STRATEGIC PLAN 2020–2022

VISION

All youth have a
SAFE PLACE TO CALL HOME
and the supports to sustain wellness.

MISSION

AWHK provides housing and wraparound supports to prevent, reduce, and end youth homelessness and uses First Voice to influence government laws and policies to **ACHIEVE BETTER OUTCOMES FOR YOUTH.**

VALUES / GUIDING PRINCIPLES

YOUTH-CENTERED CARE:
Committed to a youth-centered, individualized practice that honors lived expertise and provides wraparound supports customized to each youth's unique needs. We will elevate youth voice for systems change!

FIRST VOICES LEADERSHIP:
Empowering those with lived expertise to guide the community movement to end youth homelessness. Nothing about us without us!

SUPPORTIVE:
Ensuring a safe environment that encompasses compassion, empathy, care, and understanding of all forms of diversity.

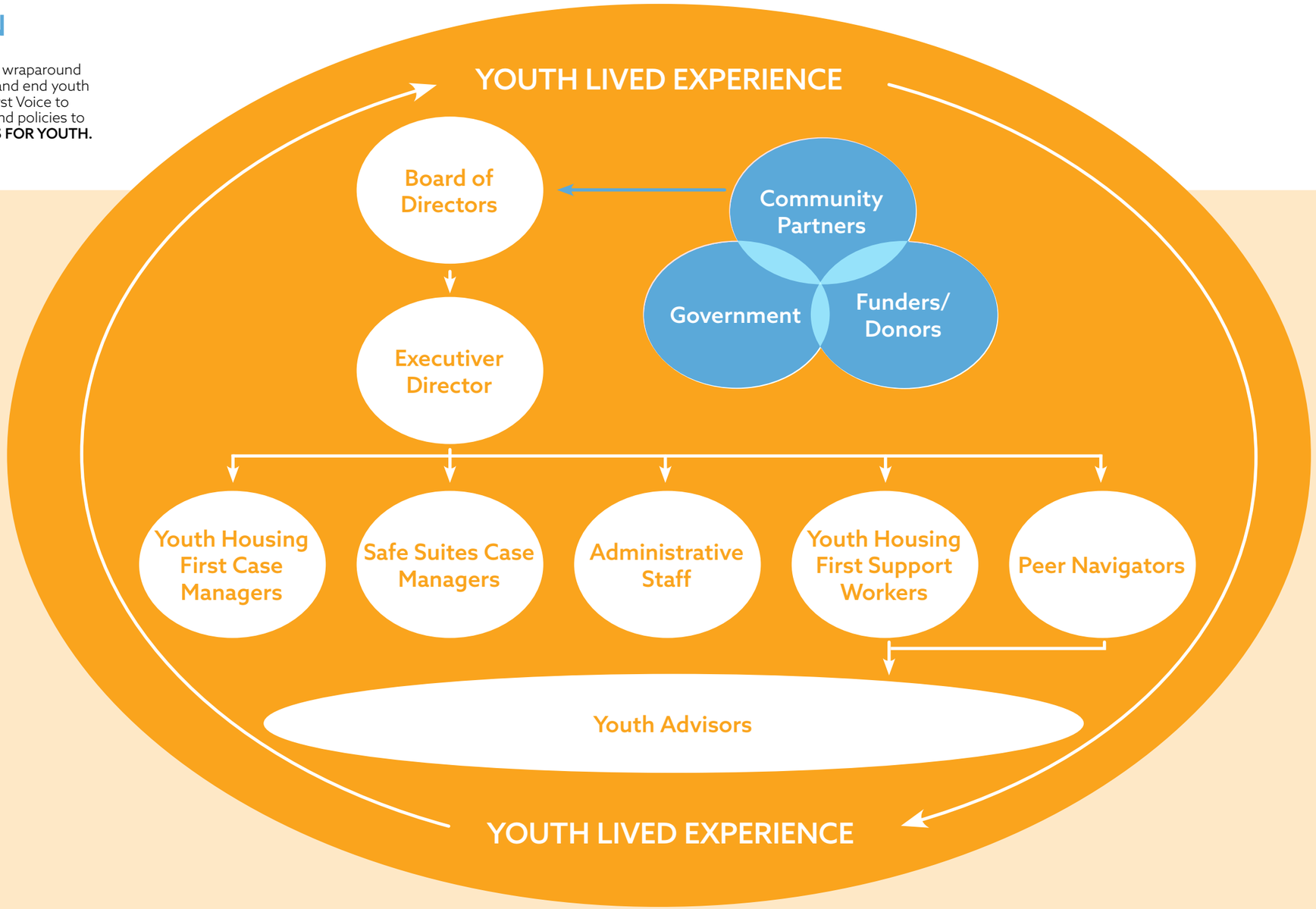
RESPECT:
Create trusting, quality relationships that promote acceptance, belonging, inclusivity, and accountability for shared decision-making.

INNOVATION:
Be creative, inquisitive, and ambitious to do what has never been done before and share our learning for educational resources.

SUSTAINABLE MOVEMENT:
Ensure balance, stability, clarity and perseverance in our focus to consistently manage future growth.

COMMUNITY-CENTERED:
Prioritize community relationships through open engagement and honest connection to guide the work as we are all in this together.

ROOTED IN ACTION – A COMMUNITY MOVEMENT



STRATEGIC PLAN 2020–2022

	YOUTH HOUSING FIRST	WRAPAROUND SUPPORTS	SYSTEMS CHANGE	ORGANIZATIONAL EXCELLENCE	DEMONSTRATED IMPACT	FINANCIAL SUSTAINABILITY
STRATEGIC GOALS	Deliver a continuum of housing options that meets the needs of youth at risk of or experiencing homelessness.	Provide wraparound support services to support youth's housing sustainability and a successful transition to inter-dependence.	Ensure lived expertise is reflected in public policy within BC and Canada.	Continue to build operational and governance capacity to deliver quality programs and services.	Use a mix of stories and stats to measure and communicate AWHK's impact to all stakeholders.	Diversify revenues and build long term financial stability.
DESIRED OUTCOMES	Youth are supported to secure housing and gain the critical "adulting" life-skills that are necessary for housing sustainability and wellness.	Youth are supported to gain the critical "adulting" life-skills that are necessary for housing sustainability and wellness.	Youth homelessness is a priority for government as reflected in policy changes and more resources.	AWHK is operating at peak performance with a dedicated and skilled team of employees, volunteers and a diverse Board of Directors informed by youth with lived expertise.	All stakeholders understand the impact that AWHK is making for youth.	AWHK has a solid financial position and is not overly-dependent on any single source of funding.
OBJECTIVES	**Objective 1:** Obtain a permanent site and operationalize an expanded version of A Way Home Kamloops' Safe Suites. **Objective 2:** Increase the number of Scattered Site housing units. **Objective 3:** Develop and own housing units to preserve youth housing. **Objective 4:** Increase the success of the Wrapforce Youth Centralized Housing Process.	**Objective 5:** Increase Life-Skills programming provided to youth. **Objective 6:** Increase A Way Home Kamloops effectiveness in supporting youth to transition from the street into housing. **Objective 7:** Revitalize and develop a Youth Homelessness Hub. **Objective 8:** Develop and refine the Employment and Education Peer Navigation Program.	**Objective 9:** Lead the operations of the BC Coalition to End Youth Homelessness. **Objective 10:** Lead the development of a provincial plan to prevent and end youth homelessness. **Objective 11:** Successfully implement "Light the Way: Youth Homelessness Conference."	**Objective 12:** Develop a strong administrative and governance structure with emphasis on attracting CPA to BOD. **Objective 13:** Build a strong team and HR capacity. **Objective 14:** Develop a strong foundation for accounting practices and financial systems.	**Objective 15:** Refine reporting format to share outcomes achieved. **Objective 16:** Develop the Wrapforce toolkit. **Objective 17:** Implement a Youth-Led Youth Homelessness Count in May 2021. **Objective 18:** Increase branding and communication strategies.	**Objective 19:** Increase diversification of funding. **Objective 20:** Increase capacity for individual community members to provide a monthly contribution. **Objective 21:** Develop strong relationships with funders and keep them engaged. **Objective 22:** Explore a social enterprise model for Lived Expertise consulting
KEY PERFORMANCE INDICATORS	✓ # of youth housed. ✓ # of units of housing stock. ✓ # of program discharges into homelessness. ✓ # of youth who transition into stable housing after program completion. ✓ Length of stay (youth are housed longer). ✓ A new location for Safe Suites is secured.	✓ # of youth accessing education/employment ✓ # of youth accessing life-skills programming ✓ # of youth accessing community supports ✓ # of youth accessing income support ✓ # of youth receiving outreach supports ✓ Robust monthly calendar of life-skills programming at Safe Suites ✓ Youth report improved quality of life and no further episodes of homelessness at 6 and 12 month follow ups.	✓ A Way Home Kamloops name is on the plan. ✓ Plan for a plan is completed and implemented. ✓ # of government partnerships. ✓ # of community partners advising the plan. ✓ # of reports to the Homelessness Action Plan leads. ✓ A successful Youth Homelessness Conference ✓ An engaged Coalition	✓ An operating reserve of at least 3 months of operations ✓ Regular financial reports to the BOD ✓ Types and # of training development the BOD and ED completes ✓ First audit complete ✓ Implement audits recommendations ✓ HR systems are in place ✓ Office space is secured	✓ # of exit/follow up interviews completed. ✓ Reporting tools are completed and used regularly. ✓ Safe Suites research is complete ✓ Wrapforce toolkit is complete ✓ Youth Count is complete and report is launched ✓ # of promotional materials developed ✓ # of media interviews.	✓ # of grants secured ✓ # of individual donations ✓ Creation of a financial plan. ✓ Balanced budget. ✓ Fund development plan / diverse funding sources ✓ # of new funders. ✓ # of funders maintained.