

ENCOMPASS SUPPORT SERVICES SOCIETY – 2021 to 2023

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| Vision Empowering Individuals. Connecting People. Enriching Lives. | Mission As a neighbourhood-based organization, our purpose is to strengthen the health and vitality of community by: <ul style="list-style-type: none"> • Identifying and responding to community needs • Collaborating to enhance the lives of those we serve • Cultivating effective, sustainable partnerships |
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| Theme: Diversify and Enhance Funding | Theme: Build Capacity with Balance |
| Goal Statement: In order to support the mission, vision and values of our organisation while meeting the evolving needs of our community and in order to build amongst our stakeholders a confidence in the financial sustainability of Encompass, we will maintain, grow and celebrate a diversified revenue stream. | Goal Statement: The organisation’s growth will be measured, thoughtful, balanced and responsive to community needs in order to provide consistency and reliability in our programs and services. |
| Key Strategies: <ul style="list-style-type: none"> • Develop a communications plan for internal/external stakeholders • Develop a fundraising plan for Encompass programs and emerging community needs, including capital projects • Nurture relationships with existing stakeholders and donors • Develop expertise in fundraising through professional development and through partnerships within the community and beyond | Key Strategies: <ul style="list-style-type: none"> • Maintain focus on the strategic vision and values of Encompass • Foster meaningful relationships within the community while maintaining focus on our goals • Build internal confidence in the staff to focus on the strategic vision |
| Outcomes: <ul style="list-style-type: none"> • Communications plan • identified needs, i.e., a case for support • Fund development plan • Quarterly review on communication – how it is going, what can be improved, what is missing? • Utilising partnerships, access to new fundraising expertise and resources | Outcomes: <ul style="list-style-type: none"> • A communication plan allows for clear communication in our reach within and beyond Langley • Transparency/clear understanding across programs and with staff • Active participation/ feedback from staff: ownership and “buy in” • Measured growth while maintaining stability within programs • Program areas report back on how their work reflects the organisation’s strategic vision • A clearer view on the gaps/needs of our community; how we could support or what role to play • More families / more geographical locations being served • Expand to satellite location so there is a physical access point |

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| <p>Theme: Retain Staff and Plan for Succession</p> | <p>Theme: Expand Partnerships</p> |
| <p>Goal Statement: We will champion an inclusive, unified and collaborative workforce by creating sustainable connectedness, ownership and belonging within Encompass and throughout our community.</p> | <p>Goal Statement: We will intentionally build and strengthen purposeful, inclusive and sustainable partnerships, thereby enhancing our impact and reach within the community.</p> |
| <p>Key Strategies:</p> <ul style="list-style-type: none"> • Recruit and maintain strong leaders • Develop a communication plan • Engage staff in higher-level decision-making • Enhance professional development and opportunities for growth | <p>Key Strategies:</p> <ul style="list-style-type: none"> • Identify new, and build on present partnerships based on shared values and purposes • Maintain connection with partners through COVID and following COVID • Emphasize and celebrate new and existing partnerships and collaborations • Enhance our organisation’s public profile by celebrating partnerships through social media, web presence, newsletters, mainstream media, etc. • Communicate partnerships throughout the agency which enhances the impact with participants |
| <p>Outcomes:</p> <ul style="list-style-type: none"> • A stronger orientation includes the entire agency, not just programs • A succession plan identifies key individuals within the agency who are happy where they are as well as those who are ambitious for opportunity while remaining flexible to others • A professional evaluation process includes succession • The communications plan is available through all programs; speaks to connecting all programs and staff including surveys, focus groups, development opportunities, emphasizing transparency and positive perception; better connecting programs as a whole • A mentorship program • A wellness committee hosts “lunch and learns”, opportunities to connect, etc. • We are providing and hosting external professional development opportunities via internal resources • We consistently complete exit interviews with employees | <p>Outcomes:</p> <ul style="list-style-type: none"> • A marketing or communications plan that includes celebrating partnerships and announcing new collaborations. • Opportunities for partnerships within the community (schools, businesses, etc.) • Opportunities for partnerships by hosting more events/activities for the community that make Encompass more relatable and present which engages partnerships / sponsorships • Marketing tools for the organisation which in turn will provide more opportunity for partnerships • A program of recognition to highlight innovative partnerships |

Theme: Inclusion, Diversity, Equity and Accessibility

Goal Statement: Encompass is committed to creating inclusive and equitable services and spaces that are reflective of those we serve and employ.

Key Strategies:

- People & culture
 - Promote an inclusive, diverse and equitable workplace culture of board members, employees, and volunteers through continued and specific learning opportunities on the barriers experienced by underrepresented groups, including persons with disabilities, diverse abilities, Black, Indigenous, People of Colour and 2SLGBTQIA+ populations.
2SLGBTQIA+ means two-spirit, lesbian, gay, bisexual, transgender, queer, intersex, and asexual and other ways individuals express their gender and sexuality outside heteronormativity and the gender binary
 - Provide internal communication to foster an environment of mutual respect and belonging, where diversity is celebrated and acknowledged as an asset to our services and organization.
 - Develop inclusive, equitable and diverse HR practices, specifically in recruitment, retention, and succession planning.
- Programs/services
 - Identify new opportunities and build on current programs that are welcoming, inclusive, diverse and equitable; promoting participation from all members of our community.
 - Engage feedback from participants on an ongoing basis to ensure that our services are reflective of the needs of our community and those we serve.
- Communications & Community
 - Identify new and build on present partnerships with community service providers, who have shared values with our organization and that could support our goals.
 - External communications – identify opportunities to create awareness and to promote the values of Encompass through campaigns, social media, etc.
 - Support community through collaboration opportunities, participating at events, social media posts, etc.

Outcomes:

- Recruit board members, employees and volunteers that are reflective of the participants and the community we serve
- Provide services that are welcoming, accessible and appropriate to the unique needs of those we serve
- Provide orientation training and ongoing professional development opportunities to employees that promote inclusion, diversity, cultural humility and safety competence
- Identify systemic barriers, areas of development and/or improvement (policy, procedure)
- Provide culturally sensitive and inclusive services to those we serve
- Create an IDEA policy
- Identify areas of support for our growing, diverse community
- Improving staff engagement/satisfaction
- Improving workplace culture and feeling of belonging
- Building on feeling of belonging beyond staff, including Board members, etc.
- Build reputation of agency in community
- Expanding recruitment to diverse hiring pools
- Developing our HR policies & practices
- Look to partner with agencies that could support goals
- Update Statement of Reconciliation to address Missing and Murdered Women Calls to Action and create action plan to follow through with commitments

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