

A grayscale background image of a person with long, dark hair holding a crystal ball in front of their face. The crystal ball reflects the person's face, creating a circular, distorted view. The overall mood is mysterious and contemplative.

anova

# STRATEGIC PLAN

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DATE

APRIL 1ST, 2020 - MARCH 31ST, 2023

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# A NOTE ON COVID-19

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This strategic plan will take our organization to new heights. It is bold, ambitious and necessary.

We are certain that through our Vision for 2023, rigorous prioritization and the thoughtful, intentional allocation of our precious, limited resources, we can reach a new level of leadership, disruption and efficacy within our community, our organization and for the people we serve.

While the magnitude of the impact COVID-19 will have on our society is unknown, it is strongly linked to an increase in gender-based violence. In the development of this strategic plan, we considered threats such as funding instability, rising service needs and a mental health crisis.

Operationalizing our strategic response to COVID-19 is critical. An effective response will leverage our unique leadership and relational skills and present an opportunity to deepen and broaden these strengths.

Under the best of conditions we know our Strategic Plan must evolve and change as the world does. Because we can be nimble and responsive, we are confident that we will come through these challenging times with more resolve and focus than ever.

This pandemic, though devastating for so many reasons, offers an opportunity for us to be proactive and to use this unprecedented time as a catalyst for long overdue system changes.

We will hope for the best and plan for the worst, and we will not waver until we have created a world where everyone lives freely without fear of violence.



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# EXECUTIVE SUMMARY

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In 2017, with a vibrant Board of Directors and committed staff, Anova, as we know it, was born. We became Ontario's largest women's shelter/sexual assault centre and took our responsibility seriously, seeking out stability and a new sense of self, both for Anova and the clients we serve.

Three years later, when we began the journey to imagine Anova's next strategic plan, staff, board and community were united in their direction to us collectively: a desire for revolution.

The plan laid in front of you isn't just a hopeful plan. It is a plan that demands action, requires us all to lean into challenging conversations, orders us to invest in relationships both in our organization and in community, and identifies the necessity of disruption.

The next three years will be impactful. We are most grateful to walk this road with our incredible team. We continue to be eternally thankful for the survivors of gender-based violence who trust us enough to include us in their journeys. Every step we take we remember that we work in service to create a more just and safe community.



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# VISION FOR 2023

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By 2023, Anova will be recognized as leaders in social change, not just locally, but provincially and nationally.

Anova will continue to deliver evidence-based, trauma and violence informed essential services to address and prevent gender-based violence for all survivors.



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# MISSION

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## CREATING COMMUNITIES OF:

Safe Spaces  
Compassion  
Healing  
Renewal  
Hope  
Resilience

- **Advocating for social & political change**



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# VISION

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An inclusive world of shared power where everyone lives freely without fear of violence.



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# VALUES

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**Grounded in our feminist roots we value:**

## **COMMUNITY**

We are compassionate connectors of our community, providing outreach and accessible support.

## **ACCOUNTABILITY & INTEGRITY**

At Anova, we insist on integrity, transparency, and accountability from ourselves and others.

## **RESPECT**

We accept everyone for who they are and where they are at. We listen openly and without judgement. We amplify the voices of the oppressed and disenfranchised.

## **GROWTH**

At Anova we value growth through the seeking and sharing of knowledge, being open to change and learning, and by listening to one another.

## **EQUALITY**

Our feminism demands that we disrupt the systems of oppression to achieve equality through equity and fairness.



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# ORGANIZATIONAL OVERVIEW

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## OUR SERVICES

Guided by the pillars of shelter, advocacy, support and education, Anova offers the following services and supports for those affected by abuse and sexual violence:

- Crisis and support 24/7 (phone and in person)
- Emergency shelter 24/7 (including one pet-friendly shelter) and transitional housing (25-units) for women and their children
- Community programs:
  - Sexual assault counselling and support
  - Community transitional outreach
  - Family court support
  - Child advocacy
  - Education, training and research





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# STRATEGIC GOAL #1

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## LEADERSHIP

Over the next three years, Anova will use its expertise to position itself as a revolutionary leader, disrupting patriarchal power structures that perpetuate gender-based violence (GBV). In preparation, we will expand and enhance our presence in both the greater London community, the broader VAW and GBV communities and will grow funding through community support, shared vision, understanding and partnerships.

## FUNDING:

- Secure sustainable long-term funding
- Demonstrate the social-economic impact of GBV through research and analysis
- Expand giving and donor stewardship, keeping current with philanthropic changes in fund development
- Invest in retention and minimize attrition

## PUBLIC AWARENESS

- Increase brand awareness
  - Continue to grow and share our expertise in GBV
  - Establish relationships with marginalized and yet-to-be-served populations
  - Continue to invest in relevant research
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# STRATEGIC GOAL #2

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## RELATIONSHIPS

Over the next three years, Anova will be a model of the world we believe is possible; an inclusive world of shared power where everyone lives freely without fear of violence. Through shared understandings, Anova will model cohesive culture, embracing change and fostering compassionate relationships.

### STAFFING:

- Foster a cohesive culture
- Invest in compassionate relationships internally and externally
- Model respect, equality, compassion for all relationships
- Acknowledge and explore the concepts of power and accountability, and how they weave in and out of our work administratively, and within our service delivery

### PROGRAMMING:

- Identify gaps in current programming
- Offer programming with needs of clients and community, reflecting the vision of Anova

### INFRASTRUCTURE:

- Create responsive and welcoming physical spaces for staff and clients
- Use a TVIP lens to ensure policies and processes align with the mission, vision and values of Anova



This document was developed, written and presented to

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by

