



Strategic Plan Overview

Land Acknowledgement



We acknowledge that we are living on Indigenous lands. As a Christian organization we recognize with sorrow the impact of the church on the Peoples of this land. We commit to do the work to uphold our responsibilities to work actively toward right relations with the Indigenous Peoples of the land of Treaty 1 where we live and serve. We recognize God's call to reconcile with our neighbours and build healthy relationships where all can thrive. We hold deep gratitude to the Anishinaabe, Cree, Dene, Dakota, Metis and Oji-Cree Peoples who have and continue to steward and protect this land. We acknowledge the electricity we rely on comes from Treaty 5 & beyond and the water that gives us life is from Treaty 3.

Methodology



We knew that multiple voices needed to inform our strategy moving forward. We are honoured by those who gave us their time and deeply appreciate the feedback we received. It has helped us build all the components of this strategy.

To inform the Strategic Plan, we conducted surveys, interviews and engagement sessions with sector partners, Indigenous stakeholders, community members, staff, volunteers, donors, Siloam Mission's Board, and the general public.



Our Mission

To offer Christ's compassionate love to all who are in need of support, healing, and recovery.

Many in our society are struggling to meet their basic needs and so we offer support to do just that: clothing, food, shelter, and belonging. For so many who experience that struggle they are also experiencing isolation, medical concerns, and more, and so we offer healing programming in mental health, addiction recovery, and the health centre. We know each person has the capacity to recover. For those who have few other avenues to move forward on that journey, we seek to offer meaningful holistic accompaniment.

Our Vision

A Winnipeg without Chronic Homelessness

Homelessness may happen but it should be brief. There are many paths to homelessness and there needs to be more to being housed. People should not experience years of homelessness. By being a housing-focused organization, we seek to eliminate the experience of Chronic Homelessness.



Siloam Mission's Values call us to evidence the HEART of God in what we do.

Truth and Reconciliation

It is our response-ability as a Christian organization to acknowledge the realities and histories of the Original Peoples of this land and all who are oppressed.

This is enacted through historically-informed education, acknowledging the harms that were inflicted, and working towards disrupting oppressive spaces and systems that have contributed towards homelessness.

Holistic

A variety of services in one place to support the uniqueness of each journey.

Our trauma-informed, person-centred, strengths-based, and recovery-oriented care aims to transform the lives of all those we encounter and love them as they journey toward their full expression of health, safety, and housing.

Relationships

We honour the trust of those we serve and those who help us do so.

All of our work is thanks to the generosity of our donors, the time of our volunteers, and the trust of our community members and partners. We are transparent, accountable, and seek to work and serve with a collaborative and authentic spirit.

Equity

Offering those we serve support on their next steps towards healing and recovery.

We seek to meet people's basic needs and support their next steps towards recovery. We demonstrate the inherent worth of all people as divinely created in the Image of God by how we treat our team, supporters, and community.

Altruism

Our deepest call is to Love our Neighbours.

With Jesus as our role model, we are committed to service. We invite all people to work with us to achieve the best outcomes possible for those currently experiencing homelessness. As a neighbour in our sector we seek to collaborate with other agencies to reduce homelessness and its hardships.

Core Intentions



Our Strategic Plan has Core Intentions around which all our objectives are organized. These intentions serve us as the guiding principles of our work.



Community First

- » Our first priority is serving those who come through our doors in a way that supports their recovery journey, treats them with dignity, and demonstrates their inherent value.



Sector Best Practice

- » To be accountable to those we serve and those who help us do so by operating in ways that have been proven to be the most effective for successfully housing people and supporting them to maintain housing;
- » To empower our community members by being strengths-based and going beyond meeting their basic needs to holistic supports for their recovery journey;
- » To adequately train and support our staff to have the knowledge, tools, and resources to offer healing and recovery in a culturally competent and safe environment to all who come through our door.



Accountability

- » To publicly demonstrate the impacts of our work every year;
- » To be representative and inclusive in all areas of our leadership;
- » To have clear communication internally and externally with easy access to information about our values, processes, practices, and organizational structure.



Christian Service

- » To be inclusive and welcoming of all and take on the responsibility of building the right relations with those who currently do not feel they can access services here;
- » To collaborate meaningfully in the sector;
- » To be a progressive advocate for change on systemic issues leading to homelessness.

Key Priorities



Reduce Chronic Homelessness

This will start with the implementation of housing-focused practices and full participation in Naatamooskakowin, Winnipeg's Coordinated Access System. We will prioritize moving people from homelessness into stable housing with appropriate supports, with connection to Naatamooskakowin where clients can be directed to (and prioritized for) housing resources and other access points. Other goals toward reducing chronic homelessness include housing loss prevention (working with housed individuals to reduce the risk of eviction), maintaining and strengthening use of existing housing supply, and collaborating within the sector to establish more housing options.



Deliver on Commitments to Support Truth & Reconciliation and Improve Indigenous Relations

Siloam will work on the development of culturally safe spaces for Indigenous spiritual practices, healing, and knowledge transmission, as well as incorporate Knowledge Keeper supports into the offerings of Siloam. We will also work to integrate Indigenous perspectives into corporate practice, increase opportunities for Indigenous leadership to grow and develop within our operations, and strengthen Siloam's role as a resource and connection to Indigenous-led cultural supports and services.



Improve Supports

Improving supports will start with the adoption of best practice through behavioural-based entry, replacing Siloam's requirement for sobriety with a code of conduct, which will be developed in collaboration with community members and staff. Additional goals toward improving our supports include increasing our relationships and referrals within the sector, using our organizational voice for advocacy, and working toward more employment opportunities for people with lived experience of homelessness.



A Healthy Team and Healthy Organization

In pursuit of a healthy team and organization we will work to build strong internal communications for staff, solid governance at our executive and board levels, maximized performance through the adoption of performance management with staff, and a responsible plan for stewardship of our facilities.

Accountability



In order to be accountable we need to make clear targets on what we seek to accomplish thanks to the generosity of those who contribute, the HEART work of our teams, and the trust of those whom we serve.

As part of the process of developing this strategic plan, we created a list of objectives, timelines and metrics for each of the goals within our Key Priorities. These also correspond with a list of accountability points with measurable outcomes. All of these additional points can be found in our full-length Strategic Plan document.

Conclusion



This document is just a brief snapshot of our full strategic plan for Siloam Mission in the coming years. Our mission, vision and values included here are what guide us in all we do, and help set our direction with all of our goals and priorities.

We have provided a high-level summary here of what those goals and priorities look like, but there is much more detail and specifics available in the full-length plan, available [here](#) (or at www.siloam.ca/about-us).

For more information, please take a look at the full strategic plan. If you have any questions about what you see, you can email Tessa Blaikie Whitecloud, CEO of Siloam Mission, at ceo@siloam.ca.