

With gratitude, Turning Points Collaborative Society operates on the traditional, ancestral, and unceded territory of the Syilx and Secwépemc people.

TURNING POINTS
COLLABORATIVE SOCIETY

Impact Report

2021-2022

Our Commitment

Finally, we've seen the return of some normalcy. The pandemic affected both the staff and clients of Turning Points in significant ways. Whether additional safety precautions, physical distancing, isolation, or complete reorganization of services, our staff and clients experienced it all during the pandemic. The board recognizes and appreciates the staff uniting through this difficult time and making it through to the other side, they did a fantastic job.

Through the pandemic, the organization continued to seize opportunities to grow and diversify. The acquisition of additional rental units allows the organization to provide housing to those that are ready to transition to the next stage of their housing journey. Given the current dearth of affordable housing, securing rental units is vital to reducing homelessness.

Sadly, the opioid epidemic has continued to drastically affect the lives of our clients and the general public. Our addiction services and harm reduction teams continue to deliver vital support through an incredibly effective recovery program.

Future projects in development will allow us to positively affect more clients and further the organization's goals. We thank Chief Executive Officer, Randene Wejr, and the leadership team for continuing to execute on our collective vision.

Kevin Robertson, Board President



I am so honoured to be a part of the work that is being done by our compassionate, innovative and courageous team. They have led our communities through another year of the unrelenting Opioid and Covid19 health pandemics. With over 500 units of housing, 200+ employees and thousands of clients throughout several communities, the task has been extremely challenging. That said, our employees, clients, external partners and our board have pulled together to ensure that the health and well-being of everyone in our communities is the number one priority.

Community education and awareness will be another top priority as we open new housing projects in the next few years. Our strategic plan also has a heavy emphasis on staff wellness. Daily we witness the devastation of homelessness, overdose, the ongoing toll of addictions, and untreated mental health. We often take this home with us and so our teams need our care to keep their spirits and wellness up! We will also continue our diversity, equity and inclusion journey with indigenous leaders, Crystal Morris and Ethel Thomas.

Thank you to our staff for the courage, compassion and dedication they demonstrate every single day. To our community partners and funders, thank you for trusting us to deliver such important services to those in need. To our leadership team and board of directors, thank you for your wise and brave leadership to ensure that we keep our focus on our strategic goals and our mission. And thank you to our clients and residents who remind us that anything truly is possible!

Randene Wejr, Chief Executive Officer





Our Mission

To achieve safe and sustainable housing in our communities by providing a continuum of housing, promoting health, and offering community outreach, employment and addiction services.

Our Vision

Building Community; Strengthening People

Our Values

We value 'Heart Centered Leadership' which supports our team's ability to build powerful relationships by being kind, caring, and courageous.

We believe that housing is a basic human right.

We believe that every person has the right to be treated with dignity, equity, fairness, and compassion without discrimination.

We value collaboration as a core practice to achieving our goals.

We value safety, wellness, and a sense of wellbeing for our community, clients, and staff.

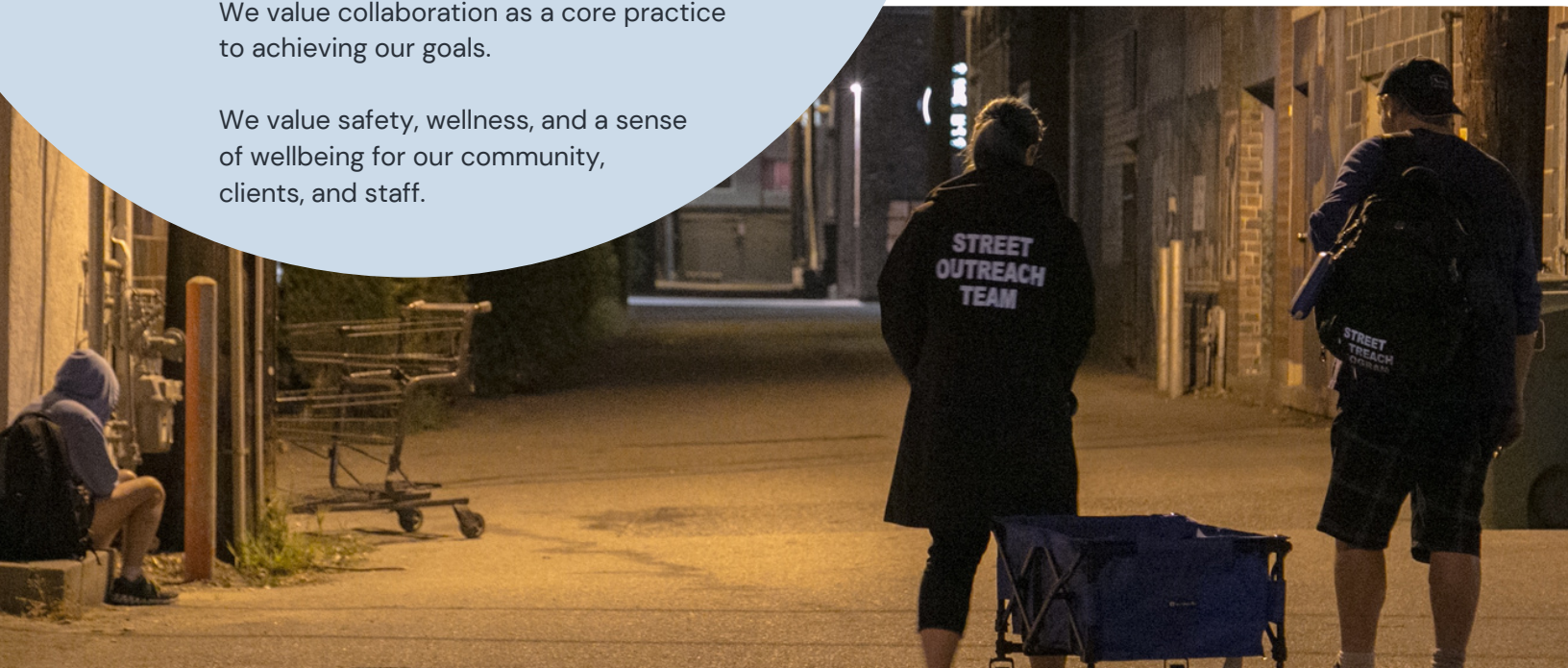
Our Mandate

To provide safe and supportive housing alternatives that meet the needs of people who are homeless, at risk of being homeless or who are marginally housed.

To promote the health and safety of our community through social development and public education activities.

To build and deliver programs and services to strengthen life skills and provide opportunities for people in need.

To develop and deliver programs and resources that provide a continuum of recovery services.



Our Sites and Programs

33
Programs
25
Sites

1

OUTREACH

The current housing and opioid crises have created an enormous need for our outreach services. Our programs in Vernon and West Kelowna are in place to assist people in becoming stable, safer, healthier, heard, and supported. In collaboration with community organizations and health care providers, both programs provide outreach, in-reach to shelter sites, in-home supports, community education, stigma reduction, and peer empowerment.

While the need continues to grow, our program staff have seen some significant successes including: operating the first publicly accessible safe inhalation space in Vernon, a peer led Opioid Overdose outreach strategy, a virtual HIV support group, the operation of a shower program, weekly drug checking services, and moving individuals from homelessness into our rapid re-housing program, supportive housing or market housing.

Outreach Programs:

CAMMY LAFLEUR CLINIC - Vernon
HOMELESS OUTREACH PROGRAM - Vernon
HOMELESS PREVENTION PROGRAM - Vernon
WEST KELOWNA OUTREACH - West Kelowna
CLIENT CARE AND COMMUNITY SUPPORT

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SHELTER

Early in 2021, Turning Points assumed operations of Richter Street Shelter in Kelowna and Brown Road Shelter (now Bartley Road Shelter) in West Kelowna. Along with the Amalgamated Shelter in Vernon and the COVID19 Isolation Programs, we currently operate over 200 shelter beds. Although Emergency Shelters are by no means a long-term solution to the housing crisis, they are meeting a critical need in our communities. We are currently operating at 100% occupancy.

Turning Points has introduced Shelter Diversion to our intake processes. This helps divert individuals away from shelter and back to family, friends, or their home communities.

The staff at all shelter sites have managed COVID outbreaks, created innovative safety solutions, developed opportunities to provide medical care for residents, secured donations, and have built strong relationships with the community.

Emergency Shelters:

AMALGAMATED SHELTER - Vernon - 86 BEDS
RICHTER ST. SHELTER - West Kelowna - 51 BEDS
BARTLEY ROAD SHELTER - West Kelowna - 38 BEDS
COVID 19 EMERGENCY SHELTER - Kelowna - 18 BEDS
POLSON MOTEL COVID RESPONSE - Vernon - 29 BEDS

Since 2019, the need
for emergency shelter has
grown by more than **50%**

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AFFORDABLE HOUSING

Our Affordable Housing portfolio has experienced significant growth. With Blair apartments providing a positive example of independent living in a community environment, we have duplicated the model at new sites in Vernon and Enderby. Our acquisitions of Cedar Park, Hillside Apartments and Pioneer Place in Enderby have secured affordable housing stock for adults and seniors in their home community.

Our Motel Program in Vernon began during the pandemic to offer isolation spaces to vulnerable individuals without housing. This program has since evolved into providing critical affordable housing for working adults, seniors and 18 families who simply cannot find a place to live.

All of the residents in this program have access to TPCS site managers, supports, specialized counselling and referrals to assist in the transition to market housing.

Affordable Housing:

BLAIR APARTMENTS – Vernon – 39 UNITS

PIVOT HOUSING – Vernon – 42 UNITS

HILLSIDE APARTMENTS – Enderby – 19 UNITS

CEDAR PARK – Enderby – 10 UNITS

PIONEER PLACE – Enderby – 24 UNITS

MOTEL PROGRAM – Vernon – 40 UNITS

RAPID RE-HOUSING

At our sites in Vernon and West Kelowna, we provided support to people who are actively engaged in transitioning out of homelessness. Clients receive intensive case planning to move towards independence and permanent housing as quickly as possible based on their identified goals. The maximum program length is one year with eligibility reviewed monthly. 47 individuals moved on to market housing, supportive housing or other housing continuum options.

Rapid Re-Housing:

OUR PLACE – Vernon – 13 UNITS

SUPER 8 – West Kelowna – 30 UNITS

SUPPORTIVE HOUSING

My Place continues to be a model for supportive housing in Vernon. The residents here live in a safe and healthy environment with access to case planning, outreach workers, employment skills training, counselling, wellness supports, and addiction recovery services. Some of our residents are connected to the community through volunteer activities with Folks on Spokes and VEPAD.

The Crossings and The Willows are additional supportive housing projects set to complete in the Fall of 2022 and 2023.

Supportive Housing:

MY PLACE – Vernon – 52 UNITS

THE CROSSINGS – Vernon – 52 UNITS *Fall 2022

THE WILLOWS – Vernon – 52 UNITS *Fall 2023

We have increased
Affordable Housing
options by
360%

Senior's homelessness
has increased by
57%
in the past 2 years

4

ADDICTION SERVICES

Bill's Place provides the structure necessary for residents to grow in their sobriety and personal recovery. The 19 bed sober living community offers programs based on the bio/psycho/social model and 12 step model of recovery. This addresses the physical, mental, emotional and spiritual deterioration that occurs from the use of mood-altering chemicals and behaviours.

Demand for our addiction services is on the rise. Our staff receive approximately 20 referrals per month and have an on-going wait list for entry into the program.

The program has witnessed tremendous success with 68 individuals completing the program this year. Many of these graduates move to Haven Place for our second stage recovery program which helps participants reach a place of stability before embarking on the next stage of their recovery journey.

We have hired 5 new employees who are graduates of our treatment program.

Addiction Services:

BILL'S PLACE - Vernon - 19 SPACES
HAVEN PLACE - Vernon - 8 SPACES

Significant increase
in demand with

260

annual referrals

68
clients completed
the program
in the past year



5

EMPLOYMENT SERVICES

In partnership with Community Futures of the North Okanagan, Turning Points delivers WorkBC One-to-One employment services to clients facing multiple barriers to employment.

The program helps clients become employment ready and reintegrated back into the work force by providing financial assistance, education and skills upgrading, short-term certificates, essential work clothing and tools, and commuting supports.

Turning Points is subcontracted by Community Futures to provide specialized support for multi-barrier clientele. Our case managers are mobile and can meet clients at supportive and affordable housing programs, emergency shelters or addiction treatment programs.

Despite significant employment challenges due to the pandemic, 26 clients achieved sustainable employment with the assistance of this program.

26

**clients achieved
sustainable
employment**

6

SOCIAL ENTERPRISE

Howard Industries provides employment opportunities for people who have been out of the workforce. The program's goal is to provide experience and skills to assist in finding long-term employment in the future. Employment opportunities include general labour, donation pickup and delivery, meal preparation and delivery, custodial work, painting and yard maintenance.

Howard Industries currently employs 10 full-time, part-time and on-call staff.

One of the main focuses for our social enterprise staff has been to ensure meals are delivered to the residents of our Motel Program which includes 18 families and approximately 35 children.

provide over
400
daily meals



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COMMUNITY EDUCATION AND AWARENESS

We collaborate with community stakeholders, health care providers, other non-profits, media, educators, businesses and local governments to advocate for change, raise awareness about the social issues that impact our community, educate the general public, and reduce the stigma associated with homelessness and substance misuse.

Our team participates on various committees about issues related to the drug poisoning crisis and homelessness.

They have also facilitated training on non-violent crisis intervention, substance use disorder and Naloxone administration for new staff, peers, security firms, non-profits, colleges, practicum students, clients and family members. This year the team collaborated with VJH's Emergency Department and the IH MHSU team to provide training and harm reduction supplies to anyone in need.

The launch of a new clear and accessible website has proven to be a valuable communication tool. Hosted here is a short video donated by Sproing Creative to provide a glimpse of our continuum of services.

By increasing our social media presence and utilizing a significant google ads grant, we have increased awareness while better understanding how our community finds us. This has also been a valuable method to support recruitment of new staff.

www.turningpoints.ngo



External Committees:

Vernon:

CAC – Provincial Supportive Recovery Services
Complex Care Steering Committee
Interior Social Profit Housing Planning Committee
Chamber of Commerce – Advocacy
Collaborative Interior Health/TPCS
COOL Team (multi-disciplinary/agency outreach)
Coordinated Access Table
Downtown Vernon Association
Emergency Food Action Network
HART (Provincial Health)
Homelessness Memorial, Coordination Committee
Kalamalka Rotary
Overdose Awareness Day Committee
Partners in Action (City of Vernon)
Pacific Aids Network
Sexual Assault Services Committee
ShareED Committee

Kelowna:

Coordinated Access Table
Community Shelter Table
Covid 19 Operators

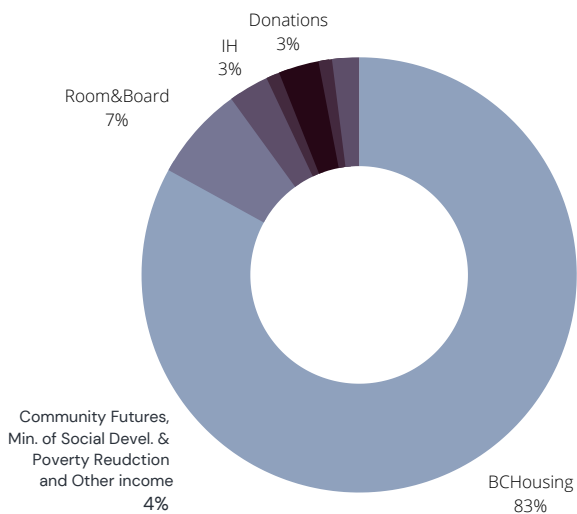
West Kelowna:

Community Advisory Committee
Community Outreach Table
Coordinated Access Table

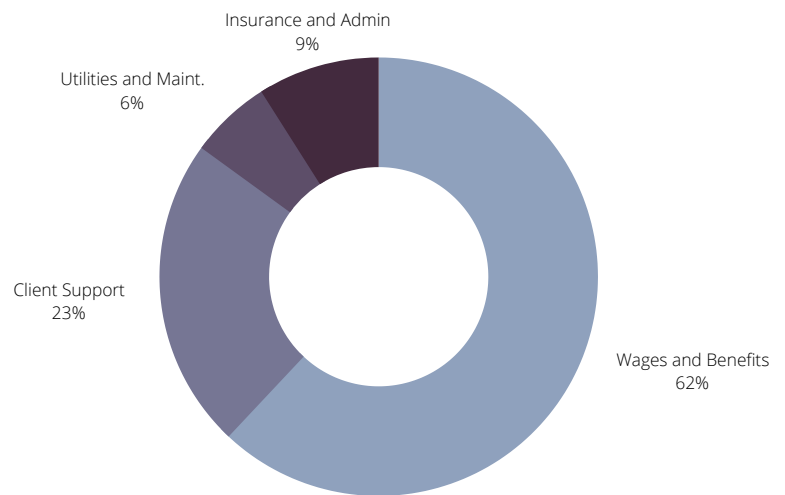
Our Stewardship

Financial Report 2021-2022
Controller Michele Tepper

Revenues



Expenditures



204

Current Employees –
a growth of 140% ★

267%
Increase in Revenue ★

13.2mil

In current assets – an
increase of 272%. ★

★ based on 3 year period – calculated from March 2019

Our Strategy

Four years ago, TPCS Board of Directors embarked on a comprehensive strategic planning session. From this, and subsequent sessions, four key strategies emerged. March 2022 marked the end of this strategic plan term. This past year has resulted in continued significant growth and achievement for the organization.

SUPPORT COMMUNITY HOUSING STRATEGIES		
PROJECT	STATUS	OUTCOME
Affordable Housing	Completed	Took ownership of Hillside Apartments, Cedar Park & Pioneer Place in Enderby.
COVID 19 Response	Completed	Operate 30 room COVID19 isolation program – to close August 2022
Emergency Shelter – West Kelowna	Completed	Took over operations of Brown Road shelter in West Kelowna – now operates at Bartley Road.
Emergency Shelter – Kelowna	Completed	Temporary Winter Shelter transitioned to multi-year contract with BCH.
Motel Program	Completed	Operating agreement with BCH until 2023 to provide multiple affordable housing options in Vernon motels.
Rapid Re-Housing	Completed	Operating 30 rooms in West Kelowna and 13 rooms in Our Place in Vernon.
Hygeine Centre	Completed	Transitioned operations to Metro Church
Scattered Housing Program	In Progress	Establish supportive relationships with landlords to assist in transitioning clients to affordable housing.
Affordable Housing	In Progress	50 unit project in planning stage – Summerland
Supportive Housing	In Progress	52 unit "The Crossings" to open Sept 2022 and 52 units "The Willows" to open @ Sept 2023 in Vernon.

EXPAND COMMUNITY EDUCATION AND AWARENESS

PROJECT	STATUS	OUTCOME
Community Education	Completed	Presented on a variety of topics including: overdose demographics, Naloxone training & trauma informed care to community groups, health care providers, educators & partners.
Government Collaboration	Completed	Developed strong relationships with federal, provincial, and municipal leadership,
Online Presence	Completed	Launched new website, secured google ads grant, increased social media presence

DIVERSIFY FUNDING

PROJECT	STATUS	OUTCOME
Affordable Housing	Completed	Adding Cedar Park, Hillside Apartments and Pioneer Place to our portfolio allows us to preserve these units as affordable housing in the community.
Overdose Prevention Program	Completed	Securing funding from Interior Health and the Harm Reduction Action Team allows us to operate this service in conjunction with the Cammy Lafleur clinic.

GROWTH MANAGEMENT

PROJECT	STATUS	OUTCOME
Organizational Structure	Completed	Added 2 Full-time Housing Managers
Staff Training	Completed	Launched staff online orientation. Provided truth & reconciliation workshops
Recruitment & Retention	Completed	Participated in multiple job fairs. We provide collaborative weekly meetings, access to mental health support & recognition awards
Operations	Completed	Streamlined online services and safety protocols. Made amendments to various Human Resource and site policies.

Our Thanks

★ We are grateful for the countless donations of financial gifts, in-kind services, clothing, blankets, goods and hand-made treasures. All of them are put to good use and are always received with extreme gratitude.

★ Financial donations have become an important portion of our revenue stream. There are a few significant donors we would like to acknowledge:

- o All Creatures Great & Small
- o Skyline Real Estate Limited Partnership
- o High Street Carrington View
- o Wayne Harris
- o Great West Equipment

★ We are forever grateful to our community for their support in our collective effort to end homelessness and addiction. The positive collaboration we experience from community members, businesses, health care providers, other non-profit organizations and government officials has made Vernon a model for other communities to follow.

★ Thank you to our board of directors for your dedication to the organization and for your continued guidance and trust.

★ We are so grateful to our dedicated and experienced staff who work tirelessly to support the most vulnerable members of our community with kindness, dignity and respect.

★ Finally, we are so proud of our clients. Their many life experiences may have led them to be in need of our services, but every day we witness their new stories of change, growth and determination.

★ Thank you to those who nominated us in the categories of Non-Profit Excellence, Employer of the Year and Diversity Excellence for the 2021 Greater Vernon Chamber of Commerce Business Excellence Awards. We are proud to have won **Non-Profit Excellence** and we dedicate it to our amazing staff and clients.

TURNING POINTS COLLABORATIVE SOCIETY

102 – 3301 24th Avenue
Vernon, B.C. V1T 9S8
250.542.3555
www.turningpoints.ngo

