



greater victoria
coalition to end
homelessness

hope has found a home

Greater Victoria Coalition to End Homelessness

Strategic Plan

2016 – 2021

June 28th, 2016

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Executive Summary

Vision

A Region Without Homelessness

Mission

1. To ensure appropriate solutions are in place to serve those individuals experiencing chronic homelessness in the Capital Region.
2. To ensure all people facing homelessness in the Capital Region have access to safe, affordable, appropriate, long-term housing.

Goals

1. To have appropriate solutions in place by 2017 for all individuals experiencing chronic homelessness with additional or other support needs as identified by the Priority One Task Force.
2. To have appropriate solutions in place by 2021 for all individuals experiencing chronic homelessness.

Strategies 2016 - 2021

To successfully achieve its mission and goals, the Coalition has identified the following 5 strategies:

1. **Funding Effectiveness** - Provide recommendations for the distribution of capital and health/social support resources based on identified community needs and priorities.
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.
3. **Inclusiveness** - Support the advancement and engagement of Aboriginal Peoples, those with a lived experience of homelessness and community members/groups.
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.
5. **Building Capacity** - Develop a Coalition staff support that: is efficient and open to growth; is able to build and leverage core competencies; is innovative and enterprising; enables and facilitates.

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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 goals outlined in this Strategic Plan, Coalition stakeholders, with the guidance of the Coalition Board of Directors, work together to ensure efforts are coordinated, integrated, effective, monitored and reported. The Board of Directors hold primary responsibility for the implementation of the Strategic Plan with the support of Coalition stakeholders and staff. The Board of Directors, Coalition stakeholders and staff collectively ensure the strategies and actions are implemented in a timely fashion.

Strategic Context

This Plan represents the strategic intent for the third operating phase of the Coalition and as such must serve multiple purposes. It will provide a high-level overview of achievements 2008 - 2015, highlight a number of recent events requiring a refocusing of Coalition efforts, and set out multiple strategies over the next five years to end homelessness within the Capital Region. Specific actions will not be outlined in the Strategic Plan. Rather, the Coalition will undertake annual business planning outline specific actions and projects. This will ensure the Coalition remains a nimble organization advancing strategic initiatives in support of a region without homelessness.

Coalition Achievements 2008 - 2015

Through Coalition stakeholders the following achievements have taken place since the creation of the society¹:

- Supported the creation of 274 units of supportive housing
- Supported the creation of 350 units of affordable housing
- At least 500 individuals housed between 2008 and 2013
- Creation of Centralized Access to Supported Housing
- Creation of Streets 2 Homes
- Meaningful inclusion of people with lived experience
- Supported the development and implementation of:
 - Assertive Community Treatment Teams

¹ "What's Next?: Greater Victoria Coalition to End Homelessness Governance Review" Available at: <http://victoriahomelessness.ca/about-us/leadership-governance/governance-review-update/>

- Victoria Integrated Community Outreach Teams
- Intensive Case Management Teams
- Severe Addiction and Mental Illness Teams
- Supported the creation of the Aboriginal Coalition to End Homelessness Society
- Distribution of \$4.4 million through the Homelessness Partnering Strategy Program
- Frequent reporting on the status of homelessness in the Capital Region.
- Quantification of the number of people experiencing chronic homelessness in the Capital Region and the identification of cost for housing and support services for this population
- Raising community awareness of the issue through:
 - Development of inclusion program with people with lived experience;
 - Awareness campaigns; and,
 - Community driven initiatives.

Recent Events

1. 2015 Coalition Governance Review²
2. Regional Housing First Program³
3. Provincial Investment in Affordable Housing Program⁴
4. 2016 Government of Canada budget announcements⁵

This confluence of recent events requires a fundamental re-examination of the role of the Coalition and a new strategy for addressing homelessness in the Capital Region.

The Coalition is at a turning point. To best address homelessness, the organization will refocus its efforts from research, study and awareness-raising to action. The strategic direction of the Coalition as outlined in this Plan will ensure the Coalition is focused and ready to take action as a leader in addressing homelessness within the Capital Region.

Value Proposition

The Coalition adds differentiated value in the efforts to address homelessness in the region as:

- A singular organizational focus on the issue of homelessness;
- A governance model that brings all of the key funders to one table;
- A stakeholder engagement model that includes a significant number of organizations and groups such as people with lived experience together under a common vision;
- An organization dedicated to the inclusion and engagement of Aboriginal Peoples;
- A unique, cross-organizational, regional perspective facilitating:

² <http://victoriahomelessness.ca/about-us/leadership-governance/governance-review-update/>

³ <https://www.crd.bc.ca/about/what-we-do/regional-housing/housing-policy-and-programs>

⁴ <http://www.bchousing.org/Initiatives/Creating/PIAH>

⁵ <http://www.budget.gc.ca/2016/docs/plan/ch2-en.html>

- A systems view of the end to end process in the development of solutions to address homelessness in the region; and,
- Continued collaboration and the search for innovation across organizational boundaries in the health, social support and housing system; and,
- The Community Advisory Board for the Government of Canada's Homelessness Partnering Strategy program.

Vision

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Strategies 2016 - 2021

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reporting on issues related to homelessness throughout the Capital Region and the systems effectiveness.

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

Values

In executing its strategies and plan, the Coalition will be guided by a Housing First philosophy and will adopt the following Housing First Principles:

1. Rapid Housing with Support Services
2. Offering Clients a Choice in Housing
3. Separating Housing Provision from Other Services
4. Providing Tenancy Rights and Responsibilities
5. Integrating Housing into the Community
6. Promoting Self-Sufficiency

Evaluation and Monitoring

Evaluation and monitoring is a critical piece of ensuring the health, social support and housing system is improving to better support individuals experiencing homelessness. In addition, effective evaluation and monitoring will identify gaps in both housing and health/social support services to help guide any new investment of resources into the community.

Evaluation and monitoring is to focus on the overall outcomes and results of the health, social support and housing system. It is important to note, this will include both an assessment of the system transformation and improvements as well as the coordination of investment, both capital and support, to achieve coordinated program delivery.

Timeframe and Frequency

Evaluation will take place in advance of the annual community planning work as shown in the scheduling section of the Strategic Plan. Evaluation will take place every year.

Evaluation Criteria

As this is the first year of a significant shift in focus for the Coalition, the development of evaluation criteria one of the key deliverables identified in the 2016-17 business plan and this strategic plan will be updated once the Coalition's performance measurement framework is complete. The evaluation criteria will be developed collaboratively by Coalition stakeholders through the Monitoring and Evaluation Working Group and completed by March 31, 2017.

A Region Without Homelessness

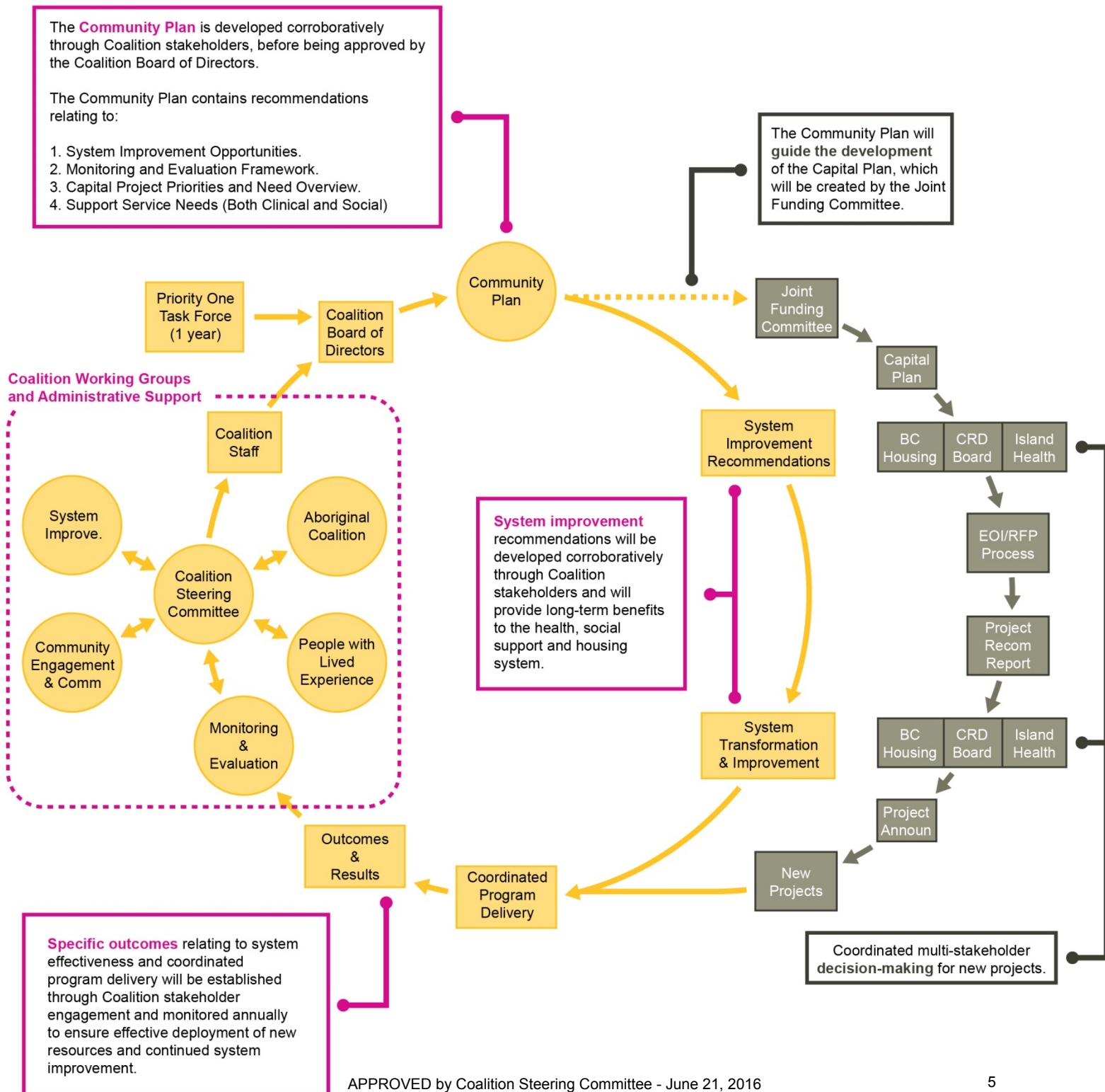
Greater Victoria Coalition to End Homelessness System Improvement and Capital Recommendation Process

The **Community Plan** is developed corroboratively through Coalition stakeholders, before being approved by the Coalition Board of Directors.

The Community Plan contains recommendations relating to:

1. System Improvement Opportunities.
2. Monitoring and Evaluation Framework.
3. Capital Project Priorities and Need Overview.
4. Support Service Needs (Both Clinical and Social)

The Community Plan will guide the development of the Capital Plan, which will be created by the Joint Funding Committee.





Greater Victoria Coalition to End Homelessness

Strategic Plan Timeline 2016 - 2021

