

# A Collaborative Roadmap for the Prevention of and Response to Homelessness in Abbotsford

May 2016





## Preface

This report has been prepared for the community of Abbotsford on behalf of the Integral Strategy Roadmap Design Team that co-created ***“A Collaborative Roadmap for the Prevention of and Response to Homelessness in Abbotsford.”***

The Strategy Roadmap represents a comprehensive, coherent collective strategy and action plan for achieving collective impact through the prevention and response to homelessness in Abbotsford. The Strategy Roadmap is the result of an incremental series of highly interactive and innovative design workshops<sup>1</sup>. The work of the Design Team culminated in a Community Forum where the Roadmap was formally launched and introduced to a broader suite of community stakeholders. As hosts of the Forum, the Design Team helped the stakeholders to understand the nature of the Roadmap and where all of the various participants in the system "live" in map and in what way they are connected. The Roadmap tells the story of homelessness prevention and response in our community in terms of both the desired outcomes and actions required to achieve

*But knowing that we're all coming from different value systems and have a plan on how we can collaboratively work together so that your piece is important and my piece is important and we can come in and I can do the piece that I can do and you can do your piece and we can address the whole issue as a whole.*  
Design Team member

them from both a prevention and response perspective. Also portrayed are the impacts and benefits that will occur as progress is made on these outcomes.



The Forum also served as the first step in the implementation of the Roadmap by providing stakeholders the opportunity to identify priority outcomes and actions and where in the Roadmap they were most interested in contributing.

In closing, the Design Team wishes to commend Abbotsford City Council on its leadership, commitment of resources, and recognition that *“Abbotsford will be a socially and economically vibrant community”* if *“fewer people become homeless and the whole community supports people who are experiencing homelessness or who become homeless”*<sup>2</sup>.

Our particular thanks also go to Dena Kae Beno and Lynda Brummitt, and to Bob Yates and Keith Jones, our Integral Strategy Network facilitators.

<sup>1</sup> More information on the Integral Strategy™ methodology and the Network can be found at <http://integralstrategy.net>.

<sup>2</sup> Respectively these statements in quotes are the strategic outcome and strategic impact statements in the Strategy Roadmap.

## Acknowledgements

We would like to acknowledge the generous contributions of the following organizations and people

- Abbotsford Chamber of Commerce
- Abbotsford Community Foundation
- Abbotsford Community Services
- Abbotsford Downtown Business Association
- BC Housing Management Commission
- City of Abbotsford
- Cyrus Centre
- Fraser Health Authority
- Fraser Valley Regional District
- Harvest Discovery Homes
- John Howard Society of Lower Mainland of BC
- Mamele'awt Qweesome/To'o Housing Society
- Mennonite Central Committee
- BC Ministry of Social Development and Social Innovation
- Positive Living Fraser Valley Society
- United Way Fraser Valley
- Women's Resource Society of the Fraser Valley

*One of my frustrations over the last year has been the negative public response to how homelessness is being handled. And I attribute some of that to ignorance of the fact that there has been a lot of good work going on by a whole variety of service providers and individuals in the community who's work is unnoticed. And I think a very important part of bringing a community together in a supportive, collaborative way is to harness their emotions, to make them feel good about themselves, to make them feel good about the community. Then they get to that critical point, a tipping pint so to speak, and more good will follow.*

Design Team member

Particular thanks go to all the members of the Strategy Roadmap Design Team who gave of their time, knowledge and commitment to develop this Strategy Roadmap:

Morten Bisgaard, Camilla Boisvert, Emin Dhaliwal, Pam Flegel, Deborah Gardner, Greg Glaim, Wayne Green, Kari Hackett, Jennifer Hawkins, Marlena Kaltsidis, Stan Kuperis, Clr. Dave Loewen, Susan McAlvey, Alison, Martens, Lori Masse, Bruk Melles, Jane Njogu, Sue Noga, Jake Rudolph, David Sheach, Janice Silver, Neil Stark, Alison Stewart, Tina Stewart, Jesse Wegenast, and Trevor Wiens



Volunteers – Sheryl Dellaire and Daniel Pons

Integral Strategy Network Facilitators: Keith Jones and Bob Yates

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## Part A – Developing the Strategy Roadmap

### Introduction

Homelessness has always been with us, but its visibility has increased over the past decade, especially in British Columbia, as rents have increased and housing has become more and more unaffordable. Abbotsford has had a ‘homeless camp’ for several years and efforts to address the problems that come with the camp have had limited success.

Building on the years of collaborative work by Abbotsford service providers, outreach workers, and local organizations to support vulnerable individuals in the community, the City of Abbotsford facilitated a Homelessness Taskforce, which resulted in the City’s formation of the Homelessness Action Advisory Committee in 2015 to steward the *Homelessness in Abbotsford Action Plan*. This was followed by funding from Service Canada in 2015 to develop a coordinated intake and referral model to help individuals experiencing chronic homelessness to access appropriate housing and support connections.

*I think in this ideal world we’re moving forward, because support workers are having success in housing people or preventing people them from becoming homeless. If we continue, the burnout rate will decrease because there’s a lot more job satisfaction and because they’re succeeding.*  
Design Team member

A *Housing First Best Practices Forum* was hosted in October 2015. It brought together multiple sectors and partners to gain knowledge, understanding, and generate dialogue about potential collaborative response strategies to address homelessness in Abbotsford. At that time, the need for a more holistic approach that engaged all stakeholders was recognized. This need led to the introduction and adoption of the Integral Strategy™ methodology and the desire to develop an Integral Strategy Roadmap™.



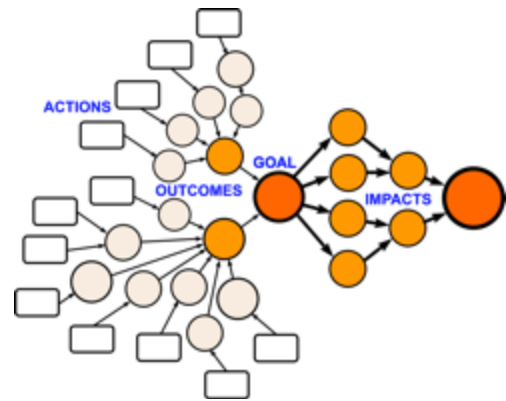
The Integral Strategy Network was retained to work with City staff and stakeholders to create what became “*A Collaborative Roadmap for the Prevention of and Response to Homelessness in Abbotsford.*” The Strategy Roadmap was developed incrementally over the course of four, three-hour workshops with a carefully selected Design Team representing a thorough cross-section of key stakeholders. The Strategy Roadmap development process concluded with an innovative Forum at which stakeholders identified their areas of current activity and priority implementation areas.

Once built the Roadmap serves as a management tool for its implementation providing an integrated framework for gap analyses, program design and project chartering, priority setting, performance measurement, and assignment of responsibilities and accountabilities for actions and outcomes.

## The Strategy Roadmap

The Strategy Roadmap is a visual representation of the system and how it functions. It has seven structural elements:

1. A Strategic Outcome
2. Impacts realized through the achievement of the Strategic Outcome
3. The ultimate Strategic Impact
4. Capability areas – capabilities that the system must have for the strategic outcome to be achieved.
5. Key Enabling Outcomes – the highest level outcome for each capability area
6. The necessary Outcomes that must be achieved if the strategic outcome is to be realized
7. The associated Actions that will cause these outcomes to be realized.



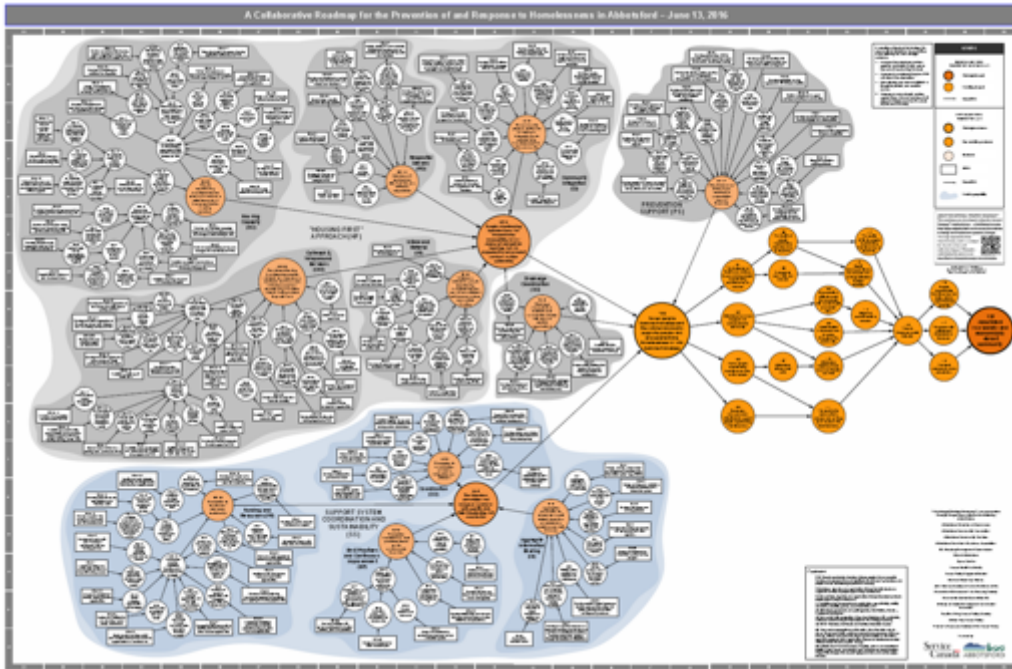
While the primary process for developing the Strategy Roadmap was through a facilitated dialogue over the course of four, three-hour workshops, four tasks preceded the first Roadmap workshop:

1. The concept of the Integral Strategy Roadmap and overview of the Integral Strategy methodology was presented as part of the Housing First Best Practices Forum (October 2015)
2. In consultation with City staff, the Design Team members were identified such that all aspects of the homelessness system were represented (November 2015)
3. Interviews with some Design Team members and other key stakeholders to ensure that their views were known to the facilitators at the start of the process (November/December 2015)
4. Review of all previous reports and extraction of outcomes, actions and impacts (November/December 2015)

The four Integral Strategy workshops were designed to serve as a venue and safe space for focused conversation and careful listening – dialogue. The Strategy Roadmap was developed after each workshop and validated and refined at the following workshop. The four workshops were held, one per month, between January and April 2016.

The final Roadmap event was a “Collective Impact Forum to Launch Our Roadmap” held on May 18, 2016 and hosted by the Design Team. The Forum was attended by 65 people from Abbotsford and region. It was designed to help the new stakeholder-guests to learn about the Roadmap, begin to use it and understand how it will be implemented.

## Part B - The Strategy Roadmap Context and Impacts



### The Results

The Strategy Roadmap process starts from the viewpoint that Homelessness is a system, although perhaps better described as a self-organizing system. That is to say, it has no defined overall control function or single organization responsible for all aspects of its operation. Rather, it is the sum of many parts, with a multitude of agencies and organizations from the public, private and not-for-profit sectors, each of which contribute to and influence its operation and effectiveness.

Following is a high level overview of the Roadmap.

The Strategic Outcome for the Roadmap that was agreed by stakeholders was that:

- ***Fewer people become homeless and the whole community supports people who are experiencing homelessness or who become homeless.***

This Strategic Outcome will only be achieved if a number of key enabling outcomes are also achieved (shown on the left-hand side of the map):

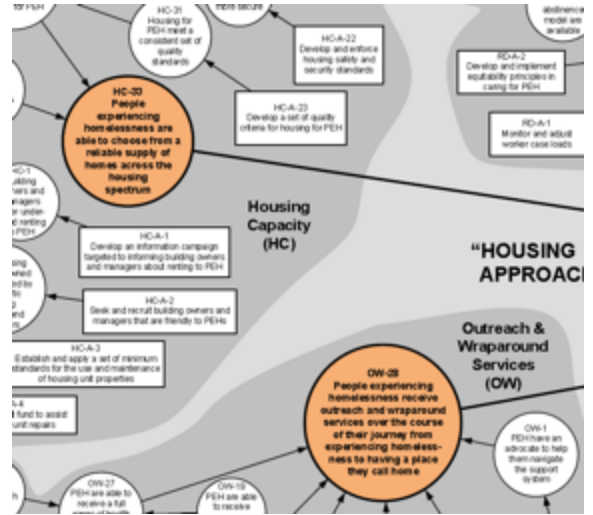
- ***People experiencing homelessness are responded to respectfully, have a choice of appropriate housing, and are supported by wraparound services and the community.***

*For people experiencing homelessness, the idea of rejection is huge. And the root cause is rejection. Doors have been shut, shut, shut, shut, shut for me. So I think the whole idea of saying "you're welcome, you're part of this, and I recognize your value, no matter where you are at" is essential.*  
Design Team member



This key enabling outcome broadly represents the essence of the 'Housing First' approach. Its key enabling outcomes are:

- **Housing Capacity** - People experiencing homelessness are able to choose from a reliable supply of homes across the housing spectrum
- **Outreach and Wraparound Services** - People experiencing homelessness receive outreach and wraparound services over the course of their journey from experiencing homelessness to having a place they call home
- **Intake and Referral** - Intake and referral for people experiencing homelessness are smooth and efficient as they are provided appropriate housing
- **Respectful Delivery** - Care support services are client-centred and delivered respectfully
- **Community Integration** - The community plays an active role in helping to integrate people experiencing homelessness into the community.

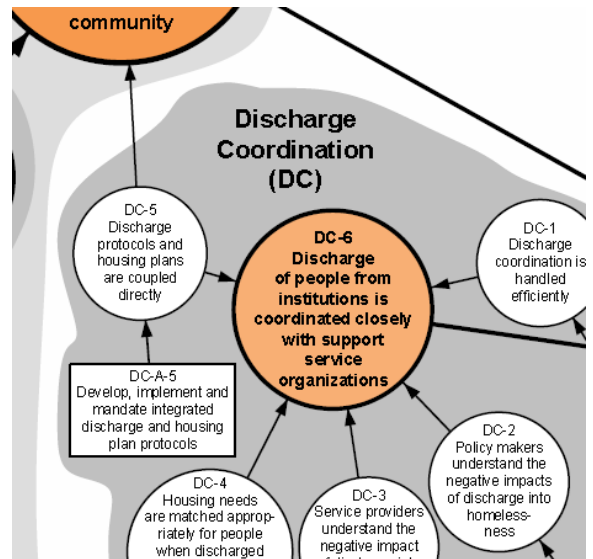


The remaining key enabling outcomes are:

- **Discharge Coordination** - Discharge of people from institutions is coordinated closely with support service organizations
- **Prevention Support** - People are more aware of and receive the preventative support they need.

And the homeless prevention and response system will be well-coordinated, high functioning and sustainable, if:

- **Funding and Resources** - The system is funded and resourced sustainably
- **Coordination** - The system has a shared strategic purpose with clear actions for achieving collective impact
- **Aggregate Information Sharing** - Aggregated information is shared among all stakeholders and processes and decisions are well-informed
- **Best Practices and Continuous Improvement** - The system benefits from best practices, learns and is continuously improved

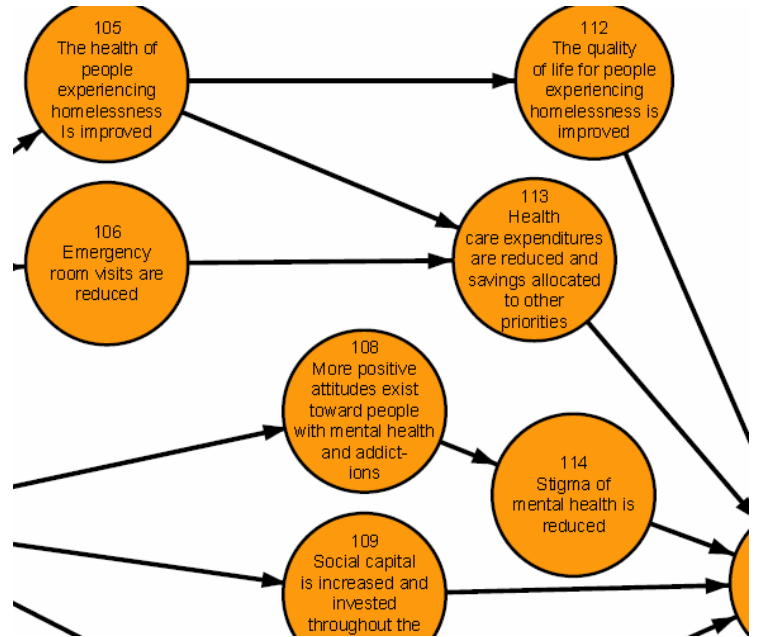


## Impacts

The impacts, also referred to as benefits, are the outcomes that will occur if the Strategic Outcome is achieved. To the right of the Strategic Outcome are 17 featured impacts that culminate in a Strategic Impact that:

- ***Abbotsford is a socially and economically vibrant community.***

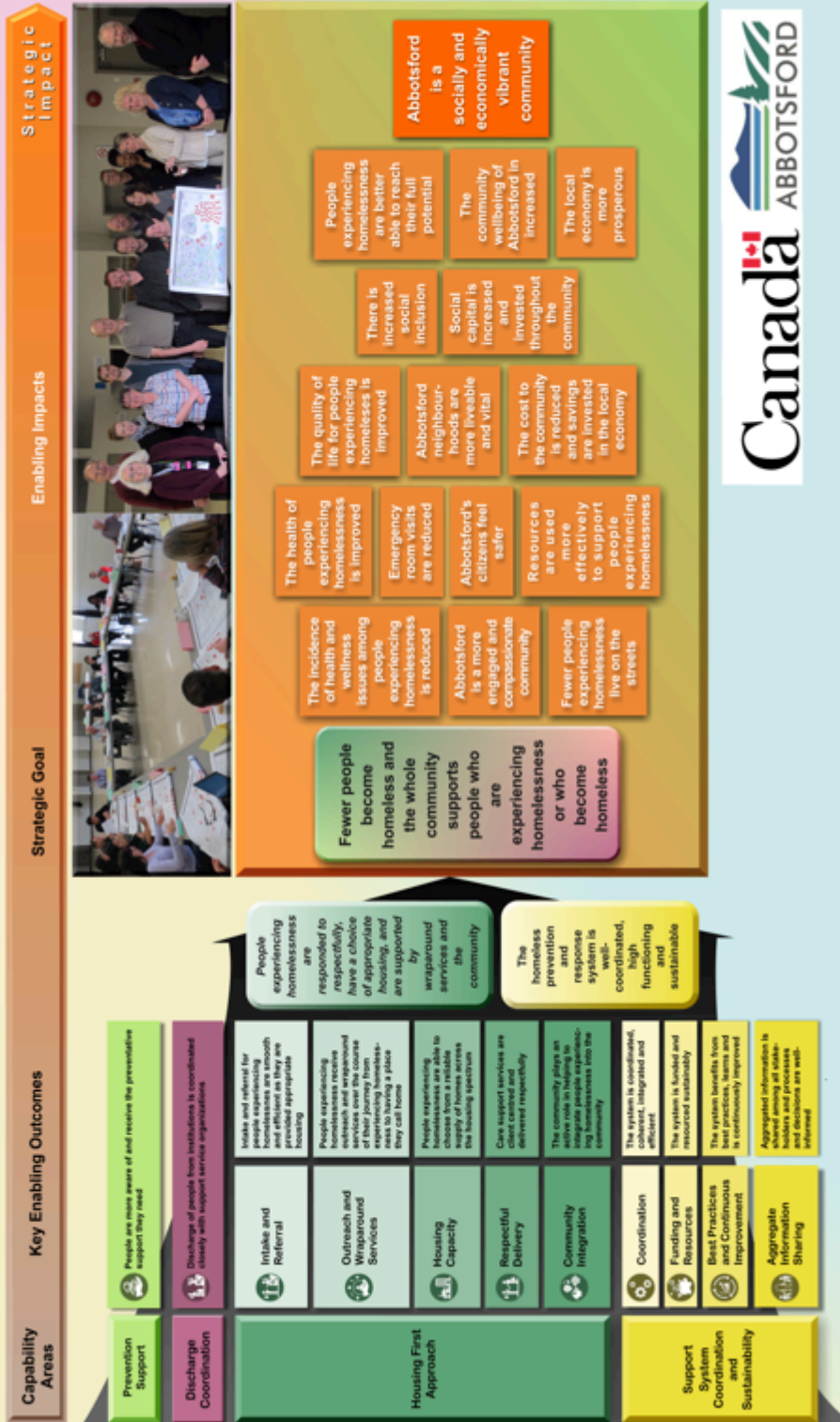
The enabling outcomes and required actions for each capability were also identified and refined to complete the map.



### The Logic Model

Once the Strategy Roadmap was completed, it was translated into a simpler format referred to as a Logic Model. Unlike conventional logic models, the Strategy Roadmap Logic Model is a direct derivation and summation of all of the details embedded in the Strategy Roadmap itself. For some people and in some settings, this more simple representation of the strategy is sufficient.

# A Collaborative Roadmap for the Prevention of and Response to Homelessness in Abbotsford



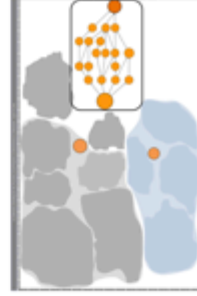
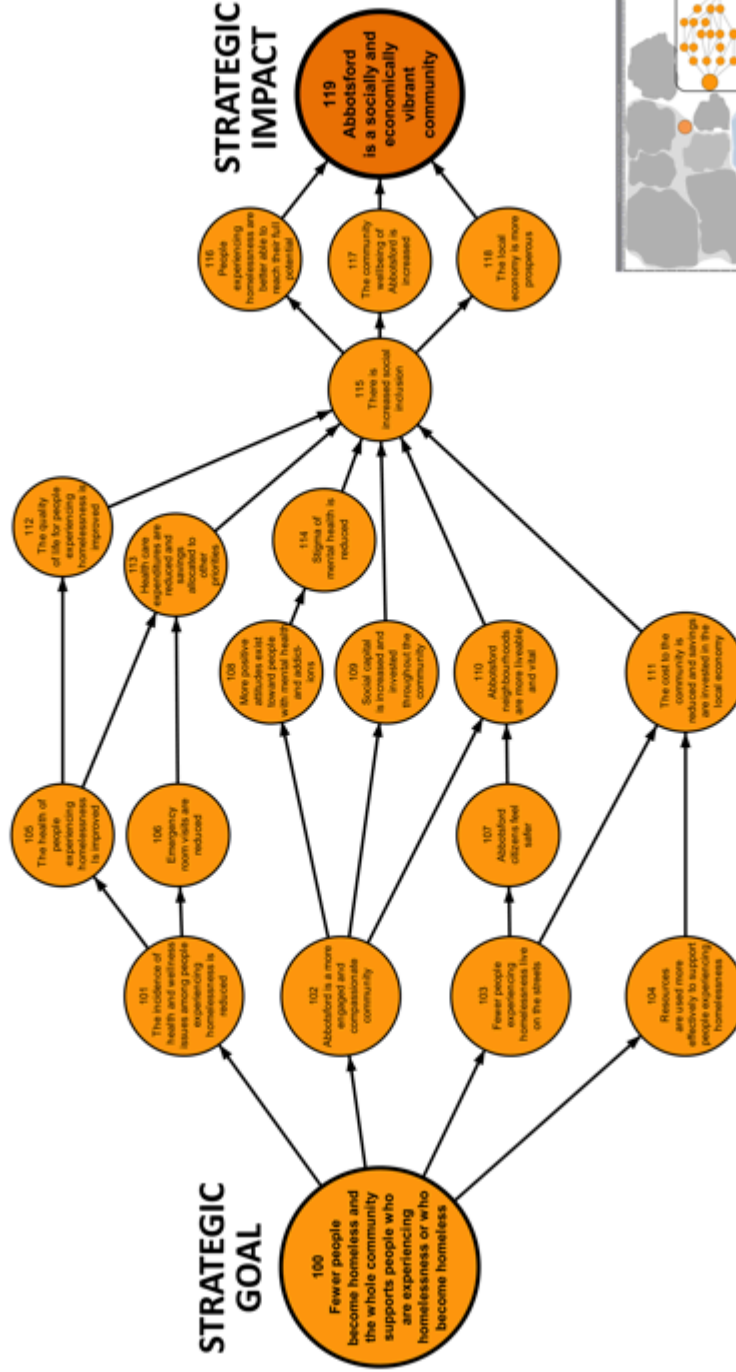
Developed by R. Keith Jones & Associates  
May 13, 2016

A Collaborative Roadmap for the Prevention of and Response to Homelessness in Abbotsford

**STRATEGIC GOAL**

*Fewer people become homeless and the whole community supports people who are experiencing homelessness or who become homeless*

**E N A B L I N G I M P A C T S**



**STRATEGIC IMPACT**

*Abbotsford is a socially and economically vibrant community*

Ref#	Impacts
100	(Strategic Outcome – for reference): Fewer people become homeless and the whole community supports people who are experiencing homelessness or who become homeless
101	The incidence of health and wellness issues among people experiencing homelessness is reduced
102	Abbotsford is a more engaged and compassionate community
103	Fewer people experiencing homelessness live on the streets
104	Resources are used more effectively to support people experiencing homelessness
105	The health of people experiencing homelessness is improved
106	Emergency room visits are reduced
107	Abbotsford citizens feel safer
108	More positive attitudes exist toward people with mental health and addictions
109	Social capital is increased and invested throughout the community
110	Abbotsford neighbourhoods are more liveable and vital
111	The cost to the community is reduced and savings are invested in the local economy
112	The quality of life for people experiencing homelessness is improved
113	Health care expenditures are reduced and savings allocated to other priorities
114	Stigma of mental health is reduced
115	There is increased social inclusion
116	People experiencing homelessness are better able to reach their full potential
117	The community wellbeing of Abbotsford is increased
118	The local economy is more prosperous
119	(Strategic Impact) Abbotsford is a socially and economically vibrant community

## Part C: The Strategy Roadmap Capability Areas

Following are the posters of each of the capability areas used at the Community Forum (slightly revised to reflect comments made at the Forum). For each capability area, a table is provided capturing the outcomes and actions identified for each capability area. In addition the table provides a tool for further planning for each capability area providing the opportunity to add for each action the Priority/Difficulty and Cost; Performance Measure; and Lead and Supporting Roles for the action. This will assist in the implementation of the Strategy Roadmap.



<b>Capability Area: HOUSING CAPACITY</b>	
<b>Key Enabling Outcome</b>	
HC-33	People experiencing homelessness are able to choose from a reliable supply of homes across the housing spectrum
<b>Ref#</b>	<b>Outcomes</b>
HC-01	Building owners and managers better understand renting to PEH
HC-02	More housing units are owned and managed by empathetic building owners and managers
HC-03	Private sector housing units provided to PEH are cared for properly
HC-04	Landlords know that damage repair costs are covered
HC-05	A reassuring and supportive environment is provided for both landlord and PEH tenant
HC-06	Not-for Profits can be responsible for rental obligations on behalf of PEH
HC-07	Landlord fears of renting to PEH are reduced
HC-08	Private sector housing units can be made available more easily
HC-09	The supply of private sector housing is stimulated
HC-10	More private rental and market housing units are available and suited to PEH
HC-11	An adequate supply of recovery home beds is provided
HC-12	An adequate supply of assisted and independent living beds without supports is provided
HC-13	An adequate supply of publicly-funded rental housing is provided
HC-14	An adequate supply of assisted and independent living beds with supports is provided
HC-15	An adequate supply of non-market housing is provided
HC-16	An adequate supply of housing is provided across the housing spectrum
HC-17	Housing needs of PEH are well matched to what's available
HC-18	Housing units from a wider range of sources are available to PEH
HC-19	Housing units for PEH are distributed throughout the City
HC-20	City licensing and bylaws support an increased supply of safe and secure housing for PEH



<b>Ref#</b>	<b>Outcomes</b>			
HC-21	Applications from housing unit operators are processed quickly			
HC-22	Housing units are made available more quickly			
HC-23	More housing units are available more quickly and from a wider range of sources throughout the city			
HC-24	Housing is more affordable for PEH			
HC-25	More rental supplements become available for PEH			
HC-26	There is a greater variety of housing options for PEH			
HC-27	The demand for housing is known			
HC-28	The supply of available housing is known			
HC-29	Housing demand can be matched with supply			
HC-30	Housing units are safer and more secure			
HC-31	Housing for PEH meet a consistent set of quality standards			
HC-32	The housing supply is well managed, appropriate quality, and there are more choices for PEH			
<b>Ref#</b>	<b>Actions</b>	<b>Priority/ Difficulty and Cost</b>	<b>Performance Measure</b>	<b>Lead and Supporting Roles</b>
HC-A-01	Develop an information campaign targeted to informing building owners and managers about renting to PEH			
HC-A-02	Seek and recruit building owners and managers that are friendly to PEHs			
HC-A-03	Establish and apply a set of minimum standards for the use and maintenance of housing unit properties			
HC-A-04	Establish a trust fund to assist with housing unit repairs			
HC-A-05	Appoint liaison workers as part of outreach teams			
HC-A-06	Develop standard rental agreements between Not-for Profits and landlords			

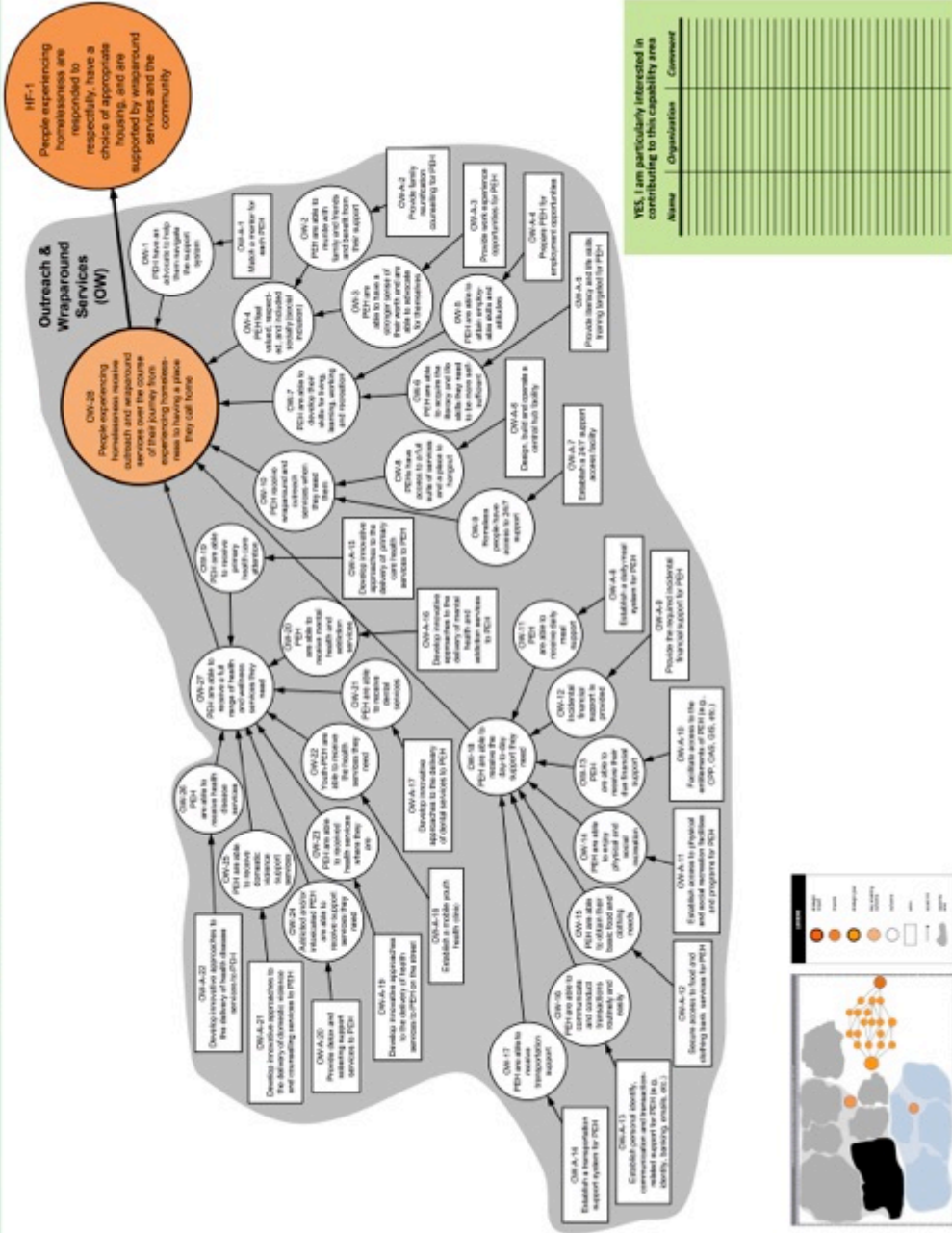
<b>Ref#</b>	<b>Actions</b>	<b>Priority/ Difficulty and Cost</b>	<b>Performance Measure</b>	<b>Lead and Supporting Roles</b>
HC-A-07	Review and revise City zoning bylaws to enhance the supply of private sector housing units			
HC-A-08	Establish incentives by governments for supplying private sector housing units			
HC-A-09	Determine the need and develop a plan for recovery home beds			
HC-A-10	Determine the need and develop a plan for assisted and independent living beds without supports			
HC-A-11	Determine the need and develop a plan for publicly-funded rental housing units			
HC-A-12	Determine the need and develop a plan for independent living beds with supports			
HC-A-13	Develop a comprehensive plan that serves both strategic and operational purposes			
HC-A-14	Design and implement innovative approaches to increasing housing unit supply			
HC-A-15	Develop and implement a scattered housing policy			
HC-A-16	Review and amend City housing bylaws regarding housing and safety, security and supply for PEH			
HC-A-17	Streamline bylaws to address housing application bottlenecks for PEH			
HC-A-18	Review and recommend improvements to provincial housing financial support programs for PEH			
HC-A-19	Advocate to provincial ministries for the provision of rent supplements			
HC-A-20	Design and utilize a housing demand assessment tool			

<b>Ref#</b>	<b>Actions</b>	<b>Priority/ Difficulty and Cost</b>	<b>Performance Measure</b>	<b>Lead and Supporting Roles</b>
HC-A-21	Develop and maintain an up-to-date inventory of occupied and vacant housing units			
HC-A-22	Develop and enforce housing safety and security standards			
HC-A-23	Develop a set of quality criteria for housing for PEH			

A Collaborative Roadmap for the Prevention of and Response to Homelessness in Abbotsford

"HOUSING FIRST" APPROACH

**OUTREACH AND WRAPAROUND SERVICES:**  
*People experiencing homelessness receive outreach and wraparound services over the course of their journey from experiencing homelessness to having a place they call home*



<b>Capability Area: OUTREACH AND WRAPAROUND SERVICES</b>	
<b>Key Enabling Outcome</b>	
OW-28	People experiencing homelessness receive outreach and wraparound services over the course of their journey from experiencing homelessness to having a place they call home
<b>Ref#</b>	<b>Outcomes</b>
OW-01	PEH have an advocate to help them navigate the support system
OW-02	PEH are able to reunite with family and friends and benefit from their support
OW-03	PEH are able to have a stronger sense of their worth and are able to advocate for themselves
OW-04	PEH feel valued, respected, and included socially (social inclusion)
OW-05	PEH are able to attain employ-able skills and attitudes
OW-06	PEH are able to acquire the literacy and life skills they need to be more self-sufficient
OW-07	PEH are able to develop their skills for living, learning, working and recreation
OW-08	PEHs have access to a full suite of services and a place to hangout
OW-09	Homeless people have access to 24/7 support
OW-10	PEH receive wraparound and outreach services when they need them
OW-11	PEH are able to receive daily meal support
OW-12	Incidental financial support is provided
OW-13	PEH are able to receive their due financial support
OW-14	PEH are able to enjoy physical and social recreation
OW-15	PEH are able to obtain their basic food and clothing needs
OW-16	PEH are able to communicate and conduct transactions routinely and easily
OW-17	PEH are able to receive transportation support
OW-18	PEH are able to receive the day-to-day support they need
OW-19	PEH are able to receive primary health care attention

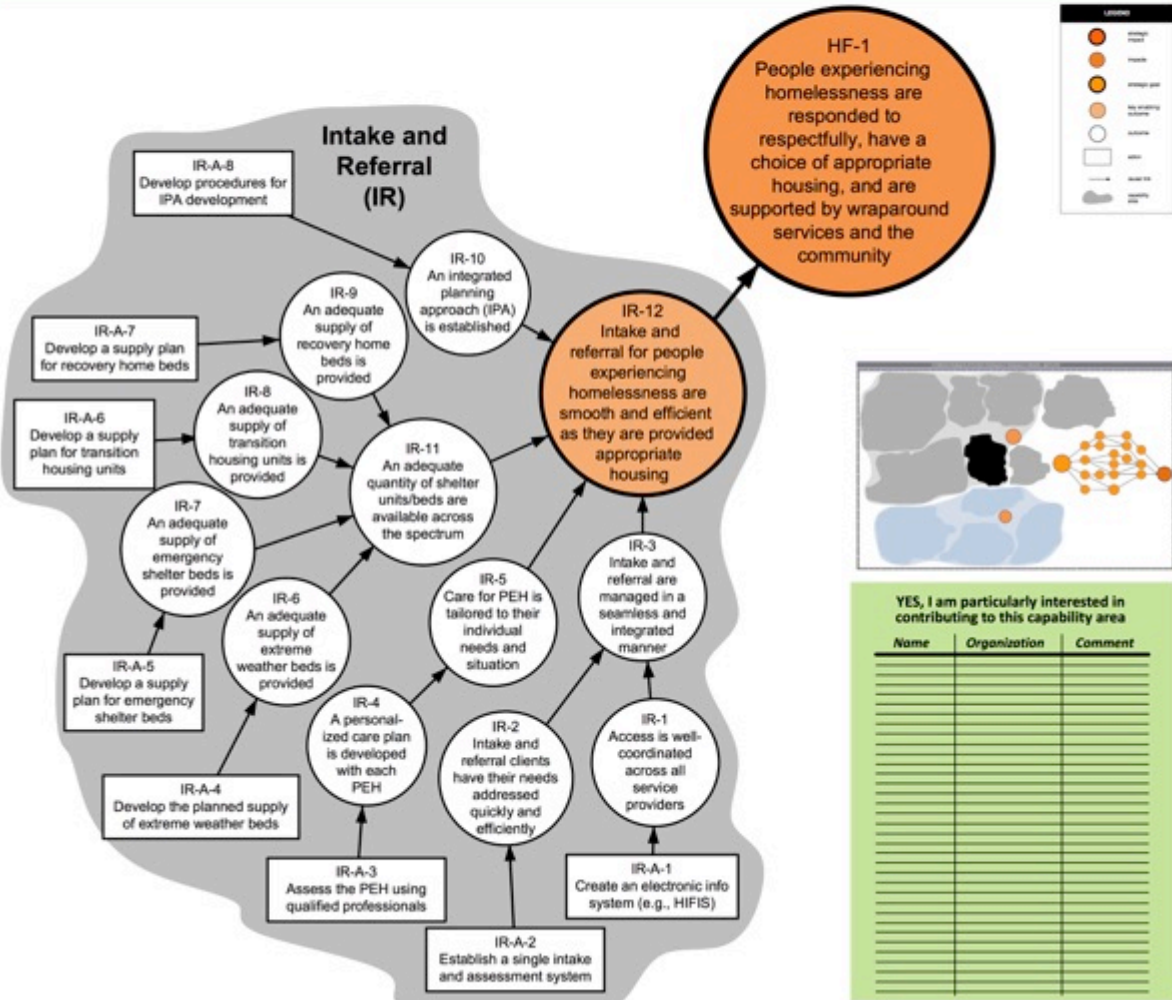
<b>Ref#</b>	<b>Outcomes</b>			
OW-20	PEH are able to receive mental health and addiction services			
OW-21	PEH are able to receive dental services			
OW-22	Youth-PEH are able to receive the health services they need			
OW-23	PEH are able to received health services where they are			
OW-24	Addicted and/or intoxicated PEH are able to receive support services they need			
OW-25	PEH are able to receive domestic violence support services			
OW-26	PEH are able to receive health disease services			
OW-27	PEH are able to receive a full range of health and wellness services they need			
<b>Ref#</b>	<b>Actions</b>	<b>Priority/ Difficulty and Cost</b>	<b>Performance Measure</b>	<b>Lead and Supporting Roles</b>
OW-A-01	Match a mentor for each PEH			
OW-A-02	Provide family reunification counselling for PEH			
OW-A-03	Provide work experience opportunities for PEH			
OW-A-04	Prepare PEH for employment opportunities			
OW-A-05	Provide literacy and life skills training targeted for PEH			
OW-A-06	Design, build and operate a central hub facility			
OW-A-07	Establish a 24/7 support access facility			
OW-A-08	Establish a daily meal system for PEH			
OW-A-09	Provide the required incidental financial support for PEH			
OW-A-10	Facilitate access to the entitlements of PEH (e.g., CPP, OAS, GIS, etc.)			
OW-A-11	Establish access to physical and social recreation facilities and programs for PEH			
OW-A-12	Secure access to food and clothing bank services for PEH			

<b>Ref#</b>	<b>Actions</b>	<b>Priority/ Difficulty and Cost</b>	<b>Performance Measure</b>	<b>Lead and Supporting Roles</b>
OW-A-13	Establish personal identify, communication and transaction-related support for PEH (e.g, identity, banking, emails, etc.)			
OW-A-14	Establish a transportation support system for PEH			
OW-A-15	Develop innovative approaches to the delivery of primary care health services to PEH			
OW-A-16	Develop innovative approaches to the delivery of mental health and addiction services to PEH			
OW-A-17	Develop innovative approaches to the delivery of dental services to PEH			
OW-A-18	Establish a mobile youth health clinic			
OW-A-19	Develop innovative approaches to the delivery of health services to PEH on the street			
OW-A-20	Provide detox and sobering support services to PEH			
OW-A-21	Develop innovative approaches to the delivery of domestic violence and counselling services to PEH			
OW-A-22	Develop innovative approaches to the delivery of health disease services to PEH			

# Intake and Referral



## "HOUSING FIRST" APPROACH INTAKE AND REFERRAL: *Intake and referral for people experiencing homelessness are smooth and efficient as they are provided appropriate housing*





<b>Capability Area: INTAKE AND REFERRAL</b>				
<b>Key Enabling Outcome</b>				
IR-12	Intake and referral for people experiencing homelessness are smooth and efficient as they are provided appropriate housing			
<b>Ref#</b>	<b>Outcomes</b>			
IR-01	Access is well-coordinated across all service providers			
IR-02	Intake and referral clients have their needs addressed quickly and efficiently			
IR-03	Intake and referral are managed in a seamless and integrated manner			
IR-04	A personalized care plan is developed with each PEH			
IR-05	Care for PEH is tailored to their individual needs and situation			
IR-06	An adequate supply of extreme weather beds is provided			
IR-07	An adequate supply of emergency shelter beds is provided			
IR-08	An adequate supply of transition housing units is provided			
IR-09	An adequate supply of recovery home beds is provided			
IR-10	An integrated planning approach (IPA) is established			
IR-11	An adequate quantity of shelter units/beds are available across the spectrum			
<b>Ref#</b>	<b>Actions</b>	<b>Priority/ Difficulty and Cost</b>	<b>Performance Measure</b>	<b>Lead and Supporting Roles</b>
IR-A-01	Create an electronic info system (e.g., HIFIS)			
IR-A-02	Establish a single intake and assessment system			
IR-A-03	Assess the PEH using qualified professionals			
IR-A-04	Develop the planned supply of extreme weather beds			
IR-A-05	Develop a supply plan for emergency shelter beds			
IR-A-06	Develop a supply plan for transition housing units			
IR-A-07	Develop a supply plan for recovery home beds			
IR-A-08	Develop procedures for IPA development			

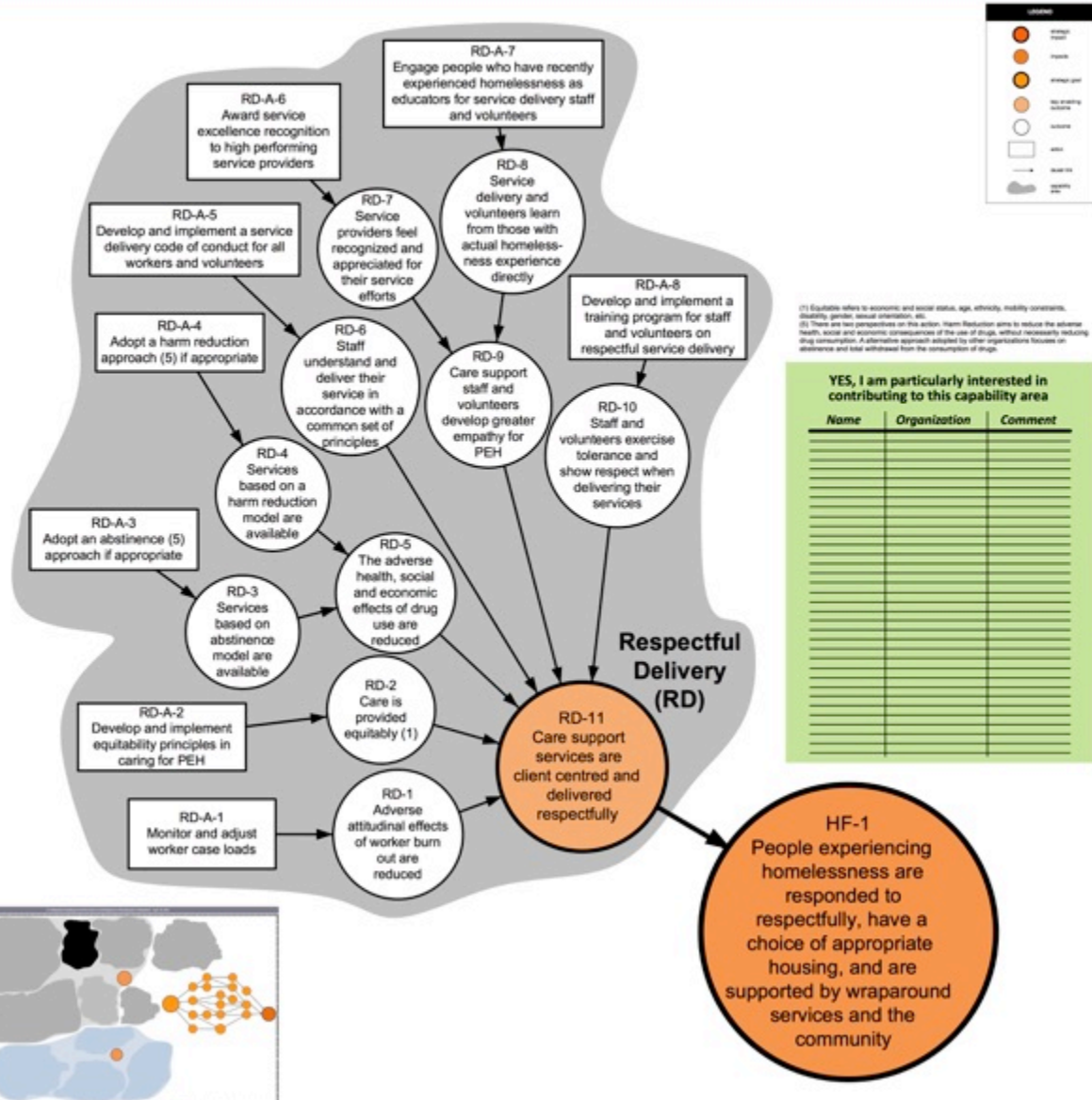
# Respectful Delivery

A Collaborative Roadmap for the Prevention of and Response to Homelessness in Abbotsford 32 x 36

**"HOUSING FIRST" APPROACH**

## RESPECTFUL DELIVERY:

*Care support services are client centred and delivered respectfully*

<b>Capability Area: RESPECTFUL DELIVERY</b>				
<b>Key Enabling Outcome</b>				
RD-11	Care support services are client centred and delivered respectfully			
<b>Ref#</b>	<b>Outcomes</b>			
RD-01	Adverse attitudinal effects of worker burn out are reduced			
RD-02	Care is provided equitably (1)			
RD-03	Services based on abstinence model are available			
RD-04	Services based on a harm reduction model are available			
RD-05	The adverse health, social and economic effects of drug use are reduced			
RD-06	Staff understand and deliver their service in accordance with a common set of principles			
RD-07	Service providers feel recognized and appreciated for their service efforts			
RD-08	Service delivery and volunteers learn from those with actual homelessness experience directly			
RD-09	Care support staff and volunteers develop greater empathy for PEH			
RD-10	Staff and volunteers exercise tolerance and show respect when delivering their services			
<b>Ref#</b>	<b>Actions</b>	<b>Priority/ Difficulty and Cost</b>	<b>Performance Measure</b>	<b>Lead and Supporting Roles</b>
RD-A-01	Monitor and adjust worker case loads			
RD-A-02	Develop and implement equitability principles in caring for PEH			
RD-A-03	Adopt an abstinence (5) approach if appropriate			
RD-A-04	Adopt a harm reduction approach (5) if appropriate			
RD-A-05	Develop and implement a service delivery code of conduct for all workers and volunteers			
RD-A-06	Award service excellence recognition to high performing service providers			

Ref#	Actions	Priority/ Difficulty and Cost	Performance Measure	Lead and Supporting Roles
RD-A-07	Engage people who have recently experienced homelessness as educators for service delivery staff and volunteers			
RD-A-08	Develop and implement a training program for staff and volunteers on respectful service delivery			



<b>Capability Area: COMMUNITY INTEGRATION</b>	
<b>Key Enabling Outcome</b>	
CI-14	The community plays an active role in helping to integrate people experiencing homelessness into the community
<b>Ref#</b>	<b>Outcomes</b>
CI-01	Students engage directly with PEH
CI-02	Students learn about homelessness as an integral part of their education
CI-03	Students help to integrate PEH into the community
CI-04	The whole community understands and recognizes their role in helping to support PEH
CI-05	Councillors and senior City staff are well-informed of the state of the homelessness situation
CI-06	Councillors and senior City staff advocate for supporting PEH
CI-07	Citizens help to integrate PEH into the community
CI-08	Media provide well-balanced reporting
CI-09	Not-for-Profits not directly involved in supporting PEH help to integrate PEH into the community
CI-10	Businesses help to integrate PEH into the community
CI-11	Families help to integrate PEH into the community
CI-12	The community supports social integration of PEH
CI-13	Contributions of volunteers and businesses are acknowledged and celebrated
CI-14	The community plays an active role in helping to integrate people experiencing homelessness into the community

<b>Ref#</b>	<b>Actions</b>	<b>Priority/ Difficulty and Cost</b>	<b>Performance Measure</b>	<b>Lead and Supporting Roles</b>
CI-A-01	Recruit speakers at schools who have first-hand experience with being homeless			
CI-A-02	Develop curriculum modules on homelessness			
CI-A-03	Develop an innovative community awareness program for homelessness			
CI-A-04	Conduct and sponsor extra-municipal meetings, briefings, conferences and other events on homelessness for Councillors and senior City staff			
CI-A-05	Develop ways for citizens of Abbotsford to engage with and assist PEH			
CI-A-06	Provide media with a full spectrum of information and human interest stories			
CI-A-07	Develop ways for Not-for- Profits and PEH to work together that are mutually beneficial			
CI-A-08	Develop ways for businesses and PEH to work together that are mutually beneficial			
CI-A-09	Create meaningful opportunities for families to volunteer			
CI-A-10	Develop and implement strategies for community-based social integration			
CI-A-11	Establish recognition and celebration programs			

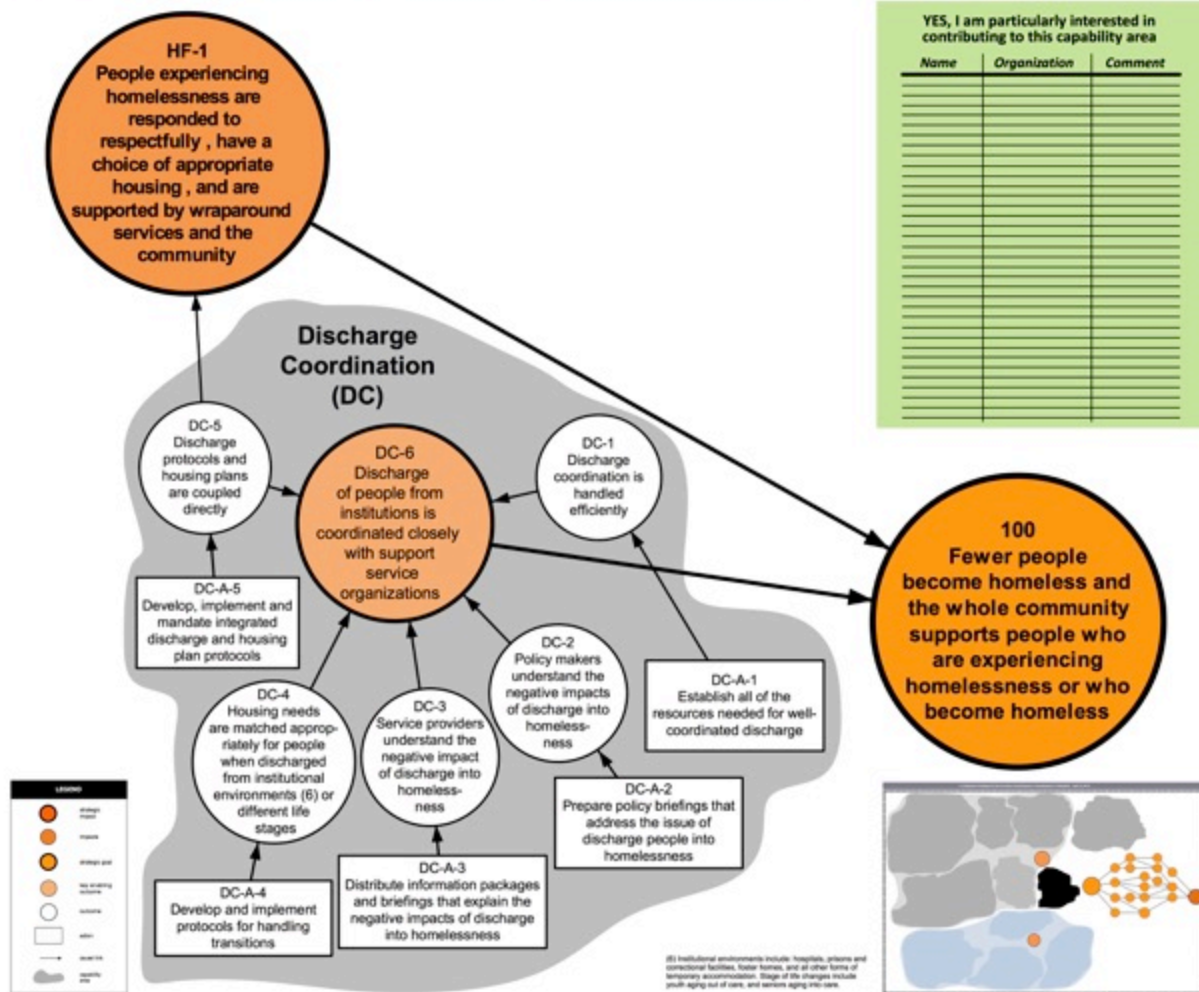
## Discharge Coordination

A Collaborative Roadmap for the Prevention of and Response to Homelessness in Abbotsford 32 x 31



# DISCHARGE COORDINATION:

## Discharge of people from institutions is coordinated closely with support service organizations





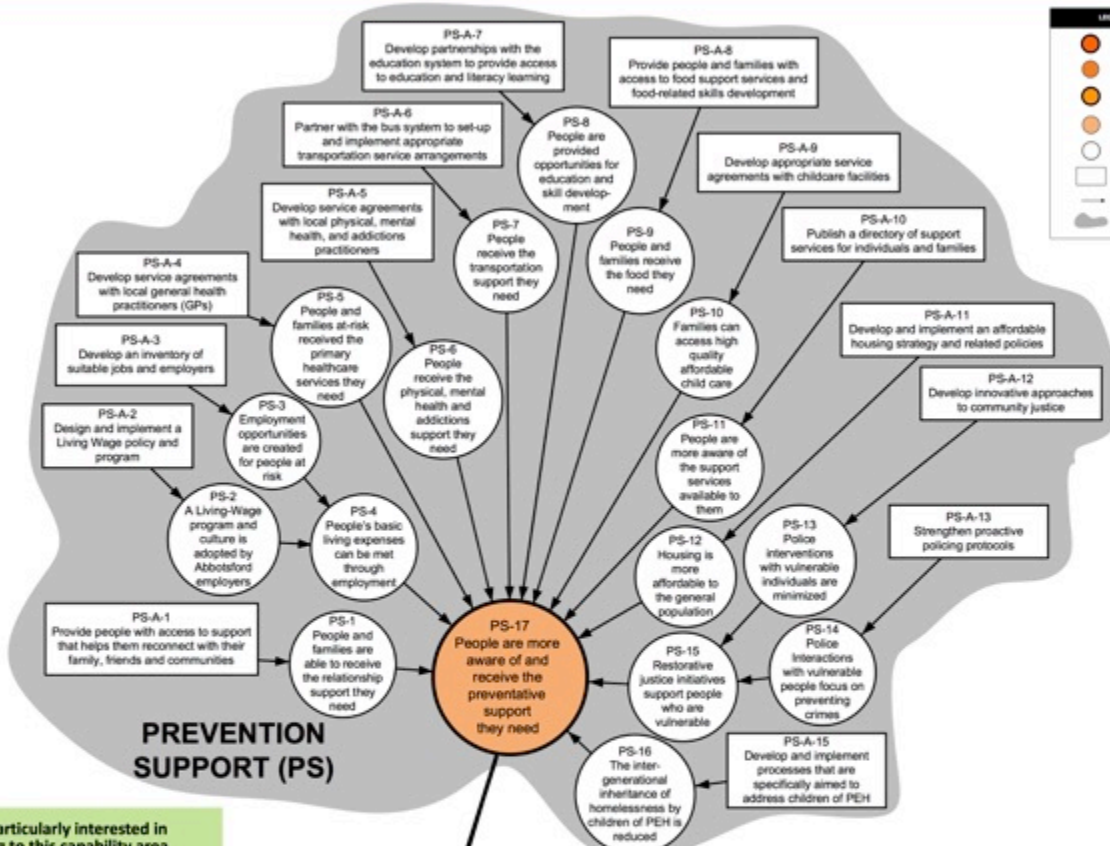
<b>Capability Area: DISCHARGE COORDINATION</b>				
<b>Key Enabling Outcome</b>				
DC-06	Discharge of people from institutions is coordinated closely with support service organizations			
<b>Ref#</b>	<b>Outcomes</b>			
DC-01	Discharge coordination is handled efficiently			
DC-02	Policy makers understand the negative impacts of discharge into homelessness			
DC-03	Service providers understand the negative impact of discharge into homelessness			
DC-04	Housing needs are matched appropriately for people when discharged from institutional environments (6) or different life			
DC-05	Discharge protocols and housing plans are coupled directly			
<b>Ref#</b>	<b>Actions</b>	<b>Priority/ Difficulty and Cost</b>	<b>Performance Measure</b>	<b>Lead and Supporting Roles</b>
DC-A-01	Establish all of the resources needed for well-coordinated discharge			
DC-A-02	Prepare policy briefings that address the issue of discharge people into homelessness			
DC-A-03	Distribute information packages and briefings that explain the negative impacts of discharge into homelessness			
DC-A-04	Develop and implement protocols for handling transitions			
DC-A-05	Develop, implement and mandate integrated discharge and housing plan protocols			

## PREVENTION SUPPORT: People are more aware of and receive the preventative support they need

32 x 36



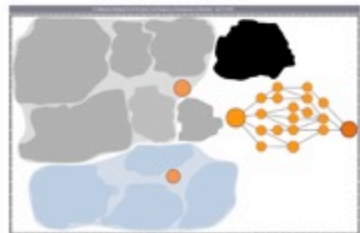
A Collaborative Roadmap for the Prevention of and Response to Homelessness in Abbotsford



YES, I am particularly interested in contributing to this capability area

Name	Organization	Comment

100  
Fewer people become homeless and the whole community supports people who are experiencing homelessness or who become homeless



<b>Capability Area: PREVENTION SUPPORT</b>	
<b>Key Enabling Outcome</b>	
<b>Ref#</b>	<b>Outcomes</b>
PS-17	People are more aware of and receive the preventative support they need
PS-01	People and families are able to receive the relationship support they need
PS-02	A Living-Wage program and culture is adopted by Abbotsford employers
PS-03	Employment opportunities are created for people at risk
PS-04	People's basic living expenses can be met through employment
PS-05	People and families at-risk received the primary healthcare services they need
PS-06	People receive the physical, mental health and addictions support they need
PS-07	People receive the transportation support they need
PS-08	People are provided opportunities for education and skill development
PS-09	People and families receive the food they need
PS-10	Families can access high quality affordable child care
PS-11	People are more aware of the support services available to them
PS-12	Housing is more affordable to the general population
PS-13	Police interventions with vulnerable individuals are minimized
PS-14	Police Interactions with vulnerable people focus on preventing crimes
PS-15	Restorative justice initiatives support people who are vulnerable
PS-16	The inter-generational inheritance of homelessness by children of PEH is reduced

<b>Ref#</b>	<b>Actions</b>	<b>Priority/ Difficulty and Cost</b>	<b>Performance Measure</b>	<b>Lead and Supporting Roles</b>
PS-A-01	Provide people with access to support that helps them reconnect with their family, friends and communities			
PS-A-02	Design and implement a Living Wage policy and program			
PS-A-03	Develop an inventory of suitable jobs and employers			
PS-A-04	Develop service agreements with local general health practitioners (GPs)			
PS-A-05	Develop service agreements with local physical, mental health, and addictions practitioners			
PS-A-06	Partner with the bus system to set-up and implement appropriate transportation service arrangements			
PS-A-07	Develop partnerships with the education system to provide access to education and literacy learning			
PS-A-08	Provide people and families with access to food support services and food-related skills development			
PS-A-09	Develop appropriate service agreements with childcare facilities			
PS-A-10	Publish a directory of support services for individuals and families			
PS-A-11	Develop and implement an affordable housing strategy and related policies			
PS-A-12	Develop innovative approaches to community justice			
PS-A-13	Strengthen proactive policing protocols			
PS-A-15	Develop and implement processes that are specifically aimed to address children of PEH			

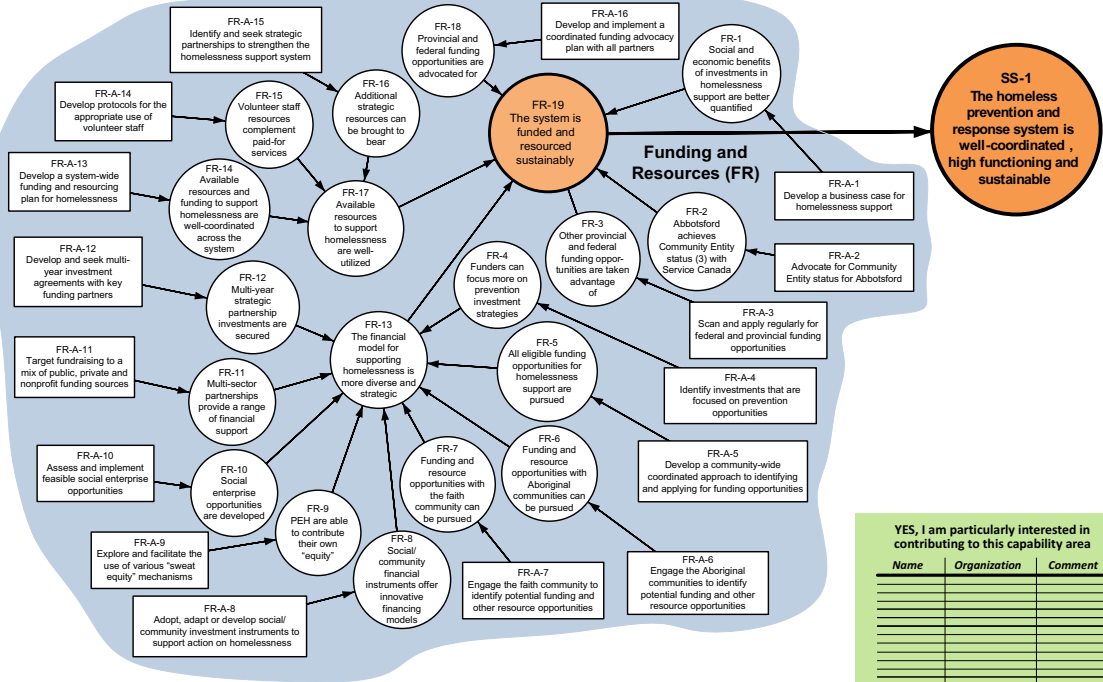
## Funding and Resources



A Collaborative Roadmap for the Prevention of and Response to Homelessness in Abbotsford  
**SUPPORT SYSTEM COORDINATION AND SUSTAINABILITY**

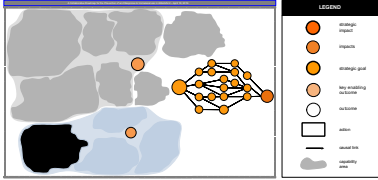
37 x 33

### FUNDING AND RESOURCES: *The system is funded and resourced sustainably*



**YES, I am particularly interested in contributing to this capability area**

Name	Organization	Comment




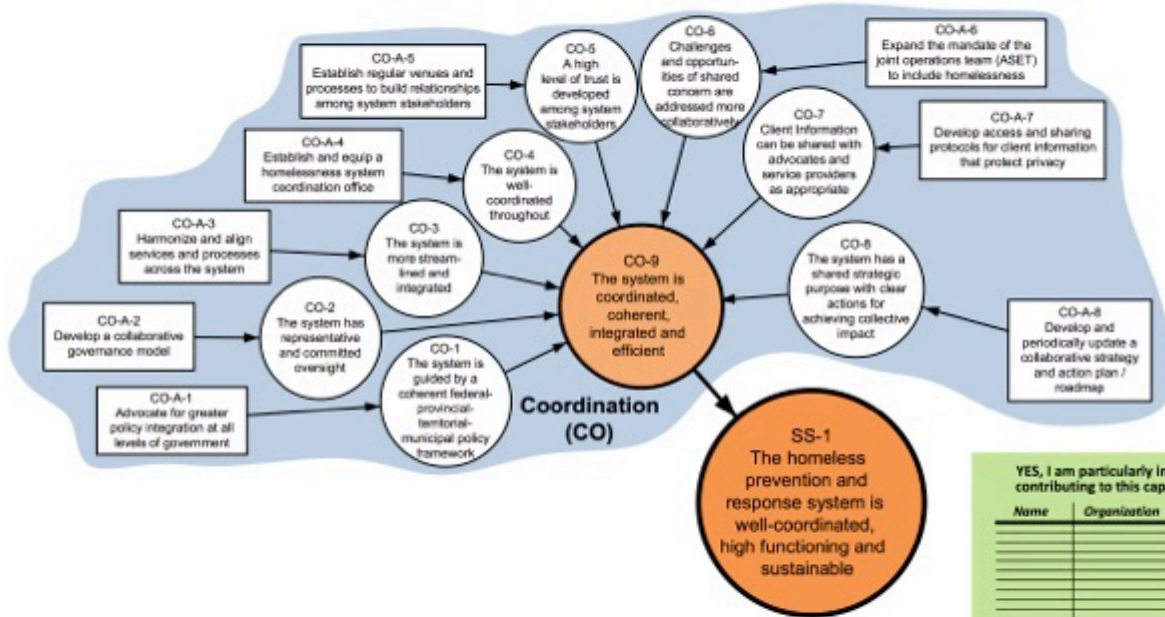
<b>Capability Area: FUNDING AND RESOURCES</b>	
<b>Key Enabling Outcome</b>	
<b>Ref#</b>	<b>Outcomes</b>
FR-19	The system is funded and resourced sustainably
FR-01	Social and economic benefits of investments in homelessness support are better quantified
FR-02	Abbotsford achieves Community Entity status (3) with Service Canada
FR-03	Other provincial and federal funding opportunities are taken advantage of
FR-04	Funders can focus more on prevention investment strategies
FR-05	All eligible funding opportunities for homelessness support are pursued
FR-06	Funding and resource opportunities with Aboriginal communities can be pursued
FR-07	Funding and resource opportunities with the faith community can be pursued
FR-08	Social/ community financial instruments offer innovative financing models
FR-09	PEH are able to contribute their own “equity”
FR-10	Social enterprise opportunities are developed
FR-11	Multi-sector partnerships provide a range of financial support
FR-12	Multi-year strategic partnership investments are secured
FR-13	The financial model for supporting homelessness is more diverse and strategic
FR-14	Available resources and funding to support homelessness are well-coordinated across the system
FR-15	Volunteer staff resources complement paid-for services
FR-16	Additional strategic resources can be brought to bear
FR-17	Available resources to support homelessness are well- utilized
FR-18	Provincial and federal funding opportunities are advocated for

Ref#	Actions	Priority/ Difficulty and Cost	Performance Measure	Lead and Supporting Roles
FR-A-01	Develop a business case for homelessness support			
FR-A-02	Advocate for Community Entity status for Abbotsford			
FR-A-03	Scan and apply regularly for federal and provincial funding opportunities			
FR-A-04	Identify investments that are focused on prevention opportunities			
FR-A-05	Develop a community-wide coordinated approach to identifying and applying for funding opportunities			
FR-A-06	Engage the Aboriginal communities to identify potential funding and other resource opportunities			
FR-A-07	Engage the faith community to identify potential funding and other resource opportunities			
FR-A-08	Adopt, adapt or develop social/community investment instruments to support action on homelessness			
FR-A-09	Explore and facilitate the use of various “sweat equity” mechanisms			
FR-A-10	Assess and implement feasible social enterprise opportunities			
FR-A-11	Target fundraising to a mix of public, private and non-profit funding sources			
FR-A-12	Develop and seek multi-year investment agreements with key funding partners			
FR-A-13	Develop a system-wide funding and resourcing plan for homelessness			
FR-A-14	Develop protocols for the appropriate use of volunteer staff			
FR-A-15	Identify and seek strategic partnerships to strengthen the homelessness support system			
FR-A-16	Develop and implement a coordinated funding advocacy plan with all partners			

# Coordination

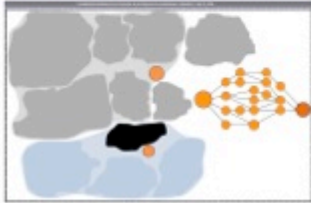
A Collaborative Roadmap for the Prevention and Response to Homelessness in Abbotsford  
**SUPPORT SYSTEM COORDINATION AND SUSTAINABILITY**  
**COORDINATION:**  
*The system is coordinated, coherent, integrated and efficient*

37 x 29

YES, I am particularly interested in contributing to this capability area

Name	Organization	Comment





<b>Capability Area: COORDINATION</b>				
<b>Key Enabling Outcome</b>				
CO-09	The system is coordinated, coherent, integrated and efficient			
<b>Ref#</b>	<b>Outcomes</b>			
CO-01	The system is guided by a coherent federal-provincial-territorial-municipal policy framework			
CO-02	The system has representative and committed oversight			
CO-03	The system is more stream-lined and integrated			
CO-04	The system is well-coordinated throughout			
CO-05	A high level of trust is developed among system stakeholders			
CO-06	Challenges and opportunities of shared concern are addressed more collaboratively			
CO-07	Client Information can be shared with advocates and service providers as appropriate			
CO-08	The system has a shared strategic purpose with clear actions for achieving collective impact			
<b>Ref#</b>	<b>Actions</b>	<b>Priority/ Difficulty and Cost</b>	<b>Performance Measure</b>	<b>Lead and Supporting Roles</b>
CO-A-01	Advocate for greater policy integration at all levels of government			
CO-A-02	Develop a collaborative governance model			
CO-A-03	Harmonize and align services and processes across the system			
CO-A-04	Establish and equip a homelessness system coordination office			
CO-A-05	Establish regular venues and processes to build relationships among system stakeholders			
CO-A-06	Expand the mandate of the joint operations team (ASET) to include homelessness			
CO-A-07	Develop access and sharing protocols for client information that protect privacy			
CO-A-08	Develop and periodically update a collaborative strategy and action plan / roadmap			



<b>Capability Area: AGGREGATE INFORMATION SHARING</b>				
<b>Key Enabling Outcome</b>				
IS-09	Aggregated information is shared among all stakeholders and processes and decisions are well-informed			
<b>Ref#</b>	<b>Outcomes</b>			
IS-01	Aggregated information is well-organized and accessible			
IS-02	Information is accessible to all service providers 24/7			
IS-03	Aggregated information is shared appropriately with service providers			
IS-04	Inter-regional movement of PEH is better informed			
IS-05	Service providers know how to access and use the information system			
IS-06	Policies, plans, practices and decisions are well-informed			
IS-07	PEH, advocates and navigators are aware of the full suite of homelessness services available			
IS-08	Point-in time data helps to inform homelessness policies and practices			
<b>Ref#</b>	<b>Actions</b>	<b>Priority/ Difficulty and Cost</b>	<b>Performance Measure</b>	<b>Lead and Supporting Roles</b>
IS-A-01	Design, develop, adopt, adapt and implement a homelessness information system (e.g., HIFIS)			
IS-A-02	Design, develop and maintain a web-based interface to the information system			
IS-A-03	Develop data access and sharing protocols			
IS-A-04	Develop data sharing agreements with government and other agencies			
IS-A-05	Design and implement an information system training program			
IS-A-06	Develop decision support processes that link data and information with policy, planning and practice development processes			
IS-A-07	Develop and provide access to an electronic homelessness directory of services and distribute associated hardcopy information package through key locations in Abbotsford			
IS-A-08	Conduct the homeless count			



<b>Capability Area: BEST PRACTICES AND CONTINUOUS IMPROVEMENT</b>				
<b>Key Enabling Outcome</b>				
BP-09	The system benefits from best practices, learns and is continuously improved			
<b>Ref#</b>	<b>Outcomes</b>			
BP-01	Factors that contribute to homelessness are better understood			
BP-02	The system anticipates the needs of vulnerable populations			
BP-03	Service providers learn from each other's experience and best practices			
BP-04	External best practices and experience can be capitalized- on			
BP-05	System outcomes are measured			
BP-06	Innovative policies, plans and practices are implemented			
BP-07	Policies, plans and practices at different levels of government are better aligned to the benefit of PEH			
BP-08	Policies, plans and practices are evidence-based and continuously improved			
<b>Ref#</b>	<b>Actions</b>	<b>Priority/ Difficulty and Cost</b>	<b>Performance Measure</b>	<b>Lead and Supporting Roles</b>
BP-A-01	Collect and analyze a range of homelessness determinant information			
BP-A-02	Develop networks and forums for service providers to connect regularly			
BP-A-03	Develop relationships and networks with external stakeholders in other initiatives and jurisdictions			
BP-A-04	Design and implement a performance measurement and evaluation system			
BP-A-05	Design and implement an action research plan			
BP-A-06	Convene meetings with governmental partners to align policies, plans and practices			

## Part D - Integral Strategy™

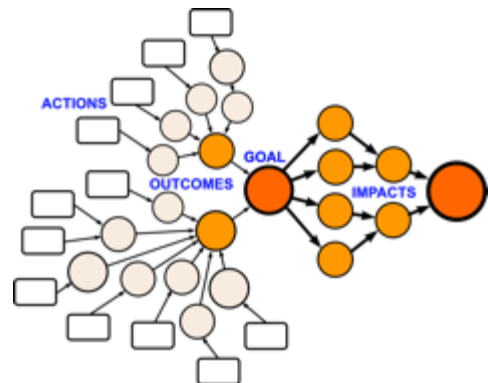
Integral Strategy (IS) is a unique, innovative, and proven strategy development, planning, and execution methodology. The theory and research underpinning this approach is extensive, providing the foundation for the IS practice. Integral Strategy has been used on over 35 strategy assignments over the past 15 years with primarily medium to larger size organizations, or multiple organizations in the same sized range. Integral Strategy's highly contemporary approach is based on a comprehensive suite of fully documented best practices; is used only by Integral Strategy accredited practitioners, and is supported by an Integral Strategy Network or community of practice – see <http://integralstrategy.net/>.

Integral Strategy has been designed specifically for complex challenges and organizational settings where many stakeholders need to collaborate and align their efforts. It has been widely applied in organizations and communities where the objective is to achieve performance, excellence and greater collective impact.

It is based on the following principles:

- Complex challenges cross organizational, sector and system boundaries
- No single stakeholder working alone can achieve the outcomes required to change a system
- Complex challenges require solutions that are holistic
- The people who have to implement a strategy need to create it
- People contribute meaningfully when they feel a strong sense of purpose
- Purpose is strongest when the goal is to create a desired future
- Powerful energy is unleashed when people work together and align their efforts
- When people are empowered the system they are part of is much more agile and adaptive
- Collective intelligence fuels innovation and gives rise to new possibilities

Unlike traditional strategies that are developed centrally and handed down to be executed, Integral Strategy™ is created by stakeholders working together. Everyone contributes and all contributions are aligned. The result is a shared strategy that can be implemented across organizational boundaries. Expressed as a Strategy Roadmap, the co-created strategy is a powerful framework for shared action and collective impact.



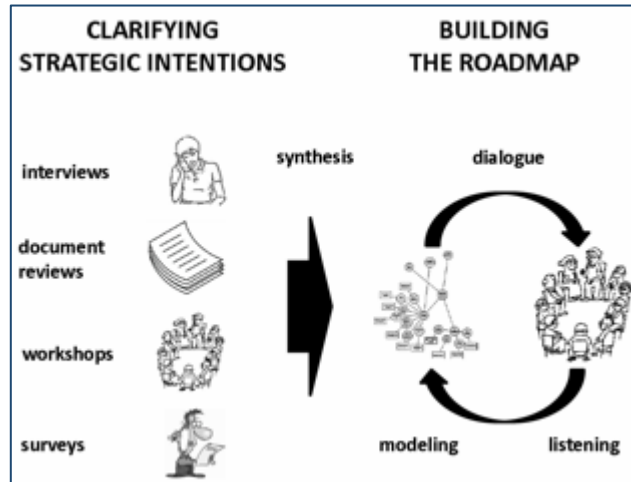
The Integral Strategy Roadmap™ describes shared intentions. It focuses stakeholders on realizing a shared strategic goal, and concretely identifies the goal, supporting outcomes, and required actions. The map is created by the stakeholders who will implement the strategy, using a facilitated process that develops social capital and shared commitment. When the Roadmap is completed, it is a tool for disciplined implementation – both in terms of preparation and execution.

Integral Strategy™ is capability-driven strategy. The Roadmap explicitly defines the capabilities for the strategy to be successful. These capabilities together define a value-driven business model. The Roadmap portrays value as the impacts that are created when the strategic goal is achieved.

Implementation focuses stakeholders on creating the required enabling capabilities. Progress is measured based on outcomes achieved. Integral Strategy™ provides tools for distributing accountability, mitigating risk, and measuring performance. The Action Pathways™ component of the methodology establishes the conditions required for stakeholders to implement the strategy successfully, including collaborative organizational models, develop a collaborative culture, and managing teams in a way that supports facilitation.

In summary, Integral Strategy™ provides an integrated suite of tools that supports the realities of complex systemic change, and leading management thinking:

- Multi-stakeholder engagement;
- Collective impact;
- Challenge-driven problem solving and innovation;
- Focus on outcomes;
- Capability-driven strategy that supports a unique business model and value proposition;
- Disciplined delivery management practices;
- Collaborative organizational models;
- Collaborative culture; and
- Team management approaches suited to collaboration, and complex organizational and multi-stakeholder settings.



## Integral Strategy Community of Practice

The Integral Strategy Network is a community of practitioners who are accredited and licensed to use the Integral Strategy™ methodology. The methodology was developed by Global Vision Consulting Ltd. to help multi-stakeholder communities increase their capacity to work together to take on complex challenges.

The Integral Strategy Network is a community of active professionals who offer strategy development and implementation support based on this method.

