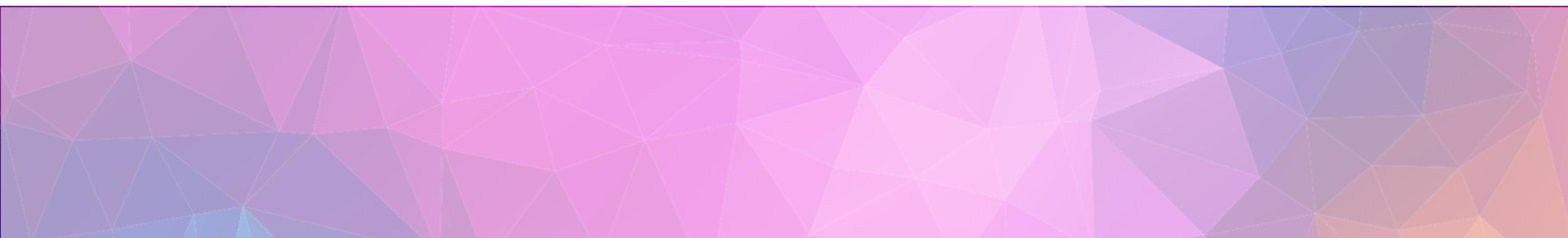




# **Immigrant Women Services Ottawa (IWSO)**

## **5-Year Strategic Plan (2020 - 2025)**

June 2020



# Executive Summary

This Strategic Plan lays out our commitments to eliminating all forms of abuse against women and children and achieving social and economic equality for immigrant and racialized women.



This Strategic Plan outlines where we want to go and grow in the next five years. It highlights the key strategies to help us get there along with the performance indicators to measure our progress against the plan. The Strategic Plan will be executed over the course of 2020 – 2025 and will serve as an important guidepost for our organization as we continue our journey to provide leadership and support to end violence against women.

IWSO has a vision: to eliminate all forms of abuse against women and children and achieving social and economic equality for immigrant and racialized women. This Strategic Plan sets out our priorities for the next five years to help us realize this vision, and will be used as a tool to achieve desired outcomes in areas that are critical to the success of our organization including financial sustainability, service quality, talent strategy, modernizing our IT infrastructure, and increase our brand awareness and stakeholders engagement.

The Strategic Plan was developed in close collaboration with multiple stakeholders including IWSO's Board of Directors, management team, staff, and volunteers. Thank you to everyone who participated in this process – you helped to make our Strategic Plan for 2020 - 2025 something we can be proud of!

Through an extensive research and interview process, the following were identified as our five-year strategic goals:

- Improve service delivery
- Foster an effective talent strategy
- Foster an effective governance operating model and strategy
- Enhance operational efficiency
- Grow and diversify sources of funding
- Increase brand awareness & engagement

# IWSO's Strategy for 2020-2025

Mission

To provide immigrant and racialized women and their families in the City of Ottawa and the surrounding area, with the supports and tools to achieve their full potential as members of Canadian society and to participate in the elimination of all forms of abuse against women and children.

Vision

The elimination of all forms of abuse against women and children and achieving social and economic equality for immigrant and racialized women.

Our Key Values



Excellence



Leadership



Accountability



Diversity



Empowerment



Services



People



Operations



Funding

Goals

Improve service delivery to reduce program inefficiencies, improve client learning and foster new partnerships to enhance IWSO's suite of service offerings.

Foster an effective talent strategy to develop the next generation of skilled leaders and foster happy and motivated employees and volunteers.

Foster an effective governance strategy that bridges the gap between governance framework and operational realities.

Continuously improve efficiency and effectiveness of operations to enable and maximize the value of our services.

Grow and diversify sources of funding, to spread funding risk and to better balance the operating budget and increase funding for priority services.

Increase client, donor, and community awareness of IWSO's services and increase engagement with new and existing clients and donors.

Strategies

1. Implement Results-Based Accountability Program
2. Create Tailored Program Curriculums
3. Seek New Strategic Partnerships targeted at Service Support

1. Develop and Execute Talent Strategy
2. Expand Training Opportunities
3. Develop IWSO Staff Succession Plan

1. Assess and Refine Management and Governance Framework
2. Continue to Enhance Board Performance
3. Monitor Organization Performance

1. Formalize Volunteer Onboarding Process
2. Develop Remote Work Strategy Plan
3. Implement Enabling Technologies

1. Develop New Sources of Funding by Attracting Private Donors
2. Create Proactive Retention Donor Strategies
3. Seek New Partnerships that are Targeted at Securing Funding

1. Improve Visibility of Offerings
2. Develop and Deploy Social Media Campaign
3. Improve Engagement with Customers and Donors