



Strategic Plan

June 2017

*“It’s not enough to be busy, so are the ants.
The question is, what are we busy about?”* —Henry David Thoreau

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Organization History

- 1981 Society Incorporation - Transportation to Kelowna Transition House provided
- 1983 Safe Home System established in the South Okanagan
- 1984 Expansion of Safe Home System
- 1985 First Government Funded Contract
Office at 304 Martin Street; Transition House at 477 Caribou Street
- 1987 Full Time Staff (3) – Patricia Essington Executive Director
Purchased 2494/96 Cornwall Drive duplex with 10 beds in 4 bedrooms
- 1989 Funding for Victim Services – Office at 246 Martin Street
Child Care added to Transition House
- 1991 SOVAS formed for Victim Services
- 1992 Renovations to duplex to add office space
- 1993 Children Who Witness Abuse Program
- 1994 Outreach Program
6 month funding for Volunteer Coordinator
- 1995 Princeton Safe Home Project
14 beds funded in the same 4 bedrooms at Cornwall Drive
- 1995 First Vehicle purchased (blue 1995 Ford Windstar)
- 1996 Princeton Safe Home Project passed to Princeton hospital
- 1998 H.S.A. certification (Union)
Management restructuring - Eleanor Summer Executive Director – 12 Staff
- 1999 Review of mandate to lower barriers
Share the Spirit hamper program formalized
- 2000 WINGS Thrift Shop opened at 564 Main Street
Silent & Invisible Pilot Project (Mature Women's Safe Homes)
- 2002 Mature Women's Safe Homes funded
- 2005 Admin and Outreach moved to 701 Winnipeg Street
Resources Coordinator (fundraising and volunteer coordination) hired
ONTEH rented space at TH and provided training/preparation for ONTEH
Transition House
- 2007 Admin and Outreach moved to #218 – 246 Martin Street
Purchased 456 Main Street for WINGS Thrift Shop
- 2009 Purchased new Transition House with 4 Family Suites; 2 shared rooms
Bridging to Employment
Community Outreach and CWW to separate Ministry
- 2011 New Horizons Grant – Wisdom & Energy project
Integrated Case Management – first case
- 2012 Blueprint Project (Housing support) Pilot Project
- 2013 Renovations to Transition House to add office space
Admin and Outreach moved to #303 – 246 Martin Street
- 2014 Imagine Canada Standards Accreditation
Debbie Scarborough, Executive Director – 20 Staff
WINGS closed and building sold
- 2015 Homelessness Prevention Subsidy Program funded by BC Housing
Emergency Youth Bed funded by Ministry for Children & Families

- 2015 RFP for housing on Brunswick Avenue with Makola Housing Development (Awarded to PDCRS in 2016)
- 2016 Purchased #101 and #102 - 1027 Westminster Avenue W
Admin and Outreach moved Nov 2016
New Transition House purchased - wheelchair accessible – with 8 Family Suites and 10 Single Suites including 6 second stage units; 1 Youth Suite; and 1 second stage apartment.
- 2017 SAFEXST Program funded for 5 years by Public Safety Canada – office / drop-in centre at The Cannery / mobile outreach van leased.

Our Vision, Mission and Values

Vision and Mission Statements are reviewed regularly as part of the Strategic Planning process.

Our VISION

All individuals have the ability to make choices to live a safe and healthy life.

Our MISSION

SOWINS works to prevent abuse and increase awareness about the impacts of abuse. Through creating dynamic, life-changing opportunities for empowerment of individuals and families, we support their physical, mental, emotional and financial wellness.

Our VALUES

- Accountable
- Client-Centred
- Compassion
- Inclusion
- Integrity
- Respect
- Healthy & Dynamic Work Environment

Programs and Services

- Transition House – 15 beds - 24 / 7 staffing – women and their children
- Crisis Counselling and 24-hour Crisis line for those needing information on abuse – all individuals
- Support and counseling for women and their children in residence
- Outreach counseling and support for women who have been or who are at risk of abuse or violence
- Outreach counseling and support for children who have witnessed abuse
- Outreach counseling and support for women over the age of 50 who have been or are at risk of abuse or violence
- Outreach counseling and support for women on Family Law issues
- Outreach counseling and group workshops to help women recognize, understand and overcome the effects of abuse with the goal of self-sufficiency through employment
- Emergency Youth Bed – female youth
- Mobile Outreach and support to street-entrenched individuals, especially those involved in survival sex – all individuals
- Advocate and collaborate with local, regional and provincial services on behalf of our clients
- Inform individuals of their right and responsibilities in relationship breakdown
- Refer those needing additional assistance to other community or provincial agencies

Strategic Planning Process

The strategic planning process of 2017 was informed by quarterly Mind Mapping sessions attended by all SOWINS staff and representatives of the Board.

The strategic planning process took place over several full Board meetings, with time set aside to discuss the strategic position.

Through the identification and discussion of the Society's current perceived Barriers, Limitations, Strengths and Assets, we looked ahead to envision what could be possible in a three to five year time span to establish relevant longer term goals.

A meeting held on May 27, 2017 was attended by selected staff and Board Members to finalize the document. This Strategic Plan was passed by Motion of the Board of Directors on June 5, 2017.

From this framework, SOWINS staff will plan service activities, define resource needs and create targets and milestones in an Action Plan.

Challenges and Opportunities

Challenges identified:

- Lack of Safe, Affordable Housing in the community
- Limited Funds
- Barriers to accessing programs
- Lack of timely access to accurate information
- Lack of information to determine gaps in service

Opportunities that arise from these challenges:

- New Transition House
- Provide longer term housing
- Add new programs
- Development Advisor
- Innovative solutions in collecting and managing data

2017 – 2019 Goals

1. **Increased Access to Improved Housing Services**
2. **Timely Access to Accurate Information**
3. **Enhanced Internal and External Communications**
4. **Diversification of Funding Opportunities**
5. **Prevention Strategy**

Goal #1 Increased Access to Improved Housing Services

The ongoing lack of affordable housing is a major roadblock to the wellness of our community. SOWINS offers up to 30 days shelter.

Deliverables:

- 1) Create a plan for seamless move to larger, accessible Transition House
- 2) Create a plan for Second Stage Housing and longer shelter stays
- 3) Create a plan for adding kennel to serve residents with pets
- 4) Coordinate sale of vacant Transition House
- 5) Develop a plan to create permanent safe, affordable housing

Goal #2 Timely Access to Accurate Information

The collection, analysis and reporting of data is increasingly important for the efficient operation of SOWINS. Data supports evidence-based decision making and funding.

Deliverables:

- 1) Determine the information and data collection needs of SOWINS
- 2) Explore software options
- 3) Purchase management information software
- 4) Create a plan for implementation and training

Goal #3 Enhanced Internal and External Communications

It is important to ensure that the right information is given to the right people at the right time through the most appropriate communications channel.

This strategy focuses on

- 1) Improving workplace communication and employee engagement
- 2) The fostering of community relations

Deliverables:

- 1) Continue to provide opportunities to engage staff in decision making
- 2) Develop internal communications plan including reporting systems
- 3) Create a long-term multi-media marketing plan including website update and social media strategy

Goal #4 Diversification of Funding Opportunities

The skilled collection, analysis and implementation of data leads to sustainable and diversified funding.

Deliverables:

- 1) Create, develop and implement a sustainable plan for fundraising
- 2) Provide support for internal and external campaigns
- 3) Provide direction and support for donor development
- 4) Research and identify grant opportunities
- 5) Identify potential new funders and donors

Goal #5 Prevention Strategy

SOWINS has been responding to the needs of women and their children impacted by abuse for many years. This strategy focuses on the prevention of abuse.

Deliverables:

- 1) Conduct a needs assessment to determine gaps in service to address prevention
- 2) Develop a plan to address the needs
- 3) Seek and obtain funding for prevention services
- 4) Implement the prevention services
- 5) Review and assess

Managing the Strategic Plan

The Board of Directors for the South Okanagan Women in Need Society ensure that the tasks required to move towards the outcomes desired are developed and achieved.

The strategic plan provides a framework for aligning priorities, making decisions, allocating resources and measuring impact, especially regarding structure, staffing, communications, service delivery and fundraising, but for all decisions which will affect the future of the organization. The Strategic Plan and the purpose behind the tasks involved to move towards it will be communicated with all Team Members.

An Action Plan will be produced by Team Members at a Mind Mapping session. This will include time lines and will assign action and reporting responsibility. The Executive Director will provide a copy of this document to the Board of Directors.

All activity relating to the specified outcomes within the plan will be reported in the Executive Director's report to each monthly meeting of the Board.

Annually, the Strategic Plan will be reviewed to reforecast timelines and budgets and amend priorities as required. New strategic directions will be developed as required.

The Strategic Plan is used as a guidebook and is seen as a fluid document. Some of the tasks required may change and evolve, due to circumstances of the day and shifting priorities or needs, however the Strategic Plan provides a guide to ensure that our service excellence is maintained and enhanced.

June 5, 2017

Approved by Motion of the Board of Directors