

2013-16 ELWG STRATEGIC ACTION PLAN

Goal #1 SUCCESSION PLANNING – Of the shelter’s main function and board, management, and operation’s knowledge						
Objectives	Tasks/Activities	Time line	Lead Role	Strategies Used	Measurement/ Document	Resources Needed
a) Succession of the shelter’s main function	Review of MCSS Service Contract	May 2014 2015 2016	Melody	<ul style="list-style-type: none"> • Review each program code & Ministry expectations from service contract with each department <ul style="list-style-type: none"> ○ Emergency Shelter ○ Transition ○ Governance ○ Child Witness Program ○ Capacity Building/VAW Client Satisfaction Survey 	Review compliance for method of evaluation on each department on service contract. <ul style="list-style-type: none"> • Complete review and action with each dept. 	
b) Board Manual	Update Board manual annually	August 2014/15/ 16	Melody Naomi	<ul style="list-style-type: none"> • Use Board Governance description in MCSS service contract • Use Governance tab on risk assessment • Make an updated Board calendar • Google board manual contents • Survey needs from present board members 	<ul style="list-style-type: none"> • Ask present Board members to evaluate the manual • Survey other shelters for the contents of their board manuals 	
c) Management Manual	Create a manual that has all of the responsibilities of the Executive Director	September 2014	Melody	<ul style="list-style-type: none"> • Work from MCSS service contract • Use MCSS Risk Assessment 	<ul style="list-style-type: none"> • Review and ask other organizational managers to 	

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				<ul style="list-style-type: none"> • Use E.D. Job Description • Use E.D. Performance Evaluation 	<p>evaluate and give feedback on what else would be needed .</p>	
d) Operations Manual	Update and organize the Employee Practices digital copy on Front Line computer.	August 2014	Melody Admin Assistant Front Line Staff Custodian Housekeeper	<ul style="list-style-type: none"> • Use job descriptions as reference • Use chore sheets • Have Front Line staff fill out a calendar by the hour for random days as a reference 	<ul style="list-style-type: none"> • Survey with front line staff • Review it with another shelter manager for feedback 	
a) Organizational Knowledge is Accessible	Provide hard and electronic copies for Board, Management & Staff	September 2014	Administrative Assistant	<ul style="list-style-type: none"> a) Hard copy in board filing cabinet b) Hard copy in administrative office c) Living electronic document on Director's computer and Server 	Physical and hard copies checked by E.D.	

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Goal #2 PROGRAMS AND ACTIVITIES – To provide programs and activities in-house to meet client’s needs						
Objectives	Tasks/Activities	Time line	Lead Role	Strategies Used	Measurement/ Document	Resources Needed
1. For women	a) Welcome bags for women	November 2013	Melody & Front Line Staff	<ul style="list-style-type: none"> Staff will keep bags made up & provide shopping lists Volunteers – will shop for contents Stakeholders services 	Will measure the number of Welcome bags given out on annual basis	
	b) Welcome bags for children	July 2014	Melody & Barbara VP from Board	<ul style="list-style-type: none"> Barbara & Melody will create system for welcome bags designated by sex and age 	Will measure the number of Welcome bags given out on annual basis. Will document feedback from parents if given.	
	c) Monthly activity calendar			<ul style="list-style-type: none"> Front Line staff will pick & facilitate activities to be booked on the calendar Front Line will also develop the calendar Guest nights on Thursdays for dinner (could utilize volunteers for this) 	<ul style="list-style-type: none"> Record activities in group stats – will review stats and attendance 	
	d) Monthly feature activity			<ul style="list-style-type: none"> E.D. will request or book outside volunteers or organizations etc. to do a monthly feature activity 	<ul style="list-style-type: none"> Will record attendance in group activities to see what 	

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	e) Groups	September 2014	Melody	<ul style="list-style-type: none"> • Make a suggestion list of activities that volunteers could do with clients • Collaborate with CCEA and APH on groups that could be held in the shelter • Construct a Peer run Harm Reduction Group on premises • Source out other programs from the community that could bring a group to our shelter for clients • Survey clients for suggestions of activities 	<p>activities most desired</p> <ul style="list-style-type: none"> • Measure attendance 	<ul style="list-style-type: none"> • Am getting an established group template from instructor from Harm Reduction Course at York University
2. For children	a) Groups for mom's and children together	January 2015	Natalie Guindon Melody Rose	<ul style="list-style-type: none"> • Staff • Volunteers • High School Volunteers 	<ul style="list-style-type: none"> • Attendance 	

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Goal #3 INCLUSIVITY – Providing our services to all women and children who require support						
Objectives	Tasks/Activities	Time line	Lead Role	Strategies Used	Measurement/ Document	Resources Needed
1. Providing support to women who use drugs and/or alcohol for a coping strategy	• Training	April 2014	Melody	Harm reduction <ul style="list-style-type: none"> • Additional training for staff on harm reduction 	<ul style="list-style-type: none"> • Clients disclosure and discussion around drug or alcohol use 	
	• Group for clients	Feb. 2015	Melody & Karol	<ul style="list-style-type: none"> • Construct a Peer run Harm Reduction Group 	<ul style="list-style-type: none"> • Client feedback & group attendance 	
	• Addictions supports	October 2014	Melody	<ul style="list-style-type: none"> • Have CCEA run an addiction group 	<ul style="list-style-type: none"> • Attendance 	
	• Create & distribute clean supply kits	Feb. 2015	Melody	<ul style="list-style-type: none"> • Collaborate with the APH for supplies • Distribute in groups and individually by peers or staff 	<ul style="list-style-type: none"> • Measure the number of clean supplies distributed 	
2. Providing support to women and children with mental wellness challenges	• Training	Sept. 2015	Melody	<ul style="list-style-type: none"> • Continue to provide Concurrent Disorders Certificate Training through CAMH to part- 	<ul style="list-style-type: none"> • Clients satisfaction surveys • Community 	

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				time front-line staff	perception – hospital	
				<ul style="list-style-type: none"> Additional training for staff on children’s mental wellness 	<ul style="list-style-type: none"> Less client complaints Staff’s reaction to children’s behaviours 	
3. Providing support to women and children in the Mennonite communities	<ul style="list-style-type: none"> Resource ways to approach isolated communities Get information to the women who need support Let the women know that this support is there for them 	April 2015	Melody	<ul style="list-style-type: none"> Resource cultural approaches for Mennonites-St. Jacobs Kitchener Shelter Doug & St. Jacobs midwives Check with Tammy Roberts who is a midwife in our area Provide information for Tammy to give the women 	<ul style="list-style-type: none"> If we solidify any networking contacts that can get the information to the women or make referrals to us # of calls or contacts from Mennonite community 	
4. Providing support to more aboriginal women and children	<ul style="list-style-type: none"> Increase community awareness of our services to Reserves in our catchment area 	May 2014	Karol Osmond	<ul style="list-style-type: none"> Participate in Serpent River First Nation Health Science Fair 	<ul style="list-style-type: none"> Collect data on number of attendees that approached display table 	<ul style="list-style-type: none"> Draw gift
	<ul style="list-style-type: none"> Develop policy and procedures on Aboriginal cultural practices etc. 	June 2015	Melody Rose/Dorothy McLeod-Tremblay	<ul style="list-style-type: none"> Develop and administer survey to Serpent River First Nations Women on the supports and practices that would reduce barriers to utilizing the shelter 	<ul style="list-style-type: none"> Approved policy and procedures 	

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	<ul style="list-style-type: none"> Acquire or develop a map of each reserve in our catchment area (to provide directions for taxis for emergency pick-ups) Develop a collaborative relationship with the Anishnawbic Police Develop a collaborative relationship with the Nogdawindamin Serpent River 	<p>July 2015</p> <p>September 2014</p> <p>September 2014</p>	<p>Melody Rose/Dorothy McLeod-Tremblay</p> <p>Melody Rose/Dorothy McLeod-Tremblay /Karol Osmond</p> <p>Melody/Susan</p>	<ul style="list-style-type: none"> Source out existing maps from Reserves & update Meet with the current Anishnawbic Police Officer with Dorothy/Karol/Melody <p>Contact and invite Nogdawindamin workers for a tour of the shelter and provide programmes of services</p>	<ul style="list-style-type: none"> Laminated maps for Crisis phone line to dispatch police or taxi Develop a signed protocol between Anishnawbic Police and Elliot Lake Women's Group Tour completion and feedback form 	
5. Include the community	<ul style="list-style-type: none"> Volunteer program Increase membership and include in volunteer program 	September 2016	Melody/Gwen/Board	<ul style="list-style-type: none"> Develop parameters of program including: <ul style="list-style-type: none"> Eligible activities Fundraising program In house programming Training Recruitment Retention & recognition 	<ul style="list-style-type: none"> Volunteer program guidelines binder Acquire a champion of the volunteer program Increase ELWG membership 	

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	<ul style="list-style-type: none"> • Development of Pet Shelter on site 	October 2016	Melody/Gwen/Board	<ul style="list-style-type: none"> ○ Terms of reference • Develop fundraising strategies <ul style="list-style-type: none"> ○ Community ○ Businesses ○ Grants • Collaborate with high school and businesses to build 	<p style="background-color: yellow;">to minimum of 30 members</p> <ul style="list-style-type: none"> • Finished shelter on site 	
	<ul style="list-style-type: none"> • Develop policies and procedures for pet shelter 	August 2016	Melody/Pet shelter committee	<ul style="list-style-type: none"> • Resource current programs and policies • Review and identify needed policies • Draft policies • Board approval 	<ul style="list-style-type: none"> • Approved policy binder for pet shelter 	

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Goal #4 FINANCIAL – Achieve and maintain sufficient level of funding with diverse sources, to meet budgetary needs.						
Objectives	Tasks/Activities	Time line	Lead Role	Strategies Used	Measurement/ Document	Resources Needed
Obtain other sources of funding	<ul style="list-style-type: none"> Source out other contracts 	September 2014	Melody	<ul style="list-style-type: none"> Look for service contracts with current ministry Look for contracts with other ministries or organizations 	<ul style="list-style-type: none"> Identifiable programs that would fit our single staffing model Obtaining contracts for services that complement our 24 hour service 	
	<ul style="list-style-type: none"> Develop other programs that are applicable to grant applications for new programming 	September 2016	Melody	<ul style="list-style-type: none"> Source out program grant opportunities with Canadian Women’s Foundations and Status Women Canada etc. 	<ul style="list-style-type: none"> Grant applications submitted 	
Increase current level of core funding	<ul style="list-style-type: none"> Make political parties aware of current financial struggles 	April 2014	Melody	<ul style="list-style-type: none"> Collaborate with other shelters and provincial associations for a unified voice 	<ul style="list-style-type: none"> Making increased support for shelters a priority for each political party 	<ul style="list-style-type: none"> Fundraising money to assist in the process of a group lobby

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<p>Increase occupancy to sustain funding</p>	<ul style="list-style-type: none"> • Increase community awareness events 	March 2015 & 2016	Karol	<ul style="list-style-type: none"> • Develop plan to have at least 4 community awareness presentations and events outside of regular annual events 	<ul style="list-style-type: none"> • Document each event with details and attendance
	<ul style="list-style-type: none"> • Increase advertising 	September 2014	Melody/Gwen	<ul style="list-style-type: none"> • Use Facebook, website, and create posters and adhesive power and control wheels for a bathroom campaign 	<ul style="list-style-type: none"> • Active advertising leads on Facebook & website • Control wheels and posters strategically placed and documented in catchment area
	<ul style="list-style-type: none"> • Increase collaborations with community partners 	January 2015	Melody	<ul style="list-style-type: none"> • Full participation in Community High Risk Team Development 	<ul style="list-style-type: none"> • Attend training and subsequent community meetings
	<ul style="list-style-type: none"> • Further develop harm reduction programming 	July 2014	Melody	<ul style="list-style-type: none"> • Further education in policy and program development 	<ul style="list-style-type: none"> • E.D. to obtain certificate in Harm Reduction from York University
		March	Melody/K	<ul style="list-style-type: none"> • Develop Harm Reduction 	<ul style="list-style-type: none"> • Program

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		2016	arol	Program for Maplegate	proposal	
Provide harm reduction awareness & training for the public – showing LHINS that we operate in the mental health and addictions field and should be eligible for funding.	<ul style="list-style-type: none"> Build collaboration with Algoma Public Health Unit and Counselling Centre of East Algoma 	June 2014	Melody	<ul style="list-style-type: none"> Approach potential partners and garner commitment for community training 	<ul style="list-style-type: none"> Established meeting to discuss possible awareness training 	
	<ul style="list-style-type: none"> Develop a plan with components of community training for a yearlong campaign 	December 2014	Melody	Plan in collaboration to deliver concurrently with the North Shore Tribal Council's campaign	<ul style="list-style-type: none"> Documented delivery plan 	

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Goal #5 VOLUNTEER PROGRAM – Develop a structured volunteer program to provide supports to the shelter.						
Objectives	Tasks/Activities	Time line	Lead Role	Strategies Used	Measurement/ Document	Resources Needed
Use volunteer resources more constructively	<ul style="list-style-type: none"> Guest night dinner 	June 2014	Melody	<ul style="list-style-type: none"> Enlist an appropriate volunteer to assist in teaching cooking and kitchen life skills for Thursday night's guest night dinner 	<ul style="list-style-type: none"> A schedule of volunteers who will assist with guest night 	
Develop structured programs and activities for women and children within the shelter	<ul style="list-style-type: none"> Formalize an activity calendar with some volunteer involvement to assist staff with group activity programming 	September 2014	Melody/Full-Time Front Line Staff	<ul style="list-style-type: none"> Enlist each Front Line Staff to develop one activity on their chosen shift each month and advertise and engage clients into the programming activities 	<ul style="list-style-type: none"> Documented activities on WISH data program with a minimum of 4 activities per month 	<ul style="list-style-type: none"> Various supplies for activities purchased with Bingo, Nevada, or fundraising dollars
	<ul style="list-style-type: none"> Produce a formalized suggested activity list for volunteers and staff to utilize 	August 2014	Melody	<ul style="list-style-type: none"> Source out activities from Pinterest that address identified life skills needed 	<ul style="list-style-type: none"> Suggested Activity List developed and placed in front of an activity binder 	
	<ul style="list-style-type: none"> Document activities with a binder with information on each activity and success rate 	April 2015	Full-Time Front Line Staff	<ul style="list-style-type: none"> Each activity will be documented with a list of required materials, date activity completed, comments, suggestions, number of participants, and a picture of possible 	<ul style="list-style-type: none"> Completed Activity Binder 	

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				results		
Increase public profile	<ul style="list-style-type: none"> Advertising 	September 2014	Melody	<ul style="list-style-type: none"> Develop a 2 year plan to Increase Public Profile <ul style="list-style-type: none"> Include an annual Chalk Walk Activity 	Formalized Plan	
	<ul style="list-style-type: none"> Develop Collaborative Partnership with OPP 	January 2015	Melody	<ul style="list-style-type: none"> Develop relationship with Sexual Assault and Domestic Violence Officer Invite this officer and the Supervisor for a shelter tour and further explanation of current programs and supports 	Meeting and tour with Officer and Supervisor	