



2018 - 2020 STRATEGIC PLAN

Version: January 16, 2018

Mission

Cornerstone Family Violence Prevention Centre is breaking the cycle of family violence by providing immediate shelter, counselling and prevention services throughout Northumberland County.

Vision

Together we are a community committed to healthy, respectful relationships free from family violence.

We Value

Accessibility

We are a welcoming and accessible environment where clients, staff, funders and the community are valued and respected.

Accountability

We believe in clear, honest and respectful partnerships with our clients, staff, funders and community partners.

Community

We understand and believe that building and maintaining strategic partnerships with our local and wider communities is essential to meeting the needs of our clients.

Innovation

We are committed to initiative, growth and excellence in our work in the field of family violence.

Leadership

We believe that we have a responsibility to be leaders in our community in the field of family violence.

Our Strategic Priorities

In the coming three years, we are committed to the following three strategic priorities:

1. Deepen Our Services for Greater Impact
2. Advance Our Voice and Presence on the Issue of Family Violence
3. Foster a Resilient and Robust Organization

1. DEEPEN OUR SERVICES FOR GREATER IMPACT

With a continued commitment to providing evidence-based, accountable and high quality services, we will meet the diverse needs of our clients and the community with excellence. We will continue to provide a spectrum of services and programs that respond to and prevent violence across Northumberland County.

In the next three years, we will develop a family violence prevention framework so that we can more clearly articulate how our work helps to prevent violence in the future. It will also define the appropriate response level and investment required based on the needs of individuals, groups and the community.

Building on our base of best practice, we will deepen our integration of evidence-based approaches including using a gender lens, an integrated and comprehensive model of service and applying a harm reduction, trauma informed approach.

Motivational Interviewing, a collaborative, goal oriented style of communication designed to strengthen personal motivation and commitment to a goal by eliciting reasons for change within an atmosphere of acceptance and compassion, underscores all of these approaches. As a result, our services will continue to promote self-determination, collaboration and the reduction of silos to have greater impact, and to respond systemically to broader community issues.

Internally, we will strengthen our capacity to mobilize the most effective responses for individuals, groups and the broader community. This includes ongoing professional development, the redesign of a performance management program and strengthened collaboration across the organization to ensure greater internal integration and a unified approach to providing excellence in service. An organizational review will be undertaken in the first year of the strategic plan period.

Through our services, we will empower staff with the highest quality training to provide safety, counselling, family support, and 24-7 crisis intervention.

We will continue to create a welcoming and hopeful environment that embraces the complex realities of women, children and youth who have experienced violence. We will enhance services through internal and external collaboration for greater service cohesion.

Through our programs, we will work collectively within the organization to coordinate services. We will also collaborate with external stakeholders to create a seamless service experience for the women, children and youth who access our, shelter, counselling, groups, parenting support and service referrals.

We will intentionally focus on strengthening and developing prevention initiatives in order to reduce violence within Northumberland County. We will reach out to the community to educate them about violence prevention through a gender lens. We will help to raise the issue in order to further the conversation on ending violence.

Additionally, over the first 18 months of our plan, we will identify new service and program opportunities for women, children and youth and develop enhanced and new responses, as viable. We will proactively explore responding to issues of homelessness, affordable housing, and violence prevention. This critically includes leveraging collaborative alliances to address emerging community needs.

Our strategies in the coming three years to achieve this service priority are:

1. Develop a violence prevention framework to further shape and define our service delivery.
2. Formalize and integrate our best practice approaches across the organization.
3. Strengthen our internal systems, shelter, community and prevention services to ensure a more cohesive, coordinated, and efficient response across the organization.
4. Explore and respond to emerging community needs and opportunities to expand and adapt services and programs.

2. ADVANCE OUR VOICE AND PRESENCE ON THE ISSUE OF FAMILY VIOLENCE

We will broaden and strengthen our connections and points of influence with others working with victims of family violence. This includes interagency collaboration, other service systems, funders and donors. This will strengthen a broader systems response to family violence.

We will continue to participate in relevant committees, coalitions and networks that contribute to the reduction of violence and address broader systemic issues facing our community. We will be active ambassadors and champions for the promotion of a community committed to healthy, respectful relationships free from family violence. We will implement an effective communications strategy to educate and engage community members across Northumberland County in local solutions.

Through focused and targeted interagency collaboration and participation on larger coordinating bodies, Cornerstone will continue to build community assets and responses, provide leadership in the community on family violence, and contribute to a more integrated regional response.

Strategies related to this priority for the next three years include:

1. Maintain our community profile by strengthening our communications strategy and materials to support our community engagement initiatives.
2. Mobilize community assets, resources and solutions for women, children and youth through strategic partnerships and alliances.
3. Enhance service coordination and leverage broader systems change at local, regional and provincial levels through participation in larger planning and coordinating entities.

3. FOSTER A RESILIENT AND ROBUST ORGANIZATION

Cornerstone will continue to build its organizational capacity to support excellence in program delivery. This includes supporting our staff teams with the structure, development and resources needed to continue to provide high quality services. Given the organization's recent growth and the increasingly high demand for service, the first year will be taken to deepen the organization's sustainability, foundational strength and capacity to continue to meet growing needs in the County. This includes an organizational review that examines how to best structure our staff team.



As an employer of choice, we will demonstrate a continued commitment to our staff and volunteers and strengthen our human resource practices through enhanced professional development, team building, cross-organizational communication, staff engagement, leadership development and succession planning.

Additionally, our Board will continue to lead and govern with effective oversight through the implementation of a governance action plan to support the success of the strategic plan.

We will continue to promote the importance of investing in the issues of family violence with the broader public. This will include building a base of ambassadors and supporters to actively promote the issue and invest in the organization. Financial sustainability will be a key priority with a focus on independent, diversified revenue from a breadth of sources.

Cornerstone will build our financial strength and resilience by enhancing fundraising and grant seeking activities. Cornerstone will focus its efforts on targeted fundraising events, corporate partnerships and sponsorships, individual giving, major gifts, and planned giving. This will include a focus on developing longer-term partnerships and relationships with members of the community committed to our mandate. Additionally, we will explore the feasibility of generating revenue by offering our VAW expertise to interested parties.

Three-year strategies related to this priority for the next three years include:

1. Establish robust human resource practices that support staff to excel and position the organization as an employer of choice.
2. Leverage the Board of Directors' leadership and governance role in achieving the organization's 3-5 year vision.
3. Enhance and leverage our resource development initiatives for increased independent revenue and broader visibility in the County.

PRIORITY #1: DEEPEN OUR SERVICES FOR GREATER IMPACT			
Strategy	Year One: April 2018 to March 2019	Year Two: April 2019 to March 2020	Year Three: April 2020 to March 2021
1. Develop a violence prevention framework to further shape and define our service delivery.	Cornerstone has developed a violence prevention framework and is applying it to program design, development and evaluation.	Cornerstone has embedded the violence prevention framework in all communication and marketing materials, as appropriate.	Cornerstone is increasingly known for its violence prevention framework.
2. Formalize and integrate our best practice approaches across the organization.	<p>An assessment phase is undertaken to determine the most effective ways to animate best practice methodologies across the organization resulting in an action plan tied to:</p> <ul style="list-style-type: none"> • Ongoing staff training • Accountable supervision against a newly developed performance management system • Ongoing program development • Groups grounded in research 	The best practice action plan is underway. All staff are engaged in ongoing professional development. A newly developed performance management system is embedded in our HR practice. Cornerstone continues to assess and improve its programming with a best practice lens.	Best practices are more fully integrated in programs across the organization and this is evident in staff engagement and performance.

PRIORITY #1: DEEPEN OUR SERVICES FOR GREATER IMPACT			
Strategy	Year One: April 2018 to March 2019	Year Two: April 2019 to March 2020	Year Three: April 2020 to March 2021
<p>3. Strengthen our internal systems, shelter, community and prevention services to ensure a more cohesive, coordinated, and efficient response across the organization.</p>	<p>Cornerstone undertakes and accomplishes reaccreditation with FOCUS.</p> <p>Staff are engaged in assessing and developing an internal communications plan to build cohesion across programs.</p> <p>An organizational review has been undertaken in the last six months of the first year to ensure efficiency in all departments and equitable workloads.</p> <p>External collaborations are monitored and engaged in as opportunities arise.</p>	<p>The senior management is leading a more coordinated approach to support more effective coordination and cohesion across programs. Staff members feel connected, effective and cohesive as an agency-wide team.</p>	<p>There is a high degree of coordination and cohesion among staff which is apparent through service provision. Regular feedback loops are embedded into the organization and structure to monitor staff engagement.</p>
<p>4. Explore and respond to emerging community needs and opportunities to expand and adapt</p>	<p>Cornerstone has monitored existing community partnerships and pilots for continued fit and sustainability. The organization has evaluated new funding and partnership</p>	<p>Cornerstone has responded to appropriate program growth opportunities pending capacity and funding.</p>	<p>Cornerstone has adapted and expanded programs, as appropriate and with adequate capacity.</p>

PRIORITY #1: DEEPEN OUR SERVICES FOR GREATER IMPACT			
Strategy	Year One: April 2018 to March 2019	Year Two: April 2019 to March 2020	Year Three: April 2020 to March 2021
services and programs.	opportunities related to homelessness, affordable housing and violence prevention.		

PRIORITY #2: ADVANCE OUR VOICE AND PRESENCE ON THE ISSUE OF FAMILY VIOLENCE			
Strategy	Year One: April 2018 to March 2019	Year Two: April 2019 to March 2020	Year Three: April 2020 to March 2021
1. Maintain our community profile by strengthening our communications strategy and materials to support our community engagement initiatives.	Cornerstone has developed and begun to implement a cohesive and comprehensive external communications strategy to educate the public about our issue and to mobilize support for our mandate,	Cornerstone is increasingly a go-to organization for education and speaking opportunities. The organization is securing more media coverage and visibility through other community networks and channels. Cornerstone is engaging more stakeholders in the conversation about gender violence.	Structures are in place to ensure continued momentum and investment in community engagement. Cornerstone is more visible across the County.
2. Mobilize community assets, resources and solutions for women,	Cornerstone has measured the value and impact of	Cornerstone has responded to appropriate program-	Cornerstone has responded to appropriate program-

PRIORITY #2: ADVANCE OUR VOICE AND PRESENCE ON THE ISSUE OF FAMILY VIOLENCE			
Strategy	Year One: April 2018 to March 2019	Year Two: April 2019 to March 2020	Year Three: April 2020 to March 2021
children and youth through strategic partnerships and alliances.	<p>partnerships and adapts its approach accordingly.</p> <p>Cornerstone has developed new alliances resulting in more financial support and volunteers.</p>	<p>related collaborative opportunities.</p> <p>Cornerstone continues to strategically steward current relationships and develop new alliances resulting in more opportunities for Cornerstone.</p>	<p>related collaborative opportunities.</p> <p>Cornerstone continues to strategically steward current relationships and develop new alliances resulting in more opportunities for Cornerstone.</p>
3. Enhance service coordination and leverage broader systems change at local, regional and provincial levels through participation in larger planning and coordinating entities.	<p>Cornerstone continues to sit at key tables and coordinating bodies for improved service coordination and systemic change, pending an evaluation of how participation benefits the organization.</p>	<p>Cornerstone continues to sit at key tables and coordinating bodies for improved service coordination and systemic change, pending an evaluation of how participation benefits the organization.</p>	<p>Cornerstone continues to sit at key tables and coordinating bodies for improved service coordination and systemic change, pending an evaluation of how participation benefits the organization.</p>

PRIORITY 3: FOSTER A RESILIENT AND ROBUST ORGANIZATION			
Strategy	Year One: April 2018 to March 2019	Year Two: April 2019 to March 2020	Year Three: April 2020 to March 2021
1. Establish robust human resource practices that support staff to excel and position the organization as an employer of choice.	Cornerstone has reviewed, assessed and refined its human resource practices to ensure staff succeed. This includes: a performance management system, a professional development plan, succession planning, leadership development, team building, increased staff engagement and cross-organizational communications.	Strategies have been implemented to enhance human resource practices. Staff morale is monitored annually through the employee survey and regular feedback loops. A process is devised to invite staff to provide feedback on the revised HR practices.	HR practices have been fully implemented and continue to be monitored and improved on a continual basis.
2. Leverage the Board of Directors' leadership and governance role in achieving the organization's 3-5 year vision.	<p>Establish a Board Governance Committee</p> <p>Review Board Committee Terms of Reference and membership</p> <p>Use Governance and Board Development Committees to complete board member succession planning annually and</p>	<p>Explore the establishment of a 'Foundation' given the size of the capital reserve.</p> <p>Board Governance Committee has been implemented and has conducted regular meetings.</p> <p>Board Committee Terms of Reference have been reviewed.</p>	<p>Board Governance Committee has been implemented and has conducted regular meetings.</p> <p>Board Committee Terms of Reference have been reviewed.</p>

PRIORITY 3: FOSTER A RESILIENT AND ROBUST ORGANIZATION			
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	<p>recruit new members to the board to augment skills/experience.</p> <p>Board members attending training and development sessions will share their experiences back with the broader board in the form of a written report.</p> <p>Personnel Committee to complete the annual evaluation of the Executive Director.</p> <p>Organize peer mentoring program for new board members as part of a board onboarding plan.</p> <p>Review by-laws annually.</p> <p>Ensure Committees of Board periodically review policy documentation for currency.</p>	<p>Succession planning is in place.</p> <p>Board members have attended training and development sessions and shared their experiences back with the broader board in the form of a written report.</p> <p>Personnel Committee has completed the annual evaluation of the Executive Director.</p> <p>Peer mentoring program has been established for new board members as part of a board onboarding plan.</p> <p>By-laws have been reviewed annually.</p> <p>Policy documentation has been reviewed.</p>	<p>Succession planning is in place.</p> <p>Board members have attended training and development sessions and shared their experiences back with the broader board in the form of a written report.</p> <p>Personnel Committee has completed the annual evaluation of the Executive Director.</p> <p>Peer mentoring program has been established for new board members as part of a board onboarding plan.</p> <p>By-laws have been reviewed annually.</p> <p>Policy documentation has been reviewed.</p>

PRIORITY 3: FOSTER A RESILIENT AND ROBUST ORGANIZATION			
Strategy	Year One: April 2018 to March 2019	Year Two: April 2019 to March 2020	Year Three: April 2020 to March 2021
<p>3. Enhance and leverage our resource development initiatives for increased independent revenue and broader visibility in the County.</p>	<p>Cornerstone has experienced growth in: third party events, private sector support, event attendance, event revenue, broadened event reach and visibility.</p> <p>Cornerstone has developed monthly and annual donor giving programs.</p> <p>Revenue from resource development has increased over the last year.</p> <p>Cornerstone has implemented a responsive planned giving program with a focus on bequests.</p> <p>Cornerstone has developed and implemented a cost efficient donor stewardship program along with a policy.</p> <p>The organization maximizes its online presence and leverages social media to attract new supporters, donors and champions.</p>	<p>Cornerstone continues to implement a donor stewardship plan that measures and increases donor retention and loyalty.</p> <p>Cornerstone has developed and launched a major gift program.</p> <p>Cornerstone has more diversified funding sources.</p> <p>The organization is increasingly seen as the place to invest in family violence prevention in the County.</p>	<p>Cornerstone is actively promoting its individual and major gift program.</p> <p>Cornerstone continues to grow those fund development initiatives that garner the best results.</p>

PRIORITY 3: FOSTER A RESILIENT AND ROBUST ORGANIZATION			
Strategy	Year One: April 2018 to March 2019	Year Two: April 2019 to March 2020	Year Three: April 2020 to March 2021
	The Board of Directors is actively supporting the fund development process.		