

INN FROM THE COLD - KELOWNA



2011-2015 STRATEGIC DIRECTIONS

A COMPREHENSIVE LOOK AT FUTURE
DIRECTIONS

1157 SUTHERLAND AVENUE
KELOWNA, B.C.



OVERVIEW AND STRATEGIC PLANNING DOCUMENT

MOVING INN FROM THE COLD- KELOWNA FORWARD TO 2015

INTRODUCTION

Inn From the Cold- Kelowna (IFTC) has experienced much change during the 12 years it has been in operation. A significant portion of this change occurred in the past 5 years, as IFTC moved from operating out of a church to occupying its own space and providing increased supports for their guests. The next 5 years are sure to be pivotal as well, as the Board of Directors has been hard at work planning changes and improvements to the services the Inn provides, all as part of their strategic planning process.

In looking forward, it's important to reflect on the past, most notably, the strengths of the organization thus far. IFTC finds strength in its volunteer base and the philosophies under which it operates. Guests return, winter after winter because of the unique way they are treated, as guests of the Inn and members of the community. Guests express a non-judgmental feeling at the Inn, which is likely directly related to the minimal barrier approach that IFTC has worked to maintain. IFTC aims to bring the community together to support each and everyone, and in doing so, has created a safe and welcoming environment for the community's most vulnerable.

The next 5 years for IFTC will bring exciting opportunities to continue to care for the community's most vulnerable. The strategic goals outlined in this document highlight the move towards expanded services, permanent housing for the "hardest to house", a continued focus on developing volunteers and the possibility of a social enterprise. Each of these strategic goals is congruent with the philosophies under which IFTC operates and will bring about significant change. IFTC has embarked on a major journey with significant outcomes anticipated to address the issue of homelessness in Kelowna.

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GUIDING PRINCIPLES

HISTORY AND VALUES

Inn From the Cold- Kelowna is a society that began in 1999 as an ecumenical group of volunteers dedicated to providing shelter during the coldest winter months to people experiencing homelessness in the community. Today, IFTC is a volunteer based society that operates as a registered charity responsive to the needs of people experiencing homelessness.

IFTC values:

- A *welcoming* environment where guests are people first,
- *Compassion* for guests by delivering services that are inclusive, non-judgmental, and encouraging
- An atmosphere of *mutual respect* which incorporates the confidentiality, personal privacy and dignity of guests, volunteers, and staff.

PURPOSES OF THE INN FROM THE COLD- KELOWNA

As stated in the Constitution, drawn up when IFTC became a society in September, 2007, the purposes of IFTC are:

- To provide emergency overnight shelter to adult people living on the street;
- To offer an environment of respect, compassion and caring;
- To build community relationships with individuals, agencies or groups to advocate for the needs of guests.

VISION

A community where no person is homeless.

MISSION

To respond to the needs of people experiencing homelessness in a welcoming, compassionate and mutually respectful manner.



INTERNAL DEMOGRAPHICS

SERVICES OFFERED

IFTC has expanded to provide the following three services:

1. Emergency overnight shelter for people living on the street during the coldest winter months (Nov - April)
2. Case management and Outreach Services (year round)
3. Inn-Home Support Advocacy (year-round program)

1. EMERGENCY SHELTER

The shelter is currently the largest component at IFTC and has been in operation the longest. Presently, the shelter has the capacity to shelter 35 individuals. IFTC prides itself in being a minimal barrier shelter serving the most vulnerable homeless members of our community. The following are priorities for service:

- Couples and adult family members
- Persons with pets
- Persons who do not access other shelters
- Transgender individuals
- Persons who work past curfew times (sex trade and traditional employment)
- Persons unable to access other services due to ban, time limits, red zone court orders, personal conflicts etc.

Minimal Barrier refers to the expectations, rules, and demands placed upon the guests that dictate access to services. The aim is to have as few barriers as possible to allow more people access to services. The belief is that barriers would otherwise limit access to services. In housing, this often means that guests are not expected to abstain from using drugs or alcohol to access services.

During the 2010/2011 shelter season, 4643 overnight stays were recorded. Of these, 92% were listed as being priority guests for one of the above reasons. The average number of guest per night was 28.3 with an overall occupancy rate of 82.16%. Overnight stays have increased dramatically since 2007/2008 when overnight stays totaled 2866. This is due in large part to increased capacity with a move to the current location on Sutherland Avenue and a longer season of operation.



2. CASE MANAGEMENT AND OUTREACH SERVICES

While relatively new, the addition of case management and outreach services has provided an opportunity for follow-up of guests and better management of referrals, supports, and general assistance to guests. Providing services for 30hours/week allows the case manager to participate in street outreach, intake of guests at the shelter, provide harm reduction education, and make referrals to other agencies. In addition, the case manager spends time providing support and building relationships with other community agencies. It is anticipated that the workload of the case manager will increase during the shelter season leading to more consistent and thorough service provision.

3. INN-HOME SUPPORT ADVOCACY

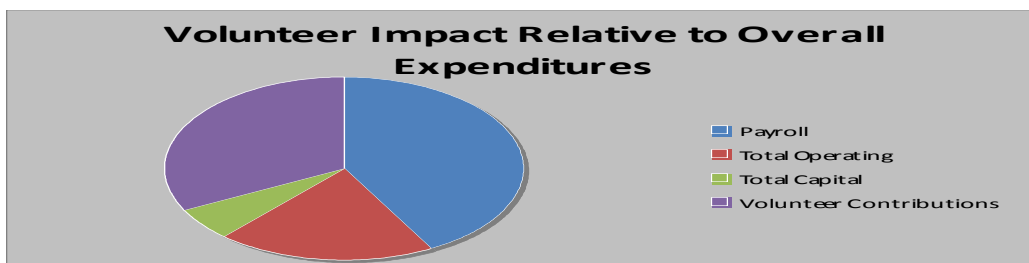
The Inn-Home Support advocacy program was developed to aid with homelessness prevention. The main aim of the program is to lend support to newly housed persons who have previously experienced homelessness. Advocates are paired with clients to provide support for difficulties ranging from loneliness to advocacy with housing providers. This program however does not assist clients to find housing, as there are multiple agencies in Kelowna providing this service.

Currently there are 36 trained advocates and 29 total client referrals for the 2010/2011-year. 27 clients are currently actively receiving support of an Inn-Home Support Advocate.

VOLUNTEER PARTICIPATION

Volunteers are the heart and soul of IFTC. For many years, the organization was run entirely by volunteers and a substantial amount of volunteer support continues to be essential for IFTC operations. . During the past season, IFTC had 222 active shelter volunteers with over 5079 hours volunteered with a value of \$91422! These volunteers contribute to the unique ability the Inn has in ensuring guests feel comfortable and welcome in a non-judgmental way. IFTC strives to engage the community in solving the problem of homelessness and volunteering is one of the best ways for community members to develop a meaningful relationship with the homeless of the community. Awareness building and education can take place in a comfortable environment where mutual respect exists.

In addition to creating an atmosphere of community involvement, volunteers contribute a significant amount from a financial perspective as well. In the past year, the economic value placed on the volunteer hours accounted for 33% of the total annual budget. The following graph shows volunteer contributions relative to overall costs at IFTC.



ENVIRONMENTAL CONTEXT

IFTC operates as an independent non-profit with no official ongoing funding being received provincially at present. In the most recent year of funding, a grant from Service Canada financed more than 60% of the total operating expenses however Service Canada funding will be reduced next year. Other avenues of funding will need to be explored including the possibility of provincial funding and other grants.

Despite the current lack of provincial funding, understanding the overall directions and strategies in housing for the province is important.

PROVINCIAL DIRECTIONS

In 2006, the Provincial Government in British Columbia released a comprehensive Housing Strategy called Housing Matters BC to address homelessness and other housing issues. 6 Strategies were released with 3 related to more stable housing matters and 3 related to homelessness and immediate needs. These priorities are:

- Strategy 1- The homeless have access to stable housing with integrated support services
- Strategy 2- BC's most vulnerable citizens receive priority for assistance
- Strategy 3- Aboriginal Housing need is addressed

In 2009, the provincial Government released 2 new priorities:

- Individuals or households with special housing needs will be given priority access to subsidized housing
- Provincially owned subsidized housing will be renovated to better meet the needs of low-income households with special housing needs, such as seniors with enhanced accessibility requirements.

These combined strategies indicate the recognition by the Provincial Government in BC that the priorities in addressing housing must be the most vulnerable and those with special needs.

The Government of BC provides funding for emergency shelters through the Emergency Shelter Program. IFTC however currently does not receive funding, likely due to it's seasonal nature. The Provincial program states that shelters receiving funding must operate with the following principles:

- Core services are accessible and client-focused
- Transparent and accountable operations
- Welcoming, safe and secure service environment
- A collaborative and innovative sector environment

- Target population are the “absolute homeless”
- Expectation to provide essential services
- Encouraged to provide gateway services

LOCAL NEEDS

In early 2011, an evaluation of the homelessness in Kelowna was completed and compiled in a report by the Regional District of Central Okanagan. The report stated that the homeless in Kelowna included more individuals with complex needs in addition to an older population of homeless individuals.

Based on their survey of Kelowna Shelters in November and December of 2009, approximately 125 individuals were in shelter at that time. This number represents the “absolute homeless” but does not account for the “hidden homeless”, those who have temporary shelter, are staying with friends or are being exploited for a place to stay. It is estimated that approximately 4/5 homeless are categorized as hidden homeless and therefore it is estimated that 625 individuals might have been homeless in Kelowna at the end of 2009.

In analyzing the situation in Kelowna, the Regional District report identified three main issues:

1. **Need for housing.** Housing that is long-term and provides supports for individuals with high-risk behaviours and complex needs was highlighted in addition to safe, affordable, subsidized and accessible housing.
2. **Addictions and Mental Health Services.** The provision of specialized housing for those with addictions and mental health issues was identified as well as 24 hour emergency mental health services, treatment for youth, smoother transitions between care providers and reduced waiting lists.
3. **Reduction in barriers to employment.** Basic life skills training, programs for lower functioning individuals, a livable wage and assistance for people with criminal records, brain injury, and mental illness were all listed as possible solutions to common barriers to employment.

In summary, the Regional District of Central Okanagan suggested 3 key priorities to managing homelessness in Kelowna from 2011-2014:

- Case-workers/outreach to support individuals to acquire & sustain housing
- Case-workers/outreach to support those for who may not be ready, willing &/or able to access or sustain housing
- Information exchange - 'real-time' housing information, and support staff awareness of community services.



PHILOSOPHIES OF CARE.

Traditionally these housing needs have been met by following a continuum of services ranging from emergency shelters with high supports and moving towards home ownership. This supposes that supports can be reduced as an individual ‘graduates’ to the next level of housing and that graduating to more permanent housing can only occur once an individual has progressed to a stage where they require less supports. The other assumption is that every individual has the ability to progress through from a high-supports environment to one that is less supportive and more permanent.

A new philosophy in housing has been developing over the past decade. This philosophy operates under the understanding that housing is a right, that homelessness is a housing problem, that people who are homeless should be stabilized in permanent housing as quickly as possible and connected to resources and that the issues that may have contributed to homelessness can best be addressed once housed.

HOUSING FIRST

The Housing First approach rests on a few simple strategies:

- Provision of **Permanent** housing
- No expectation of abstinence or treatment
- The provision of supports

The aim is to meet individuals where they are and to provide permanent housing to the very hardest to house as they continue to struggle with meeting the expectations of traditional housing. The outcome is a long-term reduction in reliance on crisis services; a reduction in hospital visits, admissions and duration, and a reduction in the use of the judicial system. One study, published in the Journal of the American Medical Association demonstrated a total monthly savings of \$2449 per individual housed and a total savings of \$4 Million across the continuum to house 95 individuals for one year. Other benefits included a reduction in hospital visits, admissions and duration and a 2% decrease in daily drinking per month of housing. Interestingly, these results applied to the individuals with the highest consumption rates in the year prior and an increase in length of housing was correlated with a greater reduction in use and cost of services.

A recent report compiled by the National Council of Welfare concluded that, “consistent results have reinforced the main conclusion that it costs less and produces greater rates of success to house people, than to keep paying for the over-use of expensive public services due to homelessness.”

Due to IFTC’s aim to provide low-barrier housing and their acceptance of guests as they are, the Housing First philosophy is a natural fit for the organization. The long-term vision of IFTC is a community where no person is homeless and a shift to the provision of permanent housing and supports for the hardest to house is a well-researched strategy to bring that vision to reality.



STRATEGIC DIRECTIONS

THE STRATEGIC PLANNING PROCESS

IFTC is approaching an exciting crossroads and in order to be best informed, has engaged in strategic planning over the last number of years. Recently, a formal strategic planning session was hosted with the Board of Directors and Tara Tschritter, IFCT Coordinator, to set the strategic direction for the next 5 years. Extensive research and stakeholder assessments were completed. The process is summarized below:

RESEARCH

- **Provincial Directions.** An extensive search of provincial documents related to homelessness was conducted to better understand the provincial mandates in place. Additional Internet databases were used to clarify language used and to compare National and North American directions.
- **Regional Direction.** A recently prepared Stakeholder Review was obtained from the Regional District to best inform the regional priorities and strategies. The City of Kelowna website was used to supplement this information.
- **Best practices.** An Internet and journal article survey was conducted of homelessness strategies and organizations covered recently in the media and which have received recent awards.
- **Site Visits in Seattle and Vancouver- Site visits were completed by IFTC staff at** Look Out, Rain City, Insight and First United in Vancouver and DESC in Seattle. This provided an opportunity to share resources etc.
- **Coordinator and board member interviews.** Interviews were conducted to understand the organizational structure and processes, as well as the strategic needs of the organization.

STAKEHOLDER CONSULTATION

- **Volunteer meeting.** Facilitators attended and recorded a volunteer stakeholder meeting with seven volunteers. Interviewed an additional volunteer at IFTC.
- **Guest Interviews.** Facilitators spent an evening interviewing and recording guests in group and individual settings at IFTC.
- **Staff Survey and Comments.** We analyzed annual evaluation comments and the responses to a three-question survey, which were compiled by the coordinator.
- Each stakeholder process included the following three questions:
 1. When you walk through the doors of IFTC five years from now, what do you see?



2. The board is considering permanent housing. How do you feel about this?
3. What do you love about IFTC?

STRATEGIC PLANNING SESSIONS

- **Niche clarifying exercise.** Allowed board members to determine as a group that they wish IFTC to further clarify its role in the community as serving adult men, women, with low barriers, and additional supports, while maintaining emergency services in a communal environment and moving towards more permanent housing that remains outside of Kelowna's downtown core.
- **Strategy development.** 4 main objectives were identified and explored during the strategic planning sessions. These strategies were then taken and broken down further by the IFTC Board of Directors.

2011-2015 STRATEGIC GOALS

1. VOLUNTEER DEVELOPMENT-

Grow our volunteer base while maintaining and nurturing our current volunteers (2011-2015)

2. EMERGENCY HOUSING AND SUPPORTS

Continue to provide emergency housing with supports to meet our guests' needs (2011-2015)

3. PERMANENT HOUSING FOR THE "HARDEST TO HOUSE"

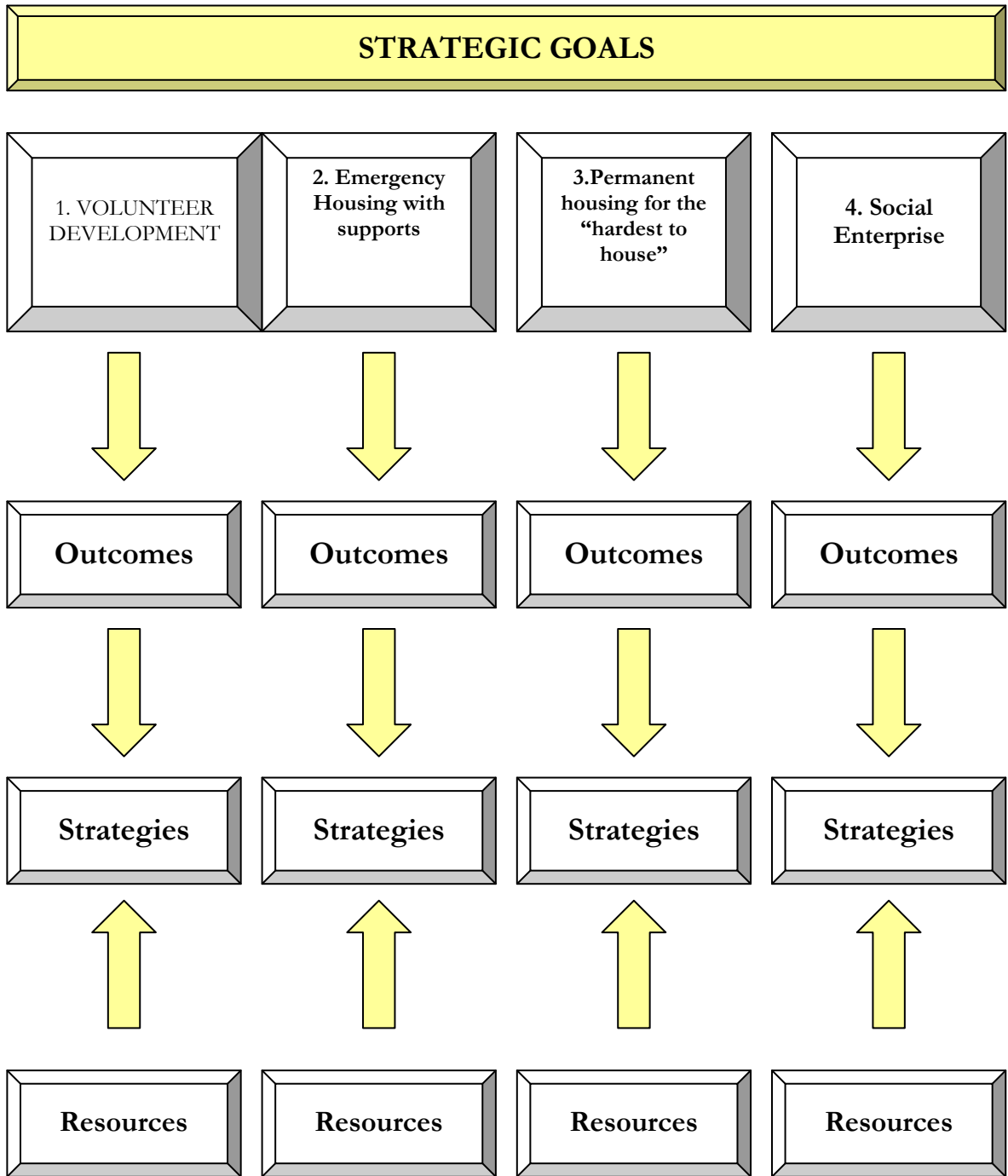
Consider options for providing permanent housing for the "Hardest to House" (2011-2015)

4. SOCIAL ENTERPRISE

Explore options for developing a social entrepreneurship initiative (2012-2015)



INN FROM THE COLD- KELOWNA STRATEGIC PLANNING FRAMEWORK



GOAL 1: VOLUNTEER DEVELOPMENT- Grow our volunteer base while maintaining and nurturing our current volunteers.

Desired Outcomes:	Strategies:	Resources:	Performance Measures:	Timelines
<p>IFTC adopts successful volunteer strategy</p>	<ol style="list-style-type: none"> 1. Assign responsibility for volunteer development to an individual or committee (Consider creating a position specifically for volunteer development) 1. Research successful strategies locally and Nationally ie: Canadian Cancer Society, KGH, SPCA. 2. Research best practice in volunteer recruitment 3. Revise current strategies and where appropriate, make necessary adjustments. 4. Maintain and use volunteer database 	<p>Utilize volunteer liaison (volunteer position) and provide assistance with committee if appropriate</p> <p>Canadian Cancer Society, KGH, SPCA</p> <p>Imagine Canada Resources</p> <p>Existing database</p>	<p>An informed volunteer strategy document is adopted.</p> <p>Frequency of use of volunteer database</p>	<p>January 2012</p> <p>2012- April/May 2012</p> <p>April/May 2012- July</p> <p>Ongoing</p>
<p>Maintain and Nurture current volunteers</p>	<ol style="list-style-type: none"> 1. Create opportunities for volunteers to connect with the purpose of the organization. <ol style="list-style-type: none"> 1.1 Social justice inspiration (A Night at the Inn, Dine out Events, newsletters, websites, training) 1.2. Include real life examples of the impact of volunteerism on all communications 1.3. Book/ Movie Club 2. Offer training opportunities tied to volunteer shift commitments (Crisis Intervention, Food Safe, First Aid) 	<p>Consider engaging local book or movie stores to organize and sponsor book/movie club</p> <p>Training organizations such as St. John's Ambulance, Justice Institute, Crisis Prevention Institute.</p>	<p>% of volunteers who return season after season</p> <p>Participation rates and feedback related to movie or book club, guest stories and social justice inspiration.</p> <p>% of volunteers who utilize training opportunities</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Beginning October, 2011</p>

GOAL 1: Volunteer Development

Desired Outcomes:	Strategies:	Resources:	Performance Measures:	Timelines
<p>Skilled volunteers will offer their talents to IFTC</p>	<p>3. Create a satisfaction survey for volunteers to complete annually</p>	<p>Survey Monkey</p> <p>UBCO, Okanagan College, Sprott Shaw, Justice Institute</p>	<p>Completed survey accurately measure satisfaction and provides suggestions for improvements with volunteer engagement</p>	<p>2012- April</p>
	<p>4. Ensure all communication with volunteers is prompt and responsive to their needs</p>		<p>% of correspondence returned within 2 business days</p>	<p>2011- October</p>
	<p>1. Facilitate practicum opportunities</p> <p>1.1. Develop practicum guidelines and procedures</p> <p>1.2. Develop interview process</p> <p>1.3.. Identify practicum needs and job descriptions (ie: social work, human service worker etc).</p> <p>2. Specify recruitment efforts to focus on skilled volunteers (in addition to, not to the exclusion of other volunteers)</p> <p>2.1. Clearly define "skilled volunteers" beneficial to IFTC</p> <p>2.2. Pull skilled volunteers from existing volunteer base</p> <p>2.3 Strategically recruit board members</p> <p>2.4. Seek out skilled health and mental health professionals and addictions councilors for new program planning</p> <p>2.5. Openly verbalize skilled volunteer needs and keep at forefront in all interactions within the community (encourage staff and other volunteers to do the same).</p>		<p># of new practicum completed</p> <p>Procedures handbook is developed</p> <p>Interview process is standardized</p> <p>Needs assessment completed</p> <p># of new "skilled volunteers"</p>	<p>2011- October- 2012- April</p> <p>Ongoing</p>

GOAL 1: Volunteer Development

Desired Outcomes:	Strategies:	Resources:	Performance Measures:	Timelines
Develop and grow existing pool of operational volunteers	<ol style="list-style-type: none"> 1. Focus on mature male advocates for Inn Home Support 2. Create specialized volunteer roles ie: donations manager, kitchen manager, supply pick-up, facilities maintenance, moving assistance etc. 3. Sign-up and bring a friend campaign (all communications) 4. Provide opportunities for existing volunteers to shape organization ie: through participation in subcommittees, focus groups and future planning (see goals 2,3 and 4.) 5. Consider volunteer partnerships with other agencies ie: Reciprocal relationships. 6. Seek out opportunities for communications or advertising to support volunteer recruitment <ol style="list-style-type: none"> 6.1. Use personalized stories as often as possible 6.2. Consider personalized stories on website, in newspapers, radio, newsletters, pamphlets, and at Volunteer fair 		<p># of new Inn Home Support volunteers</p> <p>% of volunteers who refer friends</p> <p>% positive feedback from volunteers who state they feel involved in the organization</p> <p>% of new volunteers citing advertising as referral source</p>	<p>Ongoing</p> <p>2012- January</p> <p>2012- Januray</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>
	Our community is engaged and educated about homelessness	<ol style="list-style-type: none"> 1. Present at Faith Organizations 2. Use IFTC Dine Out Events as an opportunity for recruitment and awareness building <ol style="list-style-type: none"> 2.1. Provide brochures and volunteer signup sheets on table 	<p>Relationships with various faith organizations such as: Christian, Muslim, Buddhist, Atheist, Agnostic, Sikh, Jewish</p>	<p># of presentations completed and % of positive feedback received from presentations</p> <p>Local community continues to support IFTC</p>

GOAL 1: Volunteer Development

Desired Outcomes:	Strategies:	Resources:	Performance Measures:	Timelines
	<p>3. Presentations (in person or video) to non-traditional stakeholders</p> <ul style="list-style-type: none"> 3.1. Corporate staff meetings (Wal-Mart, Rona, Costco, Shaw, Home Depot etc.) 3.2. Yacht Club 3.3. RCMP 3.4. The City of Kelowna 3.5. Malls 3.6. Malls 3.7.. Banks 3.8. Chamber of Commerce 3.9. Retired groups: - Teachers, nurses, social workers 		<p># of presentations completed % of positive feedback received from presentations</p>	<p>Ongoing</p>

GOAL 2: EMERGENCY SHELTER WITH SUPPORTS- Continue to provide emergency housing with supports to meet our guests; needs

Desired Outcomes:	Strategies:	Resources:	Performance Measures:	Timelines
Target guests' needs are met in an optimal fashion	<ol style="list-style-type: none"> 1. Define IFTC target guest 2. Consider other coordinating agencies' mandate 3. Review target guest population on an ongoing bases (Review intake assessments to ensure congruency) 	<p>IFTC Documentation and Annual Reports</p> <p>Gospel Mission, NOW Canada, Canadian Mental Health, John Howard Society etc.</p> <p>Intake assessments</p>	<p>Defined as: Minimal barrier shelter for women and individuals who suffer from mental health and addictions issues that manifest in undesirable behaviours</p> <p>% of guests meeting target guest description</p>	<p>Completed</p> <p>Ongoing</p> <p>Ongoing</p>
Policies and operations reflect target guests' needs and purpose of IFTC	<ol style="list-style-type: none"> 1. Review hours of operation <ol style="list-style-type: none"> 1.1 Consult with stakeholders (guests) to determine details of desired changes to hours of operation 1.2 Review staffing and volunteer needs if hours extended and determine feasibility 1.3 Pilot extended hours and evaluate outcomes 2. Review season of service <ol style="list-style-type: none"> 2.1 Consult with stakeholders (guests) to determine details of desired changes to season of service 	Other successful practices:	<p>Feasibility plan is completed and adopted if appropriate.</p> <p>Feasibility plan is completed and adopted if appropriate.</p>	<p>Beginning January or February 2012</p> <p>Beginning January or February 2012</p>

GOAL 2: EMERGENCY SHELTER WITH SUPPORTS

Desired Outcomes:	Strategies:	Resources:	Performance Measures:	Timelines
	<p>2.2 Review staffing and volunteer needs if season extended and determine feasibility</p> <p>2.3 Pilot extended season and evaluate outcomes</p> <p>3. Evaluate the possibility of Trauma informed care</p> <p>3.1 Research best practice in trauma informed care for the homeless population</p> <p>3.2 Determine staffing, skilled personnel and space requirements to provide trauma care and determine feasibility.</p>	<p>Other successful agencies: Dutch Shisler Sobering Center, Rain City Housing- Vancouver</p>	<p>Feasibility plan is completed and adopted if appropriate.</p>	<p>Beginning January or February 2012</p>
<p>Supports are available to address guest needs</p>	<p>1. Add additional staff with skill-sets specific to guest needs. Consider: Administration assistant, outreach workers, case managers, trauma therapist, Doctor, nurse, EMT</p> <p>1.1 Determine what funding options are available to add supports</p> <p>1.2 Complete needs assessment to determine highest priority supports</p>	<p>Consider partnering with other agencies: ie: CMHA, IHA, etc.</p> <p>Service Canada funding for case management and outreach</p>	<p># of additional support program staff</p> <p>\$ raised in new funding options tied to supports</p>	<p>Late 2012</p>
<p>Structural assets meet needs of target guests and staffing requirements</p>	<p>1. Plan short term measure to meet needs in current space: ie: Office requirements , Safe room requirement, Intoxicated guests , Awake overnight area</p> <p>1.1 Determine what supports can be offered in current space</p> <p>1.2 Highlight gaps in services available in current space</p> <p>2. Consider facility adjustments to meet guests needs in conjunction with permanent housing goal (See Goal 3 for further strategies related to same)</p>	<p>Work with Knights of Columbus to determine options with current space.</p> <p>See Goal 3 for resources</p>	<p>Thorough plan is developed for meeting support needs in current space</p>	<p>Summer 2012</p> <p>January 2012 and onwards</p>

GOAL 2: EMERGENCY SHELTER WITH SUPPORTS

Desired Outcomes:	Strategies:	Resources:	Performance Measures:	Timelines
<p>Community agencies collaborate effectively to provide integrated services to guests</p>	<ol style="list-style-type: none"> 1. Identify possible agencies to collaborate with 2. Share desire to collaborate and strategic goals with partner agencies 3. Assign liaison to ensure proper communication between agencies 	<p>Examples: Living Positive Resource Center- Harm reduction; Ki-Low-Na Friendship Society- Aboriginal Support; John Howard Society- Restorative Justice; Outreach Urban Health- Medical Services</p> <p>Strategic Planning Report</p>	<p style="text-align: center;">Collaborating agencies are identified</p> <p>Reciprocal sharing of strategic planning documents occurs Increase in # of Guests receiving multiple services from various collaborating agencies without overlap.</p>	<p style="text-align: center;">2012- January</p> <p style="text-align: center;">2012- January</p>

GOAL 3: PERMANENT HOUSING FOR THE "HARDEST TO HOUSE"

Desired Outcomes:	Strategies:	Resources:	Performance Measures:	Timelines
<p>Informed planning of structure models to provide permanent housing occurs</p>	<p>1. Assign responsibility of development of permanent housing to a subcommittee</p>	<p>Utilize expertise in the community to sit on subcommittee. Examples might include Interior Health, retired developer, municipal representative, previous or current guest, CMHA representative, political representative, faith representative, community representative, IFTC Board member and staff member, volunteers etc.</p>	<p>Committee is established and meets regularly</p>	<p>ASAP</p>
	<p>2. Begin a process of engaging and communicating with the community and stakeholders</p>		<p>Channels of communication are developed or strengthened within the community</p>	<p>2012- April</p>
	<p>3. Define organizational building needs (ie: Emergency triage area, detox facilities, support services, kitchen, washroom and laundry facilities, pets, etc.</p>	<p>Use information from other existing facilities to provide starting point.</p>	<p>Building requirements have been identified prior to meeting with architect</p>	<p>2012- February</p>
	<p>4. Compare service delivery models (ie: shelter and housing on same site vs. shelter and housing on different sites</p>	<p>Use information from other existing facilities to provide starting point.</p>		<p>2012- February</p>
	<p>5. Meet with architect to discuss needs and review options</p>		<p>Architect delivers potential plans</p>	<p>2011- October and ongoing</p>
	<p>6. Conduct a multi-option feasibility study on permanent housing locations and funding options.</p>		<p>Feasibility study completed</p>	<p>2012- March</p>

GOAL 3: PERMANENT HOUSING FOR THE "HARDEST TO HOUSE"

Desired Outcomes:	Strategies:	Resources:	Performance Measures:	Timelines
Organizational requirements for permanent housing are identified	<p>7. Structural options are reviewed with current landlords</p> <p>1. Identify program requirements</p> <p> 1.1 Identify staffing requirements including job descriptions for new positions and re-assessing existing positions</p> <p> 1.2 Ensure staffing levels can be met given sufficient budget (ie: are the appropriate skill set available in out community)</p>	<p>Use information from other existing facilities to provide starting point.</p>	<p>Resolution to move forward is achieved with Knights of Columbus and IFTC</p> <p>Program requirements are identified and job descriptions are included</p>	<p>2012- January</p> <p>Mid- 2012</p>
The process of change towards a permanent housing provider is managed every step of the way	<p>1. Develop implementation plan for long-term road map of change to permanent housing.</p> <p> 1.1 Assess readiness for change</p> <p> 1.2 Assign responsibility for change management process (ie: external consultant, Board of Directors, President of the Board or specific position created to manage same).</p>	<p>Consult change management resources and complete logic model</p> <p>See page 10, Adopting a Housing First Approach</p>	<p>Change management outline and/or logic model of anticipated changes is completed</p>	<p>Ongoing</p>
Appropriate funding is sought out and secured	<p>1. Develop an anticipated budget divided into initial project costs associated with the move building permanent housing and ongoing operational costs</p> <p>2. Assess current funding sources to determine what changes will take place with a change to permanent housing</p>	<p>Current IFTC Financial reports</p>	<p>Clear leadership for managing the process of change is identified</p> <p>Full budget of projected building costs and operating costs is completed</p>	<p>Early 2012</p> <p>Early 2012</p> <p>2012- January</p> <p>2012- January</p>

GOAL 3: PERMANENT HOUSING FOR THE "HARDEST TO HOUSE"

Desired Outcomes:	Strategies:	Resources:	Performance Measures:	Timelines
<p>Community and stakeholders are actively engaged in the development of permanent housing</p>	<p>1. Develop a process for stakeholder communication</p> <p>1.1 Ensure a complete list of stakeholders is identified</p> <p>1.2 Assign responsibility for engaging different stakeholders as appropriate</p>	<p>Consult stakeholder engagement materials</p>	<p>% of stakeholders able to accurately state their knowledge and involvement with the IFTC move to permanent housing at any given time.</p>	<p>Ongoing</p>

GOAL 4: EXPLORE A SOCIAL ENTREPRENEURSHIP INITIATIVE

Desired Outcomes:	Strategies:	Resources:	Performance Measures:	Timelines
Possible social entrepreneurship opportunities are well researched	1. Assign responsibility to a subcommittee for exploring a social entrepreneurship initiative	Consider representatives from SIFE and community representation.	Committee is established and meets regularly	Mid to late 2012
	2. Ensure that the initiative is integrated with programming, vision and mission of IFTC	Utilize Board of Directors for frequent check-ins	Initiative continues to reflect the strength of the philosophies with which IFTC operates	Ongoing
	3. Ensure initiative incorporates community involvement in the planning process and community participation through volunteerism		Volunteer positions are created specifically for initiatives and members of the community can clearly indicate the services and purpose of the initiative.	Ongoing
	4. Conduct a feasibility assessment for high-potential options	Enterprising Non-Profits	Detailed, multi-option feasibility assessment is completed and submitted to IFTC BoD	Mid 2013
Social entrepreneurship initiative is well planned	1. Enlist assistance from previous social entrepreneurs and learn from their processes	John Howard Society as an example of successful projects.		Mid 2013
	2. Complete a business plan	Planning your social Enterprise	Social entrepreneurship business plan is completed.	Late 2013
Social entrepreneurship initiative is securely financed	1. Ensure business viability		Projected budget shows reasonable growth and financial outcomes.	2014
	2. Consider grants assistance	ENP Grants	# of grants attained to initiate social entrepreneurship	Early 2013

LOOKING FORWARD

IFTC is very well positioned to move forward in the coming years. While the maintenance and development of current services is a key goal identified in the strategic planning process, more significant and large scale changes will take place as IFTC moves to provide permanent housing to engage more deeply in the process of ending homelessness in Kelowna. The following recommendations may assist in ensuring success as so much change is occurring.

RECOMMENDATIONS

1. MAINTAIN THE STRENGTH OF YOUR VOLUNTEERS

Volunteers truly give life to IFTC and this will be even more important as IFTC works to engage the entire community to join in the transition to end homelessness through the provision of permanent housing. Maintaining their voice and spirit will be imperative to ensure that IFTC remains a place where guests feel welcome and respected. IFTC may wish to consider creating a specific volunteer liaison position who would be responsible for managing the needs and development of volunteers.

2. PAY ATTENTION TO THE PROCESS OF CHANGE

IFTC has progressed well through much change in the past and in order to carry that success forward, the process of change must be acknowledge and well managed. This will require detailed planning, open listening, flexibility, patience and time for reflection as an organization.

3. CONTINUE TO ENGAGE THE COMMUNITY IN ASSISTING TO ERADICATE HOMELESSNESS

Broad stakeholder engagement will be imperative in transitioning over the next 5 years. Assisting the community in coming together to support other people is a key aspect of IFTC's success.

4. CONSIDER GRADUAL INCREASES IN SERVICES AND STAFFING TO ALLOW FOR STAFFING AND SUPPORT GOALS TO BE MET

Staffing requirements will grow significantly and may be difficult to fill. It is recommended that a plan for gradually hiring and training staff and skilled professionals will be implemented to ensure greater continuity and ease of transition.

5. LOOK FOR UNIQUE AND OUT OF THE BOX FUNDING OPTIONS

As a shift in services and programming occurs, consider any and all funding options to cover costs.

6. REVISIT YOUR MISSION, VISION AND VALUES OFTEN AND REMAIN TRUE TO YOUR PHILOSOPHIES OF OPERATING

Throughout the growth to date at IFTC, a consistent philosophy of openness and non-judgment has remained. Frequent reflections on touchstones such as the Mission, Vision and Values as well as individuals who best demonstrate these philosophies is recommended.

7. CONSIDER WAITING UNTIL A NEW FACILITY IS BUILT BEFORE MOVING FORWARD WITH A SOCIAL ENTREPRENEURSHIP INITIATIVE.

While planning for a potential future social entrepreneurship initiative is essential as building plans move forward, consider leaving “potential” space at this time to ensure that enough resources can be put towards the enormous task of transitioning to permanent housing. A social entrepreneurship initiative is a significant undertaking in itself and waiting until 2013 or later to devote resources to the initiative might be beneficial.

“Volunteerism is at the center of everything....” Tara Tschritter, Coordinator, IFTC



REFERENCES

2007/2008 IFTC Annual Report

2010/2011 IFTC Annual Report

IFTC Website

<http://www.heretohelp.bc.ca/publications/visions/housing-homelessness/bck/3>

IFTC Handbook

Government of BC Website: [Housing Matters](#)

[JAMA article: Health Care and Public Service Use and Costs Before and After Provision of Housing for Chronically Homeless Persons With Severe Alcohol Problems](#)

[Adopting a Housing First Approach- Booklet](#)

<http://www.endhomelessness.org/content/article/detail/2039>

[Out of Harm's Way: A Minimal Barrier Emergency Shelter for Peterborough](#)

Regional District Report on Homelessness in Kelowna

[Enterprising Non-Profits](#)

[Imagine Canada Resources](#)



EXECUTIVE SUMMARY

INTRODUCTION AND CONTEXT

The next 5 years for IFTC will bring exciting opportunities to continue to care for the community's most vulnerable. The strategic goals outlined in this document highlight the move towards expanded services, permanent housing for the "hardest to house", a continued focus on developing volunteers and the possibility of a social enterprise. Each of these strategic goals is congruent with the philosophies under which IFTC operates and will bring about significant change. IFTC has embarked on a major journey with significant outcomes anticipated to address the issue of homelessness in Kelowna.

VISION

A community where no person is homeless.

MISSION

To respond to the needs of people experiencing homelessness in a welcoming, compassionate and mutually respectful manner.

SERVICES OFFERED

IFTC has expanded to provide the following three services:

1. Emergency overnight shelter for people living on the street during the coldest winter months (Nov - April)
2. Case management and Outreach Services (year round)
3. Inn-Home Support Advocacy (year-round program)

IFTC aims to assist the hardest to house by providing a minimal barrier shelter. Currently, there are 35 beds available for men, women and transgender individuals. IFTC has identified priority guests as couples and adult family members, persons with pets, persons who do not access other shelters, transgender individuals, persons who work past curfew times (sex trade and traditional employment), persons unable to access other services due to ban, time limits, red zone court orders, personal conflicts etc.

Volunteers are the heart and soul of IFTC. For many years, the organization was run entirely by volunteers and a substantial amount of volunteer support continues to be essential for IFTC operations. During the past season, IFTC had 222 active shelter volunteers with over 5079 hours volunteered with a value of \$91422!

In analyzing the situation in Kelowna, the Regional District report identified three main issues:

1. **Need for housing.** Housing that is long-term and provides supports for individuals with high-risk behaviours and complex needs was highlighted in addition to safe, affordable, subsidized and accessible housing.



2. **Addictions and Mental Health Services.** The provision of specialized housing for those with addictions and mental health issues was identified as well as 24 hour emergency mental health services, treatment for youth, smoother transitions between care providers and reduced waiting lists.
3. **Reduction in barriers to employment.** Basic life skills training, programs for lower functioning individuals, a livable wage and assistance for people with criminal records, brain injury, and mental illness were all listed as possible solutions to common barriers to employment.

Due to IFTC's aim to provide low-barrier housing and their acceptance of guests as they are, the Housing First philosophy is a natural fit for the organization. Housing first refers to the provision of permanent minimal barrier housing where there are no expectations of abstinence and supports are offered. The long-term vision of IFTC is a community where no person is homeless and a shift to the provision of permanent housing and supports for the hardest to house is a well-researched strategy to bring that vision to reality.

2011-2015 STRATEGIC GOALS

1. VOLUNTEER DEVELOPMENT- GROW OUR VOLUNTEER BASE WHILE MAINTAINING AND NURTURING OUR CURRENT VOLUNTEERS (2011-2015)

Key Steps:

- Assign specific responsibility for volunteer development to an individual or committee to ensure a successful volunteer strategy can be adopted and maintained.
- Connect volunteers to the purpose of the organization
- Recruit skilled volunteers to help me complex guest needs
- Grow existing pool of operational volunteers
- Educate and engage our community regarding homelessness

2. EMERGENCY HOUSING AND SUPPORTS - CONTINUE TO PROVIDE EMERGENCY HOUSING WITH SUPPORTS TO MEET OUR GUESTS' NEEDS (2011-2015)

Key Steps:

- Identify target guests and their needs
- Ensure operations align with meeting needs of target guests
- Provide supports as able including additional skilled staff to meet guests needs



- Align guests' needs with structural assets as able
- Collaborate with community agencies to provide integrated services to guests

3. PERMANENT HOUSING FOR THE “HARDEST TO HOUSE” - CONSIDER OPTIONS FOR PROVIDING PERMANENT HOUSING FOR THE “HARDEST TO HOUSE” (2011-2015)

Key Steps:

- Assign responsibility of developing permanent housing to s subcommittee
- Conduct a multi-option feasibility study on permanent housing locations and funding options.
- Develop a staff strategy to ensure skilled staffing needs can be met and are adjusted gradually.
- Develop an initial budget and consider all funding options.
- Engage the community and relevant stakeholders in the process of providing long-term housing to the hardest to house.

4. SOCIAL ENTERPRISE- EXPLORE OPTIONS FOR DEVELOPING A SOCIAL ENTREPRENEURSHIP INITIATIVE (2012-2015)

Key Steps:

- Create a subcommittee with responsibility for researching and developing a social entrepreneurship initiative.
- Conduct a feasibility plan for possible social entrepreneurship.
- Complete a business plan for chosen social entrepreneurship.
- Consider all funding options.

RECOMMENDATIONS

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