



2026  
2030

Victim Services

Strategic  
Plan



# Message from Board Chair, Kate Underwood

On behalf of the Board of Directors, I am pleased to introduce the Strategic Planning Summary for Victim Services. This document represents a significant milestone in our ongoing commitment to strengthen our organization's impact and ensure that every individual affected by crime or tragedy receives the compassionate, timely support they deserve.

Over the past several months, our board, leadership team, staff, and community partners have engaged in a thoughtful and collaborative planning process. We examined emerging community needs, evaluated our organizational strengths, and identified opportunities to enhance our services in a rapidly evolving environment. The result is a clear, forward-looking strategic direction that positions Victim Services Huron Perth for continued excellence and long-term sustainability.

The summary outlines key priorities that will guide our work in the coming years, including expanding access to services, deepening partnerships across sectors, investing in our people, and strengthening our capacity through data-informed decision-making. These priorities reflect our shared belief that effective victim support requires both compassion and strategic clarity.

As Board Chair, I am proud of the dedication and insight that shaped this plan. It reaffirms our mission, strengthens our governance focus, and ensures that we remain responsive to the communities we serve. Most importantly, it provides a roadmap for meaningful progress—progress that will be made possible through the continued commitment of our staff, volunteers, partners, and supporters.

Thank you for your ongoing engagement and for standing with us in this vital work. Together, we will continue to build a safer, more supportive future for those who need us most.



# Letter from Executive Director, Deborah Logue,

It is my privilege to share the Strategic Planning Summary for Victim Services Huron Perth, a document that reflects not only our organizational priorities but also the dedication, compassion, and resilience of the people who carry out this work every day. This plan is the result of meaningful conversations with staff, and community partners—each offering valuable insight into how we can strengthen and evolve our services.

Victim Services Huron Perth operates at the intersection of crisis response, trauma support, and community safety. The needs of those we serve are complex and continually changing, and our strategic planning process allowed us to take a clear-eyed look at how we can better meet those needs. We examined our service delivery model, our internal capacity, and the broader systems we work within. The result is a set of priorities that are both ambitious and grounded in the realities of frontline work.

This plan emphasizes several key areas: enhancing accessibility and responsiveness, deepening collaboration with justice and community partners, investing in training and wellness for our staff and volunteers, and strengthening our infrastructure to support sustainable growth. These priorities reflect our commitment to delivering high-quality, trauma-informed support to every individual who reaches out to us.

As Executive Director, I am deeply proud of the team that contributed to this process. Their honesty, expertise, and commitment to victims and survivors shaped this plan in meaningful ways. While strategy provides direction, it is the people behind the work who bring it to life—and I am grateful for the passion and professionalism they bring to our organization every day.

I look forward to working alongside all of you as we bring this plan into action. Together, we will continue to build a stronger, more responsive Victim Services Huron Perth—one that remains steadfast in its mission and ready to meet the challenges ahead.



# Mission & Vision



## Mission

Victim Services Huron Perth is dedicated to providing short term emotional support, practical assistance and community referrals to victims of crime, trauma and tragic circumstance in partnership with community and emergency services.



## Vision

We are trusted leaders in safety planning, prevention, education and community referrals, partnering with local services to empower survivors to make informed decisions.

# Organizational Overview

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Victim Services Huron Perth (VSHP) provides short-term emotional support, practical assistance, and community referrals to individuals affected by crime, trauma, and other tragic circumstances. Working in close partnership with police, emergency services, and community organizations, VSHP responds to individuals in moments of crisis and helps them navigate immediate needs and next steps.

Following the unification of services across Huron and Perth, VSHP now serves a broader geographic area with a commitment to providing accessible, trauma-informed, and client-centred support. The organization is grounded in collaboration, compassion, and responsiveness to the evolving needs of the communities it serves.

# Service Model

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Victim Services Huron Perth operates through a collaborative, trauma-informed service model that connects individuals to support at critical moments. Support may begin through referrals from police, community agencies, or self-referral. From there, VSHP provides:

- Immediate crisis response, including 24/7 on-scene support when required
- Safety planning and needs assessment
- Practical assistance and access to emergency supports
- Referrals to longer-term community and counselling services
- Follow-up support to ensure individuals remain connected to care
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This work is delivered in partnership with first responders, healthcare providers, schools, and community organizations, ensuring coordinated and timely support across both counties.

# Community Impact

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Victim Services Huron Perth plays a critical role in supporting individuals and families during some of their most difficult moments. Through strong partnerships with police, emergency services, and community organizations, the organization responds to individuals in crisis, provides immediate and ongoing support, and helps connect people to the services they need to move forward.

In addition to crisis response, VSHP contributes to community safety and awareness through prevention and education initiatives, collaborative partnerships, and increasing public engagement. Over time, there has been a growing awareness of VSHP's role across both counties, reflected in stronger relationships with community partners and an increase in individuals seeking support directly.

This work continues to strengthen the organization's presence as a trusted and responsive partner within Huron and Perth.

# Our Strategic Focus

Over the past several months, staff, leadership, and Board members have engaged in a thoughtful and collaborative planning process. This work reflects a shared investment of time, reflection, and care in understanding the organization's strengths, emerging needs, and opportunities for growth.

Building on these insights and the strong foundation already in place, Victim Services Huron Perth has identified a focused set of priorities to guide its work over the next four years.

These priorities are designed to strengthen what is already working, bring greater clarity and structure to key areas of the work, and support the organization in responding to evolving community needs. Together, they provide a clear and flexible framework to guide decision-making, resource allocation, and ongoing organizational development.



# Key Priorities 2026-2030



The following strategic priorities will guide Victim Services Huron Perth's work over the next four years, focusing efforts on the areas that will have the greatest impact across Huron and Perth. Each priority is supported by a clear Statement of Success, Indicators of Success that describe what progress will look like, and a focused set of Strategic Actions to help guide implementation over time. Together, these priorities are interconnected and intended to be advanced in a way that reflects the organization's capacity and evolving context.

**1.**

**Strengthen Community Awareness and Partnerships**

**2.**

**Develop Organizational Capacity and Succession Plan**

**3.**

**Advance Prevention and Education Initiatives**

**4.**

**Enhance After Hours Community Support Model**



# Key Priority #1:

*Strengthen Community Awareness and Partnerships*

## Statement of Success:

Victim Services Huron Perth is recognized as a trusted leader providing safety planning, crisis and trauma support through strong, collaborative relationships with first responders, community organizations and the public.

## Indicators of Success:

- First responders and community agencies consistently engage with VSHP for support for victims
- Referral pathways are clear, automatic, and well-known across agencies
- Knowledge and awareness about VSHP are increased across both counties, and the public seeks support or information before a crisis occurs

# Strategic Actions

*Strengthen Community  
Awareness and Partnerships*

## **Formalize Partner Engagement Strategy**

Establish a structured engagement plan with first responders, community partners including outreach to new hires and regular touchpoints.

## **Strengthen Clarity of Referral Process Across Agencies**

Develop and distribute clear, visual referral tools (flowcharts, quick-reference guides, onboarding toolkits) to ensure referral pathways are automatic and well understood.

## **Implement a Structured Public Awareness & Communications Plan**

Develop and execute a consistent, bi-monthly public-facing communications strategy focused on safety, trauma support, prevention, and referral information.

## **Launch a Targeted Perth County Outreach Plan**

Develop and implement a focused outreach strategy to increase awareness, engagement, and referral growth in Perth County.



## Key Priority #2

*Develop Organizational Capacity and Succession Plan*

### **Statement of Success:**

Victim Services Huron Perth has the people, systems, resources, and leadership pathways needed to operate sustainably, grow strategically, and remain responsive across Huron and Perth.

### **Indicators of Success:**

- Staff are clear about their role, growth path, and the skills needed for advancement
- Succession planning and role transfer are built into organizational routines
- Effective internal communication and professional development practices are consistent
- Additional funding sources to support staff retention, recruitment, improved wages, benefits, and long-term financial health of the organization are explored

# Strategic Actions

*Develop Organizational  
Capacity and Succession  
Plan*

## **Enhance Internal Communication & Coaching Structures**

Enhance internal communication systems, coaching practices, and capacity-building structures to ensure clarity, alignment, and shared accountability.

## **Implement a Structured Professional Development Framework**

Develop a collaborative professional development framework aligned with strategic priorities and individual growth goals to build internal capacity.

## **Embed Succession & Capacity Planning into Annual Routines**

Formalize cross-training, documentation updates, and an annual organizational capacity review to proactively manage workload, reduce knowledge silos, and strengthen continuity.

## **Strengthen Financial & Staffing Sustainability**

Explore diversified funding sources and staffing models to support retention, recruitment, competitive compensation, and long-term organizational health.



# Key Priority #3

## *Advance Prevention and Education Initiatives*

### **Statement of Success:**

Victim Services Huron Perth is a leading source of evidence-informed prevention and education, regularly sought out by partners, schools, and community groups for training and support.

### **Indicators of Success:**

- Community members, agencies, and partners see VSHP as experts in safety and prevention and request training proactively.
- Consistent, ongoing community training and prevention education programs are offered across the region by a dedicated team
- Agreements with schools or agencies become automatic or standard practice
- Community reach is leveraged through our digital platforms

# Strategic Actions

*Advance Prevention and  
Education Initiatives*

## **Formalize and Enhance the Prevention & Education Portfolio**

Build on existing prevention work by creating a defined presentation catalogue outlining target audiences, learning outcomes, delivery formats, and some assessment tools. Establish a clear team-based structure with designated roles (e.g., outreach lead, presenter(s), content development, school liaison, data tracking) to ensure consistency and sustainability.

## **Implement a Proactive Education Outreach Strategy**

Develop and execute a structured outreach plan to promote prevention and safety training through themed campaigns and intentional partner engagement.

## **Expand Digital Prevention & Education Platforms**

Develop and deliver accessible digital prevention content (e.g., social media posts, short videos, shareable resources, recorded sessions, themed campaigns) to increase public awareness of safety, trauma support, and available services.



# Key Priority #4

*Enhance After Hours  
Community Support Model*

## Statement of Success:

Victim Services Huron Perth has a clear, effective, and well-supported After Hours Community Support model that develops consistent skills, meaningful roles, and provides a reliable on-scene presence across both counties.

## Indicators of Success:

- Staff on-call load is manageable, allowing for more balance rather than attending every call
- The Afterhours Community Support model increases reliability, confidence, and consistency in client support
- Exploration of a fully staff-based response model is undertaken
- Volunteer roles, expectations, and responsibilities are clearly defined and understood by all

# Strategic Actions

*Enhance After Hours  
Community Support Model*

## **Conduct a review of the After Hours Model**

Develop and implement a process to assess sustainability, reliability, workload impact, financial implications, and community considerations of the current and potential after-hours response models.

## **Support and Stabilize the Current After Hours Model During Review**

Continue to maintain clear volunteer and staff role expectations, support onboarding and retention, and ensure operational communication practices that promote consistency and continuity of care while the review process is underway.

# Monitoring and Learning

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Implementation is an ongoing process that will evolve over the four-year lifespan of the strategic plan. Intentional monitoring will help the organization identify where progress is occurring, where adjustments may be helpful, and where new opportunities are emerging.

The goal is to build on information that is already gathered through operational work, while adding monitoring practices where they meaningfully support organizational learning.

Progress related to the strategic priorities will be communicated through the organization's existing leadership reporting processes. The Executive Director will continue to provide monthly updates to the Board, and each year the Victim Services Huron Perth team will reflect on progress related to the strategic plan and share key insights with the Board and community through the organization's Annual General Meeting.

Monthly Executive Director reports and AGM updates may include examples of work connected to the strategic priorities, as well as both qualitative and quantitative information. Examples of quantitative data may include information regarding number of referrals and referral sources, prevention and education sessions delivered, and After Hours response activity. Examples of qualitative data may include feedback from community partners and volunteers, reflections from training participants, staff observations related to operational improvements and testimonials gained through collaboration with community agencies. These updates will help the Board remain informed about how ongoing operational work aligns with the strategic direction of the organization.

# Acknowledgements

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Victim Services Huron Perth would like to express sincere appreciation to the staff, Board of Directors, and community partners who contributed their time, insight, and thoughtful reflection throughout this planning process.

The development of this strategic plan reflects a shared commitment to strengthening the organization and ensuring that individuals affected by crime, trauma, and other tragic circumstances continue to receive compassionate, timely, and coordinated support.

This work is made possible by the dedication of those who serve the community each day. It is through this collective effort that Victim Services Huron Perth will continue to grow, adapt, and respond to the evolving needs of Huron and Perth.

*Together, we remain committed to supporting survivors and strengthening our communities.*

