

# Stella's Circle

Hope Lives Here

REAL  
HOMES

REAL  
HELP

REAL  
WORK

2020-2025

# STRATEGIC PLAN SUMMARY



RESPECT



WISDOM



CONNECTEDNESS



INNOVATION



COURAGE

## OUR VISION

A home, a job, a community.

## OUR LINES OF BUSINESS

REAL HOMES

REAL HELP

REAL WORK

## OUR PRIORITIES

We will be strong advocates who offer innovative programs and services to meet the current and anticipated needs of our participants.

We will be a transparent and accountable organization.

We will be a well-managed organization that is recognized locally and nationally as a leader in the community.

We will be a financially diverse, viable and sustainable organization.

We will be governed by a qualified, highly engaged volunteer board which ensures the mission of Stella's Circle.

## OUR VALUES



### RESPECT

We value people *without judgement*. We treat people with dignity and recognize their rights, opinions, *experience, knowledge* and *competence*. Everyone has a story and *every story is important*.



### WISDOM

We have *in-depth knowledge* and put that knowledge into practice. We are *aware of our responsibility* as a leader in the community. We are able to *explain openly and confidently* how and why we do the things we do.



### CONNECTEDNESS

We focus on *meaningful connections* in all contexts. We work hard at *collaboration* and *identifying potential partnerships*. We value *joint learning* and benefiting from *shared wisdom*.



### INNOVATION

We are *solution-focused* and *creative*. We think of *new ways to approach challenges* and are strategic and practical in addressing them. We look ahead to *anticipate future needs*.



### COURAGE

We encourage *resiliency, acceptance* and *change* and we *respect choices* people make. We want people to be *empowered*.

# GOAL

*Expand the capacity* of Stella's Circle programs, specifically *Housing Services* and the *Community Support Program*.

## 2025 TARGETS:

- ✓ Increase housing stock from 79 units to 100 units.
- ✓ Increase landlord engagement from 35 landlords to 40 landlords.
- ✓ Increase Community Support Program capacity from 40 participants to 50 participants.

### YEAR 1 TARGETS:

- ✓ Review current housing inventory to identify room for expansion.
- ✓ Determine gaps in services offered by Community Support Program.
- ✓ Engage with Eastern Health and the Department of Health and Community Services regarding expansion of the Community Support Program.

### YEAR 2 TARGETS:

- ✓ Identify funding mechanisms to increase existing housing inventory and identify approach.
- ✓ Determine approach to landlord engagement.
- ✓ Evaluate existing Community Support Program services, particularly as it pertains to specific population segments (eg seniors with complex mental health needs).

### YEAR 3 TARGETS:

- ✓ Proceed with funding for housing expansion and initiate increase in housing units.
- ✓ Implement approach to landlords.
- ✓ Work with Department of Health and Community Services and Eastern Health to determine approach forward with Community Support Program in terms of funding.

### YEAR 4 & 5 GENERAL TARGETS:

- ✓ Continue with expansion of units.
- ✓ Continue to approach landlords.
- ✓ Implement Community Support Program expansion.

## GOAL

Increase the *effectiveness and impact* of Stella's Circle programs, in a *healthy, respectful and engaged workplace environment*.

### 2025 TARGETS:

- ✓ Peer support is available in the Just Us Women's Centre, Naomi Centre and Employment Services.
- ✓ Hungry Heart Café, Clean Start and Home to Stay have annual social, financial and environmental goals.
- ✓ Each Stella's Circle program will have developed and tracked a set of effectiveness metrics.
- ✓ The National Standard of Canada for Psychological Health and Safety in the Workplace has been reviewed, implemented and evaluated.

### YEAR 1 TARGETS:

- ✓ Research various peer support models.
- ✓ Conduct an environmental scan into peer support best practices.
- ✓ Work with Deloitte regarding review of existing social enterprises.
- ✓ Strike evaluation committee to develop evaluation plan.
- ✓ Introduce and review the National Standard of Canada for Psychological Health and Safety in the Workplace to the Just for the Health of It Committee.

### YEAR 2 TARGETS:

- ✓ Develop a framework for moving forward with peer support.
- ✓ Implement relevant recommendations from the Deloitte review re social enterprise.
- ✓ Update program logic models to reflect reporting needs for the annual plan, board scorecard and funders.
- ✓ Work with government re multi-use agreements on indicators for reporting.
- ✓ Identify gaps in National Standard of Canada for Psychological Health and Safety in the Workplace and begin work to address the gaps.

#### **YEAR 3 GENERAL TARGETS:**

- ✓ Begin implementation of peer support model at Naomi Centre and Just Us.
- ✓ Determine financial, social and environmental goals for each social enterprise.
- ✓ Fully implement the National Standard of Canada for Psychological Health and Safety in the Workplace.

#### **YEAR 4 GENERAL TARGETS:**

- ✓ Begin implementation of peer support model at Naomi Centre and Just Us.
- ✓ Determine financial, social and environmental goals for each social enterprise.
- ✓ Fully implement the National Standard of Canada for Psychological Health and Safety in the Workplace.

#### **YEAR 5 GENERAL TARGETS:**

- ✓ Initiate evaluation of peer support model.
- ✓ Respond to results of Guarding Minds survey.

## GOAL

Strengthen our *brand awareness in the community* with a view to increasing our *ability to advocate*, maintain and increase *government funding* and increase our *fundraising*.

### 2025 TARGETS:

- ✓ Fundraising (direct mail; special events; donations; foundations) results will have increased by an amount determined by the Stella's Circle Foundation.
- ✓ Current government funding levels maintained while additional funding is available to increase our housing stock and community support program.

### YEAR 1 TARGETS:

- ✓ Engage the Board Marketing Committee and staff to determine the needs of a marketing plan.
- ✓ Develop a Table of Contents for the Marketing Plan.
- ✓ Engage with government partners regarding strategic priorities for the organization and funding implications.

### YEAR 2 TARGETS:

- ✓ Analyze results of current Fund Development Plan and develop draft of next Fund Development Plan to be approved by the Foundation Board.
- ✓ Develop Marketing and Communications Plan and outline priority action items.
- ✓ Engage with funding partners regarding multi-year agreement.

**YEAR 3 TARGETS:**

- ✓ Begin implementation of Fund Development Plan.
- ✓ Begin implementation of Marketing and Communications Plan.

**YEAR 4 TARGETS:**

- ✓ Continue to implement the Fund Development Plan.
- ✓ Continue to implement the Marketing and Communications Plan.

**YEAR 5 TARGETS:**

- ✓ Continue to implement the Fund Development Plan and begin to analyze results.
- ✓ Continue to implement the Marketing and Communications Plan.