



greater victoria  
coalition to end  
homelessness  

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hope has found a home

## 2018/19 Business Plan



# 2016 - 2021 STRATEGIC PLAN

## VISION

A Region Without Homelessness

## MISSION

To ensure appropriate solutions are in place to serve those individuals experiencing chronic homelessness in the capital region.

To ensure all people facing homelessness in the capital region have access to safe, affordable, appropriate, long-term housing.

## STRATEGIES

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

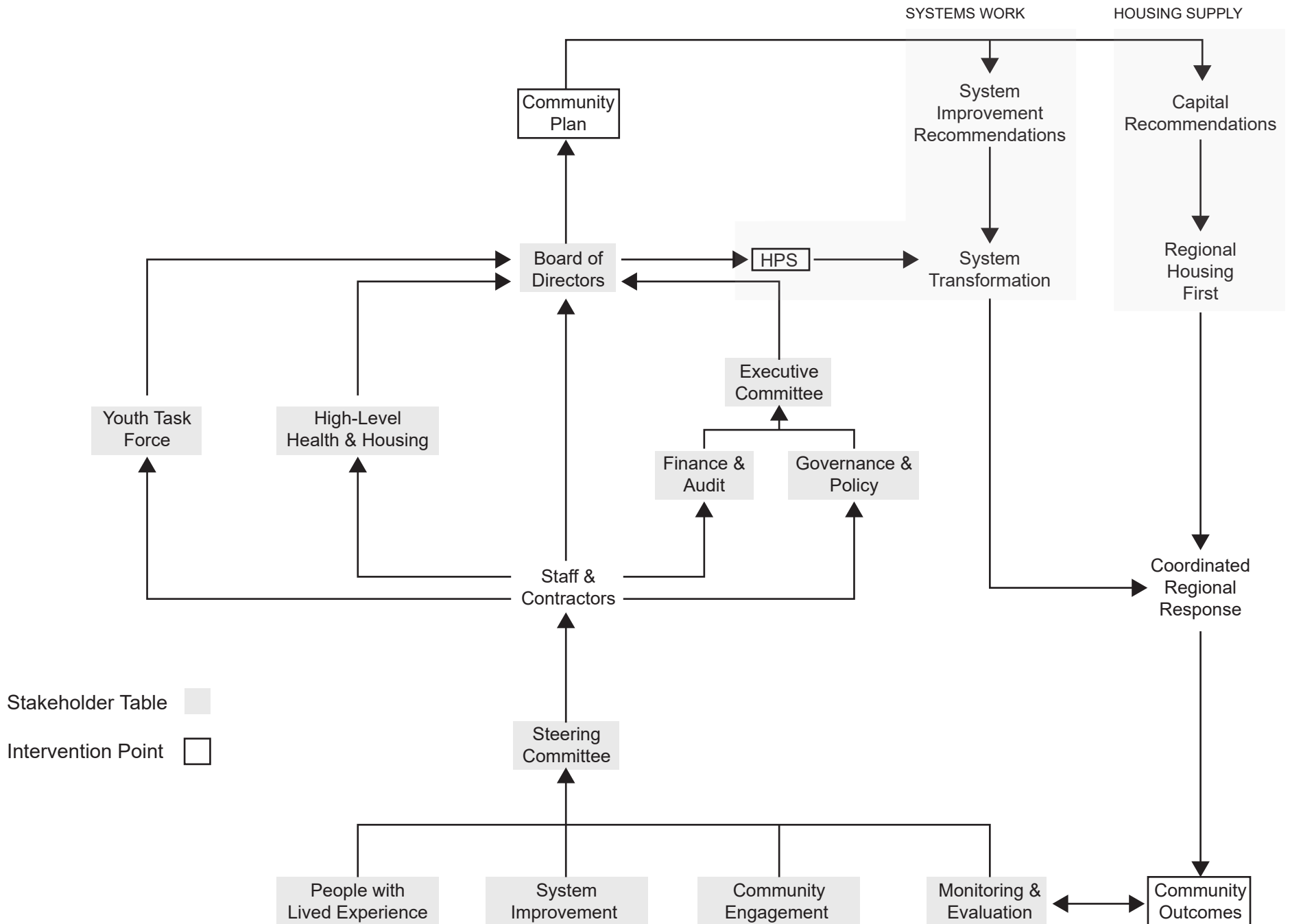
**System Effectiveness** - Create the opportunity to develop a more effective health, social support and housing system for addressing chronic homelessness in the capital region.

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

**Evidence-Based Reporting** - Support Coalition Stakeholders in the development and implementation of evidence-based policy and programs and effective reporting on issues related to homelessness throughout the capital region and on the system effectiveness.

**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 growth and facilitates.

# COALITION ORGANIZATIONAL STRUCTURE





## Coalition to End Homelessness 2018/19 Business Plan

### STRATEGY 1: FUNDING EFFECTIVENESS

Activity	Coalition Lead	Community Lead	Timeframe & Progress				Measure	Regional Housing First Strategy Actions
			April- June	July - Sept	Oct - Dec	Jan - Mar		
Community Plan Year 3	Don Elliott	Steering Committee					Published in September	FR02i, FR04i, FR06i, FR12i, SG05i,
HPS CAB Duties	Don Elliott	Steering Committee					Fulfilled CAB duties up to and beyond 2019	FR14i, CL04i, CL06i, CL09i, CL12i, CL13i, ND01i, SG05i, SG08i, SG10i, SG11i
BC Government Inter-Ministerial Committee	Don Elliott	Board of Directors					Presented on regional efforts	CL02i, CL10i, AA14i,
BC's Homelessness Action Plan	Don Elliott	Steering Committee					Provided input into Plan	AA15i, HO16i,
Prevention Funding Alignment	Don Elliott	Steering Committee					Identify Long-Term HPF Funding	PS11i, FR23i,

### STRATEGY 2: SYSTEM EFFECTIVENESS

Activity	Coalition Lead	Community Lead	Timeframe & Progress				Measure	Regional Housing First Strategy Actions
			April- June	July - Sept	Oct - Dec	Jan - Mar		
Priority One	Don Elliott	Board of Directors					Three status and one summary report	RD02i,
Youth Task Force	Kelly Roth	Youth Task Force					Completion of Youth Task Force tasks	SG01i, PS04i, PS23i, AA07i, 2219i, SS20i,
Housing Stability Policy	Shannon Whissell	System Improvement					Adoption and implementation	PS19i, PS20i, PS24i,

Positive Housing and Support Movement	Janine Theobald	People with Lived Experience					Adoption and implementation	SS01i, HO11i,
Peer Housing Support Program	Janine Theobald	People with Lived Experience					2 -3 Peer Housing Support Sites	RI02i, SS04i,
Coordinated Assessment and Access	Don Elliott	High-Level Health/Housing					Operating CAA	HS02i, HS03i, HS05i, CI02i, CI03i,
Homelessness Management Information System	Don Elliott	High-Level Health/Housing					Operating HMIS	IS01i, IS02i, IS03i, IS04i, IS05i, IS06i, IS07i, IS08i, ND02i, IS07i,
Review and Update Regional Housing First Strategy	Don Elliott	Steering Committee					Updated Map	CL11i, SG03i,
Health and Housing Asset Audit	Don Elliott	Steering Committee					Full accounting of existing resources	SG09i,

### STRATEGY 3: INCLUSIVENESS

Activity	Coalition Lead	Community Lead	Timeframe & Progress				Measure	Regional Housing First Strategy Actions
			April- June	July - Sept	Oct - Dec	Jan - Mar		
Media Relations	Shannon Whissell	Community Engagement					Relationship with Print and TV media	AA09i, AA09i,
Good News Stories	Cathy Carphin	All Working Groups					Quarterly community success document	AA11i,
Business Community Outreach	Shannon Whissell	Community Engagement					Presentation to Chambers and DVBA	FR15i, RI05i,
Community Association Outreach	Shannon Whissell	Community Engagement					Attend community association AGMs	AA04i, AA05i, HO25i, HO26i, PS10i,
People with Lived Experience Inclusion	Janine Theobald	People with Lived Experience					PWLE hired and attending meetings	FR09i, ND03i, WF11i,
Street Survival Guide	Janine Theobald	People with Lived Experience					1 print run	SS05i,
Speakers Bureau	Janine Theobald	People with Lived Experience					Attend community meetings	AA06i, RD01i,

Monthly People with Lived Experience Lunches	Janine Theobald	People with Lived Experience					One lunch per month	SS12i,
Culturally Appropriate Learning and Practices	Don Elliott	Steering Committee					Adoption of P1 Final Report Recommendations	HF02i, SS27i,

#### STRATEGY 4: EVIDENCED BASED

Activity	Coalition Lead	Community Lead	Timeframe & Progress				Measure	Regional Housing First Strategy Actions
			April- June	July - Sept	Oct - Dec	Jan - Mar		
Best Practice Training	Shannon Whissell	System Improvement					Community Training Session by CAEH	PM06i, CL05i, CL07i, RD04i, RD05i,
System Monitoring	Shannon Whissell	Monitoring and Evaluation					Implementation of Monitoring Framework	PM01i, RI07i, IS01i, IS03i, IS04i, IS05i, IS06i, IS08i, PM01i,
Data Collection	Shannon Whissell	Monitoring and Evaluation					Analysis of annual shelter data	PM03i, CI05i, RI01i,
Point in Time Count	Shannon Whissell	Monitoring and Evaluation					Publication of 2018 PiT results	

#### STRATEGY 5: BUILD CAPACITY

Activity	Coalition Lead	Community Lead	Timeframe & Progress				Measure	Regional Housing First Strategy Actions
			April- June	July - Sept	Oct - Dec	Jan - Mar		
Team Building	Cathy Carphin	N/A					One team building event per quarter	WF04i,
Annual General Meeting and Annual Report	Cathy Carphin	Governance and Policy					Annual AGM and report completed	
Business Plan and Budget	Don Elliott	Board of Directors					Completed documents	FR01i, FR08i,
Long-Term Coalition Planning	Don Elliott	Executive Committee					Identify long-term role/need of Coalition	FR21i, FR23i, SG11i,

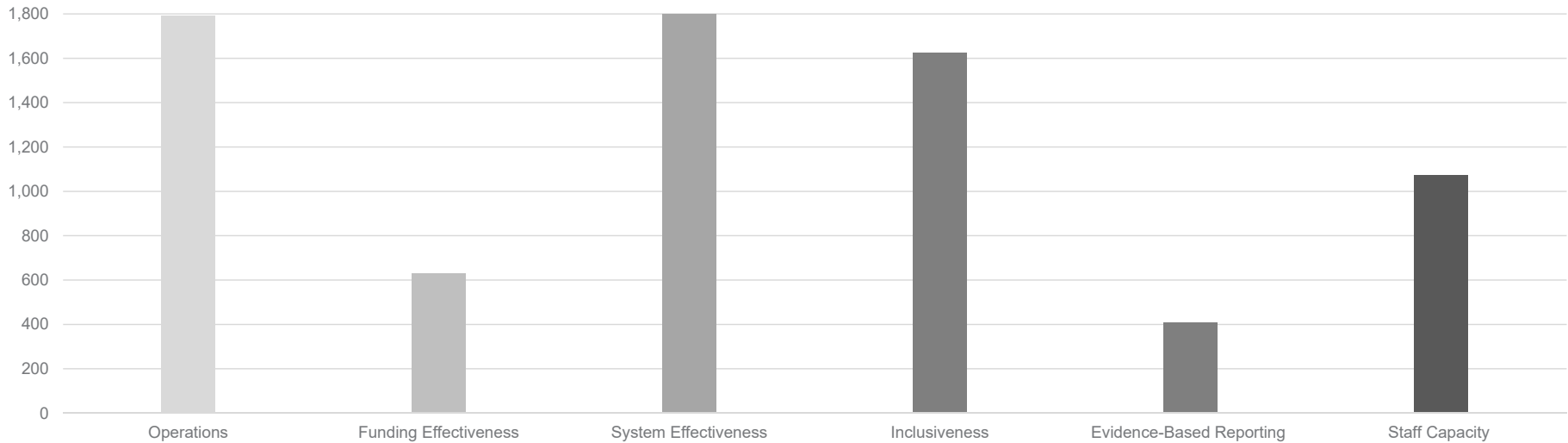
Member Survey	Shannon Whissell	Community Engagement					Survey distributed to members	
Professional Development	Don Elliott	N/A					Participation in activities/conferences	WF08i,
Board of Directors Nominations	Cathy Carphin	Governance and Policy					Board vacancies filled	
Board of Directors Performance Review	Don Elliott	Executive Committee					Annual Board performance report	
Bylaw Amendment	Cathy Carphin	Governance and Policy					Bylaws updated at AGM	
Manage IT Systems	Cathy Carphin	N/A					Effective IT systems and staff competency	
Effective Human Resources	Cathy Carphin	N/A					Implementation of updated Policy Manual	
Review of Workforce Burnout	Shannon Whissell	System Improvement					Sector-wide staff retention strategies	WF10i, WF05i,
Co-Op or Summer Student	Shannon Whissell	N/A	TBD				Student Hired	
Build Community Capacity	All	All					Support community-based groups as needed.	PM04i, PM07i, ND01i, SG04i, SG08i, SG10i, PS05i,

# STAFF RESOURCING

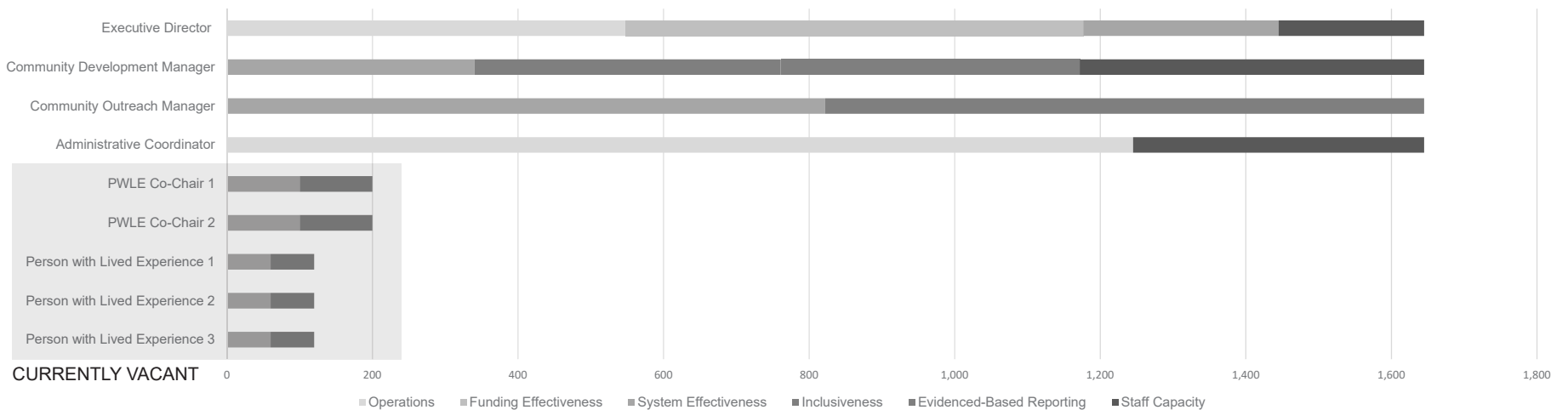
## CORE STAFFING

The Coalition core staffing consists of four (4) full-time staff and five (5) part-time temporary staff with lived experience of homelessness. This totals approximately 7,340 hours of staff time spread across Operations and the five (5) priority areas.

## TOTAL STAFF HOURS BY PRIORITY



## INDIVIDUAL HOURS BY PRIORITY





# CONTRACTOR AND VOLUNTEER RESOURCING

## CONTRACTORS

Moving forward, the Coalition anticipates working with six (6) main contractors through 2018/19. These include:

**Youth Project Coordinator** - Responsible for providing primary support to the Youth Task Force initiative and moving forward on the deliverables outlined in the Youth Task Force Terms of Reference. The focus of this work will be split between two Coalition Priorities: System Effectiveness (81%) and Inclusiveness (19%).

**Peer Housing Supporters (5)** - The Coalition will support a total of five (5) Peer Supporters through to at least December 2018. This initiative fits under the System Effectiveness Priority as these individuals are delivering services in support of a more effective health/social support and housing system.

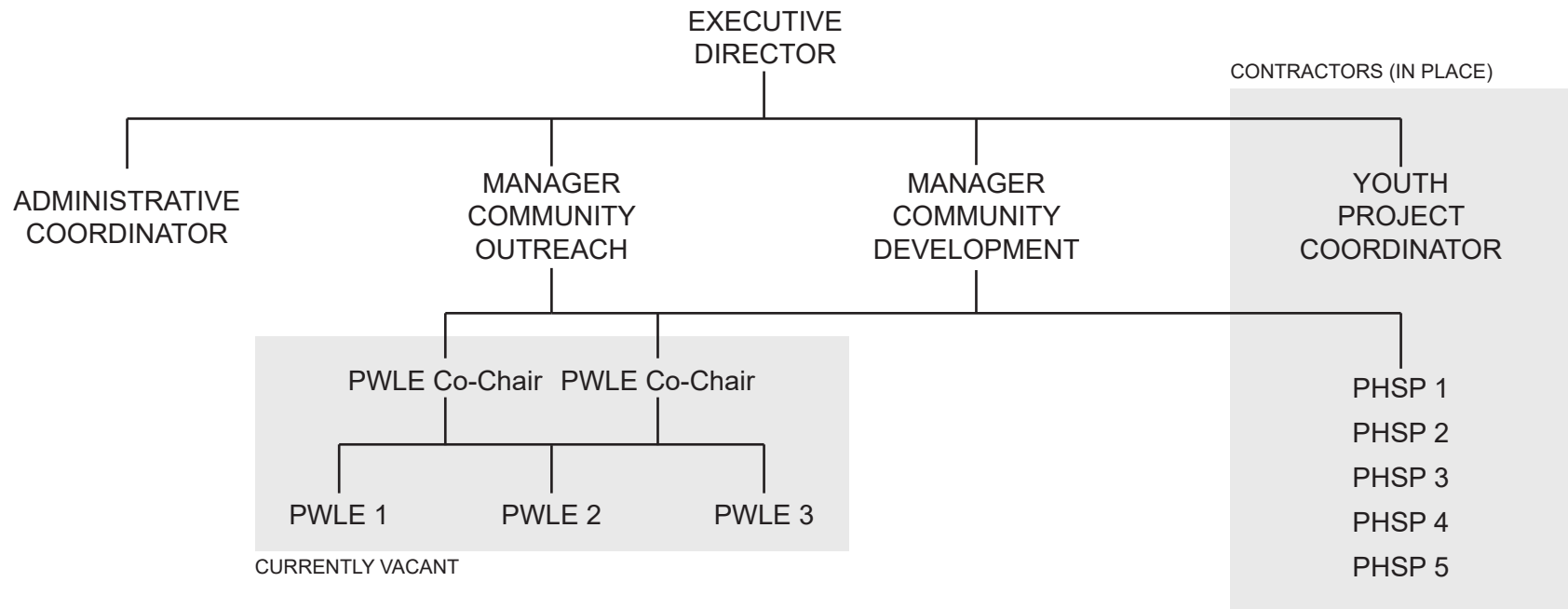
## VOLUNTEERS

The Coalition engages volunteers in two separate ways:

**Working Group Participants** - Moving through 2018/19, the Coalition anticipates supporting up to eleven (11) stakeholder tables. All combined, this represents a total of 1,901 hours of time contributed to Coalition activities by an estimated 60 - 70 unique individuals annually.

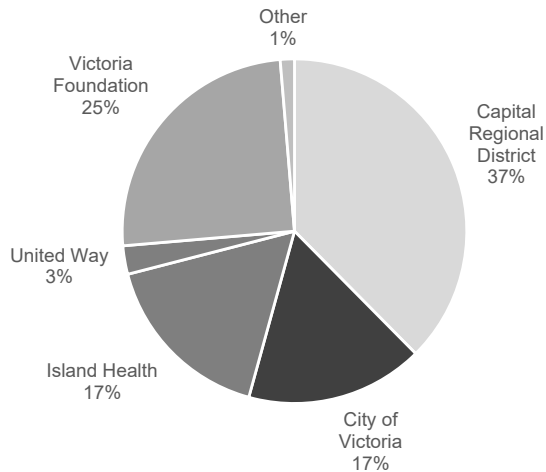
**Stipend-Based PWLE** - Individuals with a lived experience of homelessness (past or present) continue to play a vital role in Coalition work. In addition to the Coalition hiring up to five (5) PWLE, the organization expects to maintain more informal stipend-based arrangements where a diverse range of individuals may be supported in bring their experiences and expertise forward.

## STAFF AND CONTRACTOR STRUCTURE

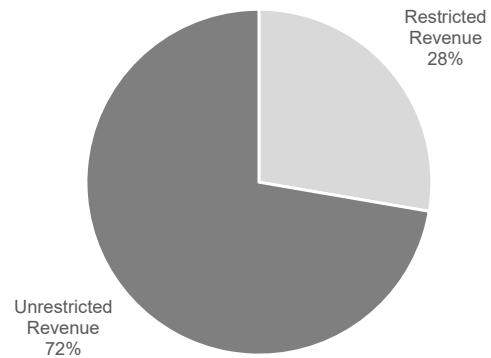


# REVENUE

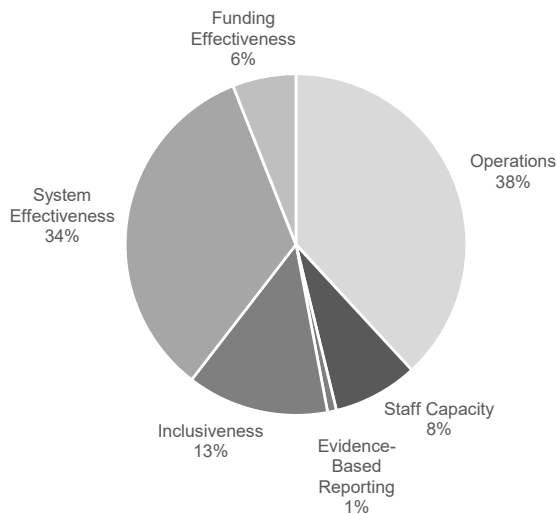
## REVENUE BY SOURCE



## REVENUE BY TYPE



## REVENUE BY PRIORITY



The Coalition anticipates a total of \$598,807 in revenue through 2018/19 from a total of five (5) funding organizations. Core funding (CRD, Island Health and City of Victoria) account for 71% of Coalition funding with community funders combining for 28% of revenues. The final 1% is from small donations, membership fees and investment interest.

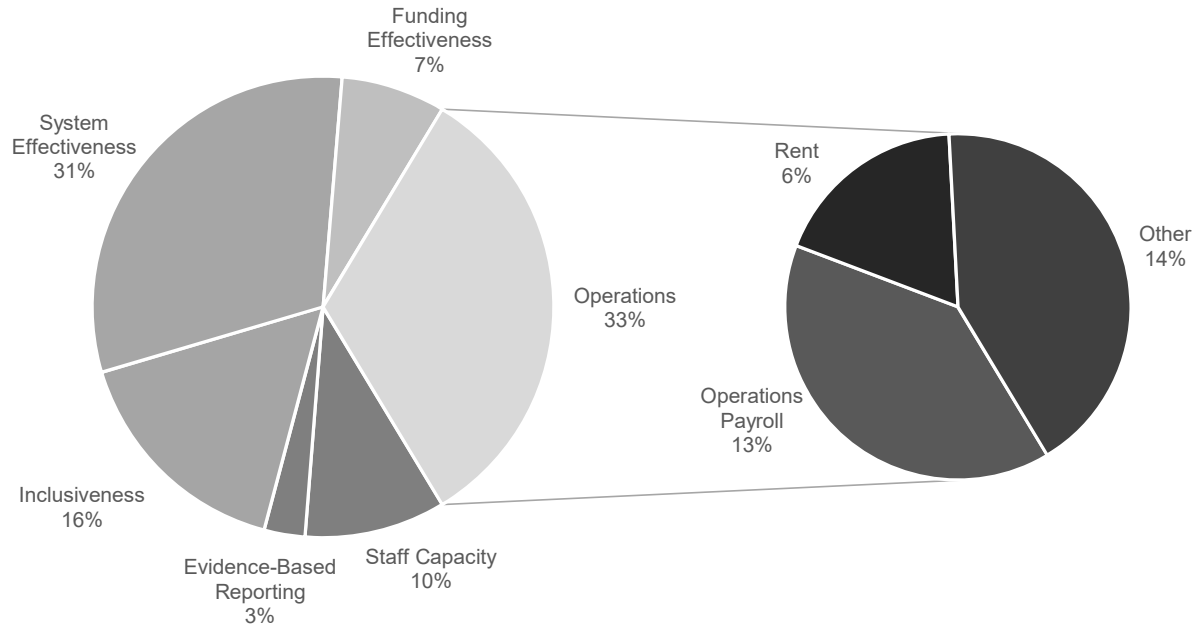
It is important to note the CRD and Island Health Service Agreements expire on March 31, 2018 and May 31, 2018 respectively. Both of these agreements are expected to be renewed moving into 2018/19.

In total, 72% of Coalition funding is unrestricted and can be used to support a wide range of activities and initiatives. Restricted revenue accounts for 28% of all funding and is specific to supporting the Youth Task Force work, Homelessness Prevention Fund, and the Peer Housing Support Project.

**TOTAL ESTIMATED REVENUE 2018/19: \$598,807**

# EXPENDITURE

## TOTAL EXPENDITURE BY PRIORITY



The Coalition is projecting total expenditures of \$697,857 through 2018/19 with a total of 67% being focused on strategic priorities. The remaining 33% includes rent at 6%, operations payroll at 13% and all other operational costs totaling 14% of expenditures.

**TOTAL PROJECTED EXPENDITURE 2018/18: \$697,857**

## 2018/19 BUDGET PROJECTIONS

<b>Revenue:</b>	<b>\$598,807</b>
<b>Expenditure:</b>	<b>\$697,857</b>
<b>Operational Deficit:</b>	<b>(\$99,050)</b>

The Coalition is projecting a series of deficit budgets for 2018/19, 2019/20 and 2020/21. This is possible due to the surpluses that were run in previous years, which resulted from the departure of three (3) staff members in 2015 and 2016.

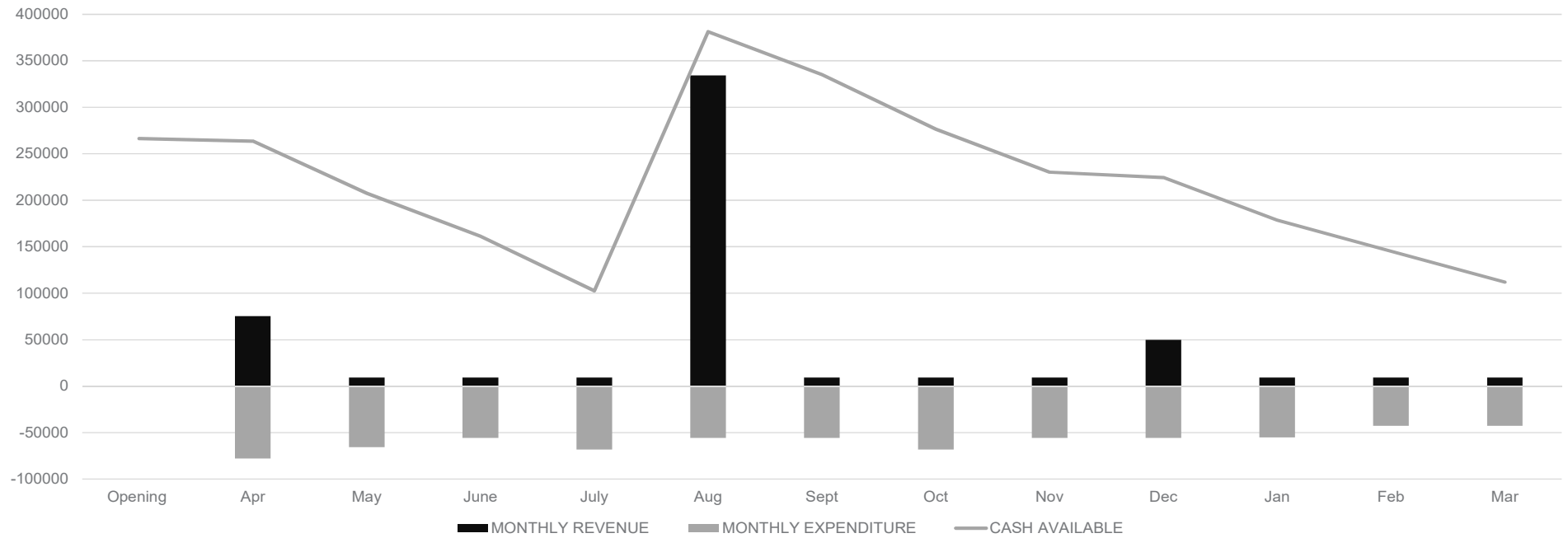
A cash flow analysis over three (3) years has been conducted to ensure the deficit budgets are sustainable. The Coalition is projected to be in a cash positive position of \$109,602 as of March 31, 2021.

Cash flows will be updated regularly to ensure the sustainability of activities where possible.

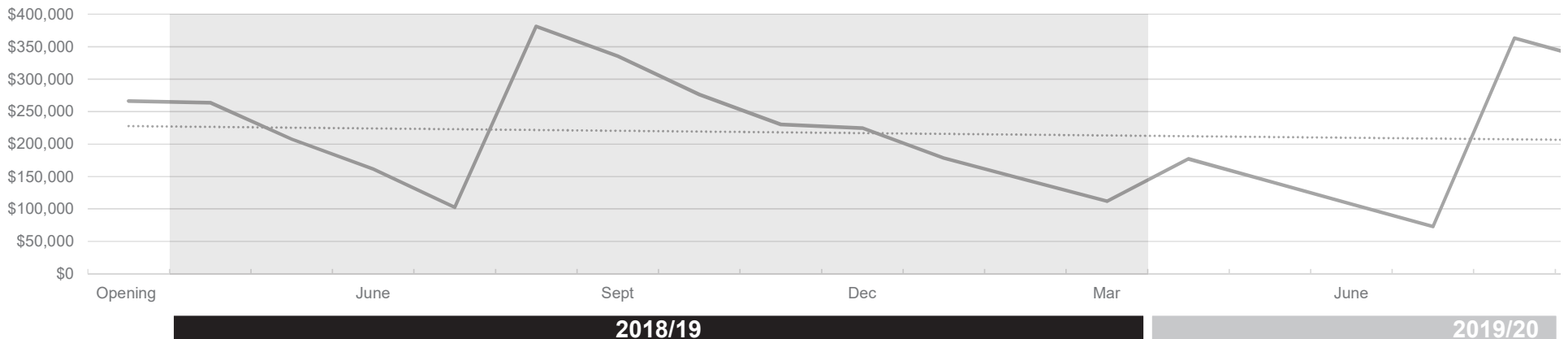
# CASH FLOW

The Coalition expected to open the fiscal year with a total of \$266,395 in chequing and savings and an additional \$200,000 in Guaranteed Investment Certificates (investments). With a projected deficit budget of (\$99,050), the Coalition is expected to end the fiscal year with approximately \$111,938 in cash available with \$200,000 still in investments. This will ensure there is sufficient cash flow to sustain operations until March 31, 2021.

## CASH FLOW 2018/19



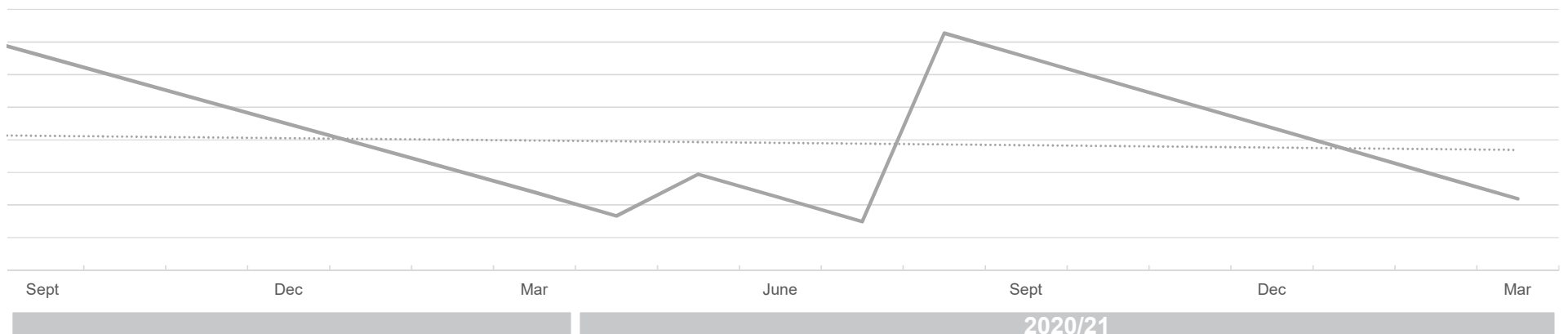
## CASH FLOW 2018/19 - 2020/21



### 3 YEAR CASH FLOW ASSUMPTIONS

In developing the 3-year cash flow analysis, the Coalition has made the following assumptions:

- That all restricted (project-specific) funding will be fully spent by February 2018, meaning that all remaining funds that are to be carried forward are unrestricted (operational)
- That General and Administrative costs are expected to increase by 2% annually
- That Wages and Salaries are expected to Increase by 3% annually
- That core funding remains stable at \$425,000 per year
- That staffing levels remain constant at four (4) full-time, permanent and five (5) part-time temporary



# RISKS

## 2018/19 Expenditure Risks

- **Staffing Delay** - Delay in hiring the five (5) part-time, temporary staff could lead to underspending in wages and salaries.  
*Mitigation Strategy* - Coalition Staff anticipate posting for these positions early into the new fiscal year and have already started working to expand efforts to directly engage people with a lived experience.
- **Office Rent** - Rent levels for the Coalition could be higher than projected drawing down on previous year surpluses more quickly than anticipated.  
*Mitigation Strategy* - The Coalition has budgeted a fixed amount and any office locations that exceed the budgeted amount are not being considered at this time.
- **Capital Improvements** - There is currently no allocation in the budget for capital improvements for office space and any capital improvements that cannot be amortized over the duration of the lease and supported through operational revenues will either not be authorized or will draw down on previous years surplus. The Board of Directors would have to approve a budget amendment to allocated funds towards capital improvements.  
*Mitigation Strategy* - All locations the Coalition is currently considering require tenant improvements to be suitable and the organization is focusing efforts on those where the tenant improvements can be amortized over the length of the lease and are affordable within the set rent ceiling.

## 2018/19 Revenue Risks

- **Core Funding** – The Coalition relies on core funding from the Capital Regional District, the City of Victoria (through the Capital Regional District), and Island Health. This funding is allocated through Service Agreements which are renegotiated annually. The Service Agreements with Island Health and the CRD expire in the spring/summer of 2018 and should these renegotiations not be successful, the financial position of the Coalition will be significantly impacted.  
*Mitigation Strategy* - The Coalition has been meeting quarterly with the CRD and Island Health to consistently report on deliverables through the 2017/18 fiscal year and has a meeting scheduled in late April 2018 to review draft deliverables for the 2018/19 service agreements. At this time, there is no concern that the renegotiation process will not be successful and revenues are expected to remain as anticipated.

The Coalition wishes to acknowledge the important contributions of the following organizations in working together to address homelessness.



