



COOL AID'S PRIME OBJECTIVE

To optimize people, resources, and processes to improve the quality of life for at-risk citizens and our community

2010/11 Balanced Scorecard Annual Report to the Community

(covering the period from April 2010 to March 2011)

Looking Back ... Thinking Ahead

August 2011

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Looking Back ... Thinking Ahead

I am pleased to present Cool Aid's **fifth** annual balanced scorecard **report to the community**, one of the key deliverables of our strategic planning process. Our methodology, the balanced scorecard, illustrates our commitment to monitor and improve organizational performance and to chart our milestones and achievements through four perspectives—Financial, Customer, Internal Process, and Learning and Growth.

Cool Aid is built on a solid foundation that has allowed us to build our capacity, year after year, to better serve the needs of our community. 2010/11 was another successful operating year, during which we met our program and service delivery goals in a fiscally responsible manner.

Thanks to the energy, expertise and dedication of Cool Aid's staff and partners, together with the generosity of our volunteers and donors and the continuing support of our funders, in 2010/11 we successfully managed several major projects while continuing to provide a continuum of housing, shelter, health and support services for those individuals most in need.

Project Highlights

- Opened the doors to **Rock Bay Landing**, our new purpose-built shelter and transitional housing program, made possible by the Province of BC, BC Housing, and the City of Victoria.
- Began work on the conversion of the old Streetlink shelter into supportive housing, which will expand **Swift House** by 23 additional units.
- Housed more than 40 people (individuals and couples) and their pets at **Queens Manor**, one of two Travelers Inns purchased by the City of Victoria—the culmination of much behind-the-scenes work by many community partners, particularly the City of Victoria and BC Housing.
- Began the tenant selection process for **Olympic Vista**, in order to provide supportive housing to 36 seniors when the building opens in May 2011.
- Worked with our partners in the Greater Victoria Coalition to End Homelessness to adapt the **Streets to Homes** pilot project from its Toronto origins. Now that the Rental Owners and Managers Society of BC has joined our partnership, the outlook is positive for meeting the target of housing 120 individuals before the end of 2011/12.
- Celebrated our first year of operation in the **Access Health Centre** in October 2010, a success story we share with our partner AIDS Vancouver Island. Together, our two agencies are providing respectful and effective health care and social services to well over 1,500 more individuals than could be served at our old locations.

Service Highlights

- **Shelters**—Offered more than 47,000 shelter bed nights and 154,000 hot meals to 1,885 individual shelter clients and helped 154 of them obtain housing.
- **Community Health**—Delivered more than 34,100 primary health and dental appointments and welcomed an additional 979 new patients to the Access Health Centre.

- **Resources, Education, Employment and Support (REES)**—Connected more than 1,500 people with opportunities, resources and supports through our REES program, which includes Outreach and Support, the Casual Labour Pool, Every Step Counts, and the Mentoring Project.
- **Supportive Housing**—Provided a safe home for 340 individuals where building community and rebuilding lives are part of the supportive environment.
- **Downtown Community Centre**—Laid the groundwork to double the hours of service and offer a broader spectrum of programs in 2011/12. Marginalized individuals living within the downtown core will now have healthy social, recreational and educational opportunities during evenings and weekends when most services are unavailable.

As this report demonstrates, Cool Aid is committed to working with others to create solutions for our community. By engaging with clients, staff, funders, donors and other community organizations, by listening to and learning from each other, we *can* create a better community for all.



FINANCIAL Perspective		2007/08	2008/09	2009/10	2010/11
F02	Actively seek funding to deliver new or expanded services Measure F02-1: Success in funding proposals for new or expanded services	✓	✓	✓	✓
F03	Diversify funding mix Measure F03-1: Outcomes from new and ongoing fundraising initiatives	--	✓	✓	✓
F04	Maintain breakeven budget and ensure adequate reserves Measure F04-1: Variance from budget	◇	◇	✓	✓
F05	Maximize utilization across Cool Aid Measure F05-1: Service utilization	✓	✓	✓	✓

CUSTOMER Perspective		2007/08	2008/09	2009/10	2010/11
C01	"Provide support, guidance and leadership in your fields of expertise" Measure C01-1: Our participation in knowledge-sharing and leadership opportunities	✓	✓	✓	✓
C02	"Provide us with opportunities to contribute" Measure C02-1: Our success at creating meaningful opportunities to contribute	✓	✓	✓	✓
C03	"Listen to my needs and be there when and where I need you" Measure C03-1: What our clients tell us they need and how we respond to those needs	✓	●	●	✓
C04	"Make me feel safe and respond to me with dignity and respect" Measure C04-1: Client satisfaction with safety and relationships with agency	●	●	●	✓
C05	"Be a good neighbour" Measure C05-1: Our performance in acting as good neighbours	✓	✓	✓	✓

PROCESS Perspective		2007/08	2008/09	2009/10	2010/11
P01	Develop new and creative approaches for service delivery Measure P01-1: Innovative approaches to service delivery and service expansion	✓	✓	✓	✓
P03	Seek input and learn from our stakeholders in order to provide meaningful solutions in our community Measure P03-1: Progress in developing and implementing a stakeholder input framework	--	--	◇	✓
P04	Engage our stakeholders to communicate who we are and our capabilities Measure P04-1: Communication initiatives	✓	✓	✓	✓

Legend

✓	At or above plan
◇	Caution
✗	Below plan
●	Not available
--	Not applicable

PROCESS Perspective (cont'd)		2007/08	2008/09	2009/10	2010/11
P06	Develop and enhance systems and processes to empower effective decision-making and drive efficiency Measure P06-1: Progress in developing and implementing an information management framework	--	--	◇	◇
	Measure P06-2: HR/payroll/scheduling system replacement (new)	--	--	--	✓
P07	Continuously improve our ability to manage risk Measure P07-1: Risk management actions undertaken	✓	✓	✓	✓
P08	Minimize negative workplace environmental factors Measure P08-1: Site inspection outcomes (new)	--	--	--	✓
P09	Ensure compliance and consistency with regard to confidentiality and ethical behaviours Measure P09-1: Criminal record check performance (new)	--	--	--	✓
P14	Promote and provide an integrated approach to service development and delivery Measure 14-1: Progress in developing and implementing an integrated service delivery approach	--	--	✓	✓

LEARNING & GROWTH Perspective		2007/08	2008/09	2009/10	2010/11
PD01	Hire, retain, and train to align resources and competencies Measure PD01-2: Turnover rate for casual staff	◇	◇	◇	◇
	Measure PD01-3: Turnover rate for permanent staff	✓	✓	✓	✓
	Measure PD01-5: Progress in developing and implementing recruitment and retention strategies	--	--	✓	✓
PD02	Nurture a culture that supports and advocates the importance of work/life balance Measure PD02-1: Workplace stressors	✓	✓	✓	✓
	Measure PD02-2: Progress in mitigating workplace stressors	●	●	✓	✓
PD03	Foster a culture that embraces innovation, teamwork, leadership, and knowledge-sharing Measure PD03-1: Our progress in fostering our desired organizational culture	✓	✓	✓	✓
	Measure PD03-2: Staff satisfied with their inclusion in innovation, teamwork, leadership, and knowledge-sharing	●	●	●	◇

Legend

✓	At or above plan
◇	Caution
✗	Below plan

- Not available
- Not applicable

FINANCIAL PERSPECTIVE

About This Perspective

Cool Aid's Financial perspective focuses on two strategic themes: resource development and resource management.

Performance Synopsis

Overall performance on both resource development and resource management objectives was strong in 2010/11. Some highlights from the year follow.

Funding for New & Expanded Services

Evening and weekend programs at the Downtown Community Centre, dental bursaries, computer labs for clients, inner-city health research, and a new supportive housing site were among the initiatives for which Cool Aid submitted successful proposals in 2010/11.

Funding Diversification

In 2010/11, Cool Aid's fundraising efforts focused on two priorities—the Access Health Centre capital campaign and REES Program operations. Strategic directions for future fundraising began to be formalized in a new funding development plan.

Resource Utilization

Vacancies for supportive housing were consistently low throughout the year. At Hillside Terrace, Cool Aid's assisted living building, vacancy rates exceeded the target range in three of four quarters but were significantly improved over 2009/10.

Rock Bay Landing, the shelter replacing Streetlink, operated at full capacity since it opened November 2010. At the Community Health Centre, increases in medical and dental encounters were more moderate in the last two quarters of the year, while growth in prescriptions filled continued to be strong.

Variance from Budget

Our fiscal year ended with a modest surplus of \$155,483, relative to our budgeted revenues of \$16.3 million.



Perspective Report Card				
Performance Measures	2007 ⁰⁸	2008 ⁰⁹	2009 ¹⁰	2010 ¹¹
F02-1: Success in funding proposals for new or expanded services	✓	✓	✓	✓
F03-1: Outcomes from new and ongoing fundraising initiatives	--	✓	✓	✓
F04-1: Variance from budget	◇	◇	✓	✓
F05-1: Service utilization	✓	✓	✓	✓

Legend

✓	At or above plan
◇	Caution
✗	Below plan
●	Not available
--	Not applicable

Resource Development Objectives

Objective F02

Actively seek funding to deliver new or expanded services or programs

2010/11 Proposals—Highlights

Downtown Community Centre (DCC)

Proposals to extend the centre's hours of operation and programming support. See objective P01 for more information. Status at year-end: 2 successful, 1 unsuccessful, 2 decision pending.

Swift House Expansion

Capital funding to create 23 additional supported housing units in the space formerly occupied by the Streetlink shelter. Status at year-end: Funding confirmed.

Queens Manor

Operating and capital funds for this former Traveller's Inn purchased by the City of Victoria and being converted to supportive housing. Status at year-end: Short-term operating funds in place; long-term operating funds and major capital still being sought.

Pharmacy Best Practice Communications—Community Health Centre

Research partnership with the eHealth Observatory to explore the nature, benefits, and challenges of safely communicating among team members about medication management. Status at year-end: Successful. See objective P01 for more information.

Emergency Summer Services for Pandora Green

Downtown Service Providers proposal to provide summer emergency shelter and support to the Pandora Green population, with three sites providing 85 additional emergency shelter spaces between July and October 2010, including Streetlink (15 spaces) and St. John the Divine (40 spaces). Status at year-end: Successful.



Objective F03

Diversify funding mix

During 2010/11, Cool Aid's fundraising efforts focused on two priorities—the Access Health Centre capital campaign and REES Program operations. Strategic directions for future fundraising began to be formalized in a new fund development plan.

Fund Development Priorities in 2010/11

REES Program

Core Funding Update—In 2009/10, REES learned that its budget would be cut by 60%, effective December 2009—a reduction of about \$140,000 annually.

Significant effort was subsequently invested in finding alternate sources of funding for core services, which include the Community Casual Labour Pool and the Outreach and Support Program. Of the dozen funding applications and initiatives in 2010/11, 8 had positive outcomes. As a result, 2010/11 core funding was fully covered.

With the new sources of funding acquired in 2010/11, REES is hopeful that core funding for 2011/12 and subsequent years will be easier to secure.

Every Step Counts—During 2010/11, 14 funding applications and initiatives targeted this popular and expanding running program, with 10 of them yielding positive outcomes.



Access Health Centre—Capital Campaign

MARCH 2011—A \$250,000 contribution reduced the amount needed for the Access Health Centre capital campaign to just \$547,000. With almost 90% of Access capital campaign funding now secured (\$4.75 million), Cool Aid can begin to shift its focus to other long-term initiatives, including the encouragement of bequests and legacy gifts.



Fund Development Strategies in 2010/11

Direct Mail Initiatives

Proceeds—Our December direct mail drive was the most successful yet, generating \$46,607, more than double that for December 2009. These results are due in large part to a larger mailing (7,750 vs. 3,637).

Learned—With every successive direct mail drive, we learn more about our donors and non-donors. Among the lessons learned in 2010/11: a purchased donor list yielded low return; monthly donors are a steady and growing source of donations.



Direct Mail
Net Proceeds over Time

2008	\$10,884	
2009	\$30,400	100%
May	5,891	19%
September	3,537	12%
December	20,972	69%
2010	\$53,843	100%
March	2,505	5%
Sept	4,731	9%
December	46,607	86%

Resource Management Objectives

Objective F04

Maintain breakeven budget and ensure adequate reserves

Variance from Budget

Our fiscal year ended with a modest surplus of \$155,483, relative to our 2010/11 budgeted revenues of \$16.3 million. The surplus represents 1% of budget, well within breakeven budget targets.



Objective F05

Maximize utilization across Cool Aid

Resource Utilization in 2010/11

Shelter Program

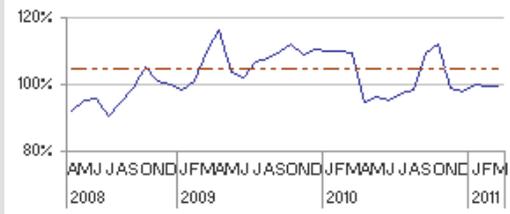
The highlight for 2010/11 was undoubtedly the opening of the new 37,000-square-foot building on Ellice Street—Rock Bay Landing (RBL).

The old shelter, Streetlink, provided services until the morning of Nov. 3, 2010. RBL opened its doors in the afternoon, a remarkable feat of planning and coordination.

The new location has not had any noticeable effect on shelter utilization. Like Streetlink, RBL's shelter beds operated at close to 100% capacity between November 2010 and March 2011.

In addition to emergency shelter beds, RBL offers 23 transitional housing units for individuals as well as two emergency family apartments. Refer to objective P01.

Streetlink/RBL—Shelter Occupancy Rates
compared to two-year average



Housing Program

Cool Aid operates two types of housing: supportive housing (eight sites) and assisted living (one site). Another supportive housing building—Olympic Vista—will open in the spring of 2011.

Supportive Housing—Throughout 2010/11, Cool Aid's supportive housing buildings recorded vacancy rates well within the target range.

Supported Housing—7 sites*
Average Monthly Vacancy Rates
compared to vacancy target range



* Excludes Queens Manor.

Assisted Living—Hillside Terrace
Average Monthly Vacancy Rates
compared to vacancy target range



Queens Manor, our newest building, opened in November 2010. By early December, all of the Manor's 36 units were occupied. The first tenants came from three main sources—Pandora Green, ACT and VICOT teams, and Cool Aid shelters.

Assisted Living (Hillside Terrace)—The intake process for assisted living is quite complex, involving multiple players and partners. 2010/11 began well, with vacancy rates within target range. In subsequent quarters, however, vacancy rates exceeded the target range. We therefore renewed discussions with referring groups, with the focus on accelerating intake procedures and clarifying guidelines for case managers.

While improvements are clearly needed, it should be noted that the average monthly vacancy rate in 2010/11 was significantly lower than in 2009/10 (7% vs. 11.5%).

Community Health Services (CHC)

There are some indications that clinic utilization might be approaching capacity at the Access Health Centre.

Medical Clinic—During the first year at Access, medical encounters increased between 14% and 28% every quarter, compared to the same quarters the previous year on Swift Street.

That pace slowed for the first time in Q3 and Q4 2010/11, which reported modest increases of 3% and 4% respectively, compared to the same quarters the previous year.

Dental Clinic—The dental clinic saw between 32% and 55% more patients quarterly in its first year at Access, compared to the same quarters the previous year on Swift Street.

Q3 2010/11 was the first quarter to show slower growth (15%), which was followed by a small decrease (-3%) in Q4, compared to the same quarters in 2009/10.

Pharmacy—Utilization at the pharmacy shows no sign of slowing down. In Q4, 26% more prescriptions were filled than in Q4 2009/10. For 2010/11 as a whole, the average same-quarter increase in prescriptions was 20%. The continued growth in prescription volume is probably due, in part, to the much higher foot traffic at Access compared to Swift Street.

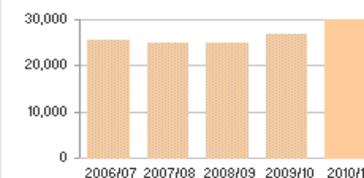
Guide to Quarters & Location

2009/10		
Q1	2009 Apr.-June	Swift St.
Q2	2009 July-Sept.	Swift St.
Q3	2009 Oct.-Dec.	Access
Q4	2010 Jan.-Mar.	Access
2010/11		
Q1	2010 Apr.-June	Access
Q2	2010 July-Sept.	Access
Q3	2010 Oct.-Dec.	Access
Q4	2011 Jan.-Mar.	Access

Community Health Centre
A Five-Year History

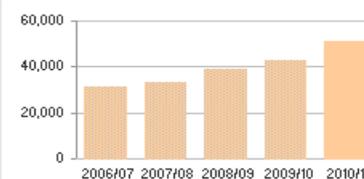
Medical Clinic—All Encounters

11% increase over 2009/10



Pharmacy—Prescriptions Filled

20% increase over 2009/10



Dental Clinic—Patients Seen

22% increase over 2009/10



Thinking Ahead . . . on Resource Development & Resource Management

Fund Development

At Cool Aid, fund development is seen as supplementary; the long-term goal is to move privately funded initiatives into sustainable government-funded services. There are nevertheless compelling reasons to seek private funding: it allows Cool Aid to provide additional services that would not otherwise be possible; fund development is one way to engage the broader community in our work and provide an opportunity for others to contribute to ending homelessness; and private funds enable us to diversify our revenue sources and make the organization stronger.

In order to strengthen Cool Aid's ability to obtain private revenue, in 2010/11, we made significant progress on the creation of a formal fund development plan. While still a work-in-progress, the plan will include a much greater emphasis on a legacy campaign to encourage bequests and major gifts.

Investment Revenue Management

We took initial steps in 2010/11 toward more proactively managing our investments to improve our returns. They included the review and revision of our investment policy to enable more investment flexibility and preliminary discussions with a financial advisor. During 2011/12, a framework for cash forecasting will be developed, to ensure a good balance between cash reserves and investments.



CUSTOMER PERSPECTIVE

About This Perspective

Cool Aid's bottom line is based on the five strategic objectives that comprise the Customer perspective. For purposes of this perspective, "Customer" includes both clients and the community.

Performance Synopsis

Our overall performance on Customer objectives improved in 2010/11 compared to previous years. Some highlights from the year follow.

Partnering for Service Integration

In 2010/11, Cool Aid further increased its participation in the Greater Victoria Coalition to End Homelessness and, with other partners, addressed the issue of low landlord participation in the Streets to Homes project.

Partnering for Advocacy

Cool Aid broadened its client advocacy capabilities in 2010/11, at both the local and provincial levels.

Client Satisfaction

2010/11 was an especially fruitful year in terms of the number and scope of formal client satisfaction surveys. Clients generally rated Cool Aid very highly.

Being a Good Neighbour

In 2010/11, we focused on building good community relations around three new sites—Rock Bay Landing, Queens Manor, and Olympic Vista, and partnered with other agencies in response to neighbourhood concerns about homeless individuals camping on Pandora Green.

Perspective Report Card				
Performance Measures	2007 ⁰⁸	2008 ⁰⁹	2009 ¹⁰	2010 ¹¹
C01-1: Our participation in knowledge-sharing and leadership opportunities	✓	✓	✓	✓
C02-1: Our success at creating meaningful opportunities to contribute	✓	✓	✓	✓
C03-1: What our clients tell us they need and how we respond to those needs	✓	●	●	✓
C04-1: Client satisfaction with safety and relationships with agency staff	●	●	●	✓
C05-1: Our performance in acting as good neighbours	✓	✓	✓	✓

Legend

- ✓ At or above plan
- ◇ Caution
- ✗ Below plan
- Not available
- Not applicable

Objective C01

"Provide support, guidance and leadership in your fields of expertise"

Partnering & Collaboration in 2010/11

Greater Victoria Coalition to End Homelessness

Cool Aid's commitment to the Coalition's mission was further reinforced in 2010/11, with Cool Aid representatives participating in most Coalition committees, including the Management Committee, the Housing Working Group, the Service Integration Working Group, the Prevention Working Group, and the Community Engagement Working Group.

In addition, Cool Aid continues to be a key participant in the Coalition's pilot project, Streets to Homes (see objective P14).

Other Initiatives

Cool Aid worked with other Downtown Service Providers members to develop the DSP's response to the City of Victoria's briefing paper on a proposed needle exchange policy.

Board members of Our Place and Cool Aid met, for the first time, to discuss issues of mutual concern.

Leadership in 2010/11

Downtown Service Providers

Cool Aid's executive director accepted the role of chair of this multi-partner organization. The DSP represents a broad spectrum of downtown stakeholder groups, including service agencies, government agencies, and the police.

Greater Victoria Coalition to End Homelessness

Our executive director was appointed to the Coalition's Management Committee as representative for the Downtown Service Providers. In this role, she participated in the working group that is updating the Coalition's strategic plan and business plan, for review by the Leadership Council in summer 2011.

Client Advocacy in 2010/11

Cool Aid continues to advocate for client needs in a variety of forums. Increasingly, however, the need for *multi-partner* advocacy is being recognized, not just at the local level but also provincially and nationally.

Downtown Service Providers

SUMMER 2010—As a member of this group, Cool Aid was a key participant in advocating for appropriate services for the group of individuals who were camping on what is known as Pandora Green. See objective C05 for more information.

MARCH 2011—One of the DSP's newly created task groups is looking at key advocacy issues to be part of the DSP's strategic plan over the next two to three years.

Greater Victoria Coalition to End Homelessness

Discussions by the Coalition's Management Committee concluded that the Coalition's advocacy role would best be aimed at the *national* level and that lobbying would be aimed at the community at large and decision-makers at large.

In preparation for the April 2011 federal election, the Coalition, in partnership with other groups, developed a series of questions on affordable housing for candidates, with candidates' responses to be posted to the Coalition's website.

Board-Level Advocacy

At Cool Aid's 2009 strategic planning retreat, board members identified the need for advocacy options at the board level. During 2010/11, they participated in a series of exploratory meetings of *Board Voice*, a new non-profit organization comprised of representatives of boards of social service providers in BC. Among the themes examined: greater advocacy role, service collaboration, and best practices in governance.

Our board concluded that Board Voice has the potential to raise the profile of community issues, advocate for change, and influence public policy on social issues. Cool Aid became a member of Board Voice in early 2011.



Objective C02

"Provide us with opportunities to contribute"

Coordinator of Volunteers—This brand-new position, based at Rock Bay Landing, has the mandate to develop a volunteer program that promotes "opportunities for both clients and community members to participate in meaningful ways" within the RBL shelter program.

These volunteer opportunities will be developed within a framework of "gateway ancillary services" that include clean-and-safe volunteer teams, client honorariums, and life-skills development to promote the overall well-being and socialization of shelter clients.

Making a Difference—Client Contributions

Shelter Writers

The writing workshops at Sandy Merriman House, facilitated by Literacy Victoria, continue to be well-attended. In 2010/11, participants published the second and third issues of *Mizplaced*, a magazine whose focus is to share women's personal stories of homelessness.

"Our regular Monday evening writing group ... is so successful that women who have been able to access housing return on Monday evenings to participate. It is coordinated by Literacy Victoria, a University of Victoria volunteer and Sandy Merriman House Staff." – from quarterly report to the Board, Shelters Program

Every Step Counts

OCTOBER 2010—Client participants walked and ran for charity at the 2010 GoodLife Fitness Victoria Marathon, raising \$5,000 for worthy causes.



Housing Honorarium Program

At most Cool Aid housing sites, caretaking and gardening are undertaken by tenants who receive a small honorarium. In 2010/11, about 50 tenants participated in this program. Following are some examples of their contributions.

Johnson Manor	Pandora Apartments	Cedar Grove	Desmond House
"5 tenants regularly participate in the weekly caretaking honorarium project helping to keep the building clean and orderly."	"Our four tenant cleaners have been doing a fantastic job at keeping our building clean, while maintaining a professional attitude towards their jobs."	"Our honorarium system has continued to be a success with five residents doing work, both inside and on the grounds."	"Five residents continue to clean and care for the facility on a weekly basis. One resident who enjoys baking makes sure there is always something in the kitchen to share, which, much to the delight of the tenants, precipitated the acquisition of a new freezer."

Hillside Terrace

"The gardens on the patios are blooming beautifully, thanks to the tenants who oversee them. They have put in a lot of work and they are proud to show it off to anyone who shows interest. One of the tenants who is very handy has made some ornaments for the garden as well."

from quarterly reports to the Board,
Housing Program

Making a Difference—Community Contributions

Art, Health & Community

Thanks to a project on the use of art for community building, 24 pieces from University of Victoria art galleries are on permanent display at the Community Health Centre.

Each space—therapy rooms, examination rooms, offices, corridors—features a different work of art, selected in consultation with Dr. Carolyn Butler-Palmer, UVic's Williams Legacy Chair, and her students in the History in Art department.

On Art & CHC Clients — Dr. Carolyn Butler-Palmer

"There's an emerging trend of using art to humanize hospitals. Originally, this was just a way of creating a more pleasing environment—if you're in a nice place, you feel better. ...

But what's coming out now, unexpectedly, is that many of the Health Centre's clients have an art background, so the staff is now starting to talk to them about art, and about their own artistic practices."

On the CHC Art Collection — Health Services manager

"Not only does it further the idea of 'caring for caregivers' by improving the surroundings for our staff, but we're also hoping that this encourages our clients who are artists: we're designating a huge wall here for [them] to put their own art up, so we'll soon have their art alongside the UVic collection."

Community Volunteers

APRIL 2010—The volunteer program at REES received recognition in the form of a \$2,000 donation from the Bay Centre. The gift coincided with National Volunteer Week, a celebration of volunteers and volunteerism across the country.

Sandy Merriman House	Rock Bay Landing	Downtown Community Centre
"Beauty Night and Hairdresser —We had some students put on a very successful beauty night. Our volunteer hairdresser continues to come during both drop in and shelter hours to cut hair."	"Volunteers from the Stocking Challenge supported us for the third year by providing 50 knapsacks to non-clients and stockings to all 107 RBL clients. The knap-sacks and stockings were filled with an array of items, including hats, gloves, socks, toiletries, clothing, books, rain ponchos, treats etc."	"Youth volunteers from Victoria First Church of the Nazarene helped to winterize the courtyard garden ... The youth were enthusiastic and very hard-working. This event is coordinated by ... a formerly homeless musician, who decided to give back to community for all the support he received when he was on the streets."

Next Steps Transitional Shelter

"The art night group started on Christmas decorations with help coming from some of our past alumni who returned to help out. Initial contact was made with a church group who was interested in partnering with our clients to help them have a more enjoyable Christmas. The church group was fantastic; virtually all gift requests were fulfilled and they have expressed a desire to continue with this partnership next year for which we are very thankful."

from quarterly reports to the Board,
Housing & Shelter Programs

Objectives C03 & C04

“Listen to my needs and be there when and where I need you”

“Make me feel safe and respond to me with dignity and respect”

For 2010/11, we can report on the results of client satisfaction surveys at three Cool Aid sites: the Community Health Centre, Sandy Merriman House, and Hillside Terrace, an assisted living building.

Community Health Centre (CHC) Client Survey

Over a two-month period (June-July 2010), 205 clients were surveyed at Cool Aid’s medical clinic. Some highlights from the report:¹

- Overall, very high levels of client satisfaction were reported for all criteria.
- Results confirm clients’ satisfaction with CHC’s core principles.
- Clients expressed great satisfaction with **staff** and, in particular, the **respectful** service delivery.
- Reception staff received the highest satisfaction scores, and “the single highest score of all is attributed to the ‘respectful’ treatment from reception staff.” CHC healthcare providers were also ranked very highly.
- 91% of clients rated their feelings of **safety and security** at CHC as Very Good or Good.
- 95% regarded CHC as Very Good or Good with regard to **confidentiality** of health records and being able to speak with staff confidentially.
- When asked what they liked least about the CHC, the most frequent response was that there was nothing—clients reported being satisfied.
- The most frequent criticisms centred on **wait times**—the appointment process, the length of time to secure an appointment, and the wait time within the CHC.
- Most frequent improvement identified by clients: “increased staffing to enable **increased hours of service** and increased services.”

Overall CHC Client Satisfaction Excerpts from the report

- For every question, clients overwhelmingly rank the CHC as Very Good or Good.
- As an overall rating, 95% of clients surveyed rate the CHC as Very Good or Good.
- Virtually everybody (97%) would return to the CHC to access healthcare services.
- Almost all (95%) would recommend the CHC to others.

“Staff treat us with respect and dignity, they really care and want the best for us and do all they can to help us become our best.”
patient comment

For survey highlights related to service integration, see objective P14.

Hillside Terrace Tenant Survey

As part of its annual operational review with the Vancouver Island Health Authority, Hillside Terrace carried out an assisted living resident survey. Overall, residents gave positive responses. Some survey highlights:

- Meal service—Marked improvement in satisfaction compared to previous year’s survey.
- Operations—Marked increase in tenant confidence in bringing concerns forward to staff.
- Hospitality services—Majority are satisfied overall with the services provided.
- Personal assistance—High level of satisfaction with personal care services.
- Recreational activities—The only area for improvement identified.

In the past, tenant participation in recreational activities has been difficult to maintain, due in part to physical health issues. To address this need, staff were appointed to attend recreational coordinator meetings within the larger community of Assisted Living operators, with the intention of gaining ideas and insights for a long-term strategy.

By year-end, we had increased recreation opportunities, with day staff stepping up to create activities with good turnouts. Feedback from both residents and outside agencies has been positive.

¹ *Measuring Client Satisfaction at Victoria Cool Aid Society’s Community Health Centre*, report by Bruce Wallace, October 2010.

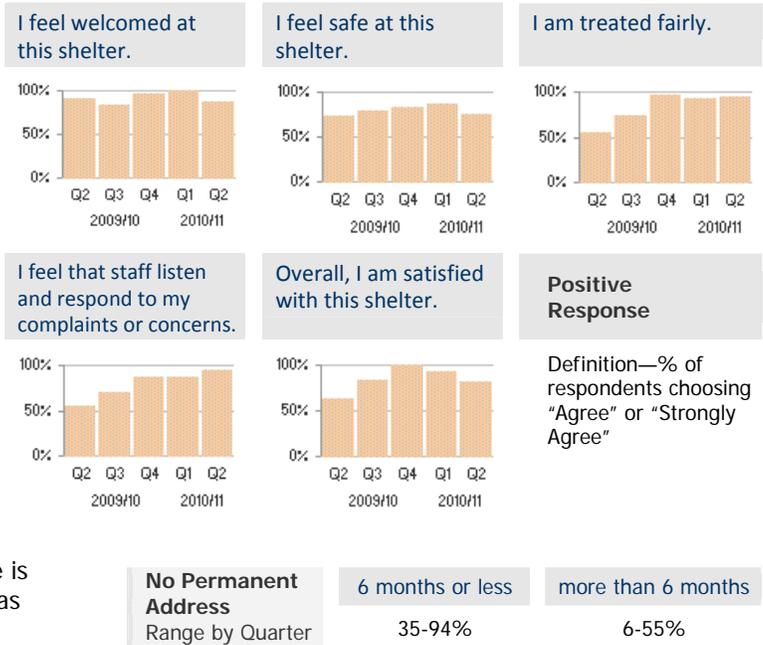
Sandy Merriman House Client Survey

Since mid-2009/10, the women's shelter has administered an ongoing client satisfaction survey to its residents. By the end of 2010/11, 90 questionnaires had been completed.

Highlights appear in the charts to the right. Demographic characteristics and some sample comments follow.

- **Previous Shelter Use**—At least half of respondents had previously stayed at Sandy Merriman (range by quarter: 44-91%). One-third or more of respondents had stayed at another shelter (range: 35-91%).
- **Age**—The majority of survey respondents were aged 35 or older (range: 57-82%).
- **Months without Permanent Address**—There is a lot of variability from quarter to quarter, as the ranges to the right illustrate.

Sandy Merriman House



Sandy Merriman House

"This is perfect for someone in the crossroads of life. From here, you can move forward or if you have not already, stay still for a moment."

"All staff members ... have always made me feel safe, heard and loved in many ways. Without this team, this shelter would be merely a house for the lost but right now it's a house for the found."

"I feel frustrated that if we go out to an appointment in the morning, then we can't come back into the shelter until 11:30 am."

"Although being in a shelter is incredibly difficult, the staff and other clients have at various times helped me feel okay about needing a homeless shelter and asking for the help of others."

Client Comments

Objective C05

"Be a good neighbour"

Key Accomplishments in 2010/11

Pandora Green Neighbourhood

APRIL-JUNE 2010—The 900 and 1000 blocks of Pandora Avenue increasingly became the focus of frustration among Harris Green residents and negative media coverage. Among the issues: camping on the green median, overflowing shopping carts, and general public disorder. We worked closely with our partners, especially the Downtown Service Providers, to address community concerns while developing positive alternatives to the highly vulnerable individuals who were congregating in the evenings and on weekends.

JULY-OCTOBER 2010—As part of a partner proposal (see objective F02), a full service plan was prepared by Cool Aid and AIDS Vancouver Island for evening support services, to complement additional summer shelter spaces.

FALL 2010—As a member of the Downtown Service Providers, Cool Aid supported the new city bylaw prohibiting camping on medians, with some important caveats. In the DSP letter submitted to the mayor and city council, two of its seven key messages focused on minimizing neighbourhood impact.

FEBRUARY 2011—Under the leadership of our executive director, the Downtown Service Providers set up a new working group in order to be able to quickly respond to emerging harm reduction issues in the Pandora Green neighbourhood. Recent concerns were sparked in part by the City of Victoria's new harm reduction policy, adopted after a paper released by Bernie Pauly and the Coalition.

Rock Bay Landing Neighbourhood

OCTOBER 2010—Months of productive meetings resulted in a formal good neighbour agreement with the Neighbourhood Working Committee. Under the terms of the agreement, future community relations will occur through the new liaison committee, which held its first meeting in March 2011.

Despite operating at full capacity since it opened in November, the new shelter has had no discernible impact on the neighbourhood, thanks in part to intelligent design (see objective P01) that accommodates both client and community needs.

New Neighbourhoods

During 2010/11, Cool Aid engaged with residents and businesses in the neighbourhoods around Queens Manor (opened November 2010) and Olympic Vista (opening spring 2011), to disseminate information, address any concerns, and lay the foundations for ongoing good neighbour relations.



Thinking Ahead . . . about Clients & Community

Client Participation in Governance

How can we involve clients at the governance level? How do we ensure that client input is incorporated in strategic planning? Such questions are being explored by Cool Aid's board of directors and management. In 2011/12, a working group will hold a series of facilitated meetings with clients, to determine both interest and options.

Funder & Partner Survey

In 2011/12, we anticipate undertaking our second tri-annual survey of funders and partners.



PROCESS PERSPECTIVE

About This Perspective

The Process perspective comprises eight strategic objectives, each focused on business processes that we have identified as strategically important. Below, we report our progress on five of these objectives.

Performance Synopsis

In 2010/11, Cool Aid demonstrated strong performance on 8 out of the 9 measures associated with Process objectives.

Service Delivery Innovations

Extended services at the Downtown Community Centre, a new shelter with transitional housing, and a research partnership with practical application to patient care were among the innovations in 2010/11.

Service Integration

As a key player in the Coalition's Streets to Homes project, Cool Aid participated in developing a solution to the dearth of market housing for S2H clients.

Learning from Stakeholders

Cool Aid undertook several surveys in 2010/11 and laid the foundations for a stakeholder engagement framework.

Communicating with Stakeholders

We invited business leaders to Cool Aid's first vision tour, laid the groundwork for a multi-year communication plan, and hosted a news conference to commemorate the first-year anniversary of the Access Health Centre.

System Enhancements

The selection and approval of a new payroll and scheduling system, to be implemented in 2011/12, was the single most significant system enhancement in 2010/11.

Perspective Report Card				
Performance Measures	2007 ⁰⁸	2008 ⁰⁹	2009 ¹⁰	2010 ¹¹
P01-1: Innovative approaches to service delivery and service expansion	✓	✓	✓	✓
P03-1: Progress in developing and implementing a stakeholder input framework	--	--	◇	✓
P04-1: Communication initiatives	✓	✓	✓	✓
P06-1: Progress in developing and implementing an information management framework	--	--	◇	◇
P06-2: HR/payroll/scheduling system replacement (new)	--	--	--	✓
P07-1: Risk management actions undertaken	✓	✓	✓	✓
P08-1: Site inspection outcomes (new)	--	--	--	✓
P09-1: Criminal record check performance (new)	--	--	--	✓
P14-1: Progress in developing and implementing an integrated service delivery approach	--	--	✓	✓

Legend

- ✓ At or above plan
- ◇ Caution
- ✗ Below plan
- Not available
- Not applicable

Objective P01

Develop new and creative approaches for service delivery

Key Accomplishments in 2010/11

Downtown Community Centre—Expanded Services

Evening and weekend services in Victoria are quite limited so the expansion of hours and services at the Downtown Community Centre will make a welcome and much needed contribution to the downtown core.

Thanks to generous supporters, Cool Aid's community centre will be able to double its hours of operation in 2011/12, from 25 to 50 hours weekly. In addition to extended hours on weekdays, for the first time, the DCC will open its doors on weekends.

The DCC has been providing healthy, low-barrier alternatives for homeless and at-risk youth and adults for years. The new funding makes it possible to offer a broader spectrum of activities to new and current clients, in a safe, healthy and respectful environment.

Cool Aid's Downtown Community Centre to double its hours of service in 2011/12

New Services

- Community kitchen, to learn & share food budgeting tips, meal planning, and meal preparation
- Mixed-media art, to encourage self-expression & creative exploration
- Blogging and expressive arts, to share participant stories & artwork while building communication & computer skills
- Self-advocacy skills & help with letters to decision-makers, hosted by Jody Paterson, writer & advocate
- Computer classes
- Extended hours for free computer use and web access
- Introductory/beginner's yoga
- Drop-in basketball
- Drop-in dodge ball
- Nature walks & other seasonal outings in the community
- Movie nights
- Many more volunteer opportunities
- Volunteer training

Rock Bay Landing—No Ordinary Shelter

The new Rock Bay Landing was **purpose-built** for its intended use. What does that mean? The sidebar to the right illustrates some of the ways in which “The Rock” is not just an ordinary shelter.

RBL Transitional Housing—RBL welcomed its first transitional housing residents in December 2010. Average monthly occupancy during the first full quarter of operations (Jan.-Mar. 2011) was 97%. The gender split for this first group of residents was 72% male, 28% female.

RBL Family Housing—In March 2011, Cool Aid and the Burnside Gorge Community Association signed a family suite protocol agreement, with the first family moving in immediately thereafter. The two agencies will work together to find permanent housing for families occupying these units.

Community Health Centre—Research Partner

The eHealth Observatory, based at the University of Victoria, is mandated to explore and evaluate health information systems and health system improvements. Cool Aid’s CHC has partnered with the Observatory on several projects in the past. One ongoing 2010/11 project is described here.

Developing Medication Communication Patterns—Funded by the College of Pharmacists of BC, this study explores the nature, benefits, and challenges of safely communicating among team members about medication management.

With the CHC’s integrated care team and integrated pharmacy, the Observatory was interested in exploring how communications work and comparing the activities at the CHC with other, less integrated clinical settings. As 2010/11 ended, researchers were collecting data in the form of interviews and observation sessions, and will compare communication activities within Cool Aid to other sites in Victoria.

As a benefit to the clinic, the researchers will share anonymized findings with the clinical team and facilitate a quality improvement activity where gaps are identified. We anticipate that this will further enhance the quality of care being delivered at the CHC.

“The Rock”—Purpose-built for emergency shelter & transitional housing in a community setting

Emergency shelter continuum

- 84 permanent shelter beds
- Space for 20 shelter mats during extreme weather conditions
- 23 units of transitional housing for individuals or couples
- 2 units of family shelter—*the first in the Capital Region*

Low-barrier & safe

- Card lock system allows residents almost 24-hour access to their rooms (at Streetlink, room access limited to overnight hours)
- Lockers for each shelter resident
- Day storage service for non-residents
- Carts accommodated on site
- Pets are welcome

Better facilities, more space

- Greatly improved washrooms, showers, laundry, training workshops, computer access, kitchen & dining facilities
- Additional rooms offer more opportunities for group work, counselling, client meetings, and services

Community considerations

- Large exterior courtyard, accessed through the building, open to residents & drop-in visitors (no courtyard at Streetlink)
- Community policing office on site
- Formal good neighbour agreement in place (see objective C05)

and much more

- Many more volunteer opportunities for clients & community members
- Built to the highest green standards (LEED Gold), including roof-top solar panels, heat recovery, superior insulation, etc.

Objective P14

Promote and provide an integrated approach to service development and delivery

Key Accomplishments in 2010/11

External Service Integration—Streets to Homes (S2H) Pilot Project

Cool Aid, Pacifica Housing, and the Victoria Native Friendship Centre are among the agencies involved in implementing this multi-partner project, overseen by the Service Integration Working Group of the Greater Victoria Coalition to End Homelessness.

2009/10 RETROSPECTIVE—S2H partners developed the necessary infrastructure for the project. In particular, they reached consensus on the protocols, standards and processes that all partners would apply and outlined a landlord recruitment and support plan.

The goal—to house 120 homeless adults in scattered market units, using rent supplements, by the end of 2010/11, applying a standard integrated case management process from intake to exit. Clients could enter the program through any partner.

SPRING 2010—The landlord recruitment and support plan was ready for implementation, pending the recruitment of follow-up support workers.

SUMMER 2010—S2H became fully operational. By the end of September, 7 individuals had been housed; 4 were in transitional housing (pending market units); 12 had been assessed and were waiting for housing. Unfortunately, the Toronto model on which this project is based was not translating well to Victoria; landlord recruitment was proving to be a real challenge.

DECEMBER 2010—Some 33 individuals housed to date through S2H, about half in transitional housing (mostly motels). To address the persistent problem of landlord recruitment, the S2H Steering Committee put in motion a plan to formally enlist the Rental Owners and Managers Society of BC as a champion for finding private market landlords, a shift supported by project funders.

MARCH 2011—The year ended with 62 individuals in transitional or market housing, only halfway to the original 2010/11 goal. However, the outlook for 2011/12 is very promising. The Service Integration Working Group brought to fruition the new partnership with the Rental Owners and Managers Society of BC, a partnership that will open up multiple sources of private market housing for the project.

Internal Service Integration

The client satisfaction survey at the Community Health Centre (CHC) (objectives C03-C04) also yielded insights into how clients use and perceive the CHC's, and Cool Aid's, services.

CHC services used—People commented on the benefits of being able to access multiple health services in one location, most often citing the benefits of being able to access the pharmacy as part of their medical visit.

- Only 8% of clients saw a single healthcare provider.
- The majority (61%) accessed four or more healthcare services at CHC.
- 93% of clients saw a CHC doctor—the most frequently accessed healthcare provider.
- 77% reported nurse visits.
- 31% reported visits to the counsellor, 36% nutritionist, 34% psychiatrist, 12% acupuncturist.
- 66% accessed the pharmacy.
- Half (49%) used the dental clinic.

Other Cool Aid services used

- Half (50%) of CHC clients had used one of our shelters.
- 12% reported being residents of a Cool Aid housing building.

Client Comments on Service Integration

"Everything in the medical field is here and very handy."

"It's the only place that I can receive all my healthcare needs."

"I am able to connect with all my health needs in one appointment."

Objective P04

Engage our stakeholders to communicate who we are and our capabilities

Key Accomplishments in 2010/11

Communication Planning

Several factors coalesced to generate strong Board and management interest in formalizing our communication policies through a multi-year communication plan.

During 2010/11, we laid the groundwork for a communication plan. In particular, the series of surveys conducted by McAllister Media on Cool Aid's behalf yielded valuable insights into how different stakeholder groups view the agency and its communications.

2009 Funder & Partner Survey

Awareness of Cool Aid Services

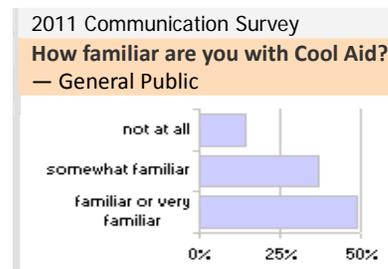
What we learned from our colleagues:

- An unexpected number of respondents noted the need for greater awareness of Cool Aid's services—either for themselves or more broadly in the community.

The 369 survey respondents included businesses, volunteers, donors and funders, Cool Aid staff, and the general public. A summary report on survey results was published to our website in Spring 2011. Key findings:

- Homelessness affects many people and businesses directly.
- Cool Aid is seen as the leading organization providing solutions.
- The public is not very aware that Cool Aid provides permanent housing, mental health services, and employment and healthy recreation options.
- People become involved with Cool Aid for a variety of reasons and their perceptions often change as a result.

The focus for 2011/12 will be to translate what we learned into effective communication strategies and initiatives, within the framework of a communication plan.



Social Media

Twitter Feed—Cool Aid began testing the social media waters in late 2009/10 with its own Twitter account. We chose Twitter in part because it appeals to an older demographic (35+). We started 2010/11 with a mere 50 followers but witnessed rapid growth in each quarter. By year-end, the number of subscribers to Cool Aid’s tweets had surpassed 500—a tenfold increase.

This growth is likely due to several factors: Cool Aid is fairly well-known and well-regarded, our tweets are both frequent and relevant and, perhaps most importantly, Cool Aid is good at sharing information about and with our many partners in the community.

MARCH 2011—Cool Aid co-hosted the Twitter-inspired Twestival Victoria 2011 event at the Empress Hotel. Of the many nominated charities, Cool Aid was chosen as the beneficiary of the \$7,700 raised. Proceeds will be used to support the lunch program at Sandy Merriman House and public access computers at the Downtown Community Centre.

Facebook & YouTube—Toward the end of the year, Cool Aid ventured into other social media, creating a YouTube channel and our first Facebook page (for Every Step Counts). Social media were also integrated into our website.

News Conference

OCTOBER 2010—To commemorate the first-year anniversary of the Access Health Centre, Cool Aid and AIDS Vancouver Island held a joint news conference that coincided with Homelessness Action Week. Fiona Hyslop, one of our community champions, hosted the well-attended event for us at the Union Club. This was an opportunity to publicly thank our many partners and supporters and, together, to celebrate the successes to date.



Objective P03

Seek input and learn from our stakeholders in order to provide meaningful solutions in our community

Accomplishments & Progress in 2010/11

As the number and nature of Cool Aid's stakeholder engagement initiatives expand, the need for policy updates and process formalization has become increasingly clear.

We are in the process of examining how, when and why we undertake surveys. Other ways to obtain stakeholder input are also being looked at. This review is part of the stakeholder engagement framework, described below.

Stakeholder Engagement Framework

One unanticipated outcome of our first funder and partner survey (2009) was the realization that we needed to articulate *how to learn* from surveys and other methods of capturing stakeholder feedback.

That process of learning will be captured within what we are calling a stakeholder engagement framework (SEF), the purpose of which is to serve as a decision-making aid when considering policy changes, survey development and scheduling, and information management as they relate to eliciting and responding to input from key stakeholder groups.

Deliverables—In its terms of reference, the new SEF working group identified specific tasks, timelines and deliverables for the next several months. Among the deliverables: an overarching stakeholder engagement matrix intended to identify internal and external requirements for obtaining stakeholder input, including purpose, frequency, and scheduling.

Policy—In 2010/11, Cool Aid drafted a new policy on stakeholder engagement, which identifies stakeholder groups and guidelines for stakeholder engagement (as defined to the right). The guidelines encourage the sharing of information between program areas during two key stages—survey development and survey results.

2010/11	Stakeholder Engagement Initiatives	see
June-July 2010	Community Health Centre—client satisfaction survey (medical clinic)	C03/C04 P14
Sept. 2010	Downtown Community Centre—partner opinion poll as part of funding proposal	P01
Fall 2010	Hillside Terrace—assisted living resident survey as part of annual operational review with Vancouver Island Health Authority	C03/C04
Nov. 2010	Survey of permanent Cool Aid employees—through Great Place to Work Institute	PD03
March 2011	Stakeholder surveys related to Cool Aid communications—conducted by McAllister Media	P04
in progress	Client participation in governance—exploration by Cool Aid Board & management	Customer Thinking Ahead
ongoing	Sandy Merriman House—shelter client satisfaction survey	C03/C04

Stakeholder Engagement

Working Definition—The process by which we obtain and respond to input from various stakeholder groups in order to:

- create and maintain strong stakeholder relationships
- learn from our stakeholders
- report to our funders and supporters

Objective P06

Develop and enhance systems and processes to empower effective decision-making and drive efficiency

Key Accomplishments in 2010/11

Payroll & Scheduling System

In 2009/10, Cool Aid worked with a consultant to assess the functionality required to meet our growing payroll, scheduling and related information needs. We formed an internal working group early in 2010/11, which began evaluating software offerings from several vendors. In January 2011, the working group's recommendations on vendor and software system were presented to our board of directors and approved.

As 2010/11 ended, both Cool Aid and the new vendor were gearing up for the project charter meeting, which would outline the course of action for training and implementation.

Online Job Applications

In 2009/10, we introduced a new online employment application form and saw some early indications of added value resulting from the combination of standardized information and key questions. We discovered, however, that some applicants were unable to complete or download the PDF form we had developed.

After evaluating a number of platform-independent and version-neutral options, in September 2010, we launched an HTML version of our online employment application form. Almost immediately, we witnessed a sharp increase in the number of applications being submitted through Cool Aid's website.

Information Management Framework (measure P06-1)

- ◆ A caution for performance is warranted for measure P06-1 because there was no progress on developing an information management framework.

As the elements of a stakeholder engagement framework (measure P03-1) were identified, linkages to and commonalities with the information management framework (IMF) began to emerge. The stakeholder engagement framework can be considered to be a major component of the IMF. As for the more comprehensive IMF, however, no progress was made during 2010/11. We may need to consider formally putting the initiative on hold for a year or two, until more internal resources are available.



Thinking Ahead . . . on Internal Processes

Vision Tour

MARCH 2011—Cool Aid ended the year with its first-ever vision tour, modelled after the Seeing is Believing program.² A dozen executives from Victoria's technology sector took part. The tour began at City Hall with opening remarks from the mayor, a Cool Aid board member, and our executive director. Tour participants had the opportunity to visit the Access Health Centre, supportive housing, Rock Bay Landing, Mustard Seed, as well as a discussion lunch with UVic's Dr. Bernie Pauly and people who came with street stories.

The vision tour was successful in engaging this select group and has resulted in offers to assist or become more involved. Some participants expressed the need for time to reflect and process. Follow-up in 2011/12 may include a meeting with tour participants to brainstorm actions and answer outstanding questions.

Affordable Housing Opportunities

Container Housing—In a number of meetings with a private developer, the City of Victoria, and the North Park Neighbourhood Association in 2010/11, Cool Aid explored a promising proposal to create cost-effective housing using shipping containers at 2323 Dowler Place, a vacant lot beside the Next Steps shelter.

Notwithstanding the excellent community relations Next Steps and Cool Aid have established, the NPNA was opposed to both the density and design of this project. We will therefore look for other sites where this project would be a better fit.

Affordable Sustainable Housing (ASH)—The Dowler Place lot still has potential, however. We are in the early stages of exploring whether or not this property would be suitable for a 15-unit ASH project. ASH buildings are designed—outside and inside—to provide attractive apartment homes in a setting intended to reinforce the feeling of home. The buildings are small, and neither look nor feel like apartment buildings.

Strategic Plan Refresh

Late in the year, we began a review of our strategic objectives and priorities, which will continue into 2011/12. As part of this process, we will also look at performance measures and targets with the aim of enhancing both accountability and reporting.



² Seeing is Believing tours provide business executives with an opportunity to engage first-hand with community—to better understand social issues and explore business solutions to poverty, homelessness, employability and youth-at-risk. By meeting face-to-face with clients and staff of community organizations and networking with other responsible executives, Seeing is Believing tour participants deepen their understanding of strategic community investment.

LEARNING & GROWTH PERSPECTIVE

About This Perspective

The Learning & Growth perspective, also known as the People Development perspective, is the foundation of our strategy map. Within this perspective, we align recruitment, retention and training with complementary objectives on workplace culture and work/life balance, in order to be equipped to change, grow and achieve our prime objective.

Performance Synopsis

Overall performance on Learning & Growth objectives is strong, although we did fall short on a couple of areas (measures PD01-2 & PD03-2). Some highlights from 2010/11 follow.

Learning from Staff

Our 2010/11 staff survey yielded many valuable insights into how staff perceive Cool Aid. Building on our strengths and responding to opportunities for improvement are the focus of a series of staff consultations and will inspire a number of new initiatives.

Organizational Culture

Based on feedback from our first agency-wide staff orientation, these sessions will be a valuable complement to program-level orientations.

Staff Turnover

Turnover rates for casual staff continued to be higher than the ideal throughout 2010/11, while permanent staff turnover remained at low levels.

Recruitment & Retention

2010/11 saw the introduction of a new pension plan, well-received changes to performance evaluations, and a redesign of our online job application form that is one of our most successful electronic initiatives to date.

Perspective Report Card				
Performance Measures	2007 ⁰⁸	2008 ⁰⁹	2009 ¹⁰	2010 ¹¹
PD01-2: Turnover rate for casual staff	◇	◇	◇	◇
PD01-3: Turnover rate for permanent staff	✓	✓	✓	✓
PD01-5: Progress in developing and implementing recruitment and retention strategies	--	--	✓	✓
PD02-1: Workplace stressors	✓	✓	✓	✓
PD02-2: Progress in mitigating workplace stressors	●	●	✓	✓
PD03-1: Our progress in fostering our desired organizational culture	✓	✓	✓	✓
PD03-2: Staff satisfied with their inclusion in innovation, teamwork, leadership, and knowledge-sharing	●	●	●	◇

Legend

- ✓ At or above plan
- ◇ Caution
- ✗ Below plan
- Not available
- Not applicable

About Our Staff

Total Staff

Cool Aid ended the year with 223 employees, with 8 permanent positions unfilled.

Gender

Cool Aid's gender profile has changed little in recent years—61% female, 39% male in 2010/11.

Age

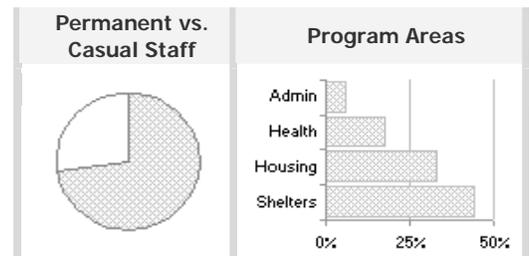
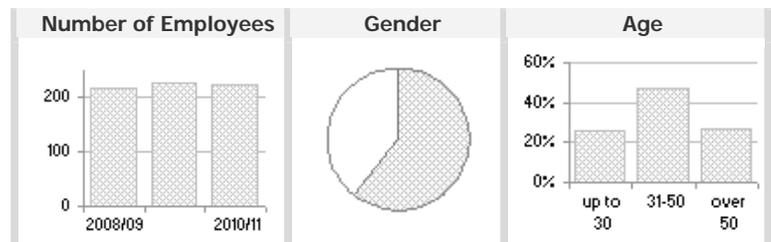
In 2010/11, almost half (47%) of Cool Aid staff were between 31 and 50 years of age. The average age was 41.

Permanent & Casual Staff

At year-end, 73% of our staff were permanent, 27% casual.

Program Area

The majority of Cool Aid staff work in the Shelters (44%) and Housing (33%) programs.



Objective PD01

Hire, retain, and train to align resources and competencies

Hiring, Retention & Turnover in 2010/11

Hiring

Of the 72 permanent and temporary positions filled during 2010/11, 45 (63%) were hired internally.

Internal Hire Rate
63%

We have only recently begun to monitor our internal hire rate, a metric that will undoubtedly grow in importance as we focus on increasing training and development opportunities—one area for improvement identified by respondents to a staff survey (see objective PD03).

Retention

Another metric that will become more important is average tenure (or a similar retention metric).

Historically, we have tended to focus on turnover rather than retention. However, deepening our understanding of why employees *stay* rather than why they leave may well be more fruitful.

Average Tenure	
Permanent 5.3 years of service	Casual 2.0 years of service

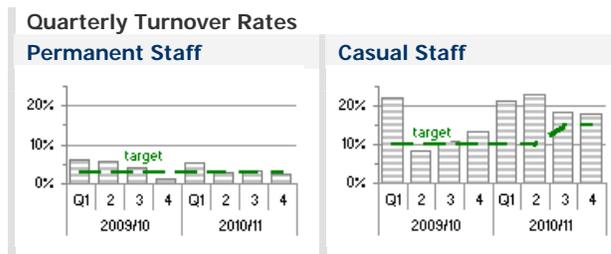
We will, of course, continue to monitor turnover but, in future, give more weight to retention in our data analysis and metrics.

Turnover (measures PD01-2 & PD01-3)

In the social service sector, recruitment and retention bring unique challenges and remain an area of focus for Cool Aid. We are fortunate to have relatively low turnover among our permanent staff.

- ◆ We did earn a caution for measure PD01-2 because the turnover rate for casual staff exceeded the target range throughout the year. The retention of casual staff, particularly those with less than one year of service, continues to be an area of interest.

Permanent Staff—Turnover rates for permanent staff were within the target range in three of four quarters in 2010/11. The annualized turnover rate was 13.5%, almost 4 percentage points lower than in 2009/10 (17.4%).



Casual Staff—For casual staff, turnover rates exceeded the desirable target range in every quarter in 2010/11. It should be noted, however, that 2010/11 casual turnover rates are probably inflated, an artefact attributable in part to data cleansing carried out in preparation for the changeover to a new payroll/scheduling system (see objective P06).

Recruitment & Retention Strategies (measure PD01-5)

Pension Plan

Early in 2010/11, Cool Aid employees became eligible to participate in a new pension plan. The transition from RRSP benefits to pension plan went smoothly, and feedback from staff has been very positive.

Initial predictions by the Community Social Services Employers Association (CSSEA) were for a low sectoral participation rate. By March 2011, Cool Aid had a participation rate of 96% for eligible employees—well above the anticipated 70-75% sector average.

Employee Benefits

In 2009/10, we introduced a new integrated employee benefit framework that offered enhanced benefits to Cool Aid employees. It was during 2010/11 that the full value of the framework became obvious, especially in the areas of disability management services and extended health and dental coverage.

Disability Management—The equivalent of a case manager works closely with the employee to develop a return-to-work plan and facilitates workplace accommodation. As a result, employees are back to work more quickly and are better prepared.

Extended Health & Dental Coverage—Changes in employee status are implemented more quickly than under our previous framework, a benefit to both employee and employer. Employee questions are also addressed more efficiently. The carrier also acts as a third-party advocate for employees in cases where coverage is unclear or ambiguous.

Performance Evaluation

In 2010/11, Cool Aid redesigned the process for performance evaluations for unionized employees. The process now begins with a **self-evaluation form** that is completed by the employee. The self-evaluation then becomes the basis for a dialogue between employee and manager.

The self-evaluation reviews have been met with enthusiasm by both management and staff because they stimulate discussion, build rapport, and cast the reviews in a more positive light. Staff appreciate being able to provide and receive feedback and recognition in a structured way. As a result, the number of performance evaluations has increased significantly.

Online Applications

The new online employment application form introduced in September (see objective P06) has proven to be a very effective recruitment tool, with consistently positive feedback from both applicants and managers. The HTML-based form is flexible enough that applicants can attach resumes to the standardized form. Between September 2010 and March 2011, Cool Aid received 450 online applications through its website, significantly more than before.

Recruiting Partnerships

During 2010/11, we began to routinely post Cool Aid positions on the electronic job boards of the Camosun College and University of Victoria websites.

MARCH 2011—Cool Aid manned a registration and display booth at Camosun College’s career fair, as part of our strategy to nurture partnerships with Victoria’s educational institutions.

SEPTEMBER 2011—We are also looking forward to participating as an employer in the Student Employment Festival being held by Camosun College. The first-ever event of this model, the festival is designed to coach students as prospective employees.



Objective PD03

Foster a culture that embraces innovation, teamwork, leadership and knowledge-sharing

Agency-wide Orientation (measure PD03-1)

NOVEMBER 2010—Based on feedback from participants, Cool Aid’s first agency-wide orientation can be considered a huge success.

To be offered three times a year, the half-day agency-wide

sessions have the goal of facilitating the integration of new employees by reinforcing Cool Aid’s core vision, values and priorities, introducing them to all our programs and services, and providing opportunities to meet other new staff as well as senior staff.

What was the most important thing you learned?

Comments from
Orientation Evaluation

The size and variety of Cool Aid resources, how its various parts fit together.

The history and amount of passion that goes into the multidimensional agency at Cool Aid.

The scale of the organization. How dedicated staff are and have to be to make Cool Aid work.

2010/11 Staff Survey (measure PD03-2)

- ◆ A caution for performance is warranted for measure PD03-2, based on the results of an employee engagement survey.

Context

In 2010/11, Cool Aid took part in a Canada-wide survey conducted annually by the Great Place to Work Institute (GPWI), well-known for its “Best Workplaces in Canada” list. Participants were asked to rate 57 workplace attributes. A total of 103 permanent Cool Aid employees completed the GPWI survey—a response rate of 68%.

Following are some highlights based on our analysis of survey results, which included almost 200 comments in response to two open-ended questions.

Strengths

- **Pride**—Pride-related attributes received the highest overall ratings from survey participants. Evident in many of the comments is a strong connection to Cool Aid’s vision, values, and service to our client population. Dedication, compassion, empathy, cooperation, collaboration, and making a real difference were among the qualities expressed by respondents.
- **Teamwork & Peer Support**—Teamwork and peer support are highly valued. The comments express a wide range of qualities that we don’t always associate with teamwork—learning and knowledge-sharing, workplace health and safety, diversity, client care, morale, and support. Especially for frontline staff, the team is a vital and essential workgroup and the primary source of support in a work environment that can be very challenging.

Opportunities for Improvement

- **Feeling Valued**—In their ratings as well as their comments, many respondents conveyed the message that they do not feel valued, recognized or appreciated for the work they do.
- **Training & Development**—Respondents expressed the desire for more training and development opportunities than are currently provided.
- **Two-Way Communication**—More, and better, communication was a recurring theme throughout the comments, falling under three main sub-themes, identified to the right.

Communication Sub-Themes

- Staff input & involvement
- Feedback from management
- Connecting with others

Thinking Ahead . . . on Learning & Growth

Learning from Staff

JUNE 2011—In her letter introducing the survey report to staff, our executive director said:

At this stage in our learning journey, I can't tell you how Cool Aid will change, only that there will be changes, which we'll explore collaboratively.

What I can do is assure you that the guiding principles shown here are not mere words but represent fundamental values that we all try to emulate.

Related Cool Aid Guiding Principles

We foster a workplace culture that embraces innovation, teamwork, leadership, and knowledge-sharing.

We appreciate and acknowledge the contributions of our employees, volunteers, donors, and partners.

We treat all people with respect, dignity, and fairness.

We are committed to promoting fairness and equity within our organization.

We...learn from our experiences and the input of others, and make effective change.

We are committed to practising what we preach. In the weeks and months ahead, we'll explore how to make these principles a daily reality for all Cool Aid employees.

SUMMER 2011—After the report was distributed to all staff, a series of discussions was scheduled to discuss the survey results, identify priorities, and develop potential action ideas, guided by an external facilitator.

2011/12 AND BEYOND—At the time of writing, these discussions were still ongoing. As a result of what has been learned thus far, we anticipate the development of a number of program-level and agency-wide initiatives, potentially in the areas listed to the right.

**Potential Priority Areas
for Learning & Growth**

- Training & Development
- Workplace Wellness
- Staff Recognition
- Two-Way Communication

Post- Survey Implementation Plan

Create an implementation plan that identifies specific action items, key measurements, and timelines; provide quarterly updates to all employees.

Training

Develop training, team development, and leadership development for staff and supervisors.

Knowledge-Transfer & Cross-Training Opportunities

Develop formal and informal initiatives through job shadowing, mentoring, and orientation to facilitate enhancing skill sets and to foster learning relationships across Cool Aid and within programs.

Recognition

Develop structures and informal ways for appreciating and acknowledging accomplishments by both individuals and teams.

Sharing Success Stories

Create platforms to share staff and client success stories.

Debriefing

Develop various debriefing resources and training to assist staff to deal with personal and professional difficulties following a workplace incident that involves intense and unusual demands.



Our Mission

We act to end homelessness by working in partnership with others to develop community-based solutions. We are committed to working in a non-judgmental way with adults experiencing marginalization in Greater Victoria by advocating for and providing emergency shelter, supportive housing, integrated health care and other support services.

Our Vision

The Victoria Cool Aid Society acts to eliminate homelessness and improve our quality of life by working with others to build a community where:

- no one is forced to sleep on the street or go hungry.
- everyone who needs supportive housing is getting it.
- integrated health care service to treat illness and promote wellness is provided.
- integrated services are provided to those with mental health and addiction issues.

Our Guiding Principles

We ...

- demonstrate reliability, good faith, and integrity in all our relationships.
- foster a workplace culture that embraces innovation, teamwork, leadership, and knowledge-sharing.
- make and keep our commitments.
- are accountable for our actions and measure and share our contribution to the community.
- appreciate and acknowledge the contributions of our employees, volunteers, donors, and partners.
- support and value participation, build partnerships, and encourage shared leadership in our community.
- treat all people with respect, dignity, and fairness.
- try to look at things from our clients' point of view.
- are innovative, learn from our experiences and the input of others, and make effective change.
- are action-oriented and advocate for those we serve.
- are committed to promoting fairness and equity within our organization.