



COOL AID'S PRIME OBJECTIVE

In partnership with others, Cool Aid will end homelessness in Greater Victoria by 2018 while improving client quality of life.

Building Homes, Lives and Community

Looking Back . . . Thinking Ahead

2012/13 Balanced Scorecard
Annual Report to the Community
(April 2012 to March 2013)

August 2013

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Executive Director's Message

Looking Back

As it should, much of this report looks back on 2012/13. During the year, thanks to the energy, expertise and commitment of our **staff** and **partners**, the generosity of our **volunteers** and **donors**, and the support of our **funders**, Cool Aid:

- Opened the doors to 23 new supportive housing apartments at Swift House
- Converted 36 dilapidated motel rooms into permanent studio apartments at Queens Manor
- Provided medical care to more than 1,100 new patients at the Cool Aid Community Health Centre
- Offered shelter beds and hot meals to almost 1,600 individuals and helped 174 of them obtain housing
- Connected 327 individuals to jobs through REES's Casual Labour Pool
- Laid the groundwork for Cottage Grove, a new supportive housing project for seniors with 45 apartments in Saanich
- Crafted a six-year Housing Development Plan that is closely aligned with the mission of our partners at the Greater Victoria Coalition to End Homelessness

Spectrum of Services

Permanent housing

Transitional housing

Emergency shelter

Primary health care

Dental & Pharmacy

Employment services

Peer support

Outreach

Community centre

We also expanded services (longer pharmacy hours, peer support for hep C patients), introduced new client services (HIV peer support, low-barrier access to literacy services), reduced dental waitlist time, supported partner initiatives (Community Action Plan on Poverty, Harm Reduction Initiative (Hard-to-Reach Model)), and worked proactively with our neighbours. This is just a glimpse of what you will find under the **Stakeholder Perspective** in this report.

Thinking Ahead

In previous reports, "thinking ahead" focused primarily on the immediate future, the next couple of years. In this year's report, we are extending our vision to **2018 and beyond**.

I invite you to think ahead with me, to **imagine a future** where no one is forced to sleep on the street or go hungry, a future where a person struggling with mental illness, an addiction, a head injury, trauma or poverty is supported, a future where we collectively work to **prevent** homelessness not simply react to it.

Prime Objective

In partnership with others, Cool Aid will end homelessness in Greater Victoria by 2018 while improving client quality of life.

"We believe in the power of individuals to change their lives and are there to help."

—2012/13 Annual Report

**What will it take to end homelessness by 2018?
For starters—homes for people to go to.**

“Building new housing for people who are homeless will save lives and save costs. It’s the right thing to do, from an economic, social and community perspective.”

—Cool Aid Housing Development Plan 2013

Almost 1,600 individuals slept in a bed or on a mat at a Cool Aid shelter in 2012/13. For many, the shelters fulfilled their original purpose—to provide *short-term* emergency accommodation during a temporary crisis or setback. But for some individuals, *a shelter bed is home* for a significant part of the year.

A shelter stay can be a “respite from the storm” and even a springboard back to regular life. But a shelter bed was never intended to be “home.” People who are chronically or intermittently homeless often face mental health or other challenges. Stabilization, regeneration, reintegration are far more likely to occur when a person is in a secure and permanent home, together with appropriate supports, than in a shelter bed.

The Coalition estimates that 719 units of supportive housing are needed to accommodate our community’s most vulnerable citizens.

Greater Victoria
Coalition to End
Homelessness

719

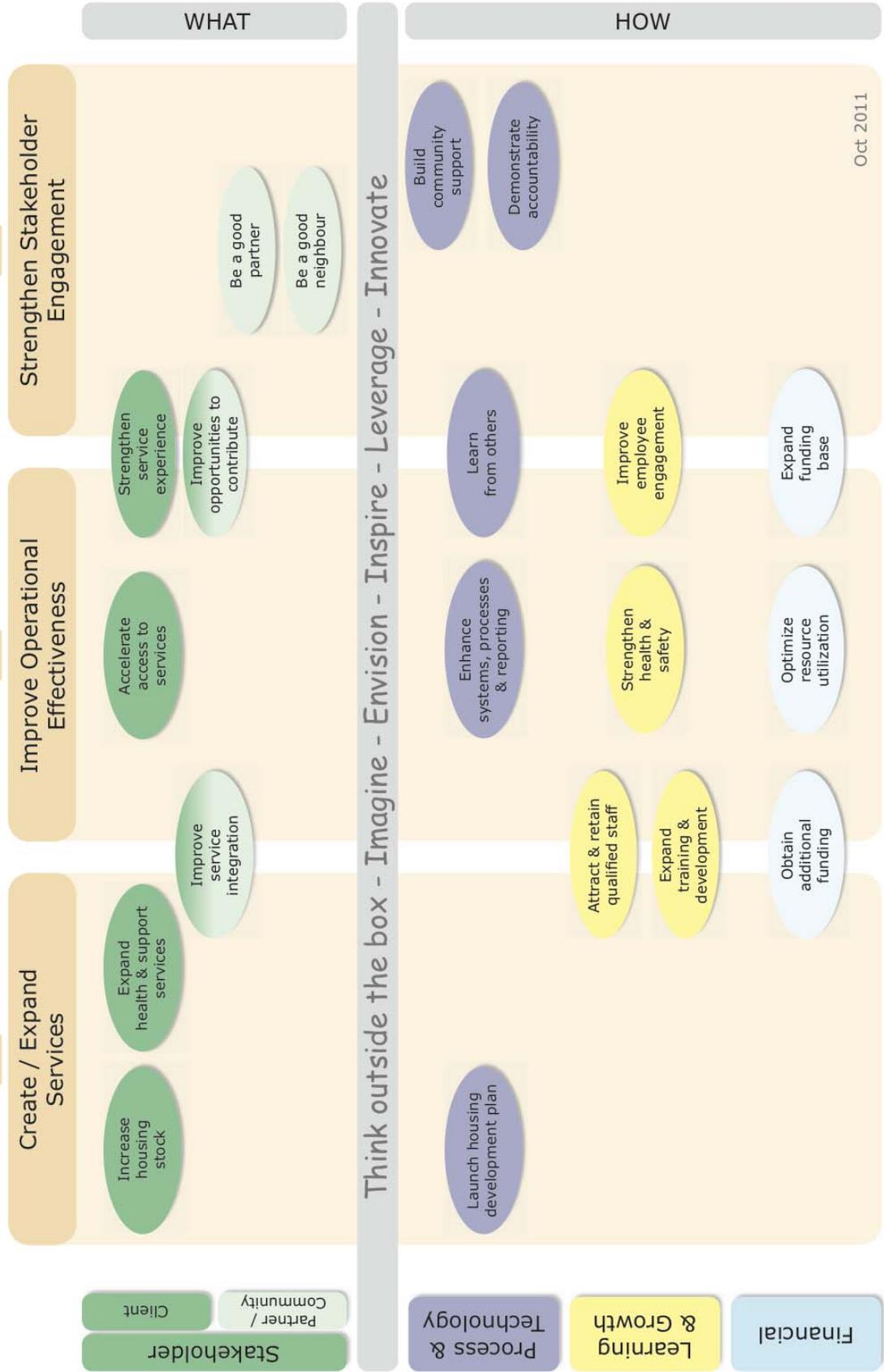
Target for new
supportive housing
units by 2018

As the largest provider of supportive housing in B.C. outside the Lower Mainland and with a track record spanning 45 years, Cool Aid is uniquely positioned to make a real impact on the region’s goal to end homelessness. Our target is to create **50%** of the supportive housing needed by 2018—the year we celebrate our **50th** anniversary. By working together, we *can* do this. Together, we *can* **build homes, lives and community**.

The **strategy map** on the next page illustrates the key components—prime objective, themes, perspectives, strategic objectives—of Cool Aid’s three-year strategic plan (2011/12 to 2013/14). The two-page **dashboard** that follows the map is a snapshot of measure-based performance against targets. The remainder of the report is devoted to reporting on performance and progress on our **21 strategic objectives**, beginning with our **prime objective**.

I hope you enjoy reading this report.

In partnership with others, Cool Aid will end homelessness in Greater Victoria by 2018 while improving client quality of life



	Baseline	Performance		Targets	Targets	Targets
		2011/12	2012/13	2011/12	2012/13	2013/14
Prime Objective						
1–End homelessness in Greater Victoria by 2018	(2010/11)					
Number of unique shelter clients decreases over time	1,550	◇	◇	↓	↓	↓
Stakeholder Perspective						
1–Increase housing stock						
New housing units opened	—	✓	✓	36	23	—
New housing units in development	—	✓	✓	59	45	45
2–Expand health & support services						
Increased hours of service at dental clinic	35 hrs/wk	✓	complete	39	—	—
New measure(s) to be determined	—	—	—	—	—	—
3–Improve service integration						
New measure(s) to be determined	—	—	—	—	—	—
4–Accelerate access to services						
Decreased dental waitlist time for current patients	> 6 months	✓	✓	< 6 months	< 4 months	3 months
More shelter clients transition to sustainable housing	154 clients	✓	◇	↑	↑	↑
5–Strengthen service experience						
Improved consistency & quality of staff-client interactions						
Community Health Centre	4.74 AR5 2010	—	✓	—	> 80%	—
REES Program	—	—	✓	—	—	—
Shelter Program	*	✓	✓	75%	> 75%	> 75%
More client education on chronic disease management	—	—	✓	—	HIV support group	—
6–Improve opportunities to contribute						
Increased opportunities for client-board interaction	—	◇	✓	3 events	3 events	3 events
7–Be a good partner						
Community/partner initiatives advanced by VCAS support	3 initiatives	✓	✓	3	3	3
Stakeholder satisfaction with partnering & collaboration	3.00 AR4 2009	✓	—	> 3.00 AR4	—	> 3.35 AR4
8–Be a good neighbour						
Satisfaction ratings by neighbours	—	—	—	—	—	—
Process & Technology Perspective						
1–Launch Housing Development Plan						
Progress made on Housing Development Plan (HDP)	—	◇	◇	create HDP	finish HDP	—
New developments being pursued	3	✓	✓	3	3	3
2–Enhance systems, processes & reporting						
New measure(s) to be determined	—	—	—	—	—	—
3–Learn from others						
Stakeholder perceptions of our openness to learning						
Funder & partner perceptions	2.5 AR4 2009	✓	—	> 2.5 AR4	—	> 3.23 AR4
Client perceptions	—	—	—	—	—	—
4–Build community support						
Maintain number of success stories communicated	—	✓	✓	30	30	30
Sustained growth in number of new legacy expectancies	*	✓	◇	8-10	8-10	8-10
Growth in number of donors	*	✓	◇	520	570	625

	Baseline	Performance		Targets	Targets	Targets
		2011/12	2012/13	2011/12	2012/13	2013/14
Process & Technology Perspective (cont'd)						
5–Demonstrate accountability						
Audited statements receive unqualified opinion	yes	✓	✓	yes	yes	yes
Auditors report no management issues	no issues	✓	✓	no issues	no issues	no issues
Budget variances are satisfactorily explained	yes	✓	✓	yes	yes	yes
Stakeholder satisfaction with Cool Aid's performance						
Funder & partner satisfaction with overall performance	*	✓	—	3.63 AR4	—	> 3.63 AR4
Client satisfaction with services received						
Community Health Centre	4.7 AR5 2010	—	✓	—	> 80%	—
REES Program	—	—	✓	—	> 80%	tbd
Housing Program	76% HT 2010	✓	n/a	75% HT	> 75%	> 75%
Shelter Program	*	✓	✓	80%	> 80%	> 80%
Learning & Growth Perspective						
1–Attract & retain qualified staff						
Internal hire rate is maintained or increases	*	✓	✓	63%	63%	70%
New hires who stay for more than one year	*	✓	✓	75%	75%	80%
2–Expand training & development						
Satisfaction with training & development opportunities	—Agency —Workgroup	59% PR 2010 61% PR 2010	— —	◇ ◇	— 70% PR	—
3–Strengthen health & safety						
Staff satisfaction with healthy workplace initiatives	—Agency —Workgroup	71% PR 2010 69% PR 2010	— —	◇ ◇	— 77% PR	—
4–Improve employee engagement						
Progress on post-survey implementation plan	—	✓	✓	25%	75%	complete
Staff satisfaction with recognition initiatives	—Agency —Workgroup	57% PR 2010 58% PR 2010	— —	◇ ◇	— 67% PR	—
Financial Perspective						
1–Obtain additional funding						
Success at raising funds for Housing Development Plan	—	—	◇	—	\$650,000	\$1.3 million
Success in attracting grants & sponsorships (received)	—	✓	✓	\$350,000	\$350,000	\$350,000
2–Expand funding base						
Growth in direct mail proceeds	(2010/11) \$32,906	◇	✓	\$59,000	\$59,000	\$59,000
Growth in online donations	\$23,396	✓	✓	\$30,000	\$37,000	\$44,000
Contributions to endowment fund	\$10,568	✓	✗	\$10,000	\$20,000	\$25,000
Dollars recognized from development (all campaigns)	—	✓	✓	—	\$592,198	\$566,716
3–Optimize resource utilization						
Supportive housing vacancy rate within target range	(2010/11) 1.6%	✗	✗	< 2.6%	< 2.6%	< 2.6%
Assisted living vacancy rate within target range	8.8%	✗	◇	< 4.5%	< 4.5%	< 4.5%

Abbreviations

* Baseline established as 2011/12 target.

AR4 Average rating on 4-point scale, where maximum (4) = Excellent.

AR5 Average rating on 5-point scale, where maximum (5) = Very Good.

HT Hillside Terrace, VIHA Assisted Living Tenant Survey results.

PR Positive Response: % of staff choosing Often True or Almost Always True on Great Place to Work survey questions.

Prime Objective

In partnership with others, Cool Aid will end homelessness in Greater Victoria by 2018 while improving client quality of life.

Strategic Objectives

1—End homelessness in Greater Victoria by 2018

About the Prime Objective

Cool Aid's refreshed prime objective may look similar to that of previous years. It has, however, been transformed from being a largely descriptive statement ("work to eliminate homelessness") into a genuine **overarching objective**, with an **end date**, which is closely **aligned** with the mandate of the Greater Victoria **Coalition to End Homelessness**. The change—from descriptive to imperative—is significant because our prime objective is now the lens through which our strategic plan is viewed.

Objective 1	End homelessness in Greater Victoria by 2018	Prime
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Performance Measure Synopsis

Measure—Decrease in Number of Shelter Clients

◆ Our measure again merits a Caution because the number of unique shelter clients did not decline in 2012/13 but rose by 3%.

We can expect the shelter population—a rough proxy for the number of homeless people—to remain at these levels until there is a *significant* increase in the supply of affordable housing together with appropriate supports.

A significant increase in housing is considered to be the *keystone* to ending homelessness by partners in the Greater Victoria Coalition to End Homelessness. As a Coalition partner, Cool Aid has committed to creating 50% of the supportive housing units needed by 2018, a commitment embodied in two of our strategic objectives (Stakeholder objective 1 and Process & Technology objective 1).

Performance by Measure	2011 ¹²	2012 ¹³
Number of unique shelter clients decreases over time	◆	◆

	2010 ¹¹	2011 ¹²	2012 ¹³
Rock Bay Landing			
Sandy Merriman House	1,550	1,549	1,598
Divine Intervention	estimate		
Next Steps		Change	+3%

Shelter Utilization

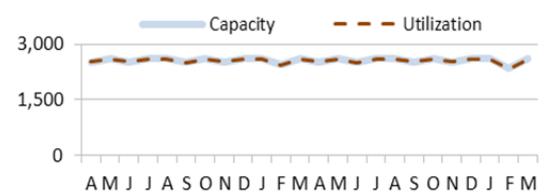
The number of unique shelter clients is only one indicator of the scope of homelessness. Indicators of shelter utilization are also revealing:

- Bed occupancy at Rock Bay Landing (RBL) continued to hover at 100% of capacity throughout 2012/13 (adjacent chart).

When all shelter beds are occupied, floor mats are provided (up to 20 mats during most of 2012/13). Taking bed *and* mat usage into account, utilization at RBL was well over 100% most days of the year.

- People are still being turned away from our shelters daily—359 out of 365 days in 2012/13.

Rock Bay Landing: April 2011 to March 2013
Shelter Bed Capacity & Utilization, by Month



	2012 ¹³	
Rock Bay Landing	6	Number of days with <u>no</u> turnaways
Sandy Merriman House		
Divine Intervention		

<h2 style="margin: 0;">Stakeholder Perspective</h2>	<h3 style="margin: 0;">What</h3>
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About This Perspective

*Cool Aid’s eight Stakeholder objectives identify **what** we need to do, between 2011/12 and 2013/14, in order to be on the right path to meeting our prime objective of ending homelessness in Greater Victoria by 2018.*

As the articulation of our prime objective, the Stakeholder Perspective incorporates not only client-focused objectives but also objectives that speak to “working in partnership with others.”

Strategic Objectives

- 1—Increase housing stock
- 2—Expand health & support services
- 3—Improve service integration
- 4—Accelerate access to services
- 5—Strengthen service experience
- 6—Improve opportunities to contribute
- 7—Be a good partner
- 8—Be a good neighbour

Objective 1	Increase housing stock	Stakeholder
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Performance Measure Synopsis

Measure—New Housing Units Opened

Swift House expansion—The space formerly occupied by the Streetlink shelter now accommodates 23 new apartments, which began receiving tenants in April 2013.

Queens Manor—While not part of our 2012/13 target, Queens Manor, which Cool Aid has been operating since 2010, deserves mention. As the result of a \$1.6 million renovation, the 36 rundown motel rooms in this former Traveller’s Inn are now 36 modest modern apartments that tenants can rightly call home.

Measure—New Housing Units in Development

Cottage Grove—We expect Cottage Grove to be the next addition to Cool Aid’s housing portfolio (see next page). This is just the first of several developments that Cool Aid will undertake and will be our 4th building for seniors.

Performance by Measure	2011 ¹²	2012 ¹³
New housing units opened	✓	✓
New housing units in development	✓	✓

Our Commitment

By 2018, we and our partners in the Greater Victoria Coalition to End Homelessness have committed to *ending* homelessness in the region. **But we and the community cannot end homelessness until there are homes for people to go to**—hence the Coalition’s target of 719 *new* supportive housing units by 2018, supplemented by 245 rent-assisted apartments, outlined in the Coalition’s Housing Procurement Action Plan.

Coalition Target
719
new supportive homes by 2018

When thinking ahead to 2018, we took into account many factors, including the nature and scope of Cool Aid’s experience. This assessment led us to establish the ambitious but achievable target to build and operate *50% of the new units that the Coalition estimates are needed.*

Cool Aid Target
360
new supportive homes by 2018

Cool Aid’s new Housing Development Plan, together with our Help End Homelessness Campaign Plan, outline how we intend to expand our housing portfolio between 2013 and 2018.

In many ways, 2012/13 can be seen as a watershed year for Cool Aid. Considerable energies were devoted to wrapping up two housing projects (Swift House, Queens Manor), laying the groundwork for three new developments (see next page), and envisaging the road to 2018.

Looking Back

With 374 housing units, Cool Aid is the largest provider of supportive housing in B.C. outside the Lower Mainland.

We manage 14 buildings in Victoria, Langford and Saanich. This includes 10 permanent housing sites, 3 emergency shelters (one with transitional housing), the Access Health Centre (co-owned with AIDS Vancouver Island), the REES Program, and the Downtown Community Centre.

Cool Aid has earned a reputation for bringing projects to completion on schedule and on budget. The sidebar identifies the most recent of these projects.

Given our size, experience and history, we have the capacity to fundraise and leverage the funds to help realize new housing projects in the community.

Thinking Ahead

People become homeless for many different reasons, including poverty. While some of the most visible may be adult men, homelessness can and does affect women, seniors, youth, and families with children.

It is therefore important to have a range or continuum of housing options and housing providers. Cool Aid's expertise is with adults who have been chronically homeless and who are living with mental health and addiction challenges, among the most vulnerable of our citizens.

To help people with such challenges, Cool Aid practises the principles of **housing first** and **harm reduction**, using a **rehabilitation approach** to personal growth that focuses on building relationships and trust. When they are ready, tenants are supported in dealing with the more difficult issues in their lives.

What does this mean in terms of the new housing that Cool Aid has committed to create?

- Modest, well-constructed apartments.
- Common areas that provide opportunities for socialization, learning, recreation, and volunteering.
- A spectrum of tenant supports provided on site including life skills, medication monitoring, crisis intervention, and conflict resolution.
- Individualized support services based on an integrated, strength-based assessment of each person's capabilities and goals.
- Housing support workers available around the clock to assist tenants.

See also Process & Technology objective 1.

"In the past 10 years, Cool Aid has opened 9 new buildings ... With the help of the community, we are prepared to open another apartment building or two per year to help end homelessness by 2018."

—Housing Development Plan 2013

Recent Construction Projects

2009	Access Health Centre
2010	Rock Bay Landing
2011	Olympic Vista
2012	Queens Manor renovation
2013	Swift House expansion

Planned Housing by 2018	360
	units
Cottage Grove	45
Supportive housing for seniors in Saanich; new building constructed on land acquired by Cool Aid in November 2012.	
Central Gardens	140
Adaptation of an existing seniors' complex care facility in downtown Victoria, with service hub on ground floor.	
Cedar Grove redevelopment	39
Cool Aid's existing property on Gorge Road to expand from 21 to 60 units for tenants living with addictions and mental health challenges.	
Other Cool Aid projects	136
Properties in the Capital Region being sought, especially in Esquimalt, Oak Bay and other municipalities beyond the City of Victoria.	
Total Construction Cost	\$50 million

Objective 2	Expand health & support services	Stakeholder
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Performance Measure Synopsis

Measure—Dental Clinic Hours of Service

Operating hours were first extended to include Saturday mornings in late 2011/12. The extra four hours per week are being maintained, making it possible to treat an additional 16 to 20 clients monthly.

Extended clinic hours, together with other changes (see Stakeholder objective 4), made it possible to accept 76 new patients (up 17%) and provide 216 more hygiene appointments (up 23%) in 2012/13.

At this time, there are no resources available to further extend clinic hours.

Performance by Measure	2011 ¹²	2012 ¹³
Increased hours of service at dental clinic	✓	complete

17% more	new dental patients
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23% more	dental hygiene appointments
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Other Highlights for This Objective

Harm Reduction Supplies

October 2012—After orientation and training for frontline staff, discussions with the police department and other community partners, and a risk assessment, Rock Bay Landing officially became a secondary distribution site for safe harm reduction supplies, followed by Sandy Merriman House and Next Steps Transitional Shelter. The harm reduction or safety kits are assembled by volunteers and distributed by both staff and client peers.

“Harm reduction is all about meeting people where they are at and includes education about respectful drug use.”

—excerpt from Management Team Committee discussion, May 2013

Peer Support for Hepatitis C

January 2013—With 50-plus clients engaged with our hepatitis C nurse, the waiting list for the peer support group had grown. A second hep C peer support group has therefore been started. Both groups are co-facilitated by a client and a nurse.

Structured peer support before, during and after hep C treatment is one of several measures the Health Centre is undertaking in collaboration with others within and outside of Cool Aid.

Improving Outcomes for People with Hepatitis C

*“We have been working to develop post-treatment programming for HCV patients (hep C) and other patients. This came from seeing how great people do on treatment with regard to stability and wanting to use that as a **launching point** for people to be able to continue involvement in health-promoting lifestyles.*

*“We looked at the **challenges** faced by our patient group and identified a few key ones: inadequate life skills, loss/lack of like-minded community, lack of employable skills, criminal record, lack of experience living ‘well,’ a desire to ‘give back’ without the opportunities to do so.*

*“So we are trying to roll out a package of programming to help address these areas. To that end, we have had meetings with Cool Aid’s REES program, Life Ring, Schizophrenia Services WRAP program, AVI, a peer group, and Literacy Victoria in the hope of **engaging patients in other healthy support services** they can access during or after treatment.”*

—Q3 2012/13 Health Services report to the Board

Longer Pharmacy Hours

Operating hours for Cool Aid’s pharmacy expanded to match those for the health clinic, which has increased access to medication by 25% for Health Centre patients.

More Work through the Casual Labour Pool

Thinking Ahead—In 2013/14, REES’s Community Casual Labour Pool hopes to significantly increase employment opportunities for clients by focusing on particular industries. Toward that end, a survey of local businesses is planned together with a new marketing campaign.

Community Agency Field Trips

Thinking Ahead—REES and the Community Health Centre introduced this new initiative to help reduce barriers to access to community services.

Monthly, small informal groups of clients visit local agencies that provide services and support. Field trips to date include the Downtown Community Centre, Together Against Poverty Society, AIDS Vancouver Island, Our Place, and REES itself.

“The idea behind this initiative is that many individuals wish to learn more about resources in the community but often feel reluctant or overwhelmed to inquire or visit on their own.”

—Q4 2012/13 Health Services report to the Board

Housing Supports for Shelter Clients

Ready to Rent (R2R)—During 2012/13, we partnered with Ready to Rent BC to offer their 6-week course to several groups of shelter clients, recruited primarily from Rock Bay Landing’s transitional housing units and Next Steps Transitional Shelter.

March 2013—Shelter Program staff met with R2R staff to discuss potential changes in course delivery in order to reach a larger number of clients, integrate client feedback, and improve graduation rates, currently below 70%.

Client Start-up Kits—Thanks to a generous grant from the Victoria Foundation, the Shelter Program is now able to provide these kits to shelter clients who have secured housing. The kits contain the basic necessities for setting up a new home; feedback from kit recipients has been extremely positive.

Ready to Rent participants learn how to plan for better housing, what landlords look for in choosing a tenant, budgeting skills, and more in order to improve their chances of getting the housing they need. Course graduates receive a certificate.

Literacy & Numeracy

Computer Literacy—Several sites offered new or additional exposure to computers during 2012/13, including Swift House, Sandy Merriman House, the Downtown Community Centre, and REES.

Health & Literacy—**Thinking Ahead**—A new collaboration has resulted in Literacy Victoria volunteers making weekly visits to the Health Centre to engage with clients one-on-one on literacy issues (see also sidebar).

Health & Literacy Dialogue

January 2013—“Representatives from **Literacy Victoria** and the Cool Aid **Community Health Centre** started a dialogue on how to collaboratively address the literacy needs of our clients. ...

“One of the goals of this dialogue was to not only identify individuals who would benefit from literacy support but also to **facilitate client access** to literacy services. We now have in place an intake process that can occur at the medical clinic with a practitioner as needed for client support.

“This allows us to take advantage of the **level of comfort** patients have with the clinic environment as well as with individual health care providers to link them to literacy services. Clients are able to wait in the clinic waiting room as if they have a regular medical appointment and be seen in a clinic room, which **addresses the stigma** related to accessing literacy supports.”

—Q4 2012/13 Health Services report to the Board

Food & Nutrition

Community Kitchen Program—Monthly grocery shopping trips for tenants are now part of the program. These trips help participants access lower food prices and include nutritional tips.

Nutrition Education—Well-attended workshops on nutrition, led by a registered nutritionist, were held at several Cool Aid sites, including Rock Bay Landing, Next Steps, and the Downtown Community Centre.

“Access to affordable, quality food is a growing issue for the people we serve.”

—Coordinator, Downtown Community Centre

Food Gardens—**Thinking Ahead**—Next Steps and Olympic Vista are two Cool Aid sites where residents grow vegetables. During 2012/13, Rock Bay Landing laid the groundwork for its own neighbourhood garden. A 3-week workshop on gardening basics proved very popular, with many clients keen for more hands-on exposure.

Objective 3	Improve service integration	Stakeholder
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Performance Measure Synopsis

New Measures

Developing *meaningful* and *quantifiable* measures for progress on service integration is proving to be challenging.

Performance by Measure	2011 ¹²	2012 ¹³
New measure(s) to be determined	—	—

Highlights for This Objective

Centralized Access to Supported Housing (CASH)

CASH, a community-based tenant intake process, is an initiative of the Greater Victoria Coalition to End Homelessness. CASH began accepting referrals from partner agencies in March 2012 and became fully operational in May 2012.

Cool Aid is heavily involved in CASH, both as a referrer and recipient of referrals and is a member of the Service Integration Working Group, which has overarching responsibility for CASH.

With access to a pool of about 925 supportive housing units, CASH has simplified the process and increased the options for finding housing that best meets individual client needs.

*“The selection committee, with representation from all the community partners, brings together service providers who are familiar with the clients and/or clientele to focus on placing individuals in settings where they have the **best chance of thriving**, given the available services in the community.”*

—Q1 2012/13 Housing Program report to the Board

“Unfortunately, the CASH process does not create new spaces for clients, so as with many processes, it draws our attention again to the need for more supportive and subsidized housing opportunities in Victoria.”

—Q1 2012/13 Housing Program report to the Board

STOP HIV/AIDS Collaborative

The Victoria Collaborative—Part of the provincial STOP HIV/AIDS Collaborative, the Victoria STOP HIV Quality Improvement (QI) Collaborative brings together three partners—Cool Aid Community Health Centre, the Assertive Community Treatment (ACT) Team, and the Street Nursing Program—to share expertise and provide integrated health care services to marginalized, hardest-to-reach inner-city HIV-positive individuals in Victoria.

The Collaborative determined that about 40 of the 250 HIV-positive patients registered at the Cool Aid Community Health Centre were not regularly engaged in the management of their HIV or were otherwise lost to care. These 40 lost-to-care patients are a sub-population of focus.

Seek, Test, Treat—People with mental illness and other hard-to-reach populations are often not well-connected to health services. In addition to improved outcomes for HIV patients, the Victoria Collaborative also works to expand access to HIV testing and treatment for such vulnerable populations using “seek, test and treat” strategies. In 2012/13, 300 point-of-care HIV tests were conducted in outreach settings, a 76% increase over the previous year.

“These strategies not only promote the connection of hard-to-reach populations to health care services but reduce the individual and community viral load, thus further reducing the spread of the HIV virus.”

—Q1 2012/13 Health Services report to the Board

Palliative Outreach (PORT) Team

Co-facilitated by Cool Aid’s Health Centre and AIDS Vancouver Island, this collaboration of community agencies provides home visits and organizes integrated end-of-life care for clients affected by mental health issues, chronic homelessness, drug addiction, or chronic illnesses like HIV and hepatitis C.

Objective 4	Accelerate access to services		Stakeholder
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Performance Measure Synopsis

Measure—Dental Waitlist Time

In 2011/12, the dental clinic reduced waitlist time for planned treatment from 6+ months at the beginning of the year to 4.5 months by March 2012.

During 2012/13, the clinic further reduced waitlist time, achieving its 2013/14 target of 3 months ahead of schedule.

To achieve this target without compromising the range and quality of services, the dental clinic employed a combination of initiatives.

In addition to opening on Saturday morning (Stakeholder objective 2), these include close adherence to its mandate, using cancelled appointments for urgent treatment and emergencies, seeing habitual no-shows as walk-ins only, and contacting patients who live nearby to take no-show appointments.

Thinking Ahead—Given the huge demand for dental services, it is unlikely that the waitlist time can be reduced much below 3 months.

Measure—Shelter Clients to Sustainable Housing

◆ This measure earned a Caution in 2012/13 because the number of shelter clients housed did not increase but remained at 2011/12 levels. While the CASH program (Stakeholder objective 3) has made it easier to connect clients with suitable housing, the *supply* of affordable housing has not changed appreciably.

During the year, the Shelter Program partnered with the Vancouver Island Health Authority and CASH to find alternate solutions to the requirement for clients to have a case manager to access housing at certain sites.

Performance by Measure	2011 ¹²	2012 ¹³
Decreased dental waitlist time for current patients	✓	✓
More shelter clients transition to sustainable housing	✓	◆

“A contracted dentist is also volunteering her time. She has been providing pro bono treatment on Monday and Friday mornings. As a result, more walk-in patients are seen and in a timelier fashion.”

—Q4 2012/13 Health Services report to the Board

“New dental patient inquiries continue to soar. In this quarter, there were over 260 requests that had to be redirected to private care. A further 200+ inquiries were received from clients who have Ministry benefits.”

—Q2 2012/13 Health Services report to the Board

Shelter Clients Housed

2010 ¹¹	2011 ¹²	2012 ¹³
154	175	174

“This allowed some clients access to housing sites that they previously did not have access to.”

—Q3 2012/13 Shelter Program report to the Board

Objective 5	Strengthen service experience	Stakeholder
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Performance Measure Synopsis

Measure—Client Education on Chronic Disease Management

January 2013—Building on the experience and success of the hepatitis C support group (Stakeholder objective 2), a new HIV peer support group has begun. The HIV group is co-facilitated by a Health Centre nurse and client.

Performance by Measure	2011 ¹²	2012 ¹³
More client education on chronic disease management	—	✓
Improved consistency & quality of staff-client interactions:		
Community Health Centre (EQUIP)	—	✓
REES Program	—	✓
Shelter Program	✓	✓

Measure—Staff-Client Interactions

Community Health Centre—In 2011/12, the CHC became a research site and collaborator in a 5-year cross-Canada study called Equity-Oriented Primary Health Care Interventions for Marginalized Populations (EQUIP).

March 2013—As part of this research, 153 CHC clients participated in an extensive health survey (see adjacent table).

Indicators of Staff-Client Interactions 2013 Community Health Centre EQUIP Survey		(preliminary results)	
n=153	% Who Answered	Usually or Always	Very or Completely
In the past 12 months, how often did your health care providers at this clinic know about what is important to you?		84%	
In the past 12 months, how often did your health care providers at this clinic accept you for who you are?		92%	
How often did you feel that you had enough time with your health care provider?		84%	
How comfortable do you feel talking with your health care providers about personal problems related to your health condition?			81%

Thinking Ahead—These same clients will be re-interviewed at intervals over the next few years. Staff will also be surveyed on cultural awareness and trauma-informed care, with training to be based on survey findings. As one of five research sites, the CHC will be able to compare its outcomes with those of other health centres.

“This will be an exciting piece of research ... We are very fortunate to be participating in this body of work.”

—Q4 2012/13 Health Services report to the Board

REES Program—REES program participants gave consistently strong ratings to *all* questions on staff-client interactions.

Indicators of Staff-Client Interactions 2013 REES Participant Satisfaction Survey				Resource Centre	
% Who Answered "Good" or "Very Good"	Labour Pool	Every Step Counts	Outreach	% Who Answered "Good" or "Very Good"	Resource Centre
Average for These Questions	96%	95%	100%	Average for These Questions	98%
I am quickly connected to the programs that interest me	87%	100%	100%	I am greeted upon arrival	98%
Staff are friendly, helpful, respectful & sensitive to my situation	100%	100%	100%	I feel welcome	98%
Staff are knowledgeable & connect me to community resources	97%	89%	100%	Front desk reception staff are helpful & respond to my needs	98%
Staff take enough time with me & respond quickly to my needs	100%	89%	100%	Front desk reception staff is knowledgeable & able to connect me to the resources I need	96%
Average number of respondents	31	19	16	Average number of respondents	57

Shelter Program—Clients at both main shelters gave strong overall ratings to survey questions on staff-client interactions. At Sandy Merriman House, 85% of clients gave positive average ratings in 2012/13, down 5 percentage points, while Rock Bay Landing maintained its average, with 74% of clients giving positive ratings.

Thinking Ahead—For a few questions, there were some puzzling shifts in ratings between 2011/12 and 2012/13. We will be exploring the possible reasons for these changes.

Indicators of Staff-Client Interactions Shelter Client Satisfaction Survey	Sandy Merriman House				Rock Bay Landing	
	2009 ¹⁰	2010 ¹¹	2011 ¹²	2012 ¹³	2011 ¹²	2012 ¹³
% Who "Agree" or "Strongly Agree"						
Average for These Questions	78%	84%	90%	85%	74%	74%
<i>Treatment Indicators</i>	78%	90%	94%	89%	79%	73%
I feel welcomed at this shelter	90%	94%	99%	88%	85%	76%
I feel safe at this shelter	78%	81%	89%	75%	75%	61%
I feel that staff listen & respond to my complaints or concerns	71%	90%	93%	96%	73%	76%
I am treated fairly	75%	94%	95%	96%	83%	77%
<i>Information Indicators</i>	78%	77%	85%	80%	68%	77%
Shelter rules were explained clearly to me	90%	81%	91%	96%	85%	84%
I was told how to make a formal complaint	63%	68%	69%	56%	42%	59%
The staff provides me with information on the services I need	79%	84%	95%	88%	76%	87%
Number of respondents	58	31	48	16	59	30

Other Highlights for This Objective

Many different ingredients contribute to a positive service experience and good staff-client interactions.

Even very small or subtle changes can have a big impact, as the adjacent examples illustrate.

“We continue to update our **waiting room bulletin board** with relevant community events to keep clients informed of what kinds of services they can access. We also continually update our extensive pamphlet display with a variety of **pamphlets on different health topics.**”

“Moving the **art group** from the group room to the waiting room has encouraged more people to drop by and engage with the medical students.”

—Q2 2012/13 Health Services report to the Board

“Balancing informed consent and unbiased explanations of options with a benefit plan or financial restrictions, can create **barriers to care.**”

“It is our goal to make it easier for all dentists working at Cool Aid to follow ethical standards when treatment planning and at the same time reduce barriers to care.”

—Q3 2012/13 Health Services report to the Board

Objective 6	Improve opportunities to contribute		Stakeholder
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Performance Measure Synopsis

Measure—Client-Board Interaction

Four Client Voice sessions took place in 2012/13, two with Shelter clients, one with Health and REES clients, and one with Housing tenants.

One outcome of the Client Voice sessions is monthly tenant meetings hosted at the Downtown Community Centre.

“The Housing Client Voice session was fantastic! Great opportunity to meet clients, good discussion and well-facilitated by staff.”

—Planning & Governance Committee update at Board of Directors meeting, February 2013

Performance by Measure	2011 ¹²	2012 ¹³
Increased opportunities for client-board interaction	◆	✓

Client Voice in Governance—Background

Client Voice is the framework that evolved for **engaging clients** in setting Cool Aid’s **strategic direction**.

A Board-management initiative now in its second year, Client Voice evolved after review of several models for client participation in governance and initial client consultations, which revealed that most clients would prefer program-specific sessions to which Board members could bring specific questions or issues for discussion.

Other Highlights for This Objective

Client Contributions

Shelter Resident Advisory Committee

Staff and residents of RBL’s transitional housing units and Next Steps transitional shelter are participating in a transitional housing study with University of Victoria researchers. To date, residents have reviewed and suggested changes to the interview questions to be used in the survey and provided valuable feedback that will help inform the future evolution of the transitional programs.

Next Steps Transitional Shelter

“One of the talented clients has started a weekly art class for RBL residents. It has been very successful and produces some beautiful, expressive art that you can see framed and displayed around the shelter program.”

—Q3 2012/13 Shelter Program report to the Board

EQUIP Research

More than 150 clients had the opportunity to complete surveys through the EQUIP study that the Health Centre is participating in (Stakeholder objective 5). The hour-long interviews covered quality of life and satisfaction with health care.

Rock Bay Landing & Sandy Merriman House

*“Our new Volunteer Administrator has been enhancing our **Clean and Safe team** with new members and even added a new team at Sandy Merriman House. While we haven’t heard any feedback from the neighbourhood around SMH yet, we have seen a difference in the cleanliness of the streets and are very happy with the results.”*

—Q4 2012/13 Shelter Program report to the Board

Fundraising for Every Step Counts (ESC)

October 2012—Several ESC participants took an active role in organizing the annual fundraiser for REES’s running/walking program. Volunteers helped with event promotion, event set-up and clean-up, food and beverage service, silent auction assistance, and more.

Generous in-kind donations of auction items from local businesses, reduced food costs from caterers and suppliers, and free use of the beautiful venue—the Atrium—allowed over \$7,000 to be raised from the event.

Community Contributions

Yogathon

July 2012—About 130 people participated in Victoria’s first-ever Yogathon, organized by the Downtown Community Centre (DCC). This day-long event was made possible by the efforts of Cool Aid tenants, DCC program participants, local businesses, the yoga community, students from Reynolds Secondary, and many others.

“In addition to raising our profile, Yogathon brought additional inquiries from potential yoga instructors to volunteer their time at the Centre. We now have a sub-instructor available and will be offering yoga on Friday evenings.”

—Q2 2012/13 Downtown Community Centre report

Community Soup Day

October 2012—Students of Belmont Secondary chose the Downtown Community Centre (DCC) to receive the money they raised as part of the Victoria Foundation’s Vital Youth Program. The DCC used the funds to feed 197 individuals on Community Soup Day during Homelessness Action Week. Cool Aid tenants and Community Kitchen Program participants helped make and serve the soup, which used more than 150 pounds of carrots.

*“When interviewed by the youth from Victoria Foundation’s Vital Youth Program last spring, our response to their question, ‘what would you do with the money if we choose your agency?’ was **feed people.**”*

—Q3 2012/13 Downtown Community Centre report

Sandy Merriman House Makeover

A complete makeover of the bathrooms at Sandy Merriman started in the fourth quarter. Thanks to Proline Management, the bathrooms will feature new flooring, new toilets, sinks, counters, fixtures and paint.

“Everyone donated their time and goods absolutely free of cost to SMH or Cool Aid. It’s been such a morale boost!”

—Q4 2012/13 Shelter Program report to the Board

Thinking Ahead

Housing Ambassador Program

Another outcome of the monthly tenant meetings is this tenant initiative to help welcome new Cool Aid tenants. The concept beautifully complements the Housing Program’s ongoing work to build community at each site.

“We now have 3 very dedicated ambassadors thrilled to be involved and meeting tenants from other buildings. It is so much better to have this peer contact and engagement.”

—Q1 2013/14 Housing Program report to the Board

Orientation and training of the new housing ambassadors took place as the year wrapped up, with program launch scheduled for Q1 2013/14.

Peer Connections for Wellness

March 2013—REES launched a weekly peer support wellness program. The Peer Connections group is intended to provide support and connections for people experiencing positive transitions in their lives who want to explore steps they can take to aid in their health, wellbeing or recovery.

Peer Connections is co-facilitated by a graduate of the Health Centre’s hep C support group and a REES peer support worker.

Peer Support in Community Health Services

*“...a key aspect of these initiatives is the **peer-driven nature of all planning and implementation.** A small, but growing group of clients/patients are meeting with REES and Health Centre staff to interact, build relationships, and explore and organize new and existing program ideas.*

“These planning meetings are providing clients with meaningful opportunities to directly influence the enhancement or expansion of Cool Aid services.”

—Q4 2012/13 Health Services report to the Board

Peer Support at Rock Bay Landing

February 2013—Clients from RBL’s transitional housing units formed a Transitional Participation Committee. The intention behind the committee is to have a group of people acting as peer supports and working to build a supportive community within the transitional program.

Objective 7	Be a good partner		Stakeholder
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Performance Measure Synopsis

Measure—Community/Partner Initiatives Supported

Together with other members of the Greater Victoria Coalition to End Homelessness and the Downtown Service Providers, Cool Aid helped advance several community initiatives (see below).

Performance by Measure	2011 ¹²	2012 ¹³
Community/partner initiatives advanced through Cool Aid support	✓	✓
Stakeholder satisfaction with partnering & collaboration	✓	—

Measure—Stakeholder Satisfaction with Partnering & Collaboration

Thinking Ahead—Cool Aid’s third biannual funder and partner survey is planned for early 2014; results will be reported in the 2013/14 annual balanced scorecard report.

Other Highlights for This Objective

Greater Victoria Coalition to End Homelessness

As a member of the Coalition, Cool Aid actively participates in all working groups, which include Service Integration, Housing, Prevention, Research, and Communications. In addition, Cool Aid’s executive director sits on the Coalition’s Management Committee.

In 2012/13, Cool Aid worked with other Coalition partners on such initiatives as Centralized Access to Supported Housing (Stakeholder objective 3), Harm Reduction Initiative (Hard-to-Reach Model), the Housing Procurement Action Plan (Process & Technology objective 1), and the Community Plan to End Homelessness.

Downtown Service Providers (DSP)

Cool Aid’s executive director continued as chair of the DSP. Among the initiatives pursued and endorsed in 2012/13 are the following:

- **DSP Priority/Advocacy Issues**, a report that articulates the three priority areas being championed by the DSP (see sidebar).
- **Community Action Plan on Poverty**, an initiative of the Community Social Planning Council.
- **Harm Reduction Initiative (Hard-to-Reach Model)**, a new service model proposed by the Vancouver Island Health Authority.
- **All-Candidates Forums**—A DSP working group collaborated with other partners to bring common issues to the political table for a by-election and the spring 2013 provincial election.
- **Raise the Rate (TAPS)**—The DSP endorsed TAPS’s work on raising social assistance rates and anti-discrimination activities with letters to mayors and councils of local municipalities asking them to support this initiative.

DSP Priority/Advocacy Issues

Housing & Homelessness
Harm Reduction
Food Security

Community Action Plan on Poverty

“The DSP is working on translating our advocacy action plan priorities into pledges that we can commit to as part of our commitment to and endorsement of the plan.”

—Executive director’s report to the Board, Nov. 2012

November 2012 By-Election

In cooperation with the Coalition, Faith in Action, First Metropolitan United Church, and the Committee to End Homelessness, the DSP hosted an all-candidates forum. Candidates were asked to answer specific questions about homelessness, poverty and harm reduction in advance. Their answers were posted on the Coalition’s website.

—Executive director’s report to the Board, Nov. 2012

- [City of Victoria Housing Trust Fund](#)—Dual actions by the DSP contributed to the City of Victoria restoring the \$100,000 originally cut from its housing trust fund and transferred to the CRD fund. The DSP’s letter was followed by a presentation to Council by Kathy Stinson, in her dual capacity as DSP chair and Cool Aid’s executive director.
- [Community Solidarity for Harm Reduction Week](#) (May 27- June 2), organized by VIPIRG in partnership with AIDS Vancouver Island, PIVOT Legal Society, SOLID, VARCS, the Beddow Centre, Harm Reduction Victoria, and Allies of Drug War Survivors.

British Columbia Non-Profit Housing Association (BCNPHA)

Cool Aid’s executive director continued to serve as chair of the BCNPHA board. In this capacity, she facilitated a press conference on the release of the Association’s comprehensive report on rental housing demand and core housing need in BC, participated in the update of the strategic plan, was involved in conference planning, and sat on the hiring committee for a new executive director for the association.

United Way Fundraising Campaign

As a funded community partner, Cool Aid annually participates in the United Way campaign in two main ways: an internal employee giving campaign and presentations to the community.

“Our employee giving campaign raised the largest \$ amount of any partner organization!”

—Executive director’s report to the Board, Jan. 2013

For the 2012 campaign, Cool Aid staff pledged more than \$18,700 to the United Way. REES and Downtown Community Centre staff made 29 community partner presentations to various workplaces.

“These presentations speak to the real impact of United Way donations and encourage workplace donations.”

—Q3 2012/13 Health Services report to the Board

Operating Cost Target Framework for New Projects

Fall 2012—This framework for assessing estimated operating costs on new social housing projects was finalized and made available through the BC Housing and BCNPHA websites. Cool Aid’s executive director was a member of the BC Housing task group that developed the framework.

Nominations & Awards

Cool Aid received the [Victoria Foundation Community Leadership Award](#), part of the annual Victoria Leadership Awards hosted by Leadership Victoria.

“Victoria Foundation Community Leadership Award recognizes an organization that is building community capacity and achieving positive change.”

—Leadership Victoria media release, Feb. 25, 2013

Cool Aid was nominated for two spirit awards for our 2012 United Way campaign efforts—Community Partners Spirit Award and Leadership Chair Spirit Award—and received the [Community Partners Spirit Award](#).

Objective 8	Be a good neighbour		Stakeholder
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Performance Measure Synopsis

Measure—Neighbour Satisfaction

We can cite many examples of how Cool Aid acted as a good neighbour in 2012/13. However, without survey results, we cannot *demonstrate* the degree to which our neighbours are satisfied with our efforts.

The Rock Bay Landing neighbourhood survey originally planned for 2012/13 did not take place due to other priorities. We do, however, have one indicator of good neighbour relations: The RBL Neighbourhood Liaison Committee began meeting *monthly* in the spring of 2011. Meeting frequency changed to *quarterly* in the fall of that year because “things are going quite well” and, at the most recent meeting in 2013, committee members initiated a change to *semi-annual* meetings.

Thinking Ahead—A neighbourhood survey for Queens Manor is anticipated during 2013/14.

Performance by Measure	2011 ¹²	2012 ¹³
Satisfaction ratings by neighbours	—	—

Examples of Being a Good Neighbour

Following are examples of some of the ways in which Cool Aid’s Housing and Shelters programs put good neighbour principles into practice.

- Shelter clients on Clean and Safe Teams at Rock Bay Landing and Sandy Merriman House undertake regular collection of refuse.
- Queens Manor tenants and staff do similar collections of refuse in the vicinity of the newly renovated building.
- At a recent meeting of the Neighbourhood Liaison Committee at Rock Bay Landing, the Community Liaison Officer released a comparison of police calls to the Burnside Gorge area that showed a *significant decrease* in the number of calls in most categories for 2011 and 2012.

Cedar Grove

“The Community Resource Officer ... reported that Cedar Grove is not a site that he is aware of having calls for service. This is great progress.”

—Q4 2012/13 Housing Program report to the Board

Sandy Merriman House

“Neighbours are complaining and quite upset about smoking at SMH ...”

—Management Team Committee
Sept. 2012 meeting

“This quarter saw the completion of a new smoking hut, new staircase along the side of SMH and new lighting.

“Next quarter we will be focusing on the grounds surrounding the smoking area/backyard with hopes to create a very tranquil, peaceful place for people to spend time in.”

—Q4 2012/13 Shelter Program
report to the Board

Rock Bay Landing

“We are working with Lifecycles and the Good Neighbour Liaison Committee to develop a garden across the street to beautify the area and to deter people from congregating. This will be a volunteer-run initiative.”

—Q2 2012/13 Shelter Program
report to the Board

Johnson Manor

“We have not received a single noise or behaviour complaint from our neighbours this quarter!”

—Q4 2012/13 Housing Program
report to the Board

<h2>Process & Technology Perspective</h2>	<h3>How</h3>
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About This Perspective

The focus of this perspective is the internal processes and tools that we need to put in place, improve, or excel at, in order to meet our Stakeholder objectives.

Strategic Objectives

- 1—Launch Housing Development Plan
- 2—Enhance systems, processes & reporting
- 3—Learn from others
- 4—Build community support
- 5—Demonstrate accountability

Objective 1	Launch Housing Development Plan	Process & Technology
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Performance Measure Synopsis

Measure—Progress on Housing Development Plan

◆ We made enormous progress on our new Housing Development Plan during the year, and finalized it in 2013/14, in time to unveil it at our annual general meeting (June 2013). The plan is available on Cool Aid’s website.

The original target was to complete the plan by the end of 2012/13, hence the Caution.

Fundraising strategies for the Housing Development Plan are described in our new [Help End Homelessness Campaign Plan](#).

Measure—New Developments Being Pursued

Cool Aid’s new Housing Development Plan outlines our commitment and our capacity to create housing for 360 men and women who are currently homeless in Greater Victoria, and describes the first three of six or more supportive housing buildings—Cottage Grove (45 units), Central Gardens (140 units), and Cedar Grove redevelopment (39 units). Refer to Stakeholder objective 1 for more information.

These three developments were chosen by the Greater Victoria Coalition to End Homelessness as priority projects in their September 2012 *Priority Housing Project List*.

Thinking Ahead

The total cost to build modest apartments for 360 people is about \$50 million, less if existing buildings like the Central Gardens site can be repurposed.

For the first 224 units, the capital cost is about \$30.6 million. Where will this money come from?

Cool Aid has pledged \$1 million of its own reserve funds and is committed to fundraising an additional \$4 million from individuals, foundations and corporations. Other sources of capital funding will include the federal, provincial and local governments.

Performance by Measure	2011 ¹²	2012 ¹³
Progress made on Housing Development Plan (HDP)	◆	◆
New developments being pursued	✓	✓

“Building new housing for people who are homeless will save lives and save costs. It’s the right thing to do, from an economic, social and community perspective.”

—Housing Development Plan 2013

*“By investing in housing and supports for our community’s most vulnerable citizens **today**, scarce public resources can be redeployed into other areas because **the cost of leaving someone on the street far exceeds the cost of providing housing and supports.**”*

—Housing Development Plan 2013

Objective 2	Enhance systems, processes & reporting	Process & Technology
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Performance Measure Synopsis

New Measures

We do not currently have measures to assess performance for this objective.

Performance by Measure	2011 ¹²	2012 ¹³
New measure(s) to be determined	—	—

Highlights for This Objective

Data Challenges

Context—Every day, Cool Aid’s Shelter and Housing program staff collect client data that, in aggregate, represents a rich mother lode of data with limitless potential for analysis. In our 2011/12 report, we identified a number of data shortcomings that were hampering our ability to monitor and report on our performance measures, especially for Stakeholder objective 4.

Update—During 2012/13, a number of productive meetings on data and data quality occurred. As a consequence, there is now increased understanding of the value of data and the importance of data quality among Housing and Shelter staff. This, in turn, has resulted in noticeable improvements in data quality.

Another outcome of the data meetings was the creation of a “Shelters data support group.” This informal group meets periodically to exchange ideas and share expertise on all things data, from data quality to inter-agency data sharing, from data collection to data interpretation.

Thinking Ahead—Addressing data shortcomings is, and always will be, an ongoing process. The better our data gets, the greater demands we place on it.

2011/12 Data Challenges

- Valuable client information not captured electronically
- Data standardization issues
- Data quality issues
- Duplicate data capture
- Data collection processes that are unsustainable over the long term (require too much time or effort)
- Insufficient or incompatible historical data available for analysis and target-setting
- Shelter and Housing client data in several different systems with no mechanism for data integration

—Cool Aid’s 2011/12 Annual
Balanced Scorecard Report

Payroll/Scheduling/HR System

By the end of 2011/12, Cool Aid had completed a successful migration to a new payroll/scheduling/HR application, Quadrant Workforce.

During 2012/13, the application’s leave management feature was made available to all employees, enabling them to submit and receive approvals for vacation leave requests online. A new report writing module with a more user-friendly interface was also introduced, featuring more out-of-the-box reports.

Property Management System

During 2011/12, we began using a web-based application for property management, replacing an Excel- and paper-based system that had become unwieldy. In 2012/13, the number of staff using the new system broadened to include housing coordinators and property management staff.

Using the software to request and track property maintenance requests has contributed to more efficient manpower deployment and reduced turnaround time to ready units for occupancy.

Supplies

Housekeeping, maintenance, office and some program supplies are now ordered through a centralized process from a wholesale supplier. While there are growing pains in migrating to the new process, it is clear there will be, not only considerable savings, but also standardized products and improved inventory control.

Objective 3 Learn from others Process & Technology

Performance Measure Synopsis

Measure—Funder & Partner Perceptions

Thinking Ahead—Performance on this biannual measure will be reported in our 2013/14 balanced scorecard report.

Performance by Measure	2011 ¹²	2012 ¹³
Stakeholder perceptions of our openness to learning from them:		
Funder & partner perceptions	✓	—
Client perceptions	—	—

Measure—Client Perceptions

On-the-ground experience suggests that clients across programs are pleased with Cool Aid’s openness and responsiveness to their feedback, especially through Client Voice sessions and monthly tenant meetings (see below). We do not, however, currently have an *objective* way to demonstrate how well we are doing in this area.

What We Learned from Clients in 2012/13

Client Voice (see Stakeholder objective 6)

- Shelters—Based on feedback from the Client Voice session at Rock Bay Landing, a shelter client focus group was created to explore how to bring employment services and opportunities into the shelters (see also sidebar).
- Housing—Client Voice participants told us they wanted more tenant-only programs. Monthly shopping trips are now being offered to help tenants access better food prices, in addition to tenant-only summer BBQs and monthly tenant meetings. Community outings organized by the Downtown Community Centre have also been increased.
- Housing—The desire for regular tenant meetings was expressed at a 2012 Client Voice session. Monthly tenant meetings have been hosted at the Downtown Community Centre since September 2012.

Community Casual Labour Pool

“REES staff have been working with Rock Bay Landing staff and clients to determine how best to improve access to the Casual Labour Pool and related employment opportunities. A client forum at RBL was held in February 2013 to gain input into this issue.”

—Q4 2012/13 Health Services report to the Board

Thinking Ahead—Based on this input, a pilot initiative, which could include monthly Labour Pool info sessions and intake appointments on site at RBL, is in development.

“Facilitation of the Housing Voice meeting had a ripple effect in terms of ongoing conversations with tenants who participated. We’ve had a number of positive comments from participants and more inquiries about programs they were unaware we were offering.”

—Q1 2012/13 Downtown Community Centre report

Tenant Meetings

- The monthly tenant meetings are proving to be a good learning experience for both staff and tenants. Among the topics discussed to date: unwanted guests, safety and security, upcoming activities, process and options for resolving issues, welcoming new tenants, building community, program suggestions, rights and responsibilities, and opportunities to “give back.”

Shelter Program

“This quarter we have had a very high number of residents with dietary restrictions. Although at times difficult, we have successfully (within the established food budget) managed to accommodate various dietary and allergy concerns with our shelter population. This has been a source of much learning for all involved.”

—Q4 2012/13 Shelter Program report to the Board

REES Program Participant Survey

- Suggestions for increased education workshops, computer training, social events, and volunteer opportunities led to several new REES initiatives in 2012/13, including Peer Connections, Community Agency Field Trips, and Introduction to Computers (see Stakeholder objectives 2 & 6).
- While survey ratings and comments were overwhelmingly positive, hours of operation was cited as one area for improvement, especially, earlier opening for the Casual Labour Pool.

Objective 4 Build community support Process & Technology

Performance Measure Synopsis

Measure—Success Stories Communicated

In 2012/13, more than 40 success stories about Cool Aid programs and/or clients were published in print, broadcast or Web media, which represents almost half (48%) of all stories in which Cool Aid, its programs or its clients are mentioned.

Success Stories	2012 ¹³
	42

Performance by Measure	2011 ¹²	2012 ¹³
Maintain number of success stories communicated	✓	✓
Sustained growth in number of new legacy expectancies	✓	⚠
Growth in number of donors	✓	⚠

Success stories on the following topics generated the **most media exposure** during the year (in descending order of exposure):

- Every Step Counts, REES's running/walking program: TC 10K run, fourth anniversary, a healing story about a client on the front page of the B.C. section of *The Globe and Mail*
- Yogathon, the day-long summer event organized by the Downtown Community Centre (Stakeholder objective 6)
- Queens Manor: official opening after major renovations completed
- Swift House: official opening of 23 additional apartments
- REES: new location across from City Hall, open house, Community Volunteer Training Program
- Homeless Partners: their gifts to Cool Aid's shelter clients at Christmas time
- Community Casual Labour Pool (REES): annual coat drive, call for more employers

Definition
Most exposure is defined as stories or topics with 5 or more iterations in print, broadcast or Web media, excluding re-tweets.

Community Casual Labour Pool
"It's amazing the barriers people face for employment when they don't have a home or ID, or a bank account, and more people need to know what a difference this makes to someone's life—this isn't charity; it's a job."
—Wendy Stone, CCLP coordinator, cited in *Monday Magazine* article by Danielle Pope, April 3, 2013

Noteworthy is the fact that REES and REES programs received the most media exposure for success stories.

Thinking Ahead—We anticipate that our Help End Homelessness capital campaign (Process & Technology objective 1) will feature prominently among the media stories of 2013/14 and beyond.

Measure—Legacy Expectancies

⚠ We did not meet our 2012/13 target of 8 new legacy expectancies.

This is due, in large part, to our focus on creating the Housing Development Plan and the Help End Homelessness capital campaign plan (Stakeholder objective 1, Process & Technology objective 1). The legacy and endowment campaigns have now been reframed as low-key background campaigns (see Fund Development Plan under Financial objective 2).

Expectancies & Bequests	2011 ¹²	2012 ¹³
	9	5

Thinking Ahead—The Raymond James Legacy Golf Tournament is a Board-driven initiative being planned for September 2013, with the tagline **The Drive to End Homelessness**.

The event is intended to give estate planning professionals, donors, and others an opportunity to learn how to make the most of gifts to Cool Aid in their wills or estates, and the lasting impact that such gifts make in our community.

Measure—Number of Donors

◆ The total number of unique donors reached only 87% of target in 2012/13. The number of donors is also down by 7% compared to 2011/12.

Unique Donors	2011 ¹²	2012 ¹³
	587	545

Despite the decline in donor numbers in 2012/13, total donations actually *increased* by 15.8%. Increased giving by fewer donors is probably attributable, in part, to the more frequent direct emails sent out in 2012/13 but is also a trend being seen across North America (see sidebar).

“This trend of fewer donors giving more has been noted broadly in North America in the philanthropic literature over the last few years (difficult economy).”

—Q4 2012/13 Fund Development report to Community Relations Committee

Thinking Ahead—We anticipate a return to healthy growth in donor numbers once our Help End Homelessness campaign (Process & Technology objective 1) gears up later in 2013/14.

Other Highlights for This Objective

Communication Plan

In 2011/12, Cool Aid’s Board of Directors endorsed a new three-year strategic communication plan. In 2012/13, we completed a parallel three-year operational communication plan, which outlines implementation of the strategic communication plan.

*“The **Strategic Communication Plan** is designed to support Cool Aid’s mission of ending homelessness and improving client quality of life, and is particularly aligned with the **strategic plan** themes of creating and expanding services and strengthening stakeholder engagement.*

*“The Strategic Communication Plan plays a key role in supporting the **Fund Development Plan** and the **Housing Development Plan**.”*

—Strategic Communication Plan, May 2012

Among the initiatives implemented in 2012/13: a new tagline (see below), consistent signage at all Cool Aid buildings, and a greater emphasis on social media.

New Tagline & Key Messaging

During 2012/13, board members, senior staff, frontline staff, and clients participated in a series of focus groups, the purpose of which was to generate ideas for key messages to raise Cool Aid’s public profile.

Thinking Ahead—Emerging from that process was a new tagline (see below), positioning statement, and parameters for key messaging, which will be cornerstones for promoting Cool Aid’s Housing Development Plan (Stakeholder objective 1) and undertaking the Help End Homelessness capital campaign (Process & Technology objective 1).

*“Messaging focus groups going very well. Wonderful the **congruence** of comments from senior managers/board and client views of the Society.”*

—Management Team Committee meeting, September 2012

The new tagline will also be used as an organizing principle for a planned redesign of our website.

Cool Aid’s new tagline

Building Homes, Lives and Community

Objective 5	Demonstrate accountability		Process & Technology
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Performance Measure Synopsis

Measure—Audited Statements

Measure—Management Issues

Cool Aid's 2012/13 financial audit was completed with no management issues reported.

Measure—Budget Variances Explained

Quarterly summaries of analytical reviews, including explanations of budget variances, are prepared for review by the Finance Committee. The Committee recommended acceptance of the quarterly summaries to the Board of Directors in each quarter of 2012/13.

Measure—Funder & Partner Satisfaction

Thinking Ahead—In Q4 2013/14, Cool Aid will undertake its third biannual funder and partner survey.

Measure—Client Satisfaction

Community Health Centre

Preliminary survey results from the 5-year cross-Canada study Equity-Oriented Primary Health Care Interventions for Marginalized Populations (EQUIP) show high levels of satisfaction among respondents—79% of respondents rated their care as Very Good or Excellent.

REES Program

In response to a number of questions on satisfaction with services, REES program participants gave very high average ratings across the board.

Shelter Program

Client respondents at both Sandy Merriman House and Rock Bay Landing maintained their strong satisfaction levels of the previous year.

Overall Satisfaction with Services Shelter Client Satisfaction Survey

% Who Agree or Strongly Agree

“Overall, I am very satisfied with this shelter.”

Sandy Merriman House				Rock Bay Landing	
2009 ¹⁰	2010 ¹¹	2011 ¹²	2012 ¹³	2011 ¹²	2012 ¹³
82%	87%	97%	96%	85%	83%
n= 58	31	48	16	59	30

Performance by Measure	2011 ¹²	2012 ¹³
Audited statements receive unqualified opinion	✓	✓
Auditors report no management issues	✓	✓
Budget variances are satisfactorily explained	✓	✓
Stakeholder satisfaction with Cool Aid's performance:		
Funder & partner satisfaction with performance	✓	—
Client satisfaction with services received:		
Community Health Centre	—	✓
REES Program	—	✓
Housing Program	✓	n/a
Shelter Program	✓	✓

Overall Satisfaction with Services Community Health Centre EQUIP Survey 2013 (preliminary results)

% Who Chose Good, Very Good or Excellent n=152

“Overall, how would you rate the care you have received at this clinic over the past 12 months?” 91%

Overall Satisfaction with Services REES Participant Satisfaction Survey 2013

% Who Chose Good or Very Good

Average response to satisfaction questions

	Labour Pool	Every Step Counts	Outreach	Resource Centre
n=	28	18	16	55
	96%	95%	100%	94%

Learning & Growth Perspective How

About This Perspective

How do we attract—and keep—the qualified employees essential to achieving our eight Stakeholder objectives? How do we cultivate and sustain a workplace culture that is supportive of both staff and clients? How do we grow the organizational capacity needed to meet our prime objective? These questions are the focus of the Learning & Growth Perspective.

Strategic Objectives

- 1—Attract & retain qualified staff
- 2—Expand training & development
- 3—Strengthen health & safety
- 4—Improve employee engagement

Objective 1	Attract & retain qualified staff	Learning & Growth
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Performance Measure Synopsis

Measure—Internal Hire Rate

Of the 70 positions staffed during 2012/13, 71% were filled by internal candidates, lower than in the previous year but still well above target (63%).

The lower internal hire rate is due to the highly specialized nature of some new positions in 2012/13 (e.g., pharmacy technician, cooks).

Cool Aid strongly encourages internal candidates. There is, however, a cost in terms of increased resources devoted to recruiting for vacated positions.

“Find ways to reduce or streamline the amount of time spent in constant hiring cycles due to the domino effect of internal moves and people leaving.”

—Comment from 2012 Great Place to Work staff survey

Performance by Measure	2011 ¹²	2012 ¹³
Internal hire rate is maintained or increases	✓	✓
New hires who stay for more than one year	✓	✓

	2010 ¹¹	2011 ¹²	2012 ¹³
Internal hire rate	63%	78%	71%

Measure—New Hire Retention

At 85%, the retention rate for new employees was well above target (75%) in 2012/13.

Why do we measure the retention rate of new hires? This metric is one indicator of “quality of hire”—how well we attract, screen, interview, and *engage* new employees.

If new employees are resigning at a higher rate than those with more years of service, it *could* signal problems in our recruitment process, our employee orientation process (onboarding), or even a misalignment between philosophy and behaviour (what we say vs. what we do).

	2010 ¹¹	2011 ¹²	2012 ¹³
New hires who stayed > 1 year	75%	77%	85%

22% of staff have < 1 year of service

Thinking Ahead

Ongoing recruitment challenges include attracting and retaining qualified candidates for overnight and casual positions, primarily in the Housing and Shelter programs.

“Staff replacement remains challenging for the social services sector overall. As new hire numbers illustrate, the pool for qualified, available candidates is dwindling.”

—Q4 2012/13 Human Resources report to the Board

Objective 2 Expand training & development Learning & Growth

Performance Measure Synopsis

Measure—Satisfaction with Training & Development

◆ In our 2010 staff survey, questions on training and development were among the lowest rated by permanent employees. In 2012, we did not quite meet our target of a 70% positive response (see sidebar) but did see strong improvement.

For the **Workgroup perspective**, 69% of respondents gave a positive response, very close to target and up 8 percentage points over 2010. Improvement for the **Agency perspective** was more modest, up 4 points over 2010.

Keystone Attribute—Very encouraging is the 21 percentage point increase in positive response for the Workgroup perspective, from 47% in 2010 to 69% in 2012 (see adjacent graph). Ratings for the Agency perspective also improved, from 46% to 63%, a 17-point increase.

Other Highlights for This Objective

Executive Leadership

January 2013—Cool Aid’s executive director was accepted into the Ivey Community Shift Program, sponsored by KPMG, at Western University in London, Ontario.

“This was a five-day developmental program for 44 of Canada’s leaders of publicly accountable NPOs. It was intense and exhausting with good discussions and new ways of looking at things such as branding, culture of organizations, creating value for funders, donors and clients we serve.”

—Executive director at Board of Directors meeting, January 2013

Leadership Development Program

The leadership development program initiated in 2011/12 continued in 2012/13. With all Cool Aid managers and coordinators participating, the facilitated sessions offered an excellent forum to explore a variety of management challenges and opportunities (see sidebar).

Thinking Ahead—Complementing the Leadership Development Program, another forum will be used to explore leadership and management issues in 2013/14. Topics based on the results of the 2012 staff survey are now a standing agenda item at the monthly Management Team Committee meetings.

“The idea is to build on topics we discussed through our leadership series (e.g., difficult conversations, conflict resolution).”

—HR manager at Management Team Committee meeting, February 2013

Performance by Measure	2010 ¹¹	2011 ¹²	2012 ¹³
Increased satisfaction with training & development opportunities			
Agency Perspective	◆	—	◆
Workgroup Perspective	◆	—	◆

The above measure is based on Great Place to Work survey results, available biannually.

Positive Response—Definition

Survey respondents chose **Often True** or **Almost Always True** when asked about survey attributes like the one shown in the graph below.

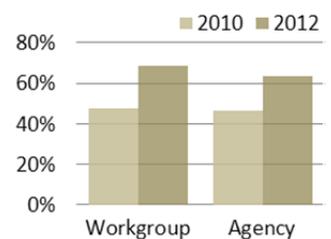
**Great Place to Work Staff Survey
Permanent Employees**

2010 respondents: 103
2012 respondents: 114

Keystone Attribute

“I am offered training or development to further myself professionally.”

% of staff who gave a positive response



Leadership Development Program 2011/12-2012/13

- Leadership at Cool Aid
- Myers Briggs Type Indicator
- Conflict Management
- Critical Conversations
- Managing Others
- Managing Change & Transition

Staff Training & Development

Staff Training & Development in 2012/13—A Sampling

(see also Process & Technology objective 3)

Hep C & HIV/AIDS

- Medical Clinic—Ongoing educational support is provided by staff members. At least monthly, staff get updates on the latest information and treatment at lunch-time talks.
- Housing—Johnson Manor staff received training on hepatitis C as well as on HIV-related health concerns.

Mental Health

- REES—Several staff and volunteers attended the annual Schizophrenia Conference, which focused on Prevention, Treatment and Recovery this year.
- Shelters—6 support workers attended the six-week VIHA Mental Health and Addiction course.

Trauma-Informed Practice

- Shelters—25 regular and casual staff participated in training on trauma-informed practice, part of the quarterly training organized by the Shelters Engagement Committee.

Conflict Resolution

- Medical Clinic—2 staff attended a workshop with AIDS Vancouver Island on how to deal with difficult clients.
- Shelters—All team leaders attended a workshop called Dealing with Difficult People, and learned how to adapt strategies to bring about more productive conversations.
- Housing—The Johnson Manor team is accessing online training resources for non-violent conflict resolution.

Inclusion Policy for Transgendered Clients

- Shelters—Representatives of PRISM agreed to act as consultants on this new policy and provided trans-inclusiveness training to about 35 frontline staff.

Legal Issues

- REES—Outreach staff attended a 2-day course on legal aid services, family law, child protection, and poverty law, sponsored by the Legal Services Society.

South Island Training Initiative Society Conference

- REES & Housing—The May 2012 conference provided a range of learning opportunities related to supported employment practices, trauma-informed practice, suicide awareness, compassion fatigue, and self-care.

Volunteer Management

- REES—Program Assistant participated in an Overview of Volunteer Management program, which focused on knowledge and tools for volunteer recruitment, training, supervision, feedback, and more.

Continuous Improvement

- Finance—The Finance team attended a continuous improvement workshop, and used what they learned to improve the process for building maintenance projects.

Policy Development

- Policy Committee members, together with Finance and HR staff, attended a webinar on policy development, which covered policy vs. procedures and governance vs. operational policy.

Housing Program

“6 staff attended a **gentle teaching** workshop with an eye to shifting our focus towards how we support our tenants in a less punitive, more loving and engaged way.”

—Q4 2012/13 Housing Program report to the Board

Medical Clinic

“As part of the EQUIP study (Stakeholder objective 5), we held a half-day session with the researchers from UBC to talk about the role of the Health Centre in this, the opportunities for staff and clients, and the impact on the clinic.

“There will be educational opportunities for staff in the next year around **cultural competence** and **trauma-informed care**.”

—Q4 2012/13 Health Services report to the Board

Johnson Manor, Housing Program

“Through the work of a keen staff member, the staff group was invited to attend an **information-sharing** session with other service providers in the community that work with a **forensic population**.

“Staff reported that the session was a good reminder that we are all facing the same types of challenges serving our clients.”

—Q2 2012/13 Housing Program report to the Board

REES Program

“Staff consistently report that engaging in learning and skill development opportunities, such as this conference, bring them back to the workplace feeling motivated, inspired and more competent in their roles.”

—Q1 2012/13 Health Services report to the Board

Objective 3 Strengthen health & safety Learning & Growth

Performance Measure Synopsis

Measure—Satisfaction with Healthy Workplace Initiatives

◆ In the 2012 staff survey, average ratings among permanent staff improved but did not meet our target of a 77% positive response (see sidebar) for Healthy Workplace attributes.

For the **Workgroup perspective**, 75% of respondents gave a positive response, up 6 percentage points over 2010. For the **Agency perspective**, 72% of respondents gave a positive response, virtually unchanged (71% in 2010).

While there is clearly still work to be done in this area, 2012 ratings for the keystone attribute demonstrate that initiatives implemented since the 2010 survey have made a real difference.

Keystone Attribute—For the Workgroup perspective, 60% of respondents gave a positive response, up 23 percentage points over 2010, the largest improvement among the 59 survey attributes rated. Agency perspective ratings rose by 8 points.

Other Highlights for This Objective

Respectful Workplace

In response to Bill 14 (Workers' Compensation Amendment Act 2011), we researched and developed a new Respectful Workplace policy.

Thinking Ahead—Next steps include rolling out the policy to all staff, developing procedures, and education and training on roles and responsibilities.

Other healthy workplace initiatives in 2012/13 included:

- Critical incident debriefing processes strengthened; more debriefing opportunities.
- More training related to health and safety; training to be tracked in QHR (Process & Technology objective 2).
- Working alone protocols reviewed and updated.
- Searchable archive of critical incident reports created.

Performance by Measure	2010 ¹¹	2011 ¹²	2012 ¹³
Increased staff satisfaction with healthy workplace initiatives			
Agency Perspective	◆	—	◆
Workgroup Perspective	◆	—	◆

The above measure is based on Great Place to Work survey results, available biannually.

Positive Response—Definition

Survey respondents chose **Often True** or **Almost Always True** when asked about survey attributes like the one shown in the graph below.

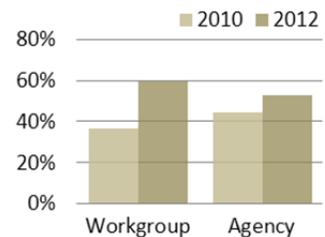
Great Place to Work Staff Survey Permanent Employees

2010 respondents: 103
2012 respondents: 114

Keystone Attribute

"This is a psychologically and emotionally healthy place to work."

% of staff who gave a positive response



"A respectful workplace is one that is healthy, safe, supportive and values diversity. It is a place where employees are valued; communication is polite and courteous; people are treated with respect; conflict is addressed in a positive and respectful manner; and disrespectful behaviour, bullying and harassment are addressed."

—Introduction to Respectful Workplace Policy, June 2013

Shelter Program—Guiding Principles & Practices

"This is a document created by the Culture Committee, with the input of several staff members, which describes the core values of the shelter staff and serves to remind us to be embodying those values."

—Q1 2012/13 Shelter Program report to the Board

Objective 4 Improve employee engagement Learning & Growth

Performance Measure Synopsis

Measure—Progress on Post-2010 Survey Implementation Plan

The plan was on target and 100% implemented in 2012/13.

Context—This plan was developed in response to the results of our first employee survey with the Great Place to Work Institute in 2010 and many subsequent conversations with staff across Cool Aid.

Plan initiatives included the creation of a Shelter Engagement Committee, the Leadership Development Program, Compass—a quarterly newsletter of highlights from Board of Directors and Management Team Committee meetings, team development activities, and a renewed commitment to provide training opportunities. Several of these initiatives are described under Learning & Growth objectives 2 and 3.

Performance by Measure	2010 ¹¹	2011 ¹²	2012 ¹³
Progress in implementing post-survey implementation plan	—	✓	✓
Increased staff satisfaction with recognition initiatives			
Agency Perspective	◇	—	◇
Workgroup Perspective	◇	—	◇

The second measure is based on Great Place to Work survey results, available biannually.

Measure—Satisfaction with Recognition Initiatives

◇ In the 2012 survey, we did not meet our target of a 67% positive response (see sidebar) for this group of survey questions but came very close for the Workgroup perspective.

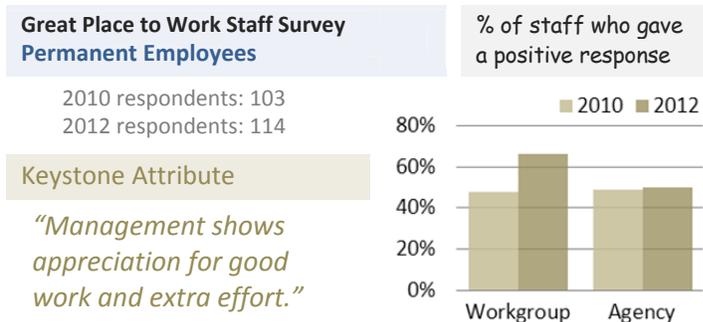
Positive Response—Definition

Survey respondents chose **Often True** or **Almost Always True** when asked about survey attributes like the one shown in the graph below.

On average, 66% of permanent staff gave a positive response to questions on recognition for the **Workgroup perspective**, an increase of 8 percentage points over 2010. For the **Agency perspective**, 59% gave a positive response, up 2 percentage points.

Keystone Attribute—The higher satisfaction levels with recognition are embodied in the ratings for the keystone attribute (adjacent).

The positive response rose to 66% for the Workgroup perspective, an increase of 18 percentage points over 2010. For the Agency perspective, keystone ratings hardly changed.



Other Highlights from the 2012 Staff Survey

Survey Themes

Based on survey results and follow-up discussions with staff, 6 themes (adjacent) emerged out of the 2010 survey. The same themes continue to be relevant in 2012.

In 2012 as in 2010, **Pride** was the top-rated theme. A sampling of comments illustrates why:

Survey Themes

- Leadership & Management
- Pride
- Feeling Valued
- Healthy Workplace
- Training & Promotion
- Teamwork / Camaraderie

“So many things make my organization and my workgroup an amazing space. The compassion of the frontline workers, the ongoing support from the management team.”

—Shelter Program respondent

“The vision/mandate to one day eliminate homelessness... knowing that in a perfect world when we meet this, it ultimately will put us out of work! But we don't care!!!”

—Management Team respondent

“This is a great place to work because Cool Aid doesn't just use the ‘band aid’ effect. Meaning that they do more than just try to ‘fix’ one problem. They help people over the course of their lives with addictions, mental health, etc.”

—Housing Program respondent

Top-Rated Attributes

The dedication, passion and compassion that our employees bring to their work every day are, not surprisingly, reflected in the survey attributes that they rated most highly in 2012 (adjacent).

The values and principles inherent in these attributes speak to a **shared culture and philosophy of care** that is one of Cool Aid's greatest assets and the foundation for meeting our prime objective—to end homelessness by 2018.

2012 vs. 2010—Workplace Perspective

- 4 out of our 5 **keystone attributes** had significant rating increases (13 to 23 percentage points) and we maintained an 89% positive response rate for the fifth keystone attribute.
- Among the groups surveyed, the most notable gains occurred in the **Shelter Program**, with the Leadership & Management and Training & Promotion themes showing the biggest rating increases (14 and 13 percentage points respectively).
- **Community Health & REES** boosted their already strong ratings to new heights in 2012, with Leadership & Management showing the largest rating gain (up 12 percentage points).
- **Housing Program** respondents gave modestly higher ratings for 4 survey themes (up 4 to 6 points) and somewhat lower ratings for the Pride and Training & Development themes (down 7 and 3 points respectively).

Thinking Ahead

May 2013—A report summarizing the results of the 2012 survey was sent to all staff as well as Cool Aid's board of directors.

2013/14—A redesigned staff intranet is in the planning stages. Post-survey conversations with staff will undoubtedly lead to new initiatives. In parallel, we will continue to work to improve such areas as training and development, healthy workplace, and employee recognition.

November 2014—Cool Aid will participate in the third Great Place to Work survey.

Great Place to Work Staff Survey Top-Rated Survey Attributes in 2012 Workgroup Perspective

Attributes where at least 4 out of 5 (>=80%) respondents gave a positive response

Top-Rated by Both Casual *and* Permanent Employees n=142

- I feel good about the ways we contribute to the community.*
- I feel I make a difference here.*
- My work has special meaning: this is not “just a job.”*
- People here are treated fairly regardless of their sexual orientation.*
- People here are treated fairly regardless of their sex.*
- People here are treated fairly regardless of their race or ethnicity.*
- This is a friendly place to work.*
- I can be myself around here.*
- I believe management would lay people off only as a last resort.*

Top-Rated by Permanent Employees n=114

- Management trusts people to do a good job.*
- I'm proud to tell others I work here.*
- People here are treated fairly regardless of their age.*
- When you join the organization, you are made to feel welcome.*

Top-Rated by Casual Employees n=28

- When I look at what we accomplish, I feel a sense of pride.*

“There is **much more still to learn** from the survey—and **from each of you**. ... I encourage everyone to participate in the planned post-survey discussions and **help make Cool Aid an even better place to work.**”

—Executive director to Cool Aid employees, May 2013

“A new SharePoint staff website will be a major help in terms of enhancing communications within and between departments.”

—Management Team Committee, Jan. 2013 meeting

Financial Perspective

How

About This Perspective

This perspective focuses on securing the financial resources necessary to enable us to meet our Stakeholder objectives and on managing existing resources wisely.

Strategic Objectives

- 1—Obtain additional funding
- 2—Expand funding base
- 3—Optimize resource utilization

Objective 1

Obtain additional funding

Financial

Performance Measure Synopsis

Measure—Funds for Housing Development Plan

◆ Only 9% of the 2012/13 target of \$650,000 was realized by year-end.

\$58,967

Housing
Development
Plan

This target was based on the assumption of a successful request to the Capital Regional District for Cottage Grove by March 2013. As at August 2013, our application was approved in principle, pending BC Housing participation.

Thinking Ahead—Help End Homelessness, Cool Aid’s capital campaign for the Housing Development Plan, will be the primary focus of our fundraising efforts in 2013/14 and beyond. The long-term goal: to raise \$4 million from private sources and leverage that amount to make possible the creation of 360 new supportive housing units in Greater Victoria by 2018.

Measure—Success with Grants & Sponsorships

\$349,292

Grants &
Sponsorships

We came within \$700 of meeting the year’s target of \$350,000 for grants received, which represents a shortfall of 0.2%. We therefore consider the target met.

Thinking Ahead—Monies from a 2012/13 \$80,000 pledge from the Rotary Club of Victoria for the Downtown Community Centre will be received in 2013/14.

Performance by Measure	2011 ¹²	2012 ¹³
Success at raising funds for Housing Development Plan	—	◆
Success in attracting grants & sponsorships	✓	✓

Housing Development Plan

For more information about the plan, refer to Stakeholder objective 1 and Process & Technology objective 1.

Objective 2	Expand funding base		Financial
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Performance Measure Synopsis

Measure—Growth in Direct Mail

\$55,497
Direct Mail

We came within 6% of the 2012/13 target of \$59,000. In addition, we achieved significant cost savings due to more targeted mailings—mailing packages only to donors active in the last five years.

Measure—Growth in Online Donations

\$40,496
Online Donations

In 2012/13, online contributions exceeded target by 9%.

Measure—Endowment Fund Contributions

✘ Due to the prioritization of the Help End Homelessness campaign (Financial objective 1), no gifts to the endowment fund were solicited or received in 2012/13. However, an award grant of \$1,500 from Leadership Victoria was deposited in the fund.

Background—Cool Aid originally created the endowment fund with the Victoria Foundation in 2008, with a start-up value of \$10,000. By the end of 2012/13, the fund’s value was \$67,460.

Measure—Development Dollars Recognized

In 2012/13, fund development plan initiatives exceeded the year’s target by 35%.

\$802,084
Fund Development

This variance is due, in large part, to securing multi-year grants in 2011/12 from the United Way and the Provincial Employees Community Services Fund.

Fund development dollars represent 4.2% of total Cool Aid revenues in 2012/13.

Performance by Measure	2011 ¹²	2012 ¹³
Growth in direct mail proceeds	⚠	✓
Growth in online donations	✓	✓
Contributions to endowment fund	✓	✘
Dollars recognized from development (all campaigns)	✓	✓

“Fund development is a vehicle to engage the wider community in Cool Aid’s work and provide an opportunity for people and organizations to contribute to our mission to end homelessness.

“Development diversifies the society’s revenue sources and makes the organization stronger.”

5-Year Fund Development Strategic Framework approved by the Board May 2013

Fund Development Plan

This 5-year plan identifies the principles, roles and responsibilities, strategic objectives, priorities, and key indicators of success for the development of revenue from *private sources* such as individuals, foundations, and corporations.

Fund development priorities:

- **Capital campaign**—Raise \$4 million in private donations to leverage funding for the development of 360 new supportive housing units (Help End Homelessness campaign)
- **Annual campaign**—Raise funds for specific program needs not met through primary funders. Initiatives include direct mail, email, and grant-writing.
- **Legacy/endowment campaign**—Increase legacy gifts and grow the endowment fund to ensure the security of Cool Aid’s long-term funding for projects and programs not covered by government/public agencies.

Objective 3	Optimize resource utilization	Financial
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Performance Measure Synopsis

Measure—Vacancy Rate within Target Range

✘ ⬠ For both supportive housing and assisted living, the *vacancy rate* (see definition in sidebar) in 2012/13 remained outside the target range, as shown below:

Vacancy Rate	2011/12 Actual	2012/13 Actual	Target Range
Supportive Housing (8 sites) *	4.4%	4.1%	< 2.6%
Assisted Living (1 site)	11.0%	5.6%	< 4.5%

* Excludes Queens Manor (36 units). A rotating block of units was kept unoccupied for four quarters spanning 2011/12 and 2012/13, to accommodate major renovations and minimize disruptions to tenants.

Performance by Measure	2011 ¹²	2012 ¹³
Supportive Housing—Vacancy rate within target range	✘	✘
Assisted Living—Vacancy rate within target range	✘	⬠

Note that Cool Aid’s definition of vacancy rate (below) is different from that commonly used (unoccupied and available for immediate rental).

Vacancy Rate—Cool Aid Definition

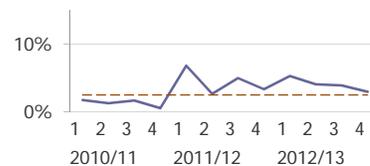
Formula: Number of unoccupied days as % of total days available.

Derivation of number of **unoccupied days**: Move-in date of new tenant minus move-out date of previous tenant.

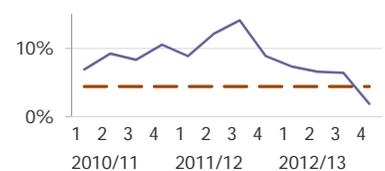
The trend is, however, going in the right direction, especially for assisted living. This becomes quite evident when we look at rates by quarter (adjacent).

Hillside Terrace in particular showed a steady decrease in vacancy rate throughout 2012/13, dipping well within target range by the fourth quarter.

Supportive Housing (262 units at 8 sites) Vacancy Rate vs. Target



Assisted Living (Hillside Terrace) (45 units at 1 site) Vacancy Rate vs. Target



Thinking Ahead

After several years of experience with our existing measures, we are now looking for ways to refine or supplement them with other indicators.

Ideally, the new or revised measures will yield more actionable information about *why* units are unoccupied, *how long* before they are rentable, and *how long* before new tenants are selected. For example, what proportion of unoccupied days are attributable to extensive property damage, pending insurance claims, tenant abandonment, bottlenecks in our process, or delays in referrals?

"It's been a privilege working with you all. It is a true gift to be able to open your heart to the pain and hardship of others, yet this is what each and every one of us does on a regular basis at Cool Aid.

"Never underestimate the impact **love** like this has on the world. Light trumps darkness, every time."

—email from a departing Cool Aid employee

The End