

OPERATION COME HOME



STRATEGIC PLAN 2010-2013

Prepared by:

Genmora consulting

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Elsbeth McKay
Executive Director
Operation Come Home
February 2010

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VISION

Preventing Homeless Youth From Becoming Homeless Adults!



*I want to become a nurse.
Homeless Youth, Ottawa, 2009.*

*I want to be a trucker and
prove my Dad wrong that
I'm not worth something.
Homeless Youth, Ottawa, 2009.*

*My dream is to live back at
home, have my job back,
and not know a shit about
drugs.
Homeless Youth, Ottawa, 2009.*

*I want to be a lawyer.
Homeless Youth, Ottawa, 2009.*



INTRODUCTION

OPERATION COME HOME STRATEGIC PLAN 2010-2013

This Strategic Plan will guide the organizational development of Operation Come Home (OCH) and the development of its programs and services to prevent homeless youth from becoming homeless adults. The plan is the result of synthesizing all the data gathered throughout the process; documenting key insights; confirming current strategic directions and goals; developing preliminary strategic directions and verifying these with six key stakeholder groups: (1) homeless youth in Ottawa, (2) organizations that serve homeless youth in Ottawa, (3) funding organizations and corporate sponsors, (4) OCH staff, (5) OCH Board of Directors, and (6) expert practitioners in the U.S.A. and British Columbia. The plan outlines the key insights learned throughout the process and culminates in three organizational strategic goals and eight program and services' strategic goals.

The strategic goals set out in this document represent realistic targets that have been fully explored and researched. Over 70 stakeholders participated in the planning process. However, in keeping with community development "best practices", homeless youth in Ottawa were central partners in this planning process. It is primarily their voices that permeate this document.

The process of developing this strategic plan over the past six months has increased OCH's ability and confidence to both renew existing programs and services and further develop the organization's vision for the next three years.

OPERATION COME HOME: THEN AND NOW

Operation Come Home,¹ a non-profit and charitable organization began providing services to youth in 1971 as a direct result of an identified need to assist runaway youth to return home to their families. It remains the only organization in Canada to reunite youth with their families through the Reunite program. In response to the growing needs of local homeless youth and youth at risk, in 2002 OCH developed a downtown Ottawa Drop-in Centre. In the past eight years this Centre has expanded to offer a menu of local programs and services under its Five Pillars: (1) Drop-in, (2) Education, (3) Employment, (4) Outreach, and (5) Reunite.²

In 2009, OCH had contact with over 5,000 youth locally and nationally.

¹ Originally called Operation Go Home, the organization changed its name to Operation Come Home in July 2009 to better reflect its vision and mission to the community; to increase its corporate sponsorship and funding opportunities; to continue to expand its menu of unique program and services to homeless youth in Ottawa; to continue to offer its original mandate to reunite runaway youth with their parental homes; and to re-brand their agency in a way that better describes all of the work they do.

² For more details of programs and services that fall under each pillar, please visit the OCH website www.operationcomehome.ca.

Drop-in Pillar

The Cactus Youth Centre provides a safe respite from the streets for homeless youth where they can be with their peers, access information, and develop positive options for getting off the street. It is often the first contact that OCH has with the youth and is a key access point to its programs and services. The Centre operates every weekday morning and provides a unique and laid-back atmosphere with minimal rules. Afternoon activities under this pillar include several programs and services: Crisis Intervention, Breakfast Program, Food Matters, Health Services, Wagging Tails, Volunteer Program, and Student Placement Program. Additionally, OCH provides occasional social recreational outings for homeless youth.

They [OCH] don't have rules and regulations like other shelters. That's a huge issue as you feel like you are in a prison or an institution. They [other shelters] have time restrictions; you can't bring in your friends so it's isolating.
Homeless Youth, Ottawa, 2009.

In 2009, more than 150 local youth engaged in Drop-in activities.

Education Pillar

In partnership with the Ottawa Catholic School Board and Lester B. Pearson High School, OCH has an on-site "Achievement Centre." It is a "best practices" approach, adopted from the independent learning centre model, where students engage in academic studies outside the traditional classroom setting.

Under the tutelage of a licensed and full-time teacher, youth can do literacy tests, prepare for GEDs, and achieve high school credits, certificates, and high school diplomas.

In 2009, more than 57 youth registered in the Achievement Centre. Of those 57 youth, 36 performed credit accumulation, 21 did GED preparation and five youth graduated with a high school diploma, certificate, or general education diploma.

Employment Pillar

Two types of programs and services fall under the employment pillar. The first is a Job Action Centre (JAC) employment program that provides youth with the skills to network and market themselves to employers. The staff at the Centre assists youth and potential employers in finding suitable employment matches based on skills, interest, and education.



In 2009, 42 youth registered in the JAC employment program. Twenty-one found jobs and three returned to school.

The second and unique type of program provides youth with employment in two social enterprises—Bottleworks and Beadworks—developed, owned and operated by OCH. Bottleworks began operations in December 2008. It is a commercial recycling business that picks up empty liquor, wine, and beer bottles from local



restaurants, bars, hotels, and condominium buildings. Working in partnership with a local micro-brewery, Beau's All-Natural Brewing Company, Bottleworks collects their empty bottles at various drop off depots in Ottawa.



In 2009, 10 youth were employed by Bottleworks. Of those ten, four have found permanent housing, three have found a job of their own and three have returned to school.

Newly developed in 2009, Beadworks is a social enterprise that provides a work-space for youth where they can design and craft beaded jewellery. It allows homeless youth to be off the street in a safe environment, tap into their creative skills, and engage with a volunteer social worker who leads this social enterprise. The jewellery is sold through various venues including the Byward Market, Saint Paul University Book Store, various craft sale venues, and Brush Strokes art store in Carleton Place. Youth receive at least half the proceeds from the sale of their jewellery.

In 2009, 80 youth participated in Beadworks. Of those eighty, ten have found jobs of their own and three have returned to school.

Outreach Pillar

The outreach pillar has three programs: (1) Street Guardians, (2) Street Team, and (3) Students Taking on Prevention (STOP). Street Guardians are trained volunteers that walk the streets in teams of three and engage homeless youth. They offer basic supplies such as water, food, and seasonal clothing. Once they have developed a trusting relationship with a homeless youth they are able to offer them options such as referrals to OCH and other relevant agencies.

*I was new in town and I asked a cop where I could go and he told me to come here [OCH].
Homeless Youth, Ottawa, 2009.*

The Street Team is comprised of professional staff, trained volunteers, and partners from the Ottawa Police Service. who offer a therapeutic, social service, and a legal approach to incidences of aggressive pan-handling and loitering on city streets. Similar to the Street Guardians, the Street Team refers homeless youth to OCH and other relevant agencies.

STOP is a service provided by staff and volunteers who attend various community functions and high schools. They offer educational talks about OCH and the issues of homelessness. The purpose is threefold: (1) prevention, (2) education, and (3) community awareness.

In 2009, approximately 161 youth were engaged on the street. There were 18 STOP presentations made to local high schools and organizations.

Reunite Pillar

Through partnerships with agencies across Canada, Greyhound, and an anonymous donor, OCH reunites runaway youth between the ages of 16-19 with their families. If

“home” is not an option, OCH works with the youth and their partnering organization to find alternative positive solutions.

In 2009, more than 90 youth were reunited with their families.

ORGANIZATIONAL ACTIVITIES

Operation Come Home enjoys a committed Board of Directors representing diverse sectors of Ottawa including media, law enforcement, and financial and legal services. Currently there are 12 board members who actively organize a number of fundraising events and oversee OCH’s financial sustainability.

In 2009, OCH raised \$224,055 in corporate sponsorship, fundraising activities and individual donations. Along with support from Human Resources Development Canada, the Community Foundation, the City of Ottawa, Industry Canada, the Ottawa Catholic School Board, Anonymous Foundations, the Ontario Trillium Foundation and the Ottawa Citizen Literacy Foundation, a total of \$752,629 was raised.

OCH Board of Directors 2009-2010

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KEY INSIGHTS: WHAT DID WE LEARN?

During the course of the planning process a number of key insights emerged from various sources including stakeholder sessions, expert consultations, the mapping of programs and services serving homeless youth in Ottawa, and various local and national studies.³ These key insights helped to confirm that OCH's programs and services continue to provide an invaluable support to homeless youth.

A SNAPSHOT OF HOMELESS YOUTH IN OTTAWA

The number of homeless youth in Ottawa has increased substantially since 2003. The Alliance to End Homelessness reports a 27% increase in the use of shelter beds amongst youth in 2008.⁴ However, we learned during the course of the homeless youth stakeholder sessions that they do not like to use Ottawa's adult shelters as they find them unsafe. If a homeless youth has friends with housing in the community they will "couch-surf" rather than use adult shelters. However, this represents a small proportion of homeless youth and often these are the ones engaged in community programming. Most will reluctantly use adult shelters or sleep "in the bushes."

Homeless youth do not identify with homeless adults; they view them as hopeless. This was confirmed by various community organizations serving youth. The nature of the programs and services should differ substantially when serving youth as opposed to adults. Homeless youth are vulnerable and mixing them with the adult population only exposes them to potential crime and abuse. Young women in particular are at a high risk of being harmed.

One of the main reasons for homelessness amongst youth was family conflict, often resulting in the youth being evicted from their family home. Furthermore,

It's different for youth; it's depressing to see older people who are hopeless; it's upsetting as I don't want to be like that.

There needs to be a real distinction between homeless youth and homeless adults; we aren't the same.
Homeless Youth, Ottawa, 2009.

My Dad got arrested and I got arrested because I had the same name as someone they were looking for.
Homeless Youth, Ottawa, 2009.

I had a friend who was mentally ill and he told the police some names and now he's being bullied by other kids on the street. It's really sad as he gets beaten up a lot because he talked to the police.
Homeless Youth, Ottawa, 2009.

³ See for example, Alliance to End Homelessness, "Annual Report Card: Jan-Dec. 2008" (Ottawa: 2008) www.endhomelessnessottawa.ca; Raising the Roof, "Youth Homelessness in Canada: The Road to Solutions," May 2009, www.raisingtheroof.org; Tim Aubry et. al., "Panel Study on Persons Who are Homeless in Ottawa: Phase 2 Results" (Ottawa: Faculty of Social Sciences, University of Ottawa, March 2007).

<http://www.spcottawa.on.ca/Documents/Other/Literature/Panel%20Study%20on%20Persons%20Who%20are%20Homeless%20Final%20Rpt%20March%202007%20-07-04-16.pdf>

⁴ Alliance to End Homelessness, "Annual Report Card: Jan-Dec 2008," 1.

homeless youth typically have periods of being away from their family home during childhood. Over 61% of male youth and 35% of female youth have spent time in correctional facilities.

Compared to adults, youth were more likely to have repeated episodes of homelessness averaging around five times during the course of their lives.⁵ Furthermore, there is generational homelessness in Ottawa where some youth not only have homeless parents but are also homeless parents themselves.

According to reports from stakeholders, there appears to be an increase of teen pregnancies in Ottawa. Parenting predominately falls to the young homeless mother with only a few young men taking on this responsibility. A lot of these young mothers suffer undiagnosed mental illness issues including post partum depression. If addicted, a pregnancy will often give them the motivation to become “clean.” The younger the mother is when she has her first child, the more likely it is that she will have subsequent pregnancies. Although there is no research to substantiate this, it is thought that the increase in teen pregnancies may be connected to an increase in gang activity in Ottawa.

Besides homelessness, youth are more likely to have substance abuse problems, be in trouble with the law, lack life skills, employability skills, education, and work experience. A substantial number also have mental health problems. Over 85% of homeless youth have not completed high school.⁶

HOMELESS YOUTH PERSPECTIVE FROM STAKEHOLDER SESSIONS

OCH is providing an incredible place of “oasis” in the chaos of the lives of homeless youth. They want more time to hang out in a place that is safe where they can be allowed to be amongst their peers. The youth seem to be motivated to make positive life changes by being within their own peer group as opposed to being amongst homeless adults who they viewed as hopeless. They had a real sense of hope for their own futures and were quite articulate in knowing what they needed.

Kids go to the shelters because it guarantees you food but I would rather eat from dumpsters.
Homeless Youth, Ottawa, 2009.

I've moved six times in the past year.
Homeless Youth, Ottawa, 2009.

It's different for girls on the street than it is for guys. Lots of girls on the street are sexually abused.
Homeless Youth, Ottawa, 2009.

I was a heavy drug addict and dealer. I went to jail and after I came out, OCH helped me with school. I don't want to go back to jail.
Homeless Youth, Ottawa, 2009.

We need longer hours at OCH. It's a safe environment and it closes at 11am. I mean, what kind of trouble am I going to get into before 11am?
Homeless Youth, Ottawa, 2009.

⁵ Alliance to End Homelessness, “From Homeless to Home,” December 2008, 2, 4.
<http://www.endhomelessnessottawa.ca/homelessness/documents/FromHomelesstoHome.pdf>

⁶ Aubry, “Panel Study,” 22.

The openness of OCH, the familial environment, and a lesser emphasis on rules and regulations was a real incentive for homeless youth. They identified other shelters as being institutions or prisons where they felt they were being treated as criminals. Furthermore, they didn't feel safe staying at these other shelters (an exception might be The Well or other women's shelters).

The youth do not have a positive and trusting relationship with law enforcement officers. There was a general feeling amongst the youth that they were being treated as criminals for being homeless or poor. Ottawa "sweeps" were frequently referred to as an example of being treated as criminals. It should be noted that some of the kids have criminal backgrounds and admitted to participating in drug dealing. Some suffer legal problems due to criminal backgrounds. They are not aware of their rights and have trouble accessing legal aid.

Maintaining a roof over their head on a consistent basis was a real challenge for the youth. As permanent work is precarious (if working at all, it is usually temporary), it is hard to save first and last month's rent. If they manage to find housing, they find it difficult to continue to pay rent month-to-month. Furthermore, the youth find it intimidating to talk to landlords.

Most identified a need for addiction counselling. They found that addiction to drugs was a real barrier to move onto some form of stability. They also indicated how having someone to talk to about their issues (in general) was an important feature of OCH.

It was clear that the OCH programs that the youth were currently participating in were working. There were no negative comments, in fact, quite the contrary. They reported that the services were quite good; however they indicated that participating youth needed to be serious about their intentions for the programs to work. Youth who worked in Beadworks or Bottleworks stated that they were learning new works skills in a safe place. All of the youth were very positive about the idea of OCH developing new social enterprises.

Supplies and services offered through OCH such as food, laundry, showers, clothing, razors etc. are well

I've been in other cities and this place [Ottawa] is different; it treats homeless people like criminals; it's a crime to be poor here.
Homeless Youth, Ottawa, 2009.

You can get evicted anytime; you live from paycheque to paycheque and if you lose your job that's it.
Homeless Youth, Ottawa, 2009.

A housing worker would be great. They help you get housing and talk to landlords for you as this is intimidating and not everyone has the knowhow.
Homeless Youth, Ottawa, 2009.

What about extending "Beadworks" to "Artworks"? We could sell artwork.
Homeless Youth, Ottawa, 2009.

If you are not motivated to go and work, then the programs won't work for you.
Homeless Youth, Ottawa, 2009.

There isn't a place to go at night. I won't go to the Mission as it's scary and there's not much to do.
Homeless Youth, Ottawa, 2009.

The Drop-in could have more activities like having supper together, going to a movie, or skating.
Homeless Youth, Ottawa, 2009.

used and the youth indicated that they needed more of these. Although the youth were aware that addiction counselling is offered by the Youth Services Bureau (YSB), they indicated a need for more supports. They were also aware of the dental treatment offered by the Mission but indicated a need for more. Furthermore, they identified the need for more activities during the day such as access to a gym.

Evenings seem to be a real problem for homeless youth with very little in the way of activities that are geared to their age group. They indicated a need for having a “youth centre” at OCH where they could do a number of activities in the evening including watching TV, recreational activities, laundry, and playing music. They also agreed that special outings could be arranged on an interim basis such as going to movies or snowboarding. Some of the youth were interested in having a music program and showed a real ownership of OCH by stating they would have a benefit concert to raise funds for OCH.

In terms of street outreach, it was evident that more is needed. The youth reported, however, that street outreach workers needed to have a homeless background so that they could identify with the kids. They felt that this was an area OCH could improve on. The youth demonstrated a considerable willingness to help homeless kids and potential run-aways. There was a willingness to be trained to do so and to work alongside professionals in this respect.



The volunteer could be a homeless kid who could talk to the kid about what it's like. Homeless Youth, Ottawa, 2009.

MAPPING HOMELESS YOUTH NEEDS WITH PROGRAMS AND SERVICES OFFERED IN OTTAWA

In order to understand the gaps, overlaps, and unique programs and services offered to homeless youth in Ottawa, a mapping plan was conducted as a part of this strategic planning process. The central guiding criteria for including organizations in the map was the identified needs of homeless youth. Gaps, overlaps, and unique programs and services were mapped according to the needs of homeless youth in the city of Ottawa as identified through two sources: (1) stakeholder consultations and (2) secondary literature.⁷

Needs of Homeless Youth:⁸

- 1) Outreach.
- 2) Basic Services: meals, shower, laundry, and clothing.
- 3) Homeless Youth Drop-in Centre: hours of operation, recreational and social activities.
- 4) Health Services: mental health, addiction services (counselling, residential treatment, detox), other (dental, sexual health, physical health, sexual orientation supports), needle exchange.
- 5) Shelter and Housing: emergency, transitional, long-term, housing supports – advocacy & retention.
- 6) Employment: assessment & career planning, referral to community employment programs, job search preparation (résumé, interview), job postings, job placement and co-op placements, job retention supports, computer access.
- 7) Legal Supports: legal advice, other supports for youth in conflict with the law.
- 8) Education and Life Skills: high school completion, job skills training, and life skills (domestic, parenting, financial literacy).
- 9) Early Intervention, Family Supports, and Community Awareness: preventative programs.
- 10) Culturally Sensitive Programs.

There are a variety of community organizations supporting homeless youth in Ottawa. According to the Community Information Centre of Ottawa's online database of community services (the 'e-Blue Book'), 33 community-based programs indicate that they serve Ottawa's homeless youth.⁹ In general, we sought to identify organizations whose programs and services met the following criteria:

Selection Criteria:

⁷ See, Alliance to End Homelessness, "Annual Report Card: Jan-Dec. 2008"; Raising the Roof, "Youth Homelessness in Canada: The Road to Solutions"; Aubry et. al., "Panel Study on Persons Who are Homeless in Ottawa."

⁸ The needs are presented in no order of priority.

⁹ See, Community Information Centre of Ottawa, e-Blue Book.

[http://ottawa.cioc.ca/bresults.asp?UseCICVw=13&STerms="homeless+youth"&SType=A&CMType=L&GHID=](http://ottawa.cioc.ca/bresults.asp?UseCICVw=13&STerms=)

- ⇒ Were offered in areas that homeless youth frequent (e.g. downtown core).
- ⇒ Do not mix the adult homeless population with homeless youth population.
- ⇒ Offer health services to homeless youth without an OHIP card, or provide assistance in applying for an OHIP card.
- ⇒ Offer services to youth without requiring a guardian signature or accompaniment.
- ⇒ Were frequently identified by homeless youth stakeholders.

Some organizations that did not meet these criteria remained on the list because youth stakeholders reported using their services, albeit reluctantly, as there were no other comparable youth-focused services available. Also, organizations that provided culturally sensitive programs remained on the list.

A more in-depth study might have included more organizations and/or fewer criteria; however it was beyond the scope of this mapping process to include all possible programs and services. The goal was to identify a landscape of programs and services that genuinely met the needs of homeless youth in Ottawa so that strategic goals could be developed to address key gaps.

The organizations on our list were categorized into three groups: (1) organizations that do not exclusively support homeless youth but will accept youth into general programs; (2) organizations that do not exclusively support homeless youth but have homeless youth-specific programs; and (3) organizations that support homeless youth exclusively. We have specified eligibility criteria in brackets, where applicable.

Category 1 Organizations:

- 1.1. Anglican Social Services, Centre 454 (eligible age:18+)
- 1.2. Capital City Mission
- 1.3. Centre 507 (eligible age: 16+)
- 1.4. Cornerstone – Le Pilier
- 1.5. Inner City Ministries
- 1.6. Jewish Family Services
- 1.7. Montfort Hospital/Montfort Renaissance (some programs 18+, some for francophones)
- 1.8. Rideauwood Addiction and Family Services
- 1.9. Sandy Hill Community Centre
- 1.10. Shepherds of Good Hope
- 1.11. The Ottawa Mission (eligible age: 18+)
- 1.12. The Well (women only)

Category 2 Organizations:

- 2.1 Causeway
- 2.2 Centretown Community Health Centre
- 2.3 City of Ottawa programs
- 2.4 Eastern Ontario Resource Centre
- 2.5 Elizabeth Fry Society of Ottawa (justice-involved women)
- 2.6 John Howard Society of Ottawa (justice-involved men and women)

- 2.7 Maison Fraternité
- 2.8 National Capital Region, YMCA-YWCA
- 2.9 Odawa Native Friendship Centre (aboriginals)

Category 3 Organizations:

- 3.1 Aboriginal Youth Non-Profit Housing Corporation, Tewegan Transition House (aboriginal youth)
- 3.2 Alwood Treatment Centre
- 3.3 Dave Smith Youth Treatment Centre
- 3.4 Eastern Ontario Youth Justice Agency
- 3.5 Kids Help Phone
- 3.6 Operation Come Home
- 3.7 Rideau Street Youth Enterprises
- 3.8 St. Mary's Home (primarily young mothers)
- 3.9 Youth Services Bureau of Ottawa
- 3.10 Youville Centre (primarily young mothers)

Only ten community-based organizations fall into the third category. Our mapping exercise has identified few overlaps, and several gaps, in the programs and services available to homeless youth. Furthermore, there are a number of organizations that provide unique services.

Gaps, Overlaps and Unique Programs and Services:

The primary gaps include sporadic street outreach done on weekend evenings. This gap, coupled with youth stakeholders reporting that they had no recreational and social activities on weekends to keep them off the street, is problematic. Furthermore, weekend meals are underserved overall; especially breakfast. The availability of showers is limited with only YSB offering this service seven days a week.

As substance abuse and mental illness are two major health issues for homeless youth, it is highly significant that a shortage of a full range of addiction and mental health treatment and supports specifically geared for youth was found. An important aspect of this shortage is the lack of professionals that can do assessments right at the time a youth makes the decision to go "clean." There is also a shortage of stabilization beds for youth who have undergone detox. Furthermore, there is a 2-3 year waiting list for psychiatric services and a shortage of psychological counselling. One community stakeholder noted that most homeless youths' mental illness goes undiagnosed, including post-partum depression amongst teen mothers.

Other health services (e.g. dental care) are not readily available, especially if the homeless youth lacks an OHIP card. Sexual orientation supports and counselling is also lacking, with only one organization (YSB) catering to youth who require these services. (Youth must first identify themselves as part of the GBLTTQ community).

Emergency, transitional, and long-term housing services specifically geared towards younger youth and lower functioning youth is inadequate. Higher functioning homeless youth want to be integrated into the community, but our research has identified long-term housing search support, advocacy with potential landlords, and financial supports to

secure and maintain housing as another gap. Homeless youth in Ottawa who require housing retention supports including emergency funding, financial literacy, and domestic lifeskills are insufficient in these areas.

Employment supports are readily available in Ottawa except for job placement, co-op placements, and employment retention supports. One of the successful service delivery models in Ottawa is social enterprise development. All stakeholders see this approach as a unique way of providing homeless youth with both work experience *and* the social supports they need outside of working hours. Only two organizations (Operation Come Home and Rideau Street Youth Enterprises) currently offer these types of jobs specifically geared to homeless youth.

Because many homeless youth are involved in the justice system they require legal advice, advocacy to gain access to legal aid, and support through the justice system. Most are unaware of their rights and have a negative relationship with law enforcement officers. Programs could be developed or better adapted to meet these needs.

Youth requiring life skills coaching, including financial literacy, are generally underserved in this area. Furthermore, as pregnancies amongst homeless youth appear to be on the rise, there is a need for educational programs that address prevention, pre-natal, and post-partum skills.

Stakeholders reported that some of their homeless youth participants have attended multiple high schools. Our school boards do not, at present, appear to have a system for tracking missing youth. The result is that homeless youth 'fall through the cracks' of the educational system when they leave a school.

Community awareness of homelessness amongst youth is sporadic and often it relies on the availability of volunteers. Although there are a number of initiatives both national and local that address this requirement, it is presently insufficient. One important component of this work is the availability of crisis intervention supports for parents who are concerned that one of their teens might run away. This is an essential service that helps to prevent homelessness amongst youth.

Finally, more research is required to identify the sub-groups amongst homeless youth in Ottawa, their cultural profiles, and their needs. This would include, but not be limited to, three specific groups: (1) higher functioning youth, (2) those with substance abuse issues, and (3) those with severe health problems.¹⁰ Additionally, stakeholders were concerned that programs and services might not be sensitive to the needs of newcomers to Canada.¹¹

Stakeholders frequently expressed a belief that community-based organizations need to partner and specialize. Although there are many examples of partnerships in Ottawa, the reality is that organizations are competing for the same limited funding which can create a competitive environment.

¹⁰ These groups were identified by Aubry et. al. The first group is more successful in achieving stable housing after a homelessness event than the other two subgroups. See, Aubry, et. al, 50

¹¹ There was no indication by stakeholders that there was a homelessness problem amongst newcomers to Canada youth.

LESSONS FROM THE U.S.

According to Richard Hooks Wayman, of the National Alliance to End Homelessness in the U.S., the key to ending youth homelessness is to build natural connections back into the community. This involves meeting the youth's basic housing needs, educational needs, employment needs, and especially their emotional needs. He states that it takes 7 years to get a homeless youth into a stable environment. All teenagers go through developmental changes in these key years, and it is not surprising that homeless youth would require the same nurturing supports. Therefore, there is a real need to balance their nurturing needs with their residential needs. Different strategies should be considered depending upon the age of the youth and their current educational, employment, and mental health status. If more supports are needed, then low-level housing using a group home model (as opposed to huge complexes) is the better option according to Hooks Wayman. In this respect, housing should not be larger than 20-25 units. However, for older youth who have demonstrated a higher level of functioning, supporting their integration into the community with subsidized first and last month's rent is a more effective way to get them off the street. He stated that many of the older homeless youth do not want caseworkers; what they want is help with finding and maintaining housing. OCH, he claimed, is a perfect place to do an initial assessment or triage with the youth.

Street kids don't have to go through all steps consecutively (e.g. from a shelter, to transitional housing to an apartment) some may be ready to move directly to their own place. It's just a matter of assessing how much help they need

**Richard Hooks Wayman
National Alliance to End Homelessness**

In terms of outreach, there are programs now operating in the U.S. that use technological outreach to kids through online chat rooms, Facebook etc. According to Hooks Wayman, youth are communicating more and more through these venues. Even homeless youth find ways to use a computer at libraries, community centres, etc. The online outreach worker finds out what chat rooms the youth frequent and engages them in this way. He suggested that OCH might want to try a pilot program in online outreach.

Another area for OCH to consider is providing a helpline and support for parents who fear that one of their kids might run away. This is a preventative measure that is working well in many U.S. organizations.

PRELIMINARY STRATEGIC DIRECTIONS

Following the first youth stakeholder session, the Board stakeholder session, consultation with Richard Hooks Wayman, and a review of secondary research the following Strategic Directions were developed. These were prioritized by OCH staff and the Board and then tested with three stakeholder groups: (1) funders, (2) staff of OCH, and (3) homeless youth. Consultation also took place with David Lepage of Enterprising NonProfits concerning the development of social enterprises. These steps provided the verification process for OCH's strategic goals for the next three years. As it was important that homeless youth have a substantial input into the planning process, an additional session was conducted at the end of the process to verify the programs and services strategic directions.

ORGANIZATIONAL STRATEGIC DIRECTIONS (OSD)

OSD#1: *Develop and Implement a Marketing and Communications Strategy.*

This OSD is in aid of increasing OCH's profile in order to attract more corporate sponsorship and "planned givings" to the organization. There was an identified need to attract a high profile patron that would champion the organization, such as the Governor-General of Canada.

OSD#2: *Establish an OCH Foundation.*

During the stakeholder sessions both staff and youth identified the need for more space. As OCH rents the house on Murray Street, extensions to the existing space would be problematic. Establishing an OCH Foundation to raise funds to purchase appropriate space would allow for expansion. Furthermore, funders reported in their stakeholder sessions that current mandates do not necessarily grant financing for core funding.

OSD#3: *Develop an Organization Continuity Program.*

In the event of a fire, flood or any other crisis that could close the OCH house on Murray Street, this OSD addresses the need for a Continuity Program. The Board noted that all statutory files and records should be kept off-site. One of the funders also stated that organizational continuity is important when granting money; therefore, there should also be a human resource continuity plan for the Executive Director and key team leaders.

PROGRAMS AND SERVICES STRATEGIC DIRECTIONS (PSD) ¹²

PSD#1: *Maintain and Extend the Existing Five Pillar Program and Services: (1) Drop-in, (2) Education, (3) Employment, (4) Outreach, and (5) Reunite.*

OCH existing programs and services are working well and are in keeping with the needs identified by homeless youth in stakeholder sessions. This observation was also verified by the staff stakeholder group. Staff reiterated homeless youth comments that OCH had a 'laid back' style and added that it had a family atmosphere. However, they were concerned that the organization might lose its unique atmosphere if too many changes took place or if it expanded too quickly. Funders were very positive about OCH's programs and did not see a need to substantially change directions, only to further develop existing programs, and/or augment existing programs with more supports. A few funders did wonder if OCH reached out to a diverse group of homeless youth including newcomers to Canada and the disabled. Most funders added that there needs to be more of a 'systems approach' to supporting homeless youth in Ottawa through community partnerships. Homeless youth stakeholders seemed to be unaware of the various partnerships that OCH already has established in the community; however the staff stakeholder group felt that this was a communications issue that could be easily addressed.

PSD#2: *Facilitate Supports for Youth to Find and Maintain Housing.*

Homeless youth reported that finding low rental housing is problematic. They also find landlords intimidating. Furthermore, maintaining stability in housing is precarious due to the nature of part-time and/or short-term work contracts. This PSD is in aid of developing supports such as having a housing advocate work with qualified youth and develop a program that offers subsidized first and last month's rent. This was enthusiastically verified by the youth stakeholder session. They stated that most housing supports in Ottawa merely give them a list of rentals but don't advocate for them with the landlord. Furthermore, they were not aware of any follow-ups once a youth was found a stable home. They particularly supported the idea of having a rent subsidy matching program where for every dollar a youth put into a savings account towards first and last month's rent, this would be matched by a grant. They stated that this showed a high level of motivation on the part of the qualified youth. The Board felt that this is a potential program that could be funded by a donor campaign. All stakeholders supported this PSD.

¹² Note that PDS#3 and #4 were given equal priority by OCH Board members.

PSD#3: *Maintain and Further Develop Social Enterprises.*

OCH is unique in its social enterprise development for homeless youth within an urban setting. Bottleworks and Beadworks are successfully offering homeless youth a safe place to learn new skills and earn a modest income. Youth are encouraged to take leadership in these enterprises as opposed to other models in Canada where the social enterprise is managed by organizational staff and/or offers workplace training without pay.

David Lepage, an expert in social enterprise development in Canada, suggested that there are three models of success for social enterprises: (1) subsidized, (2) sustainable, and (3) profitable. It is important to decide which of the three models the organization plans to develop since not every social enterprise is capable of being profitable. Beadworks, for example, currently falls into the subsidized category as it is facilitated by a volunteer social worker and a lot of the stock is donated. However, it appears to attract homeless youth that may be suffering from mental illness. It is therefore a key access point between this group of homeless youth and OCH. Given this fact, it may remain a subsidized social enterprise. Bottleworks, however, is expanding and there is every reason to believe that it will move towards the third model of profitability.

The need for more space for OCH social enterprises was identified by staff and youth stakeholder groups. This is linked to OSD#2.

All stakeholder groups verified this PSD and three funders (Trillium, the City of Ottawa, and the Ottawa Community Foundation) stated that this is a key area that they are looking to fund.

PSD#4: *Extend Supported Employment to Include Job Retention.*

Often a homeless youth finds it difficult to maintain a job. This can be due to its short-term nature or a lack of job employability skills. OCH operates a Job Action Centre which helps homeless youth find jobs; however this PSD would extend this service to job retention. It was difficult to verify this PSD in the youth stakeholder sessions given that they had little understanding of how job retention supports work. The youth assumed that if there were problems at work, then there was no resolution and the employee would get fired anyway. However, they were concerned that once an employee got fired, there was a high probability that they would be evicted due to their inability to pay rent. All other stakeholder groups verified this PSD including funders such as the City of Ottawa and The Ottawa Community Foundation.

PSD#5: *Extend The Reunite Program to Provide Follow-up to Youth and Parents.*

This PSD is a strategy that aims to ensure the stability of reunited youth. It presents an opportunity to measure the long-term success of this program and to solicit testimonials from reunited youth. Furthermore, there is an opportunity to support parents in the event that they are concerned that one of their teens might run away. As OCH has a 1-800 number already operating and has affiliate partners across Canada, the number could be used as a crisis intervention support and referral line for parents. This PSD was verified by all stakeholders with the anonymous funder of Reunite suggesting that support for parents could be modeled after the Parents of Families of Lesbians and Gays 1-800 support line. In the youth stakeholder sessions, the group suggested that a homeless youth could be trained and volunteer to work with a professional in supporting the parent and the potential run-away youth.

PSD#6: *Extend Outreach to Include Technological Outreach.*

The aim of this PSD was to extend outreach to online communications. OCH considered operating a pilot project to test this PSD. Although this works well in the US, it was **not verified** by the youth or staff stakeholder sessions. They felt it could possibly be a preventative means to reach potential runaways but in their opinion, traditional street outreach is by far the better strategy. However, all the youth felt that OCH could improve its online communications with homeless youth who are participating in community programs and services and have access to computers. This could be achieved through social marketing forums such as Facebook and Twitter. Furthermore, the stakeholder groups felt that making the current OCH website more kid-friendly or providing a kid-friendly chat room would be a better strategy.

PSD#7: *Increase Counselling Supports.*

This PSD is in aid of increasing counselling supports for homeless youth. Although OCH has a sexual health clinic and offers addiction counselling three hours per week, there is a need for more counselling in the areas of general health, mental health, addiction, sexual orientation identity and psychological services. This PSD aims to expand current services to meet these needs as identified in stakeholder sessions. Youth participating in the stakeholder sessions stated that they are aware that Youth Services Bureau offers addiction counselling but qualified that more is needed. Furthermore, they stated that there was a need for more dental treatment beyond what is offered at the Mission. The staff stakeholder session revealed that a lot of the homeless youth they work with don't use other counselling services in the community. Given that the homeless youth who participate in OCH programs have a high level of comfort coming to OCH, having counselors on-site would be a great advantage especially if counselling is geared towards harm reduction.

PSD#8: *Maintain and Extend the Drop-in and Resource Centre*

As the OCH Drop-in and resource Centre is an incredible place of “oasis” in the chaos of the lives of homeless kids, maintaining this service is essential. It is also a critical point of access between homeless youth and staff at OCH. It is here that they learn about program and service options. Youth stakeholders reported feeling safe at OCH and staff stakeholders stated that it had a family atmosphere.

At present the Drop-in operates on weekday mornings only, while a number of different programmed activities for registered participants are offered in the afternoon. The youth stakeholders reported that there was no place to go that is “kid-friendly” in the evenings and weekends. This PSD is in aid of not only maintaining the Drop-in centre but also developing a number of new activities that engage youth to learn new life skills and be together in recreational and social activities. Additionally a lot of youth reported the need to learn about their legal rights and wanted a legal clinic to be hosted at OCH. There is a potential to improve their relationship with law enforcement officers in this respect.

KEY “BEST PRACTICE” INDICATORS

A number of key “Best Practice” indicators concerning the support of homeless youth in Ottawa were either confirmed or emerged throughout the planning process.¹³ Indicators relating to organization development and the development of programs and services have been grouped and are listed as follows:

Organizational Development

- ⇒ Stay true to your vision and mission.
- ⇒ Homelessness amongst youth is a community issue that requires the resources and ingenuity of all sectors working together in partnership.
- ⇒ The location of the organization needs to be accessible to homeless youth but at the same time away from organizations that support homeless adults and high crime areas.
 - Any location should try to maintain a “family atmosphere.”
- ⇒ Develop an operational continuity plan.
 - This involves planning in the event of a crisis (e.g. fire, flood, environmental disaster) or any other reason that requires the organization to shut down its premises.
 - This should also include succession planning for key organizational positions.
- ⇒ Ensure diversity in funding sources as “core funding” is precarious.

Programs and Services Development

- ⇒ The first strategy to reduce homelessness amongst youth is preventative measures beginning with high school education.
 - Training homeless youth to speak to their peers about what street-life is like is a powerful deterrent.
 - Providing supports for parents who have a potential run-away youth may help avert the crisis.
- ⇒ In keeping with community development and educational “Best Practices,” homeless youth should have a central “voice” in any program and service development.
- ⇒ Supporting homeless youth requires a systems’ approach to homelessness.
 - This involves engaging in diverse partnerships with community organizations and educational institutions to develop neighbourhood-based solutions.
 - It is important that local businesses support these solutions. Street-crime is a major concern for local entrepreneurs.
 - Connectivity through partnerships helps to identify specialization amongst groups and flush out gaps in programs and services’ supports.

¹³ The “Best Practices” indicators are not presented in any order of priority as different programs and services will emphasize different indicators.

- ⇒ Organizations need to review their openness to cultural and sexual diversity to ascertain what population profile(s) they are supporting and can support.
- ⇒ There needs to be long-term follow-up with the youth served built into programs and services in order to evaluate success and provide testimonials for funders and partners.
- ⇒ There needs to be a balance between housing and nurturing in supporting homeless youth.
 - Plan for long-term supports as it takes on average seven years for a homeless youth to move from homelessness into stable housing.
 - Nurturing supports include but are not limited to educational, employment, mental health, sexual health, general health, emotional/psychological (including harm reduction and substance abuse counselling), sexual orientation identity, legal supports, and lifeskills.
- ⇒ There is not one pathway to stable housing. The aim is to build natural connections back into the community and the key is to triage homeless youth to determine their level of functionality and to provide supports accordingly.
 - Low-level housing of no more than 20-25 units using a group home model is better than large complexes for lower functioning youth.
 - Rental supports that allow higher functioning youth to integrate into the community are better than group homes.
 - Follow-up and housing retention supports help to prevent repeated incidents of homelessness.
- ⇒ The best strategy for communications with homeless youth in Ottawa is one-on-one contact.
 - Once homeless youth are participating in programs and services, on-line communications needs to be “kid-friendly.” This involves on-line and monitored forums such as a chat-rooms, Facebook, and Twitter.
- ⇒ Providing “kid-friendly” places for homeless youth that offer recreational and social activities during non-peak programming hours (evenings and weekends) keeps them from getting involved in street crime and keeps them away from adult homeless persons who may pose additional risks, especially to female youth.
- ⇒ Providing work placement through social enterprises offers homeless youth an opportunity to gain work experience and earn an income in a safe environment.
 - Not all social enterprises are profitable. Some will remain subsidized or sustainable depending upon their mandate. This should be taken into consideration when planning and developing the social enterprise.
- ⇒ Job retention supports not only help to prevent joblessness but help “housed” youth from becoming homeless again.

STRATEGIC GOALS

Following the stakeholder sessions and the verification session with homeless youth in Ottawa, OCH has identified three organizational strategic goals (OSG) and eight program and services strategic goals (PSG)¹⁴ to be achieved in the next three years. Each goal has been further defined by specific objectives, as well as who will have responsibility for achievement of the goal, as outlined below:

ORGANIZATIONAL STRATEGIC GOALS (OSG)

OSG#1: *To Develop and Implement a Marketing and Communications Strategy.*

OBJECTIVES:	1.1	Recruit a high profile champion for OCH.
	1.2	Develop a marketing and communications strategy targeted at increasing corporate sponsorship.
	1.3	Develop a marketing and communications strategy targeted at increasing individual donations.
	1.4	To develop a public awareness campaign designed to increase awareness of OCH's mission and mandate.
RESPONSIBILITY:		The Board of Directors
RESOURCES:		To be determined by the Board of Directors.
TIMELINE:		To be determined by the Board of Directors.

OSG#2: *To Establish an OCH Foundation to Address the Financing of Space Ownership and Core Funding Gaps.*

OBJECTIVES:	2.1	Develop and enact the legal infrastructure for an OCH Foundation.
	2.2	Attract funding to address the financing of space ownership and core funding gaps.
RESPONSIBILITY:		The Board of Directors
RESOURCES:		To be determined by the Board of Directors.
TIMELINE:		To be determined by the Board of Directors.

¹⁴ A Progress Reporting Document on each goal is provided in Appendix A.

OSG#3: To Develop and Implement an Organization Continuity Plan.

- OBJECTIVES:**
- 3.1** Develop an organization continuity plan in the event of a natural disaster or other emergency.
 - 3.2** Develop an organization succession plan for key leadership positions.
- RESPONSIBILITY:** The Board of Directors
- RESOURCES:** To be determined by the Board of Directors.
- TIMELINE:** To be determined by the Board of Directors.

PROGRAMS AND SERVICES STRATEGIC GOALS (PSG)

PSG#1: To Maintain and Extend the Existing Five Pillars of Programs and Services: (1) Drop-in, (2) Education, (3) Employment, (4) Outreach, and (5) Reunite.

This PSG entails OCH's current programs and services. All current program and services will be reviewed against the key "Best Practices" indicators and adjusted accordingly.

The following PSG#2-#8 are the new strategic goals identified, researched, and verified through the planning process.

PSG#2: To Facilitate Supports for Youth to Find and Maintain Housing.

- OBJECTIVES:**
- 2.1** Recruit a housing advocate to: support youth in finding housing; support them in negotiations with landlords; make alliances with landlords; and follow-up with "housed" youth to provide retention supports.
 - 2.2** Develop a program that offers a subsidized first and last month's rent ("matching program") to qualified "higher functioning" homeless youth.
- RESPONSIBILITY:** Executive Director
- RESOURCES:**
- 2.1** Seek funding through Foundations and the City of Ottawa.

PSG#3: To Maintain and Further Develop Social Enterprises.

REACH:	2.2	Initially 10 spots for homeless youth.
TIMELINE:	2.1	To extend current program in 2011.
	2.2	To begin in 2011.
OBJECTIVES:	3.1	Continue to develop “Bottleworks” in keeping with its business plan.
	3.2	Continue to develop “Beadworks” in keeping with its business plan and marketing plan.
	3.3	Develop “Beadworks” by exploring expanded space options.
	3.4	Identify and research other social enterprises.
RESPONSIBILITY:		Executive Director
RESOURCES:	3.2	See, OSG#2 concerning space requirements.
TIMELINE:	3.1-2	Maintain existing enterprises for a one year period.
	3.3	See, OSG#2 concerning space options.
	3.4	Develop new social enterprises beginning in 2011.

PSG#4: To Extend Supported Employment to Include Job Retention.

OBJECTIVES:	4.1	Recruit one full-time support worker to offer job retention supports.
RESPONSIBILITY:		Executive Director
RESOURCES:	4.1	Seek funding through the city of Ottawa, OTF, and CFO.
TIMELINE:	4.1	Funding proposal to be submitted in 2011.

PSD#5: To Extend The Reunite Program to Provide Follow-up to Youth and Parents.

OBJECTIVES:	5.1	Develop a plan to follow-up with reunited youth.
	5.2	Develop a plan to provide supports to parents who are concerned that their child might run away.
	5.3	Recruit one half-time position to support Reunite programs.
RESPONSIBILITY:		Executive Director

RESOURCES: Seek funding through an anonymous foundation and develop plan in partnership with existing community organizational partners across Canada.

TIMELINE: **5.1-2** Begin developing a plan in 2010.
5.3 Begin recruitment process once funding is secured.

PSG#6: *To Explore On-Line Communications and Social Marketing with Homeless Youth who are Participating in Programs and Services.*

OBJECTIVES: **6.1** Develop a more “kid-friendly” OCH web presence for homeless youth who are participating in programs and services (e.g. chat room, Facebook, Twitter).

RESPONSIBILITY: Executive Director

RESOURCES: **6.1** Seek funding and in-kind contribution from Banfield Seguin.

TIMELINE: **6.1** Begin process in 2010.

PSG#7: *To Increase Counselling Supports.*

OBJECTIVES: **7.1** Provide psychological/emotional counselling that is not limited to, but geared towards, “harm reduction.”
7.2 Recruit a volunteer public health nurse.
7.3 Provide GLBTTQ supports.

RESPONSIBILITY: Executive Director

RESOURCES: **7.1** Establish an alliance with Saint Paul University’s Counselling and Spirituality Program and offer student placements at OCH.
7.2 Solicit a volunteer public health nurse through networks and the Volunteer Bureau.
7.3 Make an alliance with the “Pink Triangle” and create more GLBTTQ signage at OCH.

TIMELINE: **7.1-3** All goals to be implemented in 2011.

PSG#8: *To Maintain and Extend the Drop-In Centre to Provide Resources.*

OBJECTIVES: **8.1** Extend the hours of the Drop-in Centre beyond weekday mornings to evenings and weekends by

seeking additional financial resources for staffing, equipment, and supplies.

- 8.2 Develop new activities in addition to those that are already in place including, but not limited to, recreational (sports, gym time, sports outings) and social activities (TV time, ping pong, going to the movies etc.).
- 8.3 Explore the establishment of a music program at OCH.
- 8.4 Develop new workshops in addition to those that are already including, but not limited to, financial literacy, citizen rights, and the landlord tenant act/relationship.
- 8.5 Establish a legal clinic at OCH.

RESPONSIBILITY:

Executive Director

RESOURCES:

- 8.1 Explore funding sources.
- 8.2 Explore an alliance with the YMCA-YWCA and/or school gyms. (In terms of expanded social activities, space may be an issue. See, OSG#2).
- 8.3 Explore the potential of a music program with the “Alliance Centre” partners.
- 8.4-5 Explore recruitment of expert volunteers.

TIMELINE:

- 8.1-5 All goals to be implemented in 2011.

CONCLUSIONS

This strategic plan provides a comprehensive foundation for OCH to move forward in its vision to prevent homeless youth from becoming homeless adults. Its organizational and operational strategic goals will be implemented in the next three years. At the end of each year, this plan will be updated and in 2014, it will be renewed.

USEFUL RESOURCES

Abrey, Tim et. al., "Panel Study on Persons Who are Homeless in Ottawa: Phase 2 Results." Ottawa: Faculty of Social Sciences, University of Ottawa, March 2007.

Alliance to End Homelessness Ottawa. www.endhomelessnessottawa.ca

Community Based Research Network of Ottawa: Housing and Homelessness.
www.spcottawa.on.ca/BRNO_website/HH_housing_homeless.htm

Community Information Centre of Ottawa / Centre d'information communautaire d'Ottawa. *e-Blue Book*, 2007. www.cominfo-ottawa.org.

Enterprising NonProfits, B.C. www.enterprisingnonprofits.ca

Homelessness Partnering Secretariat, Human Resources and Skills Development Canada. www.hrsdc.gc.ca/eng/homelessness/index.shtm

National Housing Research Committee. <http://nhrc-cnrl.ca/en/>

National Alliance to End Homelessness, U.S. www.endhomelessness.org.

Ontario Ministry of Community and Social Services
www.mcsc.gov.on.ca/en/mcsc/programs/community/homelessness/preventing_homelessness_whattodo.aspx.

Operation Come Home. www.operationcomehome.ca.

Raising the Roof. www.raisingtheroof.org.

APPENDICES

A: STRATEGIC GOALS: PROGRESS REPORTING DOCUMENT

APPENDIX A: STRATEGIC GOALS: PROGRESS REPORTING DOCUMENT

This strategic plan lays out a solid foundation and direction for OCH to maintain and extend its organizational foundations and its programs and services to support homeless youth in Ottawa. The following table summarizes the strategic goals for the next three years:

ORGANIZATIONAL STRATEGIC GOALS	OBJECTIVES	ACHIEVED BY:
<p>OGS#1 – To DEVELOP AND IMPLEMENT A MARKETING AND COMMUNICATIONS STRATEGY</p> <p><i>To increase OCH's profile to attract more corporate sponsorship and "planned givings" to the organization.</i></p>	<p>1.1 Recruit a high profile champion for OCH.</p> <p>1.2 Develop a marketing and communications strategy targeted at increasing corporate sponsorship.</p> <p>1.3 Develop a marketing and communications strategy targeted at increasing individual donations.</p> <p>1.4 Develop a public awareness campaign designed to increase awareness of OCH's mission and mandate.</p>	
<p>OGS#2 – To ESTABLISH AN OCH FOUNDATION PROGRAM</p> <p><i>To address the financing of space ownership and core funding gaps.</i></p>	<p>2.1 Develop and enact the legal infrastructure for an OCH Foundation.</p> <p>2.2 Attract funding to address the financing of space ownership and core funding gaps.</p>	
<p>OSG# 3 – To DEVELOP AND IMPLEMENT AN ORGANIZATION CONTINUITY PLAN</p> <p><i>To address operational continuity in the event of a crisis or disaster and plan for the succession of key leadership positions.</i></p>	<p>3.1 Develop an organization continuity plan in the event of a natural disaster or other emergency.</p> <p>3.2 Develop an organization succession plan for key leadership positions.</p>	

PROGRAMS AND SERVICES STRATEGIC GOALS	OBJECTIVES	ACHIEVED BY:
<p>PSG#1 – To MAINTAIN AND EXTEND THE FIVE PILLARS OF PROGRAMS AND SERVICES</p> <p><i>To maintain a “family atmosphere” overall and review the current programs and services against the key “best practices” indicators.</i></p>	<p>1.1 Review current programs and services against the key “best practices” indicators.</p>	
<p>PSG#2 – To FACILITATE SUPPORTS FOR YOUTH TO FIND AND MAINTAIN HOUSING</p> <p><i>To help youth find housing by advocating with landlords and providing subsidized rental supports.</i></p>	<p>2.1 Recruit a half-time housing advocate to support youth in finding housing; support them in negotiations with landlords; make alliances with landlords, and follow-up with “housed” youth to provide retention supports.</p> <p>2.2 Develop a program that offers subsidized first and last month’s rent to qualified “higher functioning” youth.</p>	
<p>PSG#3 – To DEVELOP SOCIAL ENTERPRISES</p> <p><i>To provide work skills, work experience and an income in a safe environment.</i></p>	<p>3.1 Continue to develop “Bottleworks” in keeping with its business plan.</p> <p>3.2 Continue to develop “Beadworks” in keeping with its business plan and marketing plan.</p> <p>3.3 Develop “Beadworks” by exploring expanded space options.</p> <p>3.4 Identify and research other social enterprises.</p>	
<p>PSG#4 – To EXTEND SUPPORTED EMPLOYMENT TO INCLUDE JOB RETENTION</p> <p><i>To provide supports for homeless youth to achieve stable work.</i></p>	<p>4.1 Recruit one full-time support worker to offer job retention supports.</p>	

<p>PSG#5 – To EXTEND THE REUNITE PROGRAM TO PROVIDE FOLLOW-UP TO YOUTH AND PARENTS.</p> <p><i>To follow-up with reunited youth to ensure that their housing is stable and safe. To support parents who are concerned that one of their children might run away.</i></p>	<p>5.1 Develop a plan to follow-up with reunited youth.</p> <p>5.2 Develop a plan to provide supports to parents who are concerned that their child might run away.</p> <p>5.3 Recruit one half time position to support Reunite programs.</p>	
<p>PSG#6 – To EXPLORE ON-LINE COMMUNICATIONS AND SOCIAL MARKETING WITH HOMELESS YOUTH.</p> <p><i>To communicate with homeless youth who are participating in programs and services on-line and provide a web forum so that they can communicate with their peers.</i></p>	<p>6.1 Develop a more “kid-friendly” OCH web presence (e.g. chat room, Facebook, Twitter).</p>	
<p>PSG#7 – To INCREASE COUNSELLING SUPPORTS.</p> <p><i>To provide a range of counselling supports that is not limited to, but is geared towards, “harm reduction.”</i></p>	<p>7.1 Provide psychological/emotional counselling which is not limited to, but is geared towards “harm reduction.”</p> <p>7.2 Recruit a volunteer public health nurse.</p> <p>7.3 Provide GLBTTQ supports.</p>	
<p>PSG#8 – To MAINTAIN AND EXTEND THE DROP-IN CENTRE TO PROVIDE RESOURCES.</p> <p><i>To balance housing needs with nurturing needs through recreational, social, and lifeskills activities.</i></p>	<p>8.1 Extend the hours of the Drop-in Centre beyond weekday mornings.</p> <p>8.2 Develop new activities in addition to those that are already offered including, but not limited to, recreational (sports, gym time, sports outings) and social activities (TV time, ping pong, outings such as going to the movies).</p> <p>8.3 Explore the establishment of a music program at OCH.</p> <p>8.4 Develop new workshops in addition to those that are already in place including, but not limited to, financial literacy, citizen rights, and the landlord/tenant relationship.</p> <p>8.5 Establish a legal clinic at OCH.</p>	