



# STRATEGIC PLAN **2022-2026**

**STREET HAVEN  
AT THE CROSSROADS**


A COMMUNITY  
WHERE ALL WOMEN ARE SAFE



Street Haven's Strategic Plan is dedicated in memory of our client, **Kathleen Metzger** and to all of our clients as we look ahead to the future and to realizing our dreams and potential.

## Walking the Beach

by Kathleen Metzger



Dreaming of walking the beach  
In a faraway land  
Living out my dreams  
With my feet in the sand  
I wonder to myself why it took me so long  
To get to the place where I know I belong  
Holding the baby  
Not mine this time  
I always thought maybe  
It is surely so fine  
I wonder to myself why it took me so long  
To get to the place where I know I belong  
Sailing on the waters  
I dream of for so long  
On the navy-blue boat  
The past finally gone  
I wonder to myself why it took me so long  
To get to the place where I finally belong  
Alone with my soulmate  
At peace and content  
Finally, with understanding of  
What the struggle had meant  
I wonder to myself why it took me so long  
To get to the place where I know I belong

# FORWARD

Street Haven is delighted to have finalized its 2022-2026 Strategic Plan. This plan outlines a bold vision that will seek to build the critical foundations for the organization and to support growth so that it can further enhance its impact and better support women in need.

The development of the Street Haven's strategic plan was developed, with support from an external consultant, BDO Consulting, with significant input from Street Haven staff and community stakeholders. This included interviews and workshops from April to August 2022 ending. In addition, jurisdictional scans on critical policies and practices in other cities were undertaken and considered in the development of this next strategic plan.

# MISSION, VISION AND VALUES STATEMENTS

## OUR VISION

A community where all women are safe.

## OUR MISSION

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

## OUR PHILOSOPHY

- Street Haven 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 centred.

# STRATEGIC PRIORITIES

There are five (5) strategic priorities identified by Street Haven

**01** Providing Relevant Services to Meet our Evolving Clients' Needs

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**02** Engaging and Developing our Staff

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**03** Growing and Diversifying our Revenue Streams

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**04** Leveraging our Capital Assets to Deliver Optimal Services

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**05** Amplifying the Awareness of our Trusted Brand

# 01

## PROVIDING RELEVANT SERVICES TO MEET OUR EVOLVING CLIENTS' NEEDS



**1**

Actively engage our clients to better understand their needs and collaborate on program delivery opportunities with our community partners.

**2**

Improve the integration of services (people, policies and procedures) across Street Haven to gain efficiencies and provide a more seamless experience for clients.

**3**

Evolve and re-design programs and services to meet the changing needs, increasing complexity, and demographics of our clients.

**4**

Build processes to continuously collect, manage and monitor data related to client needs and the performance of our programs and services, enabling internal and external impact reporting.



## ENGAGING AND DEVELOPING OUR STAFF



**1**

Create a Human Resources Plan with the aim of offering a robust talent management and succession plan that supports growth and development of staff.

**2**

Conduct a Capability Gap Assessment & Plan to understand the specific skillsets required, now and in the future, to meet our clients' evolving needs using data analytics and historic reporting.

**3**

Design and implement our Performance Management processes to achieve our plan.

**4**

Develop a Diversity, Equity and Inclusion (DEI) plan that includes commitments, targets and outcome measures across the organization at the governance, management and operational levels.

# 03

## GROWING AND DIVERSIFYING OUR REVENUE STREAMS



- 1** Create a fundraising plan that will enable the diversification of revenue such that there is a focus on expanding reliance on non-government revenue sources to support financial viability.
- 2** Grow and diversify our donor base, prioritizing the creation of long-term, multi-year relationships, expanding on relationships with corporate donors and sponsors, as well as increase both the financial and non-financial support from local communities.
- 3** Improve our internal fundraising processes and operations to be more digitally-driven, efficient and self-sufficient.
- 4** Build processes to continuously collect, manage and monitor data related to our evolving funding needs, to inform conversations with government, community partners and the broader public.



# 04

## LEVERAGING OUR CAPITAL ASSETS TO DELIVER OPTIMAL SERVICES



- 1** Create a plan that will enhance our real estate footprint in all of our service streams to better meet the needs of our clients.
- 2** Re-design and optimize our existing physical spaces in alignment with our Strategy to meet existing and future anticipated needs.
- 3** Build processes and databases that link our capital expenditures and real estate maintenance needs with our Fundraising Strategy and planning, to enable proactive planning for capital infrastructure expenditures as needed.
- 4** Build relationships and partnership opportunities with private sector partners to collaborate with Street Haven in addressing the need for affordable housing.

# 05

## AMPLIFYING THE AWARENESS OF OUR TRUSTED BRAND



- 1** Support our Marketing capacity with the resources required to achieve our Marketing and Branding Plan.
- 2** Create a Marketing and Branding plan that is aligned with Street Haven's fundraising objectives, with the aim of increasing brand awareness within our communities/public/stakeholders and that will expand the donor base by relying on donor stewardship, digital innovations and strong partnerships with the private sector.
- 3** Actively seek strategic partners within the local community that are aligned with our mission to expand our brand recognition.

# ACKNOWLEDGEMENT

Street Haven would like to thank the following stakeholder partners for their input:

**Mitchell Cohen**, President and CEO

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The Daniel's Corporation

**Wilfred Cheung**, VP, Health System Strategy, Planning, Design and Implementation

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Ontario Health

**David Reycraft**, Director of Housing, Homelessness Services

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Dixon Hall Neighbourhood Services

**Daniele Zanotti**, President and CEO

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 Street Haven at the Crossroads

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