

The Strategic Planning document provides strategies for the Hope and Area Transition Society to implement over the next 5 to 10 years. The operational plan provides details on how management intends to achieve these strategies.

Strategic Plan 2018-2028

Moving Forward –
Celebrating Excellence

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Introduction

The Hope and Area Transition Society was established in August 1994 with the establishment of the Transition House – a safe haven for women and children fleeing domestic violence. The mandate of the agency from 1994 to 2007 was to provide services and programs to women and children fleeing domestic violence. June 2007 the constitution of the agency was changed to incorporate the provision of services and programs to individuals and families affected by social issues. This broader mandate allowed for the agency to secure Addiction, Homelessness, Youth & Family Services and other Prevention Programs that help those suffering from societal issues.

As the Agency enters into its 25 years of service to the community, we have accomplished and achieved a great deal, this report not only looks forward to the next 5 to 10 years, but provides a foundation on which the agency was created. The agency has strong and deep roots with a fundamental value for walking alongside people on their journey and this report and the future strategies underpin the agencies client-centered, trauma-informed approach.

History

Since 1994 Hope and Area Transition Society has become the largest social service agency in the Fraser-Cascade region, with programs/services spanning from Agassiz to Boston Bar. In the beginning HATS started with 2 programs, 4 staff and a \$200,000 budget, HATS now has 21 programs, 30 staff and budget of \$1.5 million.

- 1994 – Society was incorporated and opened a Transition House in a leased home
- 1996 – Society received a forgivable mortgage through CMHC Shelter Haven Project and purchased the current home that we operate
- 1996 – Transition House & CWWA programs offered to community
- 1996 – Violence Prevention Program piloted in the School District 78
- 2005 – Stopping the Violence Program & Supervised Visits
- 2006 – 24/7 Funding for Transition House
- 2007 – Addictions Services and opened up storefront location at 6th Avenue and Wallace location
- 2008 – Moved to 895 3rd Avenue Location
- 2008 – Homeless Outreach Program
- 2009 – Boston Bar Program
- 2010 – Aboriginal Mentor Program
- 2012 – Emergency Shelter Program & Extreme Weather Program
- 2013 – HOPE Project

- 2015 – Family/Youth Services, Family Therapy & Early Years programs
- 2016 – Purchase of 400 Park Street
- 2017 – Enhanced Mental Health/Substance Use Program and Youth Coordinator
- 2018- Enhanced Emergency Shelter Funding
- 2018 – Enhanced CWWA and STV Funding
- 2018 – Community Living BC

Our Vision

Hope and Area Transition Society envisions a community that is free from trauma and systemic societal challenges. A community that has vibrant individuals and families who are resilient and have a sense of belonging, acceptance and connectedness to self, family, the community and society.

Our Mission

The Hope and Area Transition Society is a non-profit society in Hope that provides client-centered programs/services to individuals and families. Through a trauma-informed approach HATS will offer to clients and the community; services, advocacy and education to build resiliency, empowerment and inclusion.

Organizational Philosophy

The Hope & Area Transition Society's philosophical underpinnings begin with the inherent value and rights of all people; regardless of race, ethnicity, gender, age, sexual orientation, culture or spirituality. We recognize the systemic power imbalances that exist within our community, society and global village and we will continue to work toward empowering others in the reduction and elimination of these various imbalances that impact on the lives of individuals and our community.

Statement of Values

The Hope and Area Transition Society value the right of all people to live free from abuse, addictions, and poverty. We provide a variety of programs designed to educate, encourage and support those seeking to change their circumstances while respecting the following values:

- Equality and fairness
- Safety and security
- Empowerment and autonomy
- Opportunity and choice
- Dignity and self-worth
- Compassion and understanding
- Diversity and inclusiveness
- Rights and freedoms
- Family and community
- Respect

- The promotion of education and awareness
- The process of transition in individual lives

The stated values of the Hope and Area Transition Society are not an exhaustive list, nor can we, as an agency, made up of diverse staff, Board members, and community stakeholders define each value as an absolute. Each value holds a different significance and meaning to the reader. The purpose and intent of defining the Hope and Area Transition Society's values is to demonstrate what are important foundational values which are embedded into the delivery and approach of the programs and services that we offer.

Guiding Principles

The following guiding principles illustrates how the Hope and Area Transition Society is an advocate and an activist in the promotion of relief, development and structural change in society and within the systems in which we live and work:

1. Provide a secure, accepting and supportive environment for all individuals who are at risk of experiencing social ills.
2. Provide ethical and professional services to clients, ensuring their rights and dignity are maintained and promote empowerment for the client.
3. Offer services such as individual counselling, support groups, information and referral to women, children and men who are affected by social ills. Advocate on their behalf when necessary.
4. Encourage clients, women, men and children to develop healthy self-esteem and positive problem-solving skills by identifying and building upon their own resources.
5. Provide information to clients on the dynamics of social issues and its effect on all family members and the community.
6. Provide information and education to our community stakeholders and partners on the services and programs that we offer.
7. Provide advocacy for clients in their efforts to gain access to resources and services by working cooperatively with existing agencies, social services and service-oriented clubs.
8. Provide information and referrals to other community agencies that meets the ongoing needs of clients.
9. Raise awareness in the community about social issues through education and prevention programs.
10. Collect information and participate in research to reach a better understanding of the dynamics of social issues.
11. Provide on-going Staff and Board development programs.

2013 - 2018 Strategic Plan & Outcomes

Strategy #1: Create a measurement tool for each program to determine performance, impact and outcomes. **Partially implemented through the WISH Database**

Strategy #2: Continue to develop employees through ongoing training, workshops and conferences. **Ongoing**

Strategy #3: Review and update hiring practices and review employee benefit and compensation policies. **Completed and Ongoing**

Strategy #4: Continued ongoing agency awareness and enhancement of programs within the community regarding programs and services. **Completed and Ongoing**

Strategy #5: Agency data-base for collection of performance measures and outcomes. **Partially implemented through WISH**

Strategy #6: Program Manager for Prevention office. **Completed**

Strategy #7: Programs for male clients that is specific to anger issues, communication, conflict resolution and abuse. **Ongoing/Substance Use services offers this service**

Strategy #8: Healthy Relationships programs for couples that include communication, conflict resolution, etc. **Ongoing/Substance Use services offers this service**

Strategy #9: Youth program and/or space for youth to be included and gain support. **Completed**

Strategy #10: Increased hours for School-Based Prevention Program, which would include a redesign of program structure to include elementary and middle schools. **Completed & Ongoing**

Strategy #11: Youth at-risk housing. **Ongoing**

Strategy #12: Programs for children who are “caught in the middle” of divorce, separation, blended families. **Completed**

Strategy #13: Purchase or build office space for agency that would include office space and housing options. **Partially completed and ongoing for housing options**

Achievements

Seventy-seven percent of the Strategic priorities in the 2013/2018 have been achieved or considered ongoing work. Since the development of the 2013/2018 plan 10 new programs were implemented:

- Key Worker Program
- Intensive Support/Supervision Program

- Family Therapy
- Early Years
- Child Care/Resource & Referral
- Community Living BC
- Youth Coordinator
- Mental Health/Substance Use Worker
- Community Outreach
- Aboriginal Outreach

As reflective in the achievements of the past 5 years the agency has expanded service delivery by 48%, setting the direction for the next 10 years is vitally important to position the agency into a place of continue success. A strategic plan is the road map for any business, they tend to be somewhat fluid in that circumstances changes and plans need to be flexible and adaptable.

What is Our Core Competency

1. What do you do really well?
 - Confidentiality, non-judgmental, respond well to arising issues (such as client needs), create safe environments, bridge gaps in services to clients, see our clients as PEOPLE, stand with people – not just tolerate them, advocacy, collaboration, provide resources (such food, transportation), generous agency, inclusive, develop good professional relationships, provide dignity and respect
2. What benefits do your programs create?
 - Choices, safety and inclusion, stability, community within each other, sense of self, forward movement
3. What do you want to maximize?
 - Opportunities and education for clients, wellness and holistic approach, client potential, money (resources), skills of staff and board, education and awareness in the community, can do better in community collaboration
4. How do you define success?
 - We are all unemployed, life improvements for clients, clients reaching their potential, community is seeking us as agency to be involved, client support, funding support, clients reaching their own goals
5. What we will not do?
 - Breach confidentiality, be dishonest or unethical, will not take on programs that do not support our vision and mission, be unwelcoming within staff culture
 - Unethical fundraising, acceptance of money that is incongruent of the agency's values

6. What would make us obsolete?

- Loss of funding, loss of integrity, reaching our vision, staff burnout, lack of leadership from management and board

What is Our Competitive Advantage

“In order to succeed – to be an effective organization – your non-profit must understand and improve its position in the external environment.” (la Piana, Hayes, 2005)

Non-profits are always vying for scarce resource dollars, volunteers and skilled employees, it is imperative that non-profits begin to think about what their competitive advantage is in the market place and how to compete ethically. “To accept the need to gain a competitive advantage over others, a non-profit leader must hold three beliefs:

1. Our cause is righteous
2. Our organization is capable and effective
3. We can accomplish additional good results, given the necessary resources”

Competitive Advantage is the organizations DNA it consists of three elements:

1. Company Name
2. Best At
3. Why customers come to you

In reviewing what our core competency is it is apparent that the agency reflects a strong value regarding a client-centered, trauma informed approach and the reason why clients access our service is due in large part to how they are treated; with respect, dignity and non-judgement.

Competitive Advantage

Hope and Area Transition Society is best at delivering client-centered services and programs through fostering respect, dignity and non-judgement.

Given our competitive advantage in the non-profit market place it is only natural for the agency to carry this advantage forward in its attempts to secure funding to advance the mission and vision of the agency. The Hope and Area Transition Society is righteous in the work that we do, we are a sound organization, with a compelling vision and mission to do more for the people that we serve. A SWOT looks at the internal strengths and weaknesses of an organization and the external opportunities and threats that face the organization. From identifying the strengths, weaknesses, opportunities and threats an agency can develop what opportunities exist and how they can best develop strategies to maximize these opportunities through their current strengths. In recognizing the weaknesses an agency can also develop strategies to reduce and/or eliminate these weaknesses, equally important is to recognize what external threats exists and develop approaches to minimize these threats best to the agency’s ability.

Strengths, Weaknesses, Opportunities and Threats (S.W.O.T)

Strengths	Weaknesses
<p>Board/Management/Leadership</p> <ul style="list-style-type: none"> Strong leadership – board and management The agency has high standards and expectations Integrity Strong history in the community Strong ability to secure funding and contracts Visionary and open-minded <p>Staff</p> <ul style="list-style-type: none"> Has strong staff who are leaders in their programs Sense of team and belonging Warmth and genuine Diverse staff and are motivated Listens / client-centered inclusive <p>Service Delivery</p> <ul style="list-style-type: none"> Consistency with service delivery Strong reputation High degree of professionalism Keeps relevant and current to emerging issues and trends Knowledgeable and skilled Collaboration with other partner agencies and within staff team We know our limitations of service delivery – strong boundaries We have the “human” in human services 	<p>Operational</p> <ul style="list-style-type: none"> Reflective practices Community perceptions. Perception of homelessness and that is all that HATS does – change the messaging in the community Awareness of what HATS is and what HATS offers thru social media and posters Promotion of HATS – lack of branding Program Manager for Homeless/Addiction Services <p>Staff</p> <ul style="list-style-type: none"> Turnover of staff Wage/benefit compensation Issues of homelessness and staffing changes <p>Infrastructure</p> <ul style="list-style-type: none"> Limited office space Second Stage housing for Domestic Violence survivors Location for homeless services within Hope Housing needs
Opportunities	Threats
<p>Infrastructure</p> <ul style="list-style-type: none"> Youth Centre/Youth Housing Housing (affordable/supportive) Second Stage <p>Programs/Services</p> <ul style="list-style-type: none"> Positioned in the lowest socio-economic place in the Province – geography Health indicators are very low Increased programs for families with special needs children 	<p>Community/Society</p> <ul style="list-style-type: none"> Social media negativity Lack of government vision Funding reductions Increased competition for funding Communication between community stakeholders Community values and rigid belief systems Miscommunication about programs and assumptions from community <p>Operational</p>

<ul style="list-style-type: none"> Develop and re-channel resources and program development Services & social connectedness Clients are open to new programs/services <p>Partnerships</p> <ul style="list-style-type: none"> Friendship Centre MCFD/Youth Housing Yale First Nations Highest First Nation concentration in the Fraser Valley Relationships with other services built easier Collaboration with other stakeholders in recognizing emerging issues and trends Reputation within the sector – both locally, regionally and provincially Diverse marketing through social media and print Education and awareness within the community Where are the leverage points to build in-roads to raising community buy-in 	<ul style="list-style-type: none"> Victims of our own success – changing role of Executive Director and need for additional program managers <p>Human Resources</p> <ul style="list-style-type: none"> Staff – lack of qualified staff Succession planning for management Recruitment and retention of qualified staff
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Political, Economic, Societal/Cultural & Technology (P.E.S.T)

An agency needs to consider the external environment in which it operates, although agencies cannot typically control the external environment, it is necessary to be aware of what is going on the outside and to prepare the best it can.

Political	Economic
<p>Municipal</p> <ul style="list-style-type: none"> 2018 Municipal election; impact potentially on permissive tax exemptions. Continued support of social issues Focus of newly elected officials; potential lack of understanding regarding the impact on the municipality with respect to social issues <p>Provincial</p> <ul style="list-style-type: none"> Changing focus and priorities within government BC Housing/FHA changes 	<p>Economy</p> <ul style="list-style-type: none"> Hope has increased poverty rates and the attributing factors to poverty Tourism and hospitality base economy Isolated community which includes Boston Bar <p>Employment</p> <ul style="list-style-type: none"> New Health Tax implemented by government Increased CPP tax for 2019 Rising cost of EHB Retaining competent staff that are qualified and skilled Competitive wages

	Housing <ul style="list-style-type: none"> ▪ Rising cost of rentals ▪ Limited affordable housing ▪ New families moving to community from the urban areas to seek housing
Societal/Cultural	Technology
Values <ul style="list-style-type: none"> ▪ Community views/opinions on social issues ▪ Judgements ▪ Increased sense of entitlement to services Cultural <ul style="list-style-type: none"> ▪ Healing with the marginalized and Indigenous communities ▪ Lack of tradition/culture Social <ul style="list-style-type: none"> ▪ Marginalized populations ▪ Social dislocation ▪ Generally aging homeless population ▪ Uneducated 	<ul style="list-style-type: none"> ▪ Social media and open/uneducated opinions ▪ Cyber bullying ▪ Instant connection to community ▪ Lack of relationships as a result of cell phones/texting/FB

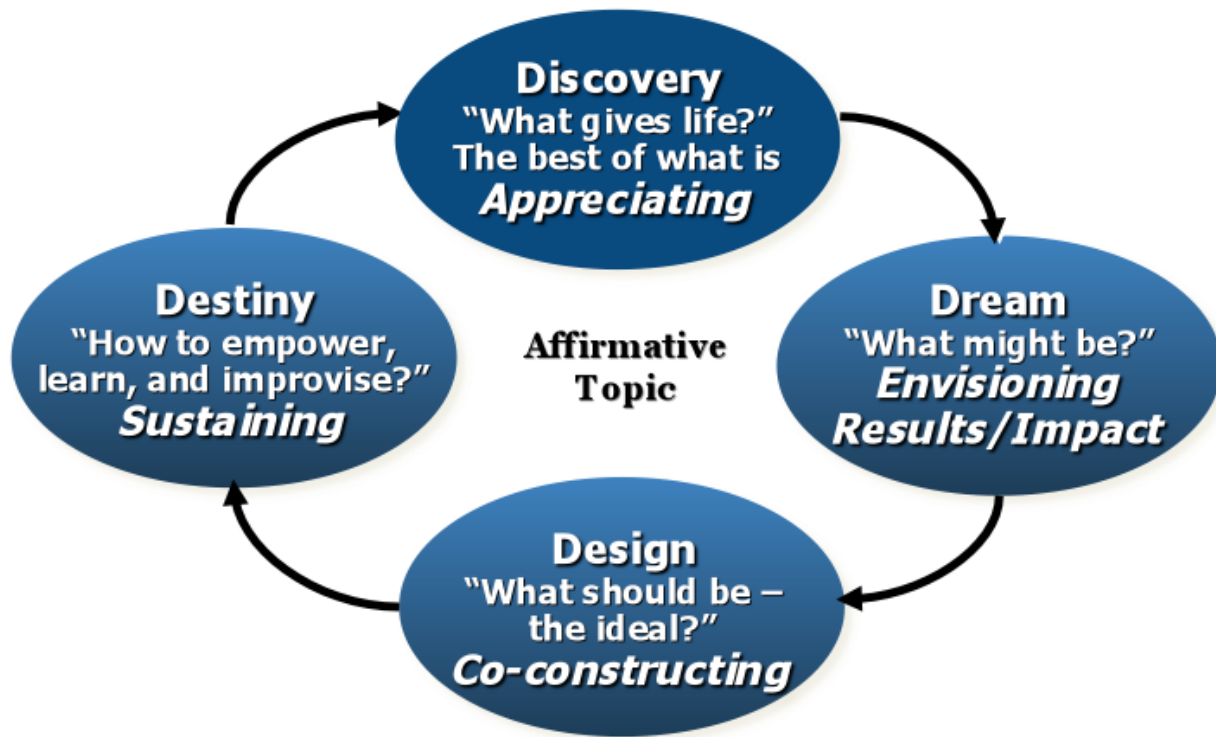
Appreciative Inquiry

According to Bushe, AI "advocates collective inquiry into the best of what is, in order to imagine what could be, followed by collective design of a desired future state that is compelling and thus, does not require the use of incentives, coercion or persuasion for planned change to occur.

The model is based on the assumption that the questions we ask will tend to focus our attention in a particular direction that organizations evolve in the direction of the questions they most persistently and passionately ask. In the mid 80's most methods of assessing and evaluating a situation and then proposing solutions were based on a *deficiency* model, predominantly asking questions such as "What are the problems?", "What's wrong?" or "What needs to be fixed?". Instead of asking "What's the problem?", others couched the question in terms of "challenges", which still focused on deficiency, on what needs to be fixed or solved. Appreciative Inquiry was the first serious managerial method to refocus attention on what works, the positive core, and on what people really care about. Today, these ways of approaching organizational change are common.

In summary Appreciative Inquiry is based on the following:

- looks for what works in an organization
- grounded in real events - stories from the past and what is working well in the present
- It seeks only the positive
- It moves to the future from the strengths of the past and present



Discovery - Moments of Excellence

Considering the Appreciative Inquiry approach and looking at the strengths of Hope and Area Transition Society, staff spent time sharing moments and stories of when they felt the proudest, when things were working well, following are the themes that arose:

- The support that is received from the Board and the Executive Director to do the front line work, leadership holds staff in their hands, allowing them the freedom to develop programs and services, knowing that leadership is there
- Staff support each other, they are there to listen, guide and support as needed
- Staff works toward alleviating crisis, there is a immediate response to delivery of services
- Connections to client, community and staff team
- Overall teamwork and collaboration to problem solve and offer support
- Meet clients where they are at
- Ongoing client relationships – there is an open door to continue with support as required
- Genuine connections are made
- Effective changes that are considered life changes for clients, present options and allow clients the autonomy to make their own choices
- Staff and office environment are accepting and welcoming

- There is longevity, staying and commitment to HATS – staff are rooted
- There is trust – reciprocity and diversity

Dream – What Might Be?

Staff and Board divided up into 4 tables:

- Domestic Violence
- Addiction Services
- Youth/Family Services
- Homelessness

Table discussions included 3 questions:

1. What enhancements would you like to see within your programs?
2. What gaps need to be addressed?
3. What emerging issues are trending?

The following table outlines the initiatives and the level of support:

Service Area	Initiative	Level of Priority
Domestic Violence	▪ Second Stage housing	13 stars
	▪ Closer connection with STV and MCFD	8 stars
	▪ Childcare Worker for 12 and under – flexible position	
	▪ Referral process – immediate within 72 hours for CWWA program and children in TH	5 stars
	▪ Transportation – possibly a min-van to bring women to house and appointments or utilizing Care Transit volunteers (would need to register TH with Care Transit)	3 stars
	▪ Lack of affordable housing options	2 stars
	▪ Difficulty for children in TH accessing school	1 star
	▪ Facility for seniors	
	▪ Seniors in Transition House and specialized needs	
	▪ Enhancing the SANE program within the community	
Addiction Services	▪ Drop in Centre (HOPE Project)	18 stars
	▪ Youth Centre (youth housing – partnership with MCFD for youth on youth agreements)	6 stars
	▪ Increased # of staff	5 stars

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	<ul style="list-style-type: none"> ○ Program Manager (homelessness/addictions) ○ 2 addictions workers ▪ Community Education <ul style="list-style-type: none"> ○ Reducing stigma ○ Guilt/Shame ○ Grief/Loss ○ Promote Connection ▪ Harm Reduction/Prevention 	<p>4 stars</p> <p>3 stars</p>
Youth/Family Services	<ul style="list-style-type: none"> ▪ Youth Centre Capital Project ▪ Community Education ▪ Parenting Programs/Specialized programs ▪ Early/Middle Years ▪ Evaluating our internal message and then marketing the message within the community <ul style="list-style-type: none"> ○ Media ▪ Increased engagement 	<p>10 stars</p> <p>6 stars</p> <p>6 stars</p> <p>5 stars</p> <p>2 stars</p>
Homelessness	<ul style="list-style-type: none"> ▪ 24/7 Shelter Staff <ul style="list-style-type: none"> ○ Relief staff available ○ Adequate staff for extreme weather ○ Change location of shelter ▪ Affordable Housing & Supportive Housing ▪ Liaison with RCMP, MH, FHA, Public Health ▪ Community engagement/awareness <ul style="list-style-type: none"> ○ Increased community understanding ○ Education ○ Utilize various mediums for raising awareness ▪ Cultural connections ▪ Increased funding for more resources <ul style="list-style-type: none"> ○ Response to crisis situations ○ Follow ups 	<p>13 stars</p> <p>7 stars</p> <p>7 stars</p> <p>4 stars</p> <p>1 star</p>

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The above table outlines the priority areas that the Board and Staff identified for the 4 services areas. There were some initiatives that did not garner priority, not that these ideas/suggestions are not relevant, they just may be something that can be woven into a current program or into a new priority area. There were several themes that emerged throughout the service areas and will be considered an overall agency priority/strategy:

1. Communication and messaging internally and out in the community
 - a. Education and awareness within the community as it relates to the 4 service areas

- b. Improve the messaging through highlighting which service area of HATS we are highlighting or messaging about
- 2. Housing
 - a. Supportive housing
 - b. Affordable housing
 - c. Youth housing
 - d. Second Stage housing

Strategic Priorities

Service Area	Priorities
Domestic Violence	<ul style="list-style-type: none"> ▪ Closer connection with STV and MCFD ▪ SANE program ▪ IHSP program
Addiction Services	<ul style="list-style-type: none"> ▪ Drop in Centre (HOPE Project) ▪ Increased # of staff <ul style="list-style-type: none"> ○ Program Manager (homelessness/addictions) ○ 2 addictions workers
Youth/Family Services	<ul style="list-style-type: none"> ▪ Youth Centre ▪ Parenting Programs/Specialized programs ▪ Early/Middle Years
Homelessness	<ul style="list-style-type: none"> ▪ 24/7 Shelter Staff <ul style="list-style-type: none"> ○ Relief staff available ○ Adequate staff for extreme weather ○ Change location of shelter ▪ Liaison with RCMP, MH, FHA, Public Health ▪ Cultural connections
Agency	<ul style="list-style-type: none"> ▪ Housing <ul style="list-style-type: none"> ○ Supportive Housing ○ Affordable Housing ○ Youth Housing ○ Second Stage Housing ▪ Enhanced Communication <ul style="list-style-type: none"> ○ Public education/awareness through various mediums (print, social media, workshops, presentations, collaborative efforts) ○ Messaging of agency (what is HATS message) ▪ Partnerships <ul style="list-style-type: none"> ○ First Nation partners ○ Regional housing providers ○ Community agencies

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Operational Plan

Service Area	Strategy	Actions	Timeline
Domestic Violence	<ul style="list-style-type: none"> ▪ Closer connection with STV and MCFD (this strategy is one that will have ongoing actions in place) 	<ul style="list-style-type: none"> ✓ STV counsellor to available to attend VAWIR, ICAT meetings ✓ STV counsellor to work alongside IHSP at Transition House ✓ Program manager to link STV counsellor to social workers/MCFD 	Fall of 2018 to Spring of 2019
Domestic Violence	<ul style="list-style-type: none"> ▪ SANE program (this strategy is one that will have ongoing actions in place) 	<ul style="list-style-type: none"> ✓ Day support worker at TH to review protocol and make recommended changes ✓ Arrange meeting between Program Manager/House Coordinator, Executive Director and Hospital Administrator to review updates ✓ Create a logic model to determine outcomes ✓ Arrange for promotion/education within community partners, RCMP, medical practitioners, FNHA and First Nation Communities ✓ Annual training from Forensic Nursing ✓ Annual review of program outcomes 	Fall of 2018 January/February 2019 Fall of 2018 Spring of 2019 May/June 2019 Fall of 2019
Domestic Violence	<ul style="list-style-type: none"> ▪ IHSP program (this strategy is one that will have ongoing actions in place) 	<ul style="list-style-type: none"> ✓ Review of current protocol ✓ Review of logic model and update as needed ✓ Meet with MCFD to review and promote ✓ Review annually the outcomes and adjust ✓ Look at ways of developing a domestic violence worker that liaises with MCFD 	Ongoing review of protocols and practices Start discussion November 2018

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Addiction Services	<ul style="list-style-type: none"> ▪ Drop In Centre 	<ul style="list-style-type: none"> ✓ Work with funders (BC Housing & FHA) to develop strategies on building a centre ✓ Collective partnerships in the community to support programming and design 	<p>Started October 2018 and will continue to be an active operational project</p> <p>Work in partnership with HART committee</p>
Addiction Services	<ul style="list-style-type: none"> ▪ Increased # of staff <ul style="list-style-type: none"> ○ Program Manager (homelessness/addictions) ○ 2 additional addictions workers 	<ul style="list-style-type: none"> ✓ Meet with FHA leadership team ✓ Develop presentation for District of Hope, FVRD, FHA Board ✓ Meet with the CEO of FHA ✓ When necessary meet with Minister of Health and MLA 	<p>This work is already started, meeting with FHA November 2018</p> <p>Set up meetings for Spring of 2019</p>
Youth/Family Services	<ul style="list-style-type: none"> ▪ Youth Centre 	<ul style="list-style-type: none"> ✓ Put out tender for architect drawings ✓ Obtain cost of building and ensure with the District of Hope that we are able to build ✓ Develop a capital project action plan for the cost to build ✓ Meet with MCFD, FHA and BC Housing regarding any capital funds available, this includes First Nation funds as this will be used to support a Friendship centre ✓ Begin fundraising and seeking capital support ✓ Build the centre 	<p>January 2019</p> <p>May to June 2019</p> <p>Fall 2019</p> <p>June to December 2019</p> <p>January 2020 to January 2022</p> <p>Sometime in 2022 break ground with opening in 2023</p>
Youth/Family Services	<ul style="list-style-type: none"> ▪ Parenting Programs/Specialized Programs 	<ul style="list-style-type: none"> ✓ Youth/Family service program manager, Hope Community Services and the Early Years table look at the 	<p>Ongoing</p>

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		<p>strategic plan and develop programs from there</p> <ul style="list-style-type: none"> ✓ Work with the Youth Coordinator and other youth programs to deliver specialized programs as needed, meeting the changing needs of the community ✓ Work with our local school district to identify needs ✓ Annual planning day for early, middle and youth programs/services 	<p>Ongoing as part of the youth strategic plan</p> <p>Ongoing</p> <p>Annual planning days</p>
Youth/Family Services	<ul style="list-style-type: none"> ▪ Early/Middle Years Initiatives 	<ul style="list-style-type: none"> ✓ Work with the Youth Coordinator and other youth programs to deliver specialized programs as needed, meeting the changing needs of the community ✓ Work with our local school district to identify needs ✓ Annual planning day for early, middle and youth programs/services 	<p>Ongoing</p> <p>Ongoing</p> <p>Annual planning days</p>
Homelessness	<ul style="list-style-type: none"> ▪ 24/7 Shelter Staff <ul style="list-style-type: none"> ○ Relief Staff available ○ Adequate staff for EWR ○ Change location of shelter 	<ul style="list-style-type: none"> ✓ Continue to maintain and improve on this project ✓ Implement drop in centre/gateway services ✓ Implement program coordinator 	<p>Ongoing</p> <p>Spring 2019</p> <p>Spring 2019</p>
Homelessness	<ul style="list-style-type: none"> ▪ Liaise with RCMP, MH, FHA, Public Health 	<ul style="list-style-type: none"> ✓ HART committee meeting ✓ Bring forth "Situational Table" initiative ✓ Build programs/services to be delivered at the Shelter 	<p>Ongoing</p> <p>Spring 2019 and then ongoing</p> <p>Implement for January 2019 and then ongoing</p>
Homelessness	<ul style="list-style-type: none"> ▪ Cultural Connections 	<ul style="list-style-type: none"> ✓ Liaise with local First Nations ✓ Enhance the work that the Indigenous Homeless Outreach 	<p>Ongoing</p> <p>January 2019</p>

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		<p>Worker is doing to create more cultural opportunities</p> <ul style="list-style-type: none"> ✓ Solidify the Indigenous Homeless Outreach Worker as a core funded position ✓ Cultural Safety Training offered to all staff 	<p>Spring 2019</p> <p>Ongoing</p>
Agency	<ul style="list-style-type: none"> ▪ Housing <ul style="list-style-type: none"> ○ Supportive/Modular ○ Affordable ○ Youth ○ Second Stage 	<ul style="list-style-type: none"> ✓ Expression of Interest submitted and awaiting outcome ✓ Continue to advocate for supportive housing needs ✓ Work with local providers of affordable housing initiatives to support and partner where appropriate ✓ Part of Youth Centre initiative ✓ When the modular housing is implemented work with BC Housing on the repurposing of the Shelter location ✓ Expression of Interest submitted to BC Housing for Second Stage and Permanent housing awaiting decision ✓ Discussions with the District regarding land for Second Stage housing ✓ Work with District and BC Housing on this project 	<p>January 2019</p> <p>Ongoing</p> <p>Ongoing</p> <p>2019 to 2023 2021</p> <p>January 2019</p> <p>2019</p> <p>2019 - 2028</p>
Agency	<ul style="list-style-type: none"> ▪ Enhanced Communications <ul style="list-style-type: none"> ○ Public Education/awareness through various mediums (print, social media, 	<ul style="list-style-type: none"> ✓ Update website ✓ Work with local paper on monthly articles and/or information to community ✓ Community engagement forums 	<p>January to June 2019</p> <p>Begin in January 2019 and ongoing</p> <p>2019 & ongoing</p>

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	workshops, presentations, collaborative efforts) <ul style="list-style-type: none"> ○ Messaging of agency (what is HATS message) 	<ul style="list-style-type: none"> ✓ Annual conference and/or workshops for community ✓ Annual open house at office ✓ Volunteer training/opportunities ✓ Create a communication message for the agency that is used broadly 	2019 and ongoing September 2019 Spring 2019 & ongoing Spring 2019
Agency	<ul style="list-style-type: none"> ▪ Partnerships <ul style="list-style-type: none"> ○ First Nation partners ○ Regional housing providers ○ Community agency's 	<ul style="list-style-type: none"> ✓ Continue to promote, attend and build on our First Nation partnerships ✓ Attending housing providers networks and conferences ✓ Continue to work with local agencies 	2019-2028