



Women In Crisis (Algoma) Inc.

**STRATEGIC PLANNING REPORT
2016 - 2021**

SWOT
(STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS)

| INTERNAL TO THE ORGANIZATION – IN ITS CONTROL | |
|--|--|
| S – STRENGTHS | W - WEAKNESSES |
| Cohesive Team | Support from collateral agencies |
| Strong Advocates | Training (mental health, addictions) |
| Non-Judgmental | Office space |
| Compassion | Communication in a fast paced environment |
| Motivated staff | Community awareness |
| Strong dedicated team | High turnover |
| Supportive team | Wait list |
| Resourceful | Employee wellness and self-care EAP |
| Risk assessment | Referrals within WIC |
| High risk procedure | Physical plant |
| Safety within the shelter | Procurement process |
| Networking | Consistency among staff re: rules/guidelines |
| Open mindedness to new | Guidelines need to change |
| Harm reduction | Personal biases and values left at the door |
| Wellness committee | Longer stay |
| Level of H&S inside the shelter | Training - budget |
| High turnover | Fundraising |
| Holistic approach | |
| Well organized and efficient | |
| Training opportunities | |
| “most” agencies are good partners | |

SWOT
(STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS)

| | |
|-----------------------------------|--|
| Wish program | |
| Succession planning | |
| Shift partner changes 2 years | |
| CAS/VAW collaboration | |
| Harm reduction | |
| School board partnership | |
| Word of Mouth support from others | |
| Respect of other Organizations | |
| MCSS Standards | |
| Special Priority housing | |

SWOT
(STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS)

| EXTERNAL TO THE ORGANIZATION – NOT IN ITS CONTROL | |
|--|--|
| O – OPPORTUNITIES | T - THREATS |
| WIC training in the workplace | Burn out rate |
| Police collaboration/training | Funding |
| Fundraising - United Way | Harm reduction |
| Legal System collaboration | Personal threats |
| “most” agencies are good partners | Court/legal system |
| In-service training | Office space |
| Good will of the community can be expanded | Longer stay |
| Government budget - \$M sexual assault | MCSS funding - need training allocation |
| MCSS standards | MCSS standards |
| Special priority housing | Safe affordable housing |
| Legal aid criteria | Cost of living increasing |
| Higher visibility of domestic violence | ODSP/OW not enough |
| | Lack of support services (Mental Health) |
| | Number of people accessing WIC services |
| | Stigma of mental health |
| | Substance abuse and addictions |

BOARD
WORK PLAN DEVELOPMENT CHART
2016-2021
STRATEGIC PLANNING COMMITTEE

| SPECIFIC | | ACTION | LEAD RESPONSIBILITY | TIMEFRAME | COMMENTS |
|--------------------------------|-----------------------------------|--|---|-----------|---|
| Board Membership | i) Diversity of Membership | 1. Plan for new board members with diverse backgrounds and skills, using Skills Wheel 2. Interviews for new members | Membership/Nominating Committee Membership/Nominating Committee | 5 years | *Ongoing |
| | ii) Succession Planning | 1. Mentoring 2. Bring on new members, as needed 3. Succession Plan | Membership/Nominating Committee Executive Committee | 5 years | 1. *Completed for this year & Ongoing 2. *Ongoing 3. *Ongoing |
| | iii) Board Manual | 1. Review and update Board Manual | AD-HOC Committee Shelter Directors | 5 years | *Ongoing |
| Board Education Program | i) Governance | 1. Orientation program reviewed with delivery plan 2. Set up a mentoring program for new Board members | Executive Committee Shelter Directors Membership/Nominating Committee | 5 years | *Chair verified went through Orientation process. *Ongoing |
| Board Committees | i) Terms of Reference | 1. Review at the beginning of each new year 2. Update as necessary | Executive Committee ensures each committee reviews terms annually | 5 years | Review annually |
| | ii) Human Resource Committee | 1. Identify board policies 2. Develop/implement board policies | HR Committee Shelter Directors Strategic Planning Committee | 2018 | Review every 2 years *Review 2018 |
| | iii) Strategic Planning Committee | 1. Second Stage Housing Project- initial set up | Committee Shelter Directors | 5 years | *Financial backing is not present in current climate. Review in 2016 |

| SPECIFIC | | ACTION | LEAD RESPONSIBILITY | TIMEFRAME | COMMENTS |
|---------------------------------|---|---|--------------------------------|-----------|--|
| | iv) Membership/ Nominating Com. | 1. Succession Plan | Committee Shelter Directors | | *Under Action, Item 1 – add - <i>Board Members</i> to Succession Plan *Ongoing |
| | v) Board Manual Review Committee | 1. Updates are needed. Board Manual Committee will meet. | Committee Shelter Directors | | Review annually *2016-2017 |
| | vi) Executive Committee | 1. Succession plan for Shelter Directors 2. Performance Appraisals | Committee Shelter Directors | 2016 | Review every 2 years *Under Action, Item 2 – add <i>Status</i> to Performance Appraisal 1. *3 years |
| | vii) Finance Committee | 1. Create adhoc fundraising committees as needed | Committee Shelter Directors | 2016 | Ongoing as funding materializes |
| Second Stage Housing | i) Second Stage Housing Committee | 1. Develop a Committee & Create Plan | Committee Shelter Directors | | This was formalized into its own committee *On hold - revisit in 2016 as financial back is not present in current climate. |

**STAFF
WORK PLAN DEVELOPMENT CHART
2016-2021
STRATEGIC PLANNING COMMITTEE**

| SPECIFIC | | ACTION | LEAD RESPONSIBILITY | TIMEFRAME | COMMENTS |
|---------------------------------|---|--|----------------------------|---------------|--|
| Professional Development | i) Meeting needs of diverse client group(mental health, addictions, disabilities, cultural diversity) | <ol style="list-style-type: none"> Identify training priorities and develop a plan to provide appropriate training as needed to meet the needs of a diverse client group, in collaboration with community partners Report outcomes of staff training as required | Shelter Directors | annually | <ol style="list-style-type: none"> Review annually ongoing |
| | ii) Funding for Training | <ol style="list-style-type: none"> Budget includes staff training | Shelter Directors | 5 years | *Ongoing through MCSS Capacity Building monies. |
| Staffing | i) Succession Planning | <ol style="list-style-type: none"> Hire new employees to reflect culture of continuity | Shelter Directors | Ongoing | 1. *Ongoing |
| | ii) Performance Appraisals | <ol style="list-style-type: none"> Monitor current status of staff Model to be determined | | Every 5 years | |
| | iii) Hiring 2 nd FCSW/THSP worker | <ol style="list-style-type: none"> Petition current funders for increase to meet demand of these services | | 2016 | |
| Communication | <ol style="list-style-type: none"> Within the shelter External to the shelter | <ol style="list-style-type: none"> Continue with CQI at staff meetings striving for optimal communication Develop a marketing/promotional plan that considers: <ol style="list-style-type: none"> Website Facebook page Distribution of pamphlets within the community | Shelter Directors Staff | 5 years | 1. *Ongoing |

| SPECIFIC | | ACTION | LEAD RESPONSIBILITY | TIMEFRAME | COMMENTS |
|---|--|--|--|---------------|------------------|
| | | d. Bus Ads e. TV/Radio Ads f. Involvement in Community events | | | |
| Relationship Building with Partner Agencies | Stronger, More Supportive Relationships | 1. Collaborate with agencies; WIC role and consequences for unsafe referrals | Shelter Directors Staff | 5 years | 1. *Ongoing |
| Information Technology Infrastructure & Software | Converting to Computerized System for Data | 1. Input files into database | Shelter Directors Staff | 2012-2013 | 1. *Ongoing-2015 |
| | Website | 1. Create/Implement & Maintain 2. Status Report to Board of Directors 3. Online Donations Report | Director of Community Relations & Finance/Administrative Assistant | May 2017 | |
| Client Needs | Identify barriers and solutions for women with children accessing services | 1. Research funding options for childcare for women accessing our services 2. Explore viable solutions for WIC assisting with easing these barriers for women | Shelter Directors and staff | ongoing | |
| Policy & Procedures | Mental Health policy formalized | 1. Write Policy 2. Roll out policy 3. Follow up on policy | Shelter Directors | November 2016 | |

**PHYSICAL PLANT
WORK PLAN DEVELOPMENT CHART
2016-2021
STRATEGIC PLANNING COMMITTEE**

| SPECIFIC | | ACTION | LEAD RESPONSIBILITY | TIMEFRAME | COMMENTS |
|---|--|---|---|-----------|-------------------------------------|
| Office Space | Additional private counselling office space required off site to meet client needs | <ol style="list-style-type: none"> Proposal submitted to Ministries If proposal is denied bring matter to the BOARD for contingency planning | Shelter Directors | 2016 | |
| Plumbing | | <ol style="list-style-type: none"> Follow through with repairs as needed | Shelter Directors Property Committee | 5 years | *Ongoing |
| Stacks and Breeching <i>(Furnace and Exhaust)</i> | | <ol style="list-style-type: none"> Annual inspection and follow through as needed | Shelter Directors Property Committee | annual | *Annually (Henderson Metal) |
| Infrastructure Survey | <ol style="list-style-type: none"> Electrical, Plumbing & Mechanical Building Envelope Program Delivery | <ol style="list-style-type: none"> Replace 3 air conditioning units that are 25 years old. Replace three double fixed casement windows Install commercial carpeting in main corridors on main level Commercial flooring for high traffic child care area which is bubbling Commercial flooring in high traffic dining room Commercial flooring in high traffic kitchen area | Shelter Directors | 2016 | Ongoing as funds are made available |