

WCRS STRATEGIC PLAN 2021-2026

vision

Communities on the west coast feel a strong sense of belonging and live free from violence and discrimination in all its forms.

mission

We empower and support all members of our communities to move beyond systemic barriers, violence, and abuse through the provision of safe shelter, education and counselling services.

strategic priorities

Programs & Services

Strengthening core programming and aligning wrap-around programs

Advocacy & Partnership Development

Advocating for system level change and developing partnerships to better meet community needs

Education and outreach

Communicating our work and values to help deliver our mandate and support community learning

Financial Health

Diversifying funding sources, with a focus on fundraising development to support for program growth

Organizational Renewal

Strengthening organizational capacities with a focus on people development

values

- **Intersectional feminist principles:** We centre people's overlapping and interacting social identities to create and provide services that recognize and work to counter power imbalances that exist in concurrent experiences of oppression.
- **Trauma-informed practices:** We recognize that trauma is frequently part of people's stories and take care that our spaces and services are as safe as possible and not re-traumatizing.
- **Client-led:** We believe that individuals are experts in their own lives and use a strengths-based approach, building on what clients know works best for them.
- **Responding to people's basic needs:** We believe that every person deserves to have their basic needs met. A person's basic needs are food, shelter, clothing, medical care, mental health care, and safety from violence.
- **Collaboration and partnerships:** We work collaboratively with other organizations with to respond to the needs of individuals in our communities.
- **Supporting individual and community resilience:** We believe that healing thrives in and creates honest, compassionate, respectful, inclusive and caring communities.

Programs & Services

Strengthening core programming and aligning wrap-around programs

By 2026...

- WCRS clients feel supported through self-identified areas of change
- Welcome Bay has secured operational funding
- WCRS provides men's outreach & counselling
- There is clear alignment between all of the Society's programs and services and its mission

We will do this by...

- Incorporating needs analysis and evaluation into all programs and services
- Integrating cultural safety and trauma informed practices in all services and programs
- Facilitating client connections with other service providers when their needs fall outside of WCRS mandate
- Strengthening core anti-violence programming and expanding programming in men's outreach and counselling
- Aligning wrap-around programs with our mission

Advocacy & Partnership Development

Advocating for system level change and developing partnerships to better meet community needs.

By 2026...

- WCRS is a trusted source of information on gender-based violence for decision makers on the Coast - including Indigenous, municipal, provincial and federal governments
- WCRS is an effective voice amplifying the link between a lack of housing and safety from violence on the Coast
- There is a network of wrap-around care for clients on the Coast

We will do this by...

- Increasing our advocacy and leadership efforts within the community and at a system level to help meet individual's basic needs
- Fostering the development of the overall ecosystem of service providers on the Coast
- Partnering and collaborating with key service providers
- Building partnerships with (host nations) Indigenous communities on the Coast

Education and outreach

Communicating our work and values to help deliver our mandate and support community learning.

By 2026...

- WCRS is a visible and respected resource in the community; and clients and other organizations on the Coast are aware of our programs, services and values
- There is increased awareness among community members on anti-violence and anti-discrimination issues
 - WCRS is a reliable supporter of local grassroots campaigns that align with our values

We will do this by...

- Developing, strengthening and socializing our brand identity
- Providing and coordinating relevant training opportunities for community members and partner organizations
- Incorporating an anti-violence framework in all wrap-around services and programs
- Supporting training opportunities for staff, board and volunteers to help increase comfort and responsiveness to crisis aligned with our mission
- Increasing our presence in the community to better connect with clients who need our services
- Providing navigation for government systems (and being known as a place for support with this)

Financial Health

Diversifying funding sources, with a focus on fundraising development

By 2026...

- WCRS has a successful fundraising program that covers the ongoing annual society administrative costs
- WCRS will have the funding required to cover new programs (men's counselling and Welcome Bay)
 - WCRS will have enough reserve to cover at least 6 months of expenses

We will do this by...

- Developing, implementing and maintaining a fundraising and donor stewardship program
- Securing new multi-year grants
- Expanding existing government contracts
- Increasing administrative fees for non-core government programs (ops plan)

Organizational Renewal

Strengthening organizational capacities, with a focus on people development

By 2026...

- All staff, board and volunteers live, experience, and promote the Society's values and are committed to ongoing self-reflection and learning.
- WCRS is a thriving workplace that attracts and retains committed staff and board members
- WCRS has updated systems, structures and management positions that support the Society's growth and renewal
- WCRS centres People with lived and living experience in all governance and operational levels of the organization, ideally with representation from Indigenous communities on board and staff

We will do this by...

- Increasing board and staff competency and knowledge on the Society's values, including cultural sensitivity, trauma-informed practices, and intersectional feminism
- Supporting staff and board professional development, and staff career advancement opportunities
- Fostering a healthy workplace culture
- Revamping the organizational structure and developing leadership and staff positions to support the org's turnaround and renewal
- Updating organizational policies, systems and processes to better support our work
- Designing and implementing processes and structures to empower people with lived /living experience to inform operations and governance
- Recruiting new board and staff members, focusing on representation from the communities we serve