



Journey Home *Homeless-Serving System Strategy* Proposed Governance Model

Active Living & Culture

May 15, 2017

Introducing Journey Home Strategy

Shift away from traditional approaches

Requires thinking differently – working differently

Systems perspective

How services relate and contribute to the whole

Collective Journey to support change

*Preventing homelessness; and when it does occur,
ensuring it is rare, short-lived and non-reoccurring*

City of Kelowna Commitment

Commitment to working collaboratively

- ▶ needs of vulnerable populations are met
- ▶ homelessness prevented where possible, rare in occurrence, and short-lived when it does occur

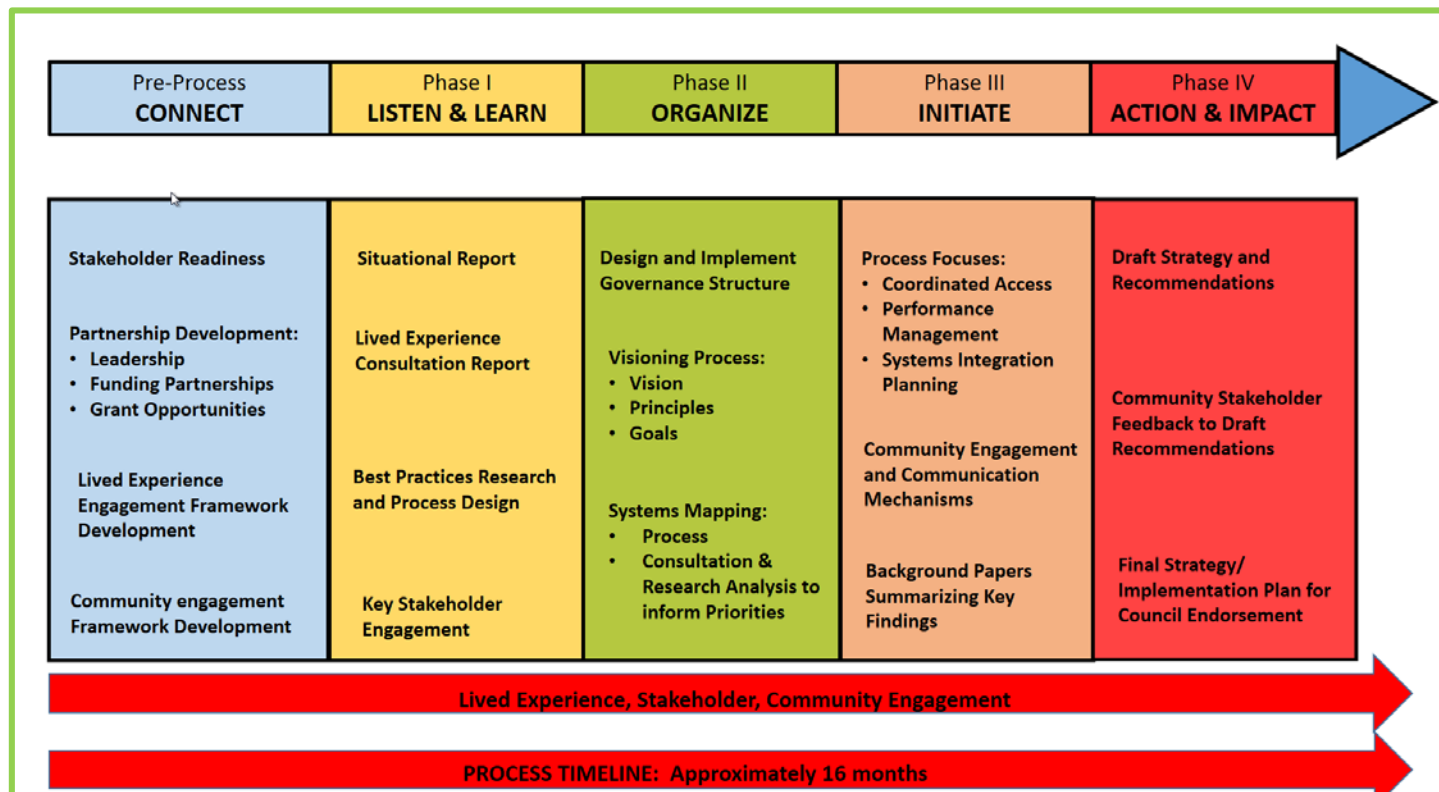
Homeless-Serving Systems Framework

- ▶ collaboration in long term local strategy development

\$125,000 commitment in 2017 City Budget

- ▶ Goal to leverage partnerships/grant opportunities
- ▶ Funding level will dedicate scope of strategy

Journey Home Strategy Framework



Governance Research - Key Themes

Interim Planning:

Time Duration Task Force or
Committee Structure

Backbone Structure

City Leadership:

Task Force reporting to Council, with Council approval

Convening Stakeholders

Accountability

Plans tied to Housing Development Strategies

Leveraging Funding / Provincial Funding links

Community Advisory Board on Homelessness (CAB-H) / Community Entity:

City partnership with CAB-H

Leadership Role

Alignment with Community Plan - HPS
Funding

Implementation Plan informs Governance Structure:

Ongoing Backbone Structure

CAB-H Role

City role and governance structure – i.e. ongoing Council Advisory Committee Structure

Funding Model to support Plan Implementation - ie. 3 to 5 year plan/commitments

System
Redesign
Workshops

Systems
101

Systems thinking involves fine tuning relationships/connections between the various players of our community so that everyone involved can see how their work contributes to the whole.

Goal: Shift to Systems Thinking

Collective Impact, Housing First, Pursuit of Ending Homelessness, Improving Wellness, Decreasing Costs, etc.

More than 100 people participated over two days representing over 40 organizations

Day One

Broad Participation – more than 90 people participated
Focused on Systems Planning 101 – Underlying Principles, Models, and Approaches
People-Centred, Outcome Focused, and Systems Design
Exercise on mapping pathways

Day Two

Leadership Participation – more than 50 people participated
Systems Principles, Components, Models
Discussion: Barriers, Principles, Leadership/Accountability, Coordinated Access, Performance Management

Shifting to a Systems Approach

Key Messages

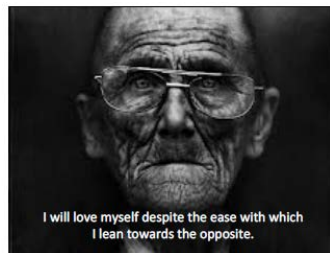
Recognize INTERCONNECTIVITY OF OUR SYSTEM

- we are greater than the sum of our parts

Recognize – that if we don't accept that every sector has contributed to state of homelessness – we can't move forward

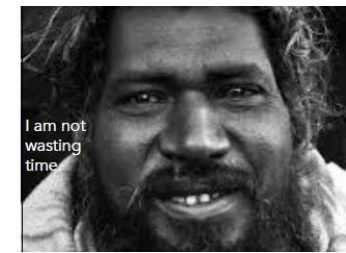
NAME IT, OWN IT, LIVE IT – how have we (our agency/sector) contributed (unintentionally) to the problem, and what can we stop doing immediately to positively impact our efforts to prevent and end homelessness

Social Service
Instead of Control



Thinking Differently

We are not a housing agency, but we can be a part of the system



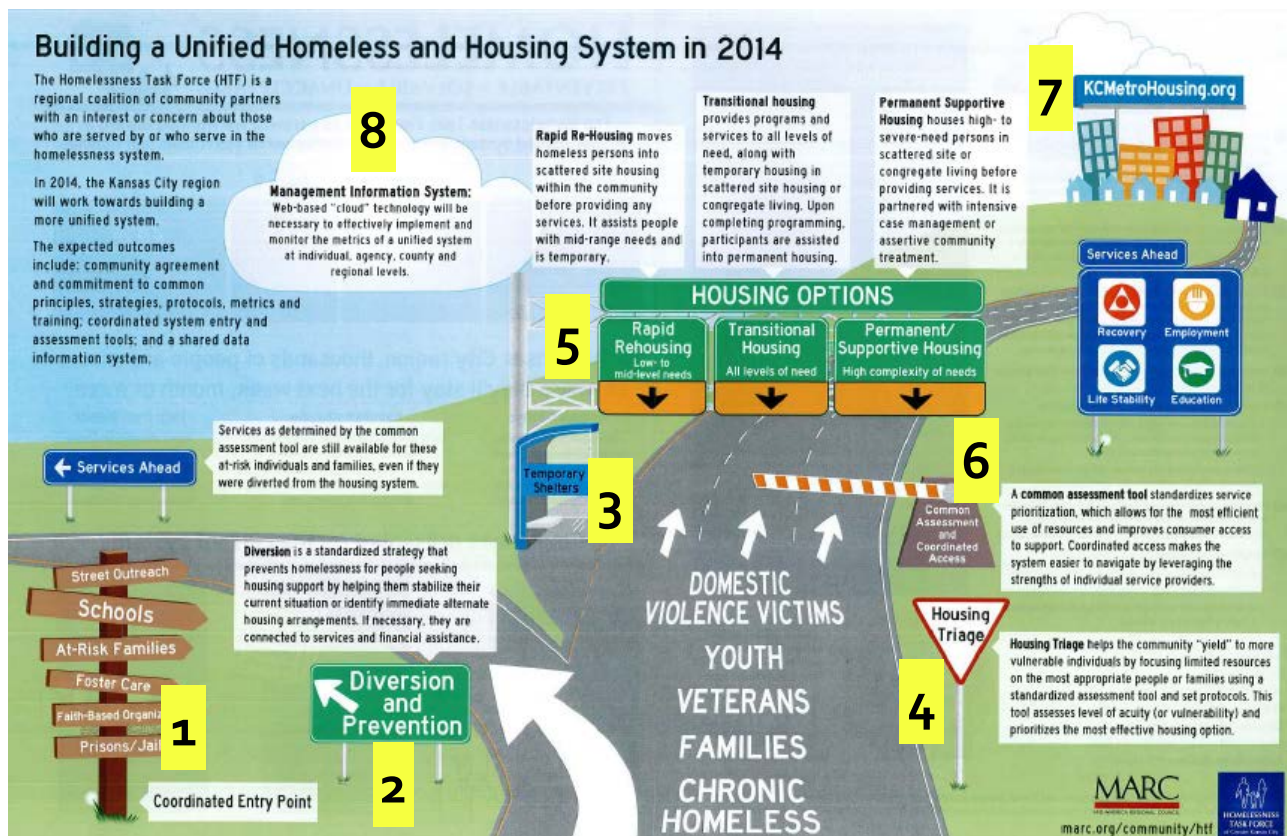
Doing Things Differently



Without the courage to be part of the solution, we remain part of the problem

What must we stop doing immediately?

Are our decisions and policies based on myths or facts?



1

Clear homeless system entry point

2

Common diversion protocol exhausts natural and preventive supports before shelter entry

3

Temporary shelter access with uniform intake and strong commitment to housing

4

Housing triage process with clear and appropriate housing options based on need

5

Available housing options understood /community efforts to expand supply

6

Common Assessment Tool

7

Accessible/ searchable real-time housing information

8

Comprehensive management information system

Leadership Readiness

Principles that inform Systems Design

Fundamental beliefs in systems approach
Foundation for service delivery behavior and chain of reasoning
Inform ethics and standards of service
Guide transparency
Determine “rights” and “wrongs” in how we deliver services

Coordinated Access

Integrated person-centred system:

- Front Door (what, who answers, every door provides access)
- Foyer (safe place while waiting, choice)
- Staircase (what service pathway eligible for, has space, is recommended)
- Bedroom (which housing solution makes sense, what support to stay housed)

Housing First Service Orientation

- Housing stability is primary objective
- Get people housed & help them stay housed
- Connect to community resources
- Believe in Hope
- People can and do recover

- Work is guided by evidence
- Use common assessment tool
- Assessment guides opportunities to coach/support
- People can and should be respectfully challenged to change
- Proactive planning beats reactionary crisis response

Leadership Input

Local Leadership

Broad Participation

Collective Resolve

Keys to Success

- Keep momentum
- Ensure broad and transparent consultation
- Achieve agreement on priorities/find common ground, compromise)
- Build trust within sector

To succeed:

- Clarity – clear vision
- Agreement on Priorities
- Council buy-in
- Transparency/trust
- Task Force with Manageable size
- Mechanisms to ensure all voice are heard

Governance:

- Interim Structure
- Collaboration model for single voice to make decisions
- Articulated shared understanding and shared priorities
- Develop shared Vision/Guiding Principles to guide Strategy development
- Develop Principles through Broad Engagement

Accountability:

- Requires accountable leadership/convenor
- Agreement that City best position to take leadership role
- Structure must be designed so strategy is developed and owned by community

Membership:

Selection process and membership design are critical to the overall success achieving



Leadership Input

Local Leadership

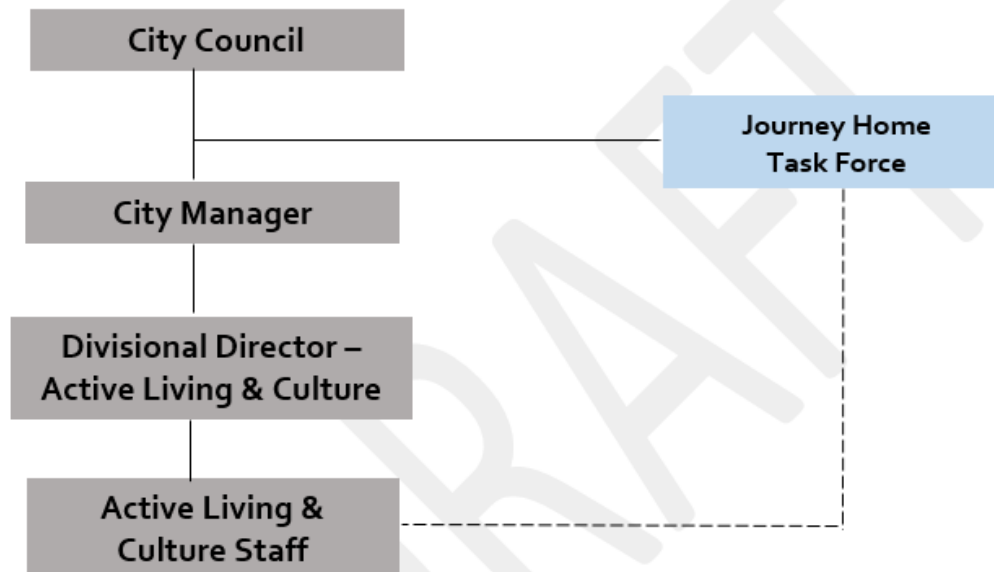
Broad Participation

Collective Resolve

Membership:

- Clear role, clear terms of reference – to determine membership of both Task Force and working groups
- Role – to facilitate inputs (working groups) to inform decisions on recommendations
- Membership – consider skills sets as well as constituency representation
- Representation needs to be diverse and broad:
 - Lived experience voice, service providers (front-line and leadership), community leaders
- Comfort with Sector Representation needs to be addressed through engagement opportunities
- Stakeholder-balanced membership

Proposed Journey Home Strategy Governance Structure



Best Practices and
Community-
Informed:

Leadership

Accountability

Collective Impact

Broad
Participation

Council Approval:

Task Force Terms of
Reference

Task Force Membership

Homelessness Strategy
and Implementation Plan

Proposed Journey Home Task Group

Reports to
Council -
Interim for
approximately
one year

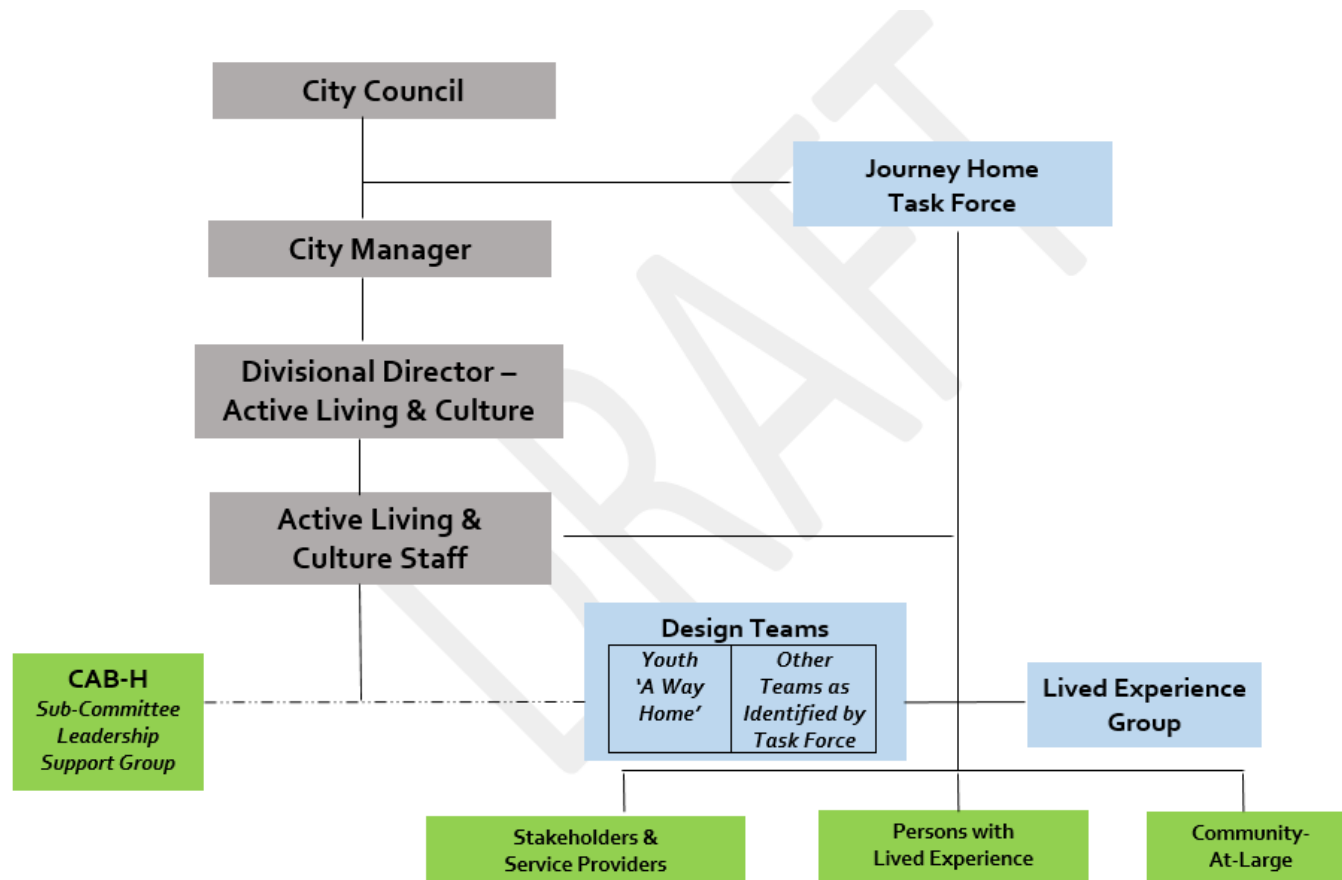
Multi-Sector
Membership

Vision, Goals,
Direction to
Backbone
Support and
Consultant

Steers
Planning
Process

Recommends
Final Strategy
and
Implementation
Plan to Council

Proposed Journey Home Strategy Governance Functioning



DRAFT
Proposed Governance
Structure for
Homelessness Strategy

*Council Approval of Task
Force Terms of Reference*

*Overall Governance
Structure to demonstrate
functioning*

Proposed Governance Structure - Functioning

Backbone Support

Active Living & Culture Staff

Implement Task Force Directions

Facilitate Design Teams

Facilitate Stakeholder Readiness, Ensure Broad Participation, and Support Connections

Provide Ongoing Communication

Design Teams

Focus of Teams to be determined based on Task Group priorities

Broad Participation across all sectors required

Facilitation and Coordination provided by Facilitating Backbone

Youth "A WAY HOME" –
recognition of need for specific focus on youth

Consultation with Stakeholders

Persons with Lived Experience
Stakeholders & Service Providers
Community-At-Large

Community Advisory Board on Homelessness (CAB-H)

Provides input and support for development/facilitation of Design Teams

Build community leadership and collaboration capacity

Alignment of Federal Homelessness Partnership Strategy (HPS) Community Plan with Homeless-Serving Systems Strategy and Implementation Plan

Alignment facilitates targeted and collective impact of investments

Journey Home Task Force - OBJECTIVE

Develop locally-informed solution-focused Homeless-Serving Systems Strategy through a community-wide collaboration framework:

- driven by local and lived experience knowledge
- application of best practices based on the Systems Planning principles:
 - person-centred, coordinated, outcome-focused
- guide decision-making on addressing affordable housing and homelessness issues

Present the completed strategy and implementation plan to Council for consideration and adoption.

SCOPE OF WORK

- vision and goals to guide strategy
- review community background research
- establish priority focus areas to inform design teams
- review and approve design team recommendations
- guide strategy development including implementation plan outlining financial implications
- finalize strategy and implementation plan and present for Council consideration and adoption by Spring, 2018

MEMBERSHIP

Ensure diverse representation

Selected based on skills, knowledge, experience, & interest in homelessness / housing

15 representatives appointed by Council for one-year term

To be appointed from 6 identified sectors

| Sector Representation | Number of Positions |
|---------------------------|---------------------|
| Private/Funding Sector | 2 |
| Social Services Sector | 4 |
| Health Sector | 2 |
| Housing Sector | 3 |
| Public Systems Sector | 2 |
| Cultural/Community Sector | 2 |
| TOTAL | 15 |

Task Force Membership Selection Process

15 Members - Appointed by Council

Establish Selection Committee
Recommendation to Council

Mayor
Co-Chairpersons
City Manager
Active Living & Culture Staff

Appointment of Co-Chairpersons

- **Business/Funders Sector**
- **Social Services Sector**

Selection Committee
Finalizes Skills
Representation Matrix

Sectors Identified for:

- Application
- Appointment of Sector Representation

Recommendation
to Council for
Appointment

DRAFT Task Force Membership Make-up and Selection

Process:

Selection Committee
Transparent Process

Sector Representation:

| <i>Sector Representation</i> | |
|----------------------------------|-----------|
| <i>Private/Funding Sector *</i> | |
| <i>Social Services Sector *</i> | |
| <i>Health Sector</i> | |
| <i>Housing Sector</i> | |
| <i>Public Systems Sector</i> | |
| <i>Cultural/Community Sector</i> | |
| TOTAL | 15 |

** Co-Chairs Included in Sector Numbers*

Application of Skills Representation Metrix:

| Homelessness Task Force Skills Representation Matrix – Example | | |
|--|--|--|
| <i>Perspective</i> | <i>Critical Elements</i> | <i>Core Qualities</i> |
| Examples: <ul style="list-style-type: none"> ○ Mental Health ○ Substance Use ○ Academic Lens ○ Property Management ○ Housing Development | Examples: <ul style="list-style-type: none"> ○ Lived Experience/ Openness to appreciating lived experience contribution ○ Previous Task Force experience ○ Gender Balance ○ Demographics Balance ○ Distinct Population representation (i.e. Aboriginal, Youth) | Examples: <ul style="list-style-type: none"> ○ Broad Vision ○ Collaborate openly ○ Knowledge of ending homelessness (systems re-design, Housing First) ○ Credibility ○ Consensus Builder ○ Understands Collective Impact ○ Fundraising Strength ○ Understanding of Public Policy ○ Appreciation of Diversity and Cultural lens ○ Willingness to Learn |

Examples of Representation of Sectors for Selection Committee Consideration

Sector Representation Examples

Private/Funding Sector

- Business Sector perspectives could include: Law, Development, Economic
- Funders – Foundations, etc
- United Way
- Central Okanagan Foundation/Service Canada

Social Services Sector

- Ministry of Social Development
- Ministry of Children and Family Development
- Outreach focus
- Mental Health Providers
- Substance Use Providers
- Employment Services

Health Sector

- Interior Health
- Health Related Agencies
- Division of Family Practice (Doctors)

Housing Sector

- BC Housing
- Emergency Housing Providers
- Supportive Housing Providers
- Youth Emergency/Transitional Housing Providers
- Landlords/Property Management

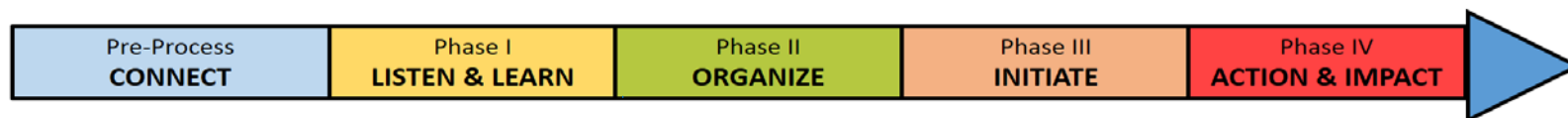
Public Systems Sector

- Justice/Corrections
- RCMP
- Education
- Exiting Justice System Supports

Cultural/Community Sector

- Indigenous
- New Immigrants
- Faith Groups

Journey Home Strategy Update



Stakeholder Readiness

Partnership Development

- ❖ Participation Commitments
- ❖ Funding/Grants

Housing Needs Assessment

Governance Structure

Systems Mapping
Background Research

Consultation and Engagement Strategy

A Way Home Strategy – Youth Homelessness



City of
Kelowna

550

Questions?