

Report to Council



Date: March 15, 2021
To: Council
From: City Manager
Subject: Central Okanagan Journey Home Society System Planning Update
Department: Active Living & Culture

Recommendation:

THAT Council receives, for information, the report from Active Living and Culture dated March 15, 2022, regarding the update from the Central Okanagan Journey Home Society on their progress related to System Planning to support the implementation of the Journey Home Strategy.

Purpose:

To provide Council with an overview of the Central Okanagan Journey Home Society's System Planning report and progress reporting related to the Journey Home Milestones and Key Performance Indicators.

Background:

During the 2021 preliminary budget process Council considered a budget submission to increase annual funding, in alignment with the Memorandum of Understanding (MOU) timeframe, to COJHS in the amount of \$100K to address Journey Home Strategy implementation priority areas that exceeded the current capacity of the Society with the following decision:

COUNCIL RESOLUTION FROM THE THURSDAY, DECEMBER 10, 2020 BUDGET DELIBERATIONS MEETING:

THAT Council direct staff to invite representatives from the Central Okanagan Journey Home Society to present to Council prior to Final Budget;

AND THAT the Journey Home Funding item on page 254 remain a P2 item.

In the fall of 2020, an MOU between the Central Okanagan Journey Home Society (COJHS) and the City was endorsed by both the Journey Home Society's Board of Directors and Council. The MOU sets out a general understanding and a mutually agreed upon framework and outlines:

- Guidelines and principles to support a collaborative responsive partnership
- Roles and expectations of the partners

- An umbrella framework for other future collaboration arrangements
- Flexibility to accommodate and adjust as COJHS capacity increases

In general, the MOU is designed to ensure the successful implementation of the Journey Home Strategy by ensuring alignment of efforts, leveraging partnerships and opportunities, and strengthening advocacy capacity to achieve systems change.

The MOU outlines COJHS's reporting requirements, including progress reporting related to the implementation of the Journey Home Strategy, along with updates on progress related to the Strategy's milestone benchmarks and key performance indicators. In addition, the MOU includes a requirement for COJHS to conduct a full review in 2021, recognizing that amendments to the MOU may result from the outcome of the review.

Discussion:

As outlined in the Journey Home Strategy, key activities of the COJHS as the Backbone Organization are to coordinate the Strategy implementation. In this role, COJHS acts as convener, collaborator, coordinator, and catalyst to support this work. In alignment with providing leadership and accountability for this work, a key role for COJHS includes Homeless-Serving Systems Planning. This includes working collaboratively across the system to enhance and monitor system-level mapping, coordination, alignment of activities and efforts, including the integration of data across diverse sectors, service providers, governments, donors, etc., to inform decision-making and support the Strategy goals.

The attached COJHS report: *Mapping for Functional Zero – A Systems Approach Review of Kelowna's Homeless Serving Sector* provides an overview of the systems planning approach and current actions related to applying this approach to the services and systems that exist to serve people both at risk of and/or experiencing homelessness in Kelowna. The report explains that having a deep understanding of the intersecting systems of care that informs a clearly articulated plan for the local Homeless Serving Sector is vital to move forward with effective and sustainable solutions.

Measuring Progress

The Journey Home five-year strategy includes a detailed and measurable implementation plan based on 35 actions designed to meet key targets and to gauge progress. COJHS's report includes a progress update based on:

- The milestone benchmarks and key performance indicators
- The funding implementation strategy key deliverables
- The top ten actions that emerged as immediate, and high-leverage priorities

Key Discoveries

The report discusses several key discoveries based on overarching themes that emerged from COJHS's systems mapping process including the need to:

- Bridge gaps so people exiting other public systems do not exit into homelessness,
- Strike a balance in harm reduction and recovery-oriented services in order to accommodate choice and individual needs,

- Target investments in programming across the spectrum of homelessness services,
- Advocate for structural and policy changes focused on:
 - continued development of an equitable housing prioritization process
 - development of system-wide aggregate data to inform decision making
 - workforce competency and compensation redesign
 - service integration of case management through data sharing, identifying clear housing access points, and standardizing practice
 - integration of a homeless system of care with other intersecting systems, including health, justice, social development and poverty reduction, community living, and children and families
 - building new partnerships, for example with the upcoming Faith Community Collective, and nurturing existing ones, such as deepening the relationship with the Kelowna Research Collective and remaining committed to continuously expanding Lived Experience leadership.

A System Planning Approach

A system planning approach grounded in *Housing First* principles is at the centre of Journey Home's response to end homelessness. Traditionally, the delivery of services that touch homelessness have been provided through multiple provincial ministries and local agencies, resulting in a complex web of services that has been difficult for individuals, their families, and support workers to navigate.

COJHS is taking a system planning approach in response to this disjointed network of policy and program mandates and priorities, and the impact it has on our vulnerable populations. This approach is based on a fundamental move towards achieving the integration of policies and practices required to support a Housing First approach. Systems planning focuses on redesigning the local homeless-serving system to support overall coordination, alignment, and integration of planning, funding, and services.

Process Mapping Overview

COJHS conducted a process mapping exercise to understand how people navigate the local homeless serving system. The mapping covered services from the first point of contact, all the way through to attaining housing. The following processes were mapped:

- Diversion Services
- Outreach Services
- Shelter Services
- Housing Services
- Healthcare Services and Substance Use Treatment
- Services for people with disabilities
- Non-profit and government agency operations

System Planning Priorities

The COJHS report emerged from the system mapping process and is coupled with initiatives born out of the Journey Home Strategy. It covers the intentional approaches underway including describing why

each element is important, the current situation, key recommendations, how success is being measured, and next steps in the following system planning priority areas:

- Lived Experience Leadership
- Indigenous Leadership
- Homelessness Youth Prevention: Upstream Kelowna
- Coordinated Outreach
- Community Emergency Shelter Plan
- Coordinated Access for Adults
- Coordinated Access for Youth
- Housing System
- Community Inclusion Team
- Complex Needs Advocacy
- Housing, Health and Justice Coordination
- Client Information Systems and Performance Management
- Agency Capacity Building
- Faith Communities and the Faith Collective
- Kelowna Homelessness Research Collaborative
- COVID19 Response

Next Steps

The COJHS report on systems mapping is designed to provide Council with an overview of progress related to the implementation of the Journey Home Strategy to date. Related to the deliverables outlined in the City-COJHS MOU for implementation, the following work on the major milestones is currently underway:

- Reporting Template development
- COJHS Mid Journey Home Strategy Review and Report
- Strategy Key Performance Indicator – overall progress report on Journey Home Strategy's 35 actions to date, and potential recalibration based on mid strategy review
- Exploration of further Partnership Arrangements

Conclusion

The Journey Home Strategy provides the roadmap to move towards an interconnected system response to achieve a functional end to homelessness that is driven by data, research and evidence, community expertise and lived experience voices. COJHS's *Mapping for Functional Zero* clearly demonstrates that significant progress has been made towards this goal, but that much work remains to be done.

Key priorities emerging for COJHS moving forward with implementation of the Journey Home Strategy include:

- Data integration across ministries and the local homeless serving sector to inform systems improvement efforts and measure progress
- Complex Needs Housing Advocacy
- Increasing and building local operator capacity

- A dual focus on community anti-stigma education and communications including, a public facing outcomes dashboard.
- Sustainability and enhancement of the lived experience lens and peer supports in policy and decision planning.
- Funds development and service procurement for journey home sustainability and systemwide investment opportunities.
- Enhancement and sustainability of the youth homelessness strategy.

Internal Circulation:

Property Specialist, Real Estate Services
Planner II, Policy and Planning
Communications Advisory, Communications
Community Safety Director

Financial/Budgetary Considerations:

During the 2021 preliminary budget deliberations Council approved extending the annual \$150K contribution to COJHS until the end of 2023, in accordance with the length of the MOU between the City and COJHS.

Council also considered increasing annual funding to COJHS in the amount of \$100K to address Strategy implementation priority areas that exceeded the current capacity of the Society. The Society has faced challenges with fundraising efforts and at the same time the demands and opportunities for the Society far outweighing current resources. The additional funding would contribute to the following priority areas: Lived Experience and Youth programs, marketing and communications, and performance management and reporting (Built for Zero data integration) to inform data driven decision making. The funding increase would align with the 5-year Strategy and the MOU between the City and COJHS, both ending in 2023.

Submitted by:

Sue Wheeler, Social Development Manager, Active Living & Culture

Approved for inclusion:



J. Gabriel, Divisional Director, Active Living & Culture

Cc: Corporate and Protective Services
Corporate Strategic Services
Partnerships & Investment
Planning & Development Services

Attachments:

- Mapping for Functional Zero – A Systems Approach Review of Kelowna’s Homeless Serving Sector
- Mapping for Functional Zero - PowerPoint