

The Haven's 2010-2015 Strategic Plan (Full Version)

Executive Summary

The intention of the 2010-2015 Strategic Plan is to identify the steps needed to strengthen The Haven and to ensure that it operates on a financially sustainable basis, accounting for all the costs of doing business. The plan contains a set of goals which together represent a course towards economic and organizational sustainability. There are four main areas of focus for the goals: Curriculum; Marketing; Facilities/Operations and Finance/Funding. The goals are based on a group of underlying Assumptions (Appendix A) and on the results of a Situational Analysis (Appendix B) which provided important information on The Haven's current strengths and weaknesses.

The Haven's greatest assets are its programs and the faculty who teach them, and this plan adds a significant piece to what The Haven offers by developing a stream of programs focused on Couples. The Strategic Plan also builds on our current strengths by selecting some of our most successful leader-owned programs, marketing them more extensively and entering into co-ownership with the leader. Marketing is central to this plan as a way of increasing participant numbers and this plan ensures a long-term commitment to marketing by hiring a marketing coordinator and, as part of a comprehensive marketing plan, creating a number of short programs to offer a real introduction to Haven programs in various locations throughout North America.

Other goals in the Strategic Plan cover important areas such as:

- Consistently achieving an operating surplus in order to fund strategic investments.
- Addressing the issue of deferred maintenance and planning and initiating significant facilities upgrades.
- Establishing a long-term plan for fundraising.
- Setting targets for The Haven's Financial Aid Program and ensuring its ongoing support.
- Planning for succession within Haven faculty, assistants and interns.

The plan was developed in conjunction with a five-year forecast model which provides the financial roadmap towards sustainability. Once sustainability is achieved, the next step can be taken which will be to ensure that The Haven thrives in perpetuity.

Purpose of this plan

The Haven Strategic Plan has a 5 year time horizon and identifies where The Haven will be by 2015. It is a living document, which will be reviewed at least every 2 years, and revised as necessary, so that it reflects ongoing and emerging beliefs about The Haven's direction and strategy.

The Strategic Plan will provide the context for planning work done by other Board committees. It will also provide clear direction for nearer term planning and decision-making for how to deploy The Haven's finite resources, such as time and money, so that those decisions support progress toward the goals laid out in the Strategic Plan.

The strategy is described as a set of goals. For each goal, there will be a description of the goal, the rationale for the goal (why it's important), and a recommended approach for attaining the goal and how progress towards the goal will be measured. Each goal also includes information on the level of investment required, where appropriate.

There is both a summary and a full version of this Strategic Plan. The full version contains the goals in full and all of the appendices. The summary version contains the executive summary, a description of the goals accompanied by a brief rationale, and the underlying Assumptions upon which the Plan is based

Theme: Moving The Haven to Sustainability

The theme of this Strategic Plan is to chart a course toward organizational and economic sustainability. In preparation for this Plan, a thorough Situation Analysis was carried out, which comprised a review of the last five years at The Haven, focusing on both our strengths and weaknesses. Several key issues came to light as a result of this work, including that:

- Participant numbers are at status quo, neither increasing nor decreasing. The Haven is holding steady but at a level of business that doesn't support financial sustainability.

- There has been underinvestment in our ongoing maintenance of The Haven's facilities, and have not accounted for services provided free of charge. There has also been no provision of funds for projects requiring major investment.
- There has been no clear identification of the role of fundraising at The Haven, nor has there been a consistent approach.
- There has been no clear target for the amount of financial support provided by the Financial Aid program, and there has not recently been the required stability in the amount of funds raised to support the program.

For the Situation Analysis in full, see Appendix B.

The Strategic Plan addresses these fundamental issues, and in doing so moves The Haven onto a more sustainable footing.

The Plan – Focusing on Four Areas of Sustainability

Focus Area 1: Curriculum

Expand The Haven’s Curriculum by Creating a Relationships ‘Stream’ for Couples

The Haven will build up a program stream that is specifically targeted at relationship skills for couples, made up of a combination of existing and new programs.

Rationale

The Haven already has a number of programs, both Haven-owned and leader-owned, which focus on couples in relationships. Currently these are somewhat ‘isolated’ within the overall curriculum, and most of them expand their target audience to include a broader definition of relationships. By strengthening and reorganizing what The Haven currently offers, expanding our current expertise in this area, adding new Haven-owned programs and promoting the resulting program stream with a focused marketing effort, The Haven can successfully expand into a new market and attract an increased number of both current and new participants. This will in turn create synergy with the rest of The Haven’s curriculum.

The target audience for such programs already knows that they have needs. In this way they are easier to connect with than the audience for the less commonly understood area of ‘personal development’. Narrowing the focus of the programs on couples only, marketing efforts will be focused on a specific target audience with a clear marketing ‘message’, and will therefore be more effective.

Recommended Approach

- The target audience is couples only. Primary relationships (gay and straight) – both partners attend programs, no singles.
- We will gain access to the target audience through counselors and associations of counselors, as well as through service organizations (schools, libraries, doctors, churches) and using marketing tools like the Virtual Dialogues as an introduction. In addition, these programs will attract current program participants who are looking for more focused work on their relationship.

- The programs will address the main life goal of a good loving relationship, by providing skills, education and tools for couples. The focus will be making relationships work.
- We will be developing a series of new, Haven-owned programs that will be central to both the structure of the stream and the revenue contribution to our sustainability. In addition there will be a set of shorter (3 night) programs, focusing on specific topics of interest to couples, such as: boundaries; money; parenting; communication; sex and sexuality; family dynamics; what is loving?; fighting fair; relationship crisis. Programs of this type already exist at The Haven, and will either be incorporated into this new 'stream' or developed as Haven-owned programs in direct response to the interest/demand indicated.
- This is intended to be a completely separate 'stream' of program, with its own marketing plan and pricing structure (including package pricing).
- These programs are intended to be offered at The Haven. Timing is flexible, and school holidays should be avoided. We may want to consider offering some childcare possibilities, and it is preferable for couples to come without children.

Measurement

An initial estimate (low/mid/high) on additional participant numbers is as follows:

Numbers (in couples) per program:

Low/pessimistic = Year one 6 (12 people); Year two 8 (16).

Mid/realistic = Year one 13 (26 people); Year two 15 (30).

High/optimistic = Year one 20 (40 people); Year two 24 (48).

Additional participants per year resulting from the number of couples per program (see above):

Year one (minimum 2 programs) = 24 (low); 80 (high).

Year two (minimum 4 programs) = 64 (low); 192 (high).

Investment Required

\$20K for the development of the 'core' programs.

\$15K for marketing and promotion.

In the second year:

\$20K for continued program development.

\$10K for marketing.

In the third year:

\$10K for marketing.

Explore the Potential for Haven Programs for Business

The Haven will budget for exploring the potential of Haven programs focused on the business sector.

This investment is planned to commence in 2012, and planning work is already underway.

Rationale

Haven teachings are relevant to the workplace and can offer businesses a pathway to improved communication, skills in dealing with conflict and greater teamwork. There are a number of faculty who are already working privately with businesses with great success. By working with businesses The Haven would expand its reach, bring in more participants (who will attend other programs in the curriculum) and can increase onsite capacity on traditionally 'quiet' weekdays.

Recommended Approach

- Bring together the faculty who are already working in the area of business to share best practice and begin planning for the creation of Haven-owned programs for business.
- In 2012 identify the best steps towards achieving the goal of programs for business and initiate a plan.

Measurement

- Successful implementation of the plan.
- Targets for participation (identified in the plan) are achieved.
- Increased number of participant nights both at The Haven and off site.

- Use of onsite facilities on weekdays.

Investment required

An initial investment of \$20K in 2012.

Plan for Faculty, Assistant and Intern Succession

The Haven will put a plan in place to ensure that we have an adequate number of well-qualified Faculty, Assistants and Interns, as required to support an increased number of programs and to compensate for natural attrition among these groups.

Rationale

Faculty, Assistants and Interns are a vital human resource that makes it possible for The Haven to offer high-quality learning experiences to participants. Without adequate numbers of Core Faculty and Core program Assistants, we would not be able to deliver our basic programming.

Interns in the Certificate and Diploma training programs add not only to our financial health by paying room, board, and tuition, but also add richness and depth to the Come Alives and Phases and form the pool from which are drawn future Assistants and Faculty.

Recommended Approach

Numbers of interns and assistants and trends in this area will continue to be carefully monitored and tracked based on predicted levels of attrition of faculty over the next 10-15 years. A new Leader in Training (LT) program has been introduced to encourage experienced Assistants to develop into core program leaders. As of January 2010 there is one person into the LT program and one or two more may join later in 2010 or early in 2011.

Investment Required

For 2010 (based on 1 LT) a budget of \$5,000 and for each successive year estimate \$5,000 per year per LT.

Measurement

- Within the 5 year planning period, a minimum of one person per year enters the Leader in Training program.

- By the end of the 5 year planning period, at least four people graduate from the Leader in Training program.

Focus Area 2: Marketing

Make a Long-Term Commitment to Marketing The Haven's Programs

One of The Haven's greatest assets is its programs, in particular those which are grounded in the philosophies and ideas assembled by our founders. These form 'the dynamic and evolving foundation of what The Haven offers' (see Underlying Assumptions Appendix A). The Haven will make a long-term commitment to marketing its programs at a higher level than ever before. This will include the recruitment of a marketing coordinator and assigning an appropriate level of funding in order to create a comprehensive marketing strategy and plan for implementation. As part of this goal, a new approach to marketing will be developed and integrated through the creation of a set of programs to take 'on the road'. The Haven will also take steps to increase the geographic reach, absolute number, and activity level of our network of referrers and investigate the potential benefits of new media to marketing The Haven.

Rationale

By making a commitment of this kind and through the creation of a marketing plan, The Haven will be stronger in all aspects of its work. Such investment is key to ensuring the success of the curriculum goals described above.

By taking several short programs on the road, The Haven will significantly expand the opportunity for people to experience the best of what Haven programs have to offer without the accompanying expense of travel and accommodation. This will both increase the absolute number of people with a clear sense of what The Haven is about, and will allow us to extend our referral network into new geographic locations.

Referrals are and will likely remain the primary way that people learn about The Haven and ultimately decide to come here. By working more effectively with our current referrer network, increasing the number of active referrers in a given location, and the number of locations with active referrers, we will expand the number and geographical location of people who decide to attend Haven programs.

It is also important for The Haven to take advantage of the benefits new media offers and at the same time create a clearer, stronger positioning and public identity for The Haven; a message about what The Haven offers, and why people should care.

Recommended Approach

- We will recruit a marketing coordinator to work with the Executive Director to develop a comprehensive marketing strategy and plan for implementation.
- We will develop three new short weekend programs. These 'On the Road' programs would be on topics with high appeal such as Stress, Communication, Relationships or Life Balance, and would leave participants with a sense of the value of coming to The Haven for further programs. Three programs will be offered in a year in any given location and initially target three locations each year. These introductory programs will be offered on a break even or small profit basis.
- We will design and implement a systematic strategy for recognizing and nurturing The Haven's relationship with current referrers and increase both the number of referrers and their geographic reach.

Measurement

- Part of the marketing strategy would include a way of measuring the impact of the additional commitment to marketing on broader areas, such as participant nights, donations received, brand definition and recognition.
- New non-referred registrations.
- Increased recognition of Haven faculty as leaders in our area of expertise, e.g. through articles published, presentations given, invitations both to present and contribute articles etc.
- An increase in participants and participant nights in all programs, Haven-owned and leader-owned.
- An increase in participants and participant nights, as a direct result of the expansion of the referrer base.
- Positive feedback from our referrers.

- 20% of those who attend an 'On the Road' program take a regular program at The Haven within two years.
- Growth in non-alumni E-News subscribers

Investment Required

An initial investment of \$50K in the first year, made up of \$30-40K salary expense and \$10-20K for materials. An additional \$21K over 3 three years for the development and marketing of the on the road programs.

Market and Promote Selected Programs

The Haven, will identify leader-owned programs and, together with the program originator, re-work them as needed, market and develop them into co-owned programs.

Rationale

There will always be a place at The Haven for leader-owned programs which '[keep] our offerings fresh by cultivating and integrating new ideas that are in alignment with our philosophical foundation' (see Underlying Assumptions Appendix A). There are a number of these leader-owned programs at The Haven which have been running for a number of years, attracting reasonable numbers of participants, which do not currently receive significant marketing support. These programs focus on life issues which are very relevant to today's society, such as anger, anxiety, depression, loss, addictions and others, so they are relatively easy to promote. By putting selected programs through a process of review to ensure their current relevance, and then investing in promoting those programs fully, the programs will attract an increased number of participants to The Haven.

Recommended Approach

- Specific criteria will be created to identify which programs will be considered for additional marketing and promotion.
- The target audience for these programs includes the current audience for Haven programs in general, but also includes people interested in each program's specific focus who we are not currently reaching with our existing marketing approach. This potentially expands on the current

base of participants interested in Haven programs, and would appeal both to participants who have already attended a program and those who are new to The Haven.

- Access to the target market will be gained in the same way as currently. Building on this, through a straightforward and relatively small increase in marketing, other useful ways of gaining access will be used, e.g. professional newsletters, direct contact with individual professionals and professional offices, contact with health stores and newsletters, continuing the work of gaining Continuing Education credits etc.
- The selected programs will be reviewed, and so may change (content, length, title), and will receive an enhanced level of marketing support. The intended location would continue to be Gabriola, although there may be some potential for off site work. It may ultimately be possible to move these programs from their current weekend slot and into Monday-Thursday.
- The issue of ownership of the selected programs will need to be addressed, with a view to them at least becoming co-owned. There will need to be an upfront written agreement between The Haven and the program originator that the intention is to make the program co-owned.

Measurement

These programs already attract participants in significant numbers. With additional support there will be an increase in the number of participants attending the selected programs as well as an increase in enrollment in both Haven-owned and leader-owned programs due to the increased interest in Haven programs.

- In the initial stages, at a minimum an increase of 50% enrollment in a program within two years.
- A minimum of 25% of participants will be first-timers within two years.
- Over the longer term, we would anticipate not just an increase in the number of participants, but also an increase in the number of times a program is offered (both on site and off site), which will increase participation dramatically. A goal of doubling the number of times a program is offered in a year would not be unrealistic.

Investment Required

- In the first year, one or two programs will be selected and reviewed. Total cost in the first year will be \$11K, of which \$6K will cover the review and \$5K for marketing. In the second year, two or three programs will be selected and an additional \$11K (split the same way) will be invested. In the third year it is anticipated that the first programs will have recouped the initial investment and a final investment of \$11K will be required. There may be some additional costs associated with moving programs into co-owned ownership which have not yet been incorporated into the investment calculations. These will be included when the amounts become clear.

Focus Area 3: Facilities and Operations

Prepare For and Commence Significant Planned Facilities Upgrade

The Haven will apply for and receive the rezoning necessary and then create a needs-based facilities master plan, and begin implementing that master plan with a significant upgrade to The Haven's facilities.

Rationale

The Underlying Assumptions (Appendix A) include the commitment to staying in The Haven's current property and location. It is important that the quality of the facility matches that of the learning opportunities

Some of The Haven's buildings are coming to end of their natural life and, with our current zoning, our options for improvement are limited, hence the urgent need for rezoning. Once that is in place, a master plan for facilities is required to ensure that capital investments are made wisely, and with a coherent long-term result in mind.

Recommended Approach

The Haven's Board and Management have already initiated negotiations with the Islands Trust on rezoning. This process is expected to be concluded in 2011. It is currently anticipated that work to create the master plan will begin in 2012 and a preliminary budget of \$50K has been identified in the forecast model for this work. Once the master plan is complete, The Haven will identify one major step to be taken in upgrading the property and the means by which this project would be funded. This may be a combination of debt, revenue and fundraising (this question remains to be explored). All facilities

upgrades will be planned with The Haven's ongoing commitment to 'operate in an environmentally sensitive and responsible manner' in mind (see Underlying Assumptions Appendix A).

Measurement

- The rezoning work is completed by the end of 2011.
- The new zone enables us to make the required upgrades to the facilities.
- Requirements for a master plan have been clearly defined.
- A master plan is in place by the end of 2012.
- By 2015 one or more major upgrade projects have been identified, funding provided and work has been initiated.

Perform Deferred Maintenance

The Haven will complete a comprehensive analysis of the facility, in order to identify and prioritize the accumulated deferred maintenance work into a five-year plan.

Rationale

In order to support participants in Haven programs and to ensure their comfort, an acceptable level of quality of session rooms, accommodations and common areas must be provided. In addition it is financially prudent to move to a situation where ongoing maintenance issues are dealt with before they arise.

Recommended Approach

The first stage will be to complete the comprehensive analysis of the facility, which will enable us to know with greater certainty the overall scope of the accumulated deferred maintenance. It is currently anticipated that an additional amount of \$100K invested between 2011 and 2014 will ensure that all deferred maintenance will be completed by the end of the plan in 2015, and we will be in a position to implement preventative maintenance, anticipating issues before they become serious problems.

Measurement

The five year plan will be the primary tool for measuring success in this area. In addition, in 2015 another analysis will be carried out to ensure that all of the issues identified have been addressed.

Foster a Culture of Excellence at The Haven

It is stated in the Underlying Assumptions (Appendix A) that 'The Haven is committed to providing an appropriate compensation and benefits package and creating a healthy and constructive working environment'. In support of this, The Haven will promote and encourage continuous improvement in all areas of our operations. Managers and staff will consistently meet or exceed agreed upon standards of excellence in all departments . The Haven will create an environment that supports employees to improve skills, knowledge, and level of professionalism, Managers will be held accountable for financial results and employee performance in their departments through an interactive performance management system.

Rationale

Participants and other guests who have a high quality experience at The Haven are more likely to return in the future and to recommend The Haven to others. By creating a workplace where employees can add to their current skills and also benefit from a commitment to excellence, The Haven will be in a better position to retain and recruit suitably qualified personnel. Through trained, committed, and accountable employees there will be opportunities to identify and realize cost savings which will contribute to our bottom-line and enable The Haven to continue to invest in one of its most valuable resources: our people.

Recommended Approach

- Extend an effective and practical system of performance management to all levels of staffing throughout the organization.
- Identify skill gaps and address them through a comprehensive and ongoing system of staff training.
- Where appropriate, invest in new technology and equipment to achieve greater efficiency.
- Provide appropriate incentives for staff to both achieve high standards of participant and guest care and identify areas of cost savings.

Measurement

- Continuous and measurable improvement in the feedback from participants and other guests, as well as from other major stakeholders, such as faculty, board members etc.
- Information collated from the performance management system indicating stated goals are being achieved.
- Financial results together with measurements of quality, efficiency, and effectiveness.
- Feedback from staff demonstrating that they have the skills required to do their jobs to an agreed upon standard.
- Successful training program to provide employees with the skills required to perform their duties.

Investment Required

- Increase to employee training budget. The final amount will not be clear until the skills review is completed.
- Investment in equipment and/or technology to support a net improvement in efficiency.

Focus Area 4: Fundraising and Financing

Establish a Comprehensive Fundraising Strategy and Plan for Implementation

The Haven will use fundraising as one of the ways to fund financial aid, major investments and capital projects in the next five years. This will be done in the context of a long-term plan which identifies The Haven's needs, how donations will be used and the benefits of each investment or project.

Rationale

As stated in the Underlying Assumptions, The Haven is a registered charity, and is therefore able to raise funds by connecting The Haven's needs with donor interests. Over the next five years, The Haven needs to invest in some major projects identified in this strategic plan (curriculum, marketing, facilities master plan) and initiate a program of capital projects. By creating a long-term fundraising plan that clearly identifies our needs and that is comprehensive, coherent and connects with donors in a relational way, we can match the interests of our donors to The Haven's investment needs. This will maximize our

ability to fundraise and will ensure that The Haven is able to pursue its mission and achieve its goals. This will also enable us to continue to fund the Financial Aid program so that it reaches its stated target.

Recommended Approach

To move to a more focused approach to fundraising that matches donor interests to The Haven's needs on an effective and ongoing basis. This work may entail working with a fundraising consultant and using data from market research with donors to create a long-range fundraising plan to address key issues including:

- Clearly defining the highest-priority areas of need which will receive fundraising focus over the next 5 years.
- Identifying and prioritizing among the different types of potential donors, along with the most effective ways to communicate and connect with them.
- Determining ways to identify and connect with potential new donors on an ongoing basis.
- Identifying the respective roles of the Board, the Development Committee, Management, Haven Staff and others in ongoing fundraising efforts.
- Assembling a set of ongoing fundraising programs and initiatives that will provide the structure for a coherent and effective fundraising plan.

Measurement

The measurement of this goal will be revisited after the strategy is in place, which is planned for June 2010. It is anticipated that additional goals and measurements will flow from the creation of the roadmap.

Investment Required

It is clear that a long-term and prolonged commitment to a fundraising budget is important to The Haven. The amount of investment required to ensure the effectiveness of the strategy will be included once it is in place.

Commitment to a Substantial and Stable Financial Aid Program

The Haven will set a target for financial aid (expressed as a percentage of total participant nights provided through financial aid) and ensure that the Financial Aid program will continue at an appropriate level of funding for the duration of this strategic plan.

Rationale

In the Underlying Assumptions (Appendix B), The Haven's commitment to accessibility and a Bursary/Student Aid program is clearly stated. To date this program has been tied directly to funds raised in the previous year. To ensure the future sustainability of this important program, a contingency fund will be created, so that the program is sustainable and continues, even if insufficient funds are raised to support it.

Recommended Approach

- The goal is to provide a minimum of 6% of total participant nights to be funded through the financial aid program. This figure is based on the average number of participant nights funded through the financial aid program in the last four years. This goal ensures funding to approximately 40-60 individual participants per year.
- This goal will be to fund the Financial Aid program from designated donations (including endowments and similar programs).
- We will also establish a contingency fund (initially created via donations) to help minimize the possible effect of year-to-year fluctuations on the availability of Financial Aid.

Measurement

- Number of participant nights funded through the financial aid program.
- % amount of budget met through designated donations.

Investment Required

In order to provide funds for the target number of participant nights funded through financial aid, a budget of \$60K per year is currently required. This will increase year on year, and may be subject to significant increases if, for example, prices are raised or total participant nights increase. In addition a

\$30K contingency fund will be created through fundraising to top up the Financial Aid program if there are insufficient funds for 100% of the budget.

Establish, Achieve and Maintain Financial Sustainability

Within the next five years, The Haven will identify, achieve and maintain a financially sustainable position, which will include consistently achieving an operating surplus that will be used to help fund other strategic goals described in this plan.

Rationale

As identified in The Situation Analysis (Appendix B), the consequences of not operating in a financially sustainable manner have clearly included an ongoing underinvestment in The Haven's facilities and an inability to make major strategic investments. It is imperative for the future success of The Haven that steps are taken to ensure that these and other important issues are addressed.

Recommended Approach

- Establish a 10-year prospective maintenance project budget/plan, and reflect this in each year's operating/capital budget plans
- Establish and fund a contingency fund totaling a minimum of \$100K over a period of 5 years
- Allocate funds in projected annual budgets for other strategic investments identified in this plan, along with projected means of funding those investments.
- Bring in additional revenue through increased enrollment and (to the extent necessary) by raising prices.
- Clearly identify the role of debt – if any – in projected annual budgets. This would include amount of debt, expenses of servicing the debt, plan for paying down the debt.

Measurement

The five-year forecast model created in conjunction with this Strategic Plan will play an important role as an ongoing planning tool. The forecast model illustrates how we can achieve a surplus and continue to make strategic investments: it also enables tracking and updating of progress on a year by year basis. In this way the forecast model will become part of The Haven's institutional memory for strategic decisions that have been made as part of this Plan.

Appendix A

Underlying Assumptions

Introduction

The purpose of this section is to describe the key assumptions that underlie the goals and approaches that will make up The Haven's 2010 five-year strategic plan.

The Assumptions

The Haven is committed to operating in a manner that is congruent with the ideas expressed in The Haven's vision, mission, values, philosophy, purpose and teaching principles.

The Haven will continue to operate indefinitely. We are in this for the long-haul, so goals and decisions should be made with continuity and a long-term time horizon in mind.

The Haven is committed to staying in its current property and location on Gabriola Island. The Haven property on Gabriola is a beautiful setting and container for participants' experiences. It has all the benefits of a remote setting, without being too difficult to get to. While Haven programs can and will be offered elsewhere, past participants' connection with the existing property is an important part of the goodwill that supports our referral-based marketing, and our connection-based fundraising.

The Haven is committed to providing high-quality, transformational learning experiences in a group setting. This is what makes us special, and we should direct our energies toward maintaining and improving this area of our work.

Haven programs are grounded in a common philosophical foundation. The philosophies and ideas that our founders have assembled – expressed in programs such as Come Alive and the Phase programs – are the dynamic and evolving foundation of what The Haven offers. This sets us apart from many other learning centers, and helps support participants seeing the value in taking additional programs that The Haven offers. In addition, we will continue The Haven's tradition of keeping our offerings fresh by cultivating and integrating new ideas that are in alignment with our philosophical foundation.

Serving the learning needs of a growing number of people is desirable, to the extent that it can be done without sacrificing the quality of learning experience that we offer. It is desirable for supporting our sustainability, and for making a bigger difference in the world.

Having an engaged and energized Faculty is essential to our ongoing success. The passion and caring of The Haven's faculty are essential to the learning and growth of our participants.

Retaining employees and faculty is important to the sustainability and success of The Haven. To support employee and faculty retention, The Haven is committed to providing an appropriate compensation and benefits package and creating a healthy and constructive working environment.

The Haven has chosen to be a registered charity as well as a charitable educational institution and this has some implications for how we do what we do:

The Haven is committed to keeping our programs accessible to a diverse range of people spanning a wide economic spectrum. This enriches the program experience, and as a charitable organization, this is an important part of the "social good" that we provide.

We will aim to keep our program prices as low as possible, in keeping with our other values and planning assumptions.

We are committed to a Bursary/Student Aid program as a means to include participants who can't afford our programs at their regular prices.

We can raise funds by connecting The Haven's needs with donor interests, which will support The Haven in meeting our important goals of sustainability, growth and accessibility.

As a Charity, we re-invest any surplus into the organization to ensure its future success in meeting the needs of our participants.

The Haven will operate in an environmentally sensitive and responsible manner.

Appendix B

Situation Analysis for The Haven's Strategic Plan 2010-2015

Introduction

This situation analysis is a review of recent trends in a range of areas, to help identify the critical issues regarding The Haven's future. The intended result is a clear definition of the strategic issues and choices that we face as an organization.

Where possible, the information below covers a five year period from 2005 to 2009. The 2009 figures include the most recent forecast figures to the end of the year.

This is a snapshot of the first few years after the transformation of the organization from a founder-owned business to a registered charity. Given that succession is one of the thorniest issues faced by family/founder-owned businesses¹, it is a testament to the passion, generosity and dedication of many people over a number of years that The Haven is still here, debt-free and in a financially sustainable position.

Having successfully navigated the first five years after the handover, we are now poised to take the next evolutionary step which will ensure that The Haven will attain sustainability and thrive into the future. The critical issues identified in this analysis will inform the choices that need to be made.

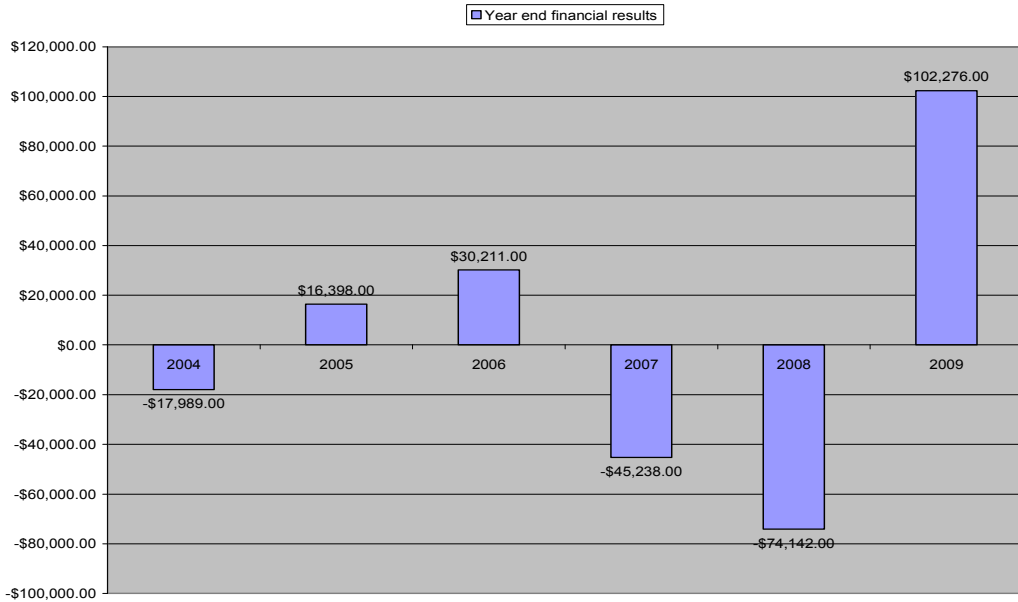
Critical issue #1

In the last five years, we have failed to either provide funds for projects requiring significant investment, or put money aside in a contingency fund

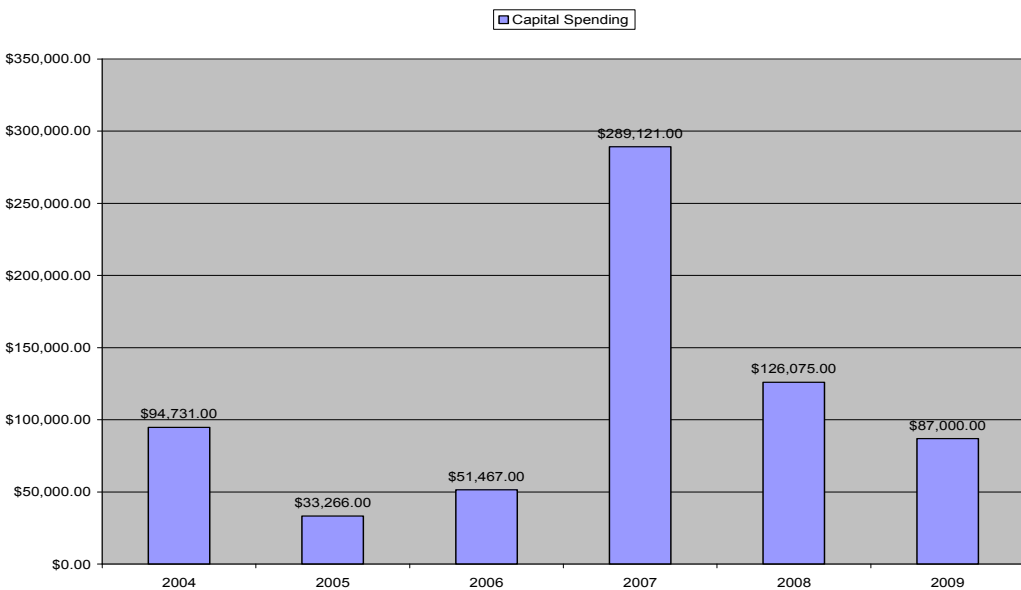
Critical issue #2

We have not been accounting for the true cost of doing business. Even when we have made a small surplus or broken even, it has been as a result of 'subsidizing' the business through underinvestment in our ongoing maintenance and not accounting for gifts in kind and services provided free of charge.

¹ <http://knowledge.wharton.upenn.edu/article.cfm?articleid=839>



Over the last few year end results, there has not been much, if any, money left to spend or invest in facilities or any other major project. On the capital budget side, there have been some years of underinvestment (2005 and 2006) and much of the work done under capital spending has been repair, not improvement. To fully understand this issue, we need to complete the work (which is underway) to identify the total cost of deferred maintenance over the past five years.



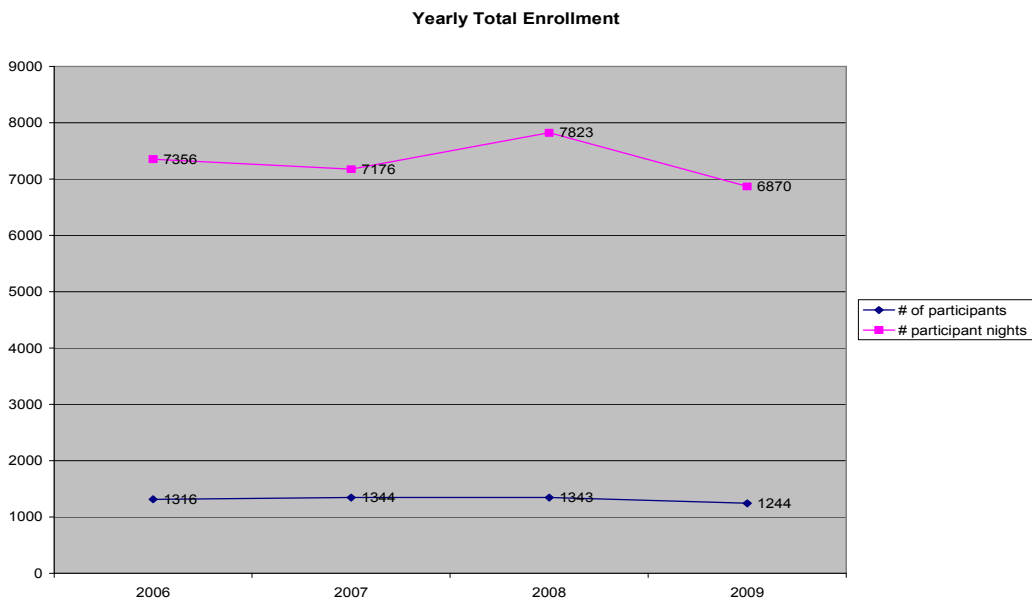
Critical Issue #3

We are not currently able to meet our need for additional revenue through growth in the number of participants. We have increased our program revenue, and this has been achieved through price increases.

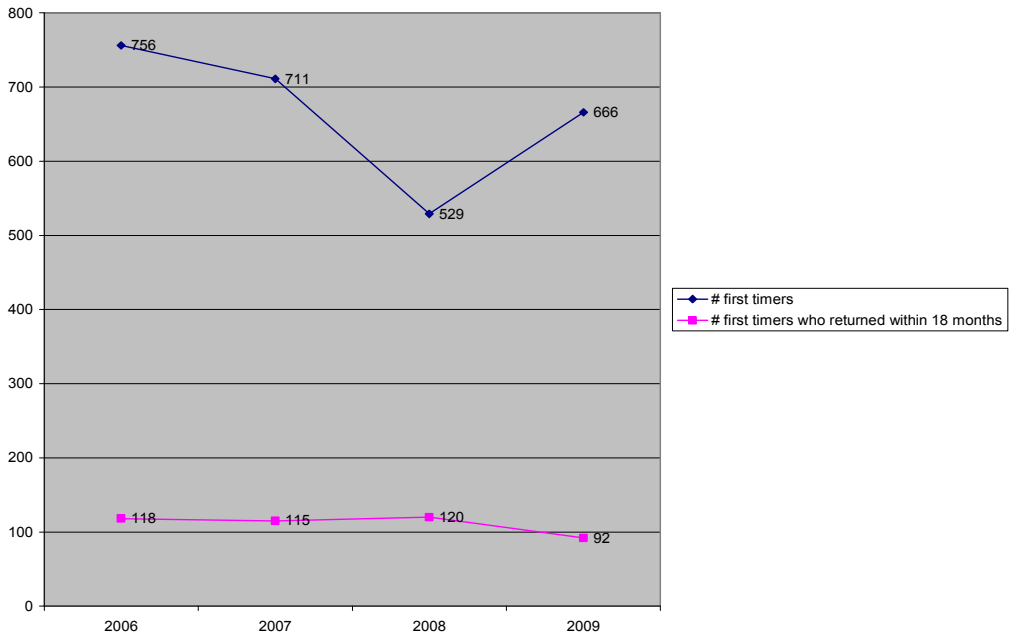
In terms of number of participants and participant nights, although there is some variation between years, the general trend is status quo.

Yearly total enrollment, in # of participants, and participant nights.

NB. It should be noted that these figures include participants who come for programs multiple times in one year. The numbers are also not necessarily consistent over the years in terms of what programs are 'counted' and which are not. However, the information is sufficiently accurate to identify general trends.



Recent trends show a decrease in the # of first time participants and an increase in those who returned. However, neither trend is very significant in terms of actual numbers. We are at approximate status quo.



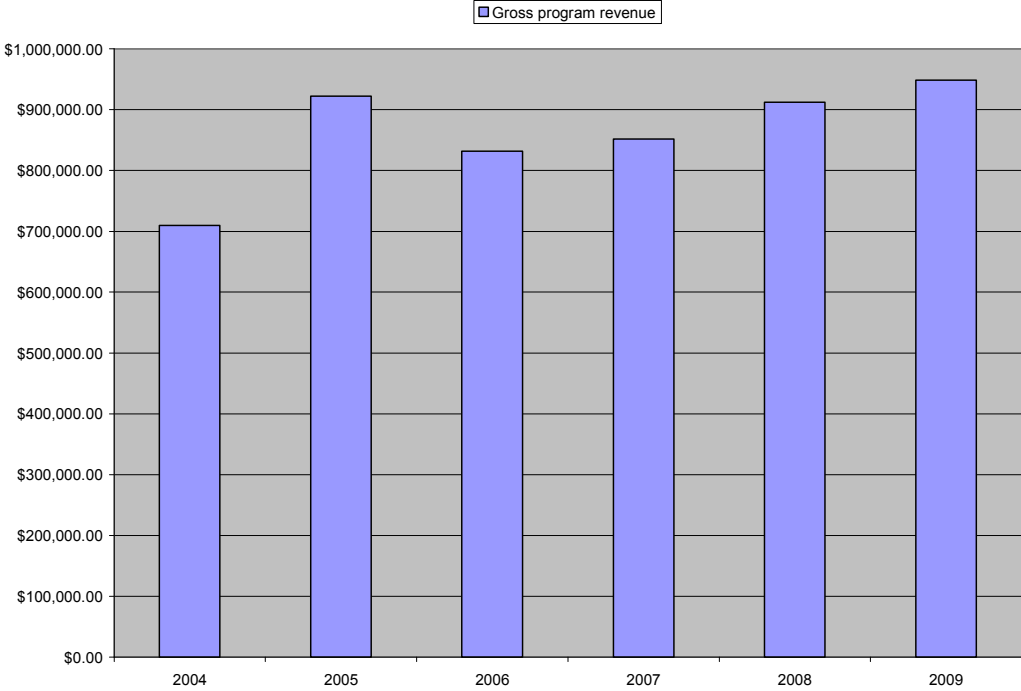
2008 & 2009 figures are not yet complete for next 18 months.

We have been increasing prices year on year, which has contributed to an increase in program revenue. The increase has not come from increased numbers of participants (see above). These increases have not been based on the true cost of doing business (see #2). To date, the price increases have not had a major effect on enrollment, and we do not know when we will hit the 'ceiling' for price increases.

Program Price Increases

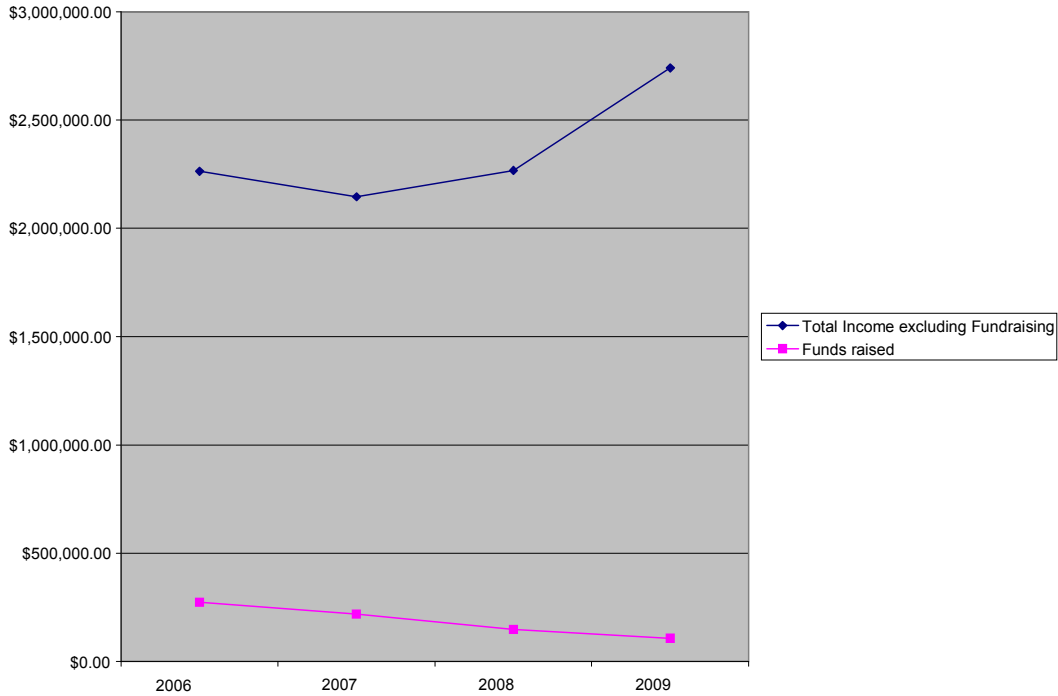


*Phase I 2005/6 is an anomaly. It is thought this reduction was made because participation was falling. We are now back to over pre 2006 prices.



Critical Issue #4

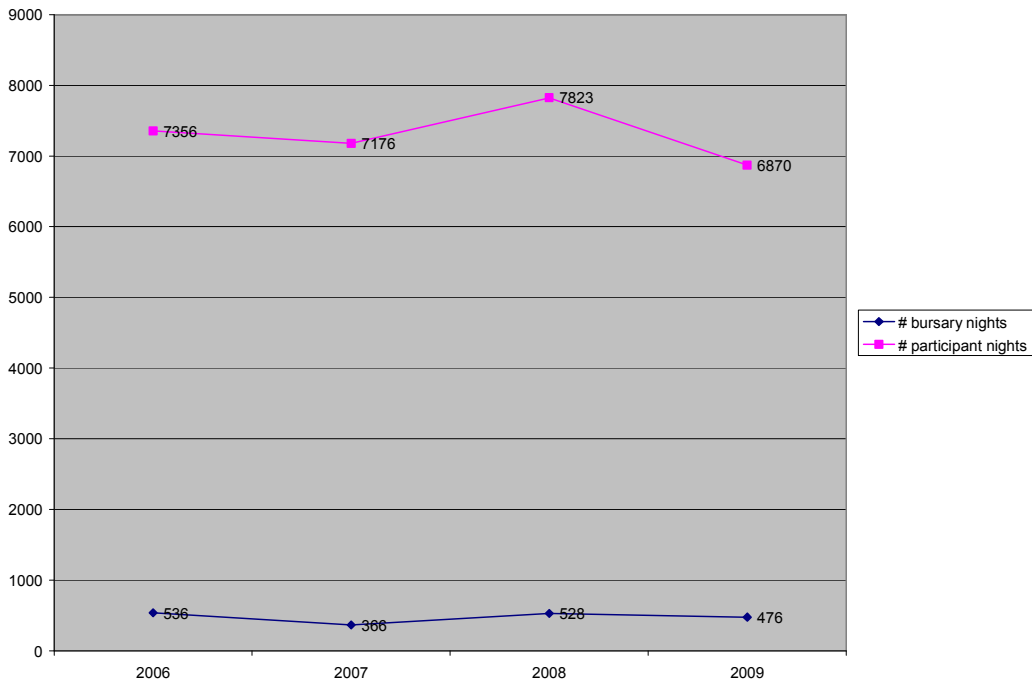
Since 2005, we have year on year raised a diminishing amount of income through fundraising. It is important to identify and clearly define the role of fundraising in generating income for The Haven. Until this is done, it is difficult to rely on fundraising to provide funds for particular projects.



Critical Issue #5

Bursary programs form a significant (and relatively stable) percentage of our participant nights. We have to date relied on donations to fund this program – so the program may not be sustainable at this level if fewer donations are received in the future.

Yearly breakdown of total enrollment (participant days) between paid and bursary.



Critical Issue #6

Apart from in July and some of August, we have unused capacity in both accommodation rooms and session rooms. Traditionally 'empty' days are midweek.

The situation we currently find ourselves in is that we don't have capacity to grow our business during our busiest times (summer & weekends), and we don't have business to fully utilize our facility for much of the rest of the year.

With our current systems, it is very difficult and time consuming to get an accurate picture of our occupancy. The last time this was done was in 2006 for a previous strategic planning exercise. At that time, the suggestion was that we are at overall 35% occupancy through the year, which gives us room to grow.

Conclusion

If we are to account for the true cost of business with the aim of reaching financial sustainability, The Haven needs to increase its revenue.

This situation analysis has identified the following strategic issues facing The Haven from the last five years:

- The number of participants/participant nights is at approximate status quo.
- We have achieved an increase in program revenue through increasing prices.
- The amount we raise from fundraising is diminishing.
- The bursary program, which is funded by donations, supports 5-7% of our program participation.
- We have capacity to increase the number of participants in programs and the number of programs at certain times of the year and the week.

Some of the areas to urgently focus on, therefore, include:

- What is the true cost of doing business?
- How can we plan accordingly to achieve financial sustainability?
- How can we invest in our facility to shift the focus from repair to improvement?
- How to increase program revenue by increasing participation as well as prices.
- What is the role of fundraising at The Haven and its relationship to important programs such as financial aid?
- How to identify programs which can utilize the unused capacity that we currently have midweek.