

Report to Council



Date: June 26, 2017
File: 0000-00-00
To: City Manager
From: Social Development Manager
Subject: Journey Home Task Force – Terms of Reference

Recommendation:

THAT Council approves the Journey Home Task Force Terms of Reference as outlined in the June 26, 2017, report from the Social Development Manager;

AND THAT Council approves the appointment of Dr. Kyleen Myrah and Martin Bell as Co-Chairpersons of the Journey Home Task Force.

Purpose:

To obtain Council's approval of the Terms of Reference and Co-Chairperson appointments for the Journey Home Task Force to guide the development of a long-term strategy to address homelessness.

Background:

On May 15, 2017, Council approved in principle the Journey Home governance structure and formation of a Journey Home Task Force to support the development of a long-term strategy to address homelessness. Staff were directed to prepare a Journey Home Task Force Terms of Reference for consideration.

Council was also introduced to the name "Journey Home" which is designed to reinforce the importance of making a shift from traditional approaches to addressing the needs of the housing-vulnerable citizens. Journey Home is designed to embrace a community-driven collective journey to support the development of a made-in-Kelowna Homeless-Serving Systems Strategy. The goal of the long-term strategy is to prevent homelessness whenever possible; and if it does occur, implementing a coordinated approach that will help to ensure it is rare, short-lived and non-reoccurring.

The approved governance structure was designed using a combination of best practice research, and input from local stakeholders. Key themes gathered from other Canadian communities undertaking a systems approach to address homelessness in their communities included:

- interim Governance Structure for strategy development;
- multi-sectorial participation, persons with lived experience, and extensive community engagement;

- municipalities assume leadership role and accountability in a collaborative-partnership based framework;
- the local Community Advisory Board on Homelessness (CAB-H) engages as a key partner with the goal of aligning the Federal Homelessness Partnership Strategy (HPS) Community Plan with the local strategy;
- the completed strategy and implementation plan outline an ongoing governance structure to support the implementation including: leadership, roles of stakeholders, and funding models.

Both the research, and the stakeholder consultation, demonstrated that a critical point in the planning process to support the strategy development is the identification of leadership, and the design of an effective governance structure. It is critical for success that the structure:

- clearly identify leadership and accountability;
- support a transparent, inclusive, and collaborative approach;
- be designed to ensure broad engagement and input to decision-making to support collective buy-in and ownership of the strategy.

At the systems design workshops held in March 2017, stakeholders agreed that strong local leadership; broad, inclusive, and transparent participation; were critical for success. The outcome was that the group concluded that the City was best positioned to take a leadership role in convening stakeholders in the development of a systems strategy to address homelessness; this leadership role is often referred to as the 'backbone support'.

Journey Home Strategy – Governance Structure

Attached are the proposed Terms of Reference for the Journey Home Task Force indicating that the Task Force will report to Council and be supported by Active Living & Culture Division staff. The Task Force will be convened for approximately a one-year period, concluding in the spring of 2018.

The Terms of Reference clearly outline that the objective of the Task Force is to develop a Journey Home Strategy for Council's consideration for adoption. The Strategy will be based on a Homeless-Serving Systems Planning approach driven by local and lived experience in the application of best practice principles to ensure a community-wide collaborative process. The completed solution-focused strategy and implementation plan will provide a guide for local decision-making on addressing affordable housing and homelessness issues.

The Terms of Reference outline the Task Force's scope of work related to the development of the Strategy including establishing a vision and set of goals to guide the process. Based on local research and consultation outcomes, the Task Force will establish priorities areas to inform the Strategy development to be finalized for Council consideration by June 2018.

The proposal is that the Task Force membership will be comprised of stakeholders representing defined sectors selected based on their skills, knowledge, experience, and strong interest in homelessness prevention and the provision of affordable housing. To ensure diverse multi-sector representation six

key sectors are outlined to guide the selection of 11 to 15 constituency representatives that will be appointed by Council for a one-year term.

The research on the structure of governance models to successfully support the development of homelessness strategies indicated that candidates that represent diverse sectors and the ability to promote collaboration is critical. Through an internal process, two Co-Chairpersons have been selected as sectorial representatives for Council's consideration: Dr. Kyleen Myrah and Martin Bell. Their role will be to jointly chair the Task Force by promoting collaboration, inclusivity, transparency, and systems-thinking.

As the research conducted on this topic indicated, both the membership on the Journey Home Task Force and the working groups is critical to the overall success of the strategy development. A selection committee has been established to oversee the process by applying a skills representation matrix to select stakeholders as sectorial representatives. Due to the importance of ensuring broad and inclusive membership stressed through the research, the selection committee will be comprised of:

- the Mayor of Kelowna,
- the City Manager,
- Active Living & Culture Division staff,
- Dr. Kyleen Myrah and Martin Bell, in the role of Co-Chairpersons.

Conclusion

The Journey Home Task Force will guide the development of a Strategy that will help to transform Kelowna's housing and homelessness services into an integrated, people-centered, performance-focused service system. The goal of the Strategy will be to assist residents to achieve housing stability and improve their well-being, and the overall safety, health, and sustainability of the community.

Next Steps

Based on Council's approval of the Journey Home Task Force Terms of Reference and appointment of Co-Chairpersons, the selection committee will proceed with the selection of the remaining members of the Task Force for Council's consideration.

Internal Circulation:

J. Gabriel, Divisional Director, Active Living & Culture
D. Gilchrist, Divisional Director, Community Planning & Real Estate
K. Needham, Deputy City Clerk
J. Foster, Communications Supervisor
M. Kam, Sustainability Coordinator

Considerations not applicable to this report:

Legal/Statutory Authority
Legal/Statutory Procedural Requirements
Existing Policy
External Agency/Public Comments
Communications Comments

Alternate Recommendation
Financial/Budgetary Considerations
Personnel Implications

Submitted by:

S. Wheeler, Social Development Manager, Active Living & Culture

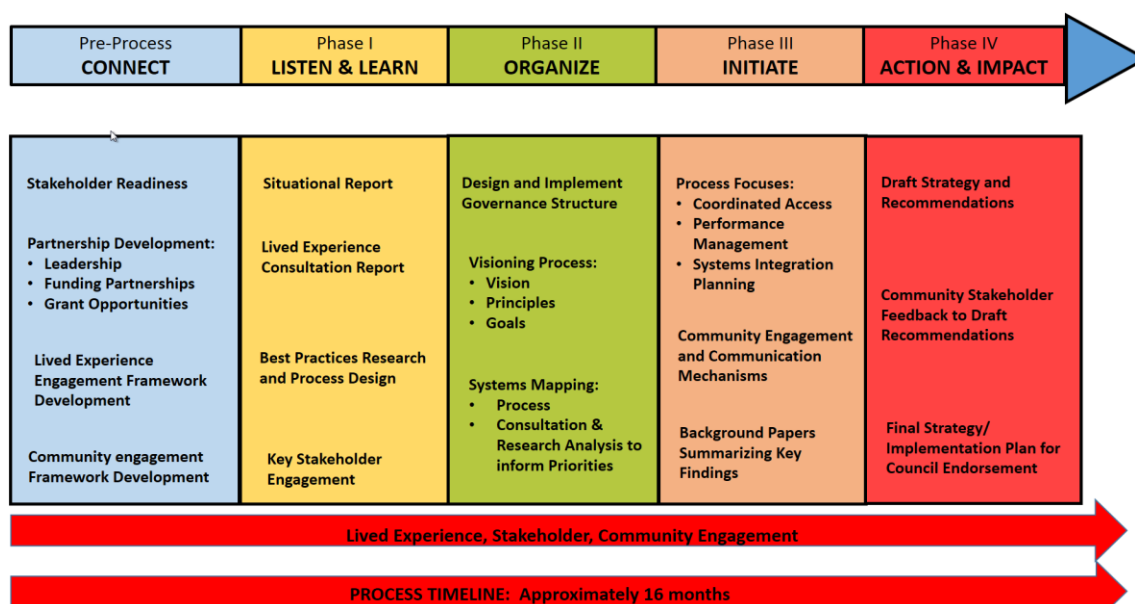
Approved for inclusion: J. Gabriel, Divisional Director, Active Living & Culture

Cc: Divisional Director, Active Living & Culture
Divisional Director, Community Planning & Real Estate
Acting Divisional Director, Corporate & Protective Services

Attachments: Homeless-Serving Systems Strategy Framework
Proposed Co-Chairpersons' Biographies
City of Kelowna, Draft Terms of Reference - Journey Home Task Force
Powerpoint Presentation – Journey Home

Appendix A

Homeless-Serving Systems Strategy:



The development of a made-in-Kelowna Homeless-Serving Systems Strategy is based on the application of a Systems Planning Framework, approved by Council in December, 2016. This framework will provide direction on several key elements that are critical in reducing the incidence of homelessness, and when it does occur, reducing the duration. The proposed strategy framework focuses on:

- Best Practice translation to local context;
- Capacity building to transition to a Systems Planning Framework approach;
- Local leadership and inclusive engagement to capture local knowledge garnered through in-depth consultation with stakeholders, community, and those with lived experience;
- Systems Planning focused on the development of:
 - Integrated Systems, Coordinated Service and Prevention Delivery;
 - Client-Centered Informed System and Delivery;
 - Performance driven, Outcome-Focused Services System.

The framework was developed to reflect the stakeholder input and recognizes that applying a Systems Planning Framework to the local context will be best achieved through a phased approach. While the framework above provides a guideline in the development of a long term strategy, it is important to note that the phases of the framework overlap, with some activities occurring concurrently.

Appendix B

Proposed Co-Chairpersons' Biographies:



Martin Bell, CEO, Urban Systems

Martin Bell is a husband, proud dad, urbanist, cyclist and car sharing advocate. He is also the CEO of Urban Systems, an inter-disciplinary professional practice focused on providing spirit in service for vibrant communities. The firm is owned by its people and our networked organization of 400 employees spans 12 offices in western and northern Canada.

Martin joined Urban Systems in Kelowna in 1997 to build a government consulting practice with a focus on partnerships between the public and private sectors for the delivery of infrastructure. He was asked to lead in building our Calgary local government practice in 1999 and became a partner in Urban Systems in 2000. In 2002, the company's founders provided an opportunity to build a new office and professional practice in Edmonton and Martin had the good fortune to be selected to lead this initiative. Martin was named CEO and co-leader of Urban Systems with Steve Frith, President, in 2009.

Martin's professional focus is in helping regions work together to integrate their thinking and actions in matters of land use, infrastructure, finances and service delivery. In working together and committing to think holistically, communities and senior levels of government can accomplish great things together. Martin has led regional collaboration projects amongst elected officials on infrastructure and community services across Western Canada and takes pride in helping leaders question the status quo with a view to making their communities more livable for all.

Martin holds a BA (Honours) in Political Science from St. Francis Xavier University and a Master's Degree in Urban and Regional Planning from Queen's University. When Martin is not foolishly and lamely trying to catch his kids, Isaac and Eliza, on the ski hill, he is an avid road cyclist and is a founding Director in the OGO Car Share Co-op in the Okanagan Valley.



**Dr. Kyleen Myrah, CPA CMA
Professor, Okanagan College**

Dr. Kyleen Myrah is an educator, professional speaker, entrepreneur and active member of her community. She is a Professor of Business at the Okanagan School of Business at Okanagan College teaching in the areas of marketing, management and entrepreneurship. She is also President of KyCo Management, a professional speaking and corporate training company specializing in leadership development, strategic planning and social enterprise.

Believing strongly in the value of community involvement and stewardship, Kyleen has held numerous committee and board positions with organizations such as the Kelowna Chamber of Commerce, Central Okanagan Foundation, Inn from the Cold, YMCA-YWCA, and Community Futures of the Central Okanagan. She is a sought-after judge for business competitions and a Faculty Advisor for the award-winning student organization, Enactus Okanagan.

Committed to the importance of lifelong learning, Dr. Myrah has continued her education throughout her career. She has a Bachelor of Arts Honors degree from Queen's University, a Master of Public Administration degree from Dalhousie University, a Doctorate of Education from University of British Columbia. She also has her Chartered Professional Accountant (CPA) designation from Simon Fraser University, and is a Certified Trainer of the Myers-Briggs Type Indicator (MBTI) Step I and Step II Program and the EQ-i 2.0 / EQ 360 (Emotional Intelligence) Program.

Since moving to Kelowna in the mid-90's Kyleen has taken advantage of the numerous recreational opportunities this beautiful region provides including skiing, hiking and road cycling while trying to keep up with her two active teenagers.