

faith



*Threshold Housing Society*

**STRATEGIC PLAN  
2009**

love

# faith

**GOAL 1: Enhance the support program delivered to all residents.**

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**GOAL 2: Improve the working conditions of employees.**

**Strategy 1:** Perform an organizational review. Based on Board expectations develop roles and responsibilities of each employee position and update job descriptions as required.

**Strategy 2:** Enhance professional development of employees.

**Strategy 3:** Review salary and benefit packages with the view of making increases as funding is available.

**Strategy 4:** Continue monthly staff meetings.

- Develop ways to connect staff between shifts at the same residence, as well as between residences.

**GOAL 3: Develop community partnerships and membership in the society, to enhance our program.**

**Strategy 1:** Set up liaison person with each parish to act as intermediary with the Society.

**Strategy 2:** Recruit for members in Diocesan Post and Parish bulletins.

**Strategy 3:** Develop an ecumenical membership base .

**Strategy 4:** Develop job descriptions for Members of the Board of Directors as well as for each volunteer opportunity.

**Strategy 5:** Update policy manual.

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# love

**GOAL 4: Establish community support for houses and increase participation.**

**Strategy 1:** Involve the churches in our society; foster ownership of and connection with our program.

**Strategy 2:** Work with Youth Leaders regarding local youth groups supporting the houses through fundraising, volunteering, or planning special events.

**Strategy 3:** Develop program that involves parishes & the membership with seasonal maintenance and cleaning of houses.

**Strategy 4:** Develop private, public, & non-profit partnerships in support of opening and sustaining more houses.

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**GOAL 5: Develop and implement a communications plan.**

**Strategy 1:** Develop an advocacy base with local parish priests and community leaders.

**Strategy 2:** Resume publishing a newsletter, on a quarterly basis to members, parish councils and interested third parties.

**Strategy 3:** Review existing insignia for letterhead etc to see if it can be modified to be more identifiable.

**Strategy 4:** Develop a logo that can be placed on tee shirts and caps.

**Strategy 5:** Raise our profile within the community and with youth in transition.

**Strategy 6:** Develop media support.

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**GOAL 6: Develop sustainable funding for current program and program expansion.**

**Strategy 1:** Raise Threshold's public profile (within the Anglican community & in the broader community).

**Strategy 2:** Actively pursue public speaking engagements with parishes, interdenominational groups, and community service groups.

**Strategy 3:** Continue to develop a grant-writing team who will apply for provincial and federal funding.

**Strategy 4:** Create information presentations using Power Point and DVD.

- Find a communications student to develop Power Point & video for fund raising.

**Strategy 5:** Investigate and develop the sponsorship of specific rooms or of individual young people.

**Strategy 6:** Work with planned giving officers

- Charitable gift annuity
- Bequest
- Life insurance

**Strategy 7:** Fundraising initiatives

- a) Develop corporate/ foundation sponsors, public & private partners.
- b) Continue with public events.
- c) Fundraising partnerships with other charities

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**Additional comments on the Strategic Plan (2007)**

- We successfully addressed several areas of the plan; there are still areas that need attention and development.
- We want to ensure our goals are realistic & achievable.
- We want to clarify and breathe new life into what we are doing.
- A lot has been accomplished since Marilyn Miller and Marion Little have become involved in this organization! Fabulous work by a fabulous pair :)
- Increasing our profile in the community is important both for funding and for informing potential clients of our program.
- We need more physical assistance from parishioners on committees and helping in work parties.

**New ideas (2008):**

- We might want to rethink our current staffing structure (would the program be better served by restructuring the hours of live-in staff so they work some shifts during the day, or by a combination of day & night shifts worked by off-site staff, or by the addition of a day-time outreach worker, or some other combination of house supervision and youth support...?).
- We might want to think about how current or future staff could contribute to the organization in more areas (particularly re: duties when youth are not in the houses to be supervised).
- Marion will draft a letter requesting community liaisons, and regular updates for distribution

**New ideas (2009):**

See strategic tasks chart.