



Strategic Plan

2024–2027

Supporting Communities Supporting Us

Executive Summary



The 2024-2027 Strategic Plan was guided by several key principles and factors. At the base of all the work of Rowan House Society and the deliberations in developing – and ultimately executing on – our strategic directions are our Mission, Vision, and Values.

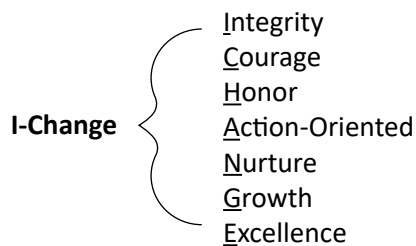
Mission

We are here to break the cycle of domestic violence and abuse in our communities.

Vision

We aspire to compassionately erase domestic violence and abuse.

Values



Beyond these foundational elements other core realities or principles that guided development of the 2024-2027 Strategic Plan included a strong analysis of the current and project environment in which Rowan House Society operates. This included an assessment of our Strengths and Weaknesses and Threats and Opportunities facing us in the foreseeable future. In undertaking this evaluation, we were supported by the inputs and voices of our Staff and several external stakeholders. Their contributions were heard and appreciated.

Using the above noted elements as a guide, Rowan House Society has determined that its strategic focus for the next three (3) years will encompass the following core strategic priority areas:

1. Financial Sustainability
2. Brand Strategy
3. Organizational Resilience
4. Services Strategy
5. Partnerships

These core strategic priority areas are detailed in the full body of this document, along with an overview of accountability for actions, some level of detail about first steps, and how Rowan House Society intends to measure and report on its efforts moving forward.

As we move forward through challenging and exciting times in the life of this plan, our Values will guide our approach to decision-making. Along with a need to ensure that we remain committed and focused on maintaining core services that are part of our funded mandate, our Values will guide us in living up to the promise of our Mission and set the path forward to achieve our Vision.

In brief, these Values are:

Integrity

We hold ourselves accountable to our principles and commitments.

We are authentic, transparent, and genuine in how we work as we strive to foster and sustain strong relationships.

Courage

As those who have sought out our service have demonstrated Courage, we show courage in being creative and innovative in what we do and how we deliver service. We must be bold advocates for services needed today and for a future that truly breaks the cycle of domestic violence and abuse in our communities.

Honour

We are called to act in a spirit of partnership, inclusion, and respect for all those we serve, all who work with us, and with all our partners and communities.

We shall always seek to engage in a constructive and supportive fashion with each other and with our clients and partners, seeking to understand and appreciate the realities and perspectives of others and to leverage their skills and experience, and to otherwise maximize the diversity that comes from being a team.

Action-Oriented

The cause we are called to is not for the faint of heart or for those who would wait for someone else to find solutions. We MUST be action-oriented, solutions-focused and drive to a new and better reality for all who are experiencing or at risk of experiencing domestic violence and abuse.

Nurture

We are focused and committed to meeting individual and team obligations. Each of us understands and

appreciates the impact of our work—quality, timeliness, completeness – on the success of our clients and of Rowan House Society. We must foster and build our team and our relationships – with clients, partners, community, government - to create and sustain the conditions for a society free of domestic violence and abuse.

Growth

We are continuously prepared to seek out new ways of achieving our goals. To this end we value learning and humility. Recognizing that information and knowledge is rarely perfect and complete, we value mistakes and even failure as learning opportunities, and endeavour to ensure that cost and benefits are weighed against timely decision-making, in support of delivering on our Mission and Vision.

Just as we believe that our clients can grow and develop from where they are now to where they deserve to be we also believe that we must grow and develop to keep pace with their developing needs and aspirations.

Excellence

We are committed to bringing our best in all that we do and are – governance, leadership, care, and support. This also means growing in partnership with others. This means a continuous investment in learning and development. This means seeking out and implementing best practices. This means creating and sustaining open lines of communication.

Ensuring success for Rowan House Society requires open and timely communication, making each other aware of changing circumstances and factors, and being clear on deliverables. Both as a team and as individuals, there is an understanding and appreciation of the impact of poor performance on the achievement of the Mission and Vision.

I - CHANGE

Change begins with us – individually and collectively. Change is and will be our constant companion in form of how we evolve our processes and procedures, make shifts in our strategy and organization. We must view change as an opportunity not a problem. We cannot stop domestic violence and abuse alone. Building a strong network of support systems will take us a step closer in fostering a safer, more empowering relationships.

The Values noted above define the “how” of the change we must undertake and be continuously open to. Beyond the definitions already noted above, our approach to the work ahead requires us to share information, ideas, knowledge, and experiences to support and assist each other for the ultimate benefit of the individuals we serve. We must work to facilitate a sense of belonging and a sense of being heard while we engage with an open mind. This ensures that we are reflective and inquisitive in support of fostering quality opportunities and ideas. We must be able to support a reality where individuals feel heard and supported.

We must create and maintain an environment that values the ideas, beliefs, opinions, and decisions of others whether we agree with them in order to maintain dialogue. Engaging respectfully must be reflected in how we communicate and in the way we treat our clients, our co-workers, our Staff, ourselves, and members of the community. Words matter and must also align with our nonverbal messages be they gestures, tone of voice and body posture.

All initiatives in our Strategic Plan, and any alterations required by changes in our operating environment in the next three years, will have these foundational elements and our core strategic pillars as our primary focus.

We view our strategic priorities as *fundamentally and inseparably connected*. The sole reason Rowan House Society exists is to deliver the best support possible for the individuals we journey with, conscious of the resources we have available to us, striving constantly to erase domestic violence and abuse from our communities.

We are called to deliver on this commitment with compassion, excellence, loving kindness, and teamwork. Similarly, we will also support our Staff with this same level of commitment as they deliver services to our clients.



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Summary





Rowan House Society has determined that our strategic focus for the next three (3) years will encompass the following core areas of focus:

1. Financial Sustainability
2. Brand Strategy
3. Organizational Resilience
4. Services Strategy
5. Partnerships

All our initiatives – currently planned/anticipated or required in response to a changing operating environment - will be guided by these strategic imperatives.

We view these priorities as *fundamentally and inseparably connected*. Decisions and directions on Financial Sustainability are inextricably linked to

decisions on the services we can/want to deliver, strong, and well-understood and clear presence in our communities and our partners. Our Services Strategy will also be impacted – and ideally supported – through effective partnerships with a range of external agencies and funders. The integrated nature of our Strategic Plan also allows us to leverage one or more actions to advance more than one strategic priority at any given time while at the same time supporting efficient and targeted measurement of our progress forward.

Programming decisions and choices will be impacted by staffing capacity, funding, client varied needs, physical constraints of the current location.

Together we will continue to live up to our Mission, strive for our preferred Vision, and deliver based on the Values we espouse.

Mission, Vision, & Values



The Rowan Tree

Also known as the Mountain Ash. The berries, often retained through the winter, symbolize the endurance of life through the dark of the year and the tree itself was said to afford protection to the dwelling by which it grew. Rowan trees have traditionally been associated with peace, sanctuary, privacy, and beauty. The Rowan tree symbolizes what we at Rowan House stand for.



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