greater victoria
coalition to end
homelessness

hope has found a home

Greater Victoria Coalition to End Homelessness

Business Plan

2016 – 2017

June 28th, 2016

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Introduction

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 providers, non-profit organizations, all levels of government, businesses, post-secondary institutions, the faith community, people with a lived experience of homelessness, and members of the community. This diverse membership is referred to as Coalition stakeholders.

To achieve the deliverables outlined in this Business Plan, Coalition stakeholders work together to ensure efforts are coordinated, integrated, effective, monitored and reported.

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

Context

The 2016/17 Coalition Business Plan is a companion piece to the Strategic Plan 2016 – 2021 and represents the specific projects that will be undertaken in fiscal year 2016/17. All of the projects described herein are directly related to the strategies outlined in the Strategic Plan and have been identified as necessary by Coalition Stakeholders.

Strategy 1

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

Objective

 A. To align funding streams around clear strategic priorities related to addressing chronic homelessness.

Projects

 A. <u>Community Plan</u> – The Coalition Executive Director with the support of all staff and 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.

  1. Homelessness Partnering Strategy
  2. Regional Housing First Program

 B. <u>Homelessness Partnering Strategy</u> – The Homelessness Partnering Strategy is a critical tool in the region to support system transformation and support service delivery. The Coalition Executive Director with the support of staff and Coalition stakeholders will continue to implement this program in the region.

  1. Fulfill all responsibilities of the Community Advisory Board as set out under the Homelessness Partnering Strategy Terms and Conditions. This includes working to support annual Calls for Proposal under the Homelessness Partnering Strategy program and collaborating the Community Entity (CRD) to identify priorities.

C. <u>Other Opportunities</u> – As the landscape is rapidly changing with respect to homelessness intervention, all Coalition staff will continue to identify additional or non-traditional funding opportunities/programs in support of Community Plan implementation.

   1. Identify other or non-traditional opportunities for funding and/or program support.

Outcomes

Project	Deliverable
Community Plan	• Completion of Community Plan in August, 2016.
Homelessness Partnering Strategy	• Release of annual Request for Proposal and recommendation of projects for funding.
Other Opportunities	• 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

   A. To examine the ongoing need for priority project identification moving forward.
   B. To ensure housing and support service situation 'of best fit' for individuals in existing housing.
   C. To prevent those at-imminent-risk of homelessness from experiencing homelessness.
   D. To prevent evictions for those currently in supportive or supported housing.
   E. To support and enable better access for individuals experiencing homelessness to rental housing.
   F. To identify opportunities for better system integration and effectiveness.
   G. To better connect individuals experiencing homelessness to the most appropriate housing and support service opportunity.

Projects

   A. <u>Support Coalition Stakeholders in the Creation of Opportunities for Positive Housing and Support Movement (Flow)</u> – 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 open up. The Community Development and Planning Coordinator will work in partnership with the Social Inclusion Coordinator and other stakeholders through the Steering Committee and working groups, specifically including the Aboriginal Coalition to End Homelessness and People with Lived Experience, to establish a strategy supporting positive movements for individuals experiencing homelessness.

   1. Develop an engagement model for providers of supportive/supported housing.
   2. Create a framework for implementation of the survey.

B. <u>Prevention</u> – Without targeted and strategic efforts in the area of prevention, addressing chronic homelessness by itself will not be enough to ensure success. The Community Development and Planning Coordinator, working with the System Improvement Working Group will support Coalition stakeholders in identifying and implementing initiatives that better prevent or mitigate eviction events. This includes a specific focus on discharge from correction and hospital facilities in addition to rapid re-housing.

1. Minimize hospital and correctional facility discharges into homelessness.
2. Minimize housing evictions for individuals residing in supportive/supported housing through the development of an Eviction Policy including a focus on rapid re-housing.
3. Examine and action "high return" recommendations relating to youth homelessness specifically focusing on those youth aging out of care.

C. <u>Landlord Liaison</u> – Access to rental housing is critical piece of a multi-pronged strategy in addressing chronic homelessness and landlord liaison activities are instrumental in building the relationships with landlords and property managers necessary to support access to housing. The Community Development and Planning Coordinator, working in collaboration with the System Improvement Working Group will continue to support ongoing developments related to better landlord liaison services.

1. Support a 1-year pilot program on landlord liaison services.
2. Compile a report and make a series of recommendations related to program success and challenges following one year of pilot operation.
3. Support the creation of an information sharing event with Landlord BC.

D. <u>System Integration and Effectiveness</u> – Understanding the journey of an individual as they access services across the homelessness intervention landscape provides foundational perspective on the strengths, weaknesses and gaps across the health, social support and housing system. With the support of the System Improvement Working Group and under the direction of the Steering Committee, the Community Development and Planning Coordinator will support efforts related to a better system understanding.

1. Support Process Mapping – An Individual's Journey.
2. Support outcomes-based community development planning to inform Phase II of the Community Plan.

E. <u>Centralized Assessment and Access</u> – An identified need across the homelessness intervention landscape is the enhanced coordination of client assessment and placement recommendation. The Community Development and Planning Coordinator will engage stakeholders to support the development of a process is fair, transparent, appropriate, outcomes-based and efficient.

Activities could include:

1. Complete the review of quality improvement recommendations related to Centralized Access to Supported Housing.
2. Work with stakeholders to implement key recommendations.

Outcomes

Project	Deliverable
Priority Project Identification	• Review of PHPL.
Create Opportunities for Positive Housing and Support Movement (Flow)	• Supportive housing resident survey. • Survey framework.
Prevention	• Enhanced connection between social workers in hospital and those in-community. • Eviction policy. • One initiative specific to youth experiencing homelessness.
Landlord Liaison	• Pilot program report and recommendations.
System Integration and Effectiveness	• Process mapping report and recommendations. • Outcomes-based community development report and recommendations.
Centralized Assessment and Access	• Tool/program for better coordination of assessment and access across health and housing.

Strategy 3

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

Objectives

A. To support efforts related to addressing Aboriginal homelessness.
B. To identify opportunities for peer support programming in supportive/supported housing.
C. To create safe and inclusive discourse at all levels of the Coalition using common language.
D. To better understand the capital and support service needs of individuals experiencing chronic homelessness to inform Community Plan recommendations.
E. To have more effective communication across all Coalition stakeholders.
F. To better engage community associations, organizations and other interested or relevant public stakeholders in support of homelessness interventions.

Projects

A. <u>Aboriginal Coalition to End Homelessness (ACEH)</u> – Specialized culturally appropriate interventions rooted in Aboriginal identity are needed to best support those individuals experiencing homelessness. All Coalition staff through the Coalition Executive Director will work to support the continued development of the ACEH.

1. 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. <u>Peer Support</u> – the Social Inclusion Advisory Committee has been very clear in identifying a need for peer support programming in Greater Victoria. The Social Inclusion Coordinator, with the support of the People with Lived Experience Working Group, will develop a framework for peer support and identify opportunities for implementation.

   1. Develop a peer support program framework to support individuals transitioning from homelessness into housing and supporting continued stability.
   2. Develop a peer support program framework to support individuals transitioning from supportive housing into more independent housing and supporting continued stability.

C. <u>Language and Conduct Protocol</u> – The Social Inclusion Coordinator, working with the People with Lived Experience Working Group and the Aboriginal Coalition to End Homelessness, 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.

   1. Develop a Language and Conduct Protocol.

D. <u>Engagement Framework and Toolkit</u> – The Social Inclusion Coordinator and the Community Development and Planning Coordinator will collaborate on the development of a framework and engagement strategy to identify the capital and support service needs of those experiencing chronic homelessness. This will include the engagement of a range of stakeholders and working groups, including the Aboriginal Coalition to End Homelessness. The outcomes of this work will inform the Community Plan.

   1. Develop a framework, toolkit and timeline to engage individuals experiencing chronic homelessness.

E. <u>Internal Communication Plan</u> – The Civic Engagement and Communications Coordinator working with the support of the Community Engagement and Communication Working Group, will work to enable better communication across all Coalition stakeholders. This will enhance the sharing of information, coordination of activities, help collectively address community challenges, solicit feedback and support ongoing engagement work.

   1. Develop a framework for better stakeholder communications.
   2. Implement framework.

F. <u>Outreach and Engagement</u> – The Social Inclusion Coordinator and the Civic Engagement and Communications Coordinator, working closely with the Community Engagement and Communication Working Group, People with Lived Experience Working Group and the Community Development and Planning Coordinator will establish a strategy for targeted outreach and communications activities linked to advancing the messages of Coalition stakeholders and building community support for projects and initiatives.

   1. Identify opportunities for targeted outreach.
   2. Develop materials to support outreach strategy.
   3. Continue to support the Speakers Bureau.

G. <u>Street Survival Guide</u> – The peer designed Street Survival Guide Project requires ongoing review and distribution. The Social Inclusion Coordinator working with the People with Lived Experience Working Group will conduct an annual review and distribution.

    1. Review content for accuracy and relevance.
    2. Revise Street Survival Guide for printing version with updates and revisions.
    3. Print and distribute guide.

Outcomes

Project	Deliverable
Aboriginal Coalition to End Homelessness (ACEH)	• Continuance of Aboriginal Coalition to End Homelessness.
Peer Support	• Establish peer support steering committee. • Develop peer support program framework.
Language and Conduct Protocol	• Develop language and conduct protocol.
Engagement Framework	• Engagement framework.
Internal Communication Plan	• Communication plan.
Outreach and Engagement	• Speakers Bureau.
Street Survival Guide	• 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

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

Projects

A. <u>Monitoring Framework</u> – The Community Development and Planning Coordinator and the Social Inclusion Coordinator, working closely with the Monitoring, Evaluation Working Group and the People with Lived Experience Working Group will support the creation of a monitoring framework. This will serve to identify success and areas for improvement to highlight through the Community Plan and planning process. This will be closely connected to the outcome-based community development work.

    1. Establish shared, community-wide outcomes to measure success.
    2. Create a system-wide monitoring framework and feedback loop.

B. <u>Best/Promising Practices</u> – The Community Development and Planning Coordinator, the Civic Engagement and Communication Coordinator and the Social Inclusion Coordinator 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.

1. Continue to research best/promising practices from other jurisdictions.
2. Identify opportunities for incorporation in Greater Victoria.

C. <u>Data Gathering</u> – The Community Development and Planning Coordinator, working with the Monitoring and Evaluation Working Group will undertake an analysis of the data needs to ensure effective tracking and reporting and identify a system for regional rollout starting next fiscal year.

1. Engage community stakeholders to identify community data needs and recommend program/framework to gather necessary data.

D. <u>Tracking and Reporting</u> – The Community Development and Planning Coordinator with the support of the Monitoring and Evaluation Working Group will annually review and report on the community and system outcomes to the Steering Committee.

1. Conduct annual reporting on the homeless situation in Greater Victoria.

Outcomes

Project	Deliverable
Monitoring Framework	• Monitoring framework.
Best/Promising Practices	• No specific deliverable identified.
Data Gathering	• Data collection analysis and needs assessment.
Tracking and Reporting	• 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

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

Project

A. <u>Staff Capacity</u> - Increase staff capacity to undertake work identified through the Strategic Plan and Business Plan. This will be conducted under the direction of the Executive Director with the support and potential input of Steering Committee.

1. Identify community needs.
      i. Community Development and Planning Coordinator.
      ii. Civic Engagement and Communication Coordinator.
2. Hire individuals with appropriate skill sets.

B. 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.

1. Identify opportunities for teambuilding and shared learning.
2. Conduct annual performance reviews.
3. Support a collaborative work environment.
4. Identify and support activities related to professional development.

C. Annual General Meeting and Annual Report

1. Stage 1 – Begin identifying contents of Annual Report and prepare document outline. Approve Annual Report outline with the Steering Committee.
2. Stage 2 – AGM preparation to include: selecting location, speakers and other basic requirements. Complete first draft of Annual Report with the Steering Committee.
3. Stage 3 – Review Draft Annual Report with the Board of Directors.
4. Stage 4 – Print Annual Report and prepare final details of event.

D. 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.

1. Prepare quarterly budget updates for the Finance and Audit Committee.
2. Prepare updates on all three documents and review with the Board of Directors at November meeting. Get guidance on amendments, changes and priorities to prepare a rolling annual business plan. Subsequently conduct similar reviews of the business plan and Coalition Community Plan with the Steering Committee, and the budget with Finance and Audit Committee.
3. Prepare draft updates of the three documents and review these first with the committees and then with the Board of Directors in late January.
4. Prepare final documents based on feedback and review the Business Plan with Steering Committee and budget with the Finance and Audit Committee in February.

E. 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.

1. Meet deliverables outlined in the Service Agreement with Island Health on time and on budget.
2. Meet deliverables outlined in the Service Agreement with the Capital Regional District on time and on budget.
3. Work with the City of Victoria to secure ongoing funding through a demonstration of value to the community.
4. Explore other opportunities for funding and/or ongoing revenue.

Outcomes

Project	Deliverable
Staff Capacity	1. No specific deliverable identified.
Organizational Culture	1. No specific deliverable identified.
Annual General Meeting and Annual Report	1. Annual General Meeting 2. Annual Report
Review Coalition Business Plan and Budget.	1. Coalition Business Plan. 2. Coalition Budget.
Secure Ongoing Funding	1. 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.

    A. 50 individuals experiencing chronic homelessness housed and supported.
        1. 25 of these individuals from the Priority One list.
        2. 25 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 2017/18 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

- Executive Director
- Administrative Coordinator
- Social Inclusion Coordinator

Auxiliary Staff

- Civic Engagement and Communication Coordinator (0.5 contract position shared with compatible non-profit).
- Community Development and Planning Coordinator (8-9 month contract position connected to specific deliverables as identified in the Business Plan).

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Greater Victoria Coalition to End Homelessness
Business Plan Timeline 2016 - 2017

			2016/17										
			April	May	June	July	August	September	October	November	December	January	February	March
			8 15 22 29	6 13 20 27	3 10 17 24	1 8 15 22 29	5 12 19 26	2 9 16 23 39	7 14 21 28	4 11 18 25	2 9 16 23 30	6 13 20 27	3 10 17 24	3 10 17 24 31

PLANNING

Strategy 1 — **Funding Effectiveness** - Provide recommendations for the distribution of capital and health/social support resources based on identified community needs and priorities.
- Community Plan
- Capital & Support Recommendations
- Homelessness Partnering Strategy
- Other

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.
- Positive Movement
- Prevention
- Landlord Liaison
- System Integration and Effectiveness
- Centralized Assessment and Access

Strategy 3 — **Inclusiveness** - Support the advancement and engagement of Aboriginal Peoples, those with a lived experience of homelessness and community members/groups.
- Aboriginal Coalition to End Homelessness
- Peer Support
- Language and Conduct Protocol
- Engagement Framework & Toolkit
- Internal Communication Plan
- Outreach and Engagement
- Street Survival Guide

Strategy 4 — **Evidenced-Based Reporting -** Support Coalition stakeholders in the development and implementation of evidenced-based policy and program development and effective reporting on issues related to homelessness in the Capital Region and systems effectiveness.
- Monitoring Framework
- Best/Promising Practices
- Data Gathering
- Tracking and Reporting

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.
- Staff Capacity
- Organizational Culture
- Annual General Meeting and Annual Report
- Coalition Business Plan and Budget
- Secure Ongoing Funding

APPROVED by Coalition Steering Committee - June 21, 2016
APPROVED by Coalition Board of Directors - June 28, 2016