



## Central Okanagan Journey Home Society Executive Director – Job Description

### **CONTEXT**

Kelowna is a vibrant community with a thriving urban centre attracting investment, tourism, and migration from near and far, with a constantly changing landscape. As Kelowna is experiencing significant growth and change, inherently this has created challenges for our most vulnerable citizens, who struggle to find their place.

The Journey Home Strategy highlights the need to create change that will ensure everyone has access to the right supports to thrive. ***The long-term goal of the [Journey Home Strategy](#) is to ensure an integrated, coordinated, and easy to access system of care for those in Kelowna who have lost or are at risk of losing their home.*** This newly endorsed community-driven Strategy embodies our collective voice. It is the product of a community that is motivated and ready to make a change. The roadmap contained within the Journey Home Strategy is a result of our community's joint passions, combined strengths, lived experience and desired hopes for Kelowna and each other.

In the face of challenges, the Journey Home process has revealed a strength and resiliency in community spirit that is unfolding as people come together in a new way. The strategy has been designed to intentionally tap into and nurture this community energy. The momentum ignited during the strategy development continues to grow as a new Executive Director is being sought to lead the implementation.

### **ORGANIZATIONAL OVERVIEW**

The Central Okanagan Journey Home Society (COJHS) is a newly registered Society identified as a key outcome of Kelowna's Journey Home Strategy. The position of Executive Director, reporting to the COJHS Board of Directors, will be responsible for building this organization from the ground up. During this development phase this position will oversee a small staff complement at the onset, with the expectation that the organization will continue to grow and evolve over time.

This role will partner with leaders and experts from across the sector, public systems, services (e.g. Health, Housing, Justice, Social Services) and all levels of government associated with bringing new programs, service models, or housing models to market which functionally end homelessness in a manner that is efficient, effective and sustainable. The successful candidate will inherently have the ability to connect, coordinate and transform system-to-system relationships to address the needs of vulnerable populations in Kelowna.

### **POSITION OVERVIEW**

For this important work, the Central Okanagan Journey Home Society is seeking a passionate and entrepreneurial innovator to lead this organization, under the direction of the Board of Directors. The Executive Director will be a visionary, dynamic leader who can grow and lead this Backbone Organization, facilitate the collective success of this regional-focused effort, and serve as a public ambassador for the Journey Home Strategy implementation. More specifically, the Executive Director will drive Journey Home Society's internal and external functions, including strategic directions, coordination, advocacy, communications, community development and engagement, and performance-driven management.

## **RESPONSIBILITIES**

The Executive Director will manage staff and systems and be accountable for nurturing the efficiency and effectiveness of both, providing high-level strategic thinking and facilitation of the Journey Home Strategy efforts. Key responsibilities include:

### **Strategic Leadership:**

- Provide visionary, adaptive and innovative leadership, modeling Journey Homes' guiding values and foster a culture that reflects them
- Lead Homeless Serving System of Care planning at systems level to identify and take advantage of financial, program, and process opportunities to prevent, reduce, and eliminate homelessness
- Identify system capacity overlaps and gaps and develop action strategies that acknowledge and plan for sector growth and evolution
- Develop strategies to manage and support change and transformation of the Homeless Serving System of Care
- Maintain understanding of current Strategy implementation opportunities and challenges and develop comprehensive solutions to respond to them
- Provide direction and support to partner organizations in aligning their programs and services to the Journey Home Strategy, and assist in identifying opportunities for partners to support specific goals

### **Team Building:**

- Create a team environment by inspiring, mentoring, and motivating employees to combine and build on each other's strengths to effectively support the work of Journey Home
- Establish, facilitate, and execute effective and open communication with staff, particularly related to internal decisions and strategy
- Develop systems to share organizational decisions with the Board, staff members, and stakeholders
- Identify internal capacity gaps and create hiring plans that acknowledge and plan for possible organizational growth and evolution

### **Communications:**

- Develop an effective Journey Home communication strategy that evolves as the strategy progresses over time
- Develop mechanisms to communicate Journey Home objectives to community and stakeholders
- Facilitate regular communication channels between Journey Home partners, funders, and agencies to ensure alignment of activity
- Create yearly progress summary reports of Journey Home progress for presentation to the Board, partners, funders, and external audiences

### **Capacity Building:**

- Build the Society identity as a respected, neutral convener among a broad spectrum of stakeholders
- Cultivate excellent working relationships with community leaders in a way that can inspire collective action without formal authority
- Assist Homeless Serving System of Care stakeholders to identify their individual strengths with a focus of seeking out efficiencies to ensure all participants are strong contributors to Journey Home
- Work continuously to identify and recruit additional cross-sector stakeholders to participate in the Journey Home work

**System Planning, Design, and Coordination:**

- Develop and maintain a system map to gain a full understanding of the current landscape of local and regional activities with the goal of aligning and integrating efforts to address homelessness
- Design and implement structures and mechanisms to support coordination and integration of services and activities with partners to minimize redundancies and to align strategies and actions
- Design and implement a strategic plan to support integration and monitoring of best practices and standards across the Homeless-Serving System of Care
- Build connections and protocols within and between the homeless serving and mainstream systems of care to identify critical pathways into homelessness and introduce effective strategies to prevent and divert people from entering homelessness.

**Performance Management to Drive Investment Decisions:**

- Develop strategies that will drive transformative change in the sector by identifying continuous improvements to ensure data is collected, integrated, and communicated effectively to inform data-driven decision-making across the sector
- Develop and implement a shared measurement system to track common outcome indicators across the sector using results to inform learning and continuous improvement

**Data collection, analysis, and reporting:**

- Coordinate indicator refinement with stakeholders
- Ensure all partners are aware of, and support aligning to achieve, targets and indicators
- Ensure quality assurance, evaluation, and promote system-wide continuous improvement
- Creating or managing creation of yearly summary reports of Journey Home progress for the Board of Directors, stakeholders and external audiences

**Advocacy for System Change**

- Work with sector to develop a long-term and evolving Advocacy Strategy focused on policy and systems change, together with funding recommendations to support the reduction of homelessness
- Coordinate advocacy activities of partners in the implementation of the Advocacy Strategy

**Social Finance Innovation:**

- Build partnerships across sectors designed to explore, promote, and support social enterprise, social finance, and housing development innovations opportunities
- Work with funding partners to develop an innovation fund to pilot new social enterprise and social finance ideas based on input from lived experience groups

**Society Administration:**

- Manage daily operations and Society administration, including financial planning, management, and reporting
- Establish and maintain appropriate systems for measuring and reporting progress
- Oversee selection of, and work of consultants as appropriate
- Monitor and report on operational issues, opportunities, and achievements
- Support Board functioning, operation, communication, development, including providing appropriate and timely reporting.

### **REPORTING RELATIONSHIPS**

Reporting to the Central Okanagan Journey Home Society Board of Directors, initially the Executive Director will have one fulltime direct report, and one casual contractor, however the current organizational chart is subject to change as the Journey Home team evolves over time. The Executive Director will ultimately be responsible for recruiting and hiring top talent, building and managing a high functioning team.

### **REQUISITE QUALIFICATIONS**

This is an outstanding opportunity to play a critical role in developing and coordinating a local integrated system of care design to both prevent and address homelessness. Therefore, first and foremost, the Executive Director must be committed to the vision and overarching goals of the Journey Home initiative.

Additionally, the successful candidate will be able to demonstrate:

- At least 5-10 years of relevant and progressive leadership work experience, including at least 5 years leadership in managing teams in a fast-paced and high-growth environment (for example, non-profit, social enterprise, or business start-up)
- At least five years of service and funding coordination experience and demonstrated success in cultivating collective funding initiative relationships
- The executive presence to inspire confidence and passion in both internal and external audiences
- Advanced strategy and planning skills, including an ability to think strategically on both organizational and systemic levels over multi-year horizons
- Strong data acumen and ability to oversee complex shared-measurement systems
- Strong facilitation and presentation skills before multiple types of audiences
- Experience with complex project management and stakeholder management
- Ability to build relationships with a cross-sectoral range of stakeholders in the local or regional area, including senior executives
- A track record of leading, inspiring, and developing high-performance teams
- Outstanding communication and interpersonal skills, with the ability to build authentic relationships with a diverse set of high-profile stakeholders
- Comfort with ambiguity and ability to thrive in a fluid, entrepreneurial environment; willingness to “roll up one’s sleeves” and extend beyond formal responsibilities based on the needs of the work

### **DESIRED QUALIFICATIONS**

- The ideal candidate will have completed post-secondary education in areas such as Social Sciences, Business Administration, Public Administration, or a related field, with at least 5 years of responsible management and leadership experience demonstrating progressive growth in a related field (social services, justice, health care, community development). Candidates that can demonstrate strong relevant and transferable skills from another sector will be considered.
- Experience in a start-up not-for-profit environment.
- Experience working directly with a Board of Directors is necessary
- Familiarity with Homeless-Serving Sector and the local landscape of public systems is desirable.

## **COMPETENCIES AND PERSONAL CHARACTERISTICS**

### **Value-Driven**

Inspire a culture of shared core values with alignment between personal and organizational values to create a unified and motivated work environment.

### **Visionary**

Hold and communicate a clear vision with the ability to drive focus towards this vision.

### **Culturally Congruent**

Hold a passion for, belief in, and ability to communicate the COJHS vision, guiding principles and goals. Promote a transparent, ambitious, compassionate, goal and achievement-oriented culture.

### **Results-Oriented**

Inspire a laser-focused results approach to integrating and coordinating efforts to support the community towards action.

### **Relationship Builder**

Inspire trust and confidence through a collaborative, consensus-builder style with staff and partners.

### **Focused, but Adaptive**

Ability to listen, be responsive and show flexibility, yet be keenly dedicated to meeting key goals.

### **Charismatic/Influential Communicator**

Communicate with passion and authenticity to gain confidence and inspire others to align and act.

### **Politically Savvy**

Ability to successfully influence within and outside direct area of responsibility, understand the underlying issues and context, the personalities involved, and achieve action with the least amount of disruption for maximum benefit.

### **Servant-Leader**

An effective capacity-building power-sharing approach, with the ability to put the needs of others first while supporting people to develop and perform as highly as possible.

### **Innovative, Creative, Non-linear Thinker:**

Approach challenges and opportunities through a lens of creating and combining multiple layers of possibilities and solutions with recognition that great ideas don't happen in isolation, it is through the interaction and remixing of new and old ideas with insight, intuition, and creativity to form solutions in a synergistic innovative way.

### **Team Builder:**

Ability to manage relationships and inspire a team to align with a vision utilize and combine their strengths combined with the strengths of others to work towards a common goal and create positive outcomes.

## **COMPENSATION**

A competitive compensation and flexible benefits package will be provided to the successful applicant. Placement within a remuneration range will be based on skills, knowledge, and experience.

**START DATE**

January 2019

**APPLICATION INSTRUCTIONS**

Interested candidates are encouraged to submit their application electronically by October 22, 2018. Please include a current resume and letter of interest. All applications will be treated with confidentiality and can be sent to:

Central Okanagan Journey Home Society  
[journeyhome@kelowna.ca](mailto:journeyhome@kelowna.ca)

For additional information please contact:

Dr. Kyleen Myrah  
Chair – Central Okanagan Journey Home Society  
[kmyrah@okanagan.bc.ca](mailto:kmyrah@okanagan.bc.ca)  
Phone: 250-575-9433