



# IMPACT REPORT 2022-2023



Building Community; Strengthening People

## 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.

## 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.

## 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.

Turning Points, without them I don't know what I would have done. They gave me a chance for housing, work, and health. They gave me peace.

The future looks amazing. Honestly, it really does.

TURNING POINTS CLIENT

Home is like a real big first step to be able to start getting well again. To have a spot you can come back to and know that you're going to be safe and warm and that there are people there that are willing to help you...I am so grateful for Turning Points.

TURNING POINTS CLIENT

If you've never experienced homelessness, it's almost impossible to describe...that feeling of not having a roof over your head and the wear and tear on your very soul.

Turning Points is the only program that I've found in over ten years that actually helped me. This place is like I died and went to heaven.

A TURNING POINTS CLIENT UPON  
SECURING PERMANENT HOUSING



**BOARD PRESIDENT, KEVIN ROBERTSON**

During the last year at Turning Points, we've seen significant expansion and operational growth. This has led to new housing and increased services being available while taking on significant operational reviews and organizational planning. Management have deftly executed the course charted by the strategic goals, while our staff continue to be the backbone of all the good our organization does to assist clients during their most difficult times. The board sends out a huge thank you to management and staff for the tremendous work that was done over the last year.

The organization continues to provide a diverse set of services to our, unfortunately, growing clientele. The challenges faced by our clients include the housing crises and opioid epidemic. The organization continues to work cooperatively with aligned organizations.

Turning Points remains in a healthy position and is prepared to take on future challenges.

**CEO, RANDENE WEJR**

Despite coming out of our Covid era, we continue to see significant financial and health impacts that were magnified during this time. Our waitlists for housing and addiction services both continue to grow; housing affordability is becoming more and more difficult to find; seniors and families continue to be the fastest growing groups who are precariously housed or homeless.

Turning Points Collaborative continues to respond to these ongoing challenges by prioritizing shelter diversion, scattered site housing and growth in supportive and affordable housing stock. We opened the 52 bed Crossings supportive housing site in Vernon, added an affordable family housing complex in Vernon and increased our addiction services continuum. Responding to the growing demand for sober living, TPCS opened up a vacant site to provide that service.

Our incredible staff make these changes possible for the people who use our services. They have shown tremendous leadership in our sector, with TPCS winning Employer of the Year at the Greater Vernon Chamber of Commerce Business Excellence Awards.

The important work we do is only possible due to the generosity of our staff, our funders, the communities in which we work, and from the guidance of our Board of Directors. Thank you, thank you, thank you.

# OUR CONTINUUM OF CARE

## 36 PROGRAMS

## 26 SITES



### OUTREACH

Our outreach programs seek to reach individuals and families who are homeless or experiencing housing insecurity. We also provide programming to assist in improving the health and well-being of individuals experiencing homelessness.

### SHELTER

Our shelter services provide temporary housing for people who are homeless or experiencing housing instability. While in shelter, clients have access to case planning, referrals, laundry, showers, and meal services 24 hours a day, 7 days a week.

### HOUSING

Our housing programs and sites include an innovative rapid re-housing program, a scattered sites model, and several supportive housing and affordable housing sites throughout Enderby, Vernon, Kelowna, and West Kelowna.

### ADDICTIONS RECOVERY

Our addictions recovery program is a sober living community which offers a safe place for individuals to embark on the path of addiction recovery. The programs are based on the bio/psycho/social model and 12-Step model of recovery and include support groups and group therapy.

### EMPLOYMENT SERVICES

Our employment services programming is a partnership with Community Futures of the North Okanagan. Together we deliver WorkBC one-to-one employment services to clients who are facing multiple barriers to employment.

# OUTREACH



Our outreach programs work to meet individuals where they are at. In Vernon this includes through street outreach, the Cammy Lafleur clinic, community support workers, substance use navigator, shelter, and housing programs. The team has been able to support the community by offering important programs such as peer wellness events, and trainings in substance use disorder, naloxone, safe talk, and needle poke prevention.

In West Kelowna a variety of outreach programming has helped divert numerous individuals from the overburdened shelter system, while supporting others to maintain their housing through regular home visits, community referrals, parent referrals, senior's outreach, indigenous supports, peer programs and much more.

**Our outreach programs are in high demand and consistently experience wait lists.**

CAMMY LAFLEUR CLINIC – Vernon  
HOMELESS OUTREACH & PREVENTION – Vernon  
HOMELESS CRISIS INTERVENTION TEAM – Vernon  
WEST KELOWNA OUTREACH – West Kelowna  
SUBSTANCE USE NAVIGATOR – Vernon  
CLIENT CARE AND COMMUNITY SUPPORT

**100** CLIENTS  
IN VERNON  
PER MONTH

**IN WEST KELOWNA  
34 INDIVIDUALS  
DIVERTED FROM SHELTER**

# SHELTER



AMALGAMATED SHELTER – Vernon – 60 BEDS  
RICHTER ST. SHELTER – West Kelowna – 51 BEDS  
BARTLEY ROAD SHELTER – West Kelowna – 38 BEDS

**42%**

**OF VERNON'S HOMELESS HAVE BEEN  
IN THE COMMUNITY  
FOR MORE THAN 10 YEARS**

- 2021 HOMELESS COUNT -

The demand for shelter in Vernon, Kelowna, and West Kelowna remains high and continues to grow. This past year **Vernon's Amalgamated Shelter supported over 24,500 overnight stays. In Kelowna, Richter Street Shelter served 377 unique clients and West Kelowna's Bartley Court served 131.**

We continue to employ the shelter diversion methodology which has helped relieve some of the pressure on the shelter system. The goal of this process is to divert clients away from the overburdened shelter system and towards housing opportunities with people they know.

Our staff provide referrals, on-site clinics, peer support, and case management. In Kelowna, they created the Shelter Discharge Committee to ensure appropriate intake for clients discharged from the hospital.



## SUPPORTIVE HOUSING

MY PLACE – Vernon – 52 UNITS  
THE CROSSINGS – Vernon – 52 UNITS  
POLSON – Vernon – 29 UNITS

The Crossings opened its doors in December 2022. This long-awaited supportive housing facility is a twin to My Place, offering an additional 52 essential supportive housing spaces to our community. In addition, The Polson Motel was permanently added to our supportive housing stock, offering 29 additional units. **Our supportive housing sites have zero vacancies.**

## RAPID RE-HOUSING

OUR PLACE – Vernon – 26 UNITS  
SUPER 8 – West Kelowna – 30 UNITS

The Rapid Re-Housing Program swiftly transitions individuals from low barrier shelters or the streets, preventing them from becoming entrenched in homelessness. Our skilled case managers are dedicated to helping participants find long-term housing that will ultimately end their experience with homelessness.

This program provides targeted intervention, efficient staffing, reduced facility expenses, and decreased strain on public services. **In West Kelowna, of the 93 people we served, 59 have gone on to permanent housing or long-term residential treatment programs.**



## 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

Adding affordable housing stock to our continuum has been a key focus of the organization this year. **We now have 174 units of affordable housing in the communities of Vernon and Enderby.**

This program is vital to the housing continuum, providing essential spaces for our clients completing residential treatment at Bill's Place, and for others moving from rapid re-housing or supportive housing. Through our full time affordable housing manager, we offer support and referrals which helps tenants live independently and successfully maintain permanent housing.

The demand for additional affordable housing stock remains high as we currently have 350 names on our waiting list.

# ADDICTIONS RECOVERY



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

The addiction recovery program at Bill's Place saw 68 clients begin their recovery journey this past year. The success of this program is well-known, which has driven demand for our services. This demand is also driven by the on-going toxic drug crisis in B.C. According to the BC Coroner Service, "at least 2,272 British Columbians lost their lives to toxic drugs in 2022."

Individuals who complete our program have been very successful in moving on to independent living and finding employment. With **over 45 people currently on the waiting list for Bill's Place**, we continue to look for ways to increase services, including by increasing the facilitation of our family program AWARE.

BILL'S PLACE RECEIVED OVER

**350**

REFERRALS FOR SERVICE

THE CURRENT WAITING LIST FOR SERVICE IS  
**OVER 7 WEEKS LONG**

# EMPLOYMENT SERVICES



**44%**

OF CLIENTS ACHIEVED  
SUCCESSFUL EMPLOYMENT

CATCHMENT AVERAGE IN THE NORTH OKANAGAN IS 49%

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. **This year we had a 27% increase in clients seeking our service with 70 new intakes, compared to 55 the previous year.**

Turning Points' WorkBC program provides specialized support for people who are experiencing homelessness, substance use disorder, mental health challenges, and/or multiple barriers to employment. This free services include access to job search resources, resume and cover letter support, case management, customized employment job search, workshops, personal counseling services for employment readiness, and ongoing follow-up.

# COMMUNITY EDUCATION & AWARENESS

Our community education and awareness efforts are important to the continued success of the organization. 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 facilitate 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.

As a leader in the sector, we welcome opportunities to share our knowledge of best practices and to collaborate for the betterment of our community.

The **PEERS programs** provide peer-based support for our clients. PEERS also offer community awareness through regular participation in workshops, committees and community activities.

Our **Social Enterprise, Howard Industries** continues to provide work experience such as through donation pickup and delivery, janitorial services, yard maintenance and interior painting.

## EXTERNAL COMMITTEES:

### Vernon:

Association of Fundraising Professionals  
BC Addiction Recovery Association  
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)  
Community Connections  
Coordinated Access Table  
Downtown Vernon Association  
Emergency Food Action Network  
Good Food Box  
HART (Provincial Health)  
Homelessness Memorial, Coordination Committee  
HOPE outreach  
Interior Coalition of Shelter Professionals  
Kalamalka Rotary  
Okanagan College Advisory Committee  
Overdose Awareness Day Committee  
Partners in Action (City of Vernon)  
Pacific Aids Network  
Perinatal Substance Use Team  
Sexual Assault Services Committee  
ShareED Committee  
Social Planning Council of North Okanagan

### Kelowna/West Kelowna:

Built for Zero Kelowna  
Community Outreach Table  
Community Advisory Committee  
Coordinated Access Table  
Kelowna Shelter Table  
Hospital to Shelter Discharge Committee  
Pardon Me Hearing Clinics  
Hep C Point-of-Care Testing/Specialty Health Clinic

### Enderby:

Interagency Committee



# OUR STRATEGIC PLAN

In 2022, Turning Points adopted a new strategic plan. The previous plan saw Turning Points through a significant period of growth and achievement, and provided a solid foundation for the organization's next four year term. This year's planning session included members of the board of directors and executive leadership team, and resulted in a comprehensive plan to guide us in effectively meeting the needs of our community while aligning with our core values.

The strategic plan focuses on five key goal areas. These are some of the key focus areas and highlights of the past year:

## SUPPORT COMMUNITY HOUSING STRATEGIES

Our areas of focus include planning and coordinating new housing initiatives, enhancing our existing partner relationships, and expanding environmental programs. We opened The Crossings Supportive Housing in Vernon and assumed operations of The Village Affordable Housing in Kelowna (Mar/23).

## EXPAND COMMUNITY EDUCATION & AWARENESS

We focus on promoting our organizational values through routine stakeholder engagement, providing social awareness through social media, traditional media, and by participating in community events and activities. We also participate in targeted advocacy to government leadership.

## DIVERSIFY REVENUE STREAM

We are creating positive revenue streams through the hiring of a fund development coordinator and by hosting some of our own fundraising activities. Our first Comedy For Community event raised \$60,000 for the Southern Interior Scattered Site Program.

## GROWTH MANAGEMENT

We are prioritizing recruitment and focusing heavily on retention efforts. Key initiatives have been job fairs, online orientations, on-going staff training, flexible return-to-work options, flexible schedules for non-residential program staff, and mentorship opportunities for internal leadership candidates.

## ENHANCE CONTINUUM OF CARE

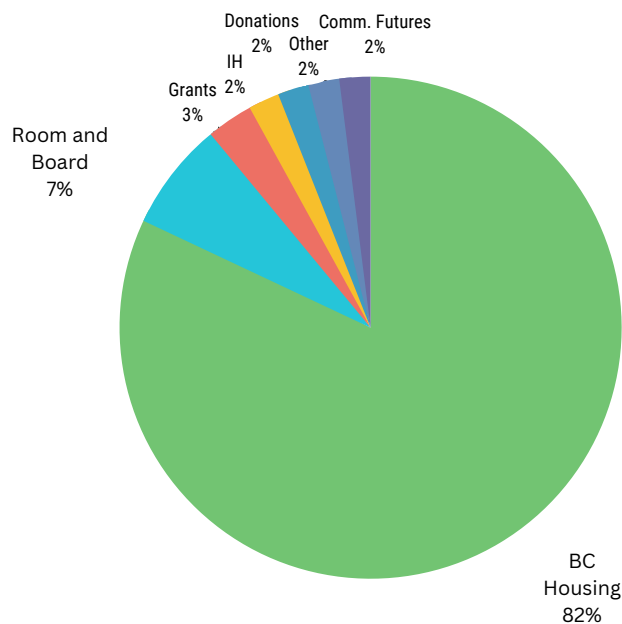
Our key focus has been on standardizing client programs, identifying service gaps, improving service options, and training staff in innovative service provision. Some highlights include: shelter diversion and safe-talk training for staff, an extreme weather response plan, and a warming bus program.

# OUR STEWARDSHIP

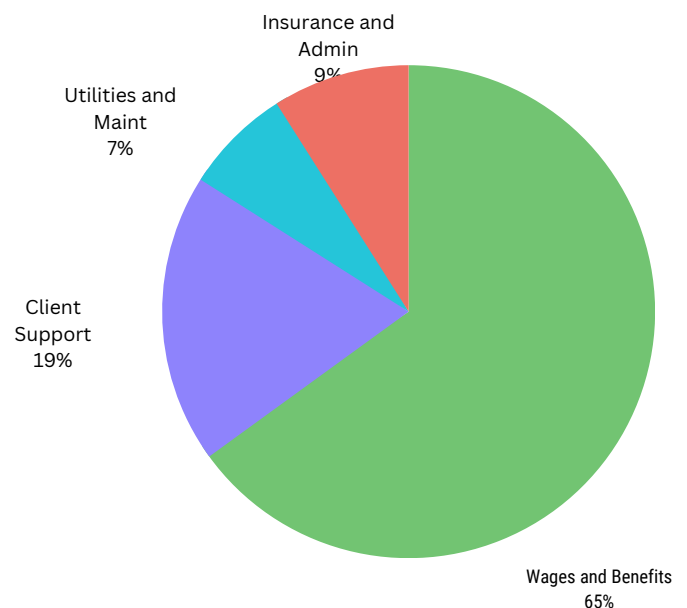
Turning Points Collaborative Society continued to experience growth in 2022/23 with revenues increasing 21% over the prior fiscal year. Most of this increase was attributable to the opening of The Crossings, a new 52 bed supportive housing complex in Vernon, BC.

Financial Report 2022-2023 Controller Michele Tepper

## REVENUES



## EXPENDITURES



## FUNDRAISING

In February we hired a full-time fund development coordinator. Within the first few months of this hiring, TPCS was able to apply for several significant fund opportunities from foundations, as well as federal, provincial and community sources. By the end of our fiscal in March 2023, we were awarded \$94,468 by BC Housing from their Housing Provider Information Technology Grant. This grant allows us to upgrade certain outdated hardware, while simultaneously improving data privacy and security features throughout our sites and programs.

Grant applications and donor stewardship will be a key focus for the next fiscal year, with a goal of diversifying the overall revenue stream.

# WE THANK YOU FOR YOUR CONTINUED SUPPORT OF OUR PROGRAMS

*TPCS has excellent relationships with the community of Vernon and provides strong leadership, working to achieve a healthy and sustainable community.*

SOCIAL PLANNING COUNCIL FOR THE NORTH OKANAGAN

*The City of West Kelowna continues to be impressed with the work that Turning Points is doing to support our community's most vulnerable individuals. Their collaboration with other non-profits and funders has been wonderful to witness, and we are thankful for their arrival in our city.*

CITY OF WEST KELOWNA

*...at every moment, one of you were there in one way or another to do anything in your power to go over and above to see me move forward... Thank you from the bottom of my heart for sticking it out with me.*

TURNING POINTS CLIENT UPON  
SECURING PERMANENT HOUSING

WINNER



BY THE GREATER VERNON CHAMBER OF COMMERCE  
**BUSINESS EXCELLENCE AWARDS**



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