



**Shelter, dignity, and safety for  
everyone in York Region.**

Autumn 2022

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# Our Path Forward

To Our Growing Family of Friends, Supporters and Volunteers:

The York Region is a thriving and diverse community recognized for its affluence and quality of life. On any given day, however, many individuals and families will experience homelessness – and some for the first time. Despite the resources and services committed to resolving homelessness, we still wrestle with this complex community issue. And the pandemic has reinforced the need for safe and stable housing, long-term socio-economic opportunities and a better quality of life for each person living in our community.

At Inn From the Cold, our emphasis is on providing a community of fellowship, support and empowerment to address the issues of housing stability and homelessness in the York Region. This transitional strategic plan is therefore designed to guide our organizational evolution as we expand our range of programs and build a new housing centre which is scheduled to open in 2024. It outlines ambitious yet achievable capacity building goals for the next five years. It also reflects our unshakeable commitment to alleviate homelessness and enhance support services and facilities for those experiencing homelessness in our community.

We do not presume to have all the answers - but we have the knowledge, experience, drive, and optimism needed to achieve our objectives. But success will only be possible by working in partnership with people experiencing homelessness, community groups, the faith community, advocates, volunteers, officials and our funders and partners. We also recognize that homelessness is best addressed through an integrated, adaptable, and responsive network of services that supports stability and self-determination for everyone — regardless of socio-economic status.

We are deeply grateful to everyone who helped develop this strategic framework and look forward to our collective efforts to reduce homelessness in the York Region. It will take a collected effort to ensure success - we all have vital roles in creating a community where no one experiences homelessness. We invite you to join us in our commitment – *Our Path Forward* - to end homelessness in the York Region.

Wayne Ford  
Chair

Ann Watson  
Executive Director

# A Team Approach

## A Collaborative Strategic Planning Process

In order to identify meaningful, substantive and relevant strategies, our Board of Directors and Senior Management Team relied on a comprehensive discovery process, which featured a series of one-on-one interviews with a range of stakeholders. This feedback helped us to sharply focus on the more pressing matters and guided the working sessions to build the content and structure of the plan:

- In Phase One, consultations with key internal and external stakeholders, including the Foundation's Board of Directors, Senior Management, volunteers, funders, donors and partners, shed light on the organizational issues to be addressed.
- In Phase Two, the Board of Directors met to review the feedback and determine the preliminary organizational priorities.
- In Phase Three, the strategic plan highlighting our strategic goals and tactics was created.

Each strategic priority is connected to a series of supporting actions, highlighted for implementation. Timelines and performance measures will be used by the Board of Directors and the Senior Management team to monitor our progress and fine-tune as required.



# Our Vision, Mission and Values

The following *vision, mission* and *values* will guide the primary strategic priorities we intend to undertake:

## Our Vision

Shelter, dignity, and safety for everyone in York Region.

## Our Mission

We provide life affirming and transformative services so each person can create their own path to independence and break the cycle of homelessness.

## Our Values

- We always collaborate with openness, integrity and compassion and view our community challenges through a diversity, equity and inclusion lens.
- We inspire growth and innovation through creative leadership and organizational learning.
- We have an uncompromising focus on bold action, impact and excellence in everything we do.
- We act with honesty, integrity, and thoughtfulness and maintain the highest legal and ethical standards in the stewardship of our resources and funds.

Collectively, our vision, mission and values shape our focus, drive our progress and motivate us to work towards the same common goal, and share a bigger purpose.



# Our Commitment

While this strategic plan aligns with regional efforts, it is based on feedback provided by the people who live in the York Region and reflects their understanding of the local conditions, challenges, and opportunities for addressing homelessness in our community. As an organization, we want to contribute in a meaningful way to:

- Reduce the number of people experiencing homelessness in York Region by:
  - ✓ providing access to temporary, seasonal shelter.
  - ✓ providing transitional and permanent housing.
  - ✓ operating a housing program for chronically homeless individuals.
  - ✓ managing a daytime drop-by program offering meals and cold beverages, and providing access to shower and laundry facilities, computers and wifi, and wellness checks.
- Provide coordinated outreach and supportive services to homeless individuals that promote self-sufficiency and personal stability.
- Increase community awareness of the issue of homelessness in the York Region - our initiative, our progress, and our successes.
- Create partnerships and alliances with other community and regional organizations to enhance our services and programs.
- Ensure the right resources are available to make homelessness brief, and nonrecurring in our community.



# Our Strategic Objectives

**Empower Our People**

Ensure excellence in leadership and organizational stewardship.

**Strengthen Our Program Capacity**

Alleviate homelessness and enhance support programs and facilities for those experiencing homelessness.

**Deliver a Transformational Donor Experience**

Strengthen our fundraising capacity and diversify our programs to increase the impact of donor generosity.

# 1: Empower Our People



## Goal:

We will continually take steps to **ensure excellence in leadership and organizational stewardship** through a diversified, inclusive culture. Led by purpose and clear expectations, our leadership team will promote an inclusive, diversified, innovative, donor centric and professional growth work environment to achieve mission excellence.

To accomplish this goal, we will:

1. Foster a culture of diversity, equity and inclusion in everything we do.
2. A robust human resources framework and strategy to ensure the appropriate policies, programs and planning practices are in place, including recruitment, training, development and performance management.
3. Attract and engage a diverse group of people through a robust and structured board, committee and volunteer recruitment, orientation and succession plan.



# 2: Strengthen Our Program Capacity



## Goal

We will diligently work and dedicate our resources to focus on our priority and ensure a smooth transition as we expand our range of programs and build a new housing centre, which is scheduled to open as early as the Fall of 2024.

To accomplish this goal, we will:

1. Play a leadership role to oversee the construction of our new shelter and transitional housing in keeping with municipal and provincial guidelines.
2. to meet the emerging needs and responsibilities associated with 18 units of transitional and permanent housing provided through the *Please Come Inn* lease program.

# 3: A Transformational Donor Experience



## Goal

We will **strengthen our fundraising capacity and diversify our programs to increase the impact of donor generosity** and signal the Inn as an important destination for major gift philanthropy.

To accomplish this goal, we will:

1. Instill a culture of philanthropy throughout the organization.
2. Create a comprehensive communications strategy, including social media, to enhance brand awareness and tell our story more effectively.
3. Roll-out a comprehensive fund development strategy featuring:
  - a. An enhanced stewardship and donor recognition program that delivers a positive donor experience and creates affinity and loyalty.
  - b. A major gift, planned and legacy giving program.
  - c. Targeted grant applications to more effectively access private, corporate and government funding opportunities.
  - d. Expand our partnerships within the regional, provincial and national charitable sectors to strengthen our fundraising capacity.

# Tracking and Evaluating Our Progress



## Tracking

We will align our resources and services with our community goals, driven by performance standards and measurable outcomes.

In keeping with our commitment to transparency, accountability and inclusion, the Board of Directors will:

- Publish an *Annual Impact Statement* – as part of the annual general meeting of members - so that the community is aware of our progress.
- Monitor and update the strategic and operational workplan.
- Collect and evaluate performance data.
- Revise the strategic and operational plans, as necessary.
- Celebrate our accomplishments.