

2017

Interim Place 3-Year Strategic Plan

Prepared by MindBridge Strategies



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EXECUTIVE SUMMARY

The purpose of this report is to provide actionable recommendations that lend themselves to the successful strategic development of Interim Place over the next 3 years.

The report provides a high-level overview of the organization's current state, which was developed in the course of the initial Strategic Planning research phase. The research outcomes identified a number of strengths, challenges, and opportunities for Interim Place which are detailed in Appendices B and C.

From the research findings 4 strategic priority areas are identified, which include:

- Broaden our Scope of Influence
- Strengthen our Organization
- Provide Innovative and Responsive Supports and Services to Marginalized Communities
- Foster a Philosophy of Philanthropy

For each strategic priority area, the report outlines strategic goals and related initiatives to be undertaken by Interim Place over the next 3 years, including:



PRIORITY AREA: BROADEN OUR SCOPE OF INFLUENCE

GOAL: PROVIDE COMMUNITY LEADERSHIP IN THE APPLICATION OF FEMINIST/ANTI-RACISM/ANTI-OPPRESSION FRAMEWORKS TOWARDS AN INTEGRATIVE RESPONSE TO VIOLENCE AGAINST WOMEN

INITIATIVES:

- **Lead the development of a business case that identifies gaps and opportunities in applying a feminist analysis to sexual violence services in Peel Region**
- **Increase internal capacity and community advocacy and awareness related to sexual violence**
- **Develop strategies to ensure that the Community Support and Outreach Program prioritizes communities that are marginalized such as trans women, sex workers, criminalized women, women who use substances and women with precarious immigration status**
- **Increase community engagement in Interim Place's anti-bullying initiatives**



PRIORITY AREA: STRENGTHEN OUR ORGANIZATION

GOAL: BUILD STAFF AND LEADERSHIP CAPACITY TO RESPOND TO THE EMERGING NEEDS OF WOMEN AND CHILDREN EXPERIENCING VIOLENCE

INITIATIVES:

- **Enhance communication, information sharing and relationship-building through a standing forum to share and discuss annual goals and work plans for all areas of the organization**
- **Create meaningful opportunities to recognize and acknowledge Staff, Volunteer, and organizational contributions to VAW sector service provision**
- **Formalize and implement a student placement/volunteer engagement program**
- **Continue to develop organizational health and employee wellness initiatives**

- **Establish and formalize effective governance strategies that will lead to increased organizational capacity**
- **Ensure that organizational policies and procedures continue to be in alignment with human resource, operational, and financial legislation**

Provide Supports to Marginalized Communities

PRIORITY AREA: PROVIDE SUPPORTS AND SERVICES TO MARGINALIZED COMMUNITIES

GOAL: ENSURE RESPONSIVE SUPPORTS AND SERVICES TO MARGINALIZED COMMUNITIES THROUGH PARTNERSHIPS, SERVICE ENHANCEMENTS AND COMMUNITY DEVELOPMENT

INITIATIVES

- **Conduct an Accessibility Audit and develop a work plan to ensure Interim Place’s services are optimally accessible**
- **Build Staff capacity to address issues faced by marginalized women, including (but not limited to) Indigenous women; consumer survivors; women who are deaf and hard-of-hearing; women living with a disability; and women without status/with precarious immigration status**
- **Establish internal procedures and practices to effectively respond to women who have experienced sexual violence**

Foster Philanthropy

PRIORITY AREA: FOSTER A PHILOSOPHY OF PHILANTHROPY

GOAL: ENGAGE ALL INTERNAL STAKEHOLDERS IN UNDERSTANDING AND PARTICIPATING IN REVENUE DEVELOPMENT STRATEGIES AND INITIATIVES

INITIATIVES:

- **Facilitate opportunities to foster Staff engagement in fundraising**
- **Increase revenue by aligning organizational priorities with external stakeholders’ philanthropic values**
- **Increase Board participation in fundraising initiatives**
- **Use social media and the organization’s digital assets to expand ambassadorship of its work**

PART ONE:

INTRODUCTION

The following report details the research findings and recommendations related to the strategic development of Interim Place over the next 3 years. The goal of this Strategic Plan is to provide an overview of current priority issues and strategic objectives and to present recommendations that are aligned with both the macro-level environment in which Interim Place operates and the organization's available resources.

This report is the summation of a 5-month strategic planning process that involved the Board of Directors, Staff, community partners, and women accessing services at Interim Place. The recommendations have evolved from independent research as well as Board, Staff, community partner, and service user consultations.

PART TWO:

VISION AND MISSION

VISION

To create social change where women have economic, social and political justice; and all forms of violence are eliminated in the lives of all women and their communities.

MISSION STATEMENT

To provide shelter, support, counselling and advocacy to help abused women and their children break the cycle of violence. We are a women-centered, anti-racist, anti-oppressive, non-profit organization serving the diverse population of the Region of Peel.

PART THREE:

STRATEGIC DIRECTIONS

A. STRATEGIC PRIORITY AREAS

In light of Interim Place's current strengths, challenges, and opportunities (as detailed in Appendices B and C), the following have been identified as strategic priority areas for Interim Place over the next 3 years:

1. Broaden our Scope of Influence
2. Strengthen our Organization
3. Provide Innovative and Responsive Supports and Services to Marginalized Communities
4. Foster a Philosophy of Philanthropy

B. STRATEGIC GOALS AND INITIATIVES

The following is an overview of strategic goals in each priority area, as well as the initiatives that will be carried out to support the identified strategic goals:



i. BROADEN OUR SCOPE OF INFLUENCE

GOAL: PROVIDE COMMUNITY LEADERSHIP IN THE APPLICATION OF FEMINIST/ANTI-RACISM/ANTI-OPPRESSION FRAMEWORKS TOWARDS AN INTEGRATIVE RESPONSE TO VIOLENCE AGAINST WOMEN

INITIATIVES:

i.a) Lead the development of a business case that identifies gaps and opportunities in applying a feminist analysis to sexual violence services in Peel Region - Through the collaborative vehicle of PCAWA, Interim Place will work with community organizations to develop a business case that identifies gaps and opportunities in applying a feminist analysis to sexual violence services in Peel Region and assesses how a more prolific application of woman-centred frameworks can enhance service delivery to women who have experienced sexual violence.

i.b) Increase internal capacity and community advocacy and awareness related to sexual violence – On an ongoing basis, Interim Place will identify opportunities to discuss, provide training on, and advocate for change on key issues related to sexual violence. These opportunities may be through internal staff/organizational development and/or through highlighting the Feminist/ARAO perspective on discussions related to sexual violence at community tables and forums.

i.c) Develop strategies to ensure that the Community Support and Outreach Program prioritizes communities that are marginalized such as trans women, sex workers, criminalized women, women who use substances and women with precarious immigration status - Interim Place will identify and implement strategies that enhance community support and outreach services to marginalized communities.

i.d) Increase community engagement through Interim Place's anti-bullying initiatives – Interim Place will continue to develop community engagement in its anti-bullying initiatives through enhancing its partnerships with School Boards; developing program modules, sourcing effective tools and resources; and hiring a Public Education and Community Collaboration Coordinator.



ii. STRENGTHEN OUR ORGANIZATION

GOAL: BUILD STAFF AND LEADERSHIP CAPACITY TO RESPOND TO THE EMERGING NEEDS OF WOMEN AND CHILDREN EXPERIENCING VIOLENCE

INITIATIVES:

ii.a) Enhance communication, information sharing and relationship-building through a standing forum to share and discuss annual goals and work plans for all areas of the organization – To build team cohesion and ensure a common understanding of organizational goals, Interim Place will develop a standing annual forum that will present/review and discuss organizational goals and workplans – including annual fundraising plans - with an opportunity for discussion and engagement on how priorities and goals in various areas of the organization intersect and how the various functional areas can work to support each other's goals.

ii.b) **Create meaningful opportunities to recognize and acknowledge Staff, Volunteer, and organizational contributions to the VAW sector service provision** – Interim Place will develop acknowledgement and recognition opportunities that focus on how Staff, Volunteers, and the organization contribute to the VAW movement.

ii.c) **Formalize and implement a student placement/volunteer engagement program** – Building on the 2016 internal report by Joyette Consulting Services related to best practices in volunteer management, as well as the draft Interim Place Volunteer Handbook that has been developed, Interim Place will take the next steps to formalize its student placement and volunteer programs and to develop the tools and systems to meaningfully engage students and volunteers on an ongoing basis. This would include formalizing training processes, and engaging in volunteer retention and stewardship over the longer term.

ii.d) **Continue to develop organizational health and employee wellness initiatives** – Interim Place will identify and develop opportunities to promote employee wellness, which will include developing debriefing opportunities and training on relevant issues such as vicarious trauma and compassion fatigue.

ii.e) **Establish and formalize effective governance strategies that will lead to increased organizational capacity** – The Board of Directors will develop internal strategies, standards, policies, and procedures for effective governance. This includes, but is not limited to, developing succession plans; establishing a risk management framework; reviewing and assessing the segregation of duties between the Board and Executive Director; and developing policies related to reviewing and addressing feedback from external stakeholders.

ii.f) **Ensure that organizational policies and procedures continue to be in alignment with human resource, operational, and financial legislation** – Interim Place will engage in ongoing assessment of its organizational policies and procedures to ensure their alignment with relevant legislation.



iii. PROVIDE SUPPORTS TO MARGINALIZED COMMUNITIES

GOAL: ENSURE RESPONSIVE SUPPORTS AND SERVICES TO MARGINALIZED COMMUNITIES THROUGH PARTNERSHIPS, SERVICE ENHANCEMENTS AND COMMUNITY DEVELOPMENT

INITIATIVES:

iii.a) **Conduct an Accessibility Audit and develop a work plan to ensure Interim Place's services are optimally accessible** – Interim Place will undertake an audit of its facilities, services, and communication channels to assess where improvements can be made from an accessibility perspective. A subsequent work plan will be developed to address identified gaps.

iii.b) **Build Staff capacity to address issues faced by marginalized women, including (but not limited to) Indigenous women; consumer survivors; women who are deaf and hard-of-hearing ; women living with a disability; and women without status/with precarious immigration status** - Interim Place will seek opportunities to increase its capacity to provide impactful responses to marginalized women. This will include – but is not limited to - ongoing staff training and development on issues related to Indigenous women, issues faced by consumer survivors, and women living with a disability. This may additionally include enhancing partnerships with agencies mandated to serve marginalized women.

iii.c) **Establish internal procedures and practices to effectively respond to women who have experienced sexual violence** – In tandem with the development of a community business case for the application of feminist analysis to sexual violence services in Peel Region, Interim Place will enhance its procedures and practices responding to sexual violence. This will include, but is not limited to, increasing staff with specialized knowledge/background in sexual violence supports; providing full staff training on issues and topics related to sexual violence; and integrating topics and issues related to sexual violence into programming.



iv. FOSTERING A PHILOSOPHY OF PHILANTHROPY

GOAL: ENGAGE ALL INTERNAL STAKEHOLDERS IN UNDERSTANDING AND PARTICIPATING IN REVENUE DEVELOPMENT STRATEGIES AND INITIATIVES

INITIATIVES:

iv.a) **Facilitate opportunities to foster Staff engagement in fundraising** – To complement Staff’s understanding of annual fund development goals, Interim Place will develop opportunities for Staff members to develop their role in supporting organizational fundraising on an ongoing basis through dedicated time at Staff meetings and/or Staff days away as well as internal initiatives and activities that support fundraising goals.

iv.b) **Increase revenue by aligning organizational priorities with external stakeholders’ philanthropic values** - Interim Place will identify where alignment exists between organizational priorities and the philanthropic values of external stakeholders, and leverage that alignment to increase organizational revenue.

iv.c) **Increase Board participation in fundraising initiatives** – The Interim Place Board will incorporate participation in fundraising events into its standard expectations and practices and will promote the events among its members as an opportunity to build the Board’s relationship with the organization as a whole. In this way, fundraising event participation will be increasingly viewed as a standard component of the Board’s work and commitment.

iv.d) **Use social media and the organization’s digital assets to expand ambassadorship of its work** – Through both the more prolific and strategic use of social media, as well as encouraging internal stakeholders to champion social media initiatives and campaigns, Interim Place will organically grow the reach of its messaging around its fundraising initiatives and its services. To achieve this, Interim Place will develop and formalize social media strategies that align with its annual revenue development plan.

PART FOUR:

IMPLEMENTATION AND SUCCESS INDICATORS

A tactical implementation plan will be key to the success of the identified strategic initiatives. The following is a 3-year work plan that details and organizes plan implementation, as well as provides key indicators that the strategic plan has been successful.

Strategic Plan: Implementation Work Plan

Immediate – Implementation of this initiative to begin as soon as strategic plan is finalized

Short Term – Implementation of this initiative is to begin this fiscal year (before March 31, 2018)

Medium Term – Implementation of this initiative is to begin next fiscal year (before March 31, 2019)

Long Term – Implementation of this initiative is to be begin between after April 1, 2019

***Note: A target end date of March 31, 2020 implies that the initiative will continue throughout the duration of the Strategic Plan**

#	Initiative	Strategies/ Specific Actions	Timeframe**	Target End Date	Responsibility	Target Outcomes	Status
BROADEN OUR SCOPE OF INFLUENCE							
GOAL: PROVIDE COMMUNITY LEADERSHIP IN THE APPLICATION OF FEMINIST/ANTI-RACISM/ANTI-OPPRESSION FRAMEWORKS TOWARDS AN INTEGRATIVE RESPONSE TO VIOLENCE AGAINST WOMEN							
i.a)	Lead the development of a business case that identifies gaps and opportunities in applying a feminist analysis to sexual violence services in Peel Region	- Through the collaborative vehicle of PCAWA, Interim Place will work with community organizations to develop a business case that identifies gaps and opportunities in applying a feminist analysis to sexual violence services in Peel Region and assesses how a more prolific application of woman-centred frameworks can enhance service delivery to women who have experienced sexual violence.	Short	December 31, 2018	Lead: Executive Director Supported by: Public Education and Community Collaboration Coordinator/ PCAWA Coordinator	Completed gap analysis and business plan with defined, actionable recommendations and work plan	

#	Recommendation	Strategies/ Specific Actions	Timeframe	Target End Date	Responsibility	Target Outcomes	Status
i.b)	Increase internal capacity and community advocacy and awareness related to sexual violence, human trafficking, trans women, women without status or precarious immigration status, and sex workers and substance use	- On an ongoing basis, identify opportunities to discuss, provide training on, and advocate for change on key issues related to sexual violence. These opportunities may be through internal staff/organizational development and/or through highlighting the Feminist/ARAO perspective on discussions related to sexual violence at community tables and forums.	Immediate	March 31, 2020	Lead: Manager of Programs and Services Supported by: Program Supervisors and Program Coordinator	#of facilitated training sessions (internal) focused on related issues Increase in #of community tables where Interim Place is leading/participating in F/ARAO-focused discussions on related issues Client surveys reflect 95% satisfaction rate related to service on related issues Staff training surveys reflect increase in knowledge on related issues	

#	Recommendation	Strategies/ Specific Actions	Timeframe	End Date	Responsibility	Target Outcomes	Status
i.c)	Develop strategies to ensure that the Community Support and Outreach Program prioritizes communities that are marginalized such as trans women, sex workers, criminalized women, women who use substances and women with precarious immigration status	- Interim Place will identify and implement strategies that enhance community support and outreach services to marginalized communities	Medium	March 31, 2020	Lead: Manager of Programs and Services Supported by: Program Supervisors and Program Coordinator	Strategies documented and in the process of being implemented	
i.d)	Increase community engagement in Interim Place's anti-bullying initiatives	-Develop partnership with School Boards -Develop modules -Source effective tools and resources to effectively provide public education to youth -Hire Public Education and Community Collaboration Coordinator role	Immediate	March 31, 2020	Lead: Public Education and Community Collaboration Coordinator	Hiring of Coordinator Partnership agreements with school systems #of facilitated sessions	

#	Recommendation	Strategies/ Specific Actions	Timeframe	End Date	Responsibility	Target Outcomes	Status
STRENGTHEN OUR ORGANIZATION							
GOAL: BUILD STAFF AND LEADERSHIP CAPACITY TO RESPOND TO THE EMERGING NEEDS OF WOMEN AND CHILDREN EXPERIENCING VIOLENCE							
ii.a)	Enhance communication, information sharing and relationship-building through a standing forum to share and discuss annual goals and work plans for all areas of the organization	-Interim Place will develop a standing annual forum that will present/review and discuss organizational goals and workplans – including annual fundraising plans - with an opportunity for discussion and engagement on how priorities and goals in various areas of the organization intersect and how the various functional areas can work to support each other’s goals.	Short	March 31, 2018	Lead: Executive Director Supported by: Leadership Team	Annual forum in place Staff feedback indicates improvement in Staff understanding of agency priorities and operational, fundraising, and service goals/plans	
ii.b)	Create meaningful opportunities to recognize and acknowledge Staff, Volunteer, and organizational contributions to the field of VAW service provision	- Develop acknowledgement and recognition opportunities that focus on how Staff, Volunteers, and the organization contribute to the impact of the VAW movement.	Short	March 31, 2018	Lead: Executive Director Supported by: Development Coordinator	Recognition plan in place and being executed Increase in Staff participation in key events (IWD, TBTN, Dec 6 th)	

#	Recommendation	Strategies/ Specific Actions	Timeframe	End Date	Responsibility	Target Outcomes	Status
ii.c)	Formalize and implement a student placement/volunteer engagement program	- Building on the 2016 internal report by Joyette Consulting Services as well as the draft Interim Place Volunteer Handbook that has been developed, Interim Place will take the next steps to formalize its student placement/volunteer programs and to develop the tools and systems to meaningfully engage students and volunteers on an ongoing basis. This would include formalizing training processes and engaging in volunteer retention and stewardship over the longer term.	Medium	March 31, 2020	Lead: Development Coordinator Supported by: Executive Director	Volunteer program (and all associated components, such as role descriptions, training processes, etc.) in place 25% increase in number of volunteers Volunteer retention	
ii.d)	Continue to develop organizational health and employee wellness initiatives	-Identify/develop opportunities to promote employee wellness. IP will continue to develop debriefing opportunities and training on relevant issues such as vicarious trauma and compassion fatigue.	Short	March 31, 2020	Lead: Business Manager Supported by: Executive Director	Decrease in sick time and unplanned leaves Staff surveys indicate an increase in the overall sense of employee wellness	
#	Recommendation	Strategies/ Specific Actions	Timeframe	End Date	Responsibility	Target Outcomes	Status

ii.e)	Establish and formalize effective governance strategies that will lead to increased organizational capacity	-The Board of Directors will develop internal strategies, standards, policies, and procedures for effective governance. This includes, but is not limited to, developing succession plans; establishing a risk management framework; reviewing and assessing the segregation of duties between the Board and Executive Director; and developing policies related to reviewing and addressing feedback from external stakeholders.	Immediate	March 31, 2018	Lead: Governance Committee Supported by: Executive Director	Board operating at capacity, with processes for developing potential Executive Committee members Leadership succession plan complete Updated ED/Board Segregation of Duties Policy Clear policy and understanding of Board's response to correspondence from external stakeholders Risk management framework	
ii.f)	Ensure that organizational policies and procedures continue to be in alignment with human resource, operational, and financial legislation	-Interim Place will engage in ongoing assessment of its organizational policies and procedures to ensure their alignment with relevant legislation.	Immediate	March 31, 2020	Lead: Executive Director Supported by: Leadership Team	Assessment of all internal policies and procedures against relevant legislation	
#	Recommendation	Strategies/ Specific Actions	Timeframe	End Date	Responsibility	Target Outcomes	Status

PROVIDE SUPPORTS TO MARGINALIZED COMMUNITIES

GOAL: ENSURE RESPONSIVE SUPPORTS AND SERVICES TO MARGINALIZED COMMUNITIES THOROUGH PARTNERSHIPS, SERVICE ENHANCEMENTS AND COMMUNITY DEVELOPMENT

iii.a)	Conduct an Accessibility Audit and develop a work plan to ensure Interim Place’s services are optimally accessible	- Undertake an audit of its facilities, services, and communication channels to assess where improvements can be made from an accessibility perspective.	Short	December 31, 2018	Lead: Manager of Programs and Services Supported by: Development Coordinator	Audit complete with defined, actionable recommendations and outcomes, as well as an implementation work plan	
iii.b)	Build Staff capacity to address issues faced by marginalized women, including (but not limited to) Indigenous women; consumer survivors; women who are deaf and hard-of-hearing ; women living with a disability; and women without status/with precarious immigration status	-Ongoing staff training will be carried out on barriers experienced by Indigenous women, issues faced by consumer survivors and women living with a disability. Additionally, partnerships will be enhanced with agencies mandated to serve/are effectively serving marginalized women.	Immediate	March 31, 2020	Lead: Manager of Programs and Services	# of trainings focused on related issues Staff feedback indicates increased understanding of related issues Increase in number of women accessing services that identify as Indigenous, consumer survivors, and/or living with a disability Increased partnership opportunities	
#	Recommendation	Strategies/ Specific Actions	Timeframe	End Date	Responsibility	Target Outcomes	Status

iii.c)	Establish internal procedures and practices to effectively respond to women who have experienced sexual violence	- In tandem with the development of a community business case for the application of feminist analysis to sexual violence services in Peel Region, Interim Place will enhance its internal procedures and practices responding to sexual violence. This will include, but is not limited to, increasing staff with specific knowledge/background in sexual violence supports; providing full staff training on issues and topics related to sexual violence; and integrating topics and issues related to sexual violence into programming.	Medium	December 31, 2019	Lead: Manager of Programs and Services	Promising practice guidelines established and being implemented Completed training of Staff in sexual violence supports, with Staff feedback indicating an increase in confidence in providing service to women impacted by sexual violence	
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#	Recommendation	Strategies/ Specific Actions	Timeframe	End Date	Responsibility	Target Outcomes	Status
FOSTER A PHILOSOPHY OF PHILANTHROPY							
GOAL: ENGAGE ALL INTERNAL STAKEHOLDERS IN UNDERSTANDING AND PARTICIPATING IN REVENUE DEVELOPMENT STRATEGIES AND INITIATIVES							
iv.a)	Facilitate opportunities to foster Staff engagement in fundraising	- Interim Place will develop opportunities for Staff members to develop their role in supporting organizational fundraising on an ongoing basis through dedicated time at Staff meetings and/or Staff days away as well as internal initiatives and activities that support fundraising goals.	Long	March 31, 2020	Lead: Development Coordinator	Increase in Staff participation in fundraising events and initiatives	
iv.b)	Increase revenue by aligning organizational priorities with external stakeholders' philanthropic values	-Interim Place will identify where alignment exists between organizational priorities and the philanthropic values of external stakeholders, and leverage that alignment to increase organizational revenue.	Short	March 31, 2020	Lead: Development Coordinator Supported by: Executive Director	New funding partners identified and engaged, based on alignment between their philanthropic values and Interim Place's organizational priorities New funding secured	

#	Recommendation	Strategies/ Specific Actions	Timeframe	End Date	Responsibility	Target Outcomes	Status
iv.c)	Increase Board participation in fundraising initiatives	- The Interim Place Board will incorporate participation in fundraising events into its standard expectations and practices and will promote the events among its members as an opportunity to build the Board's relationship with the organization as a whole as well as the Interim Place community. In this way, fundraising event participation will be increasingly viewed as a standard component of the Board's work and commitment.	Short	March 31, 2018	Lead: Finance and Development Committee	70% Board participation in key fundraising events Increased Board participation in building fundraising networks and supporting funding initiatives	
iv.d)	Use social media and the organization's digital assets to expand ambassadorship of its work	- Through both the more prolific and strategic use of social media, as well as encouraging internal stakeholders to champion social media initiatives and campaigns, Interim Place will organically grow the reach of its messaging around its fundraising initiatives and its services. To achieve this, Interim Place will develop and formalize social media strategies that align with its annual revenue development plan.	Medium	March 31, 2020	Lead: Public Education and Community Collaboration Coordinator Supported by: Executive Director and Development Coordinator	Analytics on key social media platforms indicate 15% engagement growth	

APPENDIX A:

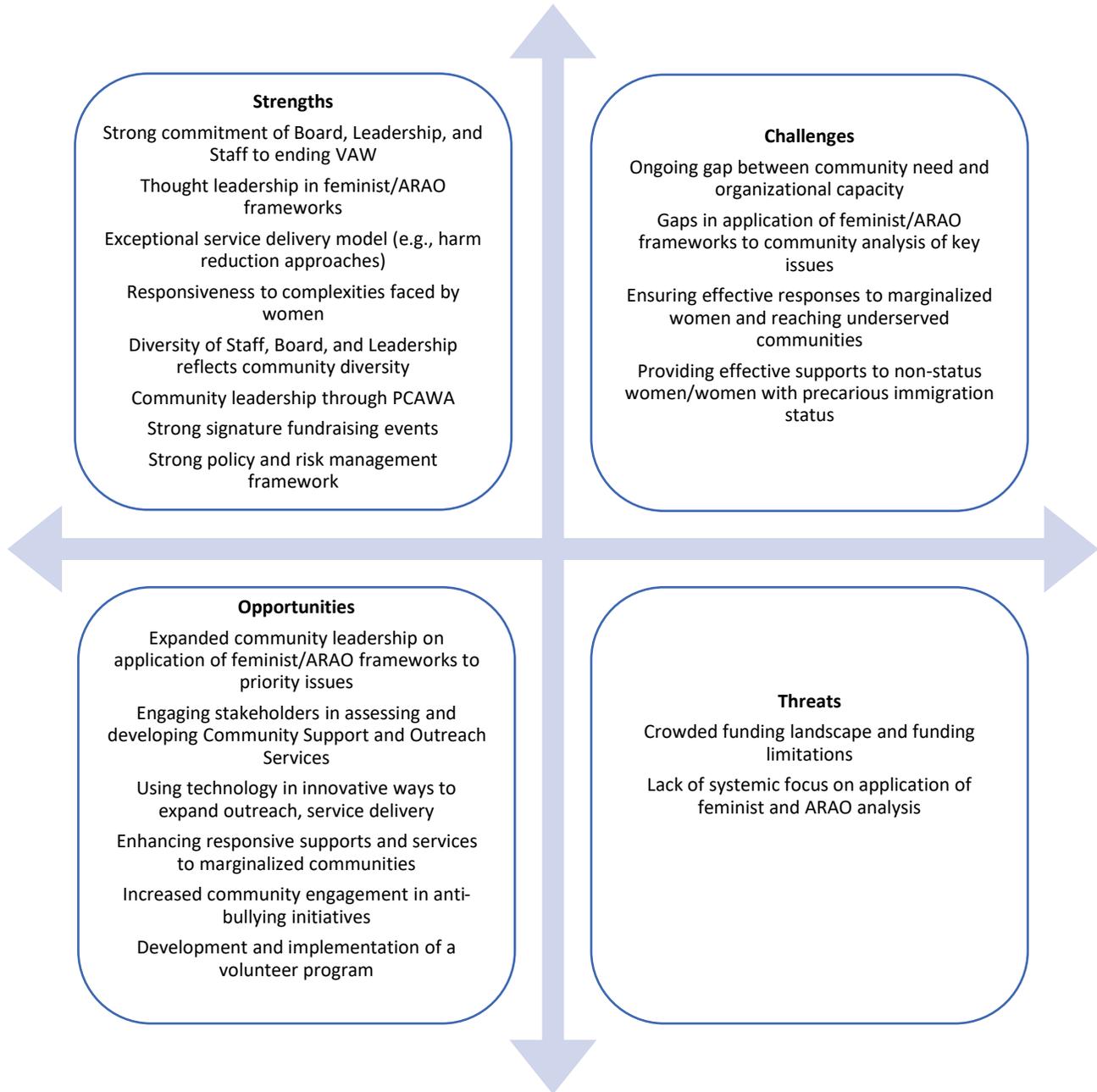
RESEARCH AND ENGAGEMENT METHODOLOGY

The strategic planning process involved the following methodology:

1. Initial discussion with the Executive Director to understand scope of the strategic plan and achieve consensus on the planning process
2. 52 stakeholder interviews including interviews with 37 Staff and Leadership Team Members; 6 Board Members; and 8 community partners.
3. 2 focus groups, which engaged 18 women staying at the North and South Interim Place shelters
4. Review of internal documentation
5. Independent research conducted by MindBridge Strategies
6. Strategic planning session with the Interim Place Staff and Board Members
7. Presentation of draft plan and solicitation of feedback from the Interim Place Board and Leadership Team
8. Development of work plan and finalization of plan

APPENDIX B:

SWOT ANALYSIS



APPENDIX C:

CURRENT STATE: OVERVIEW

The strategic goals and directions in this plan have evolved from a comprehensive review of the organization's current state. A summary of organizational strengths, challenges, and opportunities provides important context to the identification of strategic direction. The following overview of the agency's current state has been developed from the stakeholder interviews and focus groups as well as independent research:

A. STRENGTHS

Interim Place has a long-standing history of providing critical services to women experiencing abuse and their children. They are governed by a committed and engaged Board of Directors and staffed by an exceptionally passionate team that has an unwavering focus on meeting the needs of women and children. In addition, the following organizational strengths were identified:

- **Interim Place is a recognized thought leader in women-centred, anti-racist/anti-oppression frameworks** which it consistently applies as a critical lens to its service delivery, and assesses to ensure optimal focus on providing equitable, accessible services and recognizing women as the experts of their own story. Interim Place is recognized by its community partners as a trusted source of information, knowledge, and ideas on aligning organizational and community work with these frameworks.
- The research process determined that both internal and external stakeholders consider **exceptional delivery of services** to be a core competency of Interim Place. The organization has a profound understanding of and commitment to its mission, and that commitment is evident in the quality of existing service delivery, in all areas of the organization.
- As the recognition of the complexities of addressing women's and children's needs continue to evolve, the need to consider and adopt emergent frameworks for providing service to women facing multiple issues has become an important component of service delivery. **Interim Place has been responsive and adaptive to these complexities and has embraced a harm reduction framework that places primary importance on women's safety.** There has been extensive training provided on harm reduction approaches and there is an ongoing willingness to consider how these approaches can be effectively integrated into Interim Place's service delivery model.
- Interim Place has a commitment to ensuring that **the depth, breadth and diversity of knowledge and skills offered by its Board, Leadership Team, and Staff reflects the diversity of the communities and populations it serves.**
- Interim Place has developed and built **successful signature community fundraising events** that meaningfully engage supporters while providing an opportunity to shine a light on the issue of violence against women.
- **Interim Place plays a pivotal role in community collaboration as the lead agency of the Peel Committee Against Women Abuse (PCAWA).** This provides critical opportunities to lead and engage in collaborative discussions on VAW frameworks, approaches, and community initiatives.

- Interim Place has a **strong and comprehensive policy and risk management framework**. It was noted throughout the research phase that extensive development of and training on organizational policies has taken place over the past 2-3 years, which has strengthened the organization by providing clarity in terms of performance and service delivery expectations and bolstered organizational accountability, transparency, and governance.

B. CHALLENGES

The following key challenges were noted during the research and interview process:

- **Interim Place is facing a significant gap between community need and organizational capacity.** One of the primary challenges that was noted through the research process was the gap between the number of women seeking shelter services and Interim Place's physical capacity to respond to those needs. To put the capacity issue into perspective, between April 1, 2016 and December 31, 2016, Interim Place turned down 1,217 requests for space. Identifying opportunities to address this gap is one of the fundamental objectives of this Strategic Plan.
- From a service delivery perspective, one of the most frequently noted challenges is **providing impactful support that addresses the multiple, and often complex, barriers faced by women without status, or with precarious immigration status.** There are critical limitations on the assistance that is available to women without status (e.g., legal aid, subsidized housing, financial supports). The costs associated with immigration application processes also present critical barriers for women. For all of these reasons, women with no or precarious status face both unique risks and increased vulnerability to violence.
- Interim Place has also identified that there are existing **gaps in ARAO and feminist analysis of priority issues such as the intersection of sexual assault and domestic violence services and human trafficking.** This presents an opportunity for Interim Place to engage in leadership opportunities in the promotion and facilitation of these discussions, particularly through their role as the lead agency of PCAWA.
- There was also the identified challenge of **identifying ongoing opportunities to enhance team cohesiveness in meaningful ways.** Board members, Staff members, and Leadership Team members all expressed a desire to continue to work towards a positive and collaborative working relationship. It was noted that staff engagement on internal committees is a valuable opportunity for collaborative dialogue, but that strategies were required to increase committee participation. In addition, the following were highlighted as key focus areas for strategic relationship-building between Staff and Leadership:
 - Effectively increasing accountability across the organization
 - Promoting and engaging in open, timely and transparent communication
 - Creating opportunities for positive and supportive feedback as well as constructive guidance
 - Establishing clear and consistent expectations where ambiguities exist (e.g., developing procedures that help to clarify policy implementation)
 - Promoting the health, wellness, and self-care of Staff

- Developing more informal interaction opportunities between Management, Staff, and Board members
- Given the unique challenges of staffing a 24/7 shelter facility, as well as the Staff health and wellness challenges that come with providing front-line crisis and trauma services, there is an important role for Relief Staff to fulfill in the organization. However, Interim Place has faced challenges **in recruiting a strong pool of Relief Staff**. This challenge presents an opportunity to both consider creative recruitment approaches and to consider how the role development and engagement of Relief Staff can enhance the HR capacity of the organization.

C. OPPORTUNITIES

Building on the above-mentioned strengths and recognizing current challenges, the following opportunities have been identified related to Strategic Development at Interim Place:

- **Expanded community leadership on the application of F/ARAO frameworks to priority issues** – Two key priority community issues that were identified throughout the Strategic Planning process were the intersection of services for survivors of sexual and domestic violence and human trafficking. There was an identified gap in community leadership in the area of applying F/ARAO frameworks to these issues and developing community responses that reflect feminist and ARAO principles. As a thought leader in these areas – and the lead agency on PCAWA – there is a significant opportunity for Interim Place to provide community leadership in these areas through initiatives such as developing community protocols that respond to these pieces through a F/ARAO lens.
- **Using technology in innovative and creative ways to expand outreach, service delivery** – With capacity limitations, high community need, and unique needs faced by women in particular communities and/or with complex needs, there is an opportunity to consider how technology can be utilized in creative ways to expand community reach and enhance service delivery. This could include podcasts and videos that reduce language and cultural barriers as well as barriers faced by individuals with disAbilities. It could also include expanded uses of technology as a two-way communication vehicle to enhance counselling and crisis response services as well as to enhance the availability of violence prevention tools.
- **Understanding and responding to the needs of Indigenous women** – There is an opportunity to meaningfully integrate Indigenous history and culture into Interim Place’s service delivery framework and to consider the unique perspective and needs of Indigenous women and children in order to ensure they are provided with optimal service delivery. As part of its ARAO framework, there is also an opportunity to highlight the role that colonization has played in both systemic and individual oppression and violence.
- **Continuing to develop service enhancement that meet the needs of women with disAbilities** – Interim Place has done significant work to develop partnerships and training opportunities that highlight the particular needs of women with disAbilities. There is an opportunity to continue the foundational work that has been done in order to enhance the organization’s service delivery approaches and tools to ensure optimal outreach and service delivery to women with disAbilities.
- **Expanding the role and presence of Community Support and Outreach services throughout Peel Region** – As a means of expanding the reach of Community Support and Outreach services, there is an opportunity to

undertake a comprehensive review of CSO objectives and outcomes and to identify innovative ways to expand the breadth and depth of service delivery through the CSO program.

- **Expansion of volunteer engagement** – As a means of expanding the human resource capacity at Interim Place, there is an opportunity to develop and implement a volunteer engagement program. The foundational pieces to the program have been developed through the 2016 volunteer management best practices report prepared for Interim Place by Joyette Consulting Services as well as by the draft Interim Place Volunteer Handbook that has been developed. The next step will be to develop and formalize the program components.
- **Building an internal philosophy of philanthropy** – As a means of building community ambassadorship through internal employees and volunteers, Interim Place has a significant opportunity to engage all internal stakeholders in understanding and participating in revenue development strategies and initiatives. This will provide increased capacity for the organization to build on its natural networks and expand its fundraising and community engagement reach.