



WSC Strategic Plan 2011

1. Strengthen WSC's organizational capacity and effectiveness
 - Staff teams meet their performance measures;
 - Implement a performance evaluation system for all staff;
 - Streamline operational procedures;
 - Ensure board sustainability and succession planning;
2. Build WSC's financial stability
 - Achieve a positive revenue/expense ratio;
 - Generate \$20,000 from fee paying Diploma clients;
 - Generate \$19,200 from supplementary course registrations.
3. Engage in proactive business planning
 - Review the WSC vision to consider three key issues:
 - primarily women,
 - proportion of settlement services, and
 - target market(s)
 - Develop a contingency plan for Practice Firm
 - Build social capital with external partners
4. Meet or exceed stakeholder expectations
 - Meet intake targets for all programs and services (STDLE, PF, NSP)
 - Exceed funder employment outcome numbers by 5% for Practice Firm
 - Meet funder employment outcome numbers for STDLE (TESS)
 - Exceed funder client satisfaction outcome numbers by 5% for all programs and services (STDLE, PF, NSP)
 - Administer CURA survey and establish baseline results for WSC clients
5. Explore alternative fundraising options
 - Operate a Signature Event
 - Continue with the annual Achilles Event in March 2012
 - Develop an Annual Resource Development Plan

Operation of the plan

The Strategic Planning Committee will meet with the Management Team or designate at the end of each quarter to review findings which will be presented at the next board meeting.