



2022/23 to 2024/25 STRATEGIC PLAN

APPROVED
January 18, 2022

Mission Statement

At Cornerstone, we provide a support system that inspires hope and creates safety and resilience while working to end gender-based violence.

Vision Statement

We are an actively engaged community committed to a violence free future.

Value Statements

Leadership:

We are the voice of change to end gender-based violence in our community.

Integrity:

We are honest and accountable; we uphold high standards.

Inclusion:

We are welcoming and accessible; everyone is valued and respected.

Collaboration:

We foster relationships and work collectively for greater impact.

Innovation:

We embody excellence through a progressive and creative approach to our work.



Cornerstone is a place where hope grows. With our support, women, children and youth find safety, compassion, and have the opportunity to rebuild their strength and resilience. We inspire connection and transform lives.

As a leader on the issue of gender-based violence in Northumberland County, we take proactive steps to educate and engage the community in deep and meaningful conversations that drive change. Cornerstone has a shared investment in the issue within the community, and we partner with others for a stronger collective impact.

We will continue to bring innovation and best practice to our work to ensure leading-edge approaches. We will grow and deepen our services to provide a brighter future free from violence.

Our Strategic Priorities

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

1. Deliver and coordinate programs and services that address gender-based violence
2. Inform, engage and inspire change for a safer community
3. Strengthen the organization through a culture of engagement and excellence

1. Deliver and coordinate programs and services that address gender-based violence

Cornerstone will continue to lead the community response on gender-based violence.

In the coming three years, we will strengthen our program and team structure to create cohesion and streamline service provision. We will evaluate our service capacity and expand our programs.

We will continue to incorporate best practice frameworks and approaches to ensure consistent and high standards of service. We will also enhance evaluation structures and processes.

A diversity, equity and inclusion (DEI) framework will be developed to assist in driving desired progress around DEI initiatives within our organization to ensure we are responsive to the diverse needs of the community.

We will facilitate culturally relevant services and work towards the provision of equitable and responsive programs.

We will educate our staff and Board, develop a strategy to support Indigenous communities, and work collectively towards truth and reconciliation.

Working with community partners and allies, we will build on existing programs and develop new responses. This includes the health, justice, child and youth, and housing sectors. We will strive to broaden our reach, increase accessibility, and share our knowledge and expertise within these collaborations.

To address the increased housing and service needs in the community, we will continue to work with private and public housing development partners to increase access to housing for the women, children and youth we serve.

We remain dedicated to preventing violence by proactively providing information and education to the broader community. Whenever we can, we will take action to prevent problems before they occur. To deepen this work, we will explore new and innovative ways to support the delivery of prevention programming.

We will increase our presence across Northumberland County – specifically in more rural communities – through partnerships with other organizations, virtual service models, and the re-establishment of satellite sites.

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

- A. Strengthen our service approach to ensure consistent, high-quality programming
- B. Develop a strategy to address equity, diversity and inclusion across the organization
- C. Partner strategically to enhance and create accessible programs and responses

2. Inform, engage, and inspire change for a safer community

In the coming three years, Cornerstone will continue to leverage broader systems change at local, regional, provincial, and federal levels. We will participate in planning tables and committees to build community capacity to respond to current and emerging needs. We will collectively mobilize community assets for women, children and youth.



We will broaden and strengthen our connections with influencers, policy makers, governments, and funders to increase their commitment and investment in the Violence Against Women (VAW) sector.

We will educate and engage community members and invite them to support local solutions. A community engagement strategy will be developed that includes media opportunities, educational sessions, public forums, and community outreach initiatives.

Building on our fundraising momentum, we will continue to increase and diversify revenue sources. Through an innovative and engaging fund development program, we will inspire long-term loyalty among our supporters and cultivate new contributors.

This work will ultimately promote a community committed to healthy, respectful relationships free from violence.

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

- A. Collaborate with partners at planning tables and committees to build community capacity
- B. Promote a broader commitment and investment in the VAW sector
- C. Undertake public education and focused fund development to build a community free from violence

3. Strengthen the organization through a culture of engagement and excellence

In the coming three years, Cornerstone is committed to increasing capacity, enhancing systems, and building on our infrastructure in order to provide cohesive and responsive services that effectively address evolving community needs.

We will increase engagement and collaboration with our staff, Board of Directors, volunteers, donors, funders, and partners. Together, we can create a safer, healthier future for women, children, and youth – as well as the broader community.

With strategic and bold leadership, we will progressively focus on organizational sustainability and innovation to ensure we are positioned for continued success.

The organization will build a culture of learning by supporting staff development. We will engage staff in building strong organizational practices that promote a healthy work place culture and fosters effective communication, feedback and accountability. We will develop a staff wellness and engagement plan that motivates and inspires staff personally and professionally.

We will continue to embed best practices in all of our work. Through the ongoing development of consistent standards and commitment to quality assurance, we will build a cohesive and resilient organization. This work will be supported by the successful implementation of updated FOCUS Accreditation standards.

We will bolster the organization's administrative, information and records management, and human resource systems for greater efficiency.

Given the ever changing and complex needs of the community, Cornerstone will explore the feasibility of expanding our service space across all of our programs. This work will ensure we are able to deliver high quality services, and maintain a healthy, safe and accessible work environment.

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

- A. Enhance organizational capacity, systems and infrastructure
- B. Foster a culture of resilience, wellness, learning, and feedback
- C. Engage staff in collaboratively setting high standards for excellence

PRIORITY #1: DELIVER AND COORDINATE PROGRAMS AND SERVICES THAT ADDRESS FAMILY AND GENDER-BASED VIOLENCE

Strategy	Year One: April 2022 to March 2023	Year Two: April 2023 to March 2024	Year Three: April 2024 to March 2025
<p>A. Strengthen our service approach to ensure consistent, high-quality programming</p>	<p>Service procedures have been reviewed and updated.</p> <p>Best practice frameworks are embedded by the end of the year.</p> <p>Service standards have been defined.</p> <p>The accreditation process is in progress.</p> <p>Strategies for effective evaluation have been identified.</p> <p>A service structure review has been undertaken to explore service delivery. Residential services' and community services' structures and workloads are monitored and adjusted on an ongoing basis.</p>	<p>Service procedures are being assessed and adapted on an ongoing basis.</p> <p>The application of best practice frameworks are being assessed for impact.</p> <p>A service standards training plan has been developed and being rolled out.</p> <p>The accreditation process is complete and Cornerstone has identified areas for continual improvement.</p> <p>Evaluation strategies have been implemented and are being monitored.</p> <p>Reimagine prevention strategies that target children and youth and assess the viability of developing new programs or responses.</p>	<p>Services standards are maintained and monitored on an ongoing basis. A system is in place to ensure consistency.</p> <p>Cornerstone maintains its FOCUS accreditation designation.</p> <p>Evaluation systems are more robust and informing service provision and design.</p> <p>If viable, implement new child and youth prevention programming.</p> <p>Additional satellite locations have been established to reach and engage more community members, local organizations and groups.</p>

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	<p>Increased team work will take place across both service areas and will result in greater cohesion and ultimately better client service.</p> <p>The feasibility of establishing satellite location(s) will be examined. A plan to expand our reach into rural areas will be developed.</p>	<p>Additional satellite locations have been established to reach and engage more community members, local organizations and groups.</p>	
<p>B. Develop a strategy to address diversity, equity and inclusion (DEI) across the organization</p>	<p>Cornerstone has provided DEI training to staff and Board and has devised strategies to embed DEI in the organization. This includes education on truth and reconciliation.</p>	<p>A DEI framework has been developed and applied to services and operations. Strategies have been developed related to truth and reconciliation and culturally responsive programming for Indigenous communities.</p>	<p>Our services are more responsive and equitable.</p>

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C. Partner strategically to enhance and create accessible programs and responses	We have assessed potential partnerships and collaborative opportunities with health, justice, child and youth and housing services to map out a plan.	Cornerstone has initiated collaborations and partnerships with appropriate and organizationally ready service allies.	Cornerstone has strengthened and solidified existing and emerging partnerships and collaborations.

PRIORITY #2: INFORM, ENGAGE AND INSPIRE CHANGE FOR A SAFER COMMUNITY			
Strategy	Year One: April 2022 to March 2023	Year Two: April 2023 to March 2024	Year Three: April 2024 to March 2025
A. Collaborate with partners at planning tables and committees to build community capacity	Cornerstone has leveraged relationships at planning tables and appropriate committees to support program growth and partnership goals.	Cornerstone continues to leverage relationships.	Cornerstone continues to leverage relationships.
B. Promote a broader commitment and investment in the VAW sector	<p>Cornerstone will maintain ongoing positive relationships with government officials and bureaucrats to encourage system change and increased funding for VAW solutions.</p> <p>Cornerstone continues to be a member of OAITH and Women’s Shelter Canada. We will also participate in OAITH meetings and activities to strengthen our sector.</p> <p>Cornerstone continues to build a roster of active and engaged community champions who promote the value of our work</p>	Cornerstone continues to leverage strategic relationships at all levels to build support for our cause.	Cornerstone continues to leverage strategic relationships at all levels to build support for our cause.

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	and generate revenue and resources.		
C. Undertake public education and focused fund development to build a community free from violence	<p>A 3-year community engagement plan focused on public education has been developed and is being rolled out incrementally to increase our presence across the county.</p> <p>A 3-year fundraising strategy has been developed to support the creation of a visionary case for support that galvanizes increased community investment and builds donor loyalty and renewal. Funds raised will be allocated to support expansion across the County as well as prevention work.</p>	<p>The roll out of the community engagement plan continues in coordination with satellite expansion plans.</p> <p>The 3-year plan is underway resulting in the introduction of new fund development activities and revenue streams. The plan is being adapted on a regular basis to ensure impact.</p> <p>In response to the outcomes of feasibility work related to service and program delivery, we will implement resource development strategies to achieve identified goals.</p>	<p>The roll out of the fund development and the community engagement plans continue.</p> <p>Community building is evident based on the quantity and quality of engagement.</p>

PRIORITY 3: STRENGTHEN THE ORGANIZATION THROUGH A CULTURE OF ENGAGEMENT AND EXCELLENCE			
Strategy	Year One: April 2022 to March 2023	Year Two: April 2023 to March 2024	Year Three: April 2024 to March 2025
A. Enhance organizational capacity, systems and infrastructure	<p>The organization has hired a consultant that will focus HR, organizational culture and engagement. As a result, excellent recruitment, onboarding/orientation, and professional development strategies have been set in place to support Cornerstone to become an employer of choice.</p> <p>A succession plan has been developed for the Executive Director position.</p> <p>Cross training, job shadowing, and centralized information systems are in place across departments to ensure a sharing of knowledge and expertise organization-wide.</p> <p>Leadership development strategies are implemented across staff teams to build leadership capacity and strengthen the organization.</p>	<p>Succession plans for key senior management positions are developed in in place.</p> <p>The organization's HR and administrative systems are more robust.</p> <p>Cross training, job shadowing and knowledge sharing continues across staff teams.</p> <p>Pending the results of the feasibility study, extensive work could be undertaken to expand on the existing site or sell and purchase a new location.</p>	<p>Systems are in place to ensure staff are engaged and supported to succeed in their work.</p> <p>The facility strategy continues to be implemented, as per the results of the feasibility.</p>

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	<p>Policies for records management have been developed as it relates to the management of client files.</p> <p>IT structures and systems continue to be enhanced to support efficient operations.</p> <p>The administrative capacity has been reviewed to identify gaps and a plan is set in motion.</p> <p>A feasibility study has been undertaken to assess physical facility needs to maintain a safe work environment and leverage space available to provide services.</p>		

PRIORITY 3: STRENGTHEN THE ORGANIZATION THROUGH A CULTURE OF ENGAGEMENT AND EXCELLENCE			
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B. Foster a culture of resilience, wellness, learning, and feedback	<p>A staff engagement and wellness plan has been developed and is being led by staff. The plan will be monitored and evaluated by the Staff Wellness and Engagement Committee.</p> <p>Research findings from the Capstone project related to organizational feedback will be reviewed and strategies will be developed and implementation will begin.</p> <p>Staff training has been provided on how to provide effective feedback and participate in courageous conversations.</p> <p>The new value statements are rolled out to the staff and ongoing discussions are undertaken to animate them within the organization.</p> <p>Board engagement – Board leadership and governance role? Facility planning/asset management/reserve planning? Other ambassadorial roles? ADD MILESTONES HERE</p>	<p>The staff engagement and wellness plan is refreshed and continues to be led by staff.</p> <p>A review of the staff’s benefits package will be undertaken. The Individual Development Plan of the Performance Management Process is reviewed and adjusted, as appropriate.</p> <p>Staff participate in a session to review the organization’s values to discuss how to further operationalize and animate them in our day-to-day work.</p>	<p>Our culture of engagement and excellence is evident within the organization through increased team cohesion, and enhanced staff morale.</p> <p>Cornerstone’s values are increasingly evident in operations and service delivery.</p>

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C. Engage staff in collaboratively setting high standards for excellence	Staff are engaged in the accreditation process.	Staff have been engaged in completing the accreditation process. A process has been established to ensure FOCUS accreditation standards are embedded in the organization through: trainings, performance management, supervision, team meetings, and other opportunities as identified.	Staff steward high standards through an awareness and demonstration of the FOCUS accreditation standards.