

Accountability Relationships Community First Best Practice
Equity Holistics Sector Best Practice Altruism Improve
Ending Chronic Homelessness Truth and Reconciliation
Improve Supports Christian Service A Healthy Team and Healthy Organization
Relationships Equity Sector Best Practice A Healthy Team and Healthy Organization
Community First Altruism Ending Chronic Homelessness
Holistics Sector Best Practice Accountability
A Healthy Team and Healthy Organization
Ending Chronic Homelessness Truth and Reconciliation
Deliver on Commitments to Support Truth & Reconciliation and Improve Indigenous Relations
Relationships Accountability Truth and Reconciliation
Equity Sector Best Practice Altruism Improve Supports
Ending Chronic Homelessness A Healthy Team and Healthy Organization
Sector Best Practice Altruism Improve Supports
Equity Relationships
A Healthy Team and Healthy Organization
Ending Chronic Homelessness Sector Best Practice
Deliver on Commitments to Support Truth & Reconciliation and Improve Indigenous Relations
Relationships Accountability Holistics
Equity Truth and Reconciliation Improve Supports Sector Best Practice
Holistics Altruism Equity Ending Chronic Homelessness
Community First Accountability Holistics
Sector Best Practice Relationships Holistics
A Healthy Team and Healthy Organization Improve Supports
Ending Chronic Homelessness Truth and Reconciliation Relationships
A Healthy Team and Healthy Organization
Deliver on Commitments to Support Truth & Reconciliation and Improve Indigenous Relations
Equity Community First Altruism
Sector Best Practice Improve Supports
Relationships Accountability Holistics Support
Equity Truth and Reconciliation Improve Supports
ts Sector Best Practice
Equity Relationships
Accountability Relationships



Strategic Plan

Update: April 2024

Accountability Community First Accountability Ending Chronic Homelessness Relationships
Relationships Equity Best Practice Holistics A Healthy Team and Healthy Organization Christian Service
Holistics Sector Best Practice Altruism Improve Supports Equity Community First Accountability
Ending Chronic Homelessness Accountability Truth and Reconciliation Relationships Altruism Community First
Improve Supports Deliver on Commitments to Truth and Reconciliation A Healthy Team and Healthy Organization Equity Holistics
Relationships Support Truth & Reconciliation and Improve Indigenous Relations Improve Supports Relationships Improve Supports Sector Best Practice
Community First Altruism Ending Chronic Homelessness Christian Service A Healthy Team and Healthy Organization
Holistics Sector Best Practice Accountability Deliver on Commitments to Support Truth & Reconciliation and Improve Indigenous Relations Equity Community First
A Healthy Team and Healthy Organization Improve Supports Holistics Support Truth & Reconciliation and Improve Indigenous Relations Sector Best Practice Altruism
Ending Chronic Homelessness Truth and Reconciliation Relationships Equity Accountability Holistics Improve Supports
Deliver on Commitments to Support Truth & Reconciliation and Improve Indigenous Relations Equity Community First Accountability Sector Best Practice A Healthy Team and Healthy Organization
Support Truth & Reconciliation and Improve Indigenous Relations Equity Altruism Community First Ending Chronic Homelessness Sector Best Practice A Healthy Team and Healthy Organization
Relationships Accountability Holistics Improve Supports Holistics Altruism Chronic Homelessness Practice
Equity Truth and Reconciliation Improve Supports Sector Best Practice Relationships Accountability Holistics
Holistics Altruism Equity Ending Chronic Homelessness Equity Christian Service
Community First Accountability Deliver on Commitments to Support Truth & Reconciliation and Improve Indigenous Relations Community First
Sector Best Practice Holistics Improve Supports Sector Best Practice Altruism
A Healthy Team and Healthy Organization Improve Supports Relationships Ending Chronic Homelessness Improve Supports
Ending Chronic Homelessness Truth and Reconciliation Relationships Accountability Holistics Improve Supports
Deliver on Commitments to Support Truth & Reconciliation and Improve Indigenous Relations Sector Best Practice Altruism
Support Truth & Reconciliation and Improve Indigenous Relations Equity Community First Accountability Sector Best Practice A Healthy Team and Healthy Organization
Relationships Accountability Holistics Improve Supports Holistics Altruism Chronic Homelessness Practice
Equity Truth and Reconciliation Improve Supports Sector Best Practice Relationships Accountability Holistics
Holistics Altruism Equity Ending Chronic Homelessness Equity Christian Service
Community First Accountability Deliver on Commitments to Support Truth & Reconciliation and Improve Indigenous Relations Community First
Sector Best Practice Holistics Improve Supports Sector Best Practice Altruism
A Healthy Team and Healthy Organization Improve Supports Relationships Ending Chronic Homelessness Improve Supports
Ending Chronic Homelessness Truth and Reconciliation Relationships Accountability Holistics Improve Supports
Deliver on Commitments to Support Truth & Reconciliation and Improve Indigenous Relations Sector Best Practice Altruism
Support Truth & Reconciliation and Improve Indigenous Relations Equity Community First Accountability Sector Best Practice A Healthy Team and Healthy Organization
Relationships Accountability Holistics Improve Supports Holistics Altruism Chronic Homelessness Practice
Equity Truth and Reconciliation Improve Supports Sector Best Practice Relationships Accountability Holistics

Strategic Plan Content

Strategic Plan Outline	3
Land Acknowledgement	4
Our Mission and Vision	5
Our Values	6
Strategy Updates	7
Key Priorities	8
Priority One: Reduce Chronic Homelessness	9
Goal One: Further engrain strong housing-focused practices.	9
Goal Two: Prevent Entries into Homelessness.	10
Goal Three: Develop and Implement a Housing Strategy.	11
Priority Two: Deliver on Commitments to Support Truth & Reconciliation and Improve Indigenous Relations	12
Goal One: Develop culturally safe space(s) for Indigenous spiritual practice, healing and knowledge transmission.	12
Goal Two: Increase opportunities for Indigenous leadership and integration of Indigenous perspectives into corporate practice.	13
Goal Three: Adopt best practice of Indigenous consultation and seeking Indigenous-led solutions and referring to Indigenous -led services.	14
Priority Three: To Improve Supports	15
Goal One: Strengthen Accountability and Adaptation of programs based on Evaluations against Best Practice.	15
Goal Two: Increase Sector Relationships and Referrals.	16
Goal Three: Advocacy.	17
Priority Four: A Healthy Team and Healthy Organization	18
Goal One: Competitive pay and benefits.	18
Goal Two: Maximise team Morale.	18
Goal Three: Strong Governance and Operations Infrastructure.	19
Glossary	20-21



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.



Our Mission and Vision

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.



Our Values

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.

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.

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.

Holistic

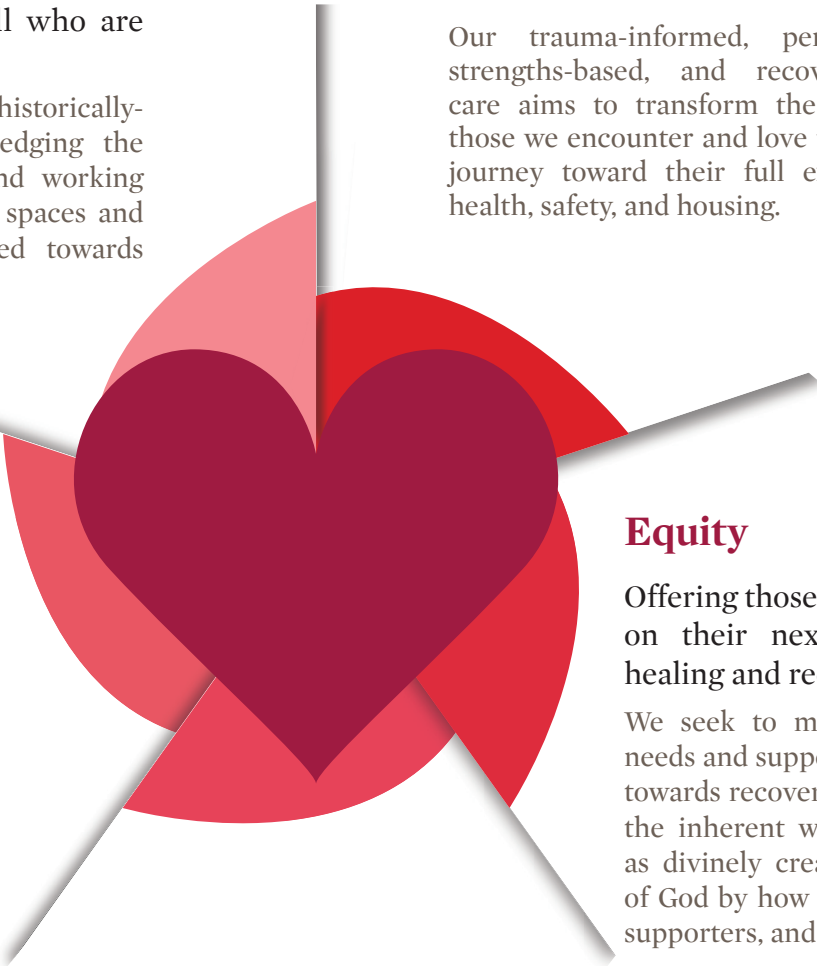
A variety of services in one place to support the uniqueness of each journey.

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.

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.



Strategy Updates

In June 2022, Siloam Mission approved a Strategic Plan for the next five years. The plan was designed to be a rolling plan, meaning that it would undergo regular updates and be an operational guide to the organisation in terms of its objectives. You will find in the appendix the full plan from June 2022 with the items checked off. One of the goals this our first update is to align the strategic plan to our Fiscal year (May to April). This update, therefore, reflects June 2022 to April 2024 as Year 1 and May 2024 to April 2025 as Year 2. (In the previous plan we indicated a Year 0 (2022-2023) as Immediate actions, which was received with some confusion, therefore, the version of the strategic plan attached has been altered from the original to match the above.

Some of our biggest strategic accomplishments in the past year include:

- Being a housing focused organisation across all program areas. Importantly also ensuring the housing we have was well taken care of. We have completed a \$6M renovation of The Madison, a forever home that will now have heat for the decades to come.
- Living up to our commitments under the Winnipeg Indigenous Accord including preparing and publishing our organisational Commitment to Truth and Reconciliation thanks to the leadership of an Indigenous Advisory Council, and our board of Directors. Including Indigenous representation in our board composition policy as well as strengthening our relationships with Indigenous led partners, deepening our understanding of Truth and Reconciliation and hosting the inaugural Gathering as a space for Christians and Christian organizations, like us, to better understand how the Truth and Reconciliation journey is one Jesus walks alongside us in.
- Introducing behaviour based entry and our space expectations: We are Safe, We are Respectful, We are focused on Needs. This was part of our overall commitment to Best Practice across all areas. It has had great results, with violent incidents going down 40%, and referrals to detox happening so frequently we had to set up an internal process.
- The expansion of our the Longtin Resource Centre to increase wellness offerings to the community, the addition of Centre Fire to the drop in to increase culturally competent care and the purchase of 280 Princess Street to create a store for folks moving into housing so they can have the basics when they move have all been on top of a facilities maintenance plan to make sure we are stewarding our assets to maximize their positive impact on community.
- We have also been working hard to create clear policies, internal job equity and external competitiveness in pay and benefits, increased training compliance and efficiency in our corporate structure via restructuring.



Key Priorities



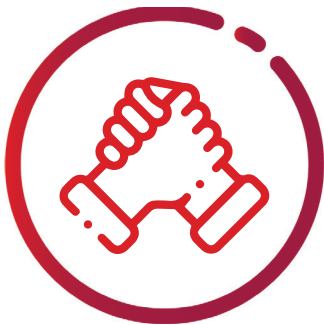
Reduce Chronic Homelessness

- Further engrain strong housing-focused practices
- Prevent Entries into Homelessness
- Develop and Implement a Housing Strategy



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 seeking Indigenous-led solutions and referring to Indigenous-led services



To Improve Supports

- Strengthen Accountability and Adaptation of programs based on Evaluations against Best Practice
- Increase Sector Relationships and Referrals
- Advocacy



A Healthy Team and Healthy Organization

- Competitive pay and benefits
- Maximise team Morale
- Strong Governance and Operations Infrastructure



Priority One

Reduce Chronic Homelessness

Goal One: Further engrain 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.

2024- 2025 Objectives:

- To have every direct service staff who interacts with a community member incorporate being housing- focused into their interactions.
- Continue to receive referrals from **Naatamooskakowin** for Transition Services caseload and to fill housing vacancies
- Ensure rapid vacancy resolution in housing to maximise tenancy
- Expand housing focused casework capacity to ensure we can move more people into housing before they're stay in shelter or lack of housing becomes chronic
- Reduce the amount of time from first stay in Shelter to re housing (via diversion, housing focused case workers etc.)

2025- 2026 Objective:

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

Metrics:

- Direct service staff trained on **Housing First principles** and approach;
- Comparative analysis of Housing First Fidelity Assessment report findings using 2018 report as a baseline (as occurring);
- Sharing experiences facilitated at Siloam;
- Participants that are referred to Siloam programs through the Coordinated Access System;
- Turnaround time to fill vacancies in programs;
- People who are coming from other emergency shelters to Siloam Mission's emergency shelter;
- Where people exit after staying in the emergency shelter (housing, shelters, institutions, wherever possible) - focus on improving positive exits to housing;
- People who are new to homelessness;
- Length of time from arrival in Siloam's shelter to housing, broken down by subpopulation;
- Returns to shelter/homelessness after being housed.

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).

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.

Naatamooskakowin

Winnipeg's Coordinated Access System. See Appendix for more details on Naatamooskakowin.

Housing First Principles

See Appendix for more details on Housing First Principles.



Priority One (continued)

Goal Two: Prevent 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. These include: Working to end release into homelessness 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 on how to not lose their housing via **Housing Loss Prevention** Interventions.

2024-2025 Objectives:

- Develop a robust Shelter Diversion program when people are 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).

2025-2026 Objectives:

- Strengthen the Shelter diversion program across all departments.
- Develop partnerships with community resources to support those precariously housed.

2026-2027 Objective:

- Begin feasibility and collaboration work to establish appropriate housing partnerships for Youth ageing out of care.

Metrics:

- Reasons individuals cite for what contributed to their loss of housing (first time and most recently);
- Input to homelessness from housing programs (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)
- 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 who come to our emergency shelter after being discharged from the hospital



Priority One (continued)

Goal Three: Develop and Implement a Housing Strategy

Thanks to the Vital Signs report from the Winnipeg Foundation in 2023, we already know that we have 3 social housing units for every 20 low income people where other major cities have 8 (Regina) or 9 (Calgary). Therefore, the development of social housing (DFN) is key to our success in housing focused practice and housing loss prevention.

2024-2025 Objectives:

- Develop a Housing Strategy;
- Strengthen use of Existing Housing Supply to support people exiting homelessness via partnerships and support offerings;
- Move the Nest program into a more suitable location for recovery based sober living;
- Create a housing program in the Arlene Wilson Recovery Centre that is suitable to its location.

2025-2026 Objectives:

- Offer the **Rent Smart** 101 program to community members accessing Siloam Mission.
- Increase partnerships with available Withdrawal management services for more timely access.

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)

Metrics:

- Participants housed through landlord partnerships
- How many landlord partnerships do we have
- Participants accessing services and programs from each subpopulation in the housing strategy
- Updated Environment Map (every 2 years)



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

In the first year of this plan, we raised the funds, worked with community members and Knowledge Keepers to design and have now built Na a way Ishkode (Centre Fire).
Space details need updating

2024-2025 Objectives:

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

2025-2026 Objectives:

- Collaborate with Indigenous organizations to enhance the use of the cultural/spiritual space and expand pathways and connections to Indigenous cultural knowledge transmission, both internally and externally.

2026-2027 Objectives:

- Increase the number of culturally adapted spaces and ensure the integration of Indigenous elements (murals, land acknowledgements, language, teachings, visual art) that is reflective of diverse Indigenous cultures and encourages these initiatives to be led by Indigenous partners, artists and creators.

Metrics:

- Opportunities for Indigenous programs and healing at Siloam that are reflective of Indigenous nations accessing supports and services at Siloam
 - Programs offered and participants engaged in each
- Integration of Community Members in caring for Na a way Ishkode (Centre Fire)
 - CMs/BFs offering Skaabe and other support roles
- Partnerships with Indigenous organizations to bring Indigenous programming to Siloam
 - We want this to go down via a successful diversion/prevention
- Relationships with Knowledge Keepers from different Indigenous nations
- Knowledge Keepers scheduled to provide services to the Board, staff, community members



Priority Two (continued)

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

2024-2025 Objectives:

- Strengthen relationships with Indigenous organizations through partnerships and increased support for building Indigenous capacity and leadership within the sector.
- Integrate relevant articles of the United Nations Declaration of the Rights of Indigenous Peoples, the Truth and Reconciliation Commission's (TRC) Calls to Action and recommendations of the Final Report on Missing and Murdered Indigenous Women and Girls (MMIWG).

2025-2025 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.
- Develop collaborations with Indigenous-led organizations to increase access and opportunities for Indigenous cultural learning and healing.

2026-2026 Objectives:

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

2027-2027 Objectives:

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

Metrics:

- Self-identified Indigenous employees
- Retention rate for Indigenous employees
- Indigenous staff at the leadership table
- Participation of Indigenous staff in professional development
- Indigenous representation on the Board



Priority Two (continued)

Goal Three: Adopt best practice of Indigenous consultation and seeking Indigenous-led solutions and referring to Indigenous-led services

2024-2025 Objectives:

- Implement mentorship practice led by Indigenous leaders, Knowledge Keepers and role models to assist Indigenous community members in seeking healing and support.
- Support the establishment an Indigenous Community of Practice Circle within the sector to support collaborative approach and best practice.
- Develop collaborations with Indigenous-led organizations to increase access and opportunities for Indigenous cultural learning and healing.

2025-2026 Objective:

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

2026-2027 Objective:

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

Metrics:

- Changes implemented according to UNDRIP, TRC, and MMIWG
- Indigenous Advisory Council meetings and recommendations implemented



Priority Three

To Improve Supports

Goal One: Strengthen Accountability and Adaptation of programs based on Evaluations against Best Practice

In our first year of this plan (June 2022-April 2024), we did organizational wide training on several moves towards best practice. Included in all of those was an emphasis that the changes we make today, may not be permanent. As best practice in the sector is updated by research, so too will our practices update according to those results. Homelessness is certainly not a new phenomenon, yet the expansion of need, the deepening of barriers during the pandemic and more, means that research on shelter best practice, housing first program design, culturally sensitive supports and more are all expanding. In our commitment to offering Christ's compassionate love to all in need of supports, healing and recovery, we are committed to our services continuously, updating to ensure we're offering the most transformational supports possible.

2024- 2025 Objectives:

- Do a fulsome evaluation of all programs to ensure best practice in their area and that housing focused practices are embedded;
- Program listing;
- Ensure appropriate training and a robust training schedule to ensure all staff have the opportunity to learn, implement and understand best practices in their work area and across the organization.

2025- 2026 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 (Ongoing).
- Maintain facilities to highest safety standards.

Metrics:

- Trained staff in
 - mental health-related training (MHFA, ASIST, etc.)
 - harm reduction and working with people who use substances
 - trauma-informed care and vicarious trauma
- Incidents/suspensions
 - Incidents of violence
 - Violence against staff
 - Drug poisonings
 - Police involvement
 - Suspensions
- Restorative Circles
- Participant feedback on The Madison program
- Participant feedback on The Nest program
- Increase scope and scale of service providers in Health Centre
- Compliance with Facilities Condition Assessment



Priority Three (continued)

Goal Two: Increase Sector Relationship and Referrals

In our first year of this plan we held two public annual report to community events, one during the work day and one on a weekend to ensure that folks who wanted to attend could.

2024-2025 Objective:

- 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.

2025-2026 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.

Metrics:

- Partnerships and partner feedback
- Support for sector advocacy
- Participation in partner workgroups
- Increased familiarity with Siloam's programs and services among sector
- Sector stakeholder feedback



Priority Three (continued)

Goal Three: Advocacy

2024-2025 Objectives:

- Develop a comprehensive Advocacy Framework for the organization that determines how, to whom and on what issues we will use our voice to advocate for the changes needed to realise our vision of A Winnipeg Without Chronic Homelessness.
- Incorporate education into facilities themselves (ie. plaques, teachings posted, etc).
- New Signage about offerings still need more.
- Continue to work towards keeping EIA accountable for rent not being paid on time, causing people to lose their housing.

2025-2026 Objectives:

- 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 the above communication guidelines; adjust as needed to ensure Siloam has control of its messaging and can follow guidelines.

Metrics:

- Training/Education opportunities for the general public (via community education)
- Broken out by group (biz, schools, etc.)
- General public participation in events/activities (ex. Open house)



Priority Four

A Healthy Team and Healthy Organization

Goal One: Competitive pay and benefits

A culture of Self Awareness and thriving.

2024-2025 Objectives:

- Roll out Performance Management Key Performance Indicators and Performance incentivization structure;
- Adjust Benefits based on Market Basket Analysis to ensure living into our compensation philosophy;
- Supports for staff mental health.

2025-2027 Objective:

- Market Basket Analysis for competitive pay and benefits update from Fall 2023.

Metrics:

- Mental health-related events and activities;
- Staff appreciation events;
- Review/evaluation of performance management system.

Goal Two: Maximise team Morale

2024-2025 Objectives:

- Focus on Core Intentions and Values in all that we do;
- Establish programs to reduce staff burnout.

2026-2027 Objectives:

- Market Basket Analysis wage review;
- Work toward and attain employer of choice accreditation.

Metrics:

- HR Survey
- Trust in leadership,
- Communication (from leadership and within organization)
- Desire to continue employment at Siloam
- Morale of staff
- Schedule of opportunities will include feedback mechanism after each training/team event.



Priority Four (continued)

Goal Three: Strong Governance and Operations Infrastructure

2024-2025 Objectives:

- Develop Imagine Canada Accreditation review structure;
- Maintain Canadian Centre for Christian Charities;
- Recruit for a diverse (demographic and skill set) board;
- Drafts of operational manuals for all areas.

2025-2026 Objectives:

- Create review structure for operational manuals for all areas;
- Imagine Canada Accreditation Review timelines.



Glossary

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 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.



Glossary

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.

Relationship

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

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).

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.



