



OTTAWA COALITION TO END VIOLENCE AGAINST WOMEN

ACTION PLAN 2017–2018

**DRAFTED APRIL 2018
APPROVED BY THE BOARD OF DIRECTORS
2018**

1. Introduction and Background to the Action Planning Process

The action plan outlines OCTEVAW's:

- vision, mission and values;
- program priorities; and
- Board of Directors goals and initiatives for 2018 and 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 2years. 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 fifth 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 is the intention of the BOD and Executive Director to use the action planning process to move forward in implementing priorities.

2. OCTEVAW Board Structure

The OCTEVAW Board is structured in a way to ensure that it serves its membership and community to best of a volunteer Board's ability. The model follows that of a strategic planning Board whereby the Board members led by the Chair review the activities to help promote its mission and objectives. The overall goal is to have the Directors working at a strategic level working with its sub-committees working at the tactical or operational level.

In year 1 of this model, the restructuring of the Board was implemented. Its current Board is working towards fulfilling its portfolio objectives while identifying its volunteer needs in hopes of staffing volunteers into their sub committees allowing for more strategic efforts and planning to happen at the Board level.

In year 2 of this model, we did some re-jigging, split the workload on some of the larger portfolios into 2 Co-Director positions and re-assigned some duties between portfolios. After 12 months of meetings, and planning and 2 retreats, the OCTEVAW Board structure is up and running and move forward with its actions plans and implementation strategies.

3. 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 Vacant
3. Chair Elect Vacant
5. Finance & Treasurer
6. Governance and Board Succession Planning
7. Human Resources
8. Revenue Generation
9. Member & Stakeholder Outreach (2 Co-Directors)
10. Communications (2 Co-Director)
11. Volunteer Management
12. Special Project and Standing Committees Liaison

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 has been the key to our success. Updated action plans are found later in this report.

At this time, we continue to move 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 <http://www.octevaw-cocvff.ca/volunteer> . Please email volunteer-engagement@octevaw-cocvff.ca if you would like to become an OCTEVAW volunteer either at the Board level or as a committee member.

4. 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.

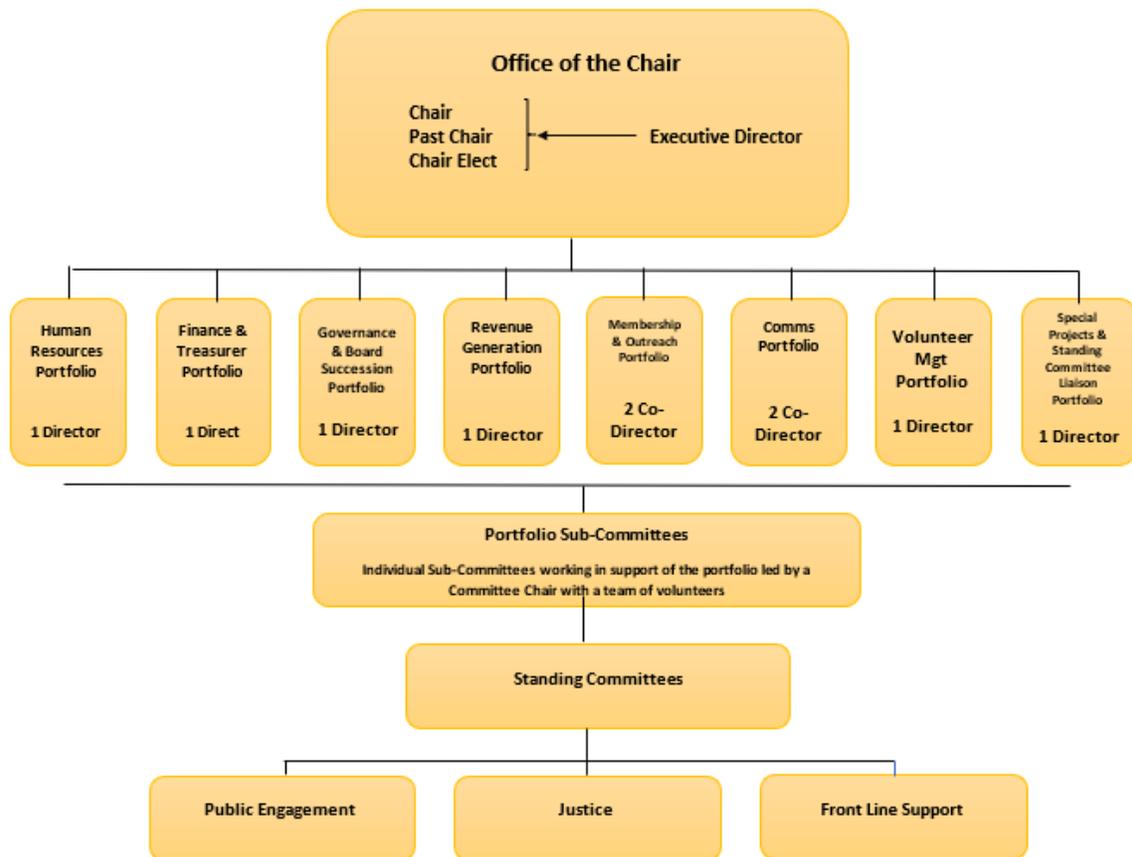
- Front-Line Support (FLS) Standing Committee: Initiates and coordinates efforts to improve front-line VAW services in Ottawa through enhanced coordination and accountability.

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. In efforts to support this, the Special Projects portfolio has also added Liaison to these Standing Committees in their job description.

2017 Board Initiatives

The Board worked diligently to meet its targets. As a volunteer Board, time is always of the major obstacle to hitting our deliverables, however, the Board has done a great job in 2017. A status update can be found in Appendix A.

Board Structure



Strategy Cycle Phase	2016 Status	2017 Status
Step 1: Gather Information <ul style="list-style-type: none"> ✓ Common understanding of mission and values ✓ Understanding of programs and actions on the ground ✓ Review Strategic Plan ✓ Ensure stakeholders are represented in the process ✓ Consider impact of competing interests and organizations ✓ Know the current resources (funding, HR, expertise, network of the organization) 	<p>Completed</p> <p>Completed</p> <p>Completed Completed</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Completed</p> <p>Completed</p> <p>Completed Completed</p> <p>Completed</p> <p>Completed</p>
Step 2: Analyze <ul style="list-style-type: none"> ✓ Discuss and assess our internal check-in, state of our organization ✓ Make sense of our gathered information ✓ Strengths, weaknesses, opportunities, threats ✓ Discuss and assess the external scan, what climate are we living in? 	<p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Ongoing</p>	<p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p>
Step 3: Prioritize <ul style="list-style-type: none"> ✓ Discuss and assess where we need to go next 	<p>Ongoing</p> <p>Ongoing</p>	<p>Completed</p> <p>Completed</p>

<ul style="list-style-type: none"> ✓ Where do we put our limited time, energy and resources ✓ Socratic wheel exercise 	Ongoing	Completed
<p>Step 4: Identify Strategies</p> <ul style="list-style-type: none"> ✓ How do we get there? ✓ Develop strategy to address priorities as defined during the wheel exercise ✓ Set SMART goals 	Ongoing Completed	Completed Completed
<p>Step 5: implementation</p> <ul style="list-style-type: none"> ✓ Review existing Board structure ✓ Review existing staff structure ✓ Confirm vision, mission, values ✓ Create portfolios and their accompanying job descriptions ✓ Slot existing board members into those roles ✓ Assess job descriptions for validity ad reality check ✓ Create action plan to support program areas 	Ongoing Ongoing Completed Ongoing Not started Not started Not started	Completed Completed Completed Completed Completed Completed Completed
<p>Step 6: Evaluate</p> <ul style="list-style-type: none"> ✓ Did we meet our goals? 	Not Started	Started

Table of BoD Director Goals and Initiatives for 2017 to 2019

Director Role	Goals	2018 Initiatives	2019 Initiatives	Required Resources	Targets and Assessment Criteria
Chair	<p>Goals</p> <ul style="list-style-type: none"> • Fulfill Leadership Role • 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"> • Continue to assess the 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 Commence succession planning for 	<ul style="list-style-type: none"> • Support the ED in her role 		<p>Assessment Criteria</p> <ul style="list-style-type: none"> • Does the Board continue to be satisfied with the structure - Yes • Have we worked within the Rules of Engagement and consensus model successfully- Yes • Has the workload for the ED become more balanced under the new structure - Yes

		Chair position			
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"> Review grant submissions Support the audit process Determine how to invest OCTEVAW’s reserve fund Pursue charitable status for OCTEVAW Create a finance committee 	<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 Generation director in seeking charitable status Determine how to invest reserve fund Review grant 	<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 reserve fund Review grant submissions 		

		<p>submissions</p> <ul style="list-style-type: none"> • Create finance committee 			
Director of HR	<p>Goals</p> <ul style="list-style-type: none"> • Complete OCTEVAW policy manual • Conduct performance review of the ED • Review Bylaws • Assist IT volunteers with transition to Office 365 • Support other directors in their portfolios as required 	<ul style="list-style-type: none"> • Update OCTEVAW Policy Manual • Review Bylaws with Director of Governance • Support of other Directors as required • Continue building It infrastructure 	<p>Update OCTEVAW Policy manual as required</p> <p>Board recruitment</p>	<p>Maintenance of subscription to HR Downloads for approx. \$1k per year</p>	<ul style="list-style-type: none"> • Implementation of HR software • Effective completion of the ED's annual performance review • Effective transition to Office 365
Director of Governance	<p>Goals:</p> <ul style="list-style-type: none"> • Continue to ensure the Board structure continues to meet the strategic directions of OCTEVAW 	<p>Annual completion of Board self-assessment tool</p> <p>Development of Board recruitment procedures</p> <p>Develop and prioritize list of prospective new members</p> <p>Assign nominating</p>	<ul style="list-style-type: none"> • Annual completion of Board self-assessment tool <p>Develop and prioritize list of prospective new members</p> <p>Assign nominating committee to contact candidates</p>	<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 has 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 performance of board in</p>

	<ul style="list-style-type: none"> Continue to promote understanding of Board roles, responsibilities, and accountabilities Continue efforts to promote understanding and support of the work of Standing Committees Implement and Review the Orientation package 	<p>committee to contact candidates</p> <p>Consider different board evaluation tools</p> <p>Development and implement board evaluation</p> <p>Develop a process for reporting findings to the board</p> <p>Collaborate to respond to findings of the evaluation</p> <p>Develop a process of communication with standing committees</p>	<p>Ongoing communication with Standing Committees</p> <p>Review of Board Orientation package</p>		<p>AGM report</p>
<p>Director of Revenue Generation and</p>	<p>Goals</p> <p>Relationship Building</p>	<p>Continue to meet selected funders in order to build relations</p>	<p>Continue to meet with selected funders</p>		<p>Existing funders gain awareness of (confidence in) high level of board involvement and support</p>

<p>Fundraising</p>	<p>Build OCTEVAW's capacity in revenue generation & diversification</p>	<p>Continue to support Carolyn in the preparation of funding requests</p> <p>Establish a fundraising committee</p> <p>Develop committee terms of reference & workplan, fundraising goals & strategies for next few years</p> <p>Review funding requirements of other directors, build into workplan</p> <p>Secure charitable status</p> <p>Establish donor levels/benefits; insert Canada Helps donation button on the website</p>	<p>Nurture existing relationships with partners and sponsors Network with individuals/potential sponsors who can assist OCTEVAW</p> <p>Continue to support Erin in preparation of funding requests</p> <p>Expand membership of fundraising committee – focus individual committee members on foundations, private giving, sponsorship</p> <p>Review funding requirements of other directors and build into workplan</p> <p>Review donor levels/benefits</p>	<p>OCTEVAW maintains/grows level of support from existing funders, attracts new grants or funders</p> <p>Case for support, fundraising tools and materials receive positive feedback from potential donors, sponsors, experts</p> <p>Active committee articulates fundraising strategy with clear goals and timelines</p> <p>Individual donor campaign begins to yield results</p> <p>2-4 presentations to potential donors/sponsors held in 2019 & 2020</p> <p>OCTEVAW develops annual, branded fundraising event designed to bring in over \$5K annually</p>
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		<p>Develop key messages and written materials for revenue generation, including case for support</p> <p>Generate funds for additional part-time staff person</p> <p>Research new potential funding sources</p> <p>Planning for event to coincide with Shine the Light</p>	<p>Develop video to support development efforts</p> <p>Train board members in presenting to potential donors/sponsors</p> <p>Execute significant fundraising event</p>		
<p>Co-Directors of Member Outreach and Engagement</p>	<p>Goals:</p> <ul style="list-style-type: none"> • Ensure survivors are comfortable being engaged with OCTEVAW’s committees, work and events • Ensure members represent the diversity 	<ul style="list-style-type: none"> • Review membership guidelines and criteria • Develop of framework of engagement • Develop a framework for communication 	<ul style="list-style-type: none"> • Survey members to determine level of satisfaction, sense of connectedness, etc. • Implement survivor engagement 	<p>At AGM, allow members to complete a survey (to be sent ahead of AGM + paper copies at AGM if not filled out in advance): require surveys to be printed</p>	<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</p>

	<p>of voices in the Ottawa Community</p> <ul style="list-style-type: none"> Identify and leverage benefits to membership Ensure OCTEVAW's members are engaged in OCTEVAW's committees, work and events Review MCSCC provincial performance measures and how membership/stakeholder engagement contributes 	<p>between Board and members</p> <ul style="list-style-type: none"> Survey and interviews with membership on benefits /connections; MCSS performance indicators <p>Based on consultation process, identify measures to enhance connection with</p>	<p>strategy</p> <ul style="list-style-type: none"> Training for members based on members' needs Membership award 	<p>2019</p> <p>Meetings with potential members (support to ED – room to meet/ communications package explaining what OCTEVAW does) 2019</p>	<p>new members, survivors and other diverse stakeholders.</p>
<p>Co-Directors of Communication</p>	<p>Goals:</p> <ul style="list-style-type: none"> Strong communication between committees and communications' directors (strong board support for committee work) Clear sense of key messages and guidelines for 	<p><i>Meeting with the public engagement committee</i></p> <p>Understand their capacity and work</p> <p>Conversation on committee leadership and volunteers</p>	<p>Audit of all communications materials</p> <p>Website (capacity to update, volunteers)</p> <p>Communications strategy and key messaging</p> <p>Audit of website and</p>	<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 baseline to be developed.</p> <p>Results from communications work – larger brand awareness</p>

	<p>media work</p> <ul style="list-style-type: none"> • Clear division of responsibilities (spokespeople, content creation, content approval) • Strong volunteer team • Strengthened media relations capacity • Stronger OCTEVAW brand and recognition in the community • Stronger event management • Clear annual communications budget • Clear annual communications/fundraising/activities calendar 	<p>Needs/policy</p> <p>Spokespeople</p> <p>Ground rules for a working relationship (regular communication)</p> <p>Other</p> <p>Update the OCTEVAW website</p> <p>Media support for major initiatives - ongoing</p> <p>Set up Office 360 communications folder</p> <p>2018 activities/communications calendar</p>	<p>update</p>		<p>and public awareness</p>
<p>Director of Volunteer Management</p>	<p>Goals</p> <ul style="list-style-type: none"> • Develop Volunteer Processes • Determine needs and overlap at different levels 	<ul style="list-style-type: none"> • Active Recruitment • Expand the list of organizations who might be a source of volunteers 	<ul style="list-style-type: none"> • Streamline process throughout organization • Volunteer recognition 	<ul style="list-style-type: none"> • Accessibility funds • Volunteer recognition • Training resources • Volunteer 	<ul style="list-style-type: none"> • OCTEVAW board committees in place and enhanced with volunteers • Board members who engage their volunteers and provide structured

	<ul style="list-style-type: none"> • Start taking on volunteers and build board committees • Engage volunteers • Recruit when necessary • Increase diversity • Streamline process 	<ul style="list-style-type: none"> • Engage volunteers in the pool <p>Determine overlap with other OCTEVAW programs/committees, etc.</p>	<ul style="list-style-type: none"> • Pursue secondments from member organizations? 	<p>coordinator position</p>	<p>work</p> <ul style="list-style-type: none"> • Committed volunteers who have meaningful roles • Tie in with Board succession planning • Active volunteer pool for adhoc events • Streamlined volunteer processes throughout OCTEVAW <p>Exit interviews</p>
<p>Director of Special Projects</p>	<p>Support the Shine the Light campaign</p> <p>Support Directors as need in meeting objectives</p> <p>Liaison between board and standing committees (Frontline and Justice)</p>	<p>Coordinate Shine the Light awareness campaign and fundraiser</p> <p>Support HR Director with development of HR policies</p> <p>Support Fundraising Director with grant applications</p>		<p>Shine the Light honoraria and prizes</p> <p>Organizing committee of volunteers</p>	<p>Shine the Light- attendee satisfaction and fundraising goal of \$1500</p> <p>Director support – updated HR policies; completed volunteer program; submission of three grant applications</p>

		<p>Support Volunteer management director with support of volunteer management program</p> <p>Learn committee processes and determine best way to serve as liaison to board</p>			<p>Committee liaison – committee reports presented at board meetings; needs are addressed; open communications channels between board and committee chairs</p>
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Appendix A
2017 Initiatives Status Update

Activity	Status	Targets and Assessment Criteria
<p><u>Chair</u></p> <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 	<p>Completed</p> <p>Ongoing</p> <p>Ongoing</p> <p>Not started</p> <p>Not started</p> <p>Ongoing</p>	<ul style="list-style-type: none"> • Have we transitioned to the new structure successfully - Yes • Is the Board satisfied overall with the new structure - Yes • Have the Directors Met their Goals and Objectives - Yes
<p><u>Finance & Treasurer</u></p> <ul style="list-style-type: none"> • Ensure appropriate financial oversight and accountability • • Support financial health of organization 	<p>On going</p> <p>On going</p>	<p>Successful audit review</p> <p>Ensure reliable revenue sources and forecasting annual budget accordingly</p> <p>Positive annual operating surplus</p>
<p><u>Human Resources</u></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 	<p>On going</p> <p>Completed last year for ED but ongoing</p> <p>Ongoing</p>	<ul style="list-style-type: none"> • Implementation of HR software • • Effective completion of the ED's annual performance review • Effective transition to Office 365
<p><u>Governance & Board Succession Planning</u></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 	<p>Ongoing</p> <p>Ongoing</p>	<ul style="list-style-type: none"> • Full complement on BOD with expertise in defined areas • Board member feedback indicates they understand their responsibilities • Collaborate with Directors of HR and Volunteers to ensure board orientation is complete

<p>roles through capacity building and training</p> <ul style="list-style-type: none"> • Introduce evaluation process for the Board 	<p>Ongoing</p>	
<p><u>Revenue Generation</u></p> <ul style="list-style-type: none"> • Ensure that OCTEVAW maintains and grows level of support from existing funders 	<p>Met several times with Erin/Carrolyn to review funding landscape, deadlines, criteria, etc</p> <p>Met with Kellie Fong to discuss needs & strategies</p> <p>Met with MCSS to request change of status to Transfer Payment Agency, which will eliminate the \$1400 admin fee we currently pay annually to FSO and potentially put us in more lucrative funding category—awaiting response from MCSS.</p> <p>Reviewed grant applications prior to submission and contributed to preparation: Trillium, SWC, City, etc.</p>	<p>government grants remain at same level or rise</p>

<ul style="list-style-type: none"> Better equip OCTEVAW to pursue revenue generation and diversification <p>Determine whether OCTEVAW should become charitable</p>	<p>Charitable status Reviewed materials and consulted with board and staff on issue of charitable status Board determined we should pursue Obtained pro bono legal counsel to assist With Kellie, drafted application for review by legal team—to be submitted shortly to CRA</p> <p>Fundraising committee Drafted role description for fundraising committee volunteers First member recruited in April, hoping more to come Next task to develop committee terms of reference & workplan, fundraising goals & strategies for next few years Working on case for support, donor and sponsor levels, recognition for donors & sponsors</p> <p>support for MANifest Change</p>	<p>charitable status anticipated; fully functioning fundraising committee,</p> <p>Committee will undertake systematic review, developing lists & strategies for grants, foundations and private/ corporate giving</p>
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	<p>met several times with Matt, Erin/Carrolyn, Zonta and OSEG to discuss potential partnership assisted in preparation of request to OSEG determined to put this project on ice subsequent to receipt of Trillium funding</p> <p>Other potential sources Informal meetings with potential new sources/connections Pursued two Insurance companies re possible support</p>	
<p><u>Member and Stakeholder Outreach</u></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 	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<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><u>Communications</u></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 	<p>Ongoing</p> <p>Ongoing</p>	<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 set</p>

		<p>Reactive and responsive media work – launches and media releases</p> <p>Templates for communications plan, key messaging and media outreach strategy</p>
<p><u>Volunteer Management</u></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 	<p>Carried over into 2018</p> <p>Ongoing</p>	<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.
<p><u>Special Projects</u></p> <ul style="list-style-type: none"> • Support of Directors when required • Support of Director, Volunteer Management • Successful Lip Sync Battle event 	<p>Ongoing</p> <p>Ongoing</p> <p>Completed</p>	<ul style="list-style-type: none"> • Ensure Directors have the support they need • Research and Implementation of policies and procedures to begin volunteer management program • Attendee satisfaction at Feminist Lip Sync battle and funds raised