

STREET HAVEN AT THE CROSSROADS

STRATEGIC PLAN
2014-2017

INSPIRED CHANGE



Inspired Change: Street Haven At The Crossroads Strategic Plan: 2014 – 2017

MESSAGE FROM THE PRESIDENT

A new strategic plan often signals that the organization is ready to make a significant move forward in fulfilling its mission. I believe that Street Haven's Inspired Change Strategic Plan signals just that. Our internal focus will be on innovative strategies to enhance and document the success of our service continuum for women experiencing or at risk of homelessness. Our external focus will be on systemic advocacy at the many policy and planning tables.

A measure of society is the way it treats its most vulnerable citizens. Therefore we are making it our business to care for Toronto's most vulnerable women and to advocate for solutions to homelessness. The most effective solution is addressing Toronto's need for affordable and supportive housing. I invite you to consider making affordable and supportive housing your business too.

Joan Laurie

President

Board of Directors

MESSAGE FROM ALL OF US

Street Haven at the Crossroads (Street Haven) was the first women's drop in centre and shelter in Toronto. We have been providing shelter and support to women for almost 50 years.

We have grown alongside our community. We have expanded our services and been responsive to the changing needs of the women we serve – women fleeing violence, women struggling with addictions, women who are homeless, women who want to change the conditions of their lives. We are now a multi-service agency that provides emergency shelter, addiction services, supportive housing, literacy services, and support for job readiness. We provide safety, support for recovery and a road to self-sufficiency.

We are proud of our history and our contribution in transforming the lives of vulnerable and marginalized women. This continues to motivate us. We will uphold our tradition and our commitment to individual change, systemic change and social justice.

Staff, volunteers & Board of Directors

FOUNDATIONAL STATEMENTS

As part of the work of this strategic plan implementation, our mission, vision and philosophy statements were reviewed and revised as follows:

Mission

Street Haven at the Crossroads offers pathways for women experiencing or at risk of homelessness, through a variety of integrated services in which women support women.

Vision

A community where all women are safe.

Philosophy

Street Haven at the Crossroads believes that all women deserve, along with the physical necessities of life, to be treated with dignity and to be given the tools and opportunities to achieve their goals.

We are guided by the principles of anti-racism/anti-oppression and are committed to women's engagement and women's leadership.

We believe in women's right to self-determination. We believe in the values of equity and diversity; in partnerships, education and learning.

We believe in personal responsibility and accountability, in social justice and advocacy.

We achieve these values by offering responsive, reflective and holistic woman centered supports.

STRATEGIC DIRECTIONS

Refresh Our Identity & Enhance Our Profile

The Street Haven mission and philosophy statements have served us well and they now need to be refreshed and modernized to more accurately express our current purpose and values. We also need to reflect on our name and determine if any change is necessary. While we have a long history of service, we need to be better known for who we are and what we do. A strong brand needs to be developed then communicated to increase our visibility and profile. To refresh our identity and enhance our profile, we will:

- Revise our mission and philosophy statements, and develop a vision statement.
- Examine if our name needs to change and make any identified modification.
- Assess and revitalize our communication strategies, including social media activities, to better promote our work and positively impact on the lives of vulnerable and marginalized women.

Strengthen Our Organizational Capacity

Street Haven has been undergoing organizational change which needs to continue as we build on a solid ground, guided by our mission and philosophy statements. Our internal capacity, including our governance, needs ongoing attention and effort needs to be invested in the continued implementation of the recommendations in Street Haven at the Crossroads Organizational Review Report – August 2012. To strengthen our organization capacity, we will:

- Renew our Board to be more externally visible, internally connected and reflective of the women we serve.
- Design and execute a staff engagement plan.
- Continue to implement the recommendations in Street Haven at the Crossroads Organizational Review Report – August 2012.

Enrich Our Programs and Services

Street Haven delivers a wide variety of programs and services. These need to be evidence-informed, better connected together to demonstrate cohesion in the organization and reflect our anti-racism/anti-oppression (ARAO) principles. We need to further our understanding of who is served, what clients need and what clients experience with our services. It will be necessary to scale-up our existing infrastructure, how we communicate internally, and how we track and measure our work. We need to share our model of integrated care for complex clients and be positioned as a leader in women's services as well as in mental health and addictions issues. To enrich our programs and services, we will:

- Accelerate the linking and integration of current, new and expanded programs and services to make them seamless across the organization.
- Refine existing and establish new tools, systems and technology to enhance communication, monitoring, evaluation and documentation as well as deepen our knowledge about our clients, their needs and their experience with our organization.
- Exercise leadership at policy and planning tables and through systemic advocacy.

Increase Our Revenue

There is a need for more revenue from a range of sources. We need to invest the necessary resources to generate non-governmental revenue and reduce the dependency on government funding. We need to partner in this effort and engage all of our human resources toward a common goal. To increase our revenue, we will:

- Grow our funding from individuals, government, corporations, foundations and groups that support our efforts.
- Explore the possibility of a social enterprise.
- Put into action an expanded fund development plan that involves Board, staff, management, volunteers and partners.

STRATEGIC PLANNING PROCESS

In September 2013, Street Haven initiated a planning process to develop a new strategic plan for 2014 to 2017. The consulting firm of DA Falconer & Associates Inc. was engaged to facilitate the process.

A Strategic Planning Committee comprised of Board members, staff and management spearheaded the process. An environmental scan and an analysis of Street Haven's strengths, weaknesses/challenges, opportunities and threats (SWOT) were conducted in September and October 2013. This scan and analysis process reflected our philosophy of inclusion. Through interviews and focus groups, it engaged individuals inside and outside of Street Haven, namely clients/residents, volunteers, staff, management, Board members, funders and community partners.

The process also involved a review of internal and external documents that provided information on demographics for Toronto, homelessness, housing, poverty, mental health, addictions and Street Haven's performance. All of the information gathered was used by the Street Haven Board, management and staff at a retreat in December 2013 where three (3) strategic directions were identified to guide the organization from 2014 to 2017. Specific Board and staff work plans will be developed to implement the strategic directions.



Get Involved

There are many ways you can support the critical work of Street Haven. Here's how:

DONATE

Your generous donations help us to fund programs and services and to maintain our residential buildings. Each dollar donated makes a tangible and important difference to our work. All donations are receipted for income tax purposes.

There are a number of ways you can financially contribute to support Street Haven:

Donate online at www.streethaven.com or www.CanadaHelps.org

By Phone: 416-967-6060 Ext. 225

By Email: send an email to aleung@streethaven.com and we will contact you.

By Postal Mail:

Amy Leung, Street Haven
87 Pembroke Street
Toronto, ON, M5A 2N9.

Become a monthly donor: call us at 416-967-6060 Ext. 225 or send an email to aleung@streethaven.com and we will contact you.

Host or organize an event for Street Haven:

call us at 416-967-6060 Ext. 225 or send an email to aleung@streethaven.com and we will contact you.

VOLUNTEER

Our team of volunteers are extremely important to us and we are very grateful to them for their efforts and support. Volunteers are an integral part of our programs. We rely on them to prepare and serve meals, tutor learners, lead recreational activities and fundraise.

For more information, please call 416-967-6060 Ext. 225 or email aleung@streethaven.com

TAKE ACTION

Visit our website to learn more about what we do and how you can help us.

Visit us online at www.streethaven.com

The Board of Directors would like to thank the clients/residents, volunteers, community partners, funders, staff, management and Board members who contributed to our strategic planning process. Their willingness to share their experiences, ideas and perspectives as we plan for our future made *Inspired Change: Street Haven at the Crossroads Strategic Plan 2014-2017* possible.

DA Falconer and Associates facilitated the process.

A special thank you goes to the Strategic Planning Steering Committee:

Maria Bos, *Member*
Bianca Hlinsky, *Staff*
Susan Keenan, *Board Member*
Joan Laurie, *Board Member*
Gita Schwartz, *Staff*
Anne Topp, *Staff*

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