

# Journey Home Task Force AGENDA



Tuesday, April 10, 2018  
 5:30 pm  
 Westbank First Nation  
 1900 Quail Lane, Upper Floor  
 West Kelowna, BC

			<b>Pages</b>
1.	<b>Call to Order, Welcome &amp; Introductions (Co-Chairs)</b>	5:30 PM	
2.	<b>Confirmation of Minutes</b>  April 3, 2018	5:30 PM	3 - 5
3.	<b>Update on Council Presentation of April 9th (Co-Chairs)</b>	5:35 PM	
4.	<b>Lived Experience Circle Update (Gerard Joyal, Lived Experience Coordinator)</b>	5:45 PM	
5.	<b>Communications Update (Staff)</b>	6:00 PM	
6.	<b>Plan Resources and Implementation Update (Alina Turner, Turner Strategies)</b>		
	6.1 <b>Update - What We Heard: Strategic Directions &amp; Input Session</b>	6:05 PM	
	6.2 <b>Review BC Housing annual funding allocation (Capital and Service Delivery Funding) in Kelowna</b>	6:15 PM	
7.	<b>Backbone Organization Mandate Discussion (Co-Chairs)</b>	6:25 PM	6 - 7
	• Backbone Organizations - Definitions and Key Roles		
8.	<b>The Funding "Ask" (Alina Turner, Turner Strategies)</b>	6:55 PM	
9.	<b>Meeting Break</b>	7:10 PM	
10.	<b>Confirming Our Strategic Focus (Co-Chairs)</b>	7:20 PM	
11.	<b>The Approach to Transition (Post June) - Consensus Building (Co-Chairs)</b>	7:25 PM	
12.	<b>Reflections &amp; Next Steps (Co-Chairs)</b>	7:35 PM	

13.	<b>Proposed Next Meeting Date</b>	8:00 PM	
	May 23, 2018		
14.	<b>Termination</b>	8:00 PM	8 - 9

Upcoming Important Dates:

- May 7th - Draft Journey Home Recommendations presented to Council
- May 23rd - Task Force Meeting
- June 6th - Task Force Meeting
- June 20th - Task Force Meeting
- June 25th - Final Journey Home Strategy Presentation to Council

Attachments:

- Backbone Organizations - Definitions and Key Roles (March, 2018)
- A Way Home Kelowna Update



## Journey Home Task Force Minutes

Date:	Tuesday, April 3, 2018
Location:	Knox Mountain Meeting Room (#4A) City Hall, 1435 Water Street
Task Force Members Present:	Co-Chair, Martin Bell, Co-Chair, Dr. Kyleen Myrah, Ann Howard (BC Housing), Cheryl Miller (Central Okanagan Foundation), Harleen Price (Ministry of Social Development & Poverty Reduction), Theresa Arsenault, QC, Gaelene Askeland, Tom Dyas, Diane Entwistle, Mike Gawliuk, David Krysko, Carrie McDonald, Pam Moore, Brenda Plitt, Kelly Taverner, Shane Worman, Diane Roy (Westbank First Nations)
Task Force Members Absent:	John Yarshenko (Interior Health Authority), Jennifer Houde (Okanagan Nation Alliance), Superintendent Brent Mundle (RCMP), Scott Lanigan, Lisa McHaffie, Tina Larouche (Ki-Low-Na Friendship Society)
Staff Present:	Social Development Manager, Sue Wheeler, Divisional Director, Active Living & Culture, Jim Gabriel, Neighbourhood Development Coordinator, Glenda Cooper, Communications Coordinator, Lisa Ruether*, and FOI-Legislative Coordinator, Sandi Horning
Guests:	Consultant, Alina Turner (Turner Strategies), Belinda Jackson* (A Way Home Kelowna) and Gerard Joyal (Lived Experience Coordinator)

(\* denotes partial attendance)

### 1. Call to Order, Welcome & Introductions (Co-Chairs)

The Co-Chair, Martin Bell, called the meeting to order at 5:37 p.m.

## 2. Confirmation of Minutes

**Moved by Tom Dyas/Seconded by Theresa Arsenault**

THAT the Minutes of February 21, 2018 Meeting of the Journey Home Task Force be confirmed as circulated.

**Carried**

## 3. Sub-Committee on Implementation Funding - Update (Co-Chairs)

Co-Chair, Martin Bell:

- Provided comment regarding the discussions at the sub-committee level regarding implementation funding.
- Noted there are a lot of other City initiatives happening that are a direct link to the Journey Home Strategy.

## 4. Plan Resources and Implementation Discussion (Alina Turner, Turner Strategies)

Alina Turner, Turner Strategies:

- Displayed a PowerPoint presentation and provided an overview of the proposed plan resources and implementation.
- Confirmed that the Healthy Housing Strategy and the Journey Home Strategy are being developed in conjunction with each other.
- Provided an overview of the public consultation results.
- Provided an overview of what was learned from the 2009 Plan to End Homelessness.
- Responded to questions from the Task Force Members.

Co-Chair, Martin Bell:

- Provided comment regarding implementation funding and the messaging to Council regarding the focus of the strategy.

The Task Force Members had a discussion and provided feedback regarding the draft proposal on the Journey Home Strategy focus in terms of resources, structure and funding target recommendations.

The Task Force Members agreed that these topics need more exploration and discussion at the next meeting on April 10, 2018.

## 5. Review of Journey Home Council Reporting Schedule (Co-Chairs)

Co-Chair, Dr. Kyleen Myrah:

- Advised that an overview of the Community Engagement in Journey Home will be presented to Council on April 9, 2018.
- Noted that there is a Strategy Review Summit scheduled for April 10, 2018 to review the key themes informing the draft Journey Home Plan.

**6. Proposed Next Meeting Date**

The next meeting date of the Task Force is proposed for April 10, 2018.

**7. Termination**

Co-Chair, Dr. Kyleen Myrah:

- Provided closing comments.

The meeting was declared terminated at 7:57 p.m.

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Martin Bell, Co-Chair

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Dr. Kyleen Myrah, Co-Chair

/slh

DRAFT



# Backbone Organizations

Social Development  
Definitions and Key Roles  
March 2018

## **WHAT IS A BACKBONE ORGANIZATION?**

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- An organization or group of organizations that play a coordinating and linking role to ensure the success of collective impact initiatives. Within Journey Home, the backbone organization would effectively serve as the 'quarterback' to lead alignment and coordination of plan implementation.
  - Collective impact: occurs when organizations from different sectors agree to solve a specific social problem using a common agenda, aligning their efforts, and using common measures of success.<sup>i</sup>

## **KEY ROLES OF A BACKBONE ORGANIZATION (GENERAL)**

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- **Facilitate a deeper level of collaboration and coordinated action**
  - Acts as the glue that holds stakeholders together and moves them forward.
- **Connect and support leaders**
  - Leaders at all levels keep the vision, mission and outcomes of the partnership front and center.
- **Strategic approach to investments:**
  - Advocate with public and private investors to support comprehensive and cohesive action plans.
- **Establish the data management infrastructure**
  - Centralizes the development of the data management system and supports partners to help collect, manage and report data effectively.
- **Advocate for technical support**
  - Help advocate with leaders to address technological accessibility issues or arrange for technical support.
- **Ensure appropriate level of resources can be provided**
  - Training of staff and alignment of resources to effectively implement the Plan and coordinate roles of participating organizations and agencies.

## **INITIAL KEY ROLES OF THE *JOURNEY HOME* BACKBONE ORGANIZATION**

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- Lead development and implementation of the Journey Home Plan to Address Homelessness;
- Ongoing design and coordination of the homeless-serving system;
- Develop and implement Homelessness Management Information System (HMIS) across the homeless-serving sector;
- Engage key stakeholders, including people with lived experience, throughout Plan implementation;
- Manage and coordinate funding streams toward overarching homelessness objectives and local needs;
- Ensure comprehensive performance management, service standards, quality assurance and investment monitoring;
- Advance Housing First and other innovative, evidence-based supports and housing approaches tailored to local contexts;
- Support best practice learnings for agencies, policy makers, and peers by sharing learnings, providing technical assistance and training;

- Champion homelessness issues locally, provincially and nationally.

## **COLLECTIVE IMPACT: FIVE KEY CONDITIONS FOR SHARED SUCCESS**<sup>ii</sup>

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**Common Agenda:** All participants have a shared vision for change including a common understanding of the problem and a joint approach to solving it through agreed upon actions.

**Shared Measurement:** Collecting data and measuring results consistently across all participants ensures efforts remain aligned and participants hold each other accountable.

**Mutually Reinforcing Activities:** Participant activities must be differentiated and purposeful while being coordinated through a mutually reinforcing plan of action.

**Continuous Communication:** Consistent and open communication is needed to build trust, assure mutual objectives, and appreciate common motivation.

**Backbone Support:** Creating and managing collective impact requires a separate organization(s) with staff and a specific set of skills to service as the backbone for the entire initiative and coordinate participating organizations and agencies.

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<sup>i</sup> <https://www.fsg.org/ideas-in-action/collectiveimpact>

<sup>ii</sup> Turner, S., Merchant, K., Kania, J., and Martin, E. 2012. "Understanding the Value of Backbone Organizations in Collective Impact." *Stanford Social Review*.

**Memo to:** Journey Home Task Force  
**From:** Belinda Jackson, Project Coordinator A Way Home Kelowna

**Date:** 10<sup>th</sup> April 2018

**Issue:** Update on A Way Home Kelowna (AWHK), an initiative to prevent, reduce and end youth homelessness.

**Analysis:** AWHK is the youth piece embedded into Journey Home. Engagement activities to date have mirrored the Journey Home process. A Youth Report Back for Youth has been scheduled for 23<sup>rd</sup> April to provide an opportunity for youth to review the youth specific elements of the plan.

**Key points:**

**AWHK Engagement:**

<b>Journey Home Engagement</b>	<b>A Way Home Kelowna</b>
Community Summit – 23 <sup>rd</sup> January 2018	Community Summit (Youth) – 19 <sup>th</sup> January 2018
Journey Home Public Survey	
Lived Experience Circle – January – ongoing	Youth Focus Groups – February – April
Design Labs – 19 <sup>th</sup> February – 23 <sup>rd</sup> February, 2018; March 5 <sup>th</sup> – March 9 <sup>th</sup>	Design Labs – Youth: <i>Housing First for Youth, Youth Supportive Housing and The Upstream Project</i>
Community Report Back – 10 <sup>th</sup> April	Youth Report Back for Youth – 23 <sup>rd</sup> April

**Youth Focus Group outcomes:**

A total of 50 youth between 12 – 25 years old were engaged through five focus groups and a handful of one on one sessions. These sessions were designed to provide youth with a forum through which they could provide their input into the plan development process. Key service gaps identified by the youth included: residential treatment facilities for youth; housing continuum for youth (housing first for youth and youth supportive housing); addressing stigma and educating other youth and the general public; programming specifically for youth focused on skill building and recreation to create a connection to community; physical accessibility to services and access to consistent and easy to understand information.

**Youth homelessness by the numbers:**

<b>Type</b>	<b>Journey Home – homelessness all age groups</b>	<b>Youth homelessness (under 24)</b>
<i>Extreme core housing need</i>	3500 – 3600	944
<i>Transitionally homeless</i>	1500 – 1600	222
<i>Episodically homeless</i>	150 – 200	
<i>Chronically homeless</i>	140 – 150	



## Background

**Defining youth homelessness:** Canadian Observatory on Homelessness defines youth homelessness as: “...the situation and experience of young people between the ages of 13 and 24 who are living independently of parents and/or caregivers, but do not have the means or ability to acquire a stable, safe or consistent residence.”

## Why address youth homelessness?

The causes and impacts of youth homelessness are distinct from adult homelessness, as such plans and interventions must be tailored to youth. Youth experience homelessness in distinct ways: they are often less visible on the street and more likely to find alternative, and often temporary accommodations, such as couch-surfing.

Many young people lack the personal experience of living independently and at the same time may be in the throes of significant developmental (social, physical, emotional and cognitive) changes. All people, including our youth, have the right to the essentials of life, including adequate housing, food safety, education and justice.

## A Way Home Kelowna Governance:

- Steering Committee – directs the work of the Project Coordinator
- Membership:
  - Canadian Mental Health Association – Kelowna Branch
  - Okanagan Boys and Girls Clubs
  - The Bridge Youth and Family Services
  - Westbank First Nations
  - United Way
  - Central Okanagan Foundation
  - Ministry of Children and Family Development
- Regular updates to Journey Home Task Force