

IMPACT REPORT 2025-26

the power of **BELONGING**

Opening doors to housing, recovery,
wellness, and connection.



TURNING
POINTS
COLLABORATIVE

LEADERSHIP MESSAGE



MEGAN DESIMONE
Board President

The work of Turning Points extends far beyond providing housing or delivering services. We open doors to safety, recovery, wellness, and connection—but perhaps our greatest impact is helping people rediscover that they have a place, a purpose, and a community that believes in them. Housing changes where someone sleeps. Belonging changes how someone lives.

I am continually inspired by the leadership of our CEO and leadership team, the compassion of our staff, the resilience of those we serve, and the support of our community partners. Together, we are building stronger communities where everyone has the opportunity to belong.



RANDENE WEJR
Chief Executive Officer

As the pressures facing our communities continue to grow, our response must grow with them. We are strengthening supports across our continuum, expanding our affordable housing portfolio, and increasing our focus on preventing homelessness before it occurs.

The impact of our Shelter Hub program is worth highlighting. This year, 175 people avoided entering the shelter system and another 122 were able to maintain their housing. Each represents a housing crisis that had a different outcome because support was available at the right time.

I am deeply grateful to our staff, partners, funders, and supporters who make this work possible, and for the skilled and compassionate guidance of our Board of Directors. We have made a significant impact, and our challenge now is to build on what is working to ensure more people have the opportunity for stability, housing, and belonging.

THE WORK

Turning Points Collaborative Society addresses the urgent needs of people experiencing, or at risk of, homelessness in the Okanagan. We provide a continuum of care through outreach, shelter, housing solutions, employment programs, and addictions recovery. Guided by respect for the dignity and expertise of those we serve, we work to create pathways to stability, health, and belonging.

WHY WE DO IT

We do it for Dave.

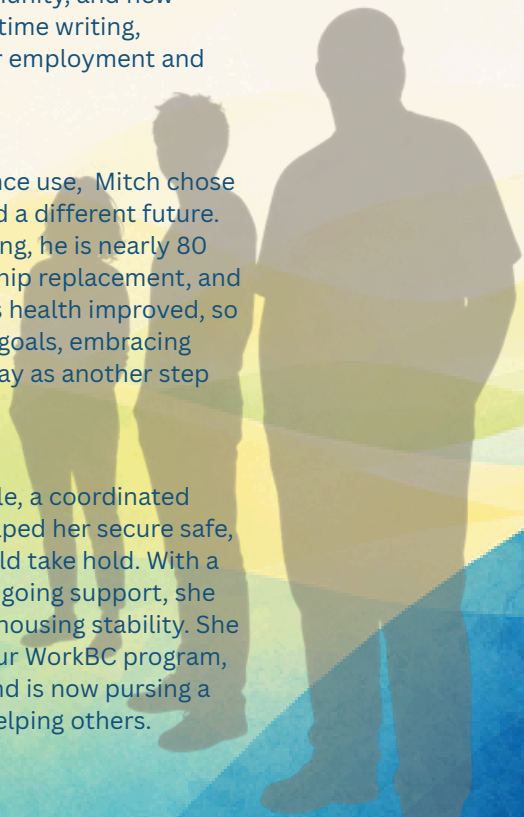
After years of living without a permanent home, Dave finally has a place where he feels safe, settled, and hopeful. He calls his unit in one of our Supportive Housing sites his "little sanctuary." The daily uncertainty that once consumed his energy has been replaced by new routines, new goals, a new community, and new possibilities. Today, Dave spends his time writing, reading, exercising, and preparing for employment and further education.

We do it for Mitch.

After years of struggling with substance use, Mitch chose recovery and the opportunity to build a different future. Now living in TPCS Transitional Housing, he is nearly 80 days substance-free, preparing for a hip replacement, and plans to start school in the fall. As his health improved, so did his confidence. He is setting new goals, embracing new opportunities, and taking each day as another step toward the life he wants to build.

We do it for Lana.

When Lana's housing became unstable, a coordinated response from our outreach team helped her secure safe, long-term housing before a crisis could take hold. With a short-term rental supplement and ongoing support, she avoided homelessness and regained housing stability. She went on to build new skills through our WorkBC program, complete post-secondary training, and is now pursuing a career that reflects her passion for helping others.



THE PRESSURES

Across the Okanagan, affordability pressures and complex health challenges are making it increasingly difficult for many people to maintain stable housing, contributing to homelessness and prolonged housing instability. **Seniors and families are the fastest growing demographic facing homelessness.**



AFFORDABILITY AND INCOME PRESSURES

Housing costs are outpacing incomes for many households. In Vernon, insufficient income is the most commonly reported reason for housing loss (29%). **Average monthly rents reached \$1,406 in Vernon and \$1,906 in Kelowna,** which is out of reach for many low-income residents.



HOUSING INSTABILITY AND HOMELESSNESS

When housing becomes unaffordable or supports are unavailable, people can quickly lose their housing. In 2025, **199 people were counted as experiencing homelessness in Vernon and 806 people were counted in Kelowna.**



MENTAL HEALTH, SUBSTANCE USE, AND COMPLEX HEALTH NEEDS

Mental health, substance use, trauma, and physical health challenges often intersect with homelessness. While multiple health and social barriers exist, in Vernon, **20% of the homeless population has identified substance use as a factor contributing to their housing loss.**



UNSHELTERED HOMELESSNESS

Many people experiencing homelessness are living outside, in vehicles, or in places not intended for habitation. **In Vernon, 85 people experiencing homelessness identify as unsheltered while in Kelowna, that number reaches 224.**



CHRONIC HOMELESSNESS AND LONG-TERM NEEDS

Homelessness is becoming persistent, complex, and a long-term experience rather than a temporary crisis. In Vernon, **71% of people experiencing homelessness reported being unhoused for one year or longer.**

OUR RESPONSE

Shelter services and housing programs are a vital part of our continuum of care. Alongside these programs we are placing **increasing emphasis on homelessness prevention, shelter diversion, rapid-rehousing, and earlier intervention** to help more people remain safely housed and avoid crisis whenever possible.

We continually adapt our programs to ensure people have the right supports at the right time, allowing them to move through the continuum of care toward healing, stability, and independence. Our goal is to help people avoid homelessness whenever possible and, when they do experience it, to support them in moving beyond it.

Through our continuum of care, including outreach, emergency shelter, housing, addiction recovery, employment support, and food services, we are opening doors to housing, recovery, wellness, and connection.



Source: TPCS Intake Data

OUR CONTINUUM OF CARE



OUTREACH, SHELTER HUB & HOMELESSNESS PREVENTION

6 programs



EMERGENCY SHELTER & RAPID REHOUSING

6 sites, 271 spaces



HOUSING - TRANSITIONAL, AFFORDABLE & SUPPORTIVE

16 sites, 426 homes



ADDICTION SERVICES

4 sites/programs, 30 spaces



FOOD SERVICES

Serves 1300+ meals per day



EMPLOYMENT SERVICES

100+ clients

OUR CONTINUUM IN FOCUS

OUTREACH, SHELTER HUB & HOMELESSNESS PREVENTION 6 programs

Early intervention reduces the need for emergency shelter and creates lasting stability. Our outreach, shelter hub, homelessness prevention, and rent supplements programs help keep people from entering homelessness.



OUTREACH Cammy LaFleur Street Clinic, Vernon

Engaging people through compassionate, low-barrier support and providing practical assistance to connect them to health care, housing, financial, and community.

4502
CLIENT INTERACTIONS

1453
REFERRALS



SHELTER HUB Vernon, Kelowna and West Kelowna

Since opening in 2024, the Shelter Hub has been a highly effective approach for preventing homelessness. As a coordinated access point, it connects people to immediate support, helps resolve housing crises before they escalate, and diverts individuals from entering the shelter system whenever possible.

175
PEOPLE
AVOIDED
ENTERING
SHELTER

122
HOUSING
LOSS
PREVENTIONS

373%
INCREASE IN
PROGRAM
DEMAND SINCE
OPENING IN 2024



HOMELESSNESS PREVENTION & RENT SUPPLEMENTS

The Homelessness Prevention Program, Supported Rent Supplement Program (sRsP), and BC Canadian Housing Benefit (CBCHB) provide financial assistance to help people remain safely housed and avoid homelessness.

180
UNSUPPORTED RENT
SUPPLEMENTS

52
SUPPORTED RENT
SUPPLEMENTS
*Designated IHA clients receiving
wrap-around services*

EMERGENCY SHELTER & RAPID REHOUSING 6 sites, 211 spaces

Emergency Shelter services offers immediate safety and support during times of crisis. Combined with Rapid Rehousing, these programs help people meet their immediate needs while supporting their transition to permanent housing.



SHELTER SERVICES

Turning Points emergency shelter sites across Vernon, Kelowna, and West Kelowna. Alongside safe shelter, residents have access to health care, harm reduction services, housing navigation, life skills supports, and meaningful opportunities for connection.

86

SPACES AT VERNON
SHELTER & OUR PLACE

48

SPACES AT RICHTER
SHELTER KELOWNA

38

SPACES AT BARTLEY CRT
SHELTER WEST KELOWNA



RAPID REHOUSING

This program helps people at risk of homelessness stabilize quickly through short-term accommodation and personalized housing support. The program works closely with our homelessness prevention and rent supplement programs to help bridge people into permanent housing before they experience a housing loss.

39

SPACES IN
VERNON & KELOWNA

33%

1 IN 3 INDIVIDUALS
(33%) REPORTED
SEEKING SHELTER
BECAUSE THEY
COULD NOT FIND OR
AFFORD HOUSING

Source: TPCS Intake Data

18%

OF SHELTER
RESIDENTS ARE
SENIORS

Source: TPCS Intake Data

“ The number of
people experiencing
homelessness has
increased faster
than the resources
and supports
available in the
community.

Source: 2025 Central Okanagan
Foundation Point-in-Time Count

OUR CONTINUUM IN FOCUS

HOUSING - TRANSITIONAL, AFFORDABLE & SUPPORTIVE 16 sites, 426 homes

A strong housing continuum offers options that reflect the different needs of the people we serve. Our transitional, supportive, and affordable housing programs provide varying levels of support and independence, helping people build stability and remain connected to their community.



TRANSITIONAL HOUSING

Trailside, Kelowna - 59 units
Pivot Houses, Vernon - 19 units

Trailside helps seniors and people with disabilities build stability and move toward permanent housing. This year, 35 people transitioned into long-term housing, allowing the 59-bed program to serve 84 people. In Vernon, we converted two homes from our affordable housing stock into transitional housing for people completing recovery.



AFFORDABLE HOUSING

Hillside, Cedar Park & Pioneer Place, Enderby - 53 units
Blair Apartments & Pivot Houses, Vernon - 58 units
The Village, Kelowna - 40 units
The Lions, West Kelowna - 40 units

These sites provide secure, independent housing for seniors, families, and individuals. Affordable housing also provides options for people transitioning from supportive housing or addiction recovery. It is a key focus of our programming and an important part of preventing homelessness.

35

PEOPLE TRANSITIONED
FROM TRAILSIDE

“ The stable housing and positive environment have played a significant role in helping me focus on my well-being and continue making meaningful progress in my recovery.”

TPCS Resident

394

PEOPLE ON AFFORDABLE
HOUSING WAIT LIST IN THE
NORTH OKANAGAN

“ Having rent I could afford gave me some stability. I could focus on work and start seeing my daughters regularly again. This housing gives me a chance to actually work toward shared custody.”

TPCS Resident



The Willows Supportive Housing in Vernon. 52 new units opened in January 2026



SUPPORTIVE HOUSING

The Willows, The Crossings & My Place Vernon - 156 Units
CLBC & Complex Care - 1 independent space, 8 spaces in Supportive Housing

Supportive housing provides stable homes with on-site supports that help residents build healthy routines, develop life skills, and work toward personal goals. Some residents need ongoing support, while others transition to affordable housing, recovery, long-term care, or other living arrangements as their needs change.

In January 2025, Turning Points expanded supportive housing with the opening of The Willows in Vernon. And our CLBC and Complex Care spaces provide more individualized housing and support for people living with complex mental health and developmental challenges.

1 IN 2

SUPPORTIVE HOUSING
RESIDENTS FACE PHYSICAL OR
MENTAL HEALTH BARRIERS TO
MAINTAINING HOUSING

77

NEW SUPPORTIVE
HOUSING RESIDENTS

22

PEOPLE TRANSITIONED
FROM THE PROGRAM

OUR CONTINUUM IN FOCUS

ADDICTIONS SERVICES 4 sites/programs, 30 spaces

Our programs provide affordable residential treatment, second stage recovery, family support, and peer support to help people build lives beyond addiction. Our structured, evidence-based approach is achieving strong results, with Bill's Place alumni reporting freedom from addiction at a rate three times higher than comparative programs.



ADDICTIONS SERVICES

Bill's Place - Residential Treatment - 19 beds
Haven Place - Second Stage Recovery - 8 bed
Women's Recovery House - 3 beds
Aware Family Support Program

This year, we expanded our recovery continuum with a new Women's Recovery House for mothers with young children, including women working to regain custody. We also strengthened our peer support program, with three Peer Support Workers using their lived experience to support people entering and progressing through recovery.

Demand for treatment continues to exceed available beds, leaving people waiting up to 6 months for help when they are ready for recovery. After treatment, a shortage of safe, stable, affordable housing can make it difficult for people to protect the progress they have made with their recovery.

30

PEOPLE COMPLETED
THE PROGRAM IN 2025

36 PEOPLE CURRENTLY ON THE WAITING LIST

6 MONTH WAIT

RECOVERY CAN'T WAIT

This year we committed to a 13,500 sq.ft expansion project which will add 36 new treatment beds at Bill's Place.

Our capital campaign launched with a transformative \$2.5 million gift from the Foord Family Foundation.

INCREASING CAPACITY BY

133%

REDUCING WAIT TIMES

FROM **6** TO **1** MONTH

FOOD SERVICES Serves 1300+ meals per day

Food Services provides healthy, nutritious meals to residents and participants across our shelters, housing programs, and outreach services. Our dedicated team combines thoughtful meal planning and careful financial stewardship with food recovery and strong community partnerships to provide quality, varied meals every day.



FOOD SERVICES

This year, Food Services expanded to three meals a day at all Vernon sites and increased food recovery by 2.5 times. We are also expanding meals for isolated seniors, strengthening partnerships with local farmers, and tailoring menus to better meet the dietary needs of the people we serve.

1300

MEALS SERVED
EVERY DAY

280

MEALS PER WEEK
DELIVERED TO ISOLATED
SENIORS

2.5 X

INCREASE IN
FOOD RECOVERY

Source: TPCS Intake Data

EMPLOYMENT SERVICES 100+ clients

Employment Services helps people facing barriers to employment build the skills, confidence, and experience needed to enter or return to the workforce. In partnership with Community Futures North Okanagan, we provide individualized support ranging from training and job coaching to work experience and practical employment supports.



EMPLOYMENT SERVICES

This year, clients continued to build skills through education, training, and hands-on work experience. Many are not only finding employment but sustaining it, while others are gaining the education and workplace experience that can lead to lasting employment.

18

CLIENTS COMPLETED 52 WEEKS
OF EMPLOYMENT

75%

CLIENTS IN UNPAID WORK
EXPERIENCE MOVED TO
EMPLOYMENT

Source: TPCS Intake Data

STRATEGIC PLAN



Guided by our values and our commitment to the people we serve, our new strategic plan for 2026-2030 sets a clear course for the future.

OUR PLAN THROUGH 2030

- EXPAND AND PROTECT HOUSING CAPACITY
- BUILD FINANCIAL RESILIANCE
- STRENGTHEN INTEGRATED SERVICE OUTCOMES
- STABILIZE & DEVELOP OUR WORKFORCE
- DEEPEN COMMUNITY TRUST AND ADVOCACY

Five strategic objectives will help us achieve this plan - while clearly defined key key performance indicators will track our progress.

STRATEGIC OBJECTIVE 1 HOUSING IMPACT & COMMUNITY CAPACITY



25%

INCREASE IN
HOUSING
CAPACITY BY
2030



2

ACTIVE
CAPITAL
PROJECTS
MAINTAINED



1

FUTURE
PROJECT
SECURED
ANNUALLY



90%

UNIT
OCCUPANCY
MAINTAINED



100%

OF HOUSING
ASSETS
MAINTAINED

STRATEGIC OBJECTIVE 2 ENHANCE CONTINUUM OF CARE

SHELTER STABILITY



10%

REDUCTION
IN AVG. STAY

25%

INCREASE IN
SHELTER
DIVERSION

RECOVERY IMPACT



80-85%

PROGRAM
COMPLETION RATE

85%

SECOND STAGE
CLIENTS IN STABLE
HOUSING

CONTINUUM EFFECTIVENESS



20%

INCREASE IN
PROGRESSION TO
STABLE HOUSING

+

ORGANIZATION WIDE
CLIENT SYSTEMS IN
PLACE BY 2027

FOOD SECURITY



25%

INCREASE IN
INDIVIDUALS SERVED

15

ACTIVE FOOD-
SECURITY
PARTNERSHIPS

STRATEGIC OBJECTIVE 3
FINANCIAL SUSTAINABILITY & CAPITAL STRENGTH



20%
INCREASE IN
NON-BC HOUSING
REVENUE



\$20 MILLION
MINIMUM CAPITAL
SECURED



POSITIVE
ANNUAL OPERATING
MARGIN MAINTAINED

STRATEGIC OBJECTIVE 4
GROWTH MANAGEMENT

WORKFORCE STABILITY



STAFF TURNOVER BELOW

18%

SICK LEAVE BELOW

5%

WORKFORCE PERFORMANCE
REVIEW COMPLETION RATE

90%

**LEADERSHIP &
SUCCESSION**



100%

LEADERSHIP ROLES HAVE
IDENTIFIED SUCCESSION
CAPACITY

LEADERSHIP PERFORMANCE
REVIEW COMPLETION RATE

90%

**SYSTEMS &
OPERATIONS**



2028

DATE FOR CORE
SYSTEMS TO BE
MODERNIZED AND
INTEGRATED

ADMIN PROCESS
TIMES REDUCED BY

20%

STRATEGIC OBJECTIVE 5
COMMUNITY TRUST, ADVOCACY, & REPUTATION



10

NEW STRATEGIC
PARTNERSHIPS FORMED

+

ACTIVE COMMUNITY
REPRESENTATION
(see page 15)



4

ANNUAL ADVOCACY
INITIATIVES



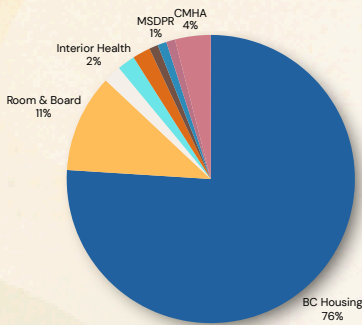
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ANNUAL PUBLIC
IMPACT REPORT
PUBLISHED

FINANCES

The Society's financial position strengthened in fiscal 2025/26, with revenue growth outpacing expense growth and resulting in a 23.4% improvement in operating surplus. The diversification of funding sources (including new partnership with Community Living of BC) reduces reliance on any single funder. Increased investment in client support and food services demonstrates the organization's commitment to enhancing direct services, while operational efficiencies in office, security, and supplies helped offset these investments.

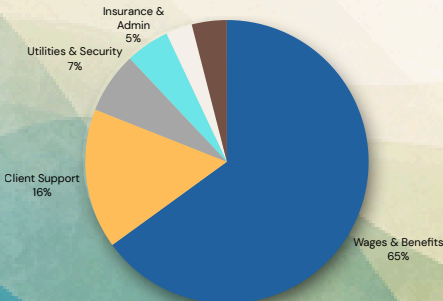
REVENUES 2025/26 FISCAL YEAR



76%	BC Housing
11%	Client Room & Board
4%	CMHA
2%	Grants
2%	Interior Health
2%	Community Futures
1%	Community Living BC
1%	Donations/Other
1%	Min. of Social Dev. & Poverty Reduction

Total Revenues
\$24.5 MILLION

EXPENDITURES 2025/26 FISCAL YEAR



65%	Wages & Benefits
16%	Client Support
7%	Utilities & Security
5%	Insurance & Admin.
3%	Repairs & Maintenance
4%	Program Supplies

Total Expenditures
\$24.1 MILLION

REVENUE ANALYSIS

\$24.5 million in revenue in 2025/26, a 10% increase over the previous year. BC Housing remained our primary funder, contributing 76% of revenue, with Community Living BC joining as a new funding partner.

EXPENDITURE ANALYSIS

Total expenditures were **\$24.1 million**, with Wages & Benefits representing 65% and Client Support 16%. Client Support spending increased by 2%, reflecting increased investment in services for clients.

POSITIVE NET POSITION

TPCS ended the year with a **\$430,403 operating surplus**, reflecting sound fiscal management while continuing to invest in client services.



REPRESENTATION

Boards:

Downtown Vernon Association
Provincial BC Addiction Recovery Association
Social Planning Council of North Okanagan
Greater Vernon Chamber of Commerce

Committees/Meetings:

Nonprofit Service Providers Coalition
Emergency Management and Climate Readiness
Chartered Professionals of Human Resource BC & Yukon

Vernon:

Adaptive Therapeutic Community Committee
Emergency Food Action Network
IH/TPCS Collaborative Meeting
IH/Shelter Providers Coalition
HART
Not for Profit Housing Action Team
COOL Team
Hospital Discharge Team
Kalamalka Rotary
Nexus Inter-agency meeting
Pacific Aids Network
Vernon Coordinated Access & Assessment
Non-Profit HR Roundtable
Centerville Neighbourhood Meeting
Employment Services Provider Meeting

Kelowna/West Kelowna:

IH/Shelter Providers Coalition
Social Services Imminent Response Task Force
Homelessness Response Leadership Table
Hospital Discharge Team
Kelowna Coordinated Access & Assessment
Coordinated Outreach Circle
Shelter Flow Committee
Shelter CAA
WK Ending Homelessness
Collaborative Community Partnership Meeting

Enderby:

Inter-Agency Group

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.



www.turningpoints.ngo

TURNING
POINTS
COLLABORATIVE

Building Community; Strengthening People.