



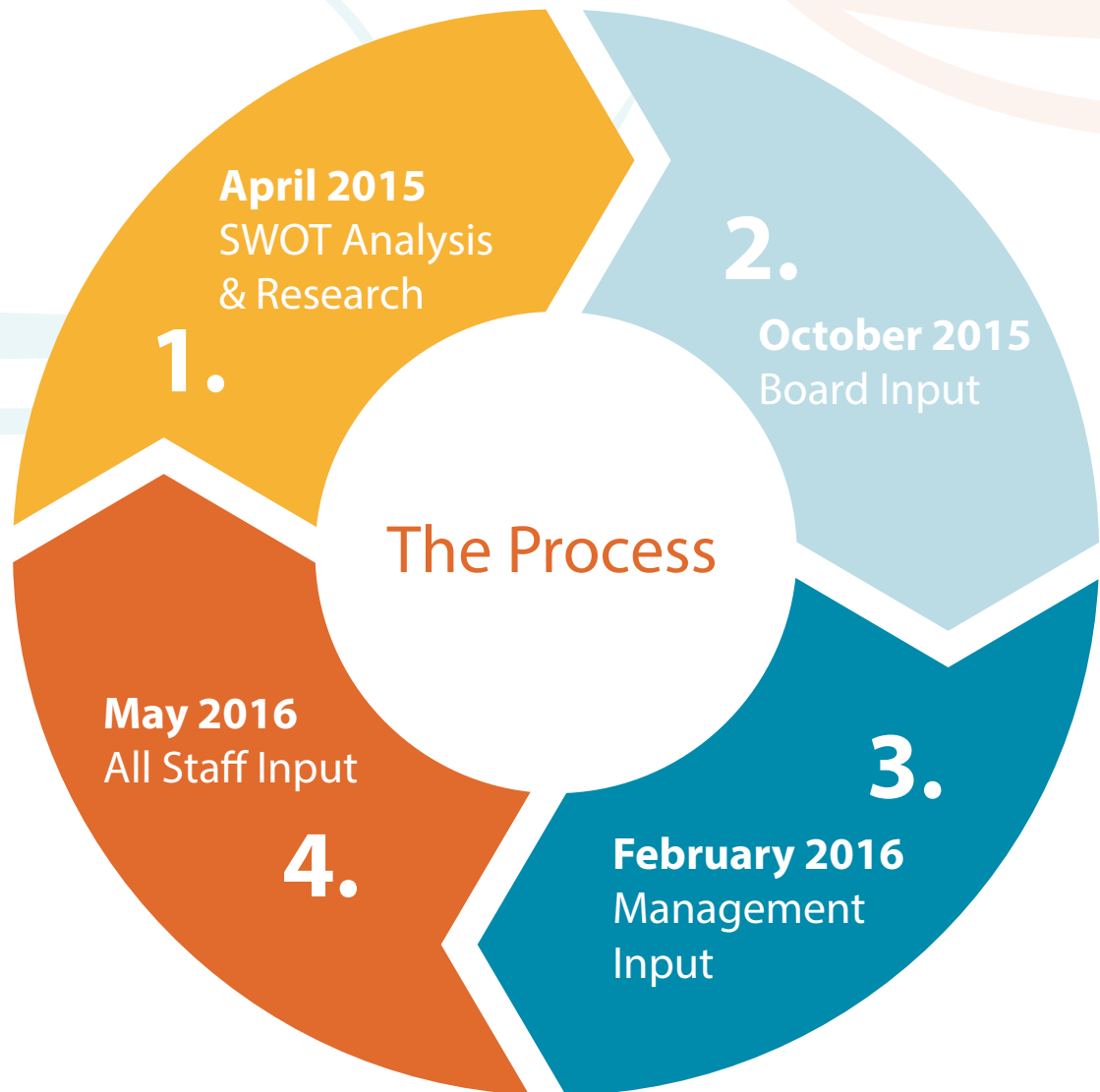
Elizabeth
Fry toronto



Strategic Plan

Overview

The agency's 2016-2019 Strategic Plan has been in development for the last six months by way of the following process:



2016-2019 Strategic Plan

- 1.** Grow and strengthen organizational capacity across the agency to support strategic objectives
- 2.** Articulate and communicate the vision for a comprehensive plan for provision of facilities /residential services for at-risk women
- 3.** Implement a client-centred wraparound service approach within each agency program
- 4.** More effectively prioritize, advocate and address at-risk women with complex needs

1

Grow and strengthen organizational capacity across the agency to support strategic objectives

Priorities / Objectives

- Demonstrate high quality service and impact
- Develop supporting financial, HR and technology strategies complementary to strategic objectives and sustainable livelihood model
- Investigate and implement technology / data management capability for client evaluation and case management tool
- Strengthen the sector and general public's knowledge of the agency's mission, mandate and impact
- Effectively monitor, respond and mitigate organizational risks

Supporting activities

- Conduct risk reviews across all programs, projects, initiatives and analyze metrics to determine ongoing risk status
 - Develop a business continuity and risk mitigation plan
- Define key success factors and supporting metrics to achieve service quality targets and better demonstrate value of services
 - Update and implement work-plan and statistic gathering tools
 - Implement updated work-plan with performance targets and measurements across the agency

- Develop public relations strategy to strengthen public understanding / perception:
 - Mandate: "who we are and what we are doing"
 - Outreach: "what tables we need to be at"
 - Authority: "how we demonstrate authority related to these issues / clients"

Desired outcomes

- Improved qualitative statistics on client demographic that will be used to enhance service delivery / projection
- Enhanced productivity as a result of HR, staffing, finance, fundraising efficiencies and strategies
- Accurate qualitative and quantitative metrics that can be used to inform programming and demonstrative organizational impact
- Diversified marketing / communications plan
- Increased public and financial support due to enhanced knowledge of agency, its legacy and current impact
- Mitigated organizational risks

Articulate and communicate the vision for a comprehensive plan for provision of facilities /residential services for at-risk women

Priorities / Objectives

- Repackage the agency's learning into an innovative housing solution for post incarcerated women
- Address housing needs for key demography by expanding the agency's existing residential program based on research
- Raise public awareness and support for the agency's new housing strategy

Desired outcomes

- Improved bed utilization / stability for current residential beds program
- Clear vision of housing for Elizabeth Fry Toronto and associated messaging
- Business case including redesign of building + associated costs, funding options, partnering opportunities, potential revenue, quality of service, identified risks and mitigation

Supporting activities

- Determine opportunities to improve / expand current residential beds program based on research
- Develop and implement plan for facilities expansion
- Articulate current and long-term housing strategy via communication plan/campaign to funders, partners, clients, supports
- Pilot 2 beds

3

Implement a client-centred wraparound service approach within each agency program

Priorities / Objectives

- Enhance the infrastructure and culture of integrative programming and resources for clients
- Reduce barriers for marginalized women accessing services
- Effectively coordinate and triage clients to services utilized wrap-around-model and best practice methodologies

Supporting activities

- Deliver organizational development plan aligned to a sustainable livelihood model, focusing on providing holistic wraparound services for all client needs (both 1st and 2nd stage clients)
- Implement sustainable livelihood model in service of:
 - Informing clients of service availability / options
 - Creating service integration (with updated delivery methodology)
 - Demonstrating measurable client impact

Desired outcomes

- Case management approach in support of sustainable livelihood model
- Specific strategic priorities within wraparound service approach development and related success factors
- Key metrics to demonstrate progress on approach
- Confirmed value proposition for clients we serve, and how we consistently deliver on it in their eyes

More effectively prioritize, advocate and address at-risk women with complex needs

Priorities / Objectives

- Be a strong voice for criminalized women with complex needs on a local and systems level
- Respond to the support needs of First Nations women as an overrepresented group in correctional institutions while providing culturally sensitive programming to other high-risk groups of women in the community
- Responding to diverse needs of diverse groups, including the LGBTQ community
- Playing a greater role in the community as the go-to-source for issues pertaining to women and the justice system

- Define advocacy platform and marketing / comm strategy in the voice of specific constituent groups as required
- Increase organizations online and media presence
- Better define relationship and strengthen linkages to national organization, in particular where common messaging / leverage would be helpful

Initial supporting activities

- Create supports to First Nations women through current in-reach programming
- Work with community partners/ committees strong in policy work to drive high priority issues forward
- Develop position papers / statements on major issues identified
- Gather data and share knowledge with partners

Desired outcomes

- Enhanced supports to marginalized women with complex needs (enhanced tracking of clients)
- Improved sector capacity to understand and respond effectively to women in contact with the justice system through shared organizational knowledge
- Demonstrating measurable client impact

