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*Together we walk the path with those in crisis;
honouring the past, providing support in the present and
awakening hope for the future.*

STRATEGIC PLAN

2022 – 2027

(DECEMBER 2021)

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EXECUTIVE SUMMARY

The 2022-27 Strategic Plan was guided by a number of key principles and factors. At the base of all of the work and deliberations undertaken by the Board and Leadership of the Wheatland Crisis Society (WCS) is the Mission, Vision and Values of the organization.

Beyond these foundational elements other core realities or principles that guided development of the 2022-2027 Strategic Plan included:

- COVID-19 Pandemic Lessons
- Consequences Arising from COVID-19
- Access to Services
- Organizational Capacity – Short Term & Mid Term
- Balancing Development & Achievement; and
- Balancing Measurement & Action

Using the above noted elements as a guide, WCS has determined that its strategic focus for the next five (5) years will encompass the following core strategic priority areas arranged by five pillars.

- 1) People
- 2) Service: Programming
- 3) Quality: Infrastructure
 Branding
- 4) Growth: Community Development
 Expansion
- 5) Finance: Funding

These core strategic priority areas are detailed in the full body of this document, along with an overview of accountability for actions, some level of detail about first steps, and how WCS intends to measure and report on its efforts moving forward. Moreover, these strategic directions are highly interrelated and dependent on one another – initiatives will rarely have impact in solely one area of strategic focus.

Wheatland Crisis Society – Strategic Plan – 2022-2027

These foundational elements are noted as follows:

Our Mission (What We Do)

Together we walk the path with those in crisis, honouring the past, providing support in the present and awakening hope for the future.

Our Vision (What We Strive to Be)

Interrupting the cycle of abuse through empowerment to create a safe environment for all.

Our Values (How We Conduct Ourselves)

Compassion: We are kind and caring to everyone we encounter

Respect: We value everyone and treat people with dignity and equity

Integrity: We are truthful and honest in all areas. We do the right thing, even if it is hard.

Trust: We will be honest, sincere, and transparent

Empowering: We recognize strengths and help others to act.

Safety: We provide protection and security; physical and emotional to those we serve.

All initiatives in our 2022-2027 Strategic Plan, and any alterations required by changes in our operating environment in the next five years, will have these foundational elements and our core strategic pillars as our primary focus.

We view our strategic priorities as fundamentally and inseparably connected. The sole reason WCS exists is to deliver the best experience possible for those we walk the path with conscious of the financial and personal resources we have available to us, striving constantly to improve.

We are called to deliver on this commitment with compassion, respect, integrity, trust, empowerment, and safety – and we cannot deliver on this promise without similarly supporting our staff with this same perspective.

INTRODUCTION

Wheatland Crisis Society (WCS) was established, in 1992 over 29 years ago as a community movement to support those in need. It has evolved into a mature organization employing over 32 staff to support this important work. WCS is proud to service individuals & families regardless of gender or age.

The work encompasses the provision of a 24-hour crisis line. Typical calls support the clients in their time of need and ensure safety. The support provided by our team often changes lives! Many of the calls are from individuals in their darkest moment, seeking safety, shelter, and compassion. Our shelter provides a safe accommodation for 21 days and an outreach program to continue to provide assistance in the community. During this time important personal connections are made, services offered and advice on the next steps to assist with the client's goals. Recently the organization has focused on servicing our indigenous clients more holistically and has hired an indigenous liaison worker to assist the team and our clients.

Today's families come from all walks of life and have experienced unspeakable pain, many living with multi-generational trauma. Some of our clients have a history of suffering from the residential school's system, others come to us as immigrants or refugees, still others live with the LGBTQ2SI community struggling to find an accepting place to assist them. It is safe to say that WCS is a place of calmness and sanctuary for the healing to begin.

WCS operates out of a 7000 sq. ft, secure, residential facility that can accommodate up to 25 people in seven bedrooms, with shared bathrooms. One bedroom & bathroom is located on the main floor and is partially wheelchair accessible, renovations are required to bring it up to the expected level. The kitchen, living room and yard are communal spaces. Communal living can be a challenge for people seeking safety and personal trauma. The team strives to provide predictable, consistent, and personalized programming with the goal to support the client and their needs. The programming is developed and implemented using a trauma informed lens. Two counselling spaces are available within the facility, and childcare space.

As we continue to navigate the challenges of COVID-19, WCS has also come to recognize several realities that inform the work we are still called to do over the next five years. Our history and our commitment to our clients allows us to be even more committed to our mission and vision. While 2020 and 2021 have been challenging it has provided an opportunity for us to review and renew our commitment to our future and taking the next steps in our evolution as an organization.

As the 2022-2027 Strategic Plan was developed and solidified, all our staff have been offered a voice in developing the plan that they are so integral to carrying out. Further consultation was achieved in talking with key stakeholders. The future is exciting, and this document serves as a pathway forward for the next five years.

1.0 PRINCIPLES/PROCESSES GUIDING THE DEVELOPMENT OF THE 2022-2027 STRATEGIC PLAN

WCS developed the 2022-2027 Strategic Plan guided by several key principles and factors.

At the base of all the work of WCS work and deliberations in developing and implementing the 2022-2027 Strategic Plan are our Mission, Vision, Values as noted previously.

Beyond these foundational elements other core realities or principles that guided development of the 2022-2027 Strategic Plan are as follows:

COVID-19 Pandemic Lessons

At the beginning of the pandemic needs for shelter accommodation was minimal, as the pandemic continues, demands for residential support is on the increase for both singles and families. The COVID-19 pandemic has accelerated the need for our services as violence at home is on the increase and options for housing after the initial crisis is over is limited. Furthermore, COVID19 has highlighted the challenges communal living presents with the existing infrastructure - shared washrooms has limited our capacity and an inability to properly isolate clients and maintain mental health. The pandemic has helped us to identify gaps and/or opportunities which now inform future priorities.

Consequences Arising from COVID-19

- Services at WCS have been curtailed in the areas we service. Most notably the ability to provide outreach services in outlying communities – such as Siksika, Drumheller and Chestermere.
- Within the town of Strathmore support from the business community has been consistent. However there has been a lack of fundraising opportunities within the community and hence raising awareness of domestic violence and Wheatland Crisis Society’s ability to provide service has been markedly reduced.
- Additional funding has been made available from both the Provincial and Federal Governments to help support our COVID needs. Much needed personal protective equipment, additional cleaning, and maintenance to increase the infection control
- The staff have become very adept at change and keeping up to date with every changing protocols related to COVID.

Services We Deliver

Client exit surveys consistently shown that the crisis services delivered at the shelter have met their needs to stabilize and determine the next steps in their journey. The shelter is currently funded for clients to stay for 21 days. The challenge remains how to support clients seeking low income and secure accommodation after these 21 days. There is currently no option for clients to remain in the area and they are forced to relocate to keep themselves and/or their family safe. While moving to another community provides physical safety the mental health impact cannot be underestimated,

while at WCS trust is build and a support system begins to develop. This is lost when relocation is the only option available.

WCS works with many different stakeholders, through interviews it has been identified that there is an opportunity to increase the collaboration to expand our reach and awareness of our service within the community.

Access to Services.

Accessing our services can often be challenging for clients. The current system in Alberta requires a client fleeing from abuse to call each shelter individually to seek if there is space available. Since COVID the ability to maintain an awareness and name recognition in the community has been limited to online presence only. Searching for the WCS number to seek assistance is difficult. Clients must know what our name is to find us and call for help. Currently there is confusion with other non-profit organizations to find the appropriate service. This is a particular area of concern when immediate action may be required. We will need to develop our image as an organization to provide both residential and outreach support services. This includes evaluating the current brand and name recognition and ease of accessing the services.

Organizational Capacity – Short-Term

Staff and other resources of WCS have been under remarkable strain since early 2020. COVID has been unlike any disaster scenario that any organization has experienced. WCS has had to invest, invent, implement, revise, and then repeat processes for months on end relating to infection prevention control practices and guidelines, isolation restrictions, working in a virtual environment, reduced physical capacity, supply chain management, and a range of other operational challenges.

From our leaders through to our front-line staff, from individuals and families, from Board and senior leadership changes, all have had to adjust working patterns, up to and including virtual engagement, working remotely where possible, restricting their work activity to one site, and new process implemented within the workplace. Coupled with travel restrictions and mandatory vaccinations, this has also meant that staff and client wellness is a priority.

Organizational Capacity – Mid-Term

The sector in which Wheatland Crisis operates has always been characterized, in one form or another, by labour force challenges – challenging but rewarding work and even more so because of COVID. Fortunately, WCS has been able to fill all our vacancies with well qualified and mostly local candidates. The work environment is a positive one with many opportunities for education and growth. We will have to continue to develop our image and reality as an employer of choice. This includes always evaluating and assessing our salary and benefit structure, evaluating our organizational structure, proactively planning for succession, and looking to enhance training and development opportunities for our staff.

Balancing Development & Achievement

The multi-year approach developed by WCS seeks to balance development of a robust Strategic Plan with the ability to deliver on the commitments contained therein. This directly relates to a courageous assessment of available resources and the overall capacity available to the organization over the life of the Strategic Plan. WCS recognizes that there are number of important initiatives that could be attended to in the next five (5) years and must make difficult decisions to prioritize those within the context of limited resources.

Balancing Measurement & Action

Execution on the strategic plan will be supported by identifying, establishing, and evaluating progress against a concise set of metrics and milestones.

As our service delivery evolves, and the need to be accountable for the funds we receive from both provincial and federal governments, we find that we must respond to ever-increasing expectations as to what and how we measure performance. We want to continue to ensure that such processes do not become an end in themselves but rather support the value we bring in terms of care and support to those we serve. The measures, metrics, and milestones that we create must not become an overwhelming burden to staff trying to deliver and improve on the care and services being monitored.

WCS will continue to use and develop a set of core measures and metrics for each of its strategic priorities and associated initiatives. The fundamental basis upon which these metrics will be selected is related to whether changes in those metrics – either positive or negative – drive change in the plans, actions, or behaviours of WCS.

2.0 STRATEGIC DIRECTIONS FOR 2022-2027 – THE PATH FORWARD

WCS – building on its strengths and successes in 2021 and prior years and conscious of its challenges and opportunities – will focus its efforts and attention on the following core areas going forward:

- 1) People
- 2) Service: Programming
- 3) Quality: Branding
Infrastructure
- 4) Growth: Service Offerings
Community Development
- 5) Finance: Funding

All our initiatives – currently planned/anticipated or required in response to a changing operating environment - will be guided by these strategic imperatives.

We view these priorities as fundamentally and inseparably connected. Programming decisions and choices will be impacted by staffing capacity, funding, client varied needs, physical constraints of the current location.

For many years WCS has provided support to clients through telephone counselling (24-hour line) and a safe place to stay when in crisis. Living communally, sharing a bathroom & kitchen is often difficult for many and understandable given that they are dealing with so much. Our current mandate is to provide safe living accommodations for 21 days and there is an opportunity for our Outreach team to continue working with clients, if they stay in the community's we service. Often however, many of our clients and their families must relocate outside of their community due to the lack of affordable housing and/or safe housing. This creates a deterrent for many to remove themselves from abusive relationships.

Staff who choose to work in this sector are dedicated. During recent focus groups they have provided feedback that they understand salaries in the non-profit sector are low and that we find it difficult to compete with other employers such as Alberta Health Services. What we can provide is the chance to grow their skills through the many learning opportunities available, to work in a supportive culture. Opportunities exist to review the benefits in particular the ability to provide a pension and health wellness account.

In terms of community involvement and working with other agencies, from the stakeholder feed back there is an opportunity for WCS to enhance these relationships for the betterment of all.

During COVID Wheatland Crisis Society has lost ground in terms of providing ongoing community education to create an awareness of violence and the impact on the individual and families. In person events have been minimal. This has created increased emphasis on using social media and the

shelter’s website to create the needed outreach to the community we service, locating us on social media is currently difficult.

For WCS to align with other non-profit agencies the CEO position title will be changed to Executive Director.

2.1 People

Primary Accountability: Executive Director & Board Chair

Key Responsibility: Executive Director & Leadership Team
Board

Consulted/Engaged: Staff, Executive Director, Board Members, Other Non-profits

Informed: Community Partners
Funding & Service Partners

WCS is committed the development of a strong culture that is integrated across the board, leadership, and staff to work toward living our mission, vision, and values through our integrated and engaged culture.

- Focus in the next 5 years will to be ensure a strong board including the infrastructure for orientation, succession, and governance. Having these in place will ensure continuity and success overall of the organization.
- Having a highly engaged workforce is the key to success of WCS. Engaged staff go provide discretionary effort to help the organization grow and develop. This will be achieved through role clarity, succession planning and of course development plans. Leadership and staff development is key to the success of WCS, emphasis will be on their continued growth to include a focus on resilience, diversity, and specific development plans.

Within this area of focus, WCS is working towards achieving the following targeted outcomes:

Targeted Outcomes	Metrics
<ul style="list-style-type: none"> • Review and develop a board structure to meet the needs of WCS including committee structure, on boarding process. • All staff and board members are educated in the connect to purpose of WCS including trauma informed care, what we do at WCS. • There is an integrated culture amongst the board, leadership, and staff. • Succession planning is clear for the board, leadership, and staff. There is some redundancy built into the positions to ensure smooth transitions and operations. 	<ul style="list-style-type: none"> • Vacancy rates • Turnover - permanent and relief • # of applications per vacant/posted position (Board and Staff) • Annual employee engagement survey • Absenteeism

<ul style="list-style-type: none"> Limited turnover of staff and board members. 	
Specific Operational Initiatives 2022 (Tactical Plans)	
<ul style="list-style-type: none"> Affirm the governance structure & committees (4th Quarter 2021/22) Board policies will be reviewed and updated A formal onboarding process will be developed for new board members. Ensure each board and staff member have an education plan to include trauma informed care and building resilience. Ideally holding education events with board members to build a common understanding. Develop a redundancy plan for the Administrative Manager position (4th Quarter 2021/22) Create a full-time communication position to support the other initiatives. Investigate a solution to enable texting to staff to fill vacant shifts at short notice. 	

2.2 Service: Programming

Primary Accountability: Executive Director

Key Responsibility: Delegated -Leadership Team

Consulted/Engaged: Staff
Clients
Communities in our area of service

Informed: Government (funding, reports, accountability)

WCS currently provides comprehensive programming for both clients who reside in the shelter and those who require support in the community we service. To stay relevant to those we service we must review the programming and process at least annually to ensure client current and future needs are being met. Specific attention will focus on how clients access the shelter and if there are other methods that will be effective. Reasons why clients may not access the shelter when in need will be reviewed to ensure our residential services meet the client needs.

Working with other organizations and ensuring integration is a key to success both on a macro and micro level. WCS will ensure opportunities to collaborate are sought out and resources used as effectively as possible. Expansion to other communities is required to further our mission and vision. WCS will look to strength current relationships and forge new ones.

We will always be mindful of the many diverse cultures we service and will seek to always provide inclusive programming. WCS recently hired an Indigenous Liaison Worker further development of this role is required, initial work will be to meet the needs of clients with an indigenous. Specific attention will be to forge a partnership with Siksika.

A vision of the team is to work with post secondary institutions to partner with learners.

Within this area of focus, WCS is working towards achieving the following targeted outcomes:

Targeted Outcomes	Metrics
<ul style="list-style-type: none"> • Programming will stay relevant; an annual review of programs will be carried out to ensure client current and future needs are met. • WCS will continue to be an inclusive shelter. Opportunities to increase diversity and inclusion will be pursued. • WCS will develop a working relationship with Siksika • 	<ul style="list-style-type: none"> • Annual program assessments completed • Messaging incorporate service for clients • Identify if \$'s available • Client satisfaction survey • Employee engagement survey
Specific Operational Initiatives 2022 (Tactical Plans)	
<ul style="list-style-type: none"> • Website design to include better access for clients. • Assess the feasibility and implement text and/or messaging for clients • Needs assessment completed – current, future, plans to grow, communities/ services (Outreach) • Develop a plan to accommodation pets and present a plan for implementation. • Implement a trauma counselling service and/or partnership • Public Educator funding to be identified and subsequently hired • Streamline paperwork and processes to be more staff and client friendly 	

2.3 Quality: Infrastructure

Primary Accountability: Executive Director
Board

Key Responsibility: Administrative Manager

Consulted/Engaged: Clients
Staff
Other Shelters

Informed: Funders – Provincial and Federal Governments
Insurer
Staff
First Responders.

WCS has been in its current building since 2002, keeping the building in good working order and modernized to better service the needs of our clients and staff in a home like setting is key goal. We must seek to utilize the space in as an efficient manner as possible that meets the needs of all

including maximizing storage, light & heat efficiency, and accessibility. Living and working in a communal setting is often quite difficult, privacy is a key priority where it can be achieved including space for clients to decompress, reducing the sharing of bathroom facilities.

Within this area of focus, WCS is working towards achieving the following targeted outcomes:

Targeted Outcomes	Metrics
<ul style="list-style-type: none"> • The WCS building will be well maintained, and infrastructure kept up to date. • The building will be maintained to maximize efficiencies – heating, electrical and storage. • The building will have a more home like and less institutional ambiance. • Where possible the building will be accessible for those with disabilities. 	<ul style="list-style-type: none"> • Preventative maintenance program created and monitored • Storage system in place/completed and used & maintained • Energy audit completion and results • Cost of service delivery monitored & opportunities for reduction identified. (e.g., become more energy efficient, reduce utilization of energy)
Specific Operational Initiatives 2022 (Tactical Plans)	
<ul style="list-style-type: none"> • Update the preventative maintenance program and then maintain • Systems for storage implemented • Environmental policy developed • Energy/systems efficiency audit <ul style="list-style-type: none"> ○ Check gas/electrical plan • Accessibility plan audit • Review electrical room for water damage risk & implement preventive upgrades. 	

2.4 Quality: Branding

Primary Accountability: Executive Director

Key Responsibility: Communications

Consulted/Engaged: Board
Community Stakeholders
Leadership
Staff
Clients

Informed: ACWS
Community Stakeholders
Funder – Provincial Government
Founders
Other Shelters

Wheatland Crisis Society – Strategic Plan – 2022-2027

Accessing our services can often be challenging for clients, the community and those wishing to donate. The name “Wheatland” is currently used by many different organizations making it difficult for those who want to contact us. There is often confusion with some of the other non-profit organization with similar names or access on the web. Since COVID and the inability to attend events in person, the ability to maintain an awareness and name recognition in the community has been limited to online presence only. Furthermore, WCS provides more than crisis support the name no longer reflects the multitude of services we currently provide and want to grow into in the future. It is time in our development to rename and rebrand to take us forward and accessible for our clients, the community and make donors.

Within the rebranding a new logo will be sought as the current logo does not represent the clients, we currently service. In the effort to live our values this will need to be redeveloped.

Within this area of focus, WCS is working towards achieving the following targeted outcomes:

Targeted Outcomes	Metrics
<ul style="list-style-type: none"> • A name and communication plan that will meet the needs of our clients, staff, donors, the community. • Name recognition in the community and with partners • Broader understanding of who WCS serves and what type of services are available. • New name that resonates with clients/staff and community. • Reflects aspirations • Reflects our philosophy • Ease in communication • Internally owned 	<ul style="list-style-type: none"> • Community surveys • Development and implementation of a communications plan including rebranding. • Brand launch/relaunch • New name/logo achieved • Pre & Post Social Media analytics • Complaints or compliments from stakeholders
<p>Specific Operational Initiatives 2022 (Tactical Plans)</p>	
<ul style="list-style-type: none"> • Achieve grant funding to implement a new brand including, focus groups to choose the name. • Engage consultants/expertise as required • New website to be developed • Subcommittee struck to direct the work • Communications plan to be developed including rebranding strategy, logo, media launch, social media strategy • Change management effort to support 	

2.5 Growth: Community Development

- Primary Accountability:** Executive Director
- Key Responsibility:** Delegate to Leadership
Public Educator
Board Ambassadors for WCS
- Consulted/Engaged:** Stakeholders
Community Partners
- Informed:** All

Given that WCS has a relatively small operating budget and clear mandate many of our clients require additional supports to be successful with their journey it is necessary to partner with other organizations through formal and informal partnerships. Increased collaboration will extend our reach to assist with all clients and all ages and reduce duplication of service so ensure that public dollars are utilized most efficiently. Furthermore, increasing our partnerships within the communities, we service will increase awareness of domestic violence and provide name recognition when fundraising.

Within this area of focus, WCS is working towards achieving the following targeted outcomes:

Targeted Outcomes	Metrics
<ul style="list-style-type: none"> • Improved relations (and image) in community • Increased collaboration • Partnerships with community (i.e., service) • Less duplication of services in community • Fundraising growth and success 	<ul style="list-style-type: none"> • Milestone dates • What is initiated out of collaborative efforts • # of community development contacts • # of clients that are served through common/collaborative efforts • # of articles/posts (communications)
Specific Operational Initiatives 2022 (Tactical Plans)	
<ul style="list-style-type: none"> • Awareness campaign/efforts • Increase Public Education (following a plan) • Fundraising – Gala • Evaluation of community services/committees that WCS is a part of 	

2.6 Growth: Expansion

Wheatland Crisis Society – Strategic Plan – 2022-2027

- Primary Accountability:** Board Chair
Executive Director
- Key Responsibility:** Board Chair
Board
Executive Director
- Consulted/Engaged:** Government Funders
Political Leaders
Leadership
Clients
Staff
Community partners
Other communities
- Informed:** Government Funders
Community

Shortly after WCS was build and operational funding for a 21day crisis stay was received it was realized that many of our clients required additional support in terms of accommodation and wrap around services. In all reality 3 weeks is a very short time to set up finances, locate accommodation and ensure safety while at the same time trying to begin their recovery. Options are limited for clients (singles and families) to stay in our community, low-income housing is limited, and if available attaining a one-year lease is difficult. Currently clients are required to leave the community at access what is known as second stage housing. Second stage housing removes all the challenges and sets the client up for success. There is a shortage of Second Stage and low-income housing throughout the province. The vision of a second stage has been part of WCS for several years however too date success has not been achieved. There have been several false attempts which learnings can be identified. Partnering with others in our community to bring the vision to reality is ideal.

Within this area of focus, WCS is working towards achieving the following targeted outcomes:

Targeted Outcomes	Metrics
<ul style="list-style-type: none"> • Expansion achieved <ul style="list-style-type: none"> ○ 2nd Stage housing ○ Apartments ○ Low-income • Partnerships with other local communities • Build or acquire additional space • Energy Efficiency in new building 	<ul style="list-style-type: none"> • Meet key target dates • Business Plan milestones and metrics

Specific Operational Initiatives 2022 (Tactical Plans)
<ul style="list-style-type: none"> • Feasibility study initiated in 4th quarter of 2021/22 • Identify potential partners • Consider utilizing a consultant to support this process. • Feasibility study encompasses the following: <ul style="list-style-type: none"> ○ Demand ○ Nature of service ○ Business case ○ Set priorities ○ CMHC criteria assessed/met by Feb 2022 ○ Site selected ○ Architectural design ○ Establish project timeline • Firm up committee structure to guide project

2.7 Finance: Funding

Primary Accountability: Board Fundraising Committee
Executive Director

Key Responsibility: Finance and Audit Committee

Consulted/Engaged:

Informed: Government Funder

Current operational funding is provided from the Province of Alberta, with increased costs of salaries and expenses the ability of this funding to meet our needs is reduced every year. Through the years WCS has been creative at using the dollars available to ensure the services are provided to our clients. Furthermore, the goal to grow and achieve our growth strategy will take considerable fundraising.

Within this area of focus, WCS is working towards achieving the following targeted outcomes:

Targeted Outcomes	Metrics
<ul style="list-style-type: none"> • Sufficient and continuing \$ support • Operational reserve fund established • Reduce reliance on government funding • Alternative funding sources identified 	<ul style="list-style-type: none"> • Milestone dates adhered to/achieved • Budgets completed and adhered to/achieved
Specific Operational Initiatives 2022 (Tactical Plans)	
<ul style="list-style-type: none"> • Development of a fundraising plan to support growth & Piggyback on launch of rebrand to support fundraising 	

Wheatland Crisis Society – Strategic Plan – 2022-2027

- Get clarity on restricted funds and their utilization
- Pay scales and benefits reviewed and salary grids established (Quarter 2021/22)
- Reserve fund study
- Contingency fund established
- Explore the opportunity to hire a full-time fundraiser to support the vision of WCS?
- Continue the setup of the WCS Foundation for Fundraising dollars to reside.

SUMMARY

WCS has determined that our strategic focus for the next five (5) years will encompass the following core areas of focus:

WCS – building on its strengths and successes in 2021 and prior years and conscious of its challenges and opportunities – will focus its efforts and attention on the following core areas going forward:

- 1) People
- 2) Programming
- 3) Branding
- 4) Infrastructure
- 5) Growth
- 6) Community Development
- 7) Finance/Funding

All our initiatives – currently planned/anticipated or required in response to a changing operating environment - will be guided by these strategic imperatives. While the list of priorities may seem daunting, WCS understands that several individual initiatives will help move forward more than one strategic direction (e.g., branding decisions will overlap with growth and fundraising goals). This is critically required to ensure we leverage our limited resources not the least of which is the intellectual capacity of our Board members, leaders, staff, and volunteers.

Together we will continue to live up to our Mission, strive for our preferred Vision, and deliver based on the Values we espouse.

Our Mission (What We Do)

Together we walk the path with those in crisis, honouring the past, providing support in the present and awakening hope for the future.

Our Vision (What We Strive to Be)

Interrupting the cycle of abuse through empowerment to create a safe environment for all.

Our Values (How We Conduct Ourselves)

Compassion: We are kind and caring to everyone we encounter

Respect: We value everyone and treat people with dignity and equity

Integrity: We are truthful and honest in all areas. We do the right thing, even if it is hard.

Trust: We will be honest, sincere and transparent

Empowering: We recognize strengths and help others to act.

Safety: We provide protection and security; physical and emotional to those we serve.

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