



greater victoria  
coalition to end  
homelessness  

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**hope has found a home**

## **Greater Victoria Coalition to End Homelessness**

### **Business Plan**

**2017/18**

**APPROVED**  
**March 20, 2017**

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## **The Coalition**

The Greater Victoria Coalition to End Homelessness Society (the Coalition) was formed as a society in 2008 with a mission to end homelessness in Greater Victoria. The Coalition consists of service organizations, non-profit societies, all levels of government, businesses, post-secondary institutions, the faith community, people with a lived experience of homelessness (past or present) and members of the general public. This diverse membership is referred to as Coalition Stakeholders.

The Coalition is the backbone organization dedicated to coordinating various dimensions and collaborators within a system-wide response to a range of issues related to homelessness. In doing this, the Coalition establishes the vision and strategy, supports coordinated activities, establishes shared measurement activities, builds public will, advances policy and mobilizes funding. This suite of activities is necessary in supporting a region-wide, coordinated response to homelessness and to ensuring this collective effort maintains momentum and results in maximum beneficial impact.

This work is supported through a Coalition operational and governance structure that focusses on community development through stakeholder engagement and support and includes a Board of Directors to provide governance and strategic direction and Coalition staff to provide management direction, operational execution and community support.

People with Lived Experience (PWLE) play a vital role throughout the Coalition in identifying priorities, sharing experiences to better understand the barriers to housing and gaps within the housing and clinical/social support system and supporting engagement activities.

## **Context**

The 2017/18 Coalition Business Plan is a companion piece to both the Coalition Strategic Plan 2016 – 2021 and supports the ongoing refinement to the Coalition Community Plan, published annually in September. This document outlines specific projects that will be undertaken in fiscal year 2017/18 that are in alignment with the Coalition Strategic Plan and have been identified as necessary by Coalition Stakeholders.

Community Development is typically understood as a process where members of a community come together to take collective action and generate solutions to common problems. The Coalition is positioned to effectively support this important undertaking through an asset-based community development approach whereby the Coalition will enhance its functioning as an organization committed to supporting stakeholders in assessing available resources, determining community capacity, coming together around common or critical issues and then collaboratively determining and assigning appropriate action. This means that at times, the Coalition may be at the forefront of an action or initiative and at other times, the organization itself may play a support role to an activity.

All of the projects outlined within this document will be undertaken with recognition that the following principles are important in support of building a strong, resilient community with sufficient capacity to address issues related to homelessness:

- Every stakeholder provides value: each stakeholder has something to contribute;
- Relationships build community: people and organizations must be connected;
- Stakeholders are at the centre: stakeholders are actors – not recipients – in process;
- Leaders involve others: board base of community action creates most strength;
- People and community care: challenge notions of apathy;
- Listen: decision should come from conversations where people are heard;
- Ask: seeking ideas is more sustainable than giving solutions;
- Inside-out organization: location community has control of process; and,
- Institutions serve the community: leaders should create opportunities for member involvement.

Coalition staff, stakeholders and the Board of Directors collectively ensure the deliverables contained herein are produced on time and on budget within their respective areas of responsibility.

## **Strategic Plan 2016 – 2021 Update**

At the Coalition's joint business planning session held on January 17, 2017, the Coalition Board of Directors, Steering Committee and Social Inclusion Advisory Committee Steering Committee reaffirmed the five strategic priorities for the Coalition. These include:

1. **Funding Effectiveness**
2. **System Effectiveness**
3. **Inclusiveness**
4. **Evidence-based Reporting**
5. **Building Capacity**

This Business Plan will align all defined activities under these five strategies to ensure the Coalition resources are focused on working toward the goals as outlined in the Strategic Plan.

## **Business Plan 2016/17 Update**

Before detailing the specific initiatives to be undertaken in 2017/18 it is necessary to review the status of projects described in the Coalition Business Plan 2016/17. Please see Appendix A for a full overview of the status of all outlined deliverables.

A critical metric to measure progress on the issue of homelessness is through looking at the number of individuals experiencing homelessness that have been supported in accessing and maintaining housing over the previous year.

The following housing target was set by the Coalition Board of Directors on June 28, 2016:

- A total of 50 individuals experiencing chronic homelessness housed and supported
  - 25 of these individuals from the Priority One list.
  - 25 of these individuals meeting the definition of chronic homelessness.

Between April 1, 2016 and March 20, 2017 it is reported that approximately 252 individuals<sup>1</sup> were able to access housing and are now currently supported. Of these 252 individuals:

- 170 individuals were housed at Johnson Street Manor.
- 82 individuals were housed through HPS funded projects in the community.
- 34 of these individuals were from the Priority One List.
- A high percentage of these individuals would meet the definition of chronically homeless.

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## Business Plan 2017-2018

### Strategy 1

**Funding Effectiveness** – Provide recommendations for the distribution of capital and health/social support resources based on identified community needs and priorities.

#### Objective

- To align funding stream around clear strategic priorities related to addressing chronic homelessness.

#### Projects

1. Community Plan – Coalition Staff with the support of the working groups will conduct an annual Community Planning process to be reviewed, supported and approved by the Steering Committee before being sent to the Coalition Board for approval and adoption.
  - A. Focus and align Homelessness Partnering Strategy resources along with those available through the Regional Housing First Program.
  - B. Identify community-based priorities to be considered for funding when resources become available through other programs and/or initiatives.

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<sup>1</sup> It is likely there were other individuals housed through programs that were not able to provide data for this report.

2. Homelessness Partnering Strategy – The Homelessness Partnering Strategy is a critical tool in the region to support system transformation and support service delivery. Coalition Staff with the support of stakeholders will continue to support the implementation of this program in the region.
  - A. Fulfill all responsibilities of the Community Advisory Board as set out under the Homelessness Partnering Strategy Terms and Conditions. This includes, where necessary, working to support annual Calls for Proposal under the Homelessness Partnering Strategy program and collaborating the Community Entity (CRD) to identify priorities.
  
3. Other Opportunities – As the landscape is rapidly changing with respect to homelessness intervention, Coalition staff will continue to identify additional or non-traditional funding opportunities/programs in support of Community Plan implementation.
  - A. Identify other or non-traditional opportunities for funding and/or program support.

**Outputs**

<b>Project</b>	<b>Deliverable</b>
Community Plan	1. Completion of Community Plan August 8, 2017. 2. Public release in September 19, 2017.
Homelessness Partnering Strategy	3. Release of annual Request for Proposal and recommendation of projects for funding.
Other Opportunities	4. No deliverable identified.

**Strategy 2**

**System Effectiveness** – Create the opportunity to develop a more effective health, social support and housing system for addressing chronic homelessness in the Capital Region.

**Objectives**

- To ensure housing and support service situation ‘of best fit’ for individuals in existing housing.
- To prevent those at-imminent-risk of homelessness from experiencing homelessness while also preventing evictions for those currently in supportive or supported housing.
- To identify opportunities for better system integration and effectiveness.
- To better connect individuals experiencing homelessness to the most appropriate housing and support service opportunity.

## Projects

1. Implementation of the Positive Housing and Support Movement (Flow) Project – Key to long-term success in addressing homelessness is ensuring every individual has access to a housing and support situation ‘of best fit’. In some instances, individuals in existing supportive housing may be suitable for more independent forms of housing and support if they were available. At the same time, individuals requiring or choosing a supportive housing program could then access this much-needed resource if a unit were to become available. Coalition Staff will work with a range of stakeholders including, but not limited to, the Aboriginal Coalition to End Homelessness, People with Lived Experience, housing and support service providers and funders, to implement the developed strategy to support positive movements for individuals experiencing homelessness.
  - A. Communicate out results of the project to inform stakeholders.
  - B. Engage housing and support service providers to identify potential clients.
  - C. Identify opportunities and begin to offer peer-based transition services to those wishing to participate.
  
2. Prevention – Without targeted and strategic efforts in the area of prevention, addressing chronic homelessness by itself will not be enough to ensure success. Coalition Staff will work with a range of stakeholders to support the implementation of specific prevention-focussed initiatives. In fiscal year 2017/18 there is one significant variable that remains unknown as of the time of writing. The Coalition has partnered with Pathways National on a proposal to the Government of Canada for a youth homelessness pilot project. If successful, the Youth Task Force will act as the project steering committee with staff support. If the proposal is unsuccessful, the Task Force will be focussed on enhancing the coordination of existing resources in support of youth experiencing homelessness.
  - A. Support the work of the Youth Task Force.
  - B. Work with stakeholders to implement the Housing Stability Policy.
  - C. Work with funders to identify the ongoing need levels for the Homelessness Prevention Fund and examine the sustainability of existing funding/activities.
  
3. System Integration and Effectiveness –Continuing to work on understanding the strengths, weaknesses and gaps across the health, social support and housing provision landscape is critical to enable ongoing system transformation. Coalition Staff will work with stakeholders to action specific items related to better system integration and effectiveness. Coalition staff plays a critical role in supporting community through system improvements. Additional capacity specific to project management is required to oversee a range of projects including, but not limited to, homelessness management information system development, peer housing support services, homelessness partnering strategy project review and support, monitoring and evaluation, community engagement and outreach.

- A. Hire Project Manager in support of system integration and effectiveness.
  - B. Action recommendations identified through the Regional Housing First Strategy and Outcomes Plan through development of Memorandum of Understanding with stakeholders.
  - C. Engage stakeholders to complete the Homelessness Management Information System.
  - D. Provide opportunities for training and technical assistance to stakeholders.
4. Coordinated Assessment and Access – An identified need across the homelessness intervention landscape is the enhanced coordination of client assessment and placement. Coalition Staff will work to support the development of a process that is fair, transparent, appropriate, outcomes-based and efficient.
- A. Support funding organizations in the potential implementation of an enhanced Coordinated Assessment and Access process.
  - B. Identify connections between Coordinated Assessment and Access and a homelessness management information system.

## Outputs

Project	Deliverable
Project Manager	1. Hire staff to oversee community development work in support of Priority 2.
Create Opportunities for Positive Housing and Support Movement (Flow)	2. Three pilot sites. 3. Five tenants engaged with transition plans developed.
Prevention	4. Youth Task Force. 5. MOU for Housing Stability Policy. 6. Homelessness Prevention Fund sustainability plan.
System Integration and Effectiveness	7. Implement Regional Housing First Strategy – Memorandum of Understanding. 8. Homelessness Management Information System program and implementation budget. 9. Host training and technical assistance activities.
Coordinated Assessment and Access	10. Tool/program for better coordination of assessment and access across health and housing – Specific output to be determined. 11. Support integration into Homelessness Management Information System project.

## Strategy 3

**Inclusiveness** – Support the advancement and engagement of Aboriginal Peoples, those with a lived experience of homelessness and community members/groups.



## Objectives

- To ensure Coalition capacity to support projects related to inclusiveness.
- To support efforts related to addressing Aboriginal homelessness.
- To support ongoing efforts related to Peer Housing Support Project.
- To create safe and inclusive discourse at all levels of the Coalition using common language.
- To better understand the capital and support service needs of individuals experiencing chronic homelessness to inform Community Plan recommendations.
- To have more effective communication across all Coalition stakeholders.
- To better engage community associations, organizations and other interested or relevant public stakeholders in support of homelessness interventions.
- To ensure people experiencing homelessness have access to crucial information to better support access to services.

## Projects

1. Coalition Engagement and Social Inclusion – Since the creation of the Social Inclusion Coordinator position in 2012, there have been a total of four different individuals in that role with three separate Executive Directors providing those staff with direction. This has not been a sustainable area of activity for the Coalition and requires a very careful rethink of how to best support and resource the role of People with Lived Experience in Coalition activities. This will focus on engaging people with lived experience through the Social Inclusion Advisory Committee to examine past and present projects/initiatives and assess the alignment with Coalition strategic direction. Until this work is completed through Q1, current Social Inclusion Advisory projects that are not outlined further in this Business Plan will be on hold.
  - A. Engage consultant to work with people with lived experiencing through the Social Inclusion Advisory Committee to review existing initiatives and map out prioritized activities moving forward. This will include more leadership opportunities to those participating on the Social Inclusion Advisory Committee and a Coalition Staff Support Model and Costing Framework.
  - B. Identify funding requirements to support engagement work.
  - C. Hire staff in accordance with the Coalition Staff Support Model provided funding requirements can be satisfied.
2. Aboriginal Coalition to End Homelessness (ACEH) – Specialized culturally appropriate interventions rooted in Aboriginal identity are needed to best support those individuals who self-identify as Aboriginal and are experiencing homelessness. Coalition Staff will work to support the continued development of the ACEH.

- A. Support the ACEH Mission, which is to “engage the Aboriginal Community, community organizations, government and non-governmental agencies, to work in partnership with each other and the broader community to lead and drive the commitment to end Aboriginal homelessness on Vancouver Island.”
  - B. Support the ACEH in transitioning to a more independent organization with charitable status.
3. Peer Support – the Social Inclusion Advisory Committee has been very clear in identifying a need for peer support programming in Greater Victoria. Coalition Staff will work with contracted parties to action Phase 2 of the Peer Housing Support Project.
- A. Recruit and train Peer Support Workers.
  - B. Identify peer participants.
  - C. Begin Peer Support Pilot.
  - D. Participant Feedback and project reporting.
  - E. Seek ongoing funding.
4. Language and Conduct Protocol – Coalition Staff will identify opportunities to ensure all Coalition tables and events are safe and inclusive for all individuals, including those with a lived experience of homelessness and those self-identifying as Aboriginal.
- Examine opportunities to implement Language and Conduct Protocol document through Coalition Policy Manual, Working Group Terms of Reference and other materials.
5. Engagement Framework and Toolkit – Coalition Staff will begin to implement the engagement framework and will make the toolkit available for use to stakeholders. This will provide for a better understanding of the needs of those experiencing chronic homelessness and will be included in the Community Plan.
- A. Implement Engagement Framework.
  - B. Make Toolkit available to stakeholders.
6. Internal Communication Plan – Coalition Staff will work with stakeholders to action the Internal Communications Implementation Plan. This will enhance the sharing of information, coordination of activities, help collectively address community challenges, solicit feedback and support ongoing engagement work. A key need identified through stakeholder engagement is better access to relevant information and a more effective coordination of messaging and activities. This will be supported through the development of a web-based Coalition Hub. To facilitate this, the existing website will be revised to contain more relevant, up-to-date information and will also include minutes of the various Working Group/Stakeholder Groups, processes for activities, methods of engagement, project updates and relevant community events.

- A. Action Implementation Plan.
  - B. Conduct annual review of plan outcomes.
  - C. Conduct annual survey of Coalition stakeholders.
  - D. Refine website to make it more accessible and ensure availability of Coalition-related information.
7. Outreach and Engagement – Coalition Staff will work with stakeholders to implement the Coalition Outreach and Engagement Strategy with a specific focus on activities linked to advancing the messages of Coalition stakeholders and building community support for projects and initiatives.
- A. Implement Outreach and Engagement Strategy.
8. Street Survival Guide – The peer designed Street Survival Guide Project requires ongoing review and distribution. A co-op student will be hired to work with the people with lived experience through the Social Inclusion Advisory Committee to conduct an annual review and distribution.
- A. Hire co-op student from September to December to support reprinting of the Street Survival Guide.
  - B. Review content for accuracy and relevance.
  - C. Revise Street Survival Guide for printing version with updates and revisions.
  - D. Print and distribute guide.

## Outputs

Project	Deliverable
Coalition Engagement and Social Inclusion	<ol style="list-style-type: none"> <li>1. People with Lived Experience engagement model.</li> <li>2. Identification of leadership opportunities and related description for members of the Social Inclusion Advisory Committee.</li> <li>3. Job description for Coalition Staff.</li> <li>4. Business Case and Budget for activities.</li> <li>5. Staff hired.</li> </ol>
Aboriginal Coalition to End Homelessness (ACEH)	<ol style="list-style-type: none"> <li>6. Continuance and increased independence of Aboriginal Coalition to End Homelessness.</li> </ol>
Peer Support	<ol style="list-style-type: none"> <li>7. Hire and train five peer coordinators.</li> <li>8. Begin pilot of Peer Housing Support Project.</li> <li>9. Report on implementation including successes, challenges, and opportunities for future development.</li> <li>10. Ongoing funding for activities.</li> </ol>

Language and Conduct Protocol	11. Reference of document in Coalition Policies and various Terms of Reference.
Engagement Framework	12. Inclusion of information from people with lived experience in Coalition Community Plan. 13. Toolkit available on Coalition Hub.
Internal Communication Plan	14. Survey of Coalition Stakeholders to monitor levels of connectivity across organization. 15. New/improved website.
Outreach and Engagement	16. Implement Outreach and Engagement Strategy - Specific actions to be determined.
Street Survival Guide	17. Co-op student hired. 18. One publication of guide.

## Strategy 4

**Evidence-based Reporting** – Support Coalition stakeholders in the development and implementation of evidence-based policy and program development and effective reporting on issues related to homelessness throughout the Capital Region and the systems effectiveness.

### Objectives

- To monitor system effectiveness and recommend improvements.
- To identify and incorporate best/promising practices where possible.
- To report out on the progress made annually.

### Projects

1. Ongoing Monitoring – Coalition Staff will work with stakeholders to continuously monitor the effectiveness of the homelessness intervention system. This will serve to identify success and areas for improvement to highlight through the Community Plan and planning process.
  - A. Monitor system effectiveness and feed input into Coalition Community Plan.
2. Best/Promising Practices – Coalition Staff will maintain a review of best/promising practices and policies for review and consideration at all working groups that is related to ongoing or upcoming activities.
  - A. Continue to research best/promising practices from other jurisdictions.
  - B. Identify opportunities for incorporation in Greater Victoria.

3. Data Gathering – Coalition Staff will work with stakeholders to gather system data in support of effective monitoring.
  - A. Work with stakeholders to implement a 2018 Point in Time Count.
  - B. Gather relevant data for inclusion in the Coalition Community Plan and Annual Report.
4. Tracking and Reporting – Coalition Staff will annually review and report on the community and system outcomes to the Steering Committee.
  - A. Conduct annual reporting on the homeless situation in Greater Victoria.

## Outputs

Project	Deliverable
Ongoing Monitoring	1. Recommendations in Community Plan.
Best/Promising Practices	2. No specific deliverable identified.
Data Gathering	3. 2018 Point in Time Count. 4. Data collection analysis and needs assessment.
Tracking and Reporting	5. Annual report on progress.

## Strategy 5

**Building Capacity** - Develop a Coalition staff to support stakeholders that: is efficient and open to growth; is able to build and leverage core competencies; is innovative and enterprising; enables and facilitates.

### Objective

- To best enhance the collective strengths of Coalition stakeholders through planning work, research, engagement and funding recommendations.

### Project

1. Organizational Culture – Foster a sense of collaborative community within Coalition staff and extending out to all Coalition stakeholders. This will be conducted under the direction of the Executive Director.
  - A. Review of Coalition Policy Manual and related documents.
  - B. Identify opportunities for teambuilding and shared learning.
  - C. Conduct annual performance reviews.
  - D. Support a collaborative work environment.
  - E. Identify and support activities related to professional development.

2. Annual General Meeting and Annual Report
  - A. Stage 1 – Begin identifying contents of Annual Report and prepare document outline. Approve Annual Report outline with the Steering Committee.
  - B. Stage 2 – AGM preparation to include: selecting location, speakers and other basic requirements. Complete first draft of Annual Report with the Steering Committee.
  - C. Stage 3 – Review Draft Annual Report with the Board of Directors.
  - D. Stage 4 – Print Annual Report and prepare final details of event.
  
3. Review Coalition Business Plan and Budget - For the Coalition to enter its next fiscal with plans in place there needs to be a review and update process involving the Board of Directors, Steering Committee and the Finance and Audit Committee.
  - A. Prepare quarterly budget updates for the Finance and Audit Committee.
  - B. Prepare updates on Business Plan and Budget ahead of the upcoming fiscal year. Business Plan is to be developed with input from stakeholders and the budget being developed with the support the Finance and Audit Committee.
  - C. Present final draft documents to the Board of Directors ahead of April 1, 2018.
  
4. Coalition Office Space Move – The Coalition has been notified that it will need to move office space in the 2017/18 fiscal year and has been offered a temporary location. The Coalition will examine the possibility of co-location with other similar organizations to establish a community impact location.
  - A. Move office space into temporary location when directed.
  - B. Examine possibility of co-location in support of establishing a long-term community impact location.
  
5. Secure Ongoing Funding – For the Coalition to continue addressing chronic homelessness, ongoing and reliable funding remains a critical issue. The Coalition Executive Director, with the support of staff, the Board of Directors, and Coalition stakeholders will work to ensure deliverables outlined in the Service Agreements are met to continue to demonstrate the value of the Coalition to those agencies.
  - A. Meet deliverables outlined in the Service Agreement with Island Health on time and on budget.
  - B. Meet deliverables outlined in the Service Agreement with the Capital Regional District on time and on budget.
  - C. Provide annual report to the City of Victoria in support of the ongoing funding commitment.
  - D. Explore other opportunities for funding and/or ongoing revenue.

## Outputs

Project	Deliverable
Staff Capacity	1. Review of Coalition Policy Manual and related documents.
Organizational Culture	2. No specific deliverable identified.
Annual General Meeting and Annual Report	3. Annual General Meeting. 4. Annual Report.
Review Coalition Business Plan and Budget.	5. Coalition Business Plan. 6. Coalition Budget.
Secure Ongoing Funding	7. Funding secured

## Housing Target

Through the work outlined in this Business Plan, the Coalition has established the following target to be measured and updated annually.

1. 110 individuals experiencing chronic homelessness housed and supported.
  - a. 49 of these individuals from the Priority One list.
  - b. 61 of these individuals meeting the definition of chronically homeless.

It is important these targets include a note that those individuals housed should reflect the proportional need in the community.

Progress made toward this target will be included in the 2018/19 Community Plan update as an indicator of success and will be incorporated into annual Business Plan to inform strategies and activities related to addressing chronic homelessness.

## Coalition Staffing

To ensure continued success of activities and to best enhance the strengths of Coalition stakeholders, it is critical to have the appropriate capacity.

This includes:

### Core Coalition Staff

1. Executive Director
2. Project Manager
3. Administrative Coordinator
4. Social Inclusion Coordinator

# Business Plan Project Schedule

<b>Strategy 1</b>	<b>Funding Effectiveness</b>	Quarter 1			Quarter 2			Quarter 3			Quarter 4		
Community Plan													
HPS													
Other													
<b>Strategy 2</b>	<b>System Effectiveness</b>	Quarter 1			Quarter 2			Quarter 3			Quarter 4		
Hire Project Manager													
Identify 3 Sites													
Engage 5 Tenants													
Youth Task Force													
MOU Housing Stability													
HPF Sustainability													
RHFS MOU													
HMIS													
Training and Technical Assistance													
Coordinated Assessment and Access													
Coordinated Assessment and Access into HMIS													
<b>Strategy 3</b>	<b>Inclusiveness</b>	Quarter 1			Quarter 2			Quarter 3			Quarter 4		
PWLE Engagement Model													
PWLE Leadership Opportunities													
SIC Job Description													
Engagement Business Case and Budget													
Hire SIC													
ACEH													
Train 5 Peer Coordinators													
Peer Housing Pilot													
Peer Housing Pilot Report													
Peer Housing Support Funding													
Include Language and Conduct in Policies and ToR													
Include information from PWLE in Community Plan													
Make Toolkit Available to Stakeholders													
Coalition Stakeholder Survey													
New /Improved Website													
Outreach and Engagement													
Hire Co-op Student													
Street Survival Guide Print													
<b>Strategy 4</b>	<b>Evidenced-Based Reporting</b>	Quarter 1			Quarter 2			Quarter 3			Quarter 4		
Recommendations in Community Plan													
Best/promising Practices													
2018 Point in Time Count													
Data Collection and Needs Assessment													
Annual Report													
<b>Strategy 5</b>	<b>Building Capacity</b>	Quarter 1			Quarter 2			Quarter 3			Quarter 4		
Review of Policy Manual													
Organizational Culture													
AGM and Annual Report													
Coalition Budget and Business Plan													
Ongoing Funding													





## APPENDIX A

### 2016 – 2017 Business Plan Project Update

#### Strategy 1

Project	Deliverable	Output
Community Plan	<ul style="list-style-type: none"> <li>Completion of Community Plan in August, 2016.</li> </ul>	<ul style="list-style-type: none"> <li>Complete</li> </ul>
Homelessness Partnering Strategy	<ul style="list-style-type: none"> <li>Release of annual Request for Proposal and recommendation of projects for funding.</li> </ul>	<ul style="list-style-type: none"> <li>On-going</li> </ul>
Other Opportunities	<ul style="list-style-type: none"> <li>No deliverable identified.</li> </ul>	<ul style="list-style-type: none"> <li>On-going</li> </ul>

#### Strategy 2

Project	Deliverable	Output
Priority Project Identification	<ul style="list-style-type: none"> <li>Review of PHPL.</li> </ul>	<ul style="list-style-type: none"> <li>Complete</li> </ul>
Create Opportunities for Positive Housing and Support Movement (Flow)	<ul style="list-style-type: none"> <li>Supportive housing resident survey.</li> <li>Survey framework.</li> </ul>	<ul style="list-style-type: none"> <li>Completed <b>April</b></li> <li>Completed <b>April</b></li> </ul>
Prevention	<ul style="list-style-type: none"> <li>Enhanced connection between social workers in hospital and those in-community.</li> <li>Eviction policy.</li> <li>One initiative specific to youth experiencing homelessness.</li> </ul>	<ul style="list-style-type: none"> <li>RHFS Strategy and Community Forum April 19, 2018.</li> <li>Completed <b>April</b></li> <li>Youth Pilot Submission &amp; Task Force Recommendation</li> </ul>
Landlord Liaison	<ul style="list-style-type: none"> <li>Pilot program report and recommendations.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing.</li> <li>Status Report April 18, 2018.</li> </ul>
System Integration and Effectiveness	<ul style="list-style-type: none"> <li>Process mapping report and recommendations.</li> <li>Outcomes-based Plan and recommendations.</li> </ul>	<ul style="list-style-type: none"> <li>Complete</li> <li>Completed <b>March</b></li> </ul>
Centralized Assessment and Access	<ul style="list-style-type: none"> <li>Tool/program for better coordination of assessment and access across health and housing.</li> </ul>	<ul style="list-style-type: none"> <li>On-going.</li> <li>Integration into HMIS November 30, 2018.</li> </ul>

### Strategy 3

Project	Deliverable	Output
Aboriginal Coalition to End Homelessness (ACEH)	<ul style="list-style-type: none"> <li>Continuance of Aboriginal Coalition to End Homelessness.</li> </ul>	<ul style="list-style-type: none"> <li>On-going</li> </ul>
Peer Support	<ul style="list-style-type: none"> <li>Establish peer support steering committee.</li> <li>Develop peer support program framework.</li> </ul>	<ul style="list-style-type: none"> <li>Complete</li> <li>Phase 1 Completed April 28, 2017.</li> </ul>
Language and Conduct Protocol	<ul style="list-style-type: none"> <li>Develop language and conduct protocol.</li> </ul>	<ul style="list-style-type: none"> <li>Complete</li> </ul>
Engagement Framework	<ul style="list-style-type: none"> <li>Engagement framework.</li> </ul>	<ul style="list-style-type: none"> <li>Completed <b>April</b></li> </ul>
Internal Communication Plan	<ul style="list-style-type: none"> <li>Communication plan.</li> </ul>	<ul style="list-style-type: none"> <li>Complete.</li> </ul>
Outreach and Engagement	<ul style="list-style-type: none"> <li>External Communication Plan</li> <li>Speakers Bureau.</li> </ul>	<ul style="list-style-type: none"> <li>Complete.</li> <li>On-going.</li> </ul>
Street Survival Guide	<ul style="list-style-type: none"> <li>One publication of guide.</li> </ul>	<ul style="list-style-type: none"> <li>Complete.</li> </ul>

### Strategy 4

Project	Deliverable	Output
Monitoring Framework	<ul style="list-style-type: none"> <li>Monitoring framework.</li> </ul>	<ul style="list-style-type: none"> <li>Completed <b>March</b></li> </ul>
Best/Promising Practices	<ul style="list-style-type: none"> <li>No specific deliverable identified.</li> </ul>	<ul style="list-style-type: none"> <li>N/A</li> </ul>
Data Gathering	<ul style="list-style-type: none"> <li>Data collection analysis and needs assessment.</li> </ul>	<ul style="list-style-type: none"> <li>Complete.</li> </ul>
Tracking and Reporting	<ul style="list-style-type: none"> <li>Annual report on progress.</li> </ul>	<ul style="list-style-type: none"> <li>Completed September 18, 2017.</li> </ul>

## Strategy 5

<b>Project</b>	<b>Deliverable</b>	<b>Output</b>
Staff Capacity	<ul style="list-style-type: none"> <li>No specific deliverable identified.</li> </ul>	<ul style="list-style-type: none"> <li>N/A</li> </ul>
Organizational Culture	<ul style="list-style-type: none"> <li>No specific deliverable identified.</li> </ul>	<ul style="list-style-type: none"> <li>N/A</li> </ul>
Annual General Meeting and Annual Report	<ul style="list-style-type: none"> <li>Annual General Meeting</li> <li>Annual Report</li> </ul>	<ul style="list-style-type: none"> <li>Complete.</li> <li>Complete.</li> </ul>
Review Coalition Business Plan and Budget.	<ul style="list-style-type: none"> <li>Coalition Business Plan.</li> <li>Coalition Budget.</li> </ul>	<ul style="list-style-type: none"> <li>Completed March 20, 2017.</li> <li>Completed March 20, 2017.</li> </ul>
Secure Ongoing Funding	<ul style="list-style-type: none"> <li>Funding secured</li> </ul>	<ul style="list-style-type: none"> <li>Long-term funding from City of Victoria.</li> <li>On-going</li> </ul>