



Strategic Plan 2022 - 2027



9May2022

Introduction

History

In 1996, current Executive Director Marie McCallum launched the operations of our agency, which was originally called Barrie and Area Victim Crisis Assistance and Referral Service (or VCARS). Expansion of our service area over time into Alliston, Bradford, Collingwood, Innisfil, Midland/Penetanguishene, Wasaga Beach and all points between, sparked a name change that became official in 2019. Now Victim Services of Simcoe County (VSSM), we work in conjunction with first responders across the county, including our highly valued police partners:

- Barrie Police Service
- Ontario Provincial Police (local detachments)
 - o Collingwood
 - o Huronia West
 - o Southern Georgian Bay
 - o Nottawasaga
- South Simcoe Police Service

Our agency exists to provide immediate and short-term crisis intervention through emotional support, practical assistance, education and referrals to other community agencies for longer-term assistance.

Within our jurisdiction, VSSC is responsible for six programs delivering comprehensive support services in English and French, 24 hours per day, 365 days of the year.

VSSC is one of more than 50 Victim Services agencies across the province. Simcoe County is also served by North Simcoe Victim Services, which assists victims in the Orillia area.

Who We Serve

We hear from our victimized clients that the most helpful support they receive is from people who care, listen and understand. We are proud to provide them with this support and more from our trained staff and crisis-response volunteers.

Our justice partners define a victim as any person who is harmed, killed or suffering as the result of an accidental or intentional act committed by another person. The Ontario Victims' Bill of Rights 1995 supports the right of individuals who have been impacted by a crime, to receive effective and timely assistance to help them cope with the aftermath of the crime.

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Clients can access VSSC services via self-referral or a referral from the police or other community service agency. Relying on our funders and donors to cover our operating expenses, we provide all our services at no cost to our clients.

Where We Serve

There are two Victim Services agencies within the boundary of Simcoe County. VSSC serves those who are victims of crime or tragedy within the following municipalities:

- Adjala-Tosorontio
- Barrie
- Bradford West Gwillimbury
- Clearview
- Collingwood
- Essa
- Innisfil
- Midland
- New Tecumseth
- Oro-Medonte
- Penetanguishene
- Severn (co-served with North Simcoe Victim Services)
- Springwater
- Tay
- Tiny
- Wasaga Beach



Mission Statement

VSSC provides comprehensive support services to Simcoe County victims in the immediate aftermath of a crime or tragedy to minimize their trauma and maximize their capacity for recovery.

Vision Statement

A community where no one ever faces crisis or tragedy alone.

Core Values Statement

VSSC's core values are guiding principles that represent our agency's entrenched convictions and influence everything we do – and how we do it. The acronym ACCESS not only serves as a reminder of our six core values, but also underscores the importance of inclusion, the foundation of our Equity Diversity and Inclusion (EDI) philosophy.



Core Values: ACCESS

Advocacy

We are advocates for individuals who have been victimized by providing the resources they need, when they need them. We also amplify their voices at the community level to break-down barriers to support services, and at the system level to decrease disproportionate representation of marginalized populations in victimization statistics.

Collaboration

A value that informs both internal and external relationships, collaboration means listening and evolving together, while supporting each other for the sake of a collective goal. We know our networks makes us stronger and better able to serve our stakeholders, so we seek to build win-win partnerships at all times.

Client-Centered Care

We believe those who have been victimized are less traumatized when they are empowered on the path of recovery. To this end, we create a safe, non-judgmental atmosphere where our clients and their families are treated with dignity, compassion, confidentiality and respect. From our first meeting, our team provides the resources necessary for them to take the lead in a customized action plan.

Equity, Diversity & Inclusion

Operating on the traditional land of the Anishinaabek, VSSC respects and honours the diverse histories, languages, cultures and experiences of First Nations, Métis, Inuit and First Peoples of our jurisdiction. We extend this respect to the full diversity in our community, acknowledging the history of discrimination in Canada, and are committed to creating an inclusive environment that brings together the diverse perspectives of our clients, volunteers, staff, funders, partners and community members.

Service Excellence

We hold ourselves accountable to a standard that consistently exceeds the expectations of those we serve. We demonstrate this continuous-improvement commitment by providing our stakeholders with multiple opportunities to provide feedback and input regarding program development.



Supportive & Healthy Work Environment

VSSC strives to create a positive work culture that respects the unique attributes and perspectives that each employee and volunteer brings to their role here. We also value their personal and professional growth and are committed to providing a meaningful and rewarding experience during our time together.

Critical Success Factors

Victim Services of Simcoe County is committed to perform the activities driven by its critical success factors that it has adopted in order to achieve the goals of the organization and carry out its mandate outlined in its mission statement: “VSSC provides comprehensive support services to Simcoe County victims in the immediate aftermath of a crime or tragedy to minimize their trauma and maximize their capacity for recovery.”

Effective Partnerships

VSSC is dedicated to building a partner network with a collaborative mindset, skillset and toolset to address the scope of victims’ and their families’ needs.

Cultural Responsiveness

VSSC will focus on the ability to learn from and relate respectfully with people across all cultures within its service catchment.

Evidence & Evaluation

VSSC will use an evidence-based approach to characterizing victim services issues, identifying root causes and applying due diligence to assessing alternatives to provide advocacy that is driven by and respects victim choices, abilities, values and identity.

Risk Focused

Risks will be identified using the experiences, information and data of our clients, our employees, our partner agencies, our community and our stakeholders highlighting the strategic issues VSSC will address on a priority basis.

Innovative Approach

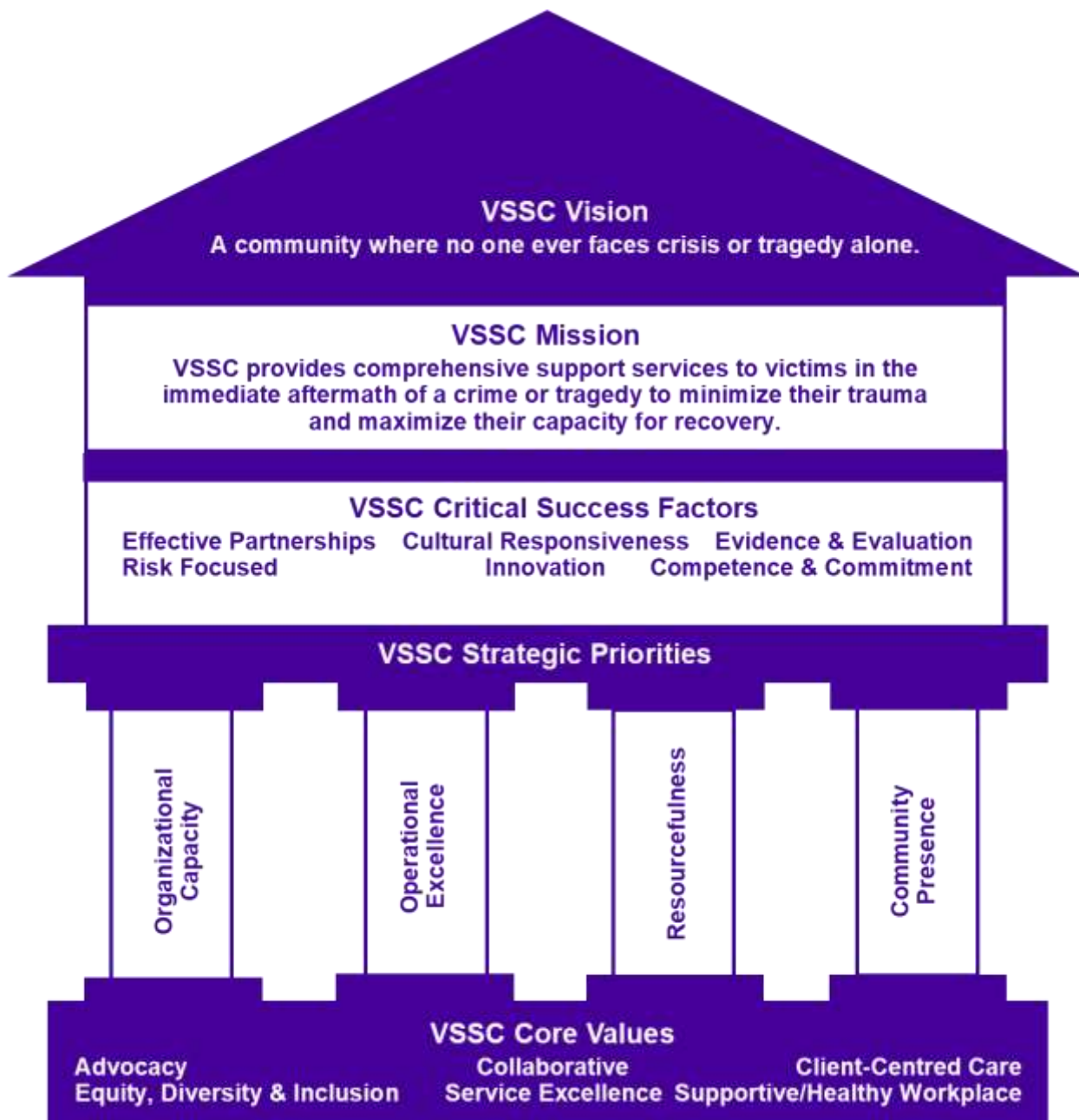
VSSC innovates in terms of best practices, processes and systems to remain effective and continue to execute efficiently to meet increasing capacity needs and ever-changing requirements as its catchment areas grow and evolve.

Competence & Commitment

VSSC has an ongoing commitment to learning and self-improvement of its employees and associates to deliver services that are specific, focused, and driven by the individuals impacted by crime and violence.



Strategic House



Strategic Plan Overview

Strategic Priority #1: Organizational Capacity

To increase the capacity and resiliency of human resources within and across the agency to maximize community impact now and in preparation for future needs.

- Objective OC1.1:** To complete the Board of Directors' transition into a high-functioning governance board
- Objective OC1.2:** To recruit and retain highly qualified employees
- Objective OC1.3:** To build a highly skilled volunteer corps

Strategic Priority #2: Operational Excellence

To measure, track and report our performance across all functional areas of the agency.

- Objective OE 1.1:** To digitize data collection and reporting
- Objective OE 1.2:** To automate repetitive operational tasks
- Objective OE 2.1:** To establish a performance management framework

Strategic Priority #3: Resourcefulness

To increase the sustainability and resiliency of agency revenues to ensure VSSC is able to deliver quality, comprehensive and responsive crisis-intervention services to everyone who needs them within our jurisdiction.

- Objective R1.1:** To increase funding
- Objective R1.2:** To diversify revenue
- Objective R1.3:** To maximize existing revenue and decrease operating costs

Strategic Priority #4: Community Presence

To be a well-known and respected community agency, and the primary victim services authority across our jurisdiction.

- Objective CP 1.1:** To create brand ambassadors
- Objective CP 2.1:** To build community awareness of VSSC
- Objective CP 2.2:** To achieve best practices in victim-centred programs

Strategic Plan Details

Strategic Priority #1: Organizational Capacity

To increase the capacity and resiliency of human resources within and across the agency to maximize community impact now and in preparation for future needs.

Strategic Goal		OC1: VSSC Bench Strength	
To enhance VSSC Organizational Bench Strength			
Strategic Objective:	OC1.1: To complete the Board of Directors' transition into a high-functioning governance board		
Responsible:	Board of Directors	End Date:	2026-03-31
Initiatives:	<ul style="list-style-type: none"> ▪ Develop a recruitment and onboarding plan (including job descriptions) ▪ Institute a board training program ▪ Conduct annual board performance reviews ▪ Create a standing committee structure ▪ Establish a board succession plan ▪ Strike ad hoc committee to address anticipated Executive Director retirement 		Success Measure(s); <ul style="list-style-type: none"> ▪ Self-evaluation (board performance review) ▪ New ED hired
Barriers:	Enablers/Skills/Training	Funding	Risks
	<ul style="list-style-type: none"> -Commitment -Board committees -Board talent profile 		
Critical Success Factor(s)	<ul style="list-style-type: none"> -Competence & Commitment -Innovative Approach 		

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Strategic Goal	OC1: VSSC Bench Strength		
To enhance VSSC Organizational Bench Strength			
Strategic Objective:	OC 1.2: To recruit and retain highly qualified employees		
Responsible:	Executive Director	End Date:	2027-03-31
Initiatives:	<ul style="list-style-type: none"> ▪ Deliver competitive staff compensation (i.e., salaries, benefits and pension) ▪ Develop ongoing professional development opportunities (both mandatory and elective) 		Success Measure(s) <ul style="list-style-type: none"> ▪ Competitive compensation in place (or planned) ▪ Professional development policy in place ▪ Average level of employee productivity ▪ Resignation & retention rate ▪ Change in job performance after a professional development program
Barriers:	Enablers/Skills/Training	Funding	Risks
	-Priority: A professional development program -Innovative approach	-Staff compensation	
Critical Success Factor(s)	-Competence & Commitment -Innovative Approach		

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Strategic Goal		OC1: VSSC Bench Strength	
To enhance VSSC Organizational Bench Strength			
Strategic Objective:	OC 1.3: To build a highly skilled volunteer corps		
Responsible:	Executive Director	End Date:	2025-03-31
Initiatives:	Success Measure(s)		
<ul style="list-style-type: none"> ▪ Build internal capacity delivering new onboarding training program ▪ Develop an ongoing training program (including leadership program) ▪ Provide an effective selfcare program for front-line crisis personnel ▪ Create volunteer-recognition program, incentivizing cross-agency support 	<ul style="list-style-type: none"> ▪ Volunteer management plan implemented ▪ Case completion rate ▪ Change in client satisfaction scores ▪ Management costs per FTE 		
Barriers:	Enablers/Skills/Training	Funding	Risks
	<ul style="list-style-type: none"> -Onboarding program -Rewards & recognition program -Cross agency agreements 	-Requires funding	
Critical Success Factor(s)	<ul style="list-style-type: none"> -Competence & Commitment -Innovative Approach -Effective Partnerships 		

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Strategic Priority #2: Operational Excellence

To measure, track and report our performance across all functional areas of the agency.

Strategic Goal		OE1 VSSC Continuous Improvement: Organizational Effectiveness	
To increase efficacy by integrating innovative technologies into VSSC operations			
Strategic Objective:	OE 1.1: To digitize data collection and reporting		
Responsible:	Executive Director	End Date:	2024-12-31
Initiatives:	<ul style="list-style-type: none"> ▪ Develop internal capacity for maximizing new Victim Services Incident Reporting Database (VSIRD) ▪ Build internal capacity for expansion of data collection to include new measurements 		Success Measure(s) <ul style="list-style-type: none"> ▪ VSIRD is fully operational ▪ Administration cost per case
Barriers:	Enablers/Skills/Training	Funding	Risks
	-IT competencies and business process improvement skills required	-Requires funding	
Critical Success Factor(s)	-Competence & Commitment -Evidence & Evaluation -Risk Focused -Innovative Approach		

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Strategic Goal	OE1 VSSC Continuous Improvement: Organizational Effectiveness		
To increase efficacy by integrating innovative technologies into VSSC operations			
Strategic Objective:	OE 1.2: To automate repetitive operational tasks		
Responsible:	Executive Director	End Date:	2026-03-31
Initiatives:	<ul style="list-style-type: none"> ▪ Convert payroll to direct deposit ▪ Contract around-the-clock answering service ▪ Review all aspects of operations for further opportunities for efficiencies 		Success Measure(s) <ul style="list-style-type: none"> ▪ Initiatives complete ▪ Monthly general administration costs
Barriers:	Enablers/Skills/Training	Funding	Risks
	-IT competencies and business process improvement skills required	-Requires funding	
Critical Success Factor(s)	-Competence & Commitment -Evidence & Evaluation -Risk Focused -Innovative Approach		

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Strategic Goal	OE2 VSSC Continuous Improvement: Measuring Quality		
To benchmark and track performance metrics across the agency			
Strategic Objective:	OE 2.1: To establish a performance management framework		
Responsible:	Executive Director	End Date:	2025-03-31
Initiatives:	<ul style="list-style-type: none"> ▪ Implement new Evaluation & Outcomes Plan ▪ Identify anticipated new measurables required by MSSCC and other key stakeholders 		Success Measure(s) <ul style="list-style-type: none"> ▪ Evaluation & outcomes plan implemented ▪ Annual review of potential new measurables complete ▪ Average case administration costs ▪ Change in client satisfaction scores
Barriers:	Enablers/Skills/Training	Funding	Risks
	-Performance management knowledge & skills		
Critical Success Factor(s)	-Evidence & Evaluation -Risk Focused -Innovative Approach -Competence & Commitment		

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Strategic Priority #3: Resourcefulness

To increase the sustainability and resiliency of agency revenues to ensure VSSC is able to deliver quality, comprehensive and responsive crisis-intervention services to everyone who needs them within our jurisdiction.

Strategic Goal		R 1 Healthy Finances	
To increase and diversity revenue; minimize expenditures			
Strategic Objective:	R 1.1: To increase funding		
Responsible:	Executive Director	End Date:	2027-03-31
Initiatives:	<ul style="list-style-type: none"> ▪ Advocate for increased funding from MAG/MCCSS for core programs ▪ Identify/apply for new funding to support program development and delivery 		Success Measure(s)
			<ul style="list-style-type: none"> ▪ Up to \$50k over the 5 year life of the Strategic Plan over 2022 comparatives
Barriers:	Enablers/Skills/Training	Funding	Risks
	-Funding management		
Critical Success Factor(s)	<ul style="list-style-type: none"> -Effective Partnerships -Competence & Commitment -Risk Focused -Evidence & Evaluation -Innovative Approach 		

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Strategic Goal	R 1 Healthy Finances		
To increase and diversify revenue; minimize expenditures			
Strategic Objective:	R 1.2: To diversify revenue		
Responsible:	Executive Director	End Date:	2026-03-31
Initiatives:	<ul style="list-style-type: none"> ▪ Identify budget deficiencies across programs and operations to set fundraising needs and goals ▪ Implement new resource development strategy 		Success Measure(s) <ul style="list-style-type: none"> ▪ Resource development strategy realized ▪ Two new revenue streams ▪ Year-over-year increase in number of funders
Barriers:	Enablers/Skills/Training	Funding	Risks
	-Fundraising competencies and capabilities		
Critical Success Factor(s)	<ul style="list-style-type: none"> -Effective Partnerships -Competence & Commitment -Risk Focused -Evidence & Evaluation -Innovative Approach 		

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Strategic Goal		R 1 Healthy Finances	
To increase and diversity revenue; minimize expenditures			
Strategic Objective:	R 1.3: To maximize existing revenue and decrease operating costs		
Responsible:	Executive Director	End Date:	2024-03-31
Initiatives:	<ul style="list-style-type: none"> ▪ Examine unfixed budget expenses and review alternate opportunities for fulfillment (including new vendors, innovative solutions, pro bono services and sponsorship) 		Success Measure(s) <ul style="list-style-type: none"> ▪ Review complete & recommendations implemented ▪ Increase traditional total revenue by 5% ▪ Decrease 2022 overall operating costs by 5% based on the same level of service
Barriers:	Enablers/Skills/Training	Funding	Risks
	<ul style="list-style-type: none"> -Annual forecasting -Cost accounting -Routine auditing -Benchmarking to provincial standards 		
Critical Success Factor(s)	<ul style="list-style-type: none"> -Risk Focused -Innovative Approach -Competence & Commitment -Cultural Responsiveness -Innovative Approach 		

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Strategic Priority #4: Community Presence

To be a well-known and respected community agency, and the primary victim services authority across our jurisdiction.

Strategic Goal		CP 1 Strong Brand Identity	
To solidify our new brand identity			
Strategic Objective:	CP 1.1: To create brand ambassadors		
Responsible:	Executive Director	End Date:	2023-03-31
Initiatives:	<ul style="list-style-type: none"> ▪ Ensure key stakeholders have initial and ongoing brand training ▪ Arrange a public announcement and celebration of brand change ▪ Ensure all public evidence of VSSC brand is updated 		Success Measure(s) <ul style="list-style-type: none"> ▪ Training program complete ▪ New brand publicly introduced ▪ New brand has replaced all old branding
Barriers:	Enablers/Skills/Training	Funding	Risks
	-IT -Public relations, promotion & advertising competencies	-Funding required	
Critical Success Factor(s)	-Partnerships -Cultural Responsiveness -Evidence & Evaluation -Risk Focused -Innovative Approach -Competence & Commitment		

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Strategic Goal	CP 2 Community Engagement		
To work the word through traditional and digital channels			
Strategic Objective:	CP 2.1: To build community awareness of VSSC		
Responsible:	Executive Director	End Date:	2024-12-31
Initiatives: <ul style="list-style-type: none"> ▪ Implement the new comprehensive cross-channel marketing strategy using new marketing materials and tools 		Success Measure(s) <ul style="list-style-type: none"> ▪ Marketing strategy has been implemented ▪ Increase in year-over-year Community Net Promoter Score (NPS) 	
Barriers:	Enablers/Skills/Training	Funding	Risks
	-Public relations, logistics -Establishment of civic connection locations -Establish digital hub centres	-Funding required	
Critical Success Factor(s)	-Effective Partnerships -Cultural Responsiveness -Evidence & Evaluation -Risk Focused -Innovative Approach -Competence & Commitment		

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Strategic Goal		CP 2 Community Engagement	
To work the word through traditional and digital channels			
Strategic Objective:	CP 2.2: To achieve best practices in victim-centred programs		
Responsible:	Executive Director	End Date:	2025-03-31
Initiatives:	<ul style="list-style-type: none"> ▪ Conduct community-needs assessment to identify service gaps for victims ▪ Annual program audits 		Success Measure(s) <ul style="list-style-type: none"> ▪ Community needs assessment complete; priorities identified ▪ First audit complete; program has become annualized ▪ Year-over-year increase in client satisfaction score
Barriers:	Enablers/Skills/Training	Funding	• Risks
	<ul style="list-style-type: none"> -Benchmarking to Provincial standards -Organizational effectiveness skills 	-Funding required	
Critical Success Factor(s)	<ul style="list-style-type: none"> -Effective Partnerships -Cultural Responsiveness -Evidence & -Evaluation -Risk Focused -Innovative Approach -Competence & Commitment 		