

OTTAWA COALITION TO END VIOLENCE AGAINST WOMEN

ACTION PLAN 2017–2019

**DRAFTED FEBRUARY 2017
APPROVED BY THE BOARD OF DIRECTORS
2017**

1. Introduction and Background to the Action Planning Process

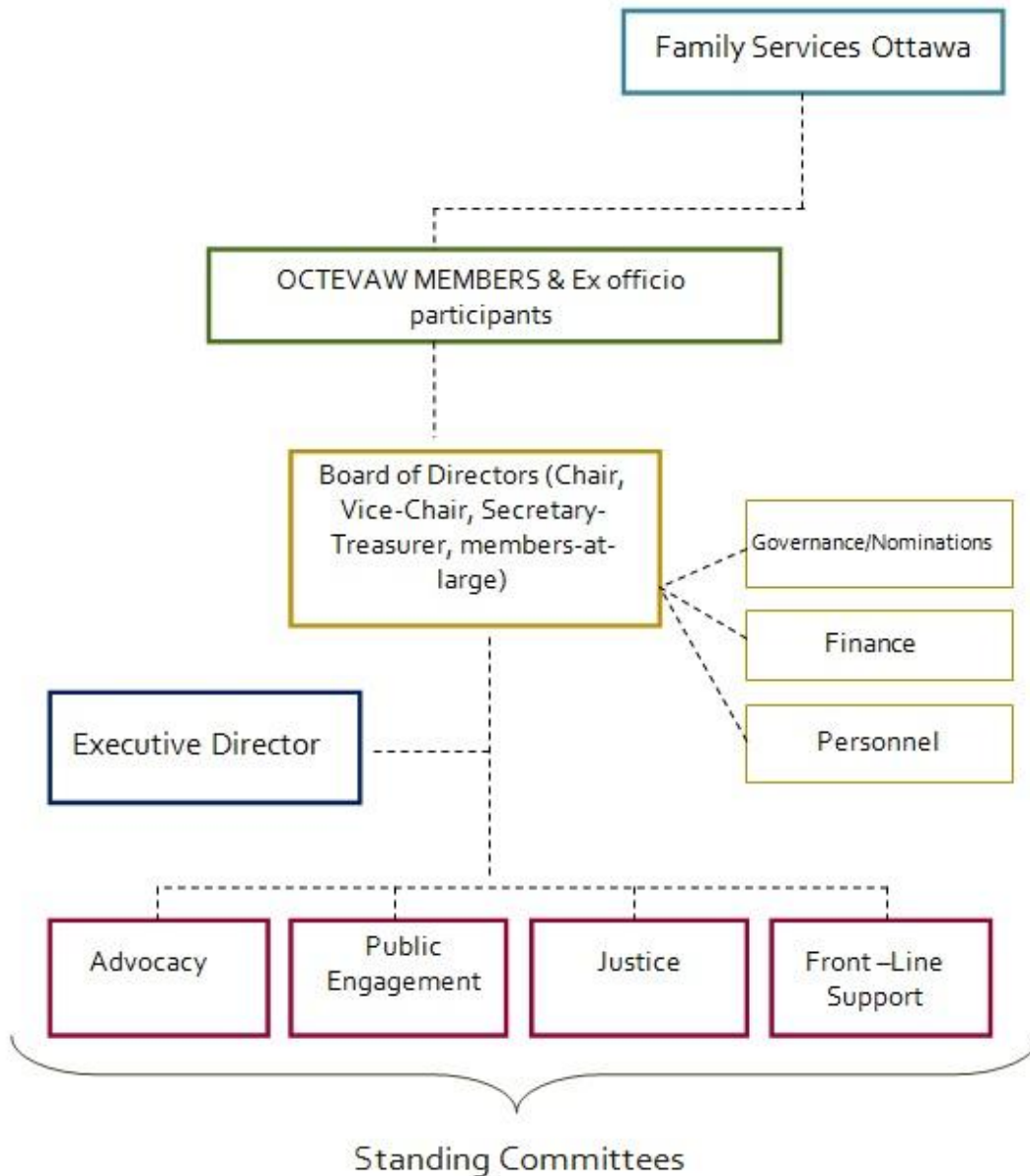
The action plan outlines OCTEVAW's:

- revised vision, mission and values;
- program priorities; and
- Board of Directors goals and initiatives for 2017 to 2019.

The Executive Director, Board of Directors (BOD), and committees of OCTEVAW will use this as a basis for establishing work plans to ensure that realistic timelines are in place to achieve the Coalition's goals for the next three years. Additionally, future funding applications and programming decisions will be reviewed against the strategic plan to ensure they align with OCTEVAW's goals and priorities.

While not a complete strategic plan, it follows on the footsteps of the 2014-2017 strategic plan, which was the first created subsequent to the non-profit incorporation of OCTEVAW in 2011 and the fourth plan since the Coalition experienced a major overhaul of its governance in 2007-08. Many changes have occurred in the make-up of the governing body of the Coalition (now the BOD), in staff, and in programming. It was the intention of the BOD and Executive Director to use the action planning process to recalibrate based on a new structure for the BOD and a decision to review and update the organization's vision, mission and mandate.

2. OCTEVAW Structure



3. OCTEVAW Member Standing Committees

OCTEVAW works towards its goals by welcoming member agencies, ex-officio participants, individual members and women survivors of violence to sit on and contribute to our three Standing Committees, which meet approximately once per month. The standing committees are outlined below.

- Advocacy and Public Engagement (APE) Standing Committee: Initiates and coordinates advocacy, public education and communication efforts designed to effect systemic changes

related to women's equality rights and to promote understanding of VAW issues within the community.

- Justice Standing Committee: Initiates and coordinates efforts which focus on the safety of women and children who have experienced abuse, their legal needs and interactions with the legal system.
- Front-Line Support (FLS) Standing Committee: Initiates and coordinates efforts to improve front-line VAW services in Ottawa through enhanced coordination and accountability.

The Standing Committee efforts must align with, and support, the aims of the Coalition and correspond to the priorities and action plan laid out in this document.

4. OCTEVAW Prevention Projects

Over the past number of years, OCTEVAW has grown its prevention programming work, with a focus on young people:

- The Public Engagement Committee and staff support the *I can MANifest Change* project. This program is supported financially by Crime Prevention Ottawa and seeks to engage men and boys in the prevention of violence against women.
- OCTEVAW has financial support from Status of Women Canada for a project to help prevent cyberviolence.

5. Background to Updating OCTEVAW's Mission, Vision and Values

At AGM 2016, OCTEVAW's Board proposed changes to our vision, mission and values, subject to feedback from the members.

These changes reflect a stronger commitment to anti-oppression and anti-racism values, by adopting a more holistic approach to violence in our work.

This means broadening our core mandate — to end violence against women — by addressing gender-based violence as well. In so doing, we will be able to serve all those most vulnerable to experiencing violence, including women, trans, and gender variant individuals.

The Coalition will always talk about gender-based violence AND violence against women, to ensure that women's experiences of violence remain central to our work.

When we brought these proposed changes to each of our committees last spring/summer, members present at committee meetings were in full support of the changes, with some amendments. Subsequent to these in-person discussions, a survey was sent to all members, as well as to OCTEVAW members who are part of the VAW Management Committee, to provide an opportunity for additional feedback, for members that may not have been present for in person discussions. The committee feedback and survey responses were all in support of updating the mission, vision and values, as set out below.

Updated About Us, Vision, Mission and Values

About us:

The Ottawa Coalition to End Violence Against Women (OCTEVAW) is a non-profit, non-partisan coalition of organizations and individuals in the City of Ottawa and surrounding regions. Our members and partners include women abuse and rape crisis agencies; victim services; child protection services; representatives of area hospitals; representatives of the justice system, including the police, the Crown, and probation and parole services; health and counselling services; academic researchers; and other concerned community members.

OCTEVAW plays a vital coordinating role in addressing violence against women and their children (VAW) and gender-based violence (GBV). We do so by bridging the gaps between front-line service providers, policy makers, and the justice system, working collaboratively to address problems, developing tools and educational programs and serving the community through political action and advocacy. We focus our efforts in three key areas:

- **Prevention of violence against women and gender-based violence** —engaging with individuals and institutions across the community to share best practices, and support community-wide prevention efforts.
- **Public education and movement building**—challenging the cultural norms that perpetuate VAW and GBV and isolate survivors;
- **Amplifying front-line voices**—giving voice to those who work with survivors of violence to ensure that their expertise informs public policy and contributes to legislative reform.

Mission

OCTEVAW unites organizations and individuals in Ottawa and the surrounding region to end gender-based violence and abuse, including violence and abuse against women and children.

Vision

OCTEVAW aspires to a future in which:

- All members of the community, including individuals, organizations, policy makers, and the legal system are united in efforts to ensure a permanent end to all gender-based violence, including violence and abuse against women and children.
- Respect for the inherent worth and dignity of women, trans and gender-variant individuals is reflected in our public institutions.
- Women, trans and gender-variant individuals are able to live violence-free lives rooted in autonomy and self-determination.

Values

OCTEVAW works collaboratively with members and stakeholders in accordance with feminist, anti-oppressive, anti-racist, and pro-choice principles. We recognize the intersectionality and interlocking of oppressions and seek to address these realities in our work. We are committed to the struggle for social justice for all individuals who are marginalized and oppressed, and to advancing the cause of decolonization, reproductive rights, and disability, queer and trans justice.

6. Re-structuring the OCTEVAW Board of Directors

The Board has been working together to restructure the existing Member at Large model to a full Board of Directors model that will allow for more accountability, sustainability and succession planning. We held 3 strategic planning meetings followed by time being devoted to the restructuring at monthly board meetings. Together, we have created a Board structure that allows OCTEVAW to grow and move towards being sustainable with the goal of becoming a stronger presence in the sector.

Previous Boards have done a great service to OCTEVAW, however, it was time to move to a more formal board structure that would have board members taking on specific portfolios, creating action plans and assessment criteria to move forward in completing deliverables as cited in the action plans.

This model will provide our Executive Director with more support and ensure the continued growth and success for OCTEVAW and its membership.

The portfolios are:

1. Chair
2. Past Chair
3. Chair Elect
5. Treasurer (Director of Finance)
6. Governance (Director, Governance and Success Planning)
7. Human Resources (Director, Human Resources)
8. Revenue Generation (Co-Director, Grants & Co-Director, Funding/Sponsorship)
9. Member Engagement (Co-Director Member Engagement/Co-Director, Stakeholder Engagement)
10. Communications (2 Co-Directors, Communications)
11. Volunteer Management (Director, Volunteer Management)

The Board members have created action plans and metrics by which we will assess our successes and review our challenges. As we have begun to implement this model, working together will be the key to our success. These action plans are found later in this report.

At this time moving forward with the structure is our primary goal ensuring that we follow a fair consensus model always keeping our feminist beliefs at the forefront.

We are always looking for volunteers to join the Board or sit on Committees. Check out the OCTEVAW job descriptions at [URL link](#). Please email [\[address\]](#) if you would like to become an OCTEVAW volunteer either at the Board level or as a committee member.

Table of BoD Director Goals and Initiatives for 2017 to 2019

Director Role	Goals	2017 Initiatives	2018 Initiatives	2019 Initiatives	Required Resources	Targets and Assessment Criteria
Chair	<p>Goals</p> <ul style="list-style-type: none"> • Fulfill Leadership Role in Transition to New Board Structure • Support Each Director in Meeting their Goals and Objectives • Ensure the consensus model and Rules of Engagement are Respected while Respecting Feminist Beliefs • Ensure the membership is satisfied with the development of the Board and its role within the membership • Support succession planning for OCTEVAW's board leadership 	<ul style="list-style-type: none"> • Review current Board Structure • Support Board members when developing their action plans • Conducting a board satisfaction survey • Assess the results from the Board Satisfaction Survey on an annual basis • Assess exit interviews of outgoing Board members • Responding to Board concerns 	<ul style="list-style-type: none"> • Support the ED in her role • Commence succession planning for Chair position 	<ul style="list-style-type: none"> • 		<p>Assessment Criteria Year 1</p> <ul style="list-style-type: none"> • Have we transitioned to the new structure successfully? • Is the Board satisfied overall with the new structure? • Have the Directors Met their Goals and Objectives <p>Assessment Criteria Year 2</p> <ul style="list-style-type: none"> • Does the Board continue to be satisfied with the structure? • Have we worked within the Rules of Engagement and consensus model successfully? • Has the workload for the ED become more balanced under the new structure?

						<p>Assessment Criteria Year 3</p> <ul style="list-style-type: none"> • Has the mentoring program been successful in on-boarding possible board members? • Do we have a new Chair?
Past Chair	Position vacant – to be filled					
Future Chair/Vice Chair	<ul style="list-style-type: none"> • Position vacant – to be filled 					
Director Finance / Treasurer	<p>Goals:</p> <ul style="list-style-type: none"> • Ensure appropriate financial oversight and accountability • Support financial health of organization 	<ul style="list-style-type: none"> • Support development of annual budget • Support audit process • Provide ongoing oversight of finances including spending; payroll; funding submissions • Support Revenue 	<ul style="list-style-type: none"> • Support development of annual budget • Support audit process • Provide ongoing oversight of finances including spending; payroll; funding submissions • Provide ongoing oversight of 	<ul style="list-style-type: none"> • Support development of annual budget • Support audit process • Provide ongoing oversight of finances including spending; payroll; funding 		

		<p>Generation Director in determining whether OCTEVAW should seek charitable status</p> <ul style="list-style-type: none"> Determine how to invest reserve fund 	<p>reserve fund</p>	<p>submissions</p> <ul style="list-style-type: none"> Provide ongoing oversight of reserve fund 		
<p>Director of Member Engagement</p> <p>Director of Stakeholder Engagement</p>	<p>Goals:</p> <ul style="list-style-type: none"> Identify and leverage benefits to membership Ensure OCTEVAW's members are engaged in OCTEVAW's Ensure survivors are comfortable being engaged with OCTEVAW Ensure members represent the diversity of Ottawa Community Review MCSCC provincial performance measures and how membership/stakeholder engagement contributes 	<ul style="list-style-type: none"> Increase communication and connection between Board Create member and stakeholder engagement action plans. Survey and interviews with membership on benefits /connections; MCSS performance indicators Outreach to potential members in marginalized communities; 	<ul style="list-style-type: none"> Based on consultation process, identify measures to enhance connection with members/board/ between committees, etc. Based on consultation process, determine OCTEVAW's approach to performance in light of MCSS requirements Implement survivor engagement 	<ul style="list-style-type: none"> Survey members to determine level of satisfaction, sense of connectedness, etc. 		<p>Survey results that show a higher degree of connectedness within the Coalition, greater appreciation of the board's role, greater sense that OCTEVAW provides a learning environment, etc.</p> <p>Determining if there is an increase in engagement of new members, survivors and other diverse stakeholders.</p>

		<p>determine mechanisms for working in collaboration</p> <ul style="list-style-type: none"> • Provide support to the ED for provincial initiatives, e.g. Building a Bigger Wave • Develop strategy for survivor engagement 	strategy			
Director of Governance	<p>Goals:</p> <ul style="list-style-type: none"> • Continue efforts to strengthen the Board of Directors and promote understanding of board roles and responsibilities • Ensure board members are prepared and supported in their roles through capacity building and training • Introduce evaluation process for the Board 	<ul style="list-style-type: none"> • Develop Board recruitment procedures that strengthen the skill set of the Board to contribute to the overall growth of the organization • Develop and prioritize list of potential new board members; assign 	<ul style="list-style-type: none"> • Implementation and review of orientation procedure • Consider different types of board evaluation and select one most appropriate for OCTEVAW • Conduct first evaluation 	<ul style="list-style-type: none"> • Conduct evaluation of board self-assessment • Survey members about orientation package; update as required 	<p>Resources for a governance specialist?</p> <p>Budget for translation for orientation guide and other documentation ?</p>	<p>Full complement on BOD with expertise in defined areas</p> <p>Board member feedback indicates they understand their responsibilities</p> <p>Checklist to keep track of who had completed Board orientation (with the objective of a Board member completing this within their first two months on the Board)</p> <p>Annual report on</p>

		<p>nominating committee members to contact</p> <p>Develop orientation procedure for new board members</p>				performance of board
Co-Directors of Communication	<p>Goals:</p> <ul style="list-style-type: none"> • Develop a communication strategy to inform media, social media and public outreach • Make members more visible within the Coalition 	<ul style="list-style-type: none"> • As part of communications strategy identify opportunities to making members visible within Coalition work (e.g. website, annual report, letterhead, etc.) • Develop key messages • Develop training guides for staff, board, members and volunteers • Create an inventory of current materials and determine what needs to be updated; 	<ul style="list-style-type: none"> • Strengthen relationships with media • Review and respond to BoD communication needs • Review and update website content • Determine need for rebranding exercise; and implement if determined yes. 		<ul style="list-style-type: none"> • Resources for rebranding exercise, if it is required. 	<p>Members reflect increased satisfaction that their individual participation is visible in the Coalition framework</p> <p>Social media, media and website metrics to be developed and baseline to be developed.</p>

		including website				
Director of Volunteering	<p>Goals</p> <ul style="list-style-type: none"> Review volunteer engagement and how to grow volunteer base with appropriate support and capacity Identify volunteer needs of BoD and committees 	<ul style="list-style-type: none"> Develop volunteer recruitment and training process Hire or appoint someone to coordinate and recruit volunteers Expand the list of organizations who might be a source of volunteers 	<ul style="list-style-type: none"> Pursue secondments from member organizations 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> If hiring, need resources for that. 	<ul style="list-style-type: none"> OCTEVAW committees are enhanced with members/volunteer that are able to support implementation of committee work Evaluation forms for volunteer orientation; exit interviews.
Director of Revenue Generation and Director of Fundraising	<p>Goals</p> <ul style="list-style-type: none"> Ensure that OCTEVAW maintains and grows level of support from existing funders Identify potential new sources of funding Determine whether OCTEVAW should become charitable 	<ul style="list-style-type: none"> Develop fundraising strategy with consideration of charitable status; develop goals in relation to revenue generation & diversification, etc. Review Strategic Plan and programming priorities in fundraising strategy Create fundraising 			<ul style="list-style-type: none"> Fundraising volunteers to participate in committee 	<ul style="list-style-type: none"> Fundraising targets to be defined in the strategy.

		committee				
Director of HR	<p>Goals</p> <ul style="list-style-type: none"> • Ensure the HR policy and processes are up to date, current and supporting a healthy organization • Develop ED performance evaluation • Support information management for the Board 	<ul style="list-style-type: none"> • Conduct review of existing policy; update outstanding or missing elements • Assess ED Workload • Identify information management and develop protocol 				

