



# The Denise House

## Strategic Plan 2022- 2027

..... New Beginnings .....





“

The Denise House helped me to navigate, connect, find myself and recover all that I thought was inevitably lost.

- Client

”



# Vision

Empowered women embracing opportunities towards a future of their choice.

# Mission

The Denise House provides safe shelter and supportive programs for women, with or without children, experiencing gender-based violence.

# Values

## **Safety**

We believe that women have the right to a safe, compassionate, and confidential space where they can begin their journey towards healing.

## **Advocacy**

We advocate for a life free from gender-based violence through safe shelter, awareness, and education.

## **Integrity**

We offer a client-centred professional service. We are accountable to the women we serve, our stakeholders and the community.

## **Equity and Inclusion**

We work to be culturally inclusive and welcome women of all racial identities, religions, socio-economic statuses, ages, sexual orientations, physical or mental abilities, marital and immigration statuses.



# About The Denise House

The Denise House opened its doors in Oshawa in 1984 as Auberge with a name change in 1988. That year, the reality of our work became apparent following the tragic murder of an ex-resident, Denise Penny. To recognize the life of a woman who had made a strong and lasting impact on our lives, the shelter was renamed The Denise House. Possessing a strong will to build a new life, free from violence, Denise exemplifies our hopes for all women. The Denise House is a permanent memorial to her life and friendship.

The Denise House offers counselling, education and community supports to all women, with or without children, who experience gender-based violence. We pride ourselves in offering a continuum of programming to those in the shelter as well as others in the community. Our team works with the women, 16 years and older, and continues to support them as they integrate back into the community.





## Available Services



Emergency shelter - 27 beds



24/7 support and crisis line



Information and referral



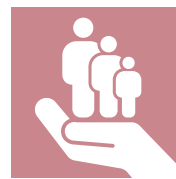
Housing support services



Community outreach program



Child & youth outreach support



Individual and group supportive counselling



Community speaking engagements

## Strategic Directions

**1**

### Be Caring

Provide exceptional care

**2**

### Be Connected

Build a strong, engaged and connected team

**3**

### Be Sustainable

Plan for sustainable revenue and expansion

**4**

### Be a Strong Voice

Advocate with our community partners

# Strategic Direction 1

## Be Caring

Objective:  
**Provide exceptional care**

GOAL	ACTIONS	OUTCOMES
1.1 Increase quality and capacity of our programs to meet the needs of our clients.	<ul style="list-style-type: none"> <li>• Conduct a gap analysis on client needs.</li> <li>• Develop annual workplans to address priority client needs, with necessary resources.</li> </ul>	<ul style="list-style-type: none"> <li>• Programs meet client needs identified through gap/needs analysis.</li> <li>• Increase in client satisfaction.</li> </ul>
1.2 Build and implement an evaluation framework.	<ul style="list-style-type: none"> <li>• Identify Key Program Indicators (KPIs) for each strategic objective and goals.</li> <li>• Identify areas for improvement based on data and trends.</li> </ul>	<ul style="list-style-type: none"> <li>• Baseline KPIs established for programs with improvement targets identified for each year.</li> <li>• Funding<sup>1</sup> service targets are met.</li> </ul>

Over the next five years, we will conduct a gap analysis to ensure we continue to meet the needs of our community. Based on this analysis, we will strive to increase the capacity of our programs to meet the needs of our clients. Lastly, we will build an evaluation framework to keep us on track with our strategic plan, meet our service targets and to demonstrate how our clients are being served.

<sup>1</sup>Funding may include Ministry of Children, Community and Social Services (MCCSS) and others



# Strategic Direction 2

## Be Connected

**Objective:**  
**Build a strong, engaged and connected team**

GOAL	ACTIONS	OUTCOMES
2.1 Build and execute a recruitment and retention plan for part-time and full-time staff, students, and volunteers, including Board of Directors.	<ul style="list-style-type: none"> <li>• Develop an inclusive Board of Directors recruitment and development plan.</li> <li>• Develop a comprehensive volunteer program.</li> <li>• Identify succession plans for Board of Directors and staff.</li> <li>• Offer training and mentoring plans based on staff input on identified priorities.</li> </ul>	<ul style="list-style-type: none"> <li>• Board of Directors are knowledgeable and engaged.</li> <li>• Increase in number of volunteers who are recruited and trained.</li> <li>• Increase in number of volunteer hours.</li> <li>• Increase in staff retention rate.</li> <li>• Increase in number of staff trained in specific programs</li> <li>• Increase in number of students (placements, internships, etc.) each year.</li> </ul>
2.2 Enhance staff safety and well-being.	<ul style="list-style-type: none"> <li>• Implement an annual staff satisfaction survey, i.e., annual pulse survey.</li> <li>• Review and explore opportunities to enhance the wellness program.</li> </ul>	<ul style="list-style-type: none"> <li>• Staff feel safe and connected</li> <li>• Increase in staff satisfaction.</li> <li>• Staff participation in wellness initiatives.</li> </ul>

Over the next five years, we will build and execute a comprehensive recruitment and retention strategy for full-time and part-time staff, as well as students and volunteers. This will include succession planning. With respect to our volunteer plan, we will recruit and build the capacity of our Board of Directors and other volunteers so that we can continue to be a reputable organization with strong governance in our community. We will do so in the context of the Collective Agreement.

Providing robust training to our workforce is critical. With the input of all staff on organizational and staff priorities, we will build and execute a training plan. This training will include anti-racism and anti-oppression frameworks.

## Strategic Direction 3

# Be Sustainable

Objective:  
**Plan for sustainable revenue and expansion**

GOAL	ACTIONS	OUTCOMES
3.1 Increase fundraising and donations for operations.	<ul style="list-style-type: none"> <li>• Execute an annual fundraising and donation plan.</li> <li>• Build a strategy to retain and increase the number of donors.</li> </ul>	<ul style="list-style-type: none"> <li>• Established annual fundraising targets.</li> <li>• Increase in fundraising year over year.</li> </ul>
3.2 Explore opportunities for sustainable revenue increase through additional grants.	<ul style="list-style-type: none"> <li>• Explore and submit grant applications to private grants and other funding.</li> </ul>	<ul style="list-style-type: none"> <li>• Increase in sustainable funding for new programs identified through gap analysis.</li> </ul>
3.3 Plan and execute a capital campaign.	<ul style="list-style-type: none"> <li>• Develop and implement a capital campaign and fundraising plan.</li> <li>• Build and execute a new shelter development and construction workplan with timelines, required specifications, resources and costs.</li> </ul>	<ul style="list-style-type: none"> <li>• New shelter funds raised. Shelter built within five years.</li> </ul>

Over the next five years, we plan to increase fundraising and donations with identified targets. We will explore opportunities to increase sustainable revenue through additional grants. We will plan and execute on a capital campaign to support the build of the new shelter.



## Strategic Direction 4

# Be a Strong Voice

Objective:  
**Advocate with our community partners**

GOAL	ACTIONS	OUTCOMES
4.1 Leverage community partnerships with Region of Durham and other community tables.	<ul style="list-style-type: none"> <li>• Build relationships with clubs and other supporting organizations.</li> </ul>	<ul style="list-style-type: none"> <li>• New relationships with clubs and other supporting/partnering organizations.</li> </ul>
4.2 Raise awareness of gender-based violence and its impact in our community.	<ul style="list-style-type: none"> <li>• Build and implement a targeted public relations and strategic communication plan. Design and execute a digital communication plan.</li> </ul>	<ul style="list-style-type: none"> <li>• Increased awareness of the needs of VAW community in Durham.</li> </ul>

Fostering community partnerships is ongoing work. Over the next five years, we will continue to explore and enhance community partnerships and build relationships with clubs and other organizations that support our clients. This will also directly support our fundraising plan.

To build awareness about the needs of the VAW community and the people we serve, we will develop a strategic communication plan. This will also raise the profile of our organization.



The Denise House helped me to navigate, connect, find myself and recover all that I thought was inevitably lost.

- Client

“Nothing is more beautiful than the smile that has struggled through tears.”<sup>2</sup> I really believe in it, especially during the end of a woman’s stay.

- Staff Member



<sup>2</sup>Demi Lovato quote



I am excited by the opportunity to bring to life the new Denise House strategy!

-Board Member





“

The Denise House provides women and children with the opportunity for a fresh start and a supportive safe haven in which to rebuild their lives.

- Staff Member

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## Contact info

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Charitable registration number 107965691,  
Sedna Women's Shelter & Support Services Inc.

**Social media links and handles**

 [thedenisehouse.com](http://thedenisehouse.com)

 [TheDeniseHouseDurham](https://www.facebook.com/TheDeniseHouseDurham)

 [@TheDeniseHouse](https://twitter.com/TheDeniseHouse)

 [thedenisehouse](https://www.instagram.com/thedenisehouse)

 [the-denise-house](https://www.linkedin.com/company/the-denise-house)

