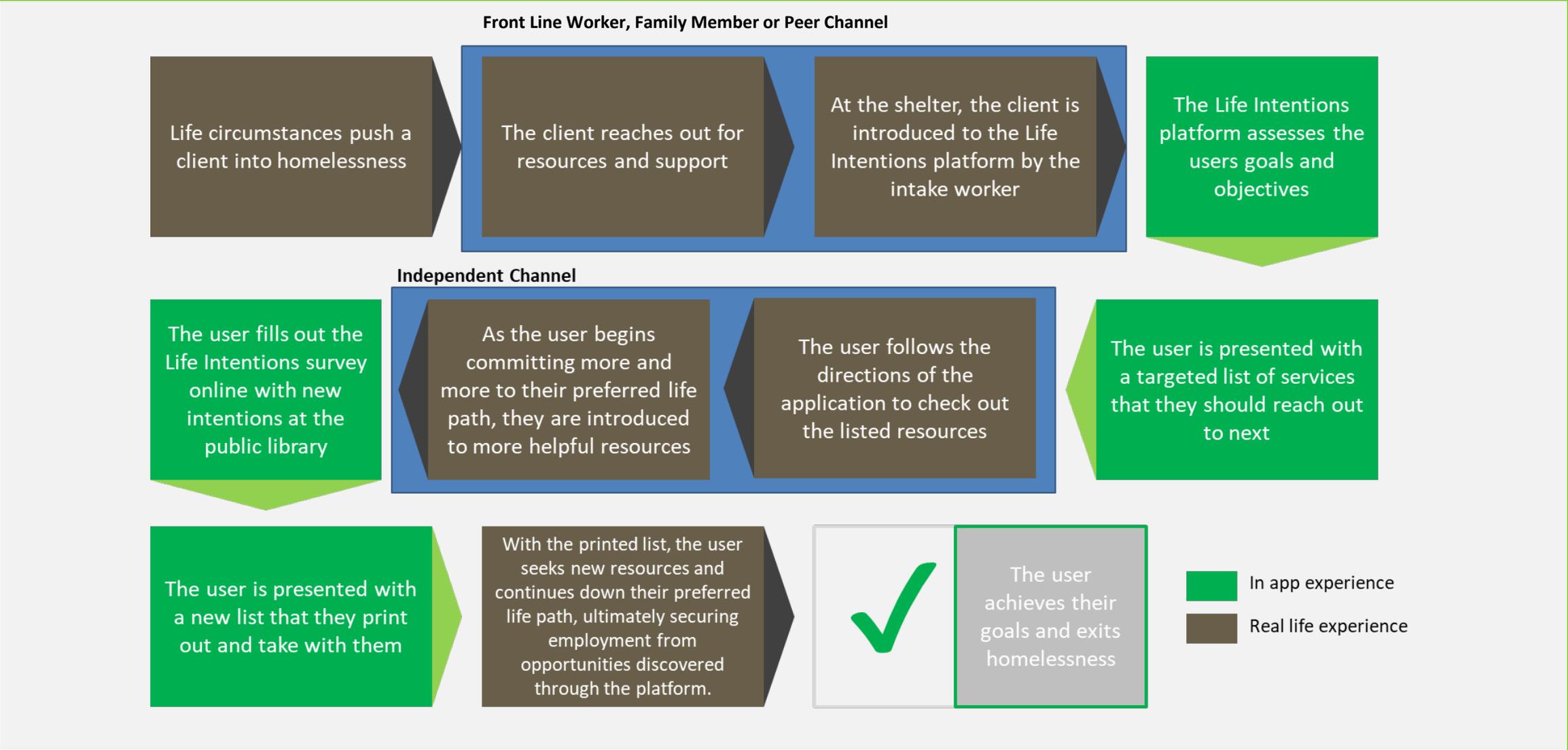
Key Questions to Consider

- How should the application be set up in order to facilitate the collection and measurement of outcomes (qualitative and quantitative)? How will we measure Smart Cities outcomes?
- How can we identify people who accessed resources as *a result of the application*?
- Who will be responsible for reporting on impacts and outcomes of the application?
 - E.g., self-reporting logs, independent studies

Our pathway through a 'Business Model Canvas' to understand the Life Intentions App

<p>Key Stakeholders & Partners</p> <p><i>Who are our key stakeholders and partners?</i></p> <p><i>How do we develop a governance structure for the program?</i></p> 	<p>Key Resources</p> <p><i>What key resources does our value proposition require?</i></p>	<p>Value Proposition</p> <p><i>What value do we deliver to our participants?</i></p> 	<p>Type of Intervention</p> <p><i>What is the format of our program?</i></p> 	<p>Target Segments</p> <p><i>For whom are we creating value?</i></p> <p><i>What are the participant archetypes?</i></p> 
<p>Impact Measures</p> <p><i>How will we measure our impact?</i></p> 		<p>Key Channels</p> <p><i>What channels exist to access and depart the program?</i></p> <p><i>What is the pathway into the program?</i></p> 	<p>Key Activities</p> <p><i>What key activities does our value proposition require?</i></p> <p><i>What is the participant journey throughout the program?</i></p> 	
<p>Cost Structure</p> <p><i>What are the most important costs inherent to our program model?</i></p> <p><i>How do they change as we scale up?</i></p> 		<p>Surplus</p> <p><i>What will we do with our profits?</i></p> 		<p>Revenue Structure</p> <p><i>What are our revenue sources?</i></p> <p><i>How do they change as we scale up?</i></p> 

* Adapted from Social Business Model Canvas¹⁷



The Story

The application must consider the channels of delivery through two angles: how to share information about relevant services to vulnerable individuals, and how to provide service providers with access to data that can improve their own service delivery.

To vulnerable individuals, the application can be delivered as a flexible web application accessible by both computers and mobile phones. The proposed Frontline Partners, peer leaders and families will work with vulnerable individuals to complete the Life Intentions self-assessment.

For service providers, they may access the application's data through a data portal, but the details of said portal (access rights, delivery, feature set) is to be determined.

Key Questions to Consider

- Who will be the Funding Partners for the application?
- What type of training is necessary to ensure Frontline Partners are making the most out of the application?
- Will Frontline Partners share information about the application to vulnerable individuals?
- Which service providers will have access to the application's data?
- What features are needed for a data access portal to be valuable for service providers?
- How will data access be managed?
- How will data be delivered to service providers?

1 Understanding the Challenge

2 The Proposal

3 Evaluating Best Practices

4 Defined Operating Model

5 Next Steps

Defining at a high level what the next steps for this project may be.

Suggested Next Steps

Confirm the assumptions currently driving the Life Intentions platform

The Life Intentions platform, its functions, its costs and benefits, and its required roles and partners have been defined to the best they can be at this stage.

The next steps of this project require further detailed research and analysis, primarily in further validating the platform and confirming partnership assumptions.

In undertaking these next steps, the key outstanding questions that must be answered include:

- Are the partnership roles and responsibilities appropriately defined?
- Is there willingness in the ecosystem to participate with the Life Intentions platform?
- Does the current model, including the feature list, address the needs as understood by the partners?
- Does the platform in its current design address the needs of and provide benefits to its users?

1

Validate the Platform

There are two streams recommended for validating the platform further.

First, roll out a paper model of the self affirmation self-assessment and combine it with a resource list to validate the value propositions of the platform.

Second, develop a version of the minimum viable product that will enable iterative testing in the hands of users.

2

Confirm Partnership Assumptions

Much of the analysis enclosed in this business case relies on assumptions of partnership roles and responsibilities.

In order to fully define the Life Intentions platform, it is recommended that these assumptions are validated with potential stakeholders that may fulfill the intended partnership roles.

3

Define Platform Outcomes

Confirm with initial users that benefits are being realized as intended. Expected benefits primarily arise from more rapid exits from homelessness and thus system cost avoidance.

Platform Validation: Recommended Approach

- 1**
Select a technology partner to develop the test case
The first stage to developing the Life Intentions platform is to select a technology partner to begin testing of a digital platform. This will help dispel assumptions made about the effectiveness of a digital platform to provide a self-affirming experience and provide concrete validation that the Life Intentions platform will be of value to those experiencing homelessness or are at risk of homelessness in Canada.
- 2**
Develop a paper version of the Life Intentions self-assessment and roll out across Vancouver
At the same time as the test case technology platform is being developed, roll out the expanded paper self-assessment (including brief motivational enhancement exercises, goal tracking and activity log) to continue testing the idea in a paper version.
- 3**
Begin testing digital platform and confirm feature list
Bring the developed digital test case to the market, leveraging Streetohome's existing relationships to introduce the platform to frontline staff and users.
- 4**
Collect data and analyze value
Collecting data from user experiences by means of self-assessment through frontline partners and monitoring application usage statistics, collect data and determine what adjustments to the model and feature list are required to add value for end users.
- 5**
Define final model and select development partner
Once data has been collected on the value and usage of the Life Intentions platform, define the final list of features for a minimum viable product. Working with the Asset Owner partner, the Technology partner, and the Database partner, generate a plan for developing the platform and execute on the plan.

Platform Validation: Developing the Test Case Approach

Suggested Milestones and Features for Developing the Test Case

Milestone 1: App design iteration and validation

- General App design (landing page, user management, admin interface etc...)
- Self-assessment UI/UX design
- Design review by stakeholder groups
- Wireframe design & implementation
- Wireframe testing & validation by selected users (ideally 10-30 users)

Milestone 2: App Implementation

- Implement the self-assessment questionnaire frontend by either:
 - Integrating with existing products such as Survey Monkey or Google form, if their capability is feasible for the UI/UX design (preferred option)
 - Custom build
- Implement general application features such as user signup/login, account management, basic administrative features such as viewing users, self-assessment results, basic analytics.
- Stakeholder testing and early user testing.

Milestone 3: Polish and Design

- Finishing touches for UI/UX and application development
- Database & Cloud Infrastructure setup
- Release to a larger group of early users for broader Proof of Concept testing
- Application & System Documentation

It is estimated that the above work can be completed in 3 weeks or so, but will depend on how quickly we can gain feedback from users/stakeholders at each step.

Developing the Test Case

New Leaf is suggested to develop the test case

Based on Streetohome's existing network and relationships, New Leaf Project (NLP) emerged as a partner for developing the proof of concept and is a strong front-runner for developing the full platform. NLP has a technology partner with a demonstrated track record of delivering on their commitment, who is willing to develop the Life Intentions proof of concept and work in an agile manner with the NLP Streetohome collaboration.

NLP contributed \$5000 to match Streetohome's contribution to proof of concept. The proposed Phase 1 scope of work (milestones 1, 2 and 3) appears to be quite good value for the price based on a third party appraisal (scope to be clarified).

NLP has voluntarily assumed the project management role and will continue to consult with Streetohome. New Leaf is also the asset owner temporarily. It is New Leaf Project's goal to create change in society by tackling innovative projects for social good, proving the concept, and embedding them in other established organizations that provide ongoing services.

Before brokering and leveraging significant investment in NLP's management of the full platform development and rollout, Streetohome should carefully consider whether NLP has the project management experience, capability, stability and sustainability to manage this project being a relatively new charitable organization in British Columbia. Streetohome may consider canvassing additional partners to see where a broader collaboration can mitigate any real or perceived risk.

New Leaf estimated scoring against evaluation criteria

	Min				Max
Price – Low unit rates and/or total estimated budget for proposed scope of work.	★	★	★	★	
Experience – Demonstrated experience successfully delivering projects of a similar magnitude and scope.	★				
Capability – Team with the technical capabilities to deliver this project.	★	★	★	★	
Stability – Large company with redundancy and ability to guarantee delivery of project and long term maintenance and support.	★				
Agility – Ability to work in an agile and flexible manner to meet changing needs/requirements of the partners.	★	★	★	★	★
Values – Alignment with the values of Streetohome and the objectives of the Life Intentions platform.	★	★	★	★	★

Partner Confirmation: Recommended Approach

1	Decide on the interim Project Manager / Asset Owner	<p>The project requires an owner to move forward. It is recommended that Streetohome consider project management / asset ownership prospects to drive the project forward further.</p>
2	Reach agreement in principle with Database Partner	<p>The backbone of the Life Intentions platform will be the database of services. A robust province-wide database (BC 211) is understood to exist, with existing funding from Province of BC, City of Vancouver and United Way. Duplication of this database from scratch would require significant effort/cost. The first logical step is to reach an agreement in principle with BC211 to integrate with their existing database. If such an agreement cannot be reached, Streetohome should consider whether agreements with other database partners (e.g. Linkvan.ca) would make sense, or whether this constitutes duplication/competition with BC 211. Streetohome should not consider developing a new database from scratch, and should focus on reaching an agreement to access an existing database through an API.</p>
3	Solicit Frontline / Funding Partner(s)	<p>As with any non-profit project, finding funding for the project is one of the first and limiting steps. Streetohome should approach potential Frontline / Funding Partner(s) with this business case to pitch the Life Intentions platform. It is expected that negotiations with the Frontline / Funding Partner(s) will drive the remaining decisions.</p>
4	Develop a proposed Data Governance Model	<p>The data collected is both one of the major value propositions and one of the major risks of the Life Intentions platform. A first priority for the Project Manager / Asset Owner in conjunction with the Database Partner and Funding Partner(s) should be to define and agree on a Data Governance Model that meets their objectives and legal requirements. This will include assigning a Data Trustee to manage the availability, usability, integrity and security of the data.</p>
5	Solicit Technology Partner / Contractor	<p>It is expected that there will be many capable and interested potential Technology Partners / Contractors for this project. Since the Technology Partners/Contractors best suited to implement this platform will be private corporations, the Project Manager should expect to pay fees for their services in line with industry norm. The Project Manager and the Frontline / Funding Partner(s) should consider a formal procurement process for the Technology Partner / Contractor.</p>

Partners: Criteria for Selecting Partners

Based on the proposed partnership model, the following criteria may be used to begin shortlisting partners for the project. Once partners have been shortlisted, it should follow that partnership agreements are formed and the platform is fully defined. The platform cannot be fully defined without meaningful collaboration and co-design between the three partnership groups.

Funding / Front Line Partners

The Funding / Front Line partner is intended to play a key role in implementing the Life Intentions platform. At a high level, possible partners can be evaluated based on their:

Experience – Demonstrated experience successfully owning, operating, growing, and sustaining projects of a similar magnitude and scope.
Capability – Team with the support footprint, professional staff, regional knowledge, and technical capabilities to deliver this project.
Capacity – Ability to fund the development of the project in a sustainable manner and will not be over extended by supporting the project. Availability of front line workers to engage with vulnerable individuals.
Stability – Large company with redundancy and ability to guarantee delivery of project and long term maintenance and support.
Values – Alignment with the values of Streetohome and the objectives of the Life Intentions platform.

Technology Partners

Technology partners may be evaluated based on their performance across the following categories:

Price – Low unit rates and/or total estimated budget for proposed scope of work. Intended to provide the platform for the free use of users once developed.
Experience – Demonstrated experience successfully delivering projects of a similar magnitude and scope.
Capability – Team with the technical capabilities to deliver this project.
Stability – Large company with redundancy and ability to guarantee delivery of project and long-term maintenance and support.
Agility – Ability to work in an agile and flexible manner to meet changing needs/requirements of the partners.
Values – Alignment with the values of Streetohome and the objectives of the Life Intentions platform. Comfortable with open source development philosophy.

Database Partners

Database partners may be evaluated based on their performance across the following categories:

Price – Costing, if there is any, to access the database of resources.
Flexibility – Willingness to enable customization of data assets and ability to work with the technology partner as new features are developed.
Capability – Team with the technical capabilities to deliver this project.
Stability – Ability of the firm to remain operational in the long term, as it will be central to the Life Intentions platform.
Values – Alignment with the values of Streetohome and the objectives of the Life Intentions platform. Comfortable with open source development philosophy.

Platform Outcomes: Recommended Approach

1	Initiate partner talks to determine evaluation criteria	Work closely with potential partners to determine what outcomes will define success for the Life Intentions platform. Based on these discussions, integrate the changes into the expanded paper version and prepare for roll out. During these talks, define roles, responsibilities and methods for capturing and analyzing this data with potential partners.
2	Roll out expanded paper life intentions platform	Rolling out the expanded paper version will capture more data about the usefulness of the Life Intentions platform and confirm some key assumptions. This phase can be completed alongside potential partners, to test how an operating model may function for the digital platform as well.
3	Analyze new data	Analyze the data from the expanded paper version and contrast against the success metrics identified by partners in Phase 1.
4	Report on new findings, iterate current application and operating model	Based on the analysis of Phase 3, report on the outcomes. These outcomes will define what features should be prioritized in the development of the application and what operating model changes may be required should the data support further development efforts.

Evaluating Platform Outcomes: Recommended Approach

Outcomes for the Life Intentions platform can be broken out into two distinct groups: Report Out KPIs, and Behavioral Change KPIs. Report Out KPIs are those metrics that measure the usage and penetration statistics of the platform. Behavioral Change KPIs measure whether the application is driving positive behavioral changes in its users.

Report Out KPIs Overview:

Report Out KPIs are routine to capture through the application, as the recording of these statistics is generally integrated into the platform design.

Examples of Report Out KPIs may include:

- Number of users
- Number of resource connections
- Number of service provider partners
- Number of goals achieved (unsure if we can accurately measure this)
- Time spent on app
- Returning users vs. unique visitors
- Click-through rates
- Penetration Rate
- Do people find it useful?
- Can potentially measure how many people are completing the exercises and questions

Behavioral Change KPIs Overview:

Behavioral Change KPIs are more challenging to track than Report Out KPIs, as they typically require a closer relationship with end users to capture the information.

Examples of Behavioral Change KPIs may include:

- Moving from a shelter bed to more stable housing
- Finding employment
- Accessing job training opportunities
- Accessing health care opportunities

To measure these KPIs, several techniques can be used:

- Content analyses can be used to compare app features with behavior change techniques.
- Usability testing can establish how well an app functions and serves its intended purpose for a target population.
- Observational studies can explore the association between use and behavioral outcomes.
- Efficacy testing can establish whether an app impacts an outcome of interest via a variety of study designs, including randomized trials, multiphase optimization studies, etc.

Key Risks of the Current Model

A summary of the key risks identified thus far are as follows. Given that each partner involved with the project will have different capabilities and concerns, it is likely that further risks will arise as partnership discussions progress.

Foundational Risks

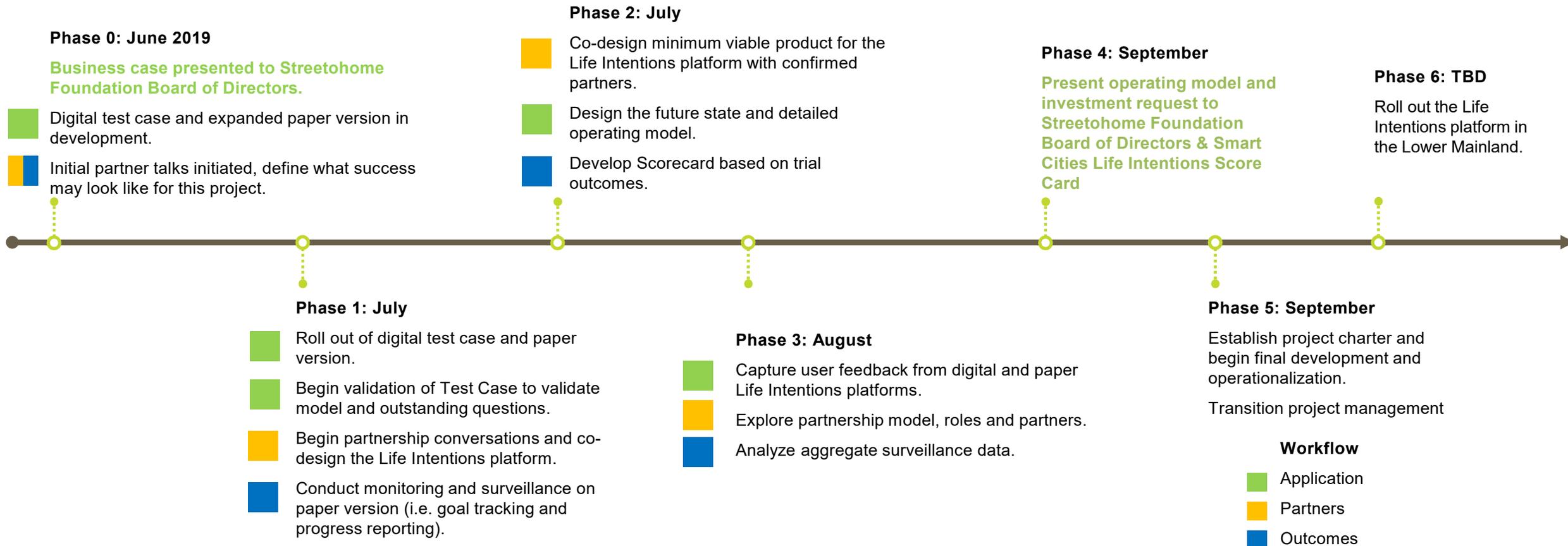
ID	Description	Impact
1	The model assumes that the Life Intentions self-assessment will provide a meaningful self-affirming experience when delivered digitally.	It may require a frontline staff and potentially peers and / or family to assist in the administration of the self-assessment to gain the most value from it.
2	The model assumes that the existing database providers will be interested in partnering together for this project.	If database partners do not want to join, then an additional phase needs to be designed to develop the database.
3	The model assumes that a partner can be identified to operate in between the key stakeholders and manage the flow of data.	If the partner cannot manage the data for everyone objectively then the platform will have to be owned by a single partner and may lose its value if it becomes biased.
TBD through conversations with Partners		

Operational Risks

ID	Description	Impact
4	The initial development partner cannot sustain the project into the future, thereby making ongoing maintenance and sustainment more challenging.	The Life Intentions platform will need to identify a sustainment development partner, who will be able to maintain the application on an ongoing basis.
5	Adoption by users, families, and support workers and staff may be slow or insufficient.	The platform will not generate data or create value for end users, which may limit the platform's development.
6	Resources in the database may become stale or inaccurate over time.	If the database is inaccurate, the platform may fail as users cannot find value in the information provided.
7	Poor user experiences may deter uses from using the platform again.	If users are deterred from using the platform it will fail.
TBD through conversations with Partners		

Suggested High Level Implementation Timeline

Based on the business plan approval occurring in Month 0, the following timeline provides a set of milestones that will lead to the application launching in Month 6. Any delays at the beginning of the timeline will push out the milestone and completion dates.



Citations

- 1) The United Nations. (1948.). Universal Declaration of Human Rights. <http://www.un.org/en/universal-declaration-human-rights/>
- 2) Gaetz, S. (2016.) The State of Homelessness in Canada. The Homeless Hub. https://homelesshub.ca/sites/default/files/SOHC16_final_20Oct2016.pdf
- 3) Latimer, E., et al. (2017.) "Costs of services for homeless people with mental illness in 5 Canadian cities: a large prospective follow-up study". CMAJOpen. <http://cmajopen.ca/content/5/3/E576.full.pdf+html?sid=9c8e03c6-9175-4985-85e6-ac34a83ac1e5>
- 4) Turner, A, & Krecsy, D. (2019). "Bringing It All Together: Integrating Services to Address Homelessness." University of Calgary. <https://www.policyschool.ca/wp-content/uploads/2019/01/Homelessness-Turner-Krecsy-final.pdf>
- 5) Gaetz, S. (2012.) "The Real Cost of Homelessness: Can we save money doing the right thing?". Canadian Homelessness Research Network. https://www.homelesshub.ca/sites/default/files/attachments/costofhomelessness_paper21092012.pdf
- 6) Gaetz, S., & O'Grady, B. (2009). Homelessness, incarceration and the challenge of effective discharge planning: A Canadian case. In J. D. Hulchanski, P. Campsie, S. Chau, S. Hwang, & E. Paradis (Eds.), Finding home: Policy options for addressing homelessness in Canada (chapter 7.3). Toronto: University of Toronto, Cities Centre. <http://www.homelesshub.ca/FindingHome>
- 7) City Spaces Consulting. (2011.) "Pathways Out of Homelessness". The City of Vancouver. https://www.homelesshub.ca/sites/default/files/attachments/Pathways%20Out%20of%20Homelessness_FinalReport_FINAL.pdf
- 8) BC211. (2019). <http://www.bc211.ca/>
- 9) Black, C., Gronda, H., (2011.) "Evidence for Improving Access to Services". https://www.ahuri.edu.au/_data/assets/pdf_file/0025/7279/SYN059_Evidence_for_improving_access_to_homelessness_services.pdf
- 10) KPMG. (2013.) "The Integration Imperative: Reshaping the Delivery of Human and Social Services". KPMG. <https://assets.kpmg/content/dam/kpmg/nz/pdf/October/integration-imperative-kpmg-nz.pdf>
- 11) LinkVan. (2019.) <https://www.linkvan.ca/>
- 12) Morgan, L., (2005.) "The Benefits and Drawbacks of Open Source Software". IFIP The International Federation for Information Processing.
- 13) Pompescu, A. (2019.) "This App Wants to Track Every Homeless Person in San Francisco" Bloomberg. <https://www.bloomberg.com/news/articles/2019-02-04/one-system-wants-to-track-every-homeless-person-in-san-francisco>
- 14) Rhoades, H., Wenzel, S., (2017.) "No Digital Divide? Technology Use Amongst the Homeless". Journal of Social Distress and the Homeless. https://www.researchgate.net/publication/315541163_No_digital_divide_Technology_use_among_homeless_adults
- 15) Eubanks, V., (2018.), "High Tech Homelessness". American Scientist. <https://www.americanscientist.org/article/high-tech-homelessness>
- 16) BC Non-Profit Housing Association. (2018.) "Report on Homelessness Counts in B.C.". http://hsa-bc.ca/wp-content/uploads/2018/12/Final.2018.Report.on_.Homeless.Counts.in_.B.C.V4.pdf
- 17) BC Non-Profit Housing Association. (2018.) "2017 Report on Homelessness in the Lower Mainland". https://stophomelessness.ca/wp-content/uploads/2017/10/2017-Report-on-Homelessness-In-The-Lower-Mainland_.pdf
- 18) Urban Matters CCC and the BC Non-Profit Housing Association. (2018.) "Homeless Count 2018". <https://vancouver.ca/files/cov/vancouver-homeless-count-2018-final-report.pdf>
- 19) BC211. (2019.) <http://www.bc211.ca/about/>
- 20) LinkVan. (2019.) <https://linkvan2.herokuapp.com/about>
- 21) HelpSeeker. (2019.) <https://helpseeker.org/>
- 22) Gaetz, S. (2016.) "The State of Homelessness in Canada". The Homeless Hub.
- 23) Statistics Canada. (2016.) "Census Profile, 2016 Census". <https://web.archive.org/web/20170211082223/http://www12.statcan.gc.ca/census-recensement/2016/dp-pd/prof/details/Page.cfm?Lang=E&Geo1=ER&Code1=5920&Geo2=PR&Code2=59&Data=Count&SearchText=British%20Columbia&SearchType=Begins&SearchPR=01&B1=All&GeoLevel=PR&GeoCode=59>
- 24) Wikipedia. (2019.) "Vancouver Coastal Health" https://en.wikipedia.org/wiki/Vancouver_Coastal_Health
- 25) Wikipedia. (2019.) "Lower Mainland". https://en.wikipedia.org/wiki/Lower_Mainland
- 26) Statistics Canada. (2016.), "Population and Dwelling Count Highlight Tables, 2016 Census". <https://www12.statcan.gc.ca/census-recensement/2016/dp-pd/ht-fst/pd-pl/Table.cfm?Lang=Eng&T=101&SR=1&S=3&O=D#IPopDwell>
- 27) Wikipedia. (2019.) "British Columbia" https://en.wikipedia.org/wiki/British_Columbia
- 28) Wikipedia. (2019.) "Vancouver" <https://en.wikipedia.org/wiki/Vancouver>
- 29) Hall, C., Zhao, J., & Shafir, E. (2013) "Self Affirmation Among the Poor: Cognitive and Behavioral Implications". Sage.
- 30) Atira Property Management Inc. (2017.), "Social Impact of Hiring Target Employee Group Individuals".