

2017 - 2020

Strategic Plan



BACKGROUND AND INTRODUCTION

Candace House (C. H.) is a **first of its kind in Canada** day refuge for victims and survivors of crime and their families providing support as they go through the court system and criminal justice process. Candace House was the original vision of Wilma Derksen, the name coming from Wilma and Cliff's daughter, Candace, who was murdered at age 13 in 1984. Over the many years of their own extended court involvements and cases, Wilma and Cliff and their family experienced first-hand the needs of victims, survivors and their families when involved in the court system. It was during that time Wilma formed the vision for Candace House. Wilma spoke the vision into being and over time it has become a shared vision of the community.

Candace House was **incorporated in 2013** as its own entity and with a fully functional Board in place, Wilma's role shifted over time to where she has now fully "handed-off" the reigns of the organization to the Board, with the understanding that she will have a voice and continue to be consulted through the next stage of its establishment.

Under the leadership of Board President Darryl Stewart, the Board found the ideal person in Cecilly Hildebrand and hired her as Candace House's **part time Executive Director (E.D.) in late 2014**. Since that time the E.D. has been working closely with the highly skilled and motivated Board to take the many steps towards opening the facility.

One of the first major projects the E.D. undertook was an **environmental scan / stakeholder consultation** process, which took place in one to one meetings, in addition to a larger stakeholder meeting held previously. The overwhelming response from the stakeholders which included collateral organizations and agencies was to confirm there is a gap and a need for a safe, neutral and supportive place and resource centre for victims of crime and their families going through the court process. Strong relationships were established through that process which will facilitate collaboration and referrals once Candace House opens.

Another of the major projects the Board and E.D. undertook was to **find a suitable location**. In 2017, the ideal space for the birth of the operation was found- a main floor physically accessible space just one block from the courts. The lease was signed and keys were given to C.H. on May 1, 2017. A design plan for the renovation of the space has already been developed and contractors are being solicited with a view to having some of the work done as a charitable donation.

Another major project the Board and E.D. undertook was to hire a consulting company to conduct a **feasibility study for a major fundraising campaign**. The company hired was the Mikuska Group and over the period of a few months the Mikuska Group conducted interviews to “test” the goal and proposal of a one million-dollar campaign. The result of the feasibility study confirmed the need, reasonableness, and likelihood for success of undertaking such a goal.

During these projects, the E.D. has been **researching and preparing applications for core and project funding** which will be necessary for the staff and services that Candace House will provide once their doors are open.

In May and June 2017 Candace House was successful in receiving an Organizational Development Grant from the United Way of Winnipeg to hire Healthy Hive Consulting to guide and facilitate the board and E.D. through the strategic planning process to create **Candace House’s first Three (to Five) Year Strategic Plan**.

Candace House recognizes that it is located in Treaty One Territory and that the land on which it stands is the traditional territory of Anishinaabeg, Cree, Oji-Cree, Dakota, and Dene peoples, and the homeland of Metis Nation. Candace House is committed to on-going learning towards decolonization and Indigenous empowerment process and recognizes the Calls to Action outlined in the recent Truth and Reconciliation Commission (TRC) Report.

Our Strategic Plan

THE PLANNING PROCESS

The Board Survey

The first step of the strategic planning process was to undertake a confidential survey of the Board of Directors. The survey was designed collaboratively by the consultant and E.D. and focused on a review and feedback of the previously articulated “working versions” of the: vision, mission / mandate, and values that would guide the further establishment and operations of the organization. The survey started the process of a SWOT analysis and an assessment of the capacities, strengths and weaknesses of the board for leading the organization over the term of the first Strategic Priorities plan. The survey also elicited feedback on, and provided insight into, the primary motivation of each board member re: their term on the Board of Candace House.

The responses from the survey confirmed and affirmed the strength of the foundational statements with a bit of fine tuning. The strong consensus on these foundational statements is crucial to clarity and cohesion going into the three-year planning exercise. It is clear from the survey responses that there is strong consensus between the Board and E.D combined with passion and commitment which will facilitate cohesion and momentum moving forward.

The Time Frame or Term of the Strategic Plan

It is both a unique asset as well as a challenge that before it has even opened its’ doors and started to provide this essential service that Candace House has received a great deal of press coverage. The high recent public profile will be very helpful for the fundraising campaign and at the same time will put an unusual amount of attention on the first year or two of the organization after it opens.

The next three years of activity to establish and open Candace House will be a **period of rapid growth**, with a lot of activity and decisions that will have both immediate and long-term impact. For that reason, the term for the first Strategic Plan is being set for a three-year period, from 2017 – 2020.

ESTABLISHING THE FUTURE

VISION

A comforting place for victims and survivors of crime.

MISSION

To provide a safe and comforting day refuge for victims and survivors of crime navigating the court process.

Candace House will offer access to holistic and culturally appropriate resources and referrals as well as victim support services in a way that promotes empowerment and resilience.

Candace House will endeavour to contribute to the leadership in the victim services sector through effective and strategic use of collaborative partnerships

VALUES

Compassion
Empowerment
Integrity
Collaboration
Respect
Social Justice
Diversity and Inclusion

Note: Values correspond alongside the 7 Teaching from Indigenous culture of love, respect, courage, truth, humility, honesty and wisdom.

SIX STRATEGIC PRIORITIES

These are not listed in order of importance, but with a view to anticipated chronological order.

1. Governance
2. Financial Health and Sustainability
3. Cultural Competency, Inclusion and Accessibility
4. Operations and Services / Programming
5. Establishing Collaborations and Partnerships
6. Public Relations and Marketing / Communications

GOVERNANCE

- Review and refine board governance and culture related to practice and processes, such as determining the meeting format and decision-making processes the Board will adopt and use (year 1)
- Establish committees - ad hoc / short term and long term, including Terms of Reference and any goals for each (year 1)
- Undertake a board competencies / asset review to determine unmet needs or gaps / deficits and develop plan to fill those needs with personnel recruitment (year 1)
- Develop a Board Orientation Handbook / Guidebook (year 1)
- Determine the Board training needs and find experts to provide knowledge transfer, coaching / mentorship (on-going)
- Establish routine assessment of the organizational resources against commitments to ensure reasonable sustainable / healthy rate or pace of growth. (year 1)
- Determine decision making process or method for anticipated future decisions, i.e.: majority rules, consultative, consensus or concentrated (year 1)

FINANCIAL HEALTH AND SUSTAINABILITY

- Launch and undertake the 1-million-dollar fundraising campaign (year 1)
- Apply for multi-year core funding to The Winnipeg Foundation (year 1)
- Set-up Agency Fund with The Winnipeg Foundation (year 1)
- Research and apply for capital funding (year 1)
- Research and apply for additional core and project funding sources (ongoing)
- Establish funding and reporting cycles (year 1)
- Continue / on-going membership drive (year 1)
- Undertake fundraising and awareness events (annual)

CULTURAL COMPETENCY, INCLUSION AND ACCESSIBILITY

- Affirm definition of and commitment to cultural competency in policy (year 1)
- Develop and affirm cultural competence and access policies in all aspects of C.H. to ensure full integration. (year 1)
- Board and staff training in recognizing, valuing, and harnessing diversity (year 1/2)
- Value and address diversity and access needs in the selection of staff and volunteers, including future Board members, part of the policy development (year 1)
- Seek out and establish partnerships with diversity groups/organizations (on-going)
- Actively seek feedback regarding barriers to access services (ongoing after opening)
- Consider establishing a cultural diversity and accessibility advisory council and / or recruiting Board members to be a voice from that cultural group, population of community (year 2/3)

OPERATIONS AND SERVICES / PROGRAMMING

Facility

- Undertake disability and cultural accessibility assessment, with a trauma-informed approach (year 1)
- Undertake and complete the renovation of secured location (year 1)
- Furnish and decorate the renovated facility / centre (year 1)
- Ensure facility meets safety and security protocols, including workplace safety & health standards (year 1)

Administration / Finance

- Financial oversight, book keeping and accounting systems and resources in place to meet growth needs (year 1)
- Develop record keeping and file management systems/policy (year 1)
- Develop record keeping system for reporting to funders (year 1)
- Design / develop internal communications and coordination protocols (year 1/2)

Personnel / Human Resources

- On-going executive mentorship for E.D. (year 1 and beyond)
- Succession planning for E.D. (year 1)
- Annual performance review of E.D. and any project staff (collaborate on the method, process or approach) (year 1)
- Develop core staff /volunteer team job descriptions (year 1/2)
- Recruit/hire additional personnel (year 2)
- Determine professional development needs and policy (year 1/2)

Supplies / Equipment

- Determine programming needs in addition to “Healing Haven”, i.e.: workshops and seminars, counseling (year 1)
- Establish resource library and usage protocols (year 1)
- Resource programming (year 1/2)
- Develop evaluation plan for services/programming (year 1)

ESTABLISHING COLLABORATIONS AND PARTNERSHIPS

- Distinguish partners from collaborators (year 1)
- Develop MOU with referring partners (year 1)
- Develop MOU with space utilizing partners (year 1)
- Develop record keeping requirements and system to track partnership relationships / conversation and information sharing (year 1/2)
- Establish requirements regarding frequency and methods of external communication with partners and collaborators, connected to specific MOU's in some cases (year 1/2)
- Bring sub-sector leadership by convening inter-agency information sharing, with a view to identifying synergies and gaps, with collaterals (year 2)

PUBLIC RELATIONS AND MARKETING / COMMUNICATIONS

- Evaluate logo and revitalize brand identity (year 1)
- Maintain public profile through media relations (on-going)
- Develop and provide print materials necessary for the fundraising campaign (year 1)
- Host special event for “unveiling” of the renovated facility and official opening (year 1)
- On-going development and maintenance of website / social media platforms (on-going)
- Develop print materials for referring collaterals and the public (year 1)
- Establish external communications systems and protocols and policies (year 1/2)
- Determine newsletter format, frequency, and content (year 2)



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