

# A Safe Place<sup>+</sup>

Support & Resources for Domestic Abuse

## STRATEGIC PLAN

2023-26

### OVERVIEW

Strategic planning is defined by [The Business Dictionary](#) as: “a [systematic process](#) of envisioning a desired future, and translating this [vision](#) into broadly defined [goals](#) or [objectives](#) and a sequence of steps to [achieve](#) them.”

Being “strategic” means to be “calculating, politic, judicious, prudent and shrewd.”

Every organization and business should have a strategic plan, but many don’t, and often, those that do, don’t use their plan. Having a useable plan with realistic, achievable goals that is fully integrated into the governance and operational structures offers your organization a competitive edge enjoyed by few others. Having and using a good strategic plan means your organization can:

- Get in front of the demands for your services, being *proactive* rather than *reactive*;
- Be more successful in realizing grants and funding opportunities;
- Recruit and retain the best people;
- Be well-prepared to adapt to the ever-changing demographic, political, and economic landscape.

### HOW TO USE THE PLAN

This plan is intentionally light on theory and heavy on action, developed to provide a road map for the organization in:

- Governance
- Budgeting
- Funding
- Staffing
- Volunteer recruitment and retention
- All aspects of operations

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- Marketing and communications

**Integrating this plan into your staff meetings, board meetings, and reports will support success.**

Supplementary documents are available upon request that can help integrate this plan into all facets of the plan. These include:

- Project/Action Plans
- Key Milestones Report
- Staff and Management Report Structures

The pieces of this plan have been infused into all of the above-named documents. Using all of the pieces of the puzzle, working together, will position the organization to meet all of its objectives.

The plan divides the plan into three distinct but inter-woven pillars. The “Objective” in each pillar acts as a three-year vision statement, or picture of success, describing where the organization aspires to be in three years. Under each pillar’s objectives are several goals, which are the things that the Strathcona Shelter Society will do to reach those objectives. Attached to each goal is the “when”. “When” is purposefully described as “Now”, “Next”, “After That” and “Later” rather than having dated deadlines; this provides optimal flexibility in getting to “done”.

## Definitions

This plan includes terminology that is specific to crisis work and social service work. As such, definitions of some of the terminology are included here for clarity.

**Trauma-informed:** *Recognizing the impact of trauma on the physical, emotional and mental health of individuals and families, and striving to deliver services that foster growth and healing.*

**Client-led:** *Involving and supporting the person at the ‘center of the service’ to be involved in making decisions about their care.*

## Vision Statement

**A community where families and individuals are safe, secure and supported.**

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## Mission Statement

**To provide those experiencing domestic abuse or crisis with compassionate, trauma-informed care and support.**

## Values

The organization's client-focused values are:

**Safety and Security**

**Compassion**

**Inclusivity**

**Connection**

**Empowerment**

**Innovation**

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## THE PLAN

### PILLAR ONE: THE ORGANIZATION

**OBJECTIVE:** A Safe Place is a stable, high-functioning organization that is well-understood, highly valued, and supported by the whole community.

### GOALS

1. Develop and implement a robust community engagement strategy that includes:
  - a. Key activities that raise the organization's profile eg. 40<sup>th</sup> anniversary gala
  - b. Growth of our volunteer base
  - c. Participation in community activities
  - d. Board-to-board relationship building.

TIMELINE: NOW AND NEXT

2. Review and revise Board Policy Book and bylaws/articles of association with support from Indigenous and Equity, Diversity, and Inclusion (EDI) experts, and change our legal name.

TIMELINE: NOW

3. Develop an independent advocacy and government relations strategy to raise our profile with all levels of government.

TIMELINE: NOW

4. Review and revise communications strategy to strengthen internal and external communications mechanisms and impact.

TIMELINE: NOW

5. Finalize and executive a comprehensive board recruitment strategy that reflects our values and all the communities we serve.

TIMELINE: NOW

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6. Establish a capital campaign committee who will:
  - a. Develop and execute the campaign plan, messaging and timelines
  - b. Consist of influential community champions as well as members of the Board, who can both inspire giving and personally donate
  - c. Plan and execute high-caliber events in support of the campaign.

TIMELINE: NOW

7. Have the Building Committee develop a strategy to advance the new building initiative.

TIMELINE: NOW

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### PILLAR TWO: OPERATIONS

OBJECTIVE: A Safe Place is a leader in trauma-informed, client-led care, facilitating access to all resources within a welcoming, compassionate environment.

### GOALS

1. Develop and enhance the care team model and client-led service delivery that includes mapping the client journey as well as a protocol for client-led care, committing to “nothing about us without us”.

TIMELINE: NOW

2. Increase stakeholder partnerships and collaboration by:
  - a. Working more closely with our network of sister agencies
  - b. Strengthening our relationship with our elder and the Indigenous community
  - c. Expanding volunteer opportunities
  - d. Enhancing our community education and outreach.

TIMELINE: NOW AND NEXT

3. Expand our programming to:
  - a. Grow our evening programs
  - b. Bring mental health support into the shelter
  - c. Develop a healing aspect in our childcare program
  - d. Expand the use and strength of the victim advocate program

TIMELINE: NOW AND NEXT

4. Review our spaces and their use to maximize operational efficiency.

TIMELINE: NOW

5. Create and implement a funded, board-supported team training and development model that includes:
  - a. Knowledge sharing and “staff swapping” between shelters
  - b. Practicum placements for social work students
  - c. Time blocked into staff schedules to engage in research and development

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TIMELINE: AFTER THAT

6. Develop a protocol for continuous review, analysis, and updating of policies, practices, systems and programs, and establish a regular rotation for this.

TIMELINE: LATER

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## PILLAR THREE: FINANCES

OBJECTIVE: A Safe Place has a strong financial base with diverse income streams, a growing capital fund, and an operating budget that enables us to achieve our strategic and operational priorities and be prepared for the future.

### GOALS

1. Create a capital plan with two streams:
  - a. New building
  - b. Ongoing capital needs

As well as an investment strategy.

TIMELINE: NEXT

2. Successfully advocate to the government for an increase in base funding.

TIMELINE: NEXT AND ONGOING

3. Update and strengthen our fund development strategy to include expansion of income streams, expansion of our donor base and analysis of the cost/benefit of all our fundraising activities.

TIMELINE: NEXT

4. Secure funding to expand our fund development team to meet our strategic priorities.

TIMELINE: NEXT

5. Advance the new building project by acquiring land and raising sufficient funds to qualify for a mortgage.

TIMELINE: AFTER THAT