

STRATEGIC PLAN 2022-2032


North Shore Homelessness Task Force





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We'd like to acknowledge the work of the Roots & Rivers and Oakunsheyld Consulting teams in designing an engaging, effective, and visionary strategic planning process and 2022-2032 Strategic Plan.



Executive Summary

The North Shore Homelessness Task Force (Task Force) is an open service network on the North Shore that works together to address issues relating to homelessness and poverty on the North Shore. The Task Force focuses on areas related to support services, communications and information, and advocacy.

The following document is a resource designed to support the Task Force in strategic decision-making, planning, and execution. It aims to provide a “true north” for the Task Force and to build towards an operational resource to support planning.

This strategic planning document includes the following components:

- **Vision, Mission & Values**
Enables a shared understanding and alignment on the Task Force’s role and desired impact.
- **Mandate of the Task Force**
Defines the Task Force’s unique positioning and role in collaboration with other local partners towards addressing homelessness.
- **Decision-Making Framework**
Provides objective criteria to evaluate existing and future opportunities and initiatives against.
- **Goals & Objectives**
Outlines goals and priorities for the Task Force between 2022-2032.





Methodology

This Strategy was co-created by the Task Force with the support of external consultants. The methods for its creation include building on engagement and knowledge from the Situation Analysis Report, meetings with the Task Force Steering Committee, and community engagement. This process included:

- Engagement with 30 North Shore community members with lived experience of homelessness (connections made through 9 community organizations);
- Task Force Strategic Planning Workshop (17 participants);
- Task Force Strategic Planning Survey (10 participants); and
- Meetings with the Task Force Steering Committee, including synthesizing engagement data.

What we have heard consistently from Task Force members throughout this process is that we are ready to move forward in new, strategic, and community-led ways that serve homeless community members on the North Shore. This Strategy has been developed from our collective voices and it is now our collective responsibility to put it into action.

Gap Analysis

The North Shore Homelessness Task Force Situation Analysis Report explores the current state of homelessness on the North Shore, as well as the related gaps in homelessness work on the North Shore. For detailed information, refer to the Report. A high-level summary of these gaps includes:

- **Homelessness is a shared responsibility of local, provincial, and federal governments**, which often results in housing and homelessness falling through the cracks;
- **Data and information around homelessness is flawed** and incomplete which results in ineffective action and decision-making;
- **Systems of oppression are root causes of homelessness** and are actively embedded in all aspects of homelessness work, causing a gap between intention and impact for those looking to support homeless community members.

In this strategy, our current state and identified gaps will be complemented by our vision for what we want to accomplish and how we will address gaps to get there. As a Task Force, we have many strengths, both as individual members and as a community of practice; We are more than the sum of our parts and we are able to take collective action on homelessness in ways that none of us could do alone. By building on and growing our strengths, this strategy provides direction for us to embark on an emergent path of bold, community-led action on addressing North Shore homelessness.

Key aspects of this strategy that complete our gap analysis are the vision, mission, and mandate of the Task Force, the goals and objectives, and the operational planning spreadsheet. The operational planning spreadsheet will be managed by the Coordinator of the Task Force, and will be a live document accessible to all members. It will record progress and key milestones across the 10 years. The vision, mission, and mandate provide the Task Force with broad, overarching direction. The goals and objectives provide us with an intermediate level of direction in our focus areas. Finally, our operational planning spreadsheet helps us to mobilize and prioritize our work closest to the ground.

Truly addressing root causes of homelessness will require the Task Force to do deeply transformative work that centres anti-oppression and prioritizes community members with lived experience; it will require courageous and innovative action. The Task Force is ready for this transformation and to take a more impactful solidarity role in addressing homelessness on the North Shore.

Vision, Mission, Values

Vision

A North Shore where everyone has safe, affordable access to housing options that meet their diverse needs and desires.

Mission

Advance collective action and advocacy to address root causes of homelessness on the North Shore.

Values

Relational: Maintaining relationships as our foundation and creating a sense of belonging on the North Shore.

Anti-oppression: Combating all forms of oppression in every place we find it and prioritizing safety for the most marginalized.

Action: Aligning our actions with our values and follow through on our commitments.

Solidarity: Centring the most impacted community members in our work.

Accountability: Coming from a place of service to the homeless community on the North Shore and taking responsibility for how our work impacts them.

Who We Serve

First and foremost, we serve those experiencing homelessness on the North Shore. Second, we support the Task Force members and the wider North Shore community, to best serve those experiencing and at risk of homelessness.

Mandate of the Task Force

The Task Force seeks to provide leadership on the North Shore around homelessness in order to meaningfully address its root causes. Currently, it functions as a hub and community of practice for a wide membership by facilitating information sharing, coordination, and collaboration on homelessness, with many accomplishments across these activities. Each Task Force member organization has its own mission, mandate, and priorities; This strategic plan articulates the shared work these organizations aim to champion together.

The Task Force works to nurture collective action to address homelessness on the North Shore by:

Advocating for policy and program changes to address the root causes of homelessness.

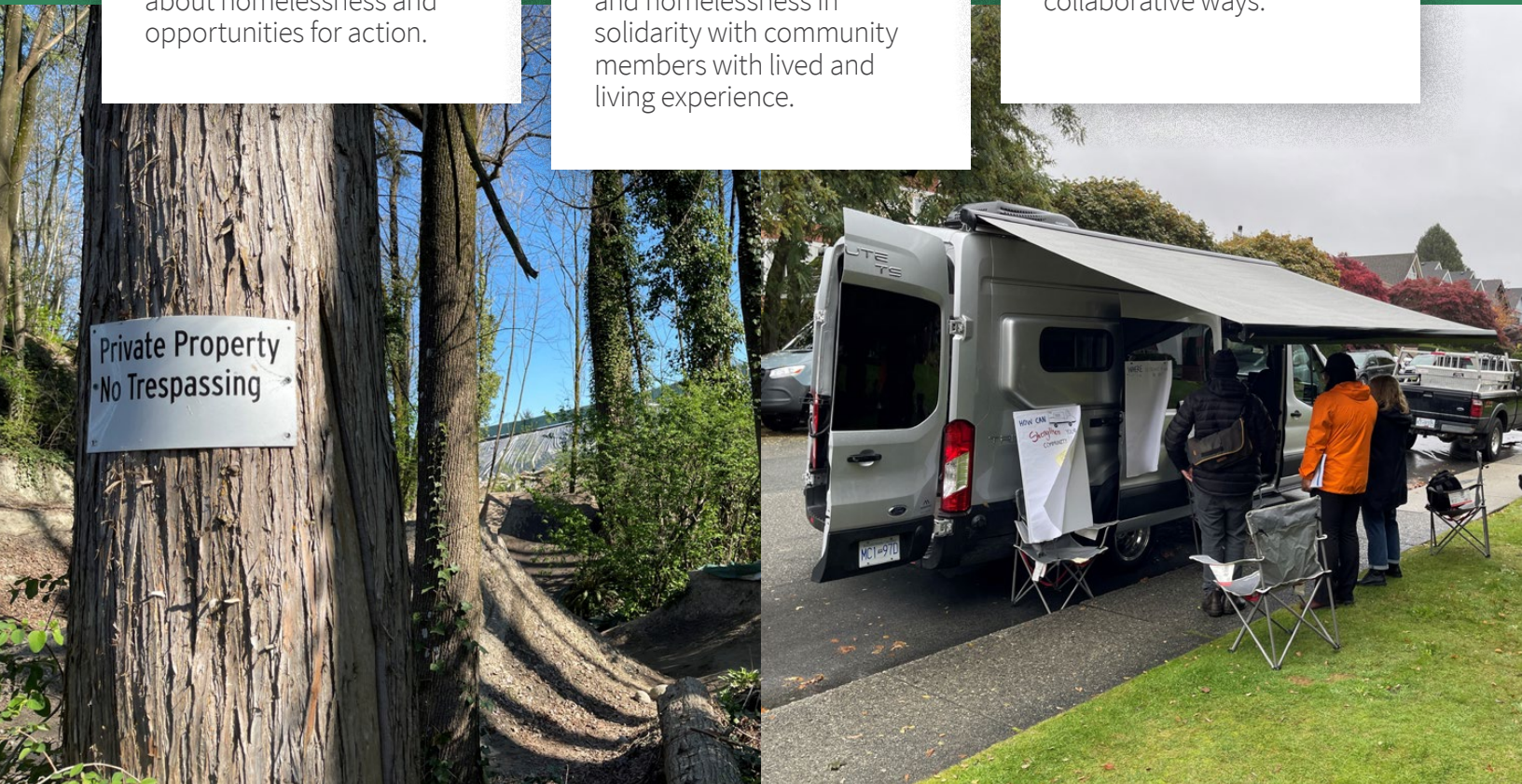
Building knowledge and capacity among task force organizations and individuals.

Serving as a community of practice for organizations and individuals.

Educating the public and decision-makers about homelessness and opportunities for action.

Taking collective action on issues related to housing and homelessness in solidarity with community members with lived and living experience.

Supporting existing work on homelessness in streamlined, collaborative ways.



Decision-Making Framework

The following process and framework supports the Task Force in evaluating existing programming and emerging opportunities. It should be reviewed regularly to keep it current and should be included into the next revision of the Task Force Terms of Reference.

Process

The framework should be used to evaluate opportunities during annual planning, quarterly reviews, or as opportunities arise. Engagement around decision-making should be undertaken by relevant stakeholders including the Coordinator, Task Force Members, key partners and community organizations.

Framework

Scoring: **1** - not at all • **2** - to minimal extent • **3** - to some extent • **4** - ideal extent • **5** - maximal extent

CRITERIA	KEY QUESTION	SCORING (1-5)
Advancement	To what extent does this opportunity advance our Mission, Vision, and Values?	/5
Focus	To what extent does this opportunity align with our unique positioning and role?	/5
Amplification	To what extent does this opportunity amplify existing Task Force work?	/5
Resources	To what extent are there adequate resources (capacity, systems, funding) currently or feasibly available?	/5
Impact	To what extent does this opportunity address homelessness or meet a need in a unique way?	/5
Anti-oppression	To what extent are we advancing equity, diversity and inclusion and creating positive systemic change?	/5
TOTAL SCORE		/30

A score of $\geq 24/30$: proceeding with this opportunity is recommended.

A score of $18-23/30$: further discussions on this opportunity should be conducted.

A score of $\leq 17/30$: proceeding with this opportunity is not recommended.

Goals & Objectives

Communication

Increase community awareness, trust, and recognition of the Task Force and its activities.

- Develop a comprehensive communications strategy to facilitate meaningful connection and engagement among task force members, partners, and North Shore community members.
- Foster a positive and engaging online presence that reaches diverse audiences.
- Capture and share stories to engage community members and share successes.
- Increase transparency, reporting, and accountability on activities and priorities.
- Maintain a positive and engaging presence at community events.

Advocacy

Advocate for program and policy changes that will address root causes of homelessness on the North Shore.

- Identify and act upon opportunities to update existing policies and bylaws that support meaningful change for individuals experiencing or at risk of homelessness.
- Establish and nurture partnerships with local and provincial government representatives in order to advocate for and collaborate on systemic changes in the housing sector.
- Target collaboration with local health authorities, school districts, and other key partners to explore holistic and creative solutions to homelessness.
- Create strategic, targeted campaigns that mobilize the grassroots community and relate directly to homelessness.
- Work in solidarity with frontline communities by amplifying their voices in our collective networks and positions of power.

Anti-oppression

Centre anti-oppression principles as the foundation for all Task Force initiatives.

- Lift up and support existing work and resources being undertaken and developed by impacted community members.
- Create respectful, meaningful, and consensual opportunities for homeless and otherwise marginalized community members to lead the Task Force's work.
- Honour different perspectives in program, initiative, advocacy and service design.
- Amplify marginalized voices in the Task Force's work with agencies and service providers.
- Leverage Task Force members' positions of power to effect tangible change.

Goals & Objectives

Service Coordination

Act as a community of practice that engages in constructive collaboration to meet the needs of individuals experiencing, and at risk of, homelessness.

- Identify and provide recommendations to address gaps in services in the community.
- Act as a hub and maintain a living resource to build knowledge of programs, services, and activities addressing homelessness in the community.
- Advocate for changes in program delivery among Task Force organizations/ other local organizations to address harm and barriers to systemic change.
- Take a holistic lens to safety and harm reduction to all programs and services offered.
- Explore creative models and approaches to addressing homelessness including various housing-first approaches.

Internal Operations

Invest in streamlined, engaged, and coordinated Task Force processes and operations.

- Solidify and maintain the terms of reference, structure, and objectives of the Task Force.
- Grow shared ownership on the Task Force for delivery of the vision, mission, and goals.
- Develop clear and consistent methods of reporting on Task Force impact.
- Host regular development opportunities for individuals to do meaningful learning and skill development around topics related to homelessness.
- Secure consistent and sufficient coordination and operational funding for the Task Force.



Conclusion

The Task Force is passionate about supporting tangible change for community members experiencing and at risk of homelessness. We are proud of this collective effort and will use this guiding document as a resource to help steer our direction over the next 10 years. We will leverage tools and resources to review progress on these strategic goals and hold ourselves accountable for reaching them.

We look forward to working with the community towards a North Shore where everyone has safe, affordable access to housing options that meet their diverse needs and desires.



North Shore
Homelessness Task Force
NorthShoreHomelessness.org