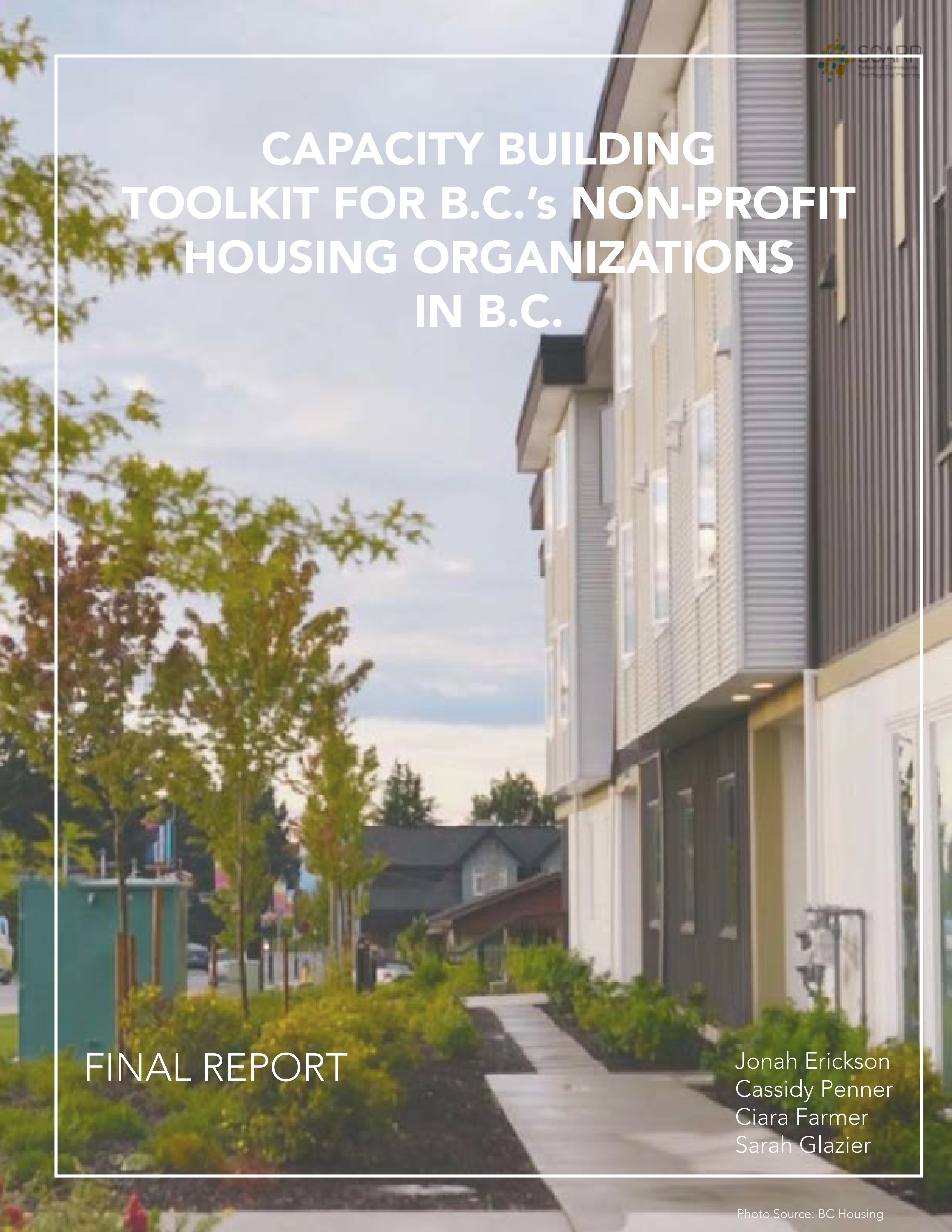

CAPACITY BUILDING TOOLKIT FOR B.C.'s NON-PROFIT HOUSING ORGANIZATIONS IN B.C.

FINAL REPORT

Jonah Erickson
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Photo Source: BC Housing

EXECUTIVE SUMMARY

Our team of graduate students from the University of British Columbia's School of Community and Regional Planning (SCARP) has developed a Capacity-Building Toolkit for B.C.'s Non-Profit Housing Organizations on behalf of BC Housing and in collaboration with our community partners, A Way Home Kamloops and Metro Community Church (Kelowna).

The toolkit consists of various planning tools designed to help our community partners achieve specific organizational objectives. These planning tools are organized into modules that each correspond to one of those specific objectives. Modules are usable by other nonprofits seeking to achieve those same or similar objectives. This modular structure allows for future development of the toolkit.

This report describes the context, methodology, and process of our project.

ACKNOWLEDGMENTS

We would like to acknowledge our community partners BC Housing, A Way Home Kamloops and Metro Community Church for their continued support and guidance throughout this project.

We would like to dedicate this report to Katherin McParland whose tireless dedication to ending youth homelessness will not soon be forgot.

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Photo Source: BC Housing

CONTEXT

For a number of years, capacity in B.C.'s non-profit housing sector has become increasingly strained. Non-profit housing and homelessness services providers—particularly smaller organizations—have faced significant challenges in meeting demand for new housing and homelessness services, managing increasing operating costs, and recruiting and retaining skilled staff and board members. At the same time, the Province has recently set a goal of providing 114,000 new units of affordable housing over the next decade. Increasing the capacity of smaller non-profit housing organizations will be integral to meeting this target.

GOALS AND OBJECTIVES

The purpose of this project has been to develop a Capacity-Building Toolkit for B.C. Non-Profit Housing Organizations on behalf of BC Housing and in collaboration with our community partners, A Way Home Kamloops and Metro Community Church (Kelowna).
Through this project, we aim to help build capacity in B.C.'s non-profit housing sector by providing small non-profit housing and homelessness-services providers with planning tools to help them expand their organizations and meet the increasing demand for non-profit housing and homelessness services in B.C.

Another goal of this project has been to make the toolkit developable, so that it can be added to and refined in the future. We envision this project evolving over a multi-year timeframe, to include an expanding set of planning tools for non-profit housing organizations in B.C.

WHAT IS CAPACITY BUILDING?

In order to better understand what is involved in building capacity in B.C.'s non-profit housing sector, it was important for us to first define 'capacity building'. Capacity building, in the context of this project, entails not only helping our community partners expand their organizations, but also giving them tools with which they can continue to expand their organizations beyond the conclusion of our partnership.

Based on this understanding of capacity building, we have created planning tools that will not only help our community partners achieve their immediate objectives, but that can also be carried forward and used by other nonprofits to achieve those same or similar objectives, and thereby help build capacity in B.C.'s non-profit housing sector as a whole

PARTNERS

Our team of graduate students from the University of British Columbia's School of Community and Regional Planning (SCARP) has undertaken this project on behalf of, and in partnership with, BC Housing, A Way Home Kamloops, and Metro Community Church. BC Housing is a Crown agency that works in partnership with the private and non-profit sectors, provincial health authorities and ministries, other levels of government, and community groups to develop a range of housing options for British Columbians. A Way Home Kamloops is a charitable nonprofit that provides housing and support services to youth at risk of, or experiencing, homelessness in Kamloops. Metro Community Church is a charitable nonprofit based in Kelowna, that offers a variety of homelessness services.

Photo Source: BC Housing

METHODOLOGY AND PROCESS

Our project consisted of three main phases:

- Information Gathering
- Module Development and Pioloting
- Toolkit Development

Phase 1: Information Gathering

Literature Review

We first conducted a review of academic and grey literature relevant to capacity building in B.C.'s non-profit housing sector. Later, once we had determined the needs and objectives of our community partners, we conducted a review of literature pertaining directly to their respective organizations, including literature specific to youth housing and faith-based non-profits. We also reviewed literature specific to each of our partners' organizational objectives, including literature relevant to strategic plans, risk management strategies, in-house staff training plans, financial sustainability plans, business expansion plans, and hygiene centres. Finally, we looked at research into effective strategies for implementing capacity development efforts.

Interviews

Our team next conducted semi-structured interviews with experts in the non-profit housing sector to gain deeper insight into capacity development strategies and approaches. This was undertaken to better understand what capacity development means in the context of B.C.'s non-profit housing sector.

We also conducted interviews with staff and management at A Way Home Kamloops and Metro Community Church, in order to gain a better understanding of their respective organizational needs and objectives.

Environmental Scan and Case Studies

In the final stage of the information-gathering phase of our project, we undertook an environmental scan of non-profit housing organizations of a similar size and with similar programming to our community partners in order to identify case studies to inform our project. These case studies revealed how similar non-profit housing organizations have achieved their capacity-development goals and some of the challenges associated with capacity development in the non-profit housing sector.

Based on the information we gathered in the first phase of the project, we arrived at the idea of developing a toolkit to help our community partners achieve their specific objectives, while at the same time satisfying BC Housing's overall goal of building capacity in the non-profit housing sector.

Phase 2: Module Development and Piloting

Module Development and Piloting

Based on ongoing conversations with our community partners, we ultimately settled on four specific objectives (two for each partner) that we could help them achieve. The modules that correspond to these objectives and are included in the toolkit are:

Modules Development in Partnership with A Way Home Kamloops:
- In-House Staff Training Program
- Risk Management Strategy

Modules Developed in Partnership with Metro Community Church
- Hygiene Centre for People Experiencing Homelessness
- Strategic Plan

Because of the various circumstances and priorities of each of our two community partners, module development proceeded differently in each case. In some cases, we co-developed a module with a community partner, then worked directly with them to pilot the module in order to achieve the specific objective for which it was designed.

In other cases, we worked closely with a community partner to achieve an objective while simultaneously developing a module that reflects the experience gained and lessons learned in the process.

Finally, in some cases, we developed a module more or less independently, before handing it off to a community partner for future use.

In all cases, module development has been an iterative process, through which we have sought continuous feedback from our partners in order to refine the modules.

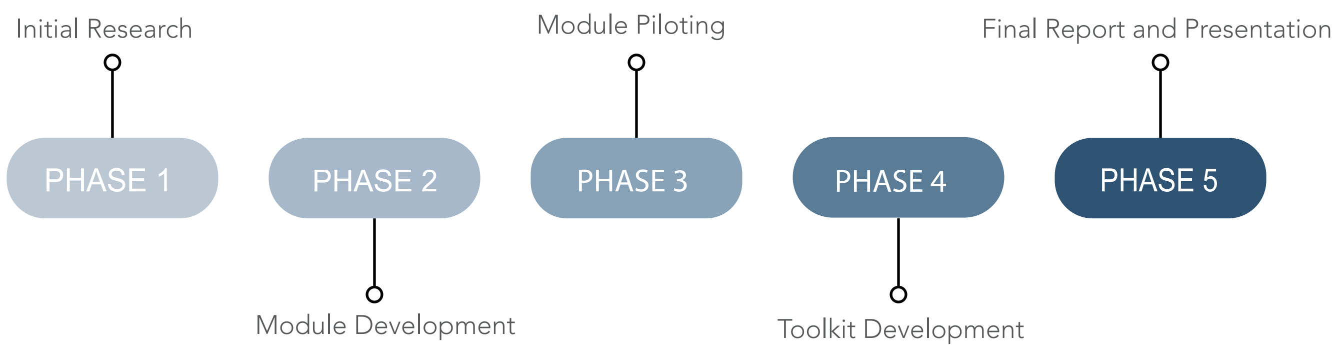
Phase 3: Toolkit Development

The last phase of our project involved finalizing the modules and developing the toolkit into a usable format.

Each module consists of an introductory ‘Context’ section, an ‘Opportunities and Challenges’ section, a ‘Planning and Policy Considerations’ section, a ‘How-To Guide’, a ‘Monitoring and Evaluation’ section, and appendices with additional resources.

Each module also includes a case study of how our community partner has achieved, or plans to achieve, the objective for which the module was designed.

TIMELINE OF PHASES



Phase 1: Initial Research (October 27th - December 4th)

- Conduct literature reviews
- Conduct key-informant interviews
- Identify case studies

Phase 2: Module Development (December 4th - January 15th)

- Design toolkit modules
- Determine level of co-development with community partners
- Review and revise toolkit modules based on partner feedback

Phase 3: Module Piloting (January 15th - March 30th)

- Apply pilot modules in collaboration with community partners
- Review and revise pilot modules based on real-world experience
- Report back to community partners

Phase 4: Toolkit Development (February 26th - March 30th)

- Design final layout and presentation of toolkit
- Provide draft of toolkit to BC Housing for feedback
- Finalize toolkit

Phase 5: Final Report and Presentation (March 22nd - April 6th)

- Write final report
- Present project

CAPACITY BUILDING TOOLKIT FOR B.C.'S NON-PROFIT HOUSING ORGANIZATIONS

Photo Source: BC Housing

PURPOSE OF THE TOOLKIT

The purpose of this toolkit is to provide small non-profit housing and homeless-ness-services providers operating in B.C. with planning toolks to help them expand their organizations and meet the increasing demand for non-profit housing and homelessness-services in B.C.

WHAT IS IN THE TOOLKIT?

This toolkit consists of a number of 'modules,' each designed to help small non-porift housing and homelessness-services providers operating in BC to acheive a specific objective, such as the development of an *in-house staff training program* or the opening of a *hygiene centre for people experiencing homelessness.*

Each module consists of the following sections:

- A **Context** section, describing the project or process covered by the module, including important concepts and background information
- A **Case Study** profiling a successful real-world example of the project or process covered by the module (see inset).
- A **Opportunities and Challenges** section designed to help organizations weigh the costs and benefits of developing or undertaking the kind of project or process covered in the module
- A **Planning and Policy Considerations** section describing any planning and/or policy areas that should be considered by an organization planning to initiate the process or project covered in the module
- A **How-to Guide**: a step-by-step guide to initiating, developing, and/or operating the project or process covered in the module. This section constiutes the largest section of each module.
- A **Monitoring and Evaluation** section, describing various tools and strategies to help monitor and evaluate the project or process covered in the module.
- A **Conclusion** summarizing the topic covered in the module
- An **Additonal Resources** section listing various resources to help organizations successfully achieve the objective covered by the module.
- A **Bibliography**

CASE STUDY

Throughout the toolkit modules, insets like this one contain real-world examples meant to illustrate how small non-profit housing organizations in B.C. have implemented or plan to iimplement the project or process covered by the module.

Source: BC Housing

TOOLKIT MODULES

This toolkit contains the folliowing modules:

- **In-house Staff Training Program**
- **Risk Management Strategy**
- **Strategic Planning Process**
- **Hygiene Centre for People Experiencing Homelessness**

ABOUT THE TOOLKIT

This toolkit was developed by a team of graduate students from the University of British Columbia's School of Community and Regional Planning (SCARP) on behalf of, and in partnership with, BC Housing, A Way Home Kamloops, and Metro Community Church. BC Housing is a Crown Agency that works in partnership with private and non-profit sectors, provincial health authorities and ministries, other levels of government, and community groups to develop a range of housing options for British Columbians. A Way Home Kamloops is a charitable nonprofit that provides housing and support services to youth at risk of, or experiencing, homelessness in Kamloops. Metro Community Church is a charitable nonprofit based in Kelowna, that offers a variety of homelessness services.

Source: Unsplash

MODULE 1: IN-HOUSE STAFF TRAINING

IN HOUSE STAFF TRAINING

CONTEXT

This module provides planning tools to support non-profit housing organizations developing in-house staff training programs. Many smaller nonprofits struggle to provide effective, consistent, and affordable training for their staff. An effective in-house staff training plan equips non-profit housing organizations to provide their staff with professional development and certification beyond on-the-job training. Staff development and training is important for employees to learn, grow, test themselves, develop new skills and become more capable members of an organization. It equips staff with the skills, competencies, and certifications necessary to effectively administer programming and serve clientele. Research also suggests that staff development improves employee productivity, employee retention and employee recruitment.

In practical terms, 'in-house' refers to the internal operation of an organization, and activities which are carried out by internal staff and employees. 'Training' refers to the process of teaching work-related skills, or knowledge, to employees with the aim of increasing the quality and efficiency of their position and the organisation as a whole. Therefore, 'in-house training' refers to learning for employees led by the organization itself through the development of training materials, courses, assessment and supervision. In-house training is generally preferable to external training, as it tends to more closely reflect specific organizational values and culture along with the flexibility it offers. Research suggests that training is developed in an iterative process that takes place in four phases:

1. Assessment - The collection, analysis, and synthesis of data rele vant to organizational needs, especially if they have an impact on, or are affected by, staff-training plans.

2. Design - The development of a broad proposal for providing train ing, if appropriate, and the acceptance of that proposal by those involved

3. Implementation - The identification and development of the specific details (e.g., skills taught, strategies, and media) of training.

4. Follow-up - Activities designed to enhance and measure the effects of training. While the impact of follow-up activities are not usually evident until after training is completed, the activities must be considered throughout the assessment, design, and implementation staes.

A Way Home Kamloops

A Way Home Kamloops is a charitable non-profit that provides housing and support services to youth at risk of or experiencing homelessness. The organization provides a range of wraparound supports including housing, peer navigation, employment and education to support youth in achieving critical developmental milestones as part of a healthy transition to adulthood.

Mission:

"Our vision is that all youth have a safe place to call home and the supports to sustain wellness. We are a society working towards preventing, reducing, and ending youth homelessness in Kamloops and British Columbia."

Location: Kamloops, BC, Canada
Year Founded: 2012
Number of Employees: ~ 29
Primary services offered:

- Safe Suites
- Youth Housing First
- Peer Navigation
- Youth Against Youth Homelessnes (YAYH)

OPPORTUNITIES AND CHALLENGES

OPPORTUNITIES

- Offers better value for money than outsourcing training
- Ability to customize training to exact organizational needs
- More flexible in terms of staff scheduling
- Travel cost savings for employees
- Ability to adapt training during delivery if needed
- Improves internal communication within the organization
- Fosters team building and better working relationships

CHALLENGES

- Requires a substantial time commitment to develop
- Training development can be costly up front
- Smaller organizations may not have the resources to train staff to be trainers
- Ensures training meets minimum standards and accreditations

POLICY CONSIDERATIONS

All employers in B.C. are required by law to provide a healthy and safe environment for their employees. WorkSafeBC also enforces the Occupational Health and Safety (OHS) Regulation, which governs most workplaces in B.C. WorkSafeBC provides:

- Legal requirements to ensure safety in workplaces
- Policies and procedures to prevent incidents
- Guidelines for interpreting and following the requirements and policies
- Procedures and equipment to ensure safety in particular types of workplaces

It is critical to ensure that all in-house staff training meets WorkSafe BC safety standards including safety orientations, understanding employees' rights and responsibilities, and safe work procedures. Please refer to WorkSafeBC for additional resources and information.

HOW-TO GUIDE

1: ASSESSMENT

PURPOSE: To identify organizational needs and resources

1.1 Assess your needs

The first step in designing an effective in-house staff training program is to identify organizational goals and areas where training would best advance organizational development. This can be achieved by breaking down your organization's overall goals into smaller goals, attaching training sessions and learning objectives to each, and identifying how these training sessions directly advance organizational objectives. Once you have identified in-house training needs it is important to prioritize your desired training. This can be done by assigning training into categories and identifying strengths/ benefits and intended outcomes for each training module.

To develop an In-House Staff Training plan, A Way Home Kamloops (AWHK) began by identifying organizational objectives and opportunities for growth. Current staff training programs were identified and evaluated for their alignment with organizational goals, and the degree in which they supported staff to effectively and confidently do their job.

1.2 Assess your resources

Identify the resources necessary to effectively meet organizational staff training needs. This can be achieved by conducting a 'Training Needs Analysis' which will provide insight into how to best structure your in-house training program. The structure of the training program will vary depending on what type of training is required, and how much time and resources are available.

When deciding on how best to structure an in-house training program, it is important to consider the following:

- o Time – Realistically understand how much time your organization has availableto train employees.
- o Resources – Understand the resources your organization has available to fit the type of training it wishes to deliver.
- oTrainers – Identify who will be providing the training within your organization

2: IDENTIFY SKILL GAPS

PURPOSE: Conduct a skill gap analysis to understand what training would be most useful for staff

2.1 How to Conduct a Skills Gap Analysis

A skills gap is the difference between skills that employers want or need, and skills their workforce offers. Conducting a skills gap analysis helps you to identify skills you need to meet your organizational goals. To conduct a skills gap analysis, look at written job descriptions and compare the skills the position requires with your employees' current abilities. You can perform a skills gap analysis on two levels:

1. Individual: You can identify the skills a job requires and compare them to an employee's actual skill level.
2. Team/company: You can determine if your employees have the skills to work on an upcoming project or if you need to hire externally. This analysis can help you target your employee training programs to develop the skills you need.

AWHK designed and administered a survey to evaluate staff skills competencies and develop a staff training inventory. This survey also provided the option for staff to make suggestions for future training opportunities. The survey results gave AWHK with the information necessary to begin developing an effective in-house staff training program.

Example of a skill gap analysis

Scope	Who is in charge of the process?	When to conduct a skill gap analysis	How to respond to skill gaps
Individual Level	-Team Leader	-Change in employee's duties -Shifting to in-house staff training	-Diversify training
Team/Organizational Level	-Team leader -HR -External Consultants	-New organizational direction -Shifting to In-house staff training	-Develop training programs -Mentoring initiatives

2: IDENTIFY SKILL GAPS

Step 1 - Identify Important Skills

Identify the skills you need by answering two questions:

- What skills do you value as an organization?
- What skills do your employees need to do their jobs well now and in the future?

Consider your company's job descriptions, organization objectives, and values. Think of the new skills your organization might need in coming years. You could also survey team members about what skills they think are missing. Their responses could provide unique insights, and involving your employees can help them feel that they're contributing to the organization's growth.

Example of Identifying Skill gaps:

Skill	Importance	Skill Level Required
Leadership	Moderate	High
WHIMIS	Low	Moderate
Mental Health First Aid	High	Excellent

2: IDENTIFY SKILL GAPS

Step 2- Measure Current Skills

Measure the competency levels of staff in specific areas. To measure skill levels, you could use:

- Surveys and assessments
- Interviews with employees
- Feedback from performance reviews

Example of Individual Employee Skill Gap Analysis using a 5-point scale (5= highest) :

Skill	Importance	Skill Level Required	Actual Level
Leadership	High	5	3
WHIMIS	Low	3	4
Mental Health First Aid	High	5	1

Step 3 - Act on the Data

There are two ways to fill skills gaps: training and hiring. Decide which approach (or combination) works best for each skill gap. The right In-House training can help you close gaps between current and desired skill levels.

3: DESIGN TRAINING

PURPOSE: Effectively design In-House staff training that meets organizational and staff needs

3.1 Design your Materials

The materials to be included in an in-house training program should be selected based on organizational goals and current gaps or strengths in employee skill sets. Adjusting existing training materials or developing new training initiatives to align with this information is essential.

3.2 Set your Objectives

Define the goals of staff training while designing training materials. Important questions to ask are:

- How will employee performance improve after this program?
- How will employees better achieve organizational goals after this program?
- How will this training program better prepare employees to take on managerial roles?
- How will this program improve our employee retention rates?

3.3 Premises and Format of Training

Consider the premise of a desired in-house staff training program. Keys questions to ask include:

- Where are you going to deliver your training?
- How many people will the training be delivered to?
- Will you need multiple training sessions to accommodate larger numbers of employees?
- Does the style of training restrict the number of employees who can atend?

It will also be important to consider how the training will be formatted:

- Classroom-style vs. Workshop-style- Classroom-style training works best for storytelling sessions and presentations. Workshop-style training programs are more effective for brainstorming, simulation and role-playing and are more time efficient.

- Individual vs. Group training - Group training will go a long way for departments that benefit from cross-team training. Build individualized learning programs into your training plans to give employees more freedom to shape their own learning.

3: DESIGN TRAINING

3.4 Validate Your Training Program

Before rolling out a new in-house training program on a large scale, or to new employees, validate the training program. You can use current employees as a focus group or use a small number of new employees in a pilot program. Evaluate the strengths and weaknesses of the new in-house training program with a small group, then make any necessary changes to the program.

3.5 Train the Trainers

With any new training program, it is important that the trainers who will be delivering the in-house training are fully equipped to do so. This may require training from in-house HR managers, or an external trainer to assist with the initial set up.

AWHK plans to use the results from the staff survey to inform the design of its in-house staff training program. This program will build upon existing staff competencies and work towards organizational goals. Determining the content and format of the training will be essential at this stage.

4: LAUNCH TRAINING

PURPOSE: Pilot the new training modules

AWHK plans to work closely with staff to provide opportunities for feedback in order to refine the in-house staff training program. Promoting opportunities for employee development and creating a "culture of learning" will be important during this phase.

4.1 The First Sessions

The first session provides an opportunity to identify any gaps in preparation or unforeseen needs or additions that the training may benefit from. Use this first session as an opportunity to strengthen and reflect upon your in-house staff training. Ask for feedback from staff.

4.2 Training into Action

Support staff in implementing their new knowledge on the job. One approach may be to ask staff members to present a summary of what they learned and then identify practical applications as a team.

4.3 Feedback

Provide feedback to staff including periodic check-ins as they complete the in-house training. A good practice is providing verbal and written feedback on the employees' progress throughout and following the training.

4.4 Opportunities for Development

Develop career paths and ladders that help to advance and encourage employee growth. Provide job enhancement opportunities and encourage employees to enhance current skills and knowledge in preparation for promotions and/or transfers to new positions within the organization.

4.5 Train for Culture - Create a Culture of Learning

Training should align with your organization's culture and should convey that your organization values and rewards continuous learning. Leaders within an organization can demonstrate the value of learning by continuously seeking their own professional development opportunities and sharing their enthusiasm with staff. A culture of learning doesn't stop at formal training, and organizational leadership should facilitate a space of continued growth.

MONITORING AND EVALUATION

Build in Regular Reviews and Adjustments to Your Training Program

One of the best practices for employee training is to show continued commitment to employee growth. This can include scheduling in monthly check-ins, emailing employees weekly about any questions they may have, and providing them with any resources they need. It is critical to review your employees and their work, to better understand the effectiveness of your in-house staff training program.

Assess Employee Training Programs

Review and redesign your educational programs if they don't meet your intended objectives. Ask employees the following questions to make assessments of your training:

- What new task, tool, skill)did you learn from the in-house training?
- What did you like about the training program and what should we improve (e.g.topic, methodology, instructor, material)?
- Are your skills improving?
- Are you using the techniques and practices from in-house training in your work?
- What gaps need to be addressed?

Think Long Term

Training is a long-term investment, and often the benefits are not immediately apparent. In the longer term however, staff will be more knowledgeable and more likely to stay and grow with your organization.

AWHK plans to conduct regular reviews and adjustments to its in-house staff training program. This could include hiring a consultancy outside of the organization. It will be important to think long-term and consider how the training program can be further developed to meet employee and organizational objectives in the future.

SUMMARY

A well-developed training plan can take years to develop, evaluate, and refine. As a starting point, identify your organizational goals and the specific information and skills each department requires in order to be successful. Map existing resources against learning objectives and identify any areas where new content could be developed. Once all training content is designed, decide on the instructional methodology you want to use. Use the launch of new training initiatives as an opportunity to grow and further develop your training modules. This should always be followed up with review and monitoring of your in-house staff training program to evaluate training effectiveness and opportunities for growth. Ultimately, developing an effective in-house staff training program can be extremely useful for non-profit housing organizations and a key strategy for both employee and organizational growth and development.

RESOURCES

Personal Information Protection and Electronic Documents Act (PIPEDA)
http://laws-lois.justice.gc.ca/eng/acts/P-8.6/index.html

BC Humans Rights Code
http://www.bclaws.ca/EPLibraries/bclaws_new/document/ID/freeside/00_96210_01

BC Workers Compensations Act
http://www.bclaws.ca/EPLibraries/bclaws_new/document/ID/freeside/96492_01

Employment Equity Act
http://laws-lois.justice.gc.ca/eng/acts/e-5.401/index.html

BC Freedom of Information and Protection of Privacy Act
http://www.bclaws.ca/EPLibraries/bclaws_new/document/ID/freeside/96165_00

BC Employment Standards Act
http://www.bclaws.ca/EPLibraries/bclaws_new/document/ID/freeside/00_96113_01

Source: Unsplash

MODULE 2: RISK MANAGEMENT STRATEGY

RISK MANAGEMENT STRATEGY

CONTEXT

This module provides an overview and best practices of effective risk management strategies. Risk management strategies are essential tools for non-profit organizations to prepare for changes, whether expected or unexpected. Risk management strategies provide plans for the prevention or mitigation of risks that can affect service delivery and function. Often, non-profit organizations lack the time and resources to create risk management strategies, but having policies in place before an incident can cut down recovery time, prepare staff, and reduce adverse effects on clients. In the long run, having a comprehensive risk management strategy in place will save time and resources.
All kinds of changes bring risk. However, change is essential for non-profit organizations to progress. Therefore, there are many potential risks that can yield both positive or negative results. The key is to be prepared for all potential scenarios that arise from change, both expected and the unexpected. Creating a risk management strategy provides an opportunity to think through the things that can affect your organization, while simultaneously creating contingency plans to ensure they are prevented, or that their negative impacts

Definition of Risk

Risk is the likelihood that an event will occur and its potential consequences. This broad definition encompasses many different aspects and areas of potential risk. For the purposes of this module, our definition is much narrower and defined through in terms of both strategic and internal risks.

Strategic Risk

Strategic risks are risk that affect an organization's strategic objectives. Strategic objectives are the goals of an organization that align with and support its mission. These risks can be both internal (within an organization) and external (beyond human control). Key examples of this type of risk include:

- Economic risk – financial crisis, funding loss, donor risks
- Change management – succession plans, change in key managerial roles
- Political risk – government funding opportunities, change in political environment

Internal Risk

Internal risks come from within an organization. These are often predictable and can be avoided, but arise from human, technological, and/or physical factors. Key examples of internal risks are:

- Funding risks, financial stability, grants
- Staffing risks – key staffing numbers, staff training, staff well-being
- Client risks – emotional, physical, social, economic
- Facility risks – structural damages, maintenance
- Technological risks – internet losses, data access, outdated software

A Way Home Kamloops

A Way Home Kamloops is a charitable non-profit that provides housing and support services to youth at risk of or experiencing homelessness. The organization provides a range of wraparound supports including housing, peer navigation, employment and education to support youth in achieving critical developmental milestones as part of a healthy transition to adulthood.

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Location: Kamloops, BC, Canada
Year Founded: 2012
Number of Employees: ~ 29
Primary services offered:

- Safe Suites
- Youth Housing First
- Peer Navigation
- Youth Against Youth Homelessnes (YAYH)

OPPORTUNITIES AND CHALLENGES

OPPORTUNITIES

- Prevents or mitigates nega-trive impacts of risks
- Opportunity to understand the specifc kinds of risks that affect an organization
- Opportunity to idenitfy ar-eas of vulnerability or gaps in policy or procedures
- Avoids service disruption
- Mitigates impacts on cli-ents in the event of a risk
- Allows access to funding opportunities
- Potentially can save time and resources in the event of a risk - being proactive is often better than being reactive

CHALLENGES

- Requires time to create and implement
- Requires resources to cre-ate and implement
- May not be able to cover all risks, some risk may remain unforeseen or un-avoidable

POLICY CONSIDERATIONS

Often, having some kind of risk management strategy in place is a necessary requirement for getting access to funding. For example, in order to be con-sidered for funding opportunities by BC Housing, an organization must have developed policies regarding financial management, staff development, and conflicts of different kinds. Policies such as these can make up a more com-prehensive risk management strategy, as they deal intimately with the internal risks of an organization.

Given the diversity of clients served in the non-profit housing sector, there may be specific laws and policies that must be followed. For example, any risks involving children must be reported in accordance with the Child, Family and Community Services Act. In the creation of a risk management strategy, be sure to consult the appropriate regulations for your specific clientele.

HOW-TO GUIDE

1: RISK IDENTIFICATION

PURPOSE: To identify the specific risks that may affect the organziation

1.1 The first step in creating a risk management strategy is identifying any potential risks that may affect the organization. Since this specific module defines risks as both internal and strategic risks, reviewing the existing internal policies of the organization is a great starting point. Documents such as the organization's strategic planning or financial management models highlight the organization's strategic objectives, and thus any potential risks to those objectives. Other internal documents such as staffing policies and training plans can help to identify any internal risks to the organization. It is best practice to involve a broad range of staff in this process to ensure that there are multiple perspectives from all levels of the organization.

1.2 Reviewing external documents can also be helpful in identifying internal and strategic risks. Documents such government policies and similar organizations' risk management strategies can help to identify risks that may have been missed.

1.3 While there may be some similarity between risks from organization to organization, this step is ultimately specific to each organization. Each organization is unique and will have individual or specific risks pertaining to their facilities, personnel, or clients.

A Way Home Kamloops has defined risk as: when one or more of the organization's four critical assets are threatened: people, reputation, funding, and/or property. Based on this definition, AWHK identified various areas that might be exposed to a risk. The specific areas identified by AWHK are:

- Communications
- Emergencies
- Facilities
- Human Resources
- Program
- Technology
- Transporation

2: RISK ASSESSMENT

PURPOSE: determines the effect each risk will have on the organization. Understanding the potential consequences of each identified risk helps develop useful plans

2.1 Analyze each identified risk by asking these two key guiding questions:

1. What is the likelihood this risk will happen?
2. What is the impact on the organization if this risk occurred?

2.2 After assessing both the likelihood of each risk's occurrence as well as the potential level of impact it would have on your organization, score its probability as well as its potential impact on a scale from 1 to 5. Below are a set of score categories that may be useful to consider:

Example of probability scores:

1 = rare: unlikely to happen or may only happen under specific circumstances
2 = unlikely: do not expect it will happen
3 = possible: likely to occur at some time – but not frequently
4 = likely: happens more often than not
5 = certain: will occur in most cases

Example of impact scores:

1= insignificant impact: little to no impact on the organization
2 = minor impact: potential for slight impact on the organization
3 = moderate impact: could lead to a moderate disruption of operations
4 = significant impact: operations would be adversely disrupted
5 = major impact: interrupts operations for a lengthy period of time

AWHK has used a risk-assessment framework to prioritize action based on probability and impact. They used a scale to assess probability which identified the probability of risk as "unlikely", "possible", or "likely". Similarly, the level of impact was assessed using a scale of "low", "medium", or "high". On this scale, low refers to risks that threaten no disruption to service, no negative effects are expected, and that may have no visibility; medium reflects risks where there is some impact on programming, the effects are visible to a small group, and there is possible service disruption; and high refers to risks where there is a major impact on programs, there is likely to be a significant disruption, and the impacts are very visible.

2.3 Once you have the specific scores for the probability and impact of each risk, you can identify which risks are highly probable. A risk matrix is often used to visually map this process and may be useful here. There are many free templates for risk matrices available, and a few examples are available in the reference section of this module.

2.4 Prioritizing risks based on their impact and probability can be a helpful starting point for implementing and creating specific contingency plans. Beginning by addressing the risks that are the most harmful and the most likely to occur ensures that an organization is prepared for its "worst case scenario," before moving onto smaller and less significant risks.

Example Risk Matrix

Source: https://www.smartsheet.com/sites/default/files/2020-05/IC-3x3-Risk-Matrix-8849_PDF.pdf

3: RISK RESPONSE STRATEGY

PURPOSE: to develop plans that either prevent or mitigate the effects of risks

3.1 Prevention plans can be simple or more complex. Certain risks may require larger-scale and niche plans, whereas more common risks (such as fire or conflict) often have common-sense solutions that can result in plans that are simple and straightforward.

3.2 Successful prevention plans can be created using the following guiding questions:

1. What steps can you take to eliminate risks?
2. When risks occur, what steps can you take to mitigate it?

3.3 Identify critical business functions of the organization. Critical business functions are those functions that must continue in order for an organization to remain operational. For example, minimal staffing requirements, payroll, and accounting are often critical to keeping an organization operational. For each critical business function, determine the essential staff (either by name or by role – depending on turnover rate) that are necessary for these functions to continue.

AWHK created a response strategy for all risks identified - details of each response are articulated in *Policy Manuals and Program Handbooks* – to ensure that knowledge of risk response and procedures are accessible and widespread within the organization. Examples of responses include:

- Risk transfer - transferring risk to another party (e.g. through an insurance policy)
- Risk avoidance/reduction - actions to reduce the probability and impact of a risk

3.4 Identify the essential services of the organization. Essential services are those services that can be interpreted as essential to a client or essential to the organization. For example, some non-profit services can be lifesaving or will affect the safety and well-being of a client. Housing is a good example of an essential service. Other essential services are those that must remain operational in order for funding to remain intact.

3.5 In the creation of risk strategies, consult existing policy manuals and handbooks; often existing documents can inform a more comprehen-

4: IMPLEMENTATION

PURPOSE: to put the above strategies in place/in action

4.1 During the creation and implementation process of a risk management strategy, prioritizing the highest risk/highest probability risks ensures that the most damaging and most likely risks are accounted for before moving onto lower impact or less likely risks.

4.2 Accountability is important in ensuring that risk management strategies are useful in times of emergency or disruption. Accountability can be created when specific tasks or procedures are assigned to specific staff members (or staff roles if there is high turnover in the organization). Assigning specific tasks simultaneously creates a sense of responsibility and awareness of the kinds of policies and procedures in place.

4.3 The main objective of these strategies should be to enable the organization to operate under normal conditions or outline the procedures required to return to normal functioning as quickly as possible

AWHK is working to create an individualized action plan for each identified risk . The results of the Risk Assessment will inform the prioritization of these plans. The subsequent detailed response plans will be included in the *Policy Manuals and Program Handbooks.*

MONITORING AND EVALUATION

Developing an ongoing system of risk monitoring and reporting can be beneficial in identifying emerging risks. Having monitoring systems in place in various areas of your organization can further reduce the negative impacts of particular risks.

Risk management strategies should be revised and reviewed, at minimum, on an annual basis. This ensures that all changes over time are accounted for in the strategy to further prevent or mitigate the impacts of new kinds of risks.

Additionally, the strategy should be revised and reviewed after each time it is used. This provides a chance to reflect on the usefulness of the strategy and identify any gaps.

AWHK plans to engage in ongoing tracking and reporting of risks to people, property and funding. The Leadership Team is responsible for an annual evaluation of the efficacy of the risk management process. This evaluation is designed to answer the following questions:

- Are identified risks properly assessed?
- Are the response(s) effective?
- Have the risks changed?
- Are there new/emerging risk factors?
- Has AWHK expanded, reduced, or modified its programs and services?
- Have any new trends been identified?
- Are any changes to policies, procedures, or training required?

SUMMARY

Risk management strategies are effective tools that enable an organization to be prepared in times of emergency or service disruption. While it may not be possible to fully prevent all kinds of negative risks from happening, having a comprehensive risk management strategy in place can mitigate the impacts and effects of certain risks. The process of creating a risk management strategy is an opportunity for the organization to come together, review policies, and identify any potential gaps where harm can occur.

RESOURCES

Risk Matrix Templates:

https://www.smartsheet.com/all-risk-assessment-matrix-templates-you-need

https://www.teamgantt.com/risk-assessment-matrix-and-risk-management-tips

Source: Unsplash

MODULE 3: HYGIENE CENTRE FOR PEOPLE EXPERIENCING HOMELESSNESS

HYGIENE CENTRE FOR PEOPLE EXPERIENCING HOMELESSNESS

CONTEXT

This module contains planning tools designed to help non-profit housing organizations plan, open, and operate hygiene centres for people experiencing homelessness. Hygiene centres offer free hygiene services, such as laundry and shower facilities, to people experiencing homelessness.

A hygiene centre may be part of a larger community centre or exist as a stand-alone facility. Traditionally in BC, hygiene centres have been attached to shelters for people experiencing homelessness. Recently, however—and particularly since the beginning of the COVID-19 pandemic—there has been increasing interest in opening hygiene centres designed to meet the needs of people experiencing homelessness outside of the shelter system.

Hygiene centres typically include, at minimum, laundry and shower facilities, and may offer a number of other health and hygiene services and supplies (see 'Step 3' in the 'How-to Guide' below).

Hygiene centres can serve as important access points where people experiencing homelessness can connect with other resources and services beyond those offered at the centre itself. They can include a drop-in space where members of the community can connect with one another and with healthcare and social workers.

Metro Community Church

Metro Community Church is a faith-based charitable nonprofit that has operated in Kelowna since 2008 and provides a range of homelessness services including a winter shelter, drop-in centre, harm-reduction services, and a hygiene centre for people experiencing homelessness.

Mission:

"Metro Community is a group of individuals from all levels of society learning to do life together. We seek God, pursue truth, in an atmosphere of love, where judgment is left at the door. At our core we believe in the power of relationship, because every person is worthy of being known."

Location: Kelowna, BC, Canada
Year Founded: 2008
Number of Employees: 8
Clients Served: hundreds
Primary Services Offered:

- A winter shelter
- Meal services - including breakfast and lunch
- A hub for socialization and relaxation
- Casework
- Counselling
- Access to computers
- Hygiene services
- Memorial services

OPPORTUNITIES AND CHALLENGES

OPPORTUNITES

Your organization might consider a hygiene centre if:

- There is unmet need for hygiene-centre services in your community

Such a need may be visible or invisible. If homelessness statistics are collected by your local or regional government or health authority, they might indicate if such an unmet need exists. Organizations such as the BC Non-Profit Housing Association (BCNPHA) might also have information about homelessness in your area.

- Shelter users require hygiene-centre services

If your organization operates a shelter, you may observe that shelter users require services not currently offered, or services that are unavailable outside of regular hours of operation or during periods of the year when the shelter isn't operating.

CHALLENGES

There are a number of challenges that an organization should take into account when considering opening a hygiene centre. Some challenges Include:

- Costs

Hygience centres require investment of money, time, space, and human capital. Realistically, some smaller organizations with limited capacity may not have the necessary resources to effectively plan, open, and operate a hygiene centre.

- Current lack of funding opportunities

Because they are a more or less brand new concept in B.C., there are currently no formal funding opportunities specifically intended for hygiene centres. The few organizations that operate hygiene centres in B.C. currently receive funding from various levels of government either as part of larger funding programs for shelters or community centres, or based on recently negotiated ad-hoc agreements. Because these funding streams are not yet formalized, it may be difficult to secure funding for a hygiene centre.

POLICY CONSIDERATIONS

If your organization is planning to open a hygiene centre, there are a number of considerations to take into account, including:

Regulations

What is/are the regulatory framework(s) within which the hygiene centre will operate? Does your organization require any licencing or certification to legally operate a hygiene centre? This information should be available through your municipal or regional government offices.

Public Engagement

How can your organization address any potential concerns the local community might have about the opening of a new hygiene centre? What are some strategies to foster a positive relationship between your organization and the local community? An effective public engagement strategy might involve forming a Community Advisory Committee consisting of local community stakeholders, including local residents, business leaders and representatives of other interest groups in the community. It could also involve drafting a Good Neighbour Agreement. See the Additional Resources for a Good Neighbour Agreement template, as well as links to other public engagement resources.

Anticipating public pushback, Metro Community worked with BC Housing and members of the local community to draft a Good Neighbour Agreement, articulating its commitment to the neighbourhood and addressing community concerns about cleanliness, security, communication, and accountability

HOW-TO GUIDE

1: DEFINE A SERVICE AREA

PURPOSE: To define the area the hygiene centre will serve

What is the geographic area the hygiene centre will serve and at what scale? A neighbourhood, district, municipality? Defining its service area is the first step in opening a new hygiene centre.

2: ASSESS NEED WITHIN YOUR SERVICE AREA

PURPOSE: To identify service gaps and existing services

Assessing the need for health and hygiene services within its service area will inform all aspects of the hygiene centre, including its location, the scope and scale of services it will provide, how it will be staffed, and the funding it will require. Determining need within a service area involves two main considerations:

1. **Population**: What is the size and demographic makeup of the homeless community within the service area? Answering these questions will help determine the size of the hygiene centre and the kinds of services it will offer.

2. **Existing Services**: What homelessness services exist in the area? Which are missing? Careful consideration of these questions will ensure that the hygiene centre does not duplicate existing services while it addresses existing service gaps.

Metro Community normally operates a 40-bed winter shelter. In March 2020, when the shelter closed for the season, other all-year shelters in Kelowna had to reduce capacity to comply with physical distancing rules during the COVID-19 pandemic. Many in the city's homeless community would lose access to hygiene facilities that would normally be available at those shelters and would be particularly crucial in the midst of the pandemic. Recognizing a pressing need, Metro Community together with BC Housing decided to convert its winter shelter into a hygiene centre.

3: DETERMINE THE SCOPE AND SCALE OF SERVICE PROVISION

PURPOSE: To decide what services will be offered

Based an assessment of need within your service area, you can determine the scope and scale of the services that your hygiene centre will provide. As mentioned above, hygiene centres typically offer, at a minimum, laundry and shower facilities. Other potential services include:

- Drop-off laundry service
- Bedbug treatment of personal belongings
- Scabies treatment
- Foot-care
- Clothing repair
- Basic first aid
- Storage space
- Clothing donations
- Any other health or hygiene service for which you determine there is a need

4: DETERMINE A LOCATION

PURPOSE: To choose a location for the hygiene centre

Based on the service area and the scope and scale of services you aim to provide, determine a location for the hygiene centre. The size and geography of your service area might inform its geographical location, while the scope and scale of the services you aim to provide will inform the size and type of space required.

If you are planning to operate within a facility already owned or operated by your organization, determine what renovations will be required to accommodate any necessary equipment and storage, and to ensure that the space is accessible to all people experiencing homelessness.

If you are acquiring or building a new facility, consider what design considerations and/or renovations will be required.

When planning renovations, check with your municipal government to ensure that all plans conform to fire-code, accessibility requirements, and any other pertinent regulations.

When Metro Community's winter shelter opened for the 2020-2021 season, new space was needed for a permanent hygiene centre. A space was available in the same building as the Metro Community offices but required significant renovations to accommodate the new facilities. The renovations included a number of fire-code and accessibility improvements to comply with local building codes.

5: DETERMINE A STAFFING MODEL

PURPOSE: To decide how the hygiene centre will be staffed

Metro Community's hygiene centre is staffed by a combination of paid employees and volunteers. Several employees and volunteers have lived experience of homelessness, which informs and augments their work with the hygiene centre's clientele.

Based on the scope and scale of the services that will be provided, determine how the hygiene centre will be staffed. Your staffing model will be informed by a number of additional considerations, including:

- Hours of operation
- Existing human capital within your organization
- Potential volunteers

Volunteers may be recruited from clientele of the hygiene centre, or from the wider local community. Consider hiring peer-workers with lived experience, which can be a valuable asset when working with people experiencing homelessness.

When determining a staffing model, consider an appropriate staff-training program (for more information, see the In-house Staff Training Program Module in this toolkit).

In all cases, the health and safety of staff and clientele should be the top priority when determining a staffing model.

6: SECURE FUNDING

PURPOSE: To identify and secure funding

Metro Community received funding for the start up of the hygiene centre from BC Housing. This funding was offered to Metro Community by BC Housing to address the gap in hygiene services that was exacerbated by COVID-19. Future funding for the hygiene centre will be secured through traditional avenues, such as government grants programs and private donations.

Determine what funding is available for your organization to open and operate a hygiene centre. Funding may be available through housing and health agencies at all levels of government, NGOs, or private donations.
As mentioned above, there are currently no formal funding opportunities specifically intended for hygiene centres in B.C. However, as interest in hygiene centres increases–particularly in the wake of COVID-19–more funding may soon become available through municipal programs, BC Housing, or federal-government funding programs as part of Reaching Home, the Government of Canada's homelessness strategy (see the Additional Resources section).

MONITORING AND EVALUATION

Understanding the needs of your community and effectively responding to those needs requires the collection of accurate user data. Knowing how many people access hygiene-centre services on a daily, weekly, monthly, and annual basis will help your organization make budget decisions, plan future expansions, and apply for funding.

This involves the implementation of some sort of data tracking system. At a basic level, this could involve simply tracking the number of hygiene-centre users, either using spreadsheet software, such as Microsoft Excel, or even simply using a pen-and-paper tracking system. Most organizations, however, will want to adopt a more sophisticated Homelessness Management Information System (HMIS). An HMIS is a software application that is used to aggregate data on homeless populations.

Recently, the Government of Canada has launched the Homeless Individuals and Families Information System (HIFIS), a comprehensive data collection and case management system designed to better understand what is happening in local communities and allow organizations and governments to work collaboratively. See the Additional Resources section of this module for more information about HIFIS.

SUMMARY

Hygiene Centres can play a crucial role in improving the daily lives of people experiencing homelessness. At the same time, the COVID-19 pandemic has revealed the importance of hygiene services for people experiencing homelessness in mitigating the spread of disease, not only within a homeless community but also within the wider community. Hygiene centres can also serve as important access points where people experiencing homelessness can connect with other resources and services beyond those offered at the centre itself. In these ways, hygiene centres can provide a number of much needed services that redound not only to the benefit of people experiencinghomelessness, but also to that of society as a whole.

RESOURCES

Public Engagement Resources:

(These resources are designed for supportive-housing providers, but can be easily adapted for hygiene centre operators.)

- BC Housing Community Acceptance Series and Toolkits: https://www.bchousing.org/research-centre/library/community-acceptance
- Good Neighbor Agreement Template https://www.bchousing.org/publications/Good-Neighbour-Agreement-Template.pdf:

Reaching Home - Canada's Homelessness Strategy

- About https://www.canada.ca/en/employment-social-development/programs/homelessness.html
- Funding steams under Reaching Home: https://www.canada.ca/en/employment-social-development/services/funding/homeless.html

List of Hygiene Centres Operating in BC:

https://www.bchousing.org/housing-assistance/homelessness-services/drop-in-centres

Source: Unsplash

MODULE 4: STRATEGIC PLANNING PROCESS

STRATEGIC PLANNING PROCESS

CONTEXT

A strategic plan is a document that identifies the direction of an organization and how the organization is going to get where it wants to be.

This module addresses strategic planning as it pertains to non-profit housing organizations, discussing both standard strategic plans and issues-based plans. The module is prefaced by Context, Strengths and Considerations, and Policy Considerations. The module itself is made up of a How To Guide which breaks down the two aforementioned plan types and how to undertake them, as well as how to monitor and evaluate them.

This module is designed to support non-profit housing organizations seeking to create strategic plans. Nonprofits seek to develop strategic plans to clearly delineate their values and goals, as well as clear plans for how to reach these goals while honouring organizational values. An effective strategic plan sets an organization up for success by setting out a clear, high-level plan for an organization to follow. All organizations should have complete and up-to-date strategic plans so that they have a clear and unified understanding of the direction they are headed.

Typically—and within this toolkit—strategic plans typically contain several components (which will be explored in greater depth in the "How to Guide" Section) including:

1. A description of your organization

2. Statements of your organization's

- Mission
- Values
- Vision

3. Strengths, weaknessess, opportunities, and threats (SWOT) analysis

4. Identification of your organization's long-term goals

5. Identificiation of your organization's short-term goals

6. An action plan

7. Monitoring and evaluation methods and plans

As much of your team as possible should be involved in the process and you should seek input from your employees—and other relevant stakeholders—on the strategic direction.

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- Counselling
- Access to computers
- Hygiene services
- Memorial services

OPPORTUNITIES AND CHALLENGES

OPPORTUNITIES

- Support your organization in identifying or clarifying your motivations, the costs involved, and your means.
- An opportunity to review and assess your company's internal and external environment identify your strengths and weaknesses, as well as anticipating and strategizing for threats and opportunities for growth
- Clarification of your organizational identity to ensure your team is on the same page
- An opportunity to measure and track organizational success to keep your team motivated
- Ensure optimal use of resources

CHALLENGES

- Some municipalities will have strategic plans that pertain to the same issues that your organization's strategic plan will.
- Strategic Plans are often essential for funding applications.

POLICY CONSIDERATIONS

There are two major policy and planning considerations:

1. Ensure that, wherever it is necessary, your Strategic Plan is consistent with any citywide and/or provincial plans.
2. Strategic Plans are often necessary to obtain funding and should be considered essential

HOW-TO GUIDE

Identify the appropriate type of strategic plan for your organization's goals

There are multiple types of Strategic Plans that may be used based on the organization's unique goals. This guide includes 2 options:

1. Standard Strategic Plans
2. Issue-Based Strategiec Plans

MCC is initiating a strategic planning process that will take place in the coming year. The goal of this strategic planning process is to better articulate their organizational identity and goals, as well as to support them in seeking funding.

1: STANDARD STRATEGIC PLAN

PURPOSE: This kind of plan is best used when internal and external conditions are calm. The steps are:

1.1 Consultation with your team members - This may include:

- In-person or vitual team building activities
- Formal interviews
- Surveys

The goal is to gauge the experience and needs of each team or team member in your organization to get a better sense of your organization as a whole.

1.2 Description of your organization

- A brief description of your organization's history and role

Metro Community Church (MCC), like most organizations, has already developed a description of their organization that they use on their website and in other informational materials. As they move forward with their strategic planning process, MCC will review their organizational description to ensure that it is in line with their current understanding of their position and role in the community. This process will be undertaken collaboratively, with both internal and external stakeholders so that a variety of perspectives are considered and reflected in the subsequent strategic plan.

1: STANDARD STRATEGIC PLAN

1.3 Statement of your organization's:

- Mission - describes what your organzation does currently
- Values - describes the beliefs and behaviours that guide your mission and help you attain your vision
- Vision - describes the goals of your organization in a manner that is inspiring to both your team members and other stakeholders

As with their organization mission statement, MCC has already articulated their missions, values, and vision. This places them on solid ground to delve deeper into their organizational identity and ensure their existing mission, values, and vision are compatible with their organizational identity. Looking to the case study example from A Way Home Kamloops (AWHK), MCC will examine the demographics they serve and how these demographics might be reflected in their Mission, Values, and Vision.

1.4 Conduct a strengths, weaknesses, opportunities, and threats (SWOT) analysis. A SWOT analysis provides you with the opportunity to analyze your organizations position and better foresee any potential challenges that you may face.

Identify who/what teams will take on each element

MCC has determined that a visual, colour-coded SWOT analysis works best for their needs. The development of a colour system of green to represent strengths, yellow for weaknesses, red for threats, and blue for opportunities was outlined as a likely approach for MCC to take to ensure a readable final product. MCC will conduct consultations and interviews with various stakeholders to better understand what makes up their SWOT analysis.

1: STANDARD STRATEGIC PLAN

1.5 Identify long-term goals

These goals get to the core of your organization's values by reaching to the specifics of what you would like to achieve over the next three to five years. They should align clearly with your organization's mission and value statements.

As with previous steps, MCC will use information gathered from consultation and interviews. This information will support the identification of both short and long-term goals that align with their mission, values, and vision and organizational identity..

1.6 Identify short-term goals

Short term goals can also be understood as yearly goals. These yearly goals can be articulated using SMART (Specific, Measurable, Achievable, Realistic, and Time-based) goal setting.

1.7 Develop an action plan

Each short and long-term goal you set should be coupled with a plan for how you will achieve it.

After articulating short and long-term goals, MCC will develop a plan for how, and who within their organization will achieve these goals. Additionally, via consultations with MCC, it became clear that they valued the development of a financial plan for working towards these goals. As such, developing a financial plan is an essential component of MCC's action plan

2: ISSUE-BASED STRATEGIC PLAN

PURPOSE: Best used when there is internal organizational instability. This is a living plan and adjustments are made continually.

2.1 Consultation with your team members - This may include:

- In-person or vitual team building activities
- Formal interviews
- Surveys

The goal is to gauge the experience and needs of each team or team member in your organization to get a better sense of your organization as a whole.

2.2 Description of your organization

- A brief description of your organization's history and role

2.3 Identify the organizational challenges that are hindering your success

- Based on your consultations, identify the elements that are holding your organization back from success using a strengths, weaknesses, opportunities, and threats (SWOT) analysis- A SWOT analysis provides you with the opportunity to analyze your organizations position and better foresee any potential challenges that you may face.
- Organize these elements in the order of priority

2.4 Decide how you will address each of these elements

- Identify who/what teams will take on each element
- Identify the timeline for each element
- Identify funding sources to address each element

Metro Community Church (MCC), like most organizations, has already developed a description of their organization that they use on their website and in other informational materials. As they move forward with their strategic planning process, MCC will review their organizational description to ensure that it is in line with their current understanding of their position and role in the community. This process will be undertaken collaboratively, with both internal and external stakeholders so that a variety of perspectives are considered and reflected in the subsequent strategic plan.

MONITORING AND EVALUATION

Plan regular reviews to ensure you're staying on track

For a plan to be worthwhile, it is important to monitor consistently for progress relative to the Plan. Monitoring may mean scheduling in monthly check-ins, bi-weekly meetings, following up with individual employees, making organizational checklists, etc.

Ensure you consider both long and short-term goals

A Standard Strategic plan will speak to both sort and long-term goals and both require monitoring and evaluation to ensure they're being acted on..

MCC places a strong emphasis on the value of monitoring and evaluation. With this in mind, MCC will create indicators, as in the AWHK plan, that speak to each of their organizational goals. Additionally, MCC will strive to create indicators that are measurable and specific so that they can see the outcome of their efforts as clearly as possible and understand what is working.
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SUMMARY

Strategic plans support organizations identifying their short and long-term objectives and a clear path towards achieving those objectives. The development of a strategic plan is central to organizational success and provides organizations with the opportunity to move forward with confidence.

RESOURCES

https://bloomerang.co/blog/the-ultimate-guide-to-non-profit-strategic-planning/

https://www.bdc.ca/en/articles-tools/business-strategy-planning/define-strategy/strategic-planning-demystified

https://www.thebalancecareers.com/strategic-plan-elements-2276139

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APPENDICES

Staff Training Survey

Question # 1 - Name

[ ]

Question # 2 - What is your current position with A Way Home Kamloops?

[ ]

Question # 3 - How long have you been in this role?

- ○ Less than 6 months
- ○ 6 months - 1 year
- ○ 1-2 years
- ○ 2-3 years
- ○ 3-4 years
- ○ 4 years +

Question # 4 - What do your daily job duties include?

[ ]

Question # 5 - Have your responsibilities/job duties changed over the last 6 months? If so, how?

[ ]

Question # 6 - **Which of the following trainings have you received through A Way Home Kamloops?**

- ☐ First Aid/CPR
- ☐ Mental Health First Aid
- ☐ Nonviolent Crisis Intervention
- ☐ Food Safe
- ☐ Naloxone
- ☐ ASSIST/ Safe Talk
- ☐ [ ] Other?

Question # 7 - **Would you benefit from a refresher for any of the trainings you have completed?**

- ☐ First Aid/CPR
- ☐ Mental Health First Aid
- ☐ Nonviolent Crisis Intervention
- ☐ Food Safe
- ☐ Naloxone
- ☐ ASSIST/ Safe Talk
- ☐ ______ Other?

Question # 8 - **How would you rate your skill level/comfortability on each?**

(1= extremely limited, 5= advanced)

	0	1	2	3	4	5	Not Applicable	
First Aid/CPR							☐	
Mental Health First Aid							☐	
Nonviolent Crisis Intervention							☐	
Food Safe							☐	
Naloxone							☐	
ASSIST/ Safe Talk							☐	
Other? ______							☐	

APPENDICES

(1= not useful at all, 5= extremely useful)

	0	1	2	3	4	5	Not Applicable	
First Aid/CPR							☐	
Mental Health First Aid							☐	
Nonviolent Crisis Intervention							☐	
Food Safe							☐	
Naloxone							☐	
ASSIST/ Safe Talk							☐	
Other?							☐	

Question # 10 - **What further training/professional development opportunities do you think would further support you in your role?**

Question # 12 - **General comments feedback in regards to staff training?**