



Journey Home

Homeless-Serving System Strategy

Journey Home Task Force - Terms of Reference

Active Living & Culture

June 26, 2017

Journey Home Strategy

- Shift away from traditional approaches
- Thinking differently – working differently
- Systems perspective
How services relate and contribute to the whole
- Shift to Collective Action
Preventing homelessness; and when it does occur, ensuring it is rare, short-lived and non-reoccurring

Journey Home Strategy Framework

Pre-process CONNECT	Phase I LISTEN & LEARN	Phase II ORGANIZE	Phase III INITIATE	Phase IV ACTION & IMPACT
<p>Stakeholder Readiness</p> <p>Partnership Development:</p> <ul style="list-style-type: none"> • Leadership • Funding Partnerships • Grant Opportunities <p>"Lived Experience" Engagement Framework Development</p> <p>Community Engagement Framework Development</p>	<p>Housing Needs Assessment</p> <p>"Lived Experience" Consultation Report</p> <p>Best Practice Research and Process Design</p> <p>Key Stakeholder Engagement</p>	<p>Design and Implement Governance Structure</p> <p>Systems Mapping:</p> <ul style="list-style-type: none"> • Process • Analysis to inform priorities 	<p>Process Focuses:</p> <ul style="list-style-type: none"> • Coordinated Access • Performance Management • Systems Integration Planning <p>Community Engagement and Communications Mechanisms</p> <p>Background Papers Summarizing Key Findings</p>	<p>Draft Strategy and Recommendations</p> <p>Final Strategy/ Implementation Plan for Council Endorsement</p> <p>Confirmation of Partnership Commitments to Strategy Implementation</p>

ENGAGEMENT: Lived Experience, Stakeholder and Community Engagement ongoing throughout.

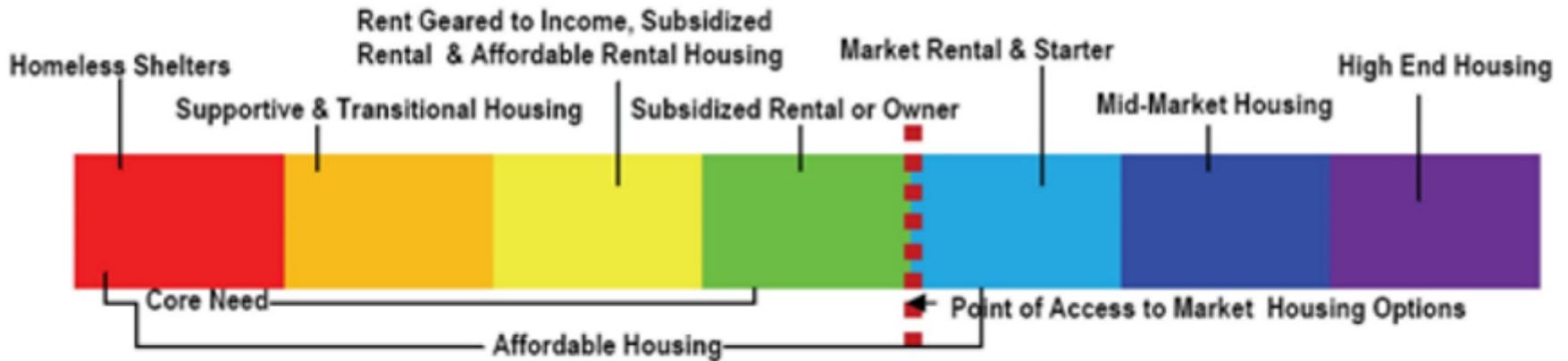
Journey Home Strategy Update

CONNECT - Readiness/Connections - Partnerships - Collaborative Approach

LISTEN & LEARN - Housing Needs Assessment - Consultation
- Research - Evidence-Based - Translation to Local Context

ORGANIZE - Governance- Research/Local Stakeholder Input – Task Force

Housing Needs Assessment



Journey Home



Services Map

Healthy Housing Strategy



Policies, zoning, tools

Housing First principles:

- 1 Immediate access to housing with no housing readiness conditions
- 2 Consumer choice and self-determination
- 3 Recovery orientation
- 4 Individualized and person-driven supports
- 5 Social and community integration

Underlying principle: People are better able to move forward with their lives if they are first housed.

"At the end of the day when a man or a woman locks the door behind them and they are safe and not worried about being stabbed, assaulted, or ripped off, (that) is when they choose to seek help because they have hope and dignity"

*Stacey Peterson,
Housing First in Canada
(Gaetz, Scott, Gulliver)*



Examples from other Canadian Cities confirm: local leadership, adequate funding, and a collective resolve to do more, can have an impact on the prevalence of homelessness

**Shifting to
Systems
Approach**

Readiness

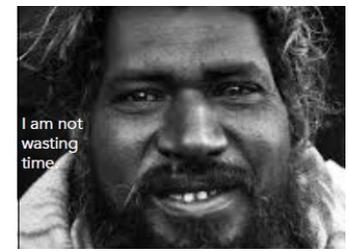
Recognize INTERCONNECTIVITY OF OUR SYSTEM

Recognize – every sector has contributed to state of homelessness

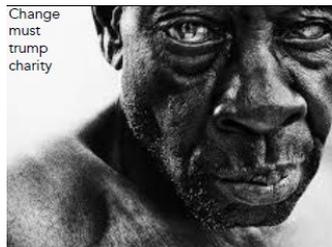
NAME IT, OWN IT, LIVE IT –what can we stop doing immediately to positively impact our efforts to prevent and end homelessness



Thinking
Differently



Doing
Things
Differently



Without the Courage to be
Part of the Solution,
We remain Part of the Problem

Common Understanding / Community Informed / Principles

Addressing Homelessness:

Close the Front Door into homelessness

-- *Prevention and Diversion -- Coordinated Entry -- Discharge Planning*

Open the Back Door out of Homelessness

-- *Housing First -- Improve Service Coordination -Person-Centred Approach*

Find the Courage to do Things Differently

-- *Solution Focused Innovation*

Dispelling Myths: “People need to prove they are ready for housing”

Myths inhibit successfully ending homelessness

The Truth about Homelessness – occurrence is rare –3 situations of homelessness:

1. Transitionally Homeless – *once, usually for one week, able to quickly find housing, never homeless again*
2. 10% are “episodically homeless” – *cycle in and out of homelessness*
3. 10% are “chronically homeless” – *homeless for over a year, some for much longer*

For this 20%, homelessness response is not working

Majority of growth in homeless is in chronically homeless population – became and stayed homeless

Community Readiness

Principles inform Systems Design

- Foundation of fundamental beliefs
- Foundation for service delivery behavior
- Inform ethics and standards of service

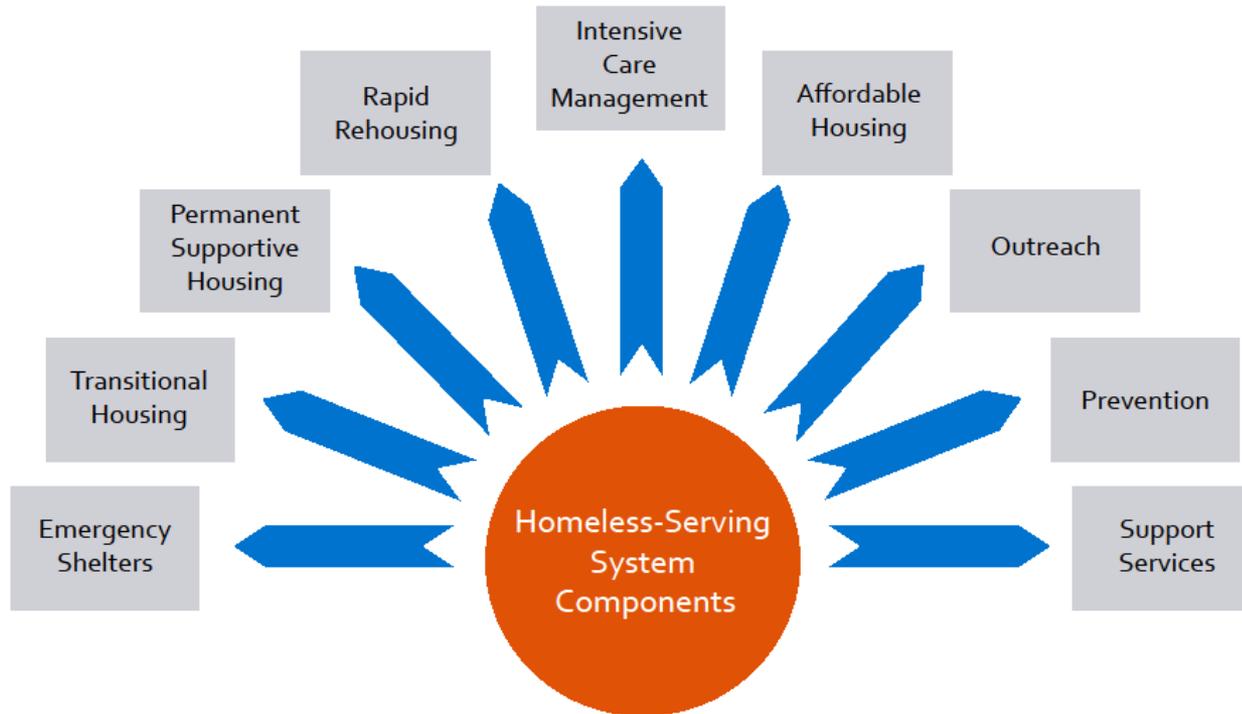
Integrated person- centred system:

- **Front Door** (where, 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, support to stay housed)

Housing First Service Orientation

- **Housing Stability** - Support people into housing & help stay housed
- **Believe in Hope** - People can and do recover
- People can and should be respectfully challenged to change
- Proactive planning beats reactionary crisis response

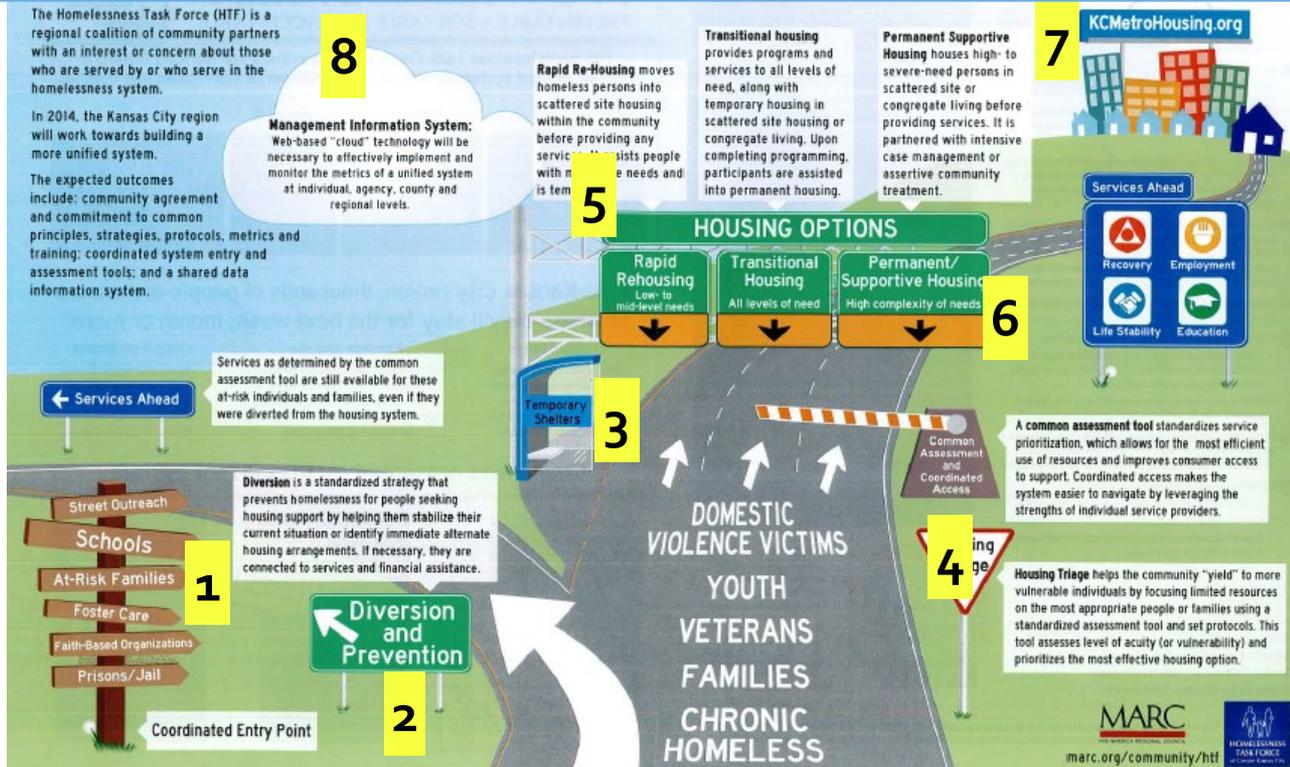
Defining the Local “Homeless-Serving System”



"Shifting from a program-by-program to a systems approach to address homelessness"
Alina Turner

- Define basic components
- Understand how relate to one another as a part of the whole
- Common goal - All components play a role
- Local needs, resources, and priorities determine relationships at system-level

Building Common Understanding of Unified Homeless and Housing System



1 Clear homeless system entry point

2 Common diversion protocol

3 Temporary shelter access

4 Housing triage process

5 Available housing options understood

6 Common Assessment Tool

7 Accessible/searchable real-time housing information

8 Comprehensive management information system

Journey Home Task Force Design

“CONNECT”

Governance
Research

Stakeholder
Input

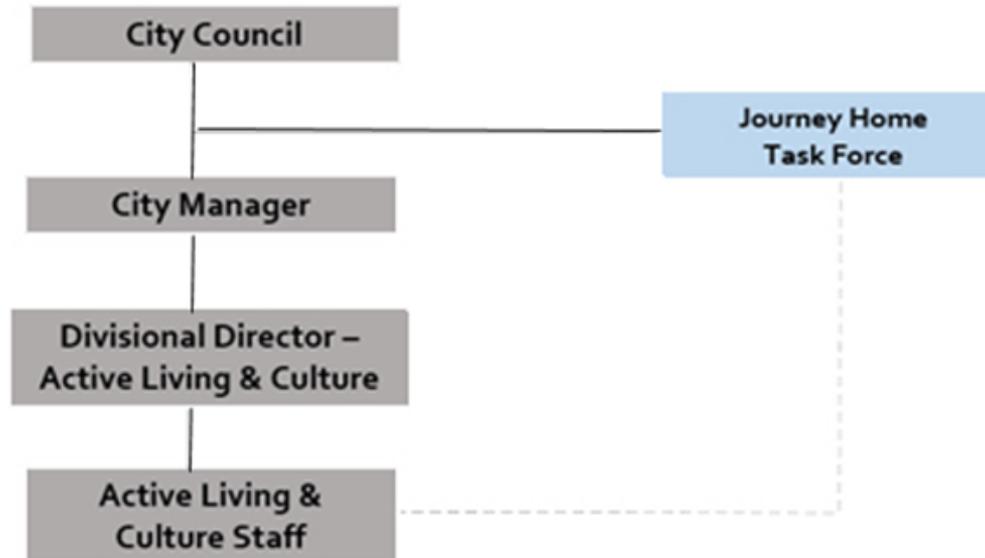
Governance
Structure

**Journey
Home Task
Force**

Journey Home Strategy Governance Structure

**Best Practices/
Community-
Informed:**

Interim Structure
Leadership
Accountability
Collective Impact
Broad/Inclusive
Participation



Council Approval:

Task Force Terms of Reference

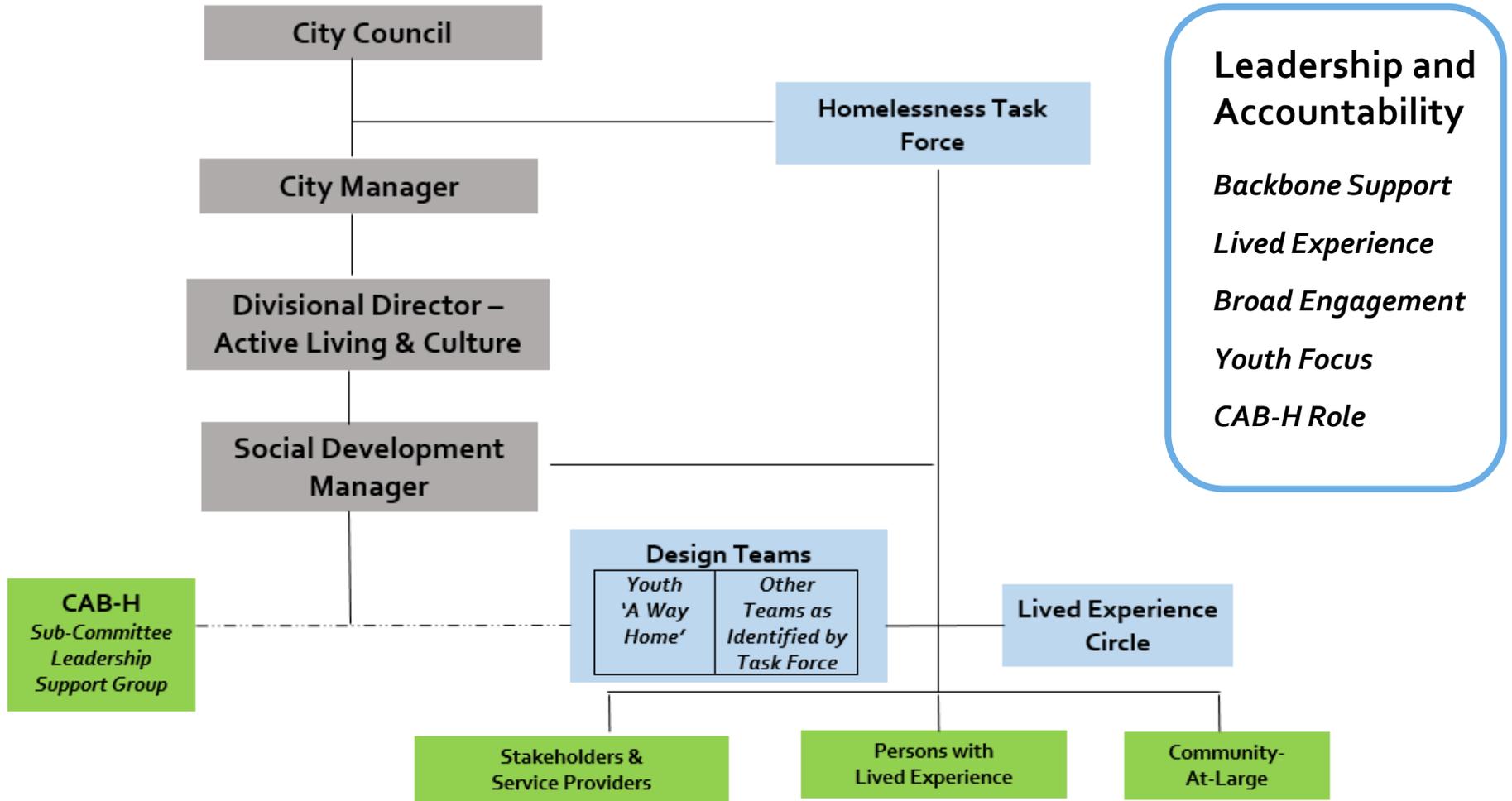
Co-Chairpersons Appointment

Task Force Membership

Homelessness Strategy

- Interim – Approximately One Year
- Multi-sector Representation
- Vision, Goals, Direction
- Steers Planning Process
- Recommends Final Strategy

Proposed Journey Home Strategy Governance Functioning



Leadership and Accountability

Backbone Support

Lived Experience

Broad Engagement

Youth Focus

CAB-H Role

Journey Home Task Force – Proposed Terms of Reference



OBJECTIVE - Homeless-Serving Systems Strategy

Locally-informed solution-focused decision-making to address affordable housing and homelessness issues:

- community-wide collaboration framework
- driven by local and lived experience knowledge
- best practices application based on Systems Planning principles:
 - person-centred, coordinated, outcome-focused

Completed strategy and implementation plan for Council consideration

SCOPE OF WORK

- Vision and Goals
- Local Research and Consultation
- Establish Priority Focus Areas
- Strategy and Implementation Plan for Council consideration (Spring, 2018)

MEMBERSHIP

Diverse representation

Based on skills, knowledge, experience, & interest in homelessness / housing

11 - 15 representatives appointed from 6 sectors:

Private / Funding	Social Services	Health
Public Systems	Housing	Cultural / Community

Co-Chairpersons (2) Selection

Jointly Chair promoting Collaboration, Inclusivity, Transparency, Appreciation of Diversity, and Systems Thinking.

Proposed Co-Chairpersons' Appointment



Dr. Kyleen Myrah, CPA CMA
Professor, Okanagan College



Martin Bell, CEO, Urban Systems

Task Force Membership Selection Process

11 - 15 Members - Appointed by Council

Selection Committee
Recommendation to Council

Mayor
Co-Chairpersons
City Manager
Active Living & Culture Staff

Appointment of
Co-Chairpersons

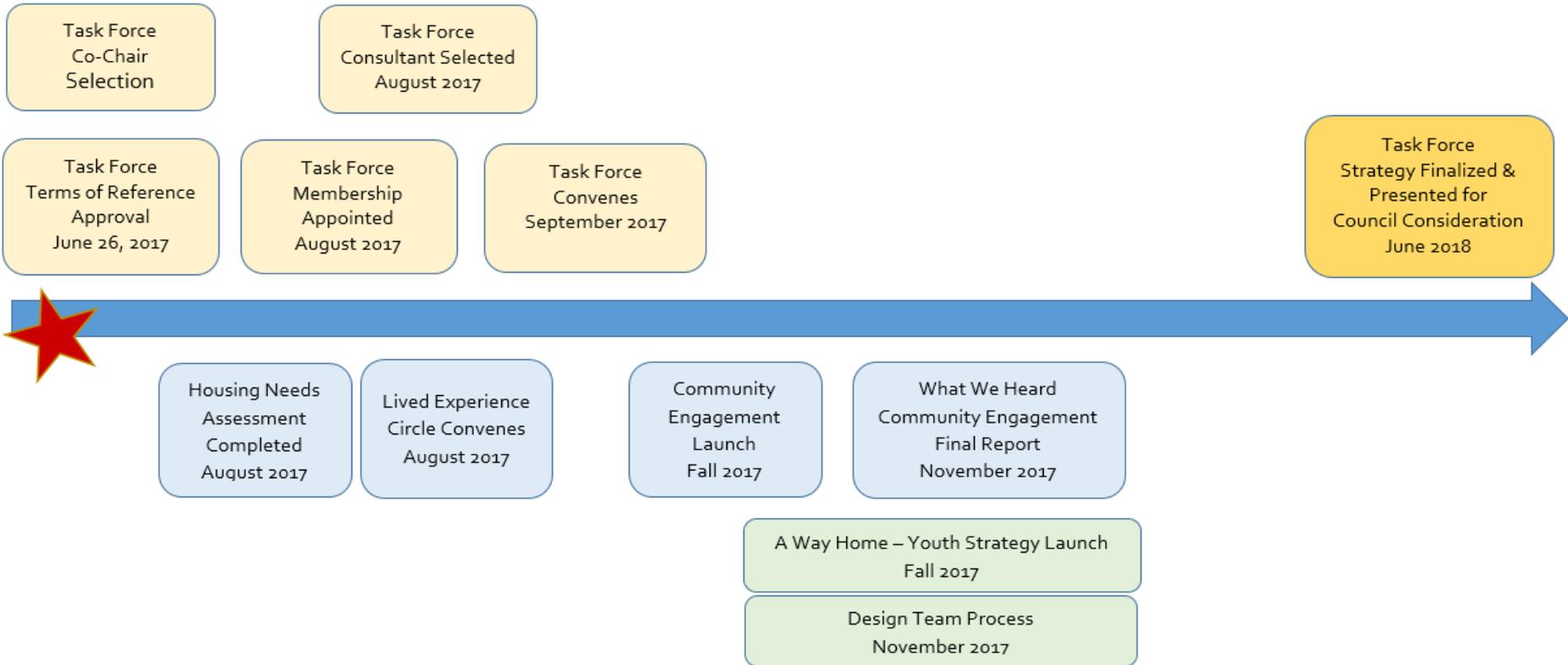
Selection Committee
Finalizes Sector/Skills
Representation Matrix

Sectors Identified for:

- Application
- Appointment of Sector Representation

Recommendation
to Council for
Appointment

Journey Home Strategy Timelines





Questions?

