

Report to Council



Date: May 9, 2022
To: Council
From: City Manager
Subject: Central Okanagan Journey Home Society – Strategy Mid-Term Report
Department: Active Living & Culture

Recommendation:

THAT Council receives, for information, the report from Active Living and Culture dated May 9, 2022, introducing the Journey Home Strategy Mid-Term Report that provides an overview of the Journey Home Strategy implementation progress and updated priorities.

Purpose:

To provide Council with the Central Okanagan Journey Home Society's (COJHS) Mid-Term Journey Home Strategy Report including an implementation progress update and a recalibration of priorities and performance indicators for the duration of the strategy timeline.

Background:

In the fall of 2020, a MOU between COJHS and the City was endorsed by both the Society's Board of Directors and Council. The MOU sets out a general understanding and a mutually agreed upon framework and outlines the partnership framework including principles, guidelines, and partner roles and expectations.

In general, the MOU is designed to ensure the successful implementation of the five-year (2019-2023) 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. On March 15, 2021, COJHS presented Council with a Strategy Implementation progress report, along with a detailed Systems Planning Report – *Mapping for Functional Zero – A Systems Approach Review of Kelowna's Homeless Serving Sector*. The report explained that having a deep understanding of the intersecting systems of care across the homeless-serving system helped to inform a clearly articulated plan that was vital for moving forward with effective and sustainable solutions. This systems approach and plan has been

foundational to the successful implementation of the Strategy to date and has strengthened the sectors' ability to work collectively to measure success and recalibrate Strategy priorities going forward.

The MOU includes a requirement for COJHS to conduct a mid-point comprehensive review to ensure that the strategy remains agile and responsive to changing dynamics, with the expectation that performance indicators and strategy priorities will be recalibrated for the duration of the Strategy implementation.

Discussion:

The Journey Home five-year strategy included a detailed and measurable implementation plan based on 35 actions designed to meet key targets and to gauge progress. The Journey Home Strategy Mid-Term Report (attached) presents a comprehensive review of Strategy implementation progress to date, recognizing the many partners and key stakeholders that have contributed to the progress. The COJHS Mid-Point Review is presented in the following format:

- **Factors Impacting Change** highlights the changing dynamics, including key impacts and influences that have shaped COJHS's work to implement the Strategy over the past three years.
- **Milestone Achievements** provides a detailed review of progress under each of the Strategy pillars that host 35 recommendations, including an overall progress status for each of the six pillars – Innovation, Reconciliation, Inclusion and Prevention, Backbone Coordination and Partnerships, and Housing and Supports.
- **Key Future Priorities** indicates that through consultation with key partners and stakeholders including the Lived Experience Circle on Homelessness (LECoH), Strategy priorities have been recalibrated and updated for the remainder of the Strategy timeline.
 - The **Top 10 Priorities** highlighted reflect the voices of those embedded in the operational work, at all levels, based on a collective view of the current landscape of homelessness in our community.
 - The **Foundational Concept Priorities** outline the broader action priorities for the remainder of the Strategy implementation, and beyond. The recalibrated priorities are presented under each of the original Strategy pillars.
- **Milestones, Key Performance Indicators, Targets:** The design of the Journey Home Strategy recognized that the implementation plan would continue to evolve as new learnings and information emerged. The Strategy Milestones targets that were designed to gauge progress have been updated and reflect progress and current circumstances. For each Milestone benchmark, new Key Performance Indicators (KPI's) have been added to measure and monitor progress towards achieving the performance targets.

COJHS's presentation of the Mid-Point Review report will include an overview of the following:

- **Data Integration Roadmap – Shifting Kelowna to One Information System** An overview of the work to embed a framework to support system-wide data including a By-Name-List and a Homelessness Management Information System (HMIS), targeted to roll out in 2022/2023.
- **Updated Supportive Housing Need Projections:** Designed specifically for planning and to support advocacy for senior government investment, this report includes:
 - the development of a modeling tool that can be updated as more accurate data becomes available to assist in predicting supportive housing demand over a five-year period, and can be utilized to understand conditions/demands fluctuations
 - a supportive housing projection, based on currently available data, for Kelowna for the next five years.

Next Steps

The MOU requires that COJHS provide quarterly progress reports on the implementation of the Strategy to staff, and provide Council with annual reports, at a minimum. To enhance progress awareness, quarterly progress reports will be shared with Council for the remainder of the MOU duration.

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 *Mid-Point Review* 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 have been clearly outlined in the report. The report also makes clear that it takes the commitment of the entire community united in working towards collective goals to ultimately reach functional zero. The Mid-Point review demonstrates that COJHS, and all the committed stakeholders and partners, are making an impact, and it provides an updated roadmap for the duration of the Strategy and beyond.

Internal Circulation:

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

Considerations applicable to this report:

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.

In addition, during the 2021 preliminary budget process Council approved an increase in annual funding to COJHS, in alignment with the MOU timeframe (ending 2023), in the amount of \$100K to address Journey Home Strategy implementation priority areas that exceeded the Society's capacity at that time. These included: 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 total annual contribution to 2023 is \$250,000.

Considerations not applicable to this report:

Legal/Statutory Authority:

Legal/Statutory Procedural Requirements:

Existing Policy:

External Agency/Public Comments:

Communications Comments:

Submitted by:

Sue Wheeler, Active Living & Culture

Approved for inclusion: J. Gabriel, Divisional Director, Active Living & Culture

Attachments:

- Journey Home Strategy Mid-Point Review Report
- 05-09-22 COJHS Mid Strategy Review PPT