



2025-2028

# Draft Plan

A PLAN TO ADDRESS "HOUSELESSNESS" IN SOUTHEAST MANITOBA



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# Message From Our Board Chair



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## Leona Doerksen

The ancient story of the Good Samaritan inspired the founding of The INN. The purpose of the story was to teach the audience — and those reading it millennia later — that the greatest aspiration of all time is really two-fold: to love our Creator and to love our neighbour.

The story goes like this: a man was beaten, robbed and left to die on the side of the road. He was later found by a Samaritan who lifted the vulnerable man onto his own donkey and brought him to an Inn. The Samaritan gave the innkeeper enough money to care for the man and then continued on his way.

It was one moment in time for all three men — yet a moment that changed one man's life. The story invites us to reflect on what it means to ask, "Who is my neighbour, and how do I love them?" It reminds us that being a neighbour grows out of empathy — seeing another's need as authentic and worthy of care — and of stepping forward when we have the means to help. The story doesn't tell us who the injured man was, or why he was alone and vulnerable. Those details seem not to matter.

The Samaritan's identity, however, is central. It suggests that neighbourliness transcends our political, social, and religious boundaries. We're not called to help only those who are like us or those who can return the favour. Instead, we're invited to meet our neighbour's need simply because it's there. Being a good neighbour is less about obligation and more about choice — the kind of choice that builds community.

The Initiative for Neighbourly Nights, The INN Inc., was established to help provide for our neighbours in need, regardless of who they are, and regardless of who we are.

I hope that as you read this report, you will be moved to do what you can to support The INN's work. Regardless of our political or religious stripes, when we come together as a community to do this, we all benefit.

This work has been possible thanks to the Creator and the hundreds of voices that have spoken into this process. To the countless people who have come alongside to help, on behalf of the board, I say thank you!

Leona Doerksen, BSW, RSW

# Executive Summary

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The INN Inc. is a non-profit registered housing charity with the goal of caring for those experiencing homelessness in the Southeast region of the Province of Manitoba. We have relied on Housing First, Trauma-Sensitive, Recovery-Focused frameworks that have been published by reputable Canadian sources and supported by provincial and federal governments. We know there is a need in our region for low-barrier transitional housing with health care, as well as mental health and addictions support.

We will be offering Assisted Living Care (in-house nursing) because many participants who come to The INN will need basic health care and medication support. Others may have developmental disorders or physical disabilities. Nursing care is paramount for the safety and well-being of all. Medical/nursing care has been proven by other similar facilities in Manitoba to keep costs down as it relates to Emergency Room usage. As well, residents may be referred to primary health care, mental health, employment, spiritual care, and addictions recovery programs as needed or requested.

The INN will support a Two-Eyed seeing approach so that Indigenous participants will have opportunities to connect with Elders and cultural healing practices. This includes integration of Indigenous knowledge and traditional methods of health to support individuals' recovery journey. The INN values everyone and will ensure that all staff have training to support culturally and gender diverse populations.

Programming will be voluntary, based on each resident's goals whether they are related to health, self-sufficiency, or social integration. Wrap around care will be provided with many opportunities for skill-building and group participation.

A Case Manager will work with residents, as needed, to create a Flexible Assertive Care Treatment plan (FACT) that will work to engage appropriate community agencies.

# Executive Summary Cont.

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With an initial plan for two staff on around the clock, as well as additional security personnel, The INN meets the Staff/Resident ratio requirements for Tier 4 Housing supports. The INN will employ a Community Health nurse, a full-time Prevention Coordinator/Case Manager and full-time Director. With this staff assemblage we will be able to meet the needs of up to 30 residents safely and efficiently. The INN will have a full complement of volunteers to help programs run smoothly. The INN will prioritize hiring staff and volunteers with lived experience to offer peer support.

As residents move into permanent housing, The INN will provide in-home support for one month as well as follow-up support to residents and their landlord for a minimum of three months.

**In conclusion**, after consulting with local housing providers, we can confirm that The INN will fill existing gaps in the current housing and service systems for individuals experiencing homelessness in Southeast Manitoba. This Includes:

- 01 A focus on Prevention which means working with local agencies such as The Justice Department, CFS, Emergency Services, and others, to prevent a first episode of homelessness from happening.
- 02 Immediate, 24/7- 365 days a year, access to housing for anyone who is homeless regardless of the reason.
- 03 A safe place to live for people who are waiting for Mental Health Supportive Housing, or an Addictions Treatment facility.
- 04 Tenant and Landlord support once a resident moves into permanent housing.
- 05 Assisted Living Support by a registered Community Health nurse.
- 06 An open door for any resident who may circle back from other programs and once again need The INN's support.

# Mission, Vision, Values

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## Background

Homelessness is growing across Canada. Though its causes are a matrix of contributing issues; the good news is that the solution is rather simple. People need a roof over their head, and a hand up to get back on their feet. In March 2023, Leona Doerksen, a Registered Social Worker, started looking for people from Southeast Manitoba dedicated to the mission of The INN and willing to form an executive committee. Once that was completed, a full complement of directors with the needed education, experience, and energy, was added to form a voluntary working Board. Most importantly, people with lived experience were surveyed and this guided the process. The INN was incorporated in November 2023 and received charitable status in June 2024.

To date, over \$125,000 in grass-roots funds have been raised as a strong show of community support!

Our **MISSION** is:

to provide immediate access to low-barrier, safe, inclusive, temporary housing for our neighbours experiencing homelessness.

Our **VISION** is:

to see an end to homelessness in Southeast Manitoba.

# Mission, Vision, Values

## Our **VALUES** are:

<b>Value</b>	<b>What it Means to The INN</b>	<b>How it's Demonstrated in Practice</b>
Safety	We believe that the safety of the residents, volunteers, neighbours, and staff of The INN is our greatest priority.	24/7 supervision, trauma-informed spaces, safety planning and non-violent crisis intervention training.
Inclusivity	We acknowledge our diversity and uniqueness, and strive to treat each other with kindness, empathy, and dignity.	Culturally safe environment, inclusive intake, pronoun and identity respect, ongoing equity, diversity and inclusion, and cultural humility training.
Respect	We believe in respect for all people, land, and creation.	Decision-making guided by compassion, respectful communication and incorporation of person-centred spirituality. Land Acknowledgement practices and green space stewardship.
Comfort	We believe all people deserve safe, proper accommodations with a basic level of privacy and personal space.	Warm trauma-informed design, private spaces and communal areas for connection and ceremony.

# Mission, Vision, Values

## Our **VALUES** are:

<b>Value</b>	<b>What it Means to The INN</b>	<b>How it's Demonstrated in Practice</b>
Colloboration	We believe we are all stronger when we work together.	Partnerships with health providers, services agencies, Elders and Knowledge Keepers, sharing circles for feedback, engagement and co-learning.
Excellence	We believe our residents deserve the highest standard of care. We strive to provide person-centered, trauma-sensitive, solution-focused care for one and all.	Staff training grounded in both Indigenous and Western knowledge, regular evaluation and continuous improvement cycles.
Genorosity	We believe when you invest in The INN you are investing in people's lives, and this investment pays forward for generations to come.	Volunteerism, mentorship by people with lived experience and community events that foster mutual care.
Hope	We believe that homelessness does not equal hopelessness. We believe there is hope for every person to reach their potential. However, it takes an entire community of people working together offering: Help, Opportunities, Patience, and Encouragement.	Strength-based case planning, storytelling and celebrating milestones in residents' journeys.

# Program Goals

## Person-Centred and Trauma-Informed Care

### Evidence of Need:

Currently there is NO Low-Barrier Immediate Access to Housing in Southeast Manitoba. Low barrier simply means that when people's behaviours are safe, they are allowed in the building, this includes people struggling with addiction. We have largely depended on information gathered from Steinbach's non-profit front-line service groups. The most recent data they have given us is that 30-60 people are homeless at any given time in Steinbach. Most of these people are living couch to couch with approximately 10-12 who are living rough outside; these numbers rise in the summer months. We have heard from smaller communities in the Southeast region that they are also struggling with members of their communities who are "living in sheds", trying their best to find a warm place for the winter. The INN is committed to using the government's HIFIS system, and other reporting systems to provide ongoing data that the provincial government needs to support the staffing costs associated with operating The INN.

*"It is important to acknowledge that every shelter and the community it serves possesses its own distinct characteristics, challenges, and strengths. Therefore, the ability to adapt and customize these suggestions to suit specific needs and circumstances is paramount. This adaptability ensures that shelters are not only effective but are also attuned to the unique requirements of their guests.*

*By placing empathy, dignity, and empowerment at the core of their operations, shelters have the potential to become more than just places of refuge. They can transform into spaces that inspire positive change, offering guests a genuine opportunity for growth, recovery, and ultimately, a pathway to long-lasting stability and housing security. This commitment to personalized, respectful care sets the stage for a truly transformative experience for all who seek shelter and support within these vital community resources."*

(Pg.108, Person-Centred and Trauma-Informed Considerations in a Housing-Focused Shelter)

The INN will be incorporating, and adjusting as needed, the **Person-Centred and Trauma-informed Considerations in a Housing-Focused Shelter** document as our guide to our daily operations. (Courtesy of the Calgary Drop-In)

The creation of the comprehensive guide was fuelled by the hope to assist other shelter providers in exploring the fundamental elements essential for the design and operation of shelters that prioritize the well-being and uphold the dignity of their guests. By integrating trauma-informed practices, adopting a person-centred approach, and maintaining housing-focused perspective, shelters can significantly enhance their capacity to support individuals on their journey towards stability and secure housing. Although perfection may not be possible for any service or program, a commitment to continuous improvement dedicated to incorporating evidence-informed approaches and the wisdom of lived experience, progress will be witnessed in the effort to prevent and reduce homelessness.

# Program Goals

Person-Centred and  
Trauma-Informed Care

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## Program Goals 2025-2028

Over the next three years, The INN aims to:

- 01 Provide assisted living for up to 30 residents at any given time, supporting an estimated 100 individuals annually who are experiencing or at-risk of homelessness in Southeast Manitoba
- 02 Prevent first-time homelessness by coordinating early interventions with all available service agencies in the area such as Initiatives for Just Communities, Child and Family Services, RCMP, justice and health agencies.
- 03 Strengthen pathways to permanent housing through individualized case management, health stabilization, and community/landlord engagement.
- 04 Integrate holistic supports that address physical, mental, emotional, and spiritual wellness - using a Two-Eyed Seeing approach that honours both Indigenous and Western knowledge systems.
- 05 Reduce reliance on emergency systems, including ER visits and RCMP calls, by offering consistent, trauma-informed care within a safe environment.
- 06 Build community capacity by training and employing individuals with lived experience as peer mentors and support staff.

# Program Goals

## Person-Centred and Trauma-Informed Care

### Priorities

- 01 Focus on prevention, diversion (when appropriate), and re-housing as quickly as possible.
- 02 Provide immediate access to low-barrier transitional housing.
- 03 Empower residents to access appropriate community services and programs.

### Actions

- 01 Network with organizations such as CFS that provide service for individuals who are “aging out of care”, persons leaving the justice system, medical centres, families in crisis, etc., and work together to come up with person-centred housing plans for everyone. The goal is to prevent a first episode of homelessness from occurring.
- 02 In addition to providing housing, meals and nursing care, The INN will assist residents to connect with mental health and addictions recovery-focused organizations.
- 03 The INN will collaborate with community organizations that offer housing, employment, financial and spiritual care for the residents of The INN.

### Accountabilities

- 01 The Board of Directors, staff, and volunteers strive to operate with the highest professional and ethical standards. We are responsible to the residents, neighbours, financial supporters, and community stakeholders. Outcomes are measured using the Housing First HIFIS data recording/reporting system.
- 02 We believe in equity. When we advocate and work with community stakeholders, we can solve any problem.

### Organizational Structure

The INN was incorporated in Manitoba in November 2023 and received charitable status in May of 2024. A non-profit governance bylaw document has been registered with the federal government. People with lived experience have spoken into the process as well as key stakeholders. The Board consists of professionals with education and experience in accounting, education, housing, mental health and addictions, business, media production, as well as church administration, and Indigenous affairs. The Board will hire an Executive Director who will oversee daily operations and be answerable to the CEO, who reports to the Board of Directors. The staffing will include people with lived experience, social workers, nurses, as well as staff with a diploma in Community Service and Addictions (or related education or work experience), and safety/security personnel. Volunteers will work alongside staff to provide services, peer support and mentoring.

# Program Description

## What is the Program Model?

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### Target Population

The INN will offer services to any adult who is experiencing homelessness, regardless of the reason for homelessness. Each community is unique in the demographics of people facing a housing crisis. Each community's response will be unique as well. One thing is agreed on, there will always be people that will face a housing crisis. The causes of homelessness involve three main factors: structural factors, individual and relational factors, and systems failures.

*"In addressing homelessness there are basically three things you can do. **First**, you can prevent it – that is, put in place mechanisms to stop or greatly reduce the risk that people will become homeless in the first place. **Second**, you can provide emergency services (shelters, soup kitchens, day programs) because no matter how good your prevention strategies are, some people will experience difficulties that result in the loss of their housing and home. **Finally**, you can move people into housing with necessary supports to reduce the risk of recurrence, ideally as rapidly as possible, so that the period one experiences homelessness is as short as possible."*

(A New Direction: A Framework for Homeless Prevention)

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### Housing Model

The INN is based on the Housing First model with an emphasis on Prevention. "Housing First has been shown to increase housing stability; improve quality of life and improve health and addiction outcomes; reduce involvement with police and the justice system; reduce costs associated with the justice system and health expenditures; and reduce hospitalization and emergency visits" (Canadian Housing First Toolkit, pg. 6). This model can be adapted to large urban centres as well as rural communities. Housing First has been recognized as an important policy towards ending homelessness by both the Canadian and the United States federal governments. Housing First is program model, a systems approach, as well as a philosophy.

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### **Assisted Living**

As defined by the City of Steinbach bylaws, “is a facility where meals, lodging, and continuing nursing care are provided for compensation, including nursing homes, retirement homes, and medical receiving homes, but excludes facilities providing medical diagnostic services or treatment by licensed physicians.” (City of Steinbach by-laws pg. 116) The INN will be providing housing, meals, and nursing care. It is not a facility where residents receive diagnosis, but rather daily health-care assistance. This is necessary because people who come to The INN will have ongoing health-care needs, including medication support.

The length of stay in Assisted Living is consistent with other Transitional Housing models.

Assisted Living is considered transitional or, in other words, temporary housing until permanent housing can be found. Transitional Housing as defined by Infrastructure Canada is “Housing intended to offer a supportive living experience for its residents, including offering them the experience, tools, knowledge, and opportunities for social and skill development to become more independent. It is considered an intermediate step between emergency shelter and supportive housing and has limits on how long an individual or family can stay. Stays are typically between 3 months and 3 years”. (pg. 6, Reaching Home, Canada’s Homelessness Strategy Directives)

In Southeast Manitoba, emergency services are typically the RCMP, First Responders, hospital emergency room, etc. Once medically stable and behaviours assessed as safe, referrals can be made for people directly from these emergency services to The INN. The length of stay will be determined in a person-centred way, that is based on individual needs. However, with the proposed availability of deeply affordable and supportive housing, a typical stay could be as short as 6 weeks. The average length of stay in an Assisted Living facility according to the Province of Manitoba is 22 months.

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### **Case Example: Dauphin/Swan River**

Manitoba's own Provincial pilot project in Dauphin and Swan River has proven very successful. The model is consistent with what the Canadian Observatory on Homelessness describes as a model that moves away from putting the bulk of resources into emergency services like RCMP and ERs. The focus becomes investing in prevention of homelessness, low-barrier accommodation, and client-centred supports. This approach is relatively new across Canada but is starting to be implemented in every province. Smaller housing and recovery-focused shelters are a pathway to stability and success. This approach redirects money and resources currently being used to address the stress on our RCMP and ER services. It is investment in individual lives that will have a positive impact on generations to come.

***"The Swan River initiative saw a remarkable decline in police involvement, with interacting from more than 60 calls to just 2 among the tenants housed."***

([www.winnipegfreepress.com/2025/03/28home-sweet-home-supportive-successful-home1/23](http://www.winnipegfreepress.com/2025/03/28home-sweet-home-supportive-successful-home1/23))

# Program Phases

## How will the Plan Work Practically?

01

### Prevention

*“As a companion to Housing First, a concerted effort to address homelessness prevention will bring us much closer to the realizable goal of ending homelessness.” (A New Direction: A Framework for Homelessness Prevention, Pg.82).*

The Prevention Coordinator at The INN will develop working relationships with agencies that are directly connected to people who may be at risk for homelessness. Through collaboration and a person-centred approach to housing, avoiding a first experience of homelessness is the goal. The INN will continue to work towards increasing public awareness of the drivers of homelessness. We will call on our community to join us in working with like-minded agencies to create a safe, healthy society *“one where all people have access to housing, health-care, income, and other supports. All levels of government must be at the table to make this succeed”.* (A New Direction: A Framework for Homelessness Prevention. pg. 88) Our goal is to increase communication and networking among all stakeholders.

02

### Diversions

Diversions is a service that is offered when families or individuals find themselves in a housing crisis and are seeking immediate safe shelter.

*“Shelter Diversion programs help individuals and families seeking shelter to explore safe and appropriate alternate housing arrangements and, if necessary, connect them with services and financial assistance to help them find secure housing. Shelter diversion is different from other permanent housing-targeted interventions because of the point in time in which the intervention occurs. Shelter Diversion focuses on people as they are seeking entry into shelters, while prevention focuses on people at risk of homelessness”.* (Infrastructure Canada, Reaching Home: Canada’s Homelessness Strategy Directives p. 9)

In a practical application, diversion strategies could include but are not limited to reaching out to any family and friends of the person seeking shelter who may be able to offer temporary shelter. Then, working with the family or friends, the Prevention Coordinator would help to create a more sustainable housing plan for the person seeking shelter. This could also include offering transportation to an alternate safe shelter if people come to The INN from out of the Southeast Manitoba region. The INN will offer temporary shelter until a diversion strategy is in place.

# Program Phases

## How will the Plan Work Practically?

### 03 Intake and Assessment

Potential residents will be referred from local agencies including RCMP, hospitals and ERs, Crisis Stabilization Unit, CFS, the Justice System, and others. Residents who walk-in to The INN without a referral will not be turned away. Acceptance is based on a behavioural assessment, in which all Intake Staff will be trained. Screenings will be mandatory including taking a picture of each resident and running their demographics past RCMP as part of the Safety Plan. Initial Assessment will be focused on residents' strengths as well as to determine what barriers each person has faced in obtaining and maintaining safe, affordable housing.

### 04 **Stabilization**

Support services will be provided to help stabilize individuals (e.g. referrals for medical needs, referrals for addiction recovery, or mental health support). Residents will be given the needed time to settle in and stabilize before work on goals begins. The settling in period usually takes a few weeks and the emphasis is on building trust between residents and staff as well as getting to know residents' interests and preferences. The goal is for staff to understand and get input from each resident on what helps them to feel safe. As much as possible staff will help to create an environment of safety for all.

### 05 **Transition Planning**

The process for helping individuals move into permanent housing is communicated with residents during intake. The process will be unique to each person and based on several factors. These include: availability of needed recovery resources, access to support programs needed to make future housing more successful, and the availability of affordable housing. This timeline is dependent on time needed by collaborating agencies to help secure finances, or appropriate job training, etc.

# Services Provided

## What Additional Services Will be Provided?

Below is an overview of potential services offered to residents, where such services are non-existent or not accessible in community:

Basic Needs	Health Care	Mental Health & Substance Abuse Services	Case Management
<p>Although The INN will provide access to food, a room, and nursing care, residents will be required to be responsible for their own personal care. They will also be provided opportunities to contribute to the daily tasks related to group living.</p>	<p>A community health nurse will function in 3 key areas. They will <b>assist</b> residents to access services in the community for medical concerns. They will <b>monitor</b> on-going health concerns. They will <b>provide</b> medication support and basic first aid.</p>	<p>A community health nurse will provide referrals to the Community Mental Health programs, or work with clients to fill out applications to access counselling, support groups, and resources for addiction recovery, including Adult and Teen Challenge, RAAM clinic, AA groups, treatment facilities, etc.</p>	<p>Under the direction of the Case Manager, Support Workers will assist residents in setting and achieving personal goals. For example, obtaining EIA or employment, securing permanent housing, accessing healing and recovery programs including cultural activities.</p>
Life Skills Training	Employment & Education Services	Legal & Advocacy Services	Financial & Housing Assistance
<p>Structured workshops, and individual coaching will be provided in activities of daily living i.e. health and wellness, cooking, cleaning, plant care, budgeting, etc.</p>	<p>Support Workers will help residents build connections to job training, educational programs, resume building, and job search support. There may also be opportunities for residents to be hired for work-related to programs and operations of The INN.</p>	<p>Assistance with legal issues, including benefits, or housing disputes.</p>	<p>Guidance on budgeting, accessing social assistance, and financial independence.</p> <p>Assistance with finding permanent housing, rental subsidies and landlord engagement.</p>

# Metrics and Reporting

How Will Success be Gauged?

## Key Success Indicators

The INN will monitor success through quantitative and qualitative measures.

Outcome Area	Indicator	Target (By 2028)
Housing Stability	Percentage of residents successfully transitioning to permanent housing.	70%
Prevention Impact	Number of Individuals diverted from homelessness through early intervention.	75 Annually
Health and Wellness	Reduction in residents' Emergency Room visits and crisis interactions.	75% to 95%
Skill Development	Residents engaged in work, education or training within 6 months of stay.	50%
Resident Empowerment	Resident satisfaction and self-reported goal achievement.	80% Positive Feedback
Cultural Safety and Reconciliation	Indigenous residents reporting cultural safety and inclusion.	80% Positive Responses
Community Engagement	Number of active partnerships and volunteer hours logged.	5 + Formal Partners 500+ Volunteer Hours Annually

# Metrics and Reporting

How Will Success be Gauged?

## **Short Term**

Data will be collected regarding the number of residents referred, accepted, and discharged, length of stay, all resources accessed, any remarkable incidents, as well as basic demographics of each resident.

## **Long Term**

The long-term outcomes expected from the program are permanent housing, employment, returns of previous residents to The INN.

## **Data Collection/Performance Metrics**

Key Performance Indicators (KPIs) for evaluating the success of the program (e.g. housing placement rates, employment success, resident satisfaction). The INN will be using the HIFIS system provided by the government. See specific reporting details in the Homelessness Definitions document.

## **Resident Feedback**

This includes methods for gathering feedback from residents, such as surveys or focus groups. Early in the planning process a concerned family member and volunteer offered to survey several people that were currently at risk of homelessness or experiencing homelessness in the Steinbach area. She asked each of them what a housing shelter would need to provide for them to feel safe and willing to access those services. Those answers were compiled and guided the process that the Board of The INN used to plan the building and services offered.

## **Community Feedback**

Information was handed out twice to the neighbourhood surrounding 447 Main Street. Two meetings were held. One for the neighbourhood; one for the entire community with Siloam Mission presenting. At that meeting over two hundred people were present. 50 surveys of those in attendance were submitted. Regarding the proposed location at 447 Main Street in Steinbach, the results were 40 in favour of location, 9 chose not to answer, and 1 said maybe.

# Metrics and Reporting

How Will Success be Gauged?

## **Endorsements Received**

The Steinbach and Area Ministerial Association has been very supportive and submitted a letter to the City of Steinbach in this regard. The INN has received similar endorsements from Backstage Youth for Christ, Initiatives for Just Communities, and Southeast Equity Coalition, who signed a letter endorsing 447 Main Street as an ideal location for The INN. In addition, Main Street Project located in Winnipeg, highly regarded by the Province, is also a strong supporter of The INN and has sent a letter of endorsement. We anticipate referral collaboration with many Social Service providers in Southeast Manitoba.

## **Regular Program Reviews**

Periodic evaluations of program effectiveness and improvements will be ongoing. All program planning to date has been done in accordance with best practice studies, and with input from other shelter programs. Of course, each community is unique and so input from existing front-line services already in operation in South Eastman area were interviewed to avoid service duplication, to share referral information, and as an initial needs inquiry.

## **Continuous Improvement**

This includes processes for adjusting services and operations based on evaluations and feedback. It also involves looking for trends, and membership in provincial and national housing consortiums.

## **Reporting**

This speaks to the frequency and format of reporting to funders, stakeholders, and the community. This would include the Annual General Meeting of members as well as quarterly subscriber reports via email. This will also include using the HIFIS data collection and reporting system as required by the major funder, the Government of Manitoba. We will use all data collected to help inform program changes. This will be shared with the community in our Annual Report.

# Program Structure

Up to 30 individuals will be given private to semi-private rooms dependent on their needs and trauma sensitivities. They will be asked to participate in daily activities of their choosing. Days will be structured as much as possible to resemble what their days will look like once they are in permanent housing. For example, scheduled times for laundry, showers, activities, programming, socializing, meal preparation, and group based daily/weekly chores.

## Staff Roles & Responsibilities

<p><b>Executive Director/Program Manager</b></p> <p>Reports to the CEO. Oversees staff, scheduling, training, and recruitment. Handles the financial aspects of the organization including fundraising initiatives. Training required: Education in Business Administration, Social Services, or related education. At least two years work experience in management of social services. Responsibilities to complement the Prevention Coordinator. First Aid, CPR, CPI, EDI, ASIST, MHFA, WHMIS, Naloxone emergency response, as well as HIFIS (Homeless Individuals and Families Information System).</p>	<p><b>Prevention Coordinator</b></p> <p>Reports to Executive Director. Provide Prevention and Diversion plans as per Prevention and Diversion policies of The INN. Collaborate with stakeholders and community agencies who provide care to people at risk for homelessness. Maintain filing systems, prepare documents for reporting and other clerical duties. Will work together with the nurse to provide case management. Training Required: A degree in Social Services, Education, or other related fields. Responsibilities to complement the Executive Director. First Aid, CPR, CPI, EDI, ASIST, MHFA, WHMIS, Naloxone training, HIFIS (Homeless Individuals and Families Information System).</p>
<p><b>Resident Support Workers</b></p> <p>Report to the Executive Director. Their responsibilities will include work in Intake, as well as Kitchen/Housekeeping. This may include and may not be limited to food preparation, cleaning, and performing minor repairs at the facility. This will also include supporting individuals in their recovery goals. Training Required: Diploma in Community Outreach and Addictions or equivalent and at least 6 months related work experience. First Aid, CPR, CPI, EDI, ASIST, MHFA, WHMIS, Naloxone training.</p>	<p><b>Support Staff - Safety/Security</b></p> <p>Reports to the Executive Director. Training Required: Certification and at least 6 months experience in a related field. First Aid, CPR, CPI, EDI, ASIST, MHFA, WHMIS, Naloxone training.</p>
<p><b>Community Health Nurses</b></p> <p>Registered nurses responsibilities will include: Assessment of the physical and emotional status of residents, monitoring their health, and documenting changes; Care Planning by collaborating with residents, families, and other health-care team members to develop and implement individualized care plans; Medication Management by administering and managing residents medications, as needed, according to prescriptions and facility policy; Coordination by communication with physicians, mental health workers, addiction workers, and other health-care professionals to coordinate resident care. To be noted: in Manitoba, LPNs are authorized to practice independently within their scope and are not required to be supervised by another health care professional.</p>	

# Program Structure Cont...

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## **Staffing Levels and Schedules**

Currently two Support Workers and one security personnel will be present 24/7. A Prevention Coordinator as well as the Director/Program Manager will be Monday to Friday positions. A nurse will be on every day during the daytime shift. All positions will include an Employee Benefit Plan with paid sick days and flexible work schedules. There is the potential for part-time staff positions, and peer support workers.

## **Training and Development**

On-going staff training will be provided as needed. Group, peer, and individual counselling to address inherent psychological stress of working with vulnerable people will be a priority.

## **Security Measures**

Staffing security personnel, security systems (e.g. cameras, access control), and protocols for reporting security concerns.

## **Policies and Procedures**

Board Governance, Operational Manual and Policy Documents are all in place.



# Risk Management

## What Is the Plan for Safety?

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### **Potential Risks:**

- Related to the sustainability or the success of the program (e.g. lack of funding, safety issues, high turnover rates, emergency and continuity, conflict of interest, codes of conduct, confidentiality and evaluation of the Executive Director)

### **Mitigation Strategies:**

- Strategies in place to mitigate, monitor, report, and resolve. (e.g. emergency funding plans, training for staff, partnerships with EMS, paramedics, or local law enforcement)

### **Legal and Compliance with Local Laws:**

- All programming will adhere to housing laws, regulations, and local zoning requirements.

### **Resident Rights:**

- Residents' rights and protections under the law, including privacy, non-discrimination, and due process, will be posted clearly in the building, as well as communicated by and enforced by all staff and volunteers of The INN.

### **Insurance and Liability**

- Appropriate insurance that includes coverage for the facility, residents, and staff will always be required. (Our insurance broker is currently consulting with Mustard Seed, Alberta, on insurance needs.)

The following is a summary of the Risk Mitigation Plan for The INN. The purpose is to help reduce or eliminate any safety risks for staff, volunteers, people living at The INN, as well as the community at large. Organizational risks will be outlined in more detail in a separate document. Our first goal is to identify all risks associated with operations specifically as it relates to our policies and procedures. This will include but is not limited to: Physical and Chemical risks, Ergonomic, Biological, Psycho-Social, and Ethical risks. Then, risks will be prioritized, and a plan created to reduce the risks. Finally, there will be a concise and timely reporting and recording policy around any incidents that occur. Staff and volunteers will gather information, assess harm frequency, type, severity, source, and duration of harm as it relates to each incident. As a team they will decide the response and desired outcome, on-going interventions, and document same.

# Risk Management Cont...

## What Is the Plan for Safety?

### **Physical Risks**

associated with the building itself can include things like access to the building and emergency exit plans. It can also include food handling, cleaning, fire safety, as well as lighting and security. The INN has been built according to all the required building codes, and includes emergency exits, sprinkler system, locked doors with a staff controlled electronic access system. This ensures that staff have an awareness at all times of who enters and exits the building. Security cameras and alarms are located in areas not visible to staff i.e. second floor hallways, entryways, and the waiting room. Sidewalks and ramps will be kept clean and free of ice to allow for safe entry and exit. Floors will be mopped at times with least traffic flow and "slip" caution signs will be used. Staff and volunteers will work together with guests to practice Workplace Health and Safety safe food handling guidelines.

### **Chemical Risks**

Associated with operation of The INN could include cleaning products, air quality, chemicals for yard maintenance, etc. The staff and volunteers of The INN will receive training for the handling of all hazardous chemicals. These chemicals shall remain in locked cabinets with access given only to staff. Ventilation filters will be cleaned or changed as required. Staff and volunteers will follow Workplace Safety guidelines when it comes to cleaning common areas, washrooms, kitchen, bedrooms, as well as when it pertains to communicable disease. A strict bedbug and lice policy will be followed.

### **Ergonomic Risks**

This could include staff chair and desk placement, cleaning procedures, lifting of heavy items. Staff will be provided a workstation that is customized to their structural needs. Standing breaks will be required especially when working in the Intake room where monitoring security cameras is priority. Staff will be trained in cleaning procedures to help mitigate any physical injury from repetitive tasks such as mopping or sweeping. Lift assist measures will always be used when handling heavy items. Workplace Health and Safety measures shall guide these policies.

### **Biological Hazards**

include mental health, physical illness, and allergies. The nursing staff will be responsible for care plans for residents to help facilitate recovery from any illness that residents may have. They will support individuals to manage their own health-care and monitor progress. Expectations are that alcohol and street drugs, or any medications that are not prescribed, are not to be used in or on the property.

# Risk Management Cont...

## What Is the Plan for Safety?

People may be intoxicated at time of admission but must be able to take care of themselves safely and independently. Staff will be trained in drug poisoning protocol i.e. Naloxone, as well as St. John's First Aid. A First Aid kit will be available as well as any approved over the counter medication. Residents will be required to have all medications stored in a locked box in the staff intake room. Staff will monitor residents as they take their medication, only as prescribed, from clearly labeled packages. Staff will keep record, according to the individual's care plan of all medication transactions. Persons with contagious or symptoms of airborne illness will be given a private room until they are free from symptoms or otherwise will be asked to wear suggested medical interventions i.e. mask. Cigarette smoking will be permitted outside in clearly designated areas with an approved disposal container for "butts" to mitigate fire hazard. Individuals whose behaviours are assessed as safe during Intake will be welcomed into the shelter. If The INN is at capacity, arrangements will be made for individuals seeking housing to be transported and connected to another shelter if they so choose.

### **Post Intake**

Staff will assess the behaviours of every guest every time they enter the waiting room and before they are welcomed into the common area to ensure that any erratic or paranoid behaviour is investigated further. Staff will be trained in Mental Health First Aid, ASIST, and any self-harm or suicide risk behaviours will be discussed with a safety plan put in place.

### **Curfew**

Individuals will be allowed admission to the entrance of the building 24/7 but will not be allowed access to their room past a set time in the evening unless arrangements have been made with staff. The front entrance/waiting room will have guest lockers, a washroom, and a safe space if they come to The INN after curfew. Staff will always monitor residents in the waiting area and notify EMS or RCMP when necessary if any individual's behaviour becomes a danger to themselves or others.

# Risk Management Cont...

## What Is the Plan for Safety?

### **Psycho-Social Risks**

Include any approaches by volunteers or staff that could trigger a defensive response from individuals. Staff will be trained in trauma-sensitive care, non-violent crisis intervention, and will be informed about The Vulnerable Persons Act. Cultural training specifically as it relates to First Nations, Metis, and Inuit will be paramount. LGBTQ++ related training will be provided to all Board, staff, and volunteers. In terms of who will be allowed access to The INN, initially, all individuals will go through a screening process.

### **Violent or Aggressive Behaviour**

The Intake process enables staff to focus on building trusting relationships with a potential resident. This will be the staff and volunteers' best avenue to help mitigate aggressive behaviour. Intake will include a call to police for any new person seeking shelter at The INN. This will help mitigate any potential risk with anyone who may have a history of violent behaviour. A Violence Protection Plan will be created as needed. There will be consequences for all aggressive and violent behaviour as outlined in the Canadian Shelter Guidelines. The INN will collaborate with the Community Safety Committee, security personnel and RCMP to help ensure that The INN's presence will help to reduce crime in the neighbourhood. Security cameras will monitor activity on the grounds of The INN.

### **Ethical Issues**

Residents of The Inn managing their own self-care will be discussed regularly with staff and volunteers. Staff will be encouraged to be mindful of values they hold that may differ from those of the residents. Staff will be directed to support residents to have autonomy in all decision making. For example: If a resident who has a substance use disorder is not ready or interested in abstaining from substance use, staff will encourage the resident to use harm reduction principles as spelled out in their individualized care plan. When residents choose behaviours that are disrespectful or potentially dangerous, staff will calmly explain consequences of such behaviours and monitor same.

# Risk Management Cont...

## What Is the Plan for Safety?

### **Expectations**

**The INN will be a Housing-First, Recovery-Focused, Trauma-Sensitive and Person-Centred service.** Individuals will be given a reasonable period to settle in and then be expected to work with staff on housing solutions. They will be encouraged to access mental health and addictions support of their choosing if needed. No person will be coerced into receiving help that they do not desire or are not ready for. The INN is temporary housing, and this will be made clear to all who use this service. All individuals will be supported in their journey of securing sustainable housing, regardless of how long it takes. Depending on the current housing market and each resident's specific needs, this could take anywhere from 6 weeks to 3 years.

### **The Board of Directors**

Governance bylaws of The INN will be followed and there will be regular communication between the CEO and Director of The INN. Any safety concerns will be handled by the Director and staff and reported by the Director to the CEO. The CEO will report to the Board any incidents that occur and outcomes of interventions. The Board may choose to establish a Workplace Safety Committee to assist the Director in developing ongoing improvements to policies and procedures. The Board of The INN will ensure that Liability Insurance is up-to-date and in place to cover potential legal action that may be taken against any Board, staff, or volunteer member.

### **Contracted Service Providers**

Any outside service providers who come to The INN will be required to have their own professional liability insurance.

## Summary

This Risk Mitigation Plan shall be put into effect once approved by the Board of Directors of The INN and shall be reviewed and updated as needed.

The Risk Mitigation Plan will be expanded to include the following areas of concern: Leadership, Human Resources, Sustainability, Reputation, as well as to include a thorough evaluation, activity checklist and recording system. A framework has been secured and will be completed before The INN becomes operational.

# Housing Management

What are the Practical Considerations of the Facility?

<b>Facility Requirements</b>	Trauma-informed design focuses on creating supportive spaces for individuals who have experienced trauma. It recognizes the impact of physical environments on well-being and recovery. The key principles related to design are: Safety and Comfort, Empowerment and Choice, Sensory Considerations, Accessibility and Inclusivity, Privacy and Dignity, Cultural Sensitivity, Flexibility and Modularity, Nature and Biophilic Elements, and Trauma-Informed Signage and Wayfinding. (pgs. 90-91, Person-Centred, Trauma-Informed Considerations in a Housing-Focused Shelter)
<b>Housing Allocation and Room Assignments</b>	Staff will follow the process in place for assigning rooms, ensuring safety, and avoiding any potential conflicts between residents.
<b>Daily Operations</b>	General operating hours will be 24/7. Intakes will take place during daytime hours. Agreed upon curfews will be set at 10 pm to ensure that quiet time is observed by 11 pm nightly. Exceptions may be made when needed. Residents who come in past curfew without prior arrangements being made will only be allowed into the entry for the night, no sleeping accommodations will be made. Daily schedules will be encouraged for residents based on their needs. This plan is loosely based on other similar shelters and will be modified as needed.
<b>House Rules and Policies</b>	There will be a set of basic rules for residents to follow, such as quiet hours, respectful behaviour, and NO substance use in or on premises policies.
<b>Maintenance and Cleanliness</b>	There will be regular cleaning schedules, maintenance protocols, and reporting of issues (e.g. plumbing, electrical problems), groundskeeping protocol as per the Risk Mitigation Plan, and Workplace Health and Safety guidelines.

# Financial Management

What are the Projected Financial Plans and Budget?

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## Budget Overview

Draft Budget for first year of operation.

### Revenue

Government Grants/Loans	\$892,762
Donations	\$147,500.00
<b>TOTAL</b>	<b>\$1,040,262</b>

### Expenditures

Salaries, MERCS & Benefits	\$892,762
Administrative	\$12,000.00
Furnishing & Appliances	\$4,200
Programming & Supports	\$90,800
Occupancy Costs	\$40,500
<b>TOTAL</b>	<b>\$1,040,262</b>

## Funding Sources

Please see Financial Plan Next Page.

## Financial Audits, Controls and Reporting

Procedures for monitoring expenditures, ensuring transparency, and meeting regulatory requirements will be overseen by the Board Treasurer.

## Sustainability Plan

Plans are underway for long-term funding stability, including fundraising efforts and diversification of revenue streams. This is largely dependent on the Manitoba Provincial Government's commitment to continue funding Housing First Programming.

# Financial Management Cont...

What are the Projected Financial Plans and Budget?

## Financial Plan

The INN has been applied for Capital funding through the Manitoba Housing and Renewal Corporation that currently funds the development of social and affordable housing. The province has funding available and The INN anticipates applying for funding for staffing costs. Through fundraising efforts and church pledges, we trust our community will provide all our additional operating costs. The community's initial show of support gives us confidence that this will be the case. To date we expect or have secured:

01	A pledge of land valued at	\$300,000
02	Cash Contributions from grass roots donors of over	\$125,000 +
03	A signed contract with Hillside Construction to general contract the project including a pledge of \$50,000 over a 5 year period.	\$50,000
04	Pledges from local contractors towards capital costs of	\$110,000
05	A pledge from a local building supply company to a maximum of	\$65,000
06	A potential Capital Grant through The Manitoba Housing Renewal Corporation Fund of up to	\$300,000
07	A potential Capital Grant from the Canadian Mortgage and Housing Corporation (in process) of up to	\$350,000

# Financial Management Cont...

What are the Projected Financial Plans and Budget?

## Proposed Basic Start-up Budget

A breakdown of what we need to get started for the first year.

Capital Building Costs	Land Cost	Capital Left to Raise	Annual Operating Budget
\$2,200,000	\$290,000	\$1,550,000	\$1,040,262
	Donated	Preliminary, Pledged over 5 years. Subject to changes.	Preliminary, Subject to changes.

## Proposed Operational Income

A breakdown of sources of revenue.

Fundraising & Church Pledges	Provincial Funding
\$147,500	\$892,762
\$80,000 is allocated for food and will be off-set largely by in-kind donations.	Proposed income through Provincial Agreement for staffing costs.

# Community and Stakeholder Engagement

## What is the Plan to Connect with Other Agencies?

<p>Collaborations with Community Organizations</p>	<p>Referral Networks</p>	<p>Government and Funding Agencies</p>
<p>The INN will partner with community agencies, churches, Indigenous Agencies and non-profit organizations that can provide additional services including spiritual and cultural programming.</p>	<p>The INN will develop relationships with other housing providers, and support services to create a comprehensive network of resources.</p>	<p>Connections have been made with local government agencies or programs that may provide funding or additional resources.</p>
<p>Community Outreach</p>	<p>Social Media and Website</p>	<p>Stakeholder Mapping</p>
<p>The Director will ensure that all collaborating agencies are kept up to date on referral process. In order to accomplish this the website will be utilized as well as paper brochures in community at key locations i.e. medical facilities, EIA office, etc.</p>	<p>The INN will maintain an online presence to provide information, connect with donors, and advertise program successes. Website: <a href="http://www.steinbachinn.ca">www.steinbachinn.ca</a></p>	<p>Key stakeholders, local governments, housing authorities, healthcare providers, and donors were contacted through email and personal visits by the Board of The INN.</p>
<p>Community Involvement</p>	<p>Advocacy and Public Awareness Campaigns</p>	
<p>The INN will welcome the community engagement through involvement in the programs, volunteerism, donations, and advocacy. Several churches have hosted fundraising events. The INN was chosen as the recipient of the Summer In The City, Worship in the City offering in 2024. We had the honour of sponsoring, through a generous local donor, one of the first Pistons play-off games in the new Event Center in Steinbach. We were thrilled to have Scott Oake give his public endorsement.</p>	<p>Initially the Board of The INN was very intentional about breaking the narrative around the myths of homelessness using media campaigns, website information, infographics, and public meetings. The goal was to create a greater awareness around the causes and conditions of homelessness. Public relations efforts will continue to raise awareness of the program and attract donors, staff, and volunteers.</p>	

# Community and Stakeholder Engagement

What is the Plan to Connect with Other Agencies?

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## **Sustainability and Partnerships**

The INN's sustainability plan is built on collaboration, transparency, and diversification. Core operational funding will be secured through the Province of Manitoba's Housing and Renewal Corporation, complemented by Capital Funding through Canadian Mortgage and Housing Corporation, church pledges, and community fundraising. Long-term sustainability will be strengthened by developing a multi-year funding strategy that includes corporate sponsorships, foundation grants, and community investment in housing equity.

The INN will also work with a Development Consultant who will advise on how to improve performance and profitability through strategic planning and change initiatives. The consultant will also be a valuable resource to connect The INN with any additional available funding and grants.

Networking is central to The INN's success. We will work alongside all available social service providers in our area, along with Indigenous Elders and Knowledge Keepers, ensuring coordinated care that bridges housing, health, and healing. Our model reflects a collective impact approach, where each partner's contribution — from health care and service delivery to cultural programming — helps create a continuum of support that restores dignity, belonging, and stability for every resident.

# Timeline

## Implementation Timeline

We have a very optimistic timeline with a plan to open in 2025. Due to some unexpected bylaw changes, it is apparent that a build completion for 2025 is not feasible but we hope to begin the process through a building permit application in the Fall of 2025.

<p><b>March 2023</b></p>	<p>Leona Doerksen has meetings with Steinbach Community Outreach to ask about the need for an Emergency Overnight Shelter.</p>
<p><b>June 2023</b></p>	<p>Executive Committee in place.</p>
<p><b>November 2023</b></p>	<p>The INN is officially incorporated, and a presentation is made to Steinbach City Council regarding a Low-Barrier, Housing-First Shelter plan for Steinbach. At that time the executive committee was looking for a temporary seasonal overnight shelter for the winter until something more permanent could be built. There were no available existing buildings to be found.</p>
<p><b>January to April 2024</b></p>	<p>Additional Board members are added to The INN and research is done with regards to best practice, as well as in-person visits to many shelters.</p>
<p><b>May 2024</b></p>	<p>The INN is given Charitable status and announces publicly that it will focus on building a shelter that is not emergency, but rather transitional in nature. This after the Manitoba Housing Renewal Corporation funding source indicates that it will not fund an emergency approach to sheltering.</p>
<p><b>June to September 2024</b></p>	<p>Plans shift to focus on concerns voiced by neighbours and a few businesses near the proposed site for The INN. These happen to be the same concerns that are raised whenever low-income or supportive type housing is proposed. It is called a NIMBY (not in my backyard) response. Two community meetings were offered to address these concerns and one meeting with three concerned business owners. Their concerns were around perceived risks for</p>



# Timeline Cont...

<p><b>June to September 2024 Cont...</b></p>	<p>neighbours, and a “de-valuing of Main Street”. Evidence was given by the Board of The INN to the contrary, however unfortunately no consensus could be reached. The businessmen were invited to work with The INN to find a more suitable location in Steinbach. They were also asked to offer financial support to help mitigate the cost of moving The INN to an alternate location. One suggestion was made to create a tiny house village outside of Steinbach. No formal plan was offered. However, this option was investigated by Board members, and it was determined that this approach would be too costly and not appropriate for people with mental illness and addictions. It is also considered stigmatizing to suggest that some community members should be forced to live independently from the community at large. It remains unclear as to whether the concerned neighbours have changed their position, however in a survey handed out at a public meeting where over 200 people attended, <b>80% of survey respondents were in favour of the 447 Main Street location.</b></p>
<p><b>November 2024</b></p>	<p>100/1000 Campaign is launched. – The show of community support is very encouraging with over \$100,000 in cash donations being raised to date. The Board is convinced that with this show of support the community will continue to support the operations of The INN. Plans are made to start the application process for provincial and federal funding.</p>
<p><b>December 2024</b></p>	<p>The INN is scheduled to meet with Steinbach City Council on December 3 to discuss update on the plan. However, our delegation was cancelled by the city council and we were told that they would meet with us sometime in the future. At the December 3 council meeting, a new definition for Emergency Shelter was created and announced publicly that this was created specifically for The INN. The INN was not consulted ahead of time on the definition and the Board felt that the definition did not apply to the transitional housing model. Also, the permit status was changed from what was allowed when the property was purchased for The INN.</p>
<p><b>January 2025</b></p>	<p>New Provincial funding stream is open and an application for capital as well as operational expenses is submitted by The INN.</p>

# Timeline Cont...

<b>February 2025</b>	Newly Proposed Emergency Shelter Bylaw is opposed by the community of Steinbach.
<b>March 2025</b>	Provincial funding application is accepted and an application for federal funding through the Canadian Mortgage and Housing begins. The project funding is contingent on a 2025 building timeframe. A finalized business plan is put in place and fundraising efforts for \$500,000 for capital expenses begins. Churches are once again updated, and this time asked to pledge to help support operations.
<b>May 2025</b>	Board members meet with City of Steinbach planners to discuss options for a building permit.
<b>July 2025</b>	After meeting with city planners, it became apparent that there was no suitable Bylaws for The INN to apply under. Upon further investigation into Tier 4 Housing, The INN determined that to meet the needs of residents, nursing care would need to be provided. Therefore, a community nurse position was added to the staffing plan. After consulting with a Municipal Bylaw expert, The INN was advised that it fits under the City of Steinbach's Assisted Living Bylaw definition.
<b>September-October 2025</b>	The INN has meetings with potential organizational partners.
<b>November 2025</b>	One year after our grassroots fundraiser was launched, our hope is to submit a building permit request to the city of Steinbach to build The INN as an Assisted Living facility at 447 Main Street. This is a permitted use for this building zone.
<b>December 2025</b>	Our builder submitted our civil engineering but the city did not approve those drawings under the Assisted Living By-law. Without this approval, we are unable to apply for a building permit.

# Summary

To meet the current needs by those facing homelessness in Southeast Manitoba, the Board of The INN was established in 2023. It was then given Charitable Status in May 2024. An enthusiastic, educated, experienced group of professionals have become the driving force behind The INN. With a solid Business, Operational and Strategic Plan as well as pledges of land, capital, and operational support, the Board is eager to get the “shovel in the ground”.

There has been a tremendous show of community support thus far. We believe that if governments at all levels, local stakeholders, service providers, churches, and community members work together we can start to build The INN in 2026!

## Land Acknowledgment

In the Spirit of Truth and Reconciliation we recognize The INN is on Treaty One Territory. The INN and all stakeholders would like to acknowledge the work we do is on the ancestral territory of the Anishinaabe, Cree, Dakota, Dené, and Ojibway-Cree, and the traditional homeland of the Métis Nation. We will RESPECT the land and all who access The INN. We will LOVE all who come seeking shelter and support. We recognize the COURAGE it takes for someone to seek support. We will be HONEST with what we can do and what we can't do.

With WISDOM we recognize all people have special gifts and we will help them to see those gifts. We are HUMBLE with the community and recognize the important lessons all teach us. We speak TRUTH when delivering this acknowledgement to the Creator and the Land.



[www.steinbachinn.ca](http://www.steinbachinn.ca)  
[info@steinbachinn.ca](mailto:info@steinbachinn.ca)

# References

The following documents guided the process that was used to create the framework, priorities and actions of The INN

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A New Direction: A Framework for Homelessness Prevention by Stephen Gaetz and Erin Dej, Canadian Observatory on Homelessness. [www.homelesshub.ca](http://www.homelesshub.ca)

A Place for Everyone – A Collaborative Homelessness Strategy for Manitoba, Government of Manitoba. <https://www.gov.mb.ca/fs/homelessness/index.html>

Brokering a Counter-Narrative on Homelessness. 9 Steps to change the way communities respond to homelessness. [Homelesshub.ca](http://Homelesshub.ca)

Canadian Housing First Toolkit sponsored by the Mental Health Commission of Canada in cooperation with The Homeless Hub of Canada.

Good Governance The Essential Checklist, Capacity Canada 2024

Governance for Not-for-Profit Organizations: Questions to Ask – Second Edition, Don Taylor, MBA, ICD.D.

Housing First. <https://housing-infrastructure.canada.ca>

How to Start a Non-Profit in Canada: Everything You Need to Know. By Kira McDermid, Emma Wood.

Letter to the Minister of Housing, Addictions and Homelessness from the Premier of Manitoba dated Oct 19, 2023 outlining the commitment of the Manitoba government to address the need for more affordable housing, more mental health workers, more detox beds and treatment facilities, especially in the Northern and Rural areas of the province.

Nimby to Neighbours, A Series of Nimby Factsheets, Greater Victoria Coalition to End Homelessness

Person-Centred and Trauma-Sensitive Considerations in a Housing Focused Shelter. A collaborative writing published by the Calgary Drop-In Center. Director: Kevin Webb

# References

The following documents guided the process that was used to create the framework, priorities and actions of The INN

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Reaching Home: Canada's Homelessness Strategy Directives. Update March 2023. Government of Canada

Reaching Home, Homelessness Glossary for Communities April 2024

Rewriting the Narrative on Homelessness in Mid-Sized Canadian Cities. Published 2021. Center for Research on Security Practices. Laurier. Inspiring Lives. Erin Dej, PhD. Carrie Sanders, PhD, Jessica Braimoh, PhD.

Screening for Housing First. Canadian Observatory on Homelessness. Dr. Time Aubry et al

The Canadian Shelter Transformation Network Housing-Focused Shelter guide published in March 2019.

The Manitoba Report (Government of Manitoba website) which outlines the concerns that many service providers and participants had around the state of homeless shelters. We specifically focused on suggested improvements.

The Mustard Seed. Safety and Security Highlights. Sept 2024. Director Dave Conrad

Understanding the Needs of Workers in the Homelessness Support Sector. Justine Levesque et al. Hub Solutions. August 2021

Vulnerability Assessment Tool. For determining eligibility and allocating services and housing for adults experiencing homelessness. Training Manual for Conducting Assessment Interviews. Canadian Version. HomelessHub.ca

Your Way Home, Manitoba's Plan to End Chronic Homelessness, 2025