

# WCSS Strategic Action Plan

**Timeframe:** April 2019 – March 2022

<b>Mission</b>	We support and advocate for a healthy community.			
<b>Vision:</b>	We provide inclusive support to build a resilient community.			
<b>VALUES</b>	Trust Respect Inclusion Advocacy Collaboration			
<b>FOCUS AREAS</b>	<b>Social Programs</b>	<b>Financial Security</b>	<b>Advocacy/Cmty Engagement</b>	<b>Team Cultivation</b>
<b>Goals</b> Where we're going and the outcomes we want to achieve for each focus areas.	<ol style="list-style-type: none"> <li>Review and re-launch programs based on current needs and research.</li> <li>Initiate and produce a collaborative community plan for poverty reduction</li> <li>Divert more waste (bottles, clothes, etc.) and track impact</li> </ol>	<ol style="list-style-type: none"> <li>Secure funding through multiple and diversified streams to meet organization's needs</li> <li>Achieve 10% increase in sales annually</li> <li>Grow operating reserve</li> <li>Increase fundraising \$200,000 annually over next three years</li> </ol>	<ol style="list-style-type: none"> <li>Write and execute and communications and engagement strategy</li> <li>Increase advocacy and outreach, resulting in 20% increase in cmty awareness of what we do</li> <li>Foster and develop community partnerships to further our mission and vision</li> </ol>	<ol style="list-style-type: none"> <li>Build a cohesive team that supports each other and creates a culture of belonging for staff including pro d / wellness / communications / onboarding/ retaining</li> <li>Create Board-based pro d, education, succession plans</li> <li>Develop employment strategy to increase job satisfaction, team expectations, team, personal boundaries</li> <li>Be the employer of choice by maintaining appropriate staffing levels.</li> </ol>
<b>Strategies</b> High-level courses of action for moving goals forward.	<ul style="list-style-type: none"> <li>Research – assess available data and find research resources for required data that doesn't exist</li> <li>Establish baseline numbers for existing programs and measurements</li> <li>Identify gaps in existing social programs</li> <li>Program Evaluation: Do 6-month and 12-month review. Ongoing process – spread throughout year.</li> </ul>	<ul style="list-style-type: none"> <li>Create 30<sup>th</sup> anniversary-themed fundraising plan and execute</li> <li>Determine position on RMOW loan forgiveness</li> <li>Secure long-term use of Re-build it site with RMOW</li> <li>Evaluate financial impact of social enterprises and waste reduction</li> </ul>	<ul style="list-style-type: none"> <li>Advocate poverty reduction with local, regional, provincial gov'ts.</li> <li>Work with other cmty orgs to identify gaps/overlaps in programs</li> <li>Collaborate with First Nations on reconciliation opportunities</li> <li>Share positive messages about how you build up the cmty – celebrate more</li> <li>Create and distribute WCSS key messages to staff, board, ambassadors</li> </ul>	<ul style="list-style-type: none"> <li>Develop guiding principles for programs: housing first / harm reduction / reconciliation / who we serve / why/how we serve / how we address issues</li> <li>Ensure training that creates a trauma-informed team</li> <li>Increase team diversity – physical, cultural, social, life experience</li> <li>Conduct staff positions review/org structure. Are right people in right places?</li> </ul>
<b>Action Steps</b> The main tasks or actions required to achieve strategies.	<ul style="list-style-type: none"> <li>Reduce poverty in community by advocating about factors that lead to poverty</li> <li>Poverty – include housing needs i.e. homeless shelter/ /social housing</li> <li>Decolonize programs – Expand residential requirements</li> <li>Increase food recovery from professional food sector</li> <li>Better serve older single men, families, multi-cultural clients</li> </ul>		<ul style="list-style-type: none"> <li>Provide low barrier access by increasing awareness and advocate for individuals' needs – Housing 1st</li> <li>Increase advocacy and education around poverty and “middle-class poor”</li> <li>Create awareness around vulnerable segments in population – educate, harm reduction</li> <li>Promote waste diversion accomplishments, stats</li> </ul>	<ul style="list-style-type: none"> <li>Circulate employee satisfaction/feedback survey to get baseline. Make annual.</li> <li>Hold exit interviews and exit surveys</li> <li>Review I.T. and technology capacity. Increase technology efficiencies, effectiveness</li> <li>Assess if WCSS can be an “living wage employer”</li> <li>Foster “pride of place” in new bldg. Promote collaborative care of bldg.</li> <li>WCSS risk register – review annually</li> </ul>

