

INN FROM THE COLD- KELOWNA



2016-2021 STRATEGIC PLAN

1157 SUTHERLAND AVENUE
KELOWNA, B.C.

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In Collaboration with Jan Schulz and IFTC Staff

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Executive Summary

Inn from the Cold- Kelowna (IFTC) is a society that operates as a registered charity responsive to the needs of people experiencing homelessness, and relies heavily on a strong volunteer base. IFTC finds its strength comes from operating as a minimal barrier shelter which provides a safe and welcoming environment for the community's most vulnerable. Every winter guests return because of the unique way they are treated, as guests of the Inn and members of the community. Guests express a non-judgemental feeling at the Inn, likely directly related to the minimal barrier approach that IFTC has worked to maintain.

IFTC offers six types of services which are:

1. Emergency Shelter (Nov-April)
2. Outreach Services and Case Management (year round)
3. Inn-Home Support Advocacy (year round)
4. Chandler House
5. Free store
6. Kelowna Kodiaks Street Soccer Team

The next five years brings exciting opportunities as the Board of Directors has been hard at work planning changes and improvements to the services the Inn provides. As part of their strategic planning process, the organizations guiding principles and financials were put into consideration, and a SWOT analysis was conducted.

The organization has set goals relating to six key areas:

1. Shelter Goals
2. Chandler Goals
3. Kodiaks Goals
4. Outreach Goals
5. Inn-Home Support Goals
6. IFTC Organization Goals

The purpose of this strategic plan is to summarize the goals the organization has put in place in a way that will guide the staff and volunteers, led by the executive director, towards long-term success.

History

In 1999-2000, the efforts of three key people coalesced to bring about the Inn from the Cold in Kelowna. These gentlemen, along with a core group of remarkable, tireless supporters from various churches, felt compelled to do something concrete about the situation of people who bore the hardships of life outdoors in the Okanagan winter. Today IFTC is a volunteer based society that operates as a registered charity responsive to the needs of people experiencing homelessness.

IFTC Guiding Principles

Values

- A welcoming environment where guests are people first.
- Compassion for guests by delivering services that are inclusive, non-judgemental, 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

- 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.



Overview of Services

IFTC provides the following services:

1. Emergency Shelter (Nov-April)
2. Outreach Services and Case Management (year round)
3. Inn-Home Support Advocacy (year round)
4. Chandler House
5. Free store
6. Kelowna Kodiaks Street Soccer Team

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 40 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 families
- 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 this current 2015/2016 season, the shelter has been at full capacity every single night and the shelter has had to deny guests from entry.

Case Management and Outreach Services

This service provides an opportunity for follow-up of guests and better management of referrals, supports, and general assistance to guests. Providing services for 30 hours/week allows the case manager to participate in street outreach, client advocacy, 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.

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 agencies in Kelowna already providing that service.

Chandler House

IFTC's newest program provides permanent, low-cost housing to men experiencing chronic homelessness in Kelowna. It is an eight bedroom, shared accommodation home that is staffed 24 hours a day, and is pet friendly. The program is "wellness focused" and provides opportunities for life skills development, community integration, and increased independence.

Free Store

IFTC operates a free store, which is available to anyone who is in need. It is stocked with donations from the community, and staffed by a volunteer team. It provides a great "first contact" for many people who are marginalized in Kelowna.

Kelowna Kodiaks Street Soccer Team

The Kelowna Kodiaks Street Soccer Team is a social capacity building program that focuses on social inclusion and empowerment. Through playing soccer, participants develop key life skills such as: communication, accountability, teamwork, confidence, etc; as well as the opportunity to represent Canada in the Homeless World Cup.



IFTC Staff, Committees and Volunteers

IFTC is composed of 10 board members and 7 Permanent Staff. Also included are the 7 Shelter Staff and around 200-300 volunteers.

IFTC is composed of five committees:

1. Communications
2. Risk-Management
3. Finance
4. Human Resources
5. Fundraising

Currently IFTC has three opportunities for volunteers:

1. Volunteer in the shelter
2. Volunteer in the free store
3. Volunteer as an Inn-Home Support Advocate

Board of Directors

| | |
|-----------------|--|
| Mark Dixon | President |
| Ron Philippot | Vice President, Risk management |
| Leandra Carino | Secretary |
| Gilles Chaput | Treasurer, Finance |
| Mona Hennenfent | Director at Large, Fundraising Committee Chair |
| Michelle Hourie | Director at Large, HR |
| Kyleen Myrah | Director at Large, Social Enterprise |
| Breanna Pickett | Director at Large, Communications |
| Rob Zivkovic | Director at Large |
| Ashley Sagan | Director at Large |

Permanent Staff

| | |
|-----------------|--|
| Jan Schulz | Executive Director (ED) |
| Jordan McAlpine | Housing Coordinator |
| Wayne Golling | Outreach Worker |
| Vanessa Kreway | Shelter & Inn-Home Support Coordinator |
| Blayne Willison | Caretaker/Housing Support |
| Deborah Kleine | Housing Support |
| Jacque Brazeau | Housing Support |

Financials

At onset of Strategic Plan implementation Inn from the Cold– Kelowna operated with a budget of approximately \$525,000. The percentage breakdown of revenue and expenses is as follows.

Revenue

| | |
|--------------------------|------|
| Donations | 44% |
| BC Housing (Chandler) | 12% |
| Gaming | 14% |
| Fundraising | 9.5% |
| Gaming- Inn Home Support | 4.6% |
| CLBC | 3.0% |
| COF | 1.3% |
| Rent-Chandler | 8.6% |

Expenditure

| | |
|---------------------|------|
| Administration | 27% |
| Chandler House | 37% |
| Shelter | 22% |
| Outreach | 9% |
| Inn-Home Support | 4.8% |
| Kodiaks Soccer Team | 1.0% |

On February 27, 2016 IFTC staff and board members hosted a strategic planning session. The following SWOT analysis, and goals were the result of that session.

SWOT Analysis

Strengths:

- Large database of loyal volunteers (currently around 300).
- Dedicated staff, aligned with values.
- Client-centred approach creates positive community reputation and brand.
- Low-barrier philosophy meeting the needs of the most vulnerable members of our community.
- Innovative and resourceful programs meeting unique community needs.

Weaknesses:

- Lack of sustainable funding.
- Staff overload.
- Lack of resources in volunteer recruitment, training, and support.
- Too many under-resourced programs.
- Lack of succession planning.

Opportunities:

- Collaboration with other agencies: Metro, CMHA, City, KGM, NowCanada, and CAB.
- Leases break at same time- June 2017.
- Sustainable social enterprise.
- Grow all revenue streams.
- Solidify and sustain IFTC operations.
- Social climate- homelessness is very visible.

Threats:

- Competition for funding.
- Increase in number and range of needs of the homeless population in Kelowna.
- Leases expiring, possibility of not being renewed.
- Economic climate deteriorating.

Goals by Focus Area

| Goals | Responsibility | Timeframe |
|---|---|--|
| Shelter Goals | | |
| 1. Manage shelter to provide 25 beds in five years' time, unless the community requests to do otherwise. | <ul style="list-style-type: none"> ED Staff | Completed by March 2021 |
| 2. Work with the Knights of Columbus to establish a five-year lease for the shelter. | <ul style="list-style-type: none"> ED Board President | Completed by June 2017 |
| Chandler Goals | | |
| 3. To change our model for Housing First by 2017 to house no more than 20 people providing we get adequate resources. | <ul style="list-style-type: none"> ED Board | Completed by June 2017 |
| 4. Explore the set-up of a subsidiary to run Housing First (Kelowna First). | <ul style="list-style-type: none"> Board | Completed by March 2021 |
| Kodiaks Goals | | |
| 5. Increase internal and external visibility of the Kodiaks. | <ul style="list-style-type: none"> Kodiak Coaches ED | <ul style="list-style-type: none"> Complete plan by May 2016 Implemented 2016-2017 |
| 6. Capitalize on the Kodiaks brand to raise more money for IFTC. | <ul style="list-style-type: none"> Kodiak Coaches ED Fundraising Committee | <ul style="list-style-type: none"> Complete plan by October 2016 Implemented 2016-2021 |
| Outreach Goals | | |
| 7. Increase Outreach staff: <ul style="list-style-type: none"> to 1.5 people 2 people by 5 years. | <ul style="list-style-type: none"> ED | <ul style="list-style-type: none"> Completed March 2018 Completed March 2021 |

| Inn-Home Support Goals | | |
|--|--|---|
| 8. Re-vamp the Inn-Home support programs to focus on a group model targeting the most at risk of losing their homes. | <ul style="list-style-type: none"> • Shelter & Inn-Home Support Coordinator • ED | Completed by October 2016 |
| IFTC Organization Goals | | |
| 9. Work with the Kelowna city homelessness coordinator to develop strong links. | <ul style="list-style-type: none"> • ED | Completed by June 2019 |
| 10. Develop and implement a risk management plan for whole organization. | <ul style="list-style-type: none"> • Risk Management Committee • Board | Completed by November 2016 |
| 11. Develop terms of reference for ED, board, and board committees | <ul style="list-style-type: none"> • Governance committee | <ul style="list-style-type: none"> • Plan by May 2016 • Implemented by March 2017 |
| 12. Adopt and implement Canadian Code of Volunteer Management. | <ul style="list-style-type: none"> • Shelter & Inn Home Support Coordinator | Completed by July 2016 |
| 13. Establish a permanent position for fund development. | <ul style="list-style-type: none"> • ED • Board | Completed by September 2016 |
| 14. Establish a \$100k reserve fund in 5 years. | <ul style="list-style-type: none"> • Finance Committee • Fundraising Committee • ED | Completed by 2021 |

Goals by Responsibility

| Goals | Responsibility | Timeframe |
|--|---|--|
| Board | | |
| To change our model for Housing First by 2017 to house no more than 20 people providing we get adequate resources. | <ul style="list-style-type: none"> • ED • Board | Completed by June 2017 |
| Explore the set-up of a subsidiary to run Housing First (Kelowna First). | <ul style="list-style-type: none"> • Board | March 2021 |
| Develop and implement a risk management plan for whole organization. | <ul style="list-style-type: none"> • Risk Management Committee • Board | Completed November 2016 |
| Establish a permanent position for fund development. | <ul style="list-style-type: none"> • ED • Board | Completed September 2016 |
| Board President | | |
| Work with the Knights of Columbus to establish a five-year lease for the shelter. | <ul style="list-style-type: none"> • ED • Board President | Completed June 2017 |
| Executive Director (ED) | | |
| Manage shelter to provide 25 beds in five years' time, unless the community requests to do otherwise. | <ul style="list-style-type: none"> • ED • Staff | Completed by March 2021 |
| Work with the Knights of Columbus to establish a five-year lease for the shelter. | <ul style="list-style-type: none"> • ED • Board President | Completed June 2017 |
| To change our model for Housing First by 2017 to house no more than 20 people providing we get adequate resources. | <ul style="list-style-type: none"> • ED • Board | Completed by June 2017 |
| Increase internal and external visibility of the Kodiaks. | <ul style="list-style-type: none"> • Kodiak Coaches • ED | <ul style="list-style-type: none"> • Complete plan by May 2016 • Implemented 2016-2017 |
| Capitalize on the Kodiaks brand to raise more money for IFTC. | <ul style="list-style-type: none"> • Kodiak Coaches • ED • Fundraising Committee | <ul style="list-style-type: none"> • Complete plan by October 2016 • Implemented 2016-2021 |

| | | |
|--|--|---|
| Increase Outreach staff: <ul style="list-style-type: none">to 1.5 people2 people by 5 years. | <ul style="list-style-type: none">ED | <ul style="list-style-type: none">Completed March 2018Completed March 2021 |
| Re-vamp the Inn-Home support programs to focus on a group model targeting the most at risk of losing their homes. | <ul style="list-style-type: none">Shelter & Inn-Home Support CoordinatorED | Completed October 2016 |
| Work with the Kelowna city homelessness coordinator to develop strong links. | <ul style="list-style-type: none">ED | Complete June 2019 |
| Establish a permanent position for fund development. | <ul style="list-style-type: none">EDBoard | Completed September 2016 |
| Establish a \$100k reserve fund in 5 years. | <ul style="list-style-type: none">Finance CommitteeFundraising CommitteeED | Completed 2021 |
| Finance Committee | | |
| Establish a \$100k reserve fund in 5 years. | <ul style="list-style-type: none">Finance CommitteeFundraising CommitteeED | Completed 2021 |

| Fundraising Committee | | |
|--|--|--|
| Capitalize on the Kodiaks brand to raise more money for IFTC. | <ul style="list-style-type: none"> • Kodiak Coaches • ED • Fundraising Committee | <ul style="list-style-type: none"> • Complete plan by October 2016 • Implemented 2016-2021 |
| Establish a \$100k reserve fund in 5 years. | <ul style="list-style-type: none"> • Finance Committee • Fundraising Committee • ED | Completed 2021 |
| Governance Committee | | |
| Develop terms of reference for ED, board, and board committees | <ul style="list-style-type: none"> • Governance committee | <ul style="list-style-type: none"> • Plan by May 2016 • Implemented by March 2017 |
| Kodiak Coaches | | |
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| Risk Management Committee | | |
| Develop and implement a risk management plan for whole organization. | <ul style="list-style-type: none"> • Risk Management Committee • Board | Completed November 2016 |

| Shelter & Inn-Home Support Coordinator | | |
|---|--|-------------------------|
| Re-vamp the Inn-Home support programs to focus on a group model targeting the most at risk of losing their homes. | <ul style="list-style-type: none"> • Shelter & Inn-Home Support Coordinator • ED | Completed October 2016 |
| Adopt and implement Canadian Code of Volunteer Management. | <ul style="list-style-type: none"> • Shelter & Inn-Home Support Coordinator | Completed July 2016 |
| Staff | | |
| Manage shelter to provide 25 beds in five years' time, unless the community requests to do otherwise. | <ul style="list-style-type: none"> • ED • Staff | Completed by March 2021 |