



Huron Transition Homes

STRATEGIC PLAN

2016



Huronia Transition Homes

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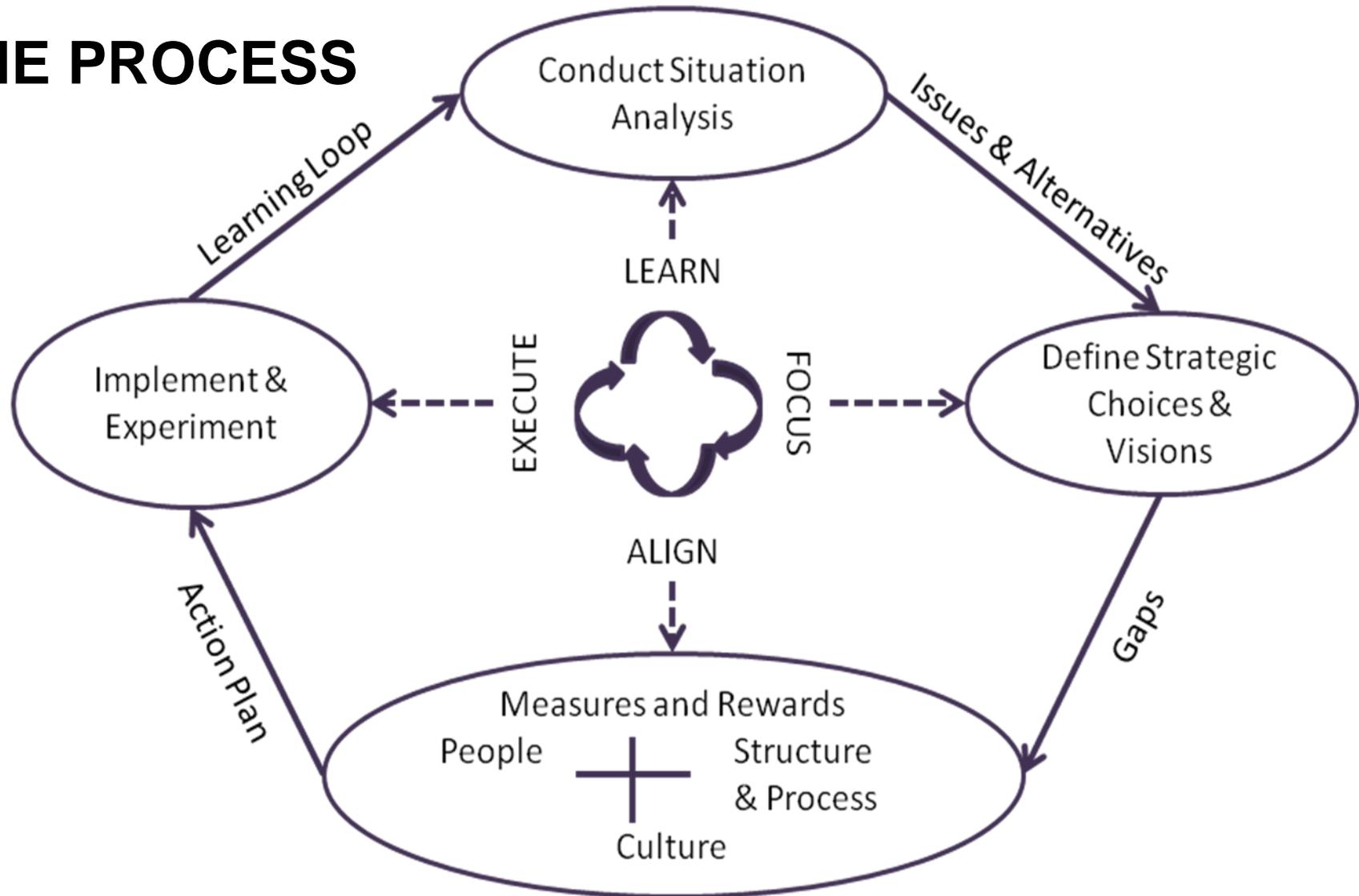
INTRODUCTION

The strategic planning process is intended to answer three key leadership questions:

1. What is the environment in which Huronia Transition Homes must operate?
2. What are the few things we must do outstandingly well to succeed?
3. How will we mobilize our organization to implement our key strategic initiatives?

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THE PROCESS





SERVICES

1. Emergency shelter for women leaving abusive relationships or experiencing homelessness.
2. Individual counselling and group support for women who have experienced sexual abuse and/or partner abuse.
3. Individual and group support for children who have been exposed to violence (abuse) against their mothers.
4. 24-hour crisis line.
5. Criminal and family court, and tribunal, navigation and advocacy.
6. Advocacy and system navigation, information and referrals.
7. Public education, speaking engagements, events and workshops on all violence against all women.



SITUATIONAL ANALYSIS



Recent Accomplishments

The organization has experienced sixteen years of relative stability during which time it achieved all of the strategic initiatives articulated in the 2005 and 2010 strategic plans. The following outlines progress from the 2005 and 2010 strategic initiatives:

- Applied for and received a trillium grant for the purpose of operationalizing its development plan.
- A central database is now used to collect statistical information required for all ministry funded programs and provides the organization with immediate access to up-to-date data on service delivery.
- HTH became and continues to be vocal in the communities it serves on issues that impact women, specifically women who have experienced abuse. HTH has been successful in increasing its advocacy role, up to and including influencing provincial government sponsored initiatives and VAW sector organizations. Examples of this have included public education workshops, harm reduction trainings, police partnerships regarding the trafficking of women, and participating in local initiatives and committees addressing the issues of all violence against all women.



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- HTH continually works to provide low-barrier service to all women. The full integration of a harm reduction service delivery model makes HTH the leader in the province in ensuring that all women, regardless of substance use, have access to critical supports and services including shelter. Building on its incorporation of an anti-racist/anti-oppression framework at all levels; HTH has embraced a fully-formed intersectional feminist framework to guide its work. These frameworks are evidenced in both governance and a revised and updated operational policy.
- La Maison Rosewood Shelter has become the designated shelter in Simcoe County for women who have been trafficked. An extensive protocol has been developed with the “Reclaiming Freedom, Rebuilding Lives” Anti-Human Trafficking Coalition of Simcoe County, a Coalition that HTH helped found and now currently co-chairs. HTH has become subject matter experts on the trafficking of women.
- Work on the multi-purpose centre to provide non-therapeutic supports and employment opportunities has begun with great progress realized to date. Several focus groups were conducted with women served that helped to identify precisely the supports and services that were most needed. Based on this input, HTH undertook a detailed feasibility study in partnership with Lakehead University’s Business Department, and identified sources of additional funding to develop a social enterprise to provide women with low-barrier employment opportunities, and other supports and services. HTH was successful in obtaining a substantial grant from the 2015-2018 Innovation Fund from the Ontario



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Women's Directorate, and have committed to continue applying for funding to help actualize the project.

- In 2009 the organization entered into a partnership with the County of Simcoe and began offering services to women experiencing homelessness and their children. The shelter has capacity to house 5 women and children experiencing homelessness.
- Having identified the need for a Youth Strategy in the 2010 Strategic Plan, the organization developed eight standardized content workshops that are delivered in high schools, colleges, community organizations, and public and VAW sector forums. Annually there is substantial growth in the demand, and number of youth participants in these workshops. In addition, HTH has created a robust presence on social media with regular messaging on topics relevant to the organization's work broadcast via Facebook and Twitter to a wide audience among younger women.



WHAT HAVE WE DONE RIGHT OVER THE YEARS

- Recognized as experts on violence against women and social justice.
- Service excellence.
- Financially accountable and stable.
- Actively engaged and taken direction from the women served.
- Provided low-barrier service to all women.
- Self-reflection.
- Responded to the complexities of the women served.
- Built effective partnerships across the county and province.
- Adhered to and upheld our beliefs and aims.
- Led the province in harm reduction by fully-implementing the philosophy into our service delivery model and training other shelters on the model.
- Integrated the use of relevant technologies to optimize services and outreach.
- Implemented a well-developed investment strategy.
- Built a solid foundation fostering organizational growth.



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LESSONS LEARNED

- The right people, in the right jobs, at the right time are critical to organizational success.
- Good policy makes for good practice.
- Always be prepared to adapt services to meet the changing and complex needs of the community.
- In order to end all violence against all women systemic inequality must end.
- Focus on the solutions not the problems in public education forums.
- Broaden our anti-racism/anti-oppression framework incorporate intersectional feminism.



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CHANGES

- Our profile in Simcoe County and beyond has significantly increased.
- Governance model adopted by the Board of Directors.
- Board of Directors composition reduced to 9 members.
- Social media is used as a platform to deliver our message.
- Human trafficking mandate has been created and implemented.
- Formal partnerships have been developed with academics.



Future Challenges

- Develop responses to support women seeking service through new and emerging technologies.
- Continue to offset revenue shortfalls.
- Recruitment and retention of qualified staff.
- Organizational growth.
- Develop creative solutions to respond to service needs and demands.



Service Trends

- Increase in elderly women accessing shelter.
- Third generation women accessing service.
- Women who have been trafficked accessing service.
- Lack of affordable housing.
- Increase in youth accessing the sexual assault centre.
- Increase in the internationalization of emotional and psychological abuse.
- Increase in women served who have zero assets.



STRENGTHS

- Governance model fosters accountability and transparency.
- Adherence to beliefs and aims.
- Low-barrier service.
- Organizational stability.
- Leader in VAW sector.
- Guided by strong leadership.



WEAKNESSES

- Unable to respond to all of service demand.
- Lean administration.



FEEDBACK FROM THE WOMEN

- Women feel welcome, safe and comfortable in programs and facilities.
- The crisis line is a good and effective support.
- Extended hours for counselling increases access to service.
- Programming needs to be expanded to address stress, poverty and loneliness.
- Want a space to connect with women who have had similar experiences and to cultivate non-therapeutic relationships.
- Want a community kitchen, and access to a food share program which would provide food at low costs.
- Want a childcare supported space.
- Want more networking opportunities.
- Want more employment opportunities.
- Want access to 2nd stage housing.



PRIORITIES – 2016

1. Develop a social enterprise

- Provide women with low-barrier employment.
- Increase women's access to affordable food.
- Provide women with a community space.
- Offer women trauma-informed non-therapeutic supports.

2. Integrate an intersectional feminist framework

- Continue implementation across the organization.
- Replace anti-racism and anti-oppression.
- Document and disseminate challenges and practices.

3. Develop a crisis response for women that is technology based

- Embrace new means of communicating.

4. Develop a capital campaign

- Increase our community profile.
- Maintain financial stability during organizational growth.



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PRIORITIES – 2010

Priority	Actions	Status 2016
1. Create a new Development Strategy	<ul style="list-style-type: none"> • Foundation with staff support • Continue with what we have – fundraiser plus events • Should we continue with the Gala? Should we continue with the Gala and change the format? 	<p>Abandoned in favour of investment strategy Modified to third-party fundraising events</p> <p>Modified to third-party fundraising events</p>
2. Develop a multipurpose centre which offers a wide variety of non-therapeutic supports	<ul style="list-style-type: none"> • Employment – start a business • Social activities • Skill based programs / services 	See 2016 Priorities re: Social Enterprise
3. Improve our technological systems	<ul style="list-style-type: none"> • Improve website • Develop a methodology for dissemination of information • Embrace social networks 	<p>Complete</p> <p>Complete</p> <p>Complete</p>
4. Develop a Human Resource Strategy	<ul style="list-style-type: none"> • Continue to implement new Governance model • Succession planning • Alignment strategy – salaries, rewards, culture 	<p>Complete</p> <p>In progress - in place for key roles Postponed</p>
5. Develop a Harm Reduction Strategy	<ul style="list-style-type: none"> • Continue implementation across the organization 	Complete
	<ul style="list-style-type: none"> • Document and disseminate challenges and practices 	Complete
6. Develop an Allocation Strategy		
7. Develop a Youth Strategy		Complete
8. Develop a methodology for the delivery of Francophone services		Complete