Siloam Mission

Strategic Plan

Strategic Plan Outline

Land Acknowledgement

We acknowledge that we are living on Indigenous lands. As a Christian organization we recognize with sorrow the impact of the church on the Peoples of this land. We commit to do the work to uphold our responsibilities to work actively toward right relations with the Indigenous Peoples of the land of Treaty 1 where we live and serve. We recognize God's call to reconcile with our neighbours and build healthy relationships where all can thrive. We hold deep gratitude to the Anishinaabe, Cree, Dene, Dakota, Metis and Oji-Cree Peoples who have and continue to steward and protect this land. We acknowledge the electricity we rely on comes from Treaty 5 & beyond and the water that gives us life is from Treaty 3.

Strategy Team

Ari Phanlouvong (Research and Evaluation Coordinator)
Assisted in developing surveys, collecting and analyzing survey data, developing metrics for measurement within the Strategic Plan, and editing the plan throughout the process.

Christine Vanagas (Director of Indigenous Relations)
Led consultations with Indigenous staff and Knowledge Keepers, and helped develop goals and priorities around reconciliation and addressing issues specific to Siloam's Indigenous community.

Jen Ferguson (Executive Assistant)
Assisted in developing surveys, collecting and analyzing survey data, coordinating staff engagement sessions, and other support in the process of developing the Strategic Plan.

Kristin Kennedy (Transition Services Supervisor)
Helped develop and conduct surveys with community members and participants, facilitated a table at staff engagement sessions, and assisted with drafting goals and priorities within the final Strategic Plan.

Lindsay Enns (Manager of Transition Services)
Helped develop and conduct surveys with community members and participants, facilitated a table at staff engagement sessions, and assisted with drafting goals and priorities within the final Strategic Plan.

Luke Thiessen (Manager of Internal and External Communications)
Assisted with the development of surveys, collecting and analyzing survey data, and coordinating staff engagement sessions. He also facilitated staff engagement around internal communications and contributed to communications-related goals and priorities within the Strategic Plan and to the drafting of the document overall.

Paul Loewen (Community Education Coordinator)
Assisted with staff engagement, hosting sessions with overnight shelter staff as well as the team who hosted tables for the rest of the staff. He also was a copy editor.

Shiloh Antonio (Administrative Assistant)
Assisted with information gathering, editing, surveys, and formatting documents.

Tessa Blaikie Whitecloud (CEO)
Led the strategic planning process, directing and overseeing the creation and completion of the Strategic Plan, and contributing at all stages.

Transition Services Staff
Assisted with staff engagement, hosting table discussions on various topics and capturing staff input for the Strategic Plan, as well as conducting surveys with community members and capturing their input.

Methodology

We knew that multiple voices needed to inform our strategy moving forward. We are honoured by those who gave us their time and deeply appreciate the feedback we received. It has helped us build all the components of this strategy.

To inform the Strategic Plan, engagement occurred with:

Sector Partners
Informal interviews were held with 16 sector partners.

Indigenous Stakeholders
Engagement with Indigenous Knowledge Keepers, staff, and community members informed the framework for the plan. As it rolls out, actions will be guided through ongoing dialogue and building off of the Indigenous feedback included in the Laborero report whose recommendations are being fully incorporated into this plan.

> **Glossary Terms**
>
> Our strategic plan includes many technical terms to our area of work, if you see any terms you may not be familiar with, please see our Glossary for more information. We have highlighted all directly related terms in red.

Community Members
80 people with living experience who are currently accessing Siloam Mission programs and/or services participated in interviews, using a semi-structured interview guide; and received a gift card for their time and expertise.
28 questions of the day were posted in the Drop-In and The Madison, using the dot survey technique with 2800+ responses from community members recorded.

Staff
66 staff participated in an online, semi-structured questionnaire;
90 staff participated in roundtable discussions on the topics of advocacy, housing, harm reduction, internal communications, mental health, reconciliation, and safety – themes that had emerged from the online staff questionnaire.

Indigenous Staff
17 Indigenous staff participated in a pre-meeting for the strategic planning sessions to encourage their voices and they also participated in the round tables;
17 Indigenous staff had a listening session with members of the Strategic Plan Team.

> **Housing**
>
> Stable, safe, and appropriate housing that meets the level of need the person is experiencing. Includes: Transitional Housing, Population-Focused (women's, seniors, recovery) Housing, Supportive Long-term Housing, Housing in Community (with or without supports), Affordable Housing, and more.

Volunteers and Donors
516 volunteers and donors participated in an online, semi-structured questionnaire.

Siloam Mission Board
7 board members participated in 3 Strategic Planning sessions;
6 board members participated in an online, semi-structured questionnaire.

General Public
151 people participated in an online, semi-structured questionnaire.

Mission

To offer Christ's compassionate love to all who are in need of support, healing, and recovery

Vision

A Winnipeg without **Chronic Homelessness**

Values

Siloam Mission's Values call us to evidence the HEART of God in what we do.

- » Holistic – A variety of services in one place to support the uniqueness of each journey
- » Equity – Offering those we serve support on their next steps towards healing and recovery
- » Altruism – Our deepest call is to Love our Neighbours
- » Relationships – We honour the trust of those we serve and those who help us do so
- » Truth and Reconciliation – It is our response-ability as a Christian organization to acknowledge the realities and histories of the Original Peoples of this land and all who are oppressed

Chronic Homelessness

As defined by the Government of Canada refers to individuals who are currently experiencing homelessness AND who meet at least 1 of the following criteria: they have a total of at least 6 months (180 days) of homelessness over the past year OR they have recurrent experiences of homelessness over the past 3 years, with a cumulative duration of at least 18 months (546 days).

Core Intentions

Our Strategic Plan has Core Intentions around which all our Priorities, Goals and Objectives are organized.

- » Community First
- » Best Practice
- » Accountability
- » Christian Service

Key Priorities

- » Priority One: Reduce Chronic Homelessness
- » Priority Two: Deliver on Commitments to Support Truth & Reconciliation and Improve Indigenous Relations
- » Priority Three: Improve Supports
- » Priority Four: A Healthy Team and Healthy organization

Response-ability

Response-ability is a word gifted by Knowledge Keepers teaching us that although we may not be responsible for the hardships of the past and the oppression of Indigenous People currently experience, we are response-able in the present to work toward the undoing of those oppressions.

Siloam Mission

Our Mission

To offer Christ's compassionate love to all who are in need of support, healing, and recovery.

Many in our society are struggling to meet their basic needs and so we offer support to do just that: clothing, food, shelter, and belonging. For so many who experience that struggle they are also experiencing isolation, medical concerns, and more, and so we offer healing programming in mental health, addiction recovery, and the health centre. We know each person has the capacity to recover. For those who have few other avenues to move forward on that journey, we seek to offer meaningful holistic accompaniment.

Our Vision

A Winnipeg without Chronic Homelessness

Homelessness may happen but it should be brief. There are many paths to homelessness and there needs to be more to being housed. People should not experience years of homelessness. By being a housing-focused organization, we seek to eliminate the experience of Chronic Homelessness.

Truth and Reconciliation

It is our response-ability as a Christian organization to acknowledge the realities and histories of the Original Peoples of this land and all who are oppressed.

This is enacted through historically-informed education, acknowledging the harms that were inflicted, and working towards disrupting oppressive spaces and systems that have contributed towards homelessness.

Holistic

A variety of services in one place to support the uniqueness of each journey.

Our trauma-informed, person-centred, strengths-based, and recovery-oriented care aims to transform the lives of all those we encounter and love them as they journey toward their full expression of health, safety, and housing.

Relationships

We honour the trust of those we serve and those who help us do so.

All of our work is thanks to the generosity of our donors, the time of our volunteers, and the trust of our community members and partners. We are transparent, accountable, and seek to work and serve with a collaborative and authentic spirit.

Equity

Offering those we serve support on their next steps towards healing and recovery.

We seek to meet people's basic needs and support their next steps towards recovery. We demonstrate the inherent worth of all people as divinely created in the Image of God by how we treat our team, supporters, and community.

Altruism

Our deepest call is to Love our Neighbours.

With Jesus as our role model, we are committed to service. We invite all people to work with us to achieve the best outcomes possible for those currently experiencing homelessness. As a neighbour in our sector we seek to collaborate with other agencies to reduce homelessness and its hardships.

Siloam Mission

Our Strategic Plan has Core Intentions around which all our objectives are organized. These intentions serve us as the guiding principles of our work.

Community First

» Our first priority is serving those who come through our doors in a way that supports their recovery journey, treats them with dignity, and demonstrates their inherent value.

Sector Best Practice

» To be accountable to those we serve and those who help us do so by operating in ways that have been proven to be the most effective for successfully housing people and supporting them to maintain housing;

» To empower our community members by being strengths-based and going beyond meeting their basic needs to holistic supports for their recovery journey;

» To adequately train and support our staff to have the knowledge, tools, and resources to offer healing and recovery in a culturally competent and safe environment to all who come through our door.

Accountability

» To publicly demonstrate the impacts of our work every year;

» To be representative and inclusive in all areas of our leadership;

» To have clear communication internally and externally with easy access to information about our values, processes, practices, and organizational structure.

Christian Service

» To be inclusive and welcoming of all and take on the responsibility of building the right relations with those who currently do not feel they can access services here;

» To collaborate meaningfully in the sector;

» To be a progressive advocate for change on systemic issues leading to homelessness.

Key Priorities

Reduce Chronic Homelessness

- Establish strong housing-focused practices.
- Fully participate in Naatamooskakowin.
- Prevent re-entries into homelessness.
- Collaborate to establish new housing in the sector.
- Reduce the length of time between first access to shelter to successful re-housing.
- Strengthen the use of the existing housing supply for the sector.
- Maintain the supportive and transitional housing we offer now.

Deliver on Commitments to Support Truth & Reconciliation and Improve Indigenous Relations

- Develop culturally safe space(s) for Indigenous spiritual practice, healing, and knowledge transmission.
- Increase opportunities for Indigenous leadership and integration of Indigenous perspectives into corporate practice.
- Adopt best practice of Indigenous consultation and seek Indigenous-led solutions and services.
- Integration of Knowledge Keeper Services.
- Strengthen the role of Siloam Mission as a resource and connection to Indigenous-led cultural supports and services.
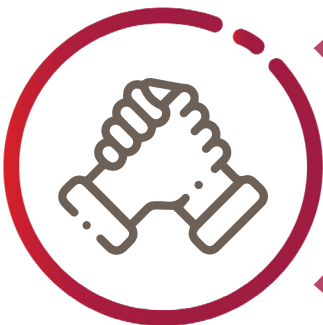
Improve Supports

- Adopt best practice of Behavioural Based Entry.
- Increase sector relationships and referrals.
- Advocacy.
- Increase employment opportunities for people with Lived Experience.

A Healthy Team and Healthy Organization

- Strong Internal Communications.
- Solid Governance.
- Maximized Performance.
- Stewardship of our Facilities.

Siloam Mission

Priority 1: Reduce Chronic Homelessness

Goal 1: Establish strong housing-focused practices

Across the entire organization there are opportunities to be explicitly housing-focused. This is a best practice we look forward to incorporating into all facets of our work.

Immediate Objectives:

» Develop housing-focused job competencies for every position regardless of department and offer training for staff to meet those competencies.

» Train drop-in and shelter staff in Housing First Principles and the basics of first steps to housing.

» Participate in Community of Practice meetings as set out by End Homelessness Winnipeg.

Year 1 Objectives:

» To have every front line staff who interacts with a community member incorporate being housing-focused into their interactions.

» Have people from all areas of Siloam (board members, executives, management, community members) attend the Canadian Alliance to End Homelessness conference.

» Change job titles to reflect the housing focus of the organization.

» Participate in the Housing First Fidelity Assessment and other quality assurance measures conducted by End Homelessness Winnipeg on best practice.

Metrics:

» Frontline staff trained on Housing First Principles and approach

» Specific housing-focused training offered

» Housing Helpers supporting and/or diversion to appropriate housing option

» Housing applications submitted through Housing Helpers

» Comparative analysis of Housing First Fidelity Assessment report findings using 2018 report as a baseline

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Housing-focused

In every interaction, we focus on moving people experiencing homelessness quickly from the street or emergency shelter into stable and long-term housing with support.

Housing First Principles

See Appendix for more details on Housing First Principles.

Housing Helpers

Drop-In staff will be paired with community members to support their journey to housing. This is less intense case management than in transition services but keeps the focus on housing for all.

Goal 2: Fully participate in Naatamooskakowin

We recognize that we are stronger as a sector when we work together and are fully engaged in Naatamooskakowin; the Winnipeg Coordinated Access system is a way we can collaborate to reduce chronic homelessness.

Immediate Objectives:

> » Train staff to facilitate sharing experiences with community members and share their stories with Naatamooskakowin.
> » Update Coordinated Access staff at End Homelessness Winnipeg on a weekly basis with the number of vacancies on caseloads.
> » Receive referrals to Transition Services as well as to Madison from Coordinated Access.
> » Train all front line staff in Coordinated Access - who it is for, when, and how to book a sharing experience.

Year 1 Objectives:

> » Participate in leadership committees with Naatamooskakowin.
> » Maintain strong communication with Coordinated Access.
> » Aim to facilitate a sharing experience within 48 hours of someone requesting to do so.
> » Receive all referrals for Transition Services from Coordinated Access.
> » Fill vacancies at the Madison with referrals from Naatamooskakowin.

Year 2 Objective:

> » Receive all referrals into Exit Up! From Naatamooskakowin

Metrics:

> » Sharing experiences facilitated at Siloam
> » Participants that are referred to Siloam in each program (Transition Services, Madison, Exit-Up!, The Nest) through the Coordinated Access System
> » Vacancies in each program
> » Participation in Naatamooskakowin workgroups

Naatamooskakowin

Winnipeg's Coordinated Access System. Coordinated Access is a process by which people with housing challenges are:

> » Directed to one or more community-level access points
> » Supported to share their stories and address their housing challenges
> » Prioritized housing resources based on community-level outcomes
> » Matched and referred to housing resources when a vacancy becomes available

Siloam Mission

Key Priorities

Goal 3: Prevent Re-Entries into Homelessness

Although we know that we cannot prevent all experiences of homelessness there are ways we can reduce or advocate for the reduction of entries into homelessness. Such as; working to end release into homeless from the Child and Family Services, the Criminal Justice System, and health environments including rehabilitation, recovery programming, or hospitals as well as working to support folks currently housed to not lose their housing via Housing Loss Prevention Interventions.

Immediate Objectives:

> » Use Risk Mitigation Fund to prevent instances of homelessness leaning on the expertise of Transition Services across Siloam.
> » Advocate within systems for financial stability, housing quality, and improved landlord relationships.
> » Use a robust Shelter Diversion program when people present at shelter.
> » Collaborate with Corrections and Health Care systems to connect persons in hospitals and correctional institutions with Coordinated Access prior to release.

> **Housing Loss Prevention**
>
> When an individual is at imminent risk of eviction, and they are supported to mitigate the risk of eviction in the appropriate means (landlord advocacy, financial support, guest management, cleanliness, etc).

Year 1 Objectives:

> » Strengthen the Shelter diversion program across all departments.
> » Develop partnerships with community resources to support those precariously housed.
> » Exit Up! to implement Housing Loss Prevention Interventions to track and mitigate the risk of evictions.

Housing Loss Prevention Interventions: When an individual is at imminent risk of eviction, they are supported to mitigate the risk of eviction in the appropriate means (landlord advocacy, financial support, guest management, cleanliness, etc). The intervention is documented and a follow-up is conducted three months later. The intervention is considered successful if the person is still in housing three months later.
Have all housing programs work to reduce relapses into homelessness.

Year 3 Objective:

> » Begin feasibility and collaboration work to establish appropriate housing partnerships for Youth aging out of care

Metrics:

> » Reasons individuals cite for what contributed to their loss of housing (first time and most recently)
> » Input to homelessness from Madison and The Nest (how many people leave their supportive/

transitional housing and return to homelessness)
  » Track Housing Loss Prevention Interventions (and their rate of success at maintaining housing 3 months later)
  » Referrals to short-term transitional housing
  » Participants who maintain housing for 6 months
  » Participants who maintain housing for 12 months
  » Participants who were re-housed after losing housing
  » Participants who gain new income/employment
  » Participants' source(s) of income/employment
  » Participants who come to the emergency shelter after being discharged from the hospital
  » Graduations from transitional to long-term housing

Goal 4: Collaborate to establish new housing in the sector

Immediate Objective:

Communicate a desire to partner with private landlords and sector stakeholders to address community housing needs.

Year 1 Objective:

  » Advocate all levels of government regarding the need for more investment in housing to meet these needs (ie. housing for families being reunified, leaving domestic violence, harm-reduction housing, acquired brain injury, 'assisted living' type housing).

Year 2 Objective:

  » Offer the Rent Smart 101 program to community members accessing Siloam Mission.
  » Advocate the government for additional social housing spaces.

Year 3 Objective:

  » Working with other agencies on the establishment of a housing facility with program space for Exit Up! Participants and other youth aging out of care that meet their first steps housing needs.

Metrics:

  » Participants accessing services and programs from each subpopulation
  » Types of available housing per subpopulation needs
  » Length of time from experiencing homelessness to acquiring housing for persons in different subpopulation groups

> **Rent Smart**
>
> Rent Smart provides education and support to tenants, landlords, and community champions with one goal: Successful Tenancies. Successful tenancies are key to building strong communities, increasing housing stability, and preventing homelessness (Rent Smart, 2022)

Siloam Mission

Goal 5: Reduce the length of time between first access to shelter to successful re-housing

Immediate Objectives:

» Implement a Housing Helper where all community members who stay in the shelter would receive light-touch support from drop-in staff and return to housing-focused support for shelter guests only in the drop-in before breakfast service weather permitting.
» After two weeks of being unable to find housing on their own, to encourage the person to have a Sharing Experience with Naatamooskakowin.
» Have clear expectations that shelter access is a temporary offering with the expectation that people, with support, will transition back into housing at a time that aligns with reasonable best practice.

Year 1 Objectives:

» Implement Housing First Principles throughout the organization.
» Adopt a person-first language throughout the organization. Eradicate the language of "homeless people" "less fortunate", etc.

Metrics:

» People who are coming from other emergency shelters to Siloam Mission's emergency shelter
» Where people exit after staying in emergency shelter (housing, shelters, institutions, wherever possible)
» People who are staying in emergency shelters for the first time
» Referrals to external programs/supports.

Goal 6: Strengthen the use of existing Housing Supply for the Sector

Immediate Objective:

Connect and liaise with private landlords in order to expand the number of connections we have for people to be able to access different types of housing; receive referrals from Naatamooskakowin for potential housing matches; increase partnerships with block funded transitional housing: Red Road Lodge, Mainstay, Centre of Hope (Salvation Army).

Year 1 Objective:

» Build additional partnerships with landlords - communicate, appreciate, and communicate the impact.

Metrics:

- » Partnerships with block funded transitional housing
- » Participants housed through landlord partnerships
- » Participants housed for the first time
- » Participants that are re-housed (after an eviction or other housing loss)
- » Participants that are re-housed (without re-entering homelessness)

Goal 7: Maintain supportive and transitional housing we offer now

Immediate Objectives:

- » Share clear program descriptions for each housing program to ensure that participants in need of housing can better understand potential fit.
- » Review practice of asking participants from The Nest to attend a Withdrawal Management facility after relapse (taking into account the insufficient supply and time-bound appropriateness of this community resource).
- » Ensure staff is trained on best practice and able to provide appropriate, program-specific support to participants.
- » Ensure collaboration between relevant internal and external parties to ensure that participants' needs are met.

Year 1 Objectives:

- » Do a fulsome evaluation of all housing programs.
- » Increase partnerships with available Withdrawal management services for more timely access.
- » Move towards recovery-oriented practice in all housing options supported by Siloam.

Year 2 Objective:

- » Continuously update all processes to best practice and program offerings to match the needs of residents or system gaps.

> **Recovery-oriented**
>
> We promote and reinforce principles of self-determination and personalized care – that is, understanding that each person is different and should be supported to make their own choices.

Year 3 Objective:

- » Continue to provide best practice training to all supportive housing staff that supports recovery oriented practice.

Metrics:

- » Participant feedback on The Madison program
- » Participant feedback on The Nest program

Key Priorities

Priority 2: Deliver on Commitments to Support Truth & Reconciliation and Improve Indigenous Relations

Goal 1: Develop culturally safe space(s) for Indigenous spiritual practice, healing, and knowledge transmission

Immediate Objectives:

» Consult with Indigenous Knowledge Keepers, Staff, and Community Members on design, purpose, and use of cultural/spiritual space within the drop-in.
» Work with Indigenous Knowledge Keepers and staff to develop programming and opportunities for Indigenous knowledge transmission.

Year 1 Objective:

» Support pathways to Indigenous cultural knowledge and reconnect community members to Indigenous roles and responsibilities (i.e. Oshkaabewis, Fire Keeping, etc.) through ongoing use of the cultural/spiritual space.

Year 2 Objectives:

» Collaborate with Indigenous organizations to enhance the use of space and expand pathways and connections to Indigenous cultural knowledge transmission, both internally and externally.
» Siloam's Indigenous cultural programming and service offerings & referral capacity meet the physical, emotional, mental, and spiritual needs of the community members we serve.

Year 3 Objective:

» Increase the number of culturally adapted spaces and integration of Indigenous elements (murals, land acknowledgments, language, teachings, visual art) that is reflective of diverse Indigenous cultures and led by Indigenous partners, artists, and creators.

Metrics:

» Opportunities for culturally appropriate de-escalation at Siloam
» Opportunities for Indigenous programs and healing at Siloam
» Community members' involvement in caring for cultural/spiritual space
» Indigenous participants connected to cultural activities
» Partnerships with Indigenous organizations to bring cultural programming

Goal 2: Increase opportunities for Indigenous leadership and integration of Indigenous perspectives into corporate practice.

Immediate Objectives:

» Recruit and maintain a minimum of two Indigenous Board Members;
» Review Siloam policies and procedures, and remedy barriers to participation and retention;
» Establish Indigenous Resource Library and develop a training plan for Board members, staff, and volunteers on cultural awareness, cultural safety, and cultural humility;
» Integrate methods to welcome self-identification of Indigenous staff, volunteers, and community members.

Year 1 Objectives:

» Develop a strategy for recruitment, retention, and succession planning with clear target measurements for representation.
» Strengthen relationships with Indigenous organizations through partnerships and increased support for building Indigenous capacity and leadership within the sector.

Year 2 Objective:

» Revisit commitments to Winnipeg Indigenous Accord as well as policies and practice against metrics and adjust where necessary.

Year 3 Objectives:

» Assess partnerships with Indigenous-led organizations and pursue additional partnerships based on potential gaps in services and/or programming offered.
» Begin development of an Indigenous volunteer recruitment plan.

Metrics:

» Indigenous representation on the Board
» Self-identified Indigenous employees
» Retention rate for Indigenous employees
» Applicant diversity for recruitment
» Development/lateral moves for Indigenous employees
» Self-identified Indigenous volunteers

Goal 3: Adopt best practice of Indigenous consultation and seek Indigenous led solutions and services.

Immediate Objectives:

» Establish Indigenous Advisory Council with Terms of Reference.
» Establish Indigenous Employees Circle to create internal support systems, pursue career development activities and provide input into the Indigenous strategic plan.

Year 1 Objectives:

» Set clear timelines for integrating relevant articles of the United Nations Declaration of the Rights of Indigenous Peoples, the Truth and Reconciliation's Calls to Action, and recommendations of the Final Report on Missing and Murdered Indigenous Women and Girls.
» Develop means of accountability and transparency that will report significant milestones achieved in reconciliation to fit within our reporting under the goal of accountable success.
» Formalize an Indigenous Community of Practice Circle within the sector to support a collaborative approach and best practice.

Year 2 Objective:

» Create Indigenous Engagement Protocols document for staff, volunteers, and Board (i.e. vetting opportunities through Indigenous led organizations before offering leadership).

Transparency

We strive for open, honest, and accessible communication.

Year 3 Objective:

» Work within the sector to connect advisory circles to share best practice for Indigenous community-led solutions and services.

Metrics:

» Collaborations with the Indigenous community
» Changes implemented according to UNDRIP, TRC, and MMIWG
» Indigenous Advisory Circle meetings and recommendations implemented
» Connections provided to Indigenous community members to receive support in their respective communities

Goal 4: Integration of Knowledge Keeper Services

Immediate Objective:

» Establish connections with Indigenous Knowledge Keepers with the understanding that "relationships are built over 100 cups of tea".

Year 1 Objective:

» Determine types of Knowledge Keeper Services required and create a pool of Knowledge Keepers of diverse backgrounds and community spaces to facilitate Knowledge Keeper support, ceremony, and cultural connections.

Year 2 Objective:

» Work with the Advisory Council and HR to develop employment/contract relationships for Knowledge Keepers In Residence.

Year 3 Objective:

» Formally integrate Knowledge Keepers into spiritual care and daily devotions.

Metrics:

» Relationships with Knowledge Keepers
» Knowledge Keepers scheduled to provide services to the Board, staff, community members, and at events

Goal 5: Strengthen the role of Siloam Mission as a resource and connection to Indigenous-led cultural supports and services.

Immediate Objective:

» Develop Indigenous staff positions within Indigenous Relations to determine gaps in services and identify Indigenous community connections, resources, and supports that can be brought into Siloam or for community members to access outside Siloam.

Year 1 Objectives:

» Work across programs and services to integrate Indigenous cultural programming across the organization.
» Develop collaborations with Indigenous-led organizations to increase access and opportunities for Indigenous cultural learning and healing.

Year 2 Objective:

» Implement mentorship practice led by Indigenous leaders, Knowledge Keepers, and role models to assist Indigenous community members in seeking healing and support.

Year 3 Objective:

» Develop programs to increase opportunities for Indigenous community members/participants to lead cultural programs.

Metrics:
» Staff hired under Indigenous Relations
» Diversity of Indigenous nations reflected in cultural supports and services
» Community members mentored and participating in Indigenous-led cultural supports and services

Priority 3: To Improve Supports

Goal 1: Adopt Best Practice of Behavioural Based Entry

Immediate Objectives:

» A focus on our updated Mission, Vision, and Values across the organization will be tied into a behavioural code of conduct for staff, guests, and volunteers. This is the best practice for increasing safety in community spaces and will allow for staff to role model behaviours and have common language on behaviours.
» A comprehensive training plan that addresses needed areas of the work, brings all staff's knowledge into alignment with sector best practices, establishes the capacity to offer training in-house, and delivers via a coordinated schedule of training to all staff with regular updates and tracking mechanisms.
» Training and incorporation of Restorative Justice practices. Adopting a perspective of applying the most generous assumption to people we serve, work with, and with partners in the sector.
» Collaboration in the sector on shared training and training baselines for working in the shelter and housing.

Year 1 Objectives:

» A fulsome evaluation of the training plan and what needs to be added or adjusted from the information gathered in the performance management sessions
» Behavioural Based Entry for community members by March 2023.

Metrics:

- » Trained staff in mental health-related training (MHFA, ASIST, etc.)
- » Trained staff on harm reduction and working with people who use substances
- » Trained staff in trauma-informed care and vicarious trauma
- » Supports available for community members' mental health
- » Referrals to external mental health programs and supports
- » Incidents/suspensions
- » Re-entry meetings
- » Contact with Mental Health partners (HOCS/PACT/TL, etc.)
- » Incidents of violence
- » Incidents involving police presence
- » Critical Incidents

Trauma-informed

We recognize the widespread impact of trauma and act in accordance with the principles of safety, collaboration, trustworthiness, and empowerment.

Goal 2: Increase Sector Relationships and Referrals

We recognize when we are not working together as a sector to support people experiencing homelessness, food insecurity, and precarious housing, we are contributing to silos, inefficiencies, and people will slip through the cracks. Showing up with an authentic and collaborative spirit will help us to be a part of supporting the sector to be the most impactful it can be on people's lives.

Siloam Mission can engage with other sector partners to advocate on issues that directly affect outcomes for those we serve including but not limited to: the need for more social housing, the need for support for mental health, harm reduction and recovery to be expanded, the need for increased EIA support and clearer easier ways to navigate systems.

Immediate Objectives:

- » Develop and roll out a clear external communications strategy that ensures the scope of services we offer is well understood by sector partners for the purposes of referral and increased access. Host a service-provider open house and conduct tours for agencies and other service providers.
- » Offering space to other organizations for training, etc; higher level advocacy including EIA Mental Health working group;
- » Adopt a procedure of vetting opportunities through Indigenous led organizations before offering leadership to prioritize Indigenous led solutions and services.
- » Continue engagement at the sector committee level and collaborate on asks, advocacy campaigns, and initiatives when and where appropriate.

Year 1 Objectives:

- » Contribute to a Community of Practice for those supporting individuals who access services at Siloam from a multitude of agencies to talk about common hurdles and to learn how we can offer

better services.

» Actively work to offer Siloam representation and resources to advocacy groups in the sector to address inequality in systems affecting our population (ie: EIA, Winnipeg Police Service, Corrections).
» Collaborate on a systems gap analysis with other shelters to determine needs and barriers we may be able to meet with and for one another.

Year 2 Objectives:

» Build community models that reduce the presence of police at Siloam Mission and offer other adequate responses to those in crisis.
» Stakeholder engagement from the sector on our published successes, policies, and areas for improvement, collaboration, and growth.
» Ensure messaging in all external publications supports Housing First Principles - that people are deserving of a "home" not just a safe place to sleep.

Metrics:

» Partnerships and partner feedback
» Support for sector advocacy
» Participation in partner workgroups
» Increased familiarity with Siloam's programs and services among the sector
» Engagements/collaboration with partners
» Partnerships established
» Sector stakeholder feedback
» Sector knowledge of Siloam Mission's programs and services

Goal 3: Advocacy

Immediate Objectives:

» Advocate for EIA benefits taking into account the cost of inflation; CFS to provide better transition support for youth exiting care; safe and affordable housing for persons exiting incarceration.
» Provide letters of support for other agencies in operating safe-consumption sites.
» Build inclusive education opportunities for community members, volunteers, donors, and staff.
» Incorporating factual best practices into tours and all other forms of community education.

Year 1 Objectives:

» Use empowering, person-centred, strengths-based language in all communications about persons experiencing homelessness
» Identify ways to update the language of our external fundraising communications

Year 2 Objective:

» Incorporate education into facilities themselves (ie. plaques, teachings posted, etc)
» Continue to work towards keeping EIA accountable for rent not being paid on time, causing people to lose their housing.

Year 3 Objective:

Person-centred

We offer care that is consistent with an individual's preferences and lifestyle.

» Create a participant/community member advisory group to inform communications content and strategies; working towards messaging of journeying alongside an empowered community member, rather than positioning community members as simply receiving services.
» Create communication guidelines specific to how we talk about community members, informed by the above advisory group.
» Evaluate vendor relationships and contracts for fundraising communications for alignment with communication guidelines; adjust as needed to ensure Siloam has control of its messaging and can follow guidelines.

Metrics:

» Staff trained on 'language matters' type of training
» Training opportunities for the general public (via community education)
» General public participation in events/activities (ex. Open house)
» Schools participating in community education sessions
» Cultural events hosted at Siloam
» Community engagement events and activities
» Participant/Community advisory group activities
» Increase knowledge of Siloam's programs and services in the sector

Goal 4: Increase Employment Opportunities for People with Lived Experience

Immediate Objectives:

» Expand our social enterprise work.
» A stronger focus in our social enterprise work on moving folks onto other employment opportunities
» A clear employment path developed for participants in social enterprise programming that makes clear the expectation and supports they will receive to find future employment
» Develop more representation on our staff team of people with lived experience

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Year 1 Objective:

» Obtain more fee for service contracts that allow us to employ more people in a supportive work environment
» Increase roles and employment of Peer Mentors in The Nest

Year 3 Objectives:

» Do an audit for other social enterprise opportunities present in our operations and sector

Metrics:

» Fee for service contracts with local partners
» Partnerships with local employers
» Participation in employment counselling and activities
» Hours worked by Building Futures participants
» Participants securing employment outside of Building Futures
» Length of time between application and acceptance to program
» Peer mentors in The Nest program
» Staff with lived experience

Priority 4: A Healthy Team and Healthy Organization

Goal 1: Strong Internal Communications

Immediate Objectives:

» Appointment of an internal communications lead who coordinates regular information dissemination feedback from all levels of the agency to the whole including:
» Stronger weekly communications;
» Meeting Summaries from Executive and Management shared with all staff;
» Engagement in team meetings to bring forward questions.
» Create and plan a schedule of opportunities for staff to regularly connect across all departments to build awareness of each other's work, common understandings, and collegial relationships.
» Organizational Statement of Reconciliation June 2022 (as per IRS).
» Policy adjustments to reflect non-profit best practices and Indigenous systems, practices, and protocols.

Year 1 Objective:

» Clear policies and policy review structure for all staff and board.

Year 2 Objectives:

» Operations manuals for every area of the organization that incorporates all relevant policy and is a one-stop information resource for each staff based on their role.
» A review of the Mission, Vision, and Values (as per Imagine Canada accreditation guidelines)

Year 3 Objective:

» Review of messaging for consistency.

Metrics:

» Qualitative staff review of internal communications structure annually;
» Schedule of opportunities will include feedback mechanism after each event;
» Policy awareness among staff to increase - baseline survey in Year 1;
» Annual operations manual progress reports until Year 2 than regular review schedule.

Goal 2 Solid Governance

Immediate Objectives:

» Board Education and work plan consistent with HR Gov Work Plan, Imagine Canada Accreditation plan, and IRS.
» Diversity at the board level including Indigenous representation.
» Establish and Adopt a Board Composition Policy based on competencies in sector knowledge and needed board roles (accounting, legal, marketing, etc.)

Year 1 Objective:

» Imagine Canada Accreditation (2023)
» Clear Process for identification of major strategic and operational risks outside of strategic planning years;
» Annual review schedule of materials as per Imagine Canada requirements;
» Board recruitment and succession plans.

Metrics:

» Imagine Canada Accreditation acquired
» Diversity in Board composition

Goal 3: Maximized Performance

Immediate Objectives:

» A performance management system introduced as a flow from the strategic plan that will evaluate how staff's roles fit into the larger strategic plan and how their leader and the broader Siloam can best support them to work towards the goals they co-create in relation to the strategic plan. This builds in a mindful evaluation of the strategic plan annually to see how it's working across Siloam. This system creates mutual accountability between staff and their supervisors and ties our performance management to the strategic goals of best practice, success outcomes shared publicly, and offering services to those in need.

» Normalize mental health days and increase on-site offerings to promote positive mental health

Year 1 Objective:

» Strengthen Mental Health supports at Siloam Mission for community and staff

Year 2 Objective:

» Work toward and attain employer of choice accreditation

Metrics:

» Supports for staff mental health
» Mental health-related events and activities
» Review/evaluation of performance management system

Goal 4: Stewardship of our Facilities

Immediate Objectives:

» Develop a work plan for Facilities Maintenance.
» Review systems in need of updating (IT, etc.)

Year 1 Objective:

» Develop plans annually to raise funds to address facility maintenance needs

Metrics:

» Our 2022 Facilities Condition Assessment outlines the work for the section.

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Appendix

Sector Best Practices

Housing First Principles

See all people as ready to be housed and remove barriers to housing programming. Adopted by all staff in the organization. All staff have knowledge of and apply Housing First Principles accordingly.

  » How:Recruitment and Orientation of all new staff involve an understanding of these principles.

Explicit focus on ending homelessness

All staff in all departments should see this as their job.

  » How: Each touchpoint in the services accessed by community members should be engaging them in their housing plan in the appropriate manner. Shelter stays should be consistent with the nature of an emergency shelter, not that of housing.

Person-Centred Approach

Each person is seen as a person first and is met where they are at with their own unique strengths, challenges, preferences, and circumstances. There is no "one size fits all" approach.

  » How: Great care is taken to get to know the individual and have the participant guide the process. Person-centred care includes the use of person-first language which identifies the person first and the circumstance second, ie. "people experiencing homelessness".

Monitoring and Evaluation (M&E), and Adaptation

Every program that is initiated or maintained has clear desired outcomes and is regularly evaluated to ensure that those outcomes are met by the program.

  » How: M&E consists of defining goals, identifying indicators, data collection, reporting, and analysis. When the program falls short, the program is adapted to meet expectations or is eliminated.

Peer Support

Hiring staff with lived experience in program areas to provide recovery-oriented support to others experiencing homelessness on their recovery journey.

  » How: Engaging individuals with living experience to inform program development and review current programs.

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Evidence-based Practice

Problem-solving and decision-making processes are based on current best research evidence, expertise, and community input to provide the highest quality of services and best outcomes for individuals.

» How: Critically assessing the best current evidence on the topic and integrating findings into practice.

Integration with a system response

Ending homelessness requires a collaborative effort across community resources and agencies.

» How: Siloam will work with Naatamooskakowin, End Homelessness Winnipeg, and their partners to address the needs of people experiencing homelessness in our community.

Recovery-Oriented Practice

Promoting and reinforcing principles of self-determination and personalized care.

» How: Recovery-oriented services or trauma-aware practices include developing policies and procedures with participants to ensure that they won't re-traumatize people, and will often involve participants in the role of leaders – usually through peer mentoring or involving them on boards or committees – to help them develop strengths but also to solicit their lived experience (Homeless Hub, 2021).

Trauma Informed Care

Providing care that acknowledges that individuals may experience any of the different types of trauma (physical, emotional, or sexual), which is known to be both a cause and a result of homelessness (Homeless Hub, 2021). Often those affected by trauma do not receive the care or understanding they need, and are at risk of being re-traumatized by the very systems they are seeking help from (Klinic Community Health, 2022).

» How: Recognizing the widespread impact of trauma and applying the principles of safety, collaboration, trustworthiness, and empowerment in providing support to individuals, and promoting environments of healing and recovery.

In order to be accountable we need to make clear targets on what we seek to accomplish thanks to the generosity of those who contribute, the HEART work of our teams, and the trust of those we serve. In the process of developing the Strategic plan metrics, we have indicated, where possible, an outcome we are looking for. For this year only those are decrease or increase, as across Siloam's many departments we have noted different tracking systems.

An operational priority this year is to make a clear, unified tracking system so next year's metrics can include quantitative data on results and specific targets for improvement next year. In some cases we are beginning the tracking process or the pulling together of it from multiple departments, so you'll see awareness is a common outcome desired.

For the plan in its current form the language on the outcomes is soft, but this is not ideal. One of year one's operational tasks will be to update the plan once we have accurate data with exact targets. We will then report on and update those targets annually, just as we'll report on and update the strategic plan annually moving forward.

1.1 Priority One: Reduce Chronic Homelessness

    Goal One: Establish strong housing-focused practices

Metric		What is currently being tracked	Outcome Desired
1.1.1		Number of trained frontline staff on Housing First Principles.	All frontline staff receives training in Housing First Principles and approach to become 'Housing Helpers'.
1.1.2		Number of specific housing-focused training offered at Siloam.	Offer specific housing-focused training at Siloam as part of the orientation and onboarding process.
1.1.3		Number of individuals who were supported by and/or diverted to appropriate housing	Increase the number of individuals that are supported in finding housing and/or diverted to appropriate housing.
1.1.4		Number of housing applications that were submitted through Siloam's housing helpers.	Increase the number of housing applications submitted through Siloam's housing helpers.
		What we would like to track	**Outcome Desired**
1.1.5		Comparative analysis of Housing First Fidelity Assessment report findings from 2018	Implement a clear strategy to encourage and promote the importance and necessity to get housed.

1.2   **Priority One:**   **Reduce Chronic Homelessness**

        Goal Two: **Fully participate in Naatamooskakowin**

Metric	What we would like to track	We commit to working with Naatamooskakowin on their evaluation framework
1.2.1	Number of sharing experiences facilitated at Siloam	
1.2.2	Number of participants that are referred to Siloam in each program (Transition Services, Madison, Exit-Up!, The Nest) through Coordinated Access	
1.2.3	Number of vacancies in each program	
1.2.4	Involvement of Siloam in Naatamooskakowin workgroups	

1.3   **Priority One:**   **Reduce Chronic Homelessness**

        Goal Three: **Prevent re-entries into homelessness**

Metric	What is currently being tracked	Outcome Desired
1.3.1	Number of participants that leave supportive/transitional housing and return to homelessness	Reduce the number of participants returning to homelessness
1.3.2	Number of participants that have been referred to short-term transitional housing	Awareness
1.3.3	Number of participants that successfully maintain housing 3 months after receiving housing loss prevention interventions	Increase number of participants that maintain housing after receiving housing loss prevention interventions
1.3.4A	Percentage of participants that maintained housing for 6 months	Increase number of participants that maintain housing for 6 months

Metric	What we would like to track	Outcome Desired
1.3.4B	Percentage of participants that maintained housing for 12 months	Increase number of participants that maintain housing for 12 months
1.3.5	Number of participants re-housed that lost housing	Decrease number of participants that lose housing
1.3.6	Number of participants across all programs that gained new income/employment	Increase Employment Opportunities
1.3.7	Number of participants that graduated from transitional to long-term/permanent housing	Increase number of participants who move into long-term/permanent housing
1.3.8	Percentage of participants placed in housing within 60 days	Reach target of 70%
1.3.9	Number of people who received case management services through Transition Services	Awareness

Metric	What we would like to track	Outcome Desired
1.3.10	List of participants' sources of income/employment	Awareness
1.3.11	Number of individuals who come to the emergency shelter after being discharged from the hospital	Awareness for future decisions

1.4   **Priority One:**   **Reduce Chronic Homelessness**

Goal Four: **Collaborate to establish new housing in the sector**

Metric	What we would like to track	Outcome Desired
1.4.1	Number of participants accessing services and programs from each subpopulation	Awareness to build needed interventions for underserved groups
1.4.2	Types of available housing for each subpopulation needs	Access to list of availability/vacancy through Naatamoosakowin

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1.4.3	Length of time between housing application to housing for each subpopulation group	Awareness to build needed interventions for underserved groups

1.5 Priority One: Reduce Chronic Homelessness

Goal Five: **Reduce length of time between first access of shelter to successful re-housing**

Metric	What is currently being tracked	Outcome Desired
1.5.1	Number of individuals were referred to external programs/supports	Increase referrals to external programs

Metric	What we would like to track	Outcome Desired
1.5.2	Percentage of participants who came from other emergency shelters to Siloam's emergency shelter	Awareness
1.5.3	Number of individuals who stayed in emergency shelter for the first time	Awareness
1.5.4	Where people exit to after staying in Siloam's emergency shelter	Awareness

1.6 Priority One: Reduce Chronic Homelessness

Goal Six: **Strengthen use of existing housing supply in the sector**

Metric	What is currently being tracked	Outcome Desired
1.6.1	Number of partnerships with block-funded transitional housing	These are items we track for various reasons including funding relationships, and efficacy of our case work. We will continue to do so and see feedback from our teams on what would be a positive outcome that alligns with this plan as we move forward. .

Metric		
1.6.2	Number of individuals who were housed through landlord partnerships	
1.6.3	Number of individuals who were housed for the first time	
1.6.4	Number of individuals who were re-housed (after eviction or other housing loss)	
1.6.5	Number of individuals who were re-housed (without re-entering homelessness)	

1.7 **Priority One:** Reduce Chronic Homelessness

Goal Seven: Maintain supportive and transitional housing we offer now

Metric	What we would like to track	Outcome Desired
1.7.1	The Madison participants' satisfaction	Feedback to help improve the program
1.7.2	The Nest participants' satisfaction	Feedback to help improve the program

2.1 **Priority Two:** Deliver on Commitments to Support Truth & Reconciliation and Improve Indigenous Relations

Goal One: Develop culturally safe space(s) for Indigenous spiritual practice, healing and knowledge transmission

Metric	What we would like to track	Outcome Desired
2.1.1	Number of opportunities for culturally appropriate de-escalation offered at Siloam	Increase opportunities for culturally appropriate de-escalation offered at Siloam
2.1.2	Number of opportunities for Indigenous programs and healing offered at Siloam	Increase opportunities and diversity for Indigenous programs and healing offered Siloam-wide

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2.1.3	Number of community members involved in caring for cultural/spiritual space	Increase community involvement in caring for cultural/spiritual space
2.1.4	Number of Indigenous participants who were connected to cultural activities at Siloam	Increase accessibility to cultural activities for Indigenous participants
2.1.5	Number of partnerships with Indigenous organizations to bring in cultural programming	Increase partnerships with Indigenous organizations

2.2 Priority Two: Deliver on Commitments to Support Truth & Reconciliation and Improve Indigenous Relations

Goal Two: Increase opportunities for Indigenous leadership and integration of Indigenous perspectives into corporate practice

Metric	What is currently being tracked	Outcome Desired
2.2.1	Number of Indigenous members on the Board	From zero to 2 minimum
2.2.2	Number of self-identified Indigenous employees	Increase Indigenous representation in staff and leadership
	What we would like to track	**Outcome Desired**
2.2.3	Retention rate for Indigenous employees	Implement Exit Interviews Feedback and other opportunities for staff to help increase retention
2.2.4	Applicant diversity for recruitment	Develop strategies to recruit diverse employees
2.2.5	Development/lateral moves for Indigenous employees	Create opportunities for healthy career development for Indigenous employees including succession planning
2.2.6	Number of self-identified Indigenous volunteers	Increase self-identified Indigenous volunteers

Accountability

2.3

2.3 **Priority Two:** Deliver on Commitments to Support Truth & Reconciliation and Improve Indigenous Relations

Goal Three: Adopt best practice of Indigenous consultation and seek Indigenous-led solutions and services

Metric	What is currently being tracked	Outcome Desired
2.3.1	Number of collaborations with Indigenous community	Increase number of collaborations with Indigenous community
2.3.2A	Number of changes implemented according to UNDRIP	Anti-Oppressive Policy and Procedures
2.3.2B	Number of changes implemented according to TRC	Anti-Oppressive Policy and Procedures
2.3.2C	Number of changes implemented according to MMIWG	Anti-Oppressive Policy and Procedures
	What we would like to track	**Outcome Desired**
2.3.3	Number of connections provided to Indigenous community members to receive supports in their respective communities	Increase number of connections provided to community members
2.3.4	Number of recommendations implemented from Indigenous Advisory Council	Anti-Oppressive Policy and Procedures

2.4 **Priority Two:** Deliver on Commitments to Support Truth & Reconciliation and Improve Indigenous Relations

Goal Four: Integration of Knowledge Keeper Services

Metric	What is currently being tracked	Outcome Desired
2.4.1A	Number of relationships with Knowledge Keepers	Increase number of relationships with Knowledge Keepers

Metric	What we would like to track	Outcome Desired
2.4.2	Number of hours Knowledge Keepers to provide services to Board, staff, community members, and at events	Learning from Knowledge Keepers for all of Siloam's community.

Metric	What we would like to track	Outcome Desired
2.4.1B	Number of relationships maintained with Knowledge Keepers	Strengthen relationships with Knowledge Keepers
2.4.3	Number of new relationships with Knowledge Keepers	Increase number of new relationships with Knowledge Keepers

2.5 Priority Two: Deliver on Commitments to Support Truth & Reconciliation and Improve Indigenous Relations

Goal Five: Strengthen the role of Siloam Mission as a resource and connection to Indigenous-led cultural supports and services

Metric	What is currently being tracked	Outcome Desired
2.5.1	Number staff hired under Indigenous Relations	Increase Indigenous representation in staff

Metric	What we would like to track	Outcome Desired
2.5.2	Number of referrals to external Indigenous programs and services	Increase access to Indigenous programs and services in the community
2.5.3	Diversity of Indigenous nations reflected in cultural supports and services	Increase in diversity of programming offered at Siloam through collaborations
2.5.4	Number of community members mentored and participating in Indigenous-led cultural supports and services	Increase number of community members in Indigenous-led supports and services

3.1   **Priority Three:**   Improve Supports

           Goal One: Adopt best practice of Behavioural Based Entry

Metric	What is currently being tracked	Outcome Desired
3.1.1	Number of trained staff in mental health-related supports (MHFA, ASIST, etc.)	All frontline staff trained in mental health-related supports (MHFA, ASIST, etc.)
3.1.2	Number of trained staff in harm reduction principles and approaches, and working with people who use substances	All frontline staff trained staff in harm reduction principles and approaches, and working with people who use substances
3.1.3	Number of trained staff in trauma-informed care and vicarious trauma	All frontline staff trained in trauma-informed care and vicarious trauma
3.1.4A	Number of supports available for community members' mental health	Increase and strengthen supports available for community members' mental health
3.1.4B	Types of supports available for community members' mental health	Awareness and ability to advocate for more needs
3.1.5	Number of referrals to external mental health programs and supports	Awareness
3.1.6A	Number of incidents	Reduce number of incidents
3.1.6B	Number of suspensions	Reduce number of suspensions
3.1.7	Re-entry meetings	Implement restorative justice practices
3.1.8	Number of times with mental health partners (HOCS, PACT, TL, etc.) were contacted	Awareness and ability to advocate for more needs
3.1.9	Number of incidents of violence	Reduce number of incidents of violence
3.1.10	Number of incidents involving police presence	Reduce number of incidents involving police
3.1.11	Number of critical incidents	Reduce number of critical incidents

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3.2   **Priority Three:**   **Improve Supports**

            Goal Two: **Increase sector relationships and referrals**

Metric		What is currently being tracked	Outcome Desired
3.2.1		Number of partnerships established through engagement/collaboration	Awareness

Metric		What we would like to track	Outcome Desired
3.2.2		Supporting Sector Advocacy	Campaign engagement and personnel support for sector projects
3.2.3		Participation in partner workgroups	Workgroup engagement and personnel support
3.2.4		Partner and sector feedback	Improved perception of Siloam among sector partners
3.3.5		Knowledge of Siloam's programs and services in the sector	Increase knowledge of Siloam's of programs and services in the sector

3.3   **Priority Three:**   **Improve Supports**

            Goal Three: **Advocacy**

Metric		What is currently being tracked	Outcome Desired
3.3.1		Number of staff trained on 'language matters' type of training	All staff trained on 'language matters' type of training
3.3.2		Number of training opportunities hosted for the sector	Increase use of our classroom for sector wide and sector partner training.
3.3.3		Number of individuals/groups who participated in general public events and activities	Awareness
3.3.4A		Number of community education sessions hosted	Awareness

Metric		
3.3.4B	Number of schools who participated in community education sessions	Awareness
3.3.4C	Number of students who attended community education sessions	Broadening our reach
3.3.5	Number of cultural events hosted	Increase number of cultural events hosted
3.3.6	Number of community engagement events and activities	Increase community events
3.3.7	Number of Community Advisory Group events and activities	Increase input and leadership from people with lived experience

3.4   **Priority Three:**   **Improve Supports**

             Goal Four: **Increase employment opportunities for people with Lived Experience**

Metric	What is currently being tracked	Our Building Futures Team will be creating a plan guided by this one for the ways they can aspire, act and track their abilities to support folks into employment. The outcomes desired will come from that plan and will be updated in year 1
3.4.1	Number of fee-for-service contracts with local partners	
3.4.2	Number of partnerships with local employers	
3.4.3A	Number of employment counselling sessions and activities facilitated	
3.4.3B	Number of participants in employment counselling and activities	
3.4.4	Number of hours worked by Building Futures participants	
3.4.5	Participants securing employment outside of Building Futures	
3.4.6	Number of weeks between application and acceptance to program	
3.4.7	Number of peer mentors in The Nest program	

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Accountability

3.4.8	Percentage of staff with lived experience (homelessness, sex work, addictions) on the team	

4.1	Priority Four:	A Healthy Team and Health Organization
	Goal One:	Strong Internal Communication

Metric	What is currently being tracked	Outcome Desired
4.1.1	Number of meeting summaries shared with all staff	Staff have access to more information
4.1.2A	Number All-Staff Meetings hosted	There are consistent opportunities for staff to connect
4.1.3	Number of events and activities hosted to collect staff feedback	Staff have clear pathways to express their views and needs

Metric	What we would like to track	Outcome Desired
4.1.2B	Number of participants attending all staff meetings	Staff engagement increases
4.1.4	Review of operations manuals	All staff have an operations manual for their department that they have reviewed
4.1.5	Awareness of policies among staff	Staff have a clear understanding of our policies and a regular review schedule is in place.

4.2	Priority Four:	A Healthy Team and Health Organization
	Goal Two:	Solid Governance

Metric		What is currently being tracked	Outcome Desired
4.2.1		Imagine Canada Accreditation Process	Accreditation
4.2.2		Diversity in Board composition	Board composition that is based on competencies in sector knowledge and needed board roles

4.3	Priority Four:	A Healthy Team and Health Organization
	Goal Three:	Maximized Performance

Metric		What is currently being tracked	Outcome Desired
4.3.1		Number of supports available for staff mental health	Increase awareness and use of Mental Health Days, EAP, and other supports
4.3.2		Number and type of mental health-related events and activities hosted	Increase availability and diversity of events

Metric		What we would like to track	Outcome Desired
4.3.3		Review/evaluation of performance management system	Job descriptions better aligned with current work and strategic goals, internal processes and protocols are clear, clear objectives for each staff stemming from the strategic plan that are updated on an annual basis.

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4.4	Priority Four:	A Healthy Team and Health Organization
	Goal Four:	Stewardship of our Facilities

Metric		What is currently being tracked	Outcome Desired
4.4.1		Systems in need of updating per area	All areas up to date
4.4.2		Actions taken in accordance with Facilities Condition Assessment	Accomplishing facility maintenance on schedule.

Christian Service

In alignment with our values, we are called to serve people in need. We respond to this call by seeking to develop programs and services that meet the needs of those in our community experiencing poverty, homelessness, oppression, and other struggles. Our faith tradition teaches us to offer to heal the sick, clothing to the unclothed, shelter to the unsheltered, and food to the hungry. Our core services have expanded beyond that to seek to as holistically as possible meet the needs of those we serve.

Services

Overnight emergency shelter with 143 bed capacity
» Including dedicated space for men, women, and flexible space
» Programming that prioritises those new to homelessness for additional supports

Drop-In & Kitchen in the Buhler Centre
» Meal service 3x/day year-round
» Accessible space during the daytime for community
» Connecting point to other services and resources

Clothing & Hygiene
» Appointment-based free clothing store
» Free hygiene items
» Daytime showers and laundry machines

Health Centre
» Free, access to basic and extended healthcare services, without need for health card or other ID
» Professional healthcare volunteers including physicians, nurses, nurse practitioners, dentists, dental hygienists, optometry, ophthalmology, massage therapy, chiropractic, physiotherapy, foot care, and women's health
» Access to basic health and first aid supplies, i.e. Band-Aids, chapstick, Tylenol, etc.

Mental Health & Wellness
» Access to group and individual mental health supports
» Arts therapy programming

Transition Services
» Case workers meeting one-on-one with participants to address their goals
» Assisting in accessing government services, securing and maintaining housing, and other supports on people's journey of recovery

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Christian Service

Building Futures Employment Services

» Includes casual work program M.O.S.T., longer-term social enterprise laundry service program, and opportunities for training programs

Progressive Services Area

» Central access point for community members to connect with progressive services
» Basic supports and resources for community members trying to access external services
» Community member access to computers and phones

The Nest *(In the Arlene Wilson Recovery Centre)*

» 20 units of supportive recovery housing for those exiting addictions treatment programs
» Includes individual rooms and common spaces, shared meals and responsibilities
» Participants stay up to a year and receive additional programming to help them succeed when they move into independent living

The Madison

» Supportive housing facility with individual rooms for over 80 clients
» Meals provided in shared dining room, staff on-site for support

Exit Up!

» Program supporting Indigenous youth ageing out of CFS care, housed within The Madison
» Focused on building life skills and improving outcomes for young people at risk of entering homelessness

Spiritual and Cultural Care

» Staff, spaces and resources for spiritual and cultural support of community members
» Includes Christian services and resources, Indigenous cultural programming and access to Knowledge Keepers, and referrals to outside spiritual and cultural supports

Community Education

» Program reaching schools, churches, businesses and other groups to educate and engage the public on the issues leading to poverty and homelessness
» Educational opportunities for volunteers

Volunteer Services

» Recruitment, management and stewardship of volunteers
» Specialized volunteer programs and roles, including for community members

Accountability

We have an obligation to accept responsibility for our choices and actions.

Altruism

We are concerned for other people's wellbeing and act to promote their welfare.

Chronic homelessness

As defined by the Government of Canada refers to individuals who are currently experiencing homelessness AND who meet at least 1 of the following criteria: they have a total of at least 6 months (180 days) of homelessness over the past year OR they have recurrent experiences of homelessness over the past 3 years, with a cumulative duration of at least 18 months (546 days).

Equity

Is the guarantee of fair treatment, access, opportunity, and advancement for all community members, volunteers, and staff, while at the same time striving to identify and eliminate barriers that have prevented the full participation of some groups. The principle of equity acknowledges that there are historically underserved and underrepresented populations and that fairness regarding these unbalanced conditions is needed to assist equality in the provision of effective opportunities to all groups.

Holistic

We recognize that all aspects (physical, mental, spiritual, and social) of one's journey and needs are unique and interwoven. We seek to provide a variety of services and supports as well as referrals to ensure that a person's full needs are met on their recovery journey.

Housing

Stable, safe, and appropriate housing that meets the level of need the person is experiencing. Includes: Transitional Housing, Population-Focused (women's, seniors, recovery) Housing, Supportive Long-term Housing, Housing in Community (with or without supports), Affordable Housing, and more.

Housing-focused

In every interaction, we focus on moving people experiencing homelessness quickly from the street or emergency shelter into stable and long-term housing with support.

Housing Helper

Drop-In staff will be paired with community members to support their journey to housing. This is less intense case management than in Transition Services but keeps the focus on housing for all.

Siloam Mission

Housing Loss Prevention Interventions:

When an individual is at imminent risk of eviction, and they are supported to mitigate the risk of eviction in the appropriate means (landlord advocacy, financial support, guest management, cleanliness, etc). The intervention is documented and a follow-up is conducted three months later. The intervention is considered successful if the person is still in housing 3 months later.

Naatamooskakowin

Winnipeg's Coordinated Access System. Coordinated Access is a process by which people with housing challenges are:

- » Directed to one or more community-level access points
- » Supported to share their stories and address their housing challenges
- » Prioritized housing resources based on community-level outcomes
- » Matched and referred to housing resources when a vacancy becomes available

Coordinated Access is important because it makes pathways away from and out of homelessness less complicated for people. It is an evidence-based approach to preventing and ending homelessness. As a Designated Community receiving funds from Reaching Home: Canada's Homelessness Strategy, Winnipeg was required to establish a Coordinated Access system by March 31, 2022.

Person-centred

We offer care that is consistent with an individual's preferences and lifestyle.

Recovery-oriented

We promote and reinforce principles of self-determination and personalized care – that is, understanding that each person is different and should be supported to make their own choices.

Relationship

We aim to build strong, trusting connections with the community we work with.

Response-ability

Response-ability is a word gifted by Knowledge Keepers teaching us that although we may not be responsible for the hardships of the past and the oppression of Indigenous People currently experience, we are response-able in the present to work toward the undoing of those oppressions.

Rent Smart

Rent Smart provides education and support to tenants, landlords, and community champions with one goal: Successful Tenancies. Successful tenancies are key to building strong communities, increasing housing stability, and preventing homelessness (Rent Smart, 2022)

Strength-based

We support individuals to see themselves at their best in order to see their own value.

Transparency

We strive for open, honest, and accessible communication.

Trauma-informed

We recognize the widespread impact of trauma and act in accordance with the principles of safety, collaboration, trustworthiness, and empowerment.

Truth and Reconciliation

We acknowledge the impacts of residential schools and are committed to reconciliation through education and action.

Siloam Mission

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