

2022 - 2024

# STRATEGIC PLAN

WINS 



"Connecting women  
and their families with  
resources to thrive."



## "ALL WOMEN THRIVING AND BUILDING RESILIENT FAMILIES"

**Mission:**

"Connecting women and their families with resources to thrive."

**Vision:**

"All women thriving and building resilient families."

**Goals:**

- Sustainable Growth
- Strengthen Brand Loyalty
- A Great Place To Be

## EXECUTIVE SUMMARY

This three year strategic plan has been developed with one vision in mind: that all women are thriving and building resilient families. WINS' strategic direction will be guided by focusing on three main goals:

- 1) Sustainable growth
- 2) Strengthening brand loyalty
- 3) Ensuring that WINS is a great place to be

WINS has been promoting a circular economy in Calgary for 30 years. When you give locally, it stays local and is, in turn, great for our community. A lot has changed since we first opened our doors in 1992, including the breadth and depth to which WINS helps our community, and the vulnerable women and children within it. We now provide more than 22,000 services annually. In 2021 we converted over 1,300 houses into homes and clothed 3,800 people through our House to Home program, by providing furniture and house hold goods at no cost. WINS also provides basic needs and essential resources to over 5,000 men and women who are facing adversity, disadvantages and poverty. Understanding the needs of our target demographic, WINS has tailored a strategic plan to meet and exceed those needs, thereby continuing to connect women and their families with the resources to thrive.

WINS believes in meeting individuals where they are at on their journey. A three pillared approach is often utilized which focuses on offering peace of mind, knowledge, and confidence to women in need. Our social enterprise gives WINS the core coverage we need to maintain the basics of our community programs. And with support from our partners and donors WINS can do even more!





"WINS gave me the tools I needed to reach new heights in life, and has made me believe in myself again..."

## VALUES

Below are WINS' values; these are our principles and standards of behaviour, and are at the very core of who we are as an organization:

- **Integrity:** Our actions match our words. We do what we say, and we say what we mean.
- **Diversity:** Diversity makes us stronger. We welcome and respect different people, perspectives, and experiences.
- **Sustainability:** We are kind to people and the planet. Our actions today impact our world tomorrow.
- **Collaboration:** We are better together. Working as a team, we strive for excellence in all we do.
- **Innovation:** We imagine the possibilities. We continuously strive towards a greater impact.





## COMMUNITY IMPACT

helping locally

## HIGHLIGHTS OF THE YEAR

\*2021 STATS

89 cents from every dollar raised goes towards programs

**\$0.89**

Community partners across YYC

**128**

Services provided in the last year

**22,255**

Pounds diverted from the landfill each year

**4.1 million**

Value provided in free basic needs through House to Home

**\$531,114**

Thanks to your support, since 1992 WINS has brought barrier-free access to social supports for women and their families. Together, we have provided free basic needs such as food, clothing, and furniture to vulnerable Calgarians.

At WINS, we also offer essential programs focused around foundational life, family and career skills. Every year, you help WINS support more than **14,000** Calgarians on their journey towards a more empowered and resilient life.

Through referrals, advocacy, and supportive programming we help local Calgarians attain the skills and self-confidence in order to move towards self sufficiency, and transition out of poverty.

Shopping in one of our six family thrift stores is not only a safe and fun way to shop on a budget, but it is also helping the community and our environment.

Every year, WINS keeps **4.1 million** pounds of material out of our landfills, through mindful upcycling and recycling in our donation centres and stores. Every simple or seemingly small donation of clothing, monetary support, household goods and time truly matters.



## ENVIRONMENTAL IMPACT

- Last year WINS diverted 18,652 furniture items and 23,502 pieces of electronics from the landfill.

### Environmental Protection & Recycling Program

- At WINS, we are not only kind towards people but to the planet as well. Decreasing our collective impact on the environment is a vital part of our work. Through our re-purposing and recycling efforts, WINS stops approximately **4.1 million pounds** of clothing, household items and furniture from ending up in our Calgary landfills.

### United Nations Sustainable Development Goals

WINS aligns itself with the 17 sustainable development goals from the United Nations but the six we strive to impact locally in Calgary are:





## SOCIAL ENTERPRISE

**Helping the  
community  
never  
looked so  
good!**

**The social enterprise aspect of our organization is what truly sets us apart and shows the level to which we give back locally to our community. Our stores are a warm and welcoming space for all Calgarians to shop. They are also a place for women in Calgary to gain meaningful employment or volunteer: a dignified way to access supports, build confidence, and give back to others! It is a safe space to shop, work and thrive.**

A social enterprise takes the principles of entrepreneurship to find sustainable solutions to social problems. WINS sees the problem of disparity among women in Calgary; whether women are fleeing domestic violence, living in or leaving shelters, immigrants, refugees, or simply in crisis. These women and their families often fall through the cracks, so we created programs tailored specifically for them. More than 85% of revenues generated through our thrift stores go directly towards our programs. That may seem like a large number, but that still leaves a substantial amount of funding required to provide imperative supports to women in Calgary. Individual and corporate giving is imperative to what we do.

Besides WINS' six conventional Thrift Stores, we have our on-line thrift option, called Twice New. We also run the More Store, which provides one last chance for an item to find a home, for \$1 or less, before it is recycled.

At WINS, we are proud to offer not only a safe place for employment, but also a place where women can gain the life skills and access programs they need in order to thrive.

As a social enterprise with thrift stores throughout the city, WINS also relies on product donations to maintain our operations. Product donations come from individual people or from businesses who WINS has developed relationships with. Our goal is to have quality resources and goods for our clients and shoppers.

The relationships and partnerships that WINS has built over the last few years have helped us to offer these quality resources and goods to our clients. Together we strive to provide a first-class shopping experience for everyone who walks through our doors.



## STRATEGIC GOAL #1

### • SUSTAINABLE GROWTH

WINS is committed to strengthening community impact by expanding financial resources, building strategic partnerships as well as actively breaking down barriers.



Over the past several years, WINS has experienced many challenges, ranging from the impact of the economic downturn, to the pandemic, to a complete shift in global affairs. Throughout these challenges, WINS has come out stronger than ever, thanks to our commitment to be an innovative leader, diversifying revenue streams in both our social enterprise and funding activities, and to adjust how we serve in our local community. WINS is committed to program growth, deepening impact, and to scale up the social enterprise aspect of our organization. Growing fundraising revenues will become a priority to supplement the revenue stream.

#### Strategies to guide us:

- Revenue growth and diversification
- Continual capacity building
- Build and strengthen collaboration and partnerships
- Be a leader in Calgary's journey to a circular economy

#### Tactics to lead us:

- Capitalize on opportunities for expansion
- Explore new partnerships and deepen existing relationships
- Expand WINS charitable activities
- Efficiencies through technology

#### What success looks like:

- Bring WINS to new communities
- Innovative use of technology
- Improved efficiencies in operations
- Grow WINS' impact through partnerships
- Grow WINS' revenue by expansion of social enterprise and charitable activities
- Women and their families know and choose WINS as their ultimate location to receive support and achieve empowerment



## STRATEGIC GOAL #2

- **STRENGTHEN BRAND EQUITY**

WINS is a thriving brand that helps drive the success of our organization and the community.



As WINS grows and expands in the community, we continue to be challenged by our core branding message and profile. A large population in the city still does not recognize WINS for its true contribution to the local community. A high percentage of the people surveyed believe that shopping at WINS will deprive precious goods from those in need. This is contrary to the fact that the revenues generated from social enterprise will directly contribute to the success of our programs. As part of our strategic plan, we will focus our efforts on brand awareness, sharing WINS' core messages, including what WINS truly stands for. An awareness campaign will elevate WINS' positive environmental stewardship and help us to further become a household name.

### Strategies to guide us:

- Deepen WINS' impact and awareness of our brand
- Top of mind for stakeholders
- WINS as a household name

### Tactics to lead us:

- Deepen relationships with all stakeholders
- Increase WINS' online presence
- Enhanced communication through website, branding, and impact reports
- Expand and promote WINS recycling and environmental initiatives

### What success looks like:

- Increase social media followers and engagement annually
- Growth in the number of Calgarians experiencing WINS
- Increase in the number of organizations that choose WINS as their charity of choice
- Reduce carbon footprint through increased recycling and reduced energy consumption





## STRATEGIC GOAL #3

### • A GREAT PLACE TO BE

WINS is the location of choice for all stakeholders. Whether it's WINS' employees, clients, customers, donors or volunteers, every person leaves WINS feeling empowered, valued, and with a sense of belonging.



WINS is a welcoming place for all stakeholders. It is a place where diversity and equity is promoted, and a place where physical and emotional safety is emphasized to create a sense of overall health & wellness. WINS fully understands that our team is at the core of our success and their satisfaction is an indication that we are on the path towards achieving our mission. WINS is proud to have a transformational leadership team that is both innovative and committed to ensuring that the culture of inclusivity and equity permeates throughout the organization. We ensure that everyone who works for WINS has the right tools and adequate training in order to succeed in achieving their goals in a safe environment.

#### Strategies to guide us:

- Transformational leadership
- Continual focus on physical and emotional safety
- Capacity building

#### Tactics to lead us:

- Invite more Calgarians to volunteer and deepen their knowledge of WINS
- Promote from within where possible, empowering WINS employees
- Provide training, learning and development opportunities across WINS
- Technology is both innovative and well-maintained

#### What success looks like:

- Growth in WINS volunteer community across the organization
- Consistency in the WINS experience
- Increased positive feedback from all stakeholders
- Increased safety for all stakeholders
- Everyone who comes to work at WINS has the proper tools and resources to succeed at their job



## STRATEGIC PLAN - DEVELOPMENT PROCESS

The primary objective in building a strategic plan was to develop longer term strategies that go beyond one-year. Specifically, these developed strategies addressed planning over a three-year time frame allowing incorporation of big picture ideas and consideration of more ambitious strategic plans for WINS to achieve.

The three-year strategy development began with reviews of WINS' guiding statements leading to a revised Mission, Vision and Values for the organization. Through an environmental scan using SWOT and PEST analyses, frames of reference were developed for WINS to assess its opportunities within the community. Leveraging the noted opportunities and giving consideration to the updated guiding statements, WINS' Board of Directors, Executive and Management worked together to develop three strategic objectives to be pursued. This was accomplished through discussions and working sessions which allowed the WINS leadership team to set out these three strategies to pursue.

Management then incorporated these strategic objectives into an X-Matrix structure, which provided a means to identify the key strategies, tactics, and metrics for measuring success while denoting those assigned with responsibility for achievement. Finally, a volunteer committee was engaged to provide management with feedback during a final review process.

The Strategic Plan is a product of the lengthy process of discussion, collaboration, group work, consultation and a hard look at the environment we live and work in. We thank our Board of Directors, consultants, volunteers, and WINS' leadership team who gifted their precious time and expertise to the completion of WINS' three-year strategic plan. We trust that this strategic plan will guide WINS through the next three years in our journey towards growth.

