

GVAT Strategic Plan 2020 – 2021

Period covered: Sept 2020 – Dec 2020 AND Jan 2021 - Dec 2021

Goal: GVAT has 3 goals:

1. Nurture and support emerging leadership to lead for the common good;
2. Strengthen member organizations.
3. Build power.

GVAT uses a 4 stage organizing method in all its decision making to achieve its goals:

1. Listen
- 2. Plan**
3. Act
4. Reflect

Context

1. In January 2020 Strathub approved a strategic plan for the remainder of the year (summary below). The reality of the pandemic and the forthcoming provincial election mean we should renew and revise our goals for 2020. It is also timely to start planning for next year, so we are combining this update for 2020 and planning for 2021.
2. GVAT has an overriding concern that we pursue genuine reconciliation with Indigenous people in the region and our strategies should reflect this.
3. GVAT should prioritize learning from frontline workers and those with lived experience of the problems we seek to address and/or the changes we seek to make.
4. It seems prudent to assume that there will not be a widely available vaccine that is effective in eliminating the threat to public health represented by COVID-19 over the timeframe of this plan.
5. There will be a provincial election on Oct 24, and widespread use of mail-in ballots in the weeks immediately prior. There may also be a federal election in the planning period.

PreCOVID 2020 strategic plan for reference (approved in Jan 2020)

Target: 40 organizations are members representing 75,000 people

- 10 organizations with at least one in each sector (union, faith, enviro, service delivery) have strong core teams
- 400 emerging leaders have attended training in organizing for the common good (300 have already been trained)
- 50 people are active leaders in some way in GVAT (ARTS, core teams, strat hub, Board)

GVAT Strategic Plan 2020 – 2021

- ❑ Financial sustainability is achieved with dues, donations and grants as the community acknowledges the value of the institution.
- ❑ Governance reflects a founded organization with a Board, a strategic leadership team, core teams and action research teams that work well together
- ❑ While the Lead Organizer is the sole paid organizer and leader, GVAT has developed a commitment to shared leadership. GVAT is able to provide a space for volunteers and staff that respects the importance of balance in this work so burnout is avoided as leadership is shared through the organization.
- ❑ A mentorship program with young emerging leaders engaged in a formal leadership development program at their colleges is being developed.
- ❑ Internal communication is strong and inclusive so it is easy for emerging and existing leaders to engage horizontally across the organization. External communication is well developed using social media, newsletters, regular media and website.
- ❑ GVAT's structure is made visible so participation is facilitated.

GVAT activity areas for 2020-2021

1. Delegates from member organizations have identified 3 priority areas of focus for 2020-2021:
 - Affordable housing and homelessness
 - Access to mental health and addiction services
 - Climate justice
2. GVAT has a policy of allowing member organizations to ask GVAT for support in urgent campaigns that arise from time to time. These lie largely outside our strategic planning focus but may redirect resources and effort from time to time.
3. GVAT is ready to take the next step in ensuring that its governance reflects its aspirations to ensure that all member organizations can hold GVAT decision makers accountable. Organizational development is therefore a top priority. This includes
 - Increasing diversity of representation in decision making to ensure a broad cross section is truly represented in decision making with a particular need for attention to ensuring frontline workers, those with lived experience and BIPOC people are represented;
 - Increase the level of training in leadership for the common good including anti-oppression and anti-racism training;
 - Strengthen the ties between member organizations and GVAT decision making;
 - Ensure that we actively seek allyship with organizations which represent those impacted by the changes we seek;
 - Effective internal and external communications.

GVAT Strategic Plan 2020 – 2021

GVAT Strategic Plan 2020-21

Activity area: Organizational Development

Overall Goals: Build power / strengthen member organizations / nurture emerging leadership

Sept – Dec 2020

Outcomes	Outputs needed for each	GVAT leads	Partners	Actions to assure success
Implement new GVAT governance structure	Virtual Founding Assembly held	Board & Lead Organizer	IAF NW	Transition planning Training for new officers
30 GVAT member organizations fully committed and paid dues	Identify and recruit 2 new member organizations Ensure 8 additional member organizations pay dues	Lead Organizer and Strathub		Lead Organizer identifies help he needs from existing member orgs to achieve this. Standing item on Strat Hub agenda
Design new GVAT governance structure. Improve accountability and transparency. Strengthen coordination between strategic leadership, core teams and ARTs. Board, Lead Organizer, Leadership Council, and ART Lead roles and responsibilities clearly defined; membership roles, responsibilities, and eligibility are clearly defined	Organizational structure defined, with key mandates, reporting and accountability mechanisms Bylaws amended and approved; nominations committee struck and presents candidates for election; election held. Roles and responsibilities documented Org chart and diagrams prepared	Newly formed Governance Sub-committee		Planning, by-law amendments, nominations, awareness raising for members
6 strong core teams by December 2020	One core team training exercise involving at least 10 participants	Lead Organizer and Strathub		

GVAT Strategic Plan 2020 – 2021

GVAT members informed about local provincial election candidates	Seek responses from candidates to selected questions from GVAT ARTs Compile and compare responses to circulate to members	Lead Organizer		Contacts with campaign offices and candidates
Training tested and refined for wider rollout in 2021	Diversity and inclusion training - 1 pilot in 2020	Diversity and Inclusion Subcommittee		Recommendations and leadership from D&I subcommittee
15 GVAT leaders take training	2 day IAF training offered this fall	Lead Organizer	IAF NW	Training provided by IAF NW
Young emerging leaders gain experience in leadership for the common good. GVAT gains insight from engagement of younger leaders	3 Mentorships for CCSS leadership development students. Training for mentors / mentees. Ongoing support for relationship building	Board Vice-Chair Lead Organizer	CCSS	External funding support
Process and guidelines clarified to simplify decision making and learn from experience	Policy and criteria for joining actions requested by members	Lead Organizer		Initial process drafted already

GVAT Strategic Plan 2020 – 2021

Jan – Dec 2021

Outcomes	Outputs needed for each	GVAT leads	Partners	Actions to assure success
<p>100 individuals broadly representative of GVAT are active in leadership. Leadership Council formed and operating with ~70 participants at each meeting. New Board has 5 active members. ART teams have 10-15 members each Staff and volunteer workloads more widely spread</p>	<p>Durable long-term governance structure put in place after Founding Assembly</p>	<p>Lead Organizer Board</p>	<p>IAF NW</p>	<p>Member recruitment and onboarding process Core team training Leadership training for members D&I training</p>
<p>40 organizations are dues paying or fully sponsored members representing 80,000 people Membership reflects the demographic diversity of Greater Victoria</p>	<p>Identify and recruit new members Produce on-boarding materials Orientation / newcomer meetings Support for diversity and inclusion (e.g. updating covenant, honoraria) Diversity and inclusion trainings IAF trainings core team trainings (see related items) Use civic academies /GHIMBY workshops (see Housing ART) to train GVAT leaders and identify / recruit new community members</p>	<p>Lead Organizer and Strathub</p>		<p>Lead Organizer identifies help he needs from existing member orgs to achieve this. Standing item on Strat Hub agenda. Recommendations from Diversity and Inclusion sub-committee on how to engage more diverse membership Onboarding materials and diversity training for new members to rapidly integrate GVAT culture and to share their own insights.</p>

GVAT Strategic Plan 2020 – 2021

<p>20 organizations with no less than 2 in each sector have strong core teams GVAT members recognize value of strong core teams; GVAT able to rapidly mobilize support; Emerging leaders have experience in effecting change; Core teams seen as essential foundation of GVAT action</p>	<p>Core team trainings 5 GVAT leaders are trained to support core teams in organizations other than their own.</p>	<p>Lead Organizer and existing core team leads with Strathub</p>		<p>Core team trainings at least once a quarter, min 10 participants each time. At least 10 organizations post testimonials on the website.</p>
<p>All GVAT leaders have received training. Protocols and application guidelines in place. Members report feeling safer, fewer instances of discriminatory speech internally, more inclusive language used internally. GV policies informed by marginalized voices.</p>	<p>Diversity and inclusion training - 4 training before June 2021, at least 20 persons in each.</p>	<p>Diversity and Inclusion Subcommittee</p>		
<p>60 GVAT leaders take training</p>	<p>2 day IAF training offered each quarter</p>	<p>Lead Organizer</p>	<p>IAF NW</p>	<p>Training provided by IAF NW</p>
<p>Greater transparency and financial accountability to membership</p>	<p>Board finance committee established to support Treasurer Regular reporting</p>	<p>Board</p>		<p>Leadership Council to clarify accountability and financial reporting needed from Board (monthly? quarterly)</p>
<p>Greater financial sustainability (70% of budget met by member dues; 15% by grants; 15% by donations)</p>	<p>Regular and timely dues payments</p>	<p>Board / Treasurer Each organization responsible for paying</p>		<p>Leadership Council reports on dues at each meeting</p>

GVAT Strategic Plan 2020 – 2021

		dues on anniversary date		
Young emerging leaders gain experience in leadership for the common good. GVAT gains insight from engagement of younger leaders	7 Mentorships for CCSS leadership development students. Training for mentors / mentees. Ongoing support for relationship building	Board Vice-Chair Lead Organizer	CCSS	External funding support
Stronger relationships with indigenous organizations	Staff and leadership devote time and effort to identifying how we can support indigenous organizations Campaigns are designed to reflect concerns of indigenous organizations	Lead Organizer Leadership Council		Examples: Local First Nations / councils; Victoria Native Friendship Centre; M'akola Housing; First Nations Health Authority
Leadership is more diverse, including representation from BIPOC, LGBTQ, people with lived experience, youth	Leadership and recruitment efforts target organizations and individuals who are conscious and representative of diversity and inclusion	Board Lead Organizer		Build stronger relationships with indigenous organizations
Internal and external communications are strengthened, GVAT has higher and more recognizable public profile and reputation; members report feeling safer, fewer instances of discriminatory speech internally, more inclusive language used internally; compelling and engaging messaging to media; recruitment increases due to	Communications products: Quarterly newsletters - stories of success in each of 3 ARTs; information about events; weekly updates on campaigns and a growing use of such platforms as social media, Slack and Google Docs which facilitate shared and asynchronous engagement; on-boarding meetings with newcomers to GVAT; inclusive	Lead Organizer Communications Sub-committee reporting to Leadership Council		Communications sub-committee develops plan and metrics for success; finds funding for communications consultant

GVAT Strategic Plan 2020 – 2021

recognition	language policy guidance; communications strategy			
-------------	--	--	--	--

Activity area: Affordable Housing and Homelessness

Goal: Everyone in the Capital Region can find a suitable, healthy and affordable home

Sept – Dec 2020

Outcomes	Outputs needed for each	GVAT leads	Partners	Actions to assure success
Broad legalization of secondary suites in Oak Bay	Lobbying to Oak Bay Council	Liam Patricia Sanders		Mobilizing community support in period leading up to Council decision Analysis of council members' positions and potential support
Increased provincial funding for supportive housing and response to homelessness	Letter writing Community support			Strengthen relationship with ministry (province has already taken some short- and longer-term actions here)
Increased public recognition of housing need and practical local solutions for homelessness Public support for supportive housing initiatives	Civic Academy (GHIMBY) workshops in Victoria (approx 4 + 2 trials)	Pablo / Chet	Existence Project Our Place Cool Aid	Mobilize ART team to provide feedback on pilot workshops Mobilize neighbourhood groups to participate
Youth aging out of care have suitable affordable and supportive housing options	Raise profile of youth housing issue	Yvonne / Merle	Threshold Housing Cool Aid, YES others	Letter writing to influence provincial funding
Preserve affordable rental housing	Monitoring and analysis of renovictions / demovictions as COVID restrictions eased	Matthew / Kari	VTAG	

GVAT Strategic Plan 2020 – 2021

Revise Residential Tenancy Act to strengthen tenant rights and reduce demovictions and renovictions	Work with Ministry of MAH to review legislation			
---	---	--	--	--

Jan – Dec 2021

Outcomes	Outputs needed for each	GVAT leads	Partners	Actions to assure success
Increased funding and development incentives for non-market housing (co-ops; social housing; supportive housing) Municipal requirements for affordable proportion of new development	Research to support policy recommendations Interaction with federal and provincial political leaders to influence policy choices		City of Victoria Cooperative Housing Federation of BC	Research and analysis of policy options Interviews Building alliances with like-minded organizations Minimum affordable housing requirements for new developments Strengthen relations with BC Housing
Affordable housing growth targets by neighbourhood	Different approaches for different municipalities		Community organizations	Civic academies Participation in Saanich community consultations Analysis of publicly owned land or empty provincial facilities by municipality
Increased public recognition of housing need and practical local solutions for homelessness Public support for supportive housing initiatives	Civic Academy (GHIMBY) workshops in James Bay, Fairfield, Burnside/Gorge, North Park, Harris Green and Fernwood	Pablo / Chet	Existence Project Youth Empowerment Society	Mobilize ART team to provide feedback on pilot workshops Mobilize neighbourhood groups to participate

GVAT Strategic Plan 2020 – 2021

Youth aging out of care have suitable affordable and supportive housing options (long term: 150 additional dedicated housing units)	Raise profile of youth housing issue	Yvonne / Merle		Letter writing to influence provincial funding
Preserve affordable rental housing Revise Residential Tenancy Act to strengthen tenant rights and reduce demovictions and renovictions	Monitoring and analysis of renovictions / demovictions / illegal rent increases as COVID restrictions eased Work with Ministry of MAH to review legislation	Matthew / Kari	VTAG	Briefing document on eviction ban Reach out to rental task force - update Advocate for municipal bylaws Monitor loss of affordable rental units Meet with Minister of MAH
Build political alliances to strengthen GVAT power	Strengthen linkages to community associations, CRD and councillors			Build relationships with CRD councillors to share information

Notes : Affordable housing requirements in each municipality to be assessed in relation to regional growth projections, affordable housing targets, and Housing Needs Assessments consistent with MAH requirements.
 Consider innovative campaigns such as doctors prescribing housing.
 Take a higher profile at public hearings and council meetings, with well-prepared briefs.

GVAT Strategic Plan 2020 – 2021

GVAT Strategic Plan 2020-21

Activity area: Climate Justice

Goal: Get a full set of focal issues approved by GVAT assembly, build capacity, continue Forestry campaign and launch one or more effective and inspiring new campaign(s).

Sept - Dec 2020

Outcomes	Outputs needed for each	GVAT leads	Partners	Actions to assure success
Approved set of issues and campaign areas	Recommendations to Delegates' Assembly	Eric Doherty, Jane Welton, Gertie Jocksch & GVAT Staff.		See below
Progress with respect to our Forestry Ask	Officially notify the new BC govt of our ask. Utilize a variety of strategies to pressure or support relevant politicians and govt staff to implement all the recommendations of the New Future for Old Forests report with adequate funding. Utilize a variety of timely strategies as circumstances change. Raise public awareness of the climate justice aspects of old growth logging	Jane Welton GVAT staff		
ART team members engaged and trained	Develop and apply evaluation criteria for action proposals	Eric Doherty, Jane Welton, Gertie Jocksch & GVAT Staff.		Team members Apply and discuss criteria in relation to potential campaign areas to derive priority recommendations

GVAT Strategic Plan 2020 – 2021

Focus interviews on proposed issue areas	Interview reports that help select and refine issue areas and potential campaigns	Eric Doherty, Jane Welton, Gertie Jocksch & GVAT Staff.		Carefully select interviewees and questions to refine issues and potential campaigns. Ensure reports are clear and focused.
Opportunistic and strategic interventions	Campaign plan(s) Volunteer efforts	To be determined		Select appropriate issues and organize effective interventions. ART builds public profile and credibility

Notes: The GVAT Climate Justice Action Research Team (CJ ART) will progress from its current stage (mostly focused on research) to propose a set of priority issues and specific campaign areas for approval by a GVAT assembly. These issues and campaigns will be evaluated using a set of criteria (multiple accounts evaluation) to focus discussion within the CJ ART and in external interviews. This will be a form of applied training, and build the capacity of ART members to discern action items that effectively advance GVAT’s goals.

Once a set of priority issues and specific campaign areas for the CJ ART have been approved by a GVAT assembly, the CJ ART will map out a campaign plan with one or more major issue areas and flexibility to intervene strategically when opportunities arise. The CJ ART will, through its Forestry Subcommittee, continue to move its already approved Forestry Ask forward.

Jan – Dec 2021

Pending approval of upcoming Delegates’ Assembly we are not in a position yet to map out detailed activities for the full 2020-21 plan period. However our intentions include:

Outcomes	Outputs needed for each	GVAT leads	Partners	Actions needed to assure success
Formalize the listen, plan, act, reflect cycle in our work	Workshops and reports	To be determined		Create or find clear instructions for this process, and refine through use.

GVAT Strategic Plan 2020 – 2021

Becoming a recognized and respected voice for climate justice in Greater Victoria	E.g. 10 main stream media stories on our work, significant social media impact	To be determined		Produce media releases, op-eds etc. Build relationships with individual reporters. (Requires compelling campaign focus and action).
Initiating at least one campaign where GVAT is widely recognized as the leading / coordinating group	Campaign plan, materials, and actions.	To be determined		Selecting good campaign focus and creating a campaign that will inspire GVAT members and groups to contribute.
Recording a number of minor victories, such as city council votes on issues we are working on.	Organizing interventions and publicizing results to GVAT groups and externally (newsletters, social media, etc)	To be determined		This can include timely issues we put relatively minor amounts of work into, and as part of larger campaigns.
Establishing stronger linkages to GVAT organizations with environmental sub-groups (e.g. Union environment committees).	List of contacts / groups. Interview reports.	To be determined		Organizing interviews and meetings to establish relationships with key individuals and discuss common interests.

GVAT Strategic Plan 2020 – 2021

GVAT Strategic Plan 2020-21

Activity area: Mental Health and Addictions

Overall Goal: To improve the lives of those affected by mental health and substance use issues

Sept - Dec 2020

Outcomes	Outputs needed for each	GVAT leads	Partners	Actions to assure success
<p>ACCESS</p> <p>Development of an alternate mobile crisis response program with teams throughout Greater Victoria</p>	<p>GVAT brief to Strat Hub summarizing preferred approach, reviewing current players, funding options and recommending action</p> <p>Draft letters and meetings with City of Victoria and other decision makers communicating GVAT position</p> <p>Letter writing campaign</p>	<p>Lead Organizer Ruth, Brigitte</p>	<p>Our Place Cool Aid Psychosocial Rehabilitation Collaborative (PSR)</p> <p>Mental Health Recovery Partners (MHRP - SI)</p> <p>Victoria Native Friendship Centre</p> <p>Island Health</p>	<p>Research - Interview key individuals and agencies; ACT teams. Study and summarize innovative models in use elsewhere (e.g. CAHOOTS)</p> <p>Power analysis to identify key decision makers and influence channels.</p> <p>Summarize range of community initiatives already being explored by various local actors, including funding options</p> <p>Identify timing and opportunities for influence.</p> <p>Summarize key arguments in support of recommended action, prepare for sustained campaign, recruit allies.</p>

GVAT Strategic Plan 2020 – 2021

Jan - Dec 2021

Outcomes	Outputs needed for each	GVAT leads	Partners	Actions to assure success
<p>ACCESS</p> <p>Creation of a low barrier, sustainable, central access portal for mental health services in the region</p> <p>Long term, stable funding for peer support / navigators</p> <p>Regular training opportunities for peer support / navigators starting in Fall 2021</p> <p>Stronger coordination and integration of mental health services in the region</p>	<p>Co-convene community organizations interested in peer support beyond mental health (including lived experience with addictions and homelessness)</p> <p>Develop a GVAT strategy to support community service providers in a common effort on a shared campaign</p>	<p>Lead Organizer Chris / Hazel / Brigitte</p>	<p>Psychosocial Rehabilitation Collaborative (PSR)</p> <p>Mental Health Recovery Partners (MHRP SI)</p> <p>Our Place</p> <p>Cool Aid</p> <p>Native Friendship Centre</p> <p>The Existence Project</p> <p>Island Health</p>	<p>Power analysis - key players and decision makers (post election)</p> <p>Research on current or planned actions in the region, and key community leaders (interviews); research on funding constraints and sources.</p> <p>Review Wellness Model developed by MHRSP SI</p> <p>Review Pathways to Hope recommendations</p> <p>Transitional Peer Support Program</p>
<p>EDUCATION</p> <p>Pilot Program to expand mental health services in schools</p>	<p>Define and scope community based, comprehensive mental health pilot in one primary (K-5) and one middle school (6-8) in SD61.</p> <p>Identify partner organizations to lead pilot program.</p> <p>Frame funding request to implement pilot</p>	<p>Ruth / Mary</p>	<p>SD61</p>	<p>Information campaign</p> <p>Identify allies and support groups</p> <p>Consult various provincial ministries</p> <p>Interview key personnel involved in piloting Pathway to Hope school projects eg (Comox/Courtenay Elementary Community School Society)</p> <p>Re-Interview school counsellors for updates</p>
<p>Provincial policy to offer courses in Indigenous languages to all students</p>	<p>Mobilize community support for Lorna Williams initiative through organizing an online event for</p>	<p>Robert O / Ruth / Mary</p>	<p>SD 61?</p>	<p>Engage with Lorna Williams to follow up her initiative</p> <p>Identify partners in education sector</p>

GVAT Strategic Plan 2020 – 2021

	<p>GVAT members and the general public</p> <p>Develop a funding proposal for pilot phase with partner organizations</p>			
<p>HOUSING FIRST</p> <p>Province committed to 100 additional units of supportive housing for individuals suffering from mental health / addictions challenges</p> <p>Public recognition of housing needs and support for practical solutions for homelessness</p>	<p>Co-sponsor civic academies to raise awareness and provide information about mental health and housing</p> <p>Work with Housing ART to ensure supportive housing proposals include wrap-around services</p>	<p>Lead Organizer Pablo, Chris</p>	<p>Existence Project Anawim House Our Place Cool Aid Native Friendship Centre</p>	<p>Team members continue to interview relevant partners</p> <p>Collaboration with Housing ART</p>