



## **Canadian Women's Foundation Operational Plan 2015/2016**

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# Canadian Women's Foundation

## Operational Plan 2015 - 2016

### CONTEXT

The Foundation has come through a stabilizing and rebuilding year, emerging out of a challenging transition year with positive energy and a stronger sense of confidence and optimism compared to this time last year. This Operational Plan captures the 2014/15 goals/accomplishments and sets out the Operational Goals for 2015/16, recognizing that we are in a transition phase without an strategic plan per se, but in the process of developing a strategic framework for the Foundation.

### 2014/2015 GOALS/ACCOMPLISHMENTS

We have achieved or are close to achieving most of the key goals behind last year's Operation plan, including:

- Expanding and strengthen our board composition
- Hiring staff in key vacant positions to replace lost capacity
- Integrating Trafficking work into the Foundation's operations
- Continue setting ambitious but realistic revenue growth goals
- A new CEO in place by November 2015 (REVISED TO FEB 2016)

We have undertaken a governance review, recruited five new board members, restructured and undertaken extensive human resource capacity building work, made some key staffing decisions, while stewarding existing donors and attracting new donors. We have imbedded sex trafficking into our normal organizational operating framework and created a new funding stream to support this under the Violence Prevention Program. We have undertaken a review of the Economic Development program and refreshed the Girls Fund. We have also streamlined and found efficiencies within our current resources, for example, the events team now supports events more broadly across all areas of the organization. The Development team -individual, corporate have helped ensure that our key partners and stakeholders were kept informed through the changes. The MARCOM team has done an incredible job of maintaining and strengthening our voice and brand presence even while being significantly under-resourced for a good part of the year. The team has generated a new platform for re-imagining our key messaging, branding and voice, anchored in the GEN 1 concept. The Finance/Operations team have strengthened many aspects of our operations and technology, and we were recognized by the Financial Post as one of the 25 Top Charities to fund in Canada and received a 4 star rating (the highest possible) from Charity Intelligence.

We have invested in technology, and made permanent and temporary staffing adjustments based on sound guidance provided through a human resources consultant working with us to ensure we bring stronger discipline into our human resources management. We completed performance reviews for all staff members for the 2014/2015 year using a consistent process and methodology across the organization. We have evolved towards an operating culture that values closer collaboration within and across all our functional areas.

All of this while we have been managing our ongoing business - donor stewardship, engagement, new acquisition, retention of key partners, capacity building work, grant-making, skills institutes and grantee meetings, fundraising events and maintaining and building and active media presence and social media strategy. Each staff member deserves the credit for their ongoing passion, commitment and intelligent response to the transitional year, focusing on a positive future going forward. The Board has also been a source of strength for the organization through its support and encouragement.

Overall, we are in a good place to move into our 25<sup>th</sup> year and a new CEO search in the fall of 2015, and also to mark our 25<sup>th</sup> anniversary. We cannot, however, underestimate the impact of the transition we went through in 2014 that will continue to impact us for some time. A number of vulnerabilities continue to underscore our ongoing efforts. These include:

- The ongoing role of an interim CEO post-transition that is in place longer than originally anticipated.
- The lack of a current strategic plan that outlines the Foundation's current vision, mission and mandate.
- A "wait and see" approach of some donors, while others have overtly or covertly decided to not fund the Foundation and may be communicating this through their networks. We continue to experience the fallout from the turbulence, including the loss of corporate and individual support.
- The economic downturn in Alberta with an unpredictable end point (the downturn is expected to continue for at least the next 2 years). And with staff changes, an opportunity to clarify the role and needs within the Calgary office to ensure the momentum that has been built continues to grow.
- Delay in recruiting the VP, Development, and VP Strategy and Community Impact. This has both enabled staff to grow in their leadership but also impacted the momentum of these critical organizational functions, particularly on the revenue-generation front.
- The downturn in the markets may impact donors and corporations' commitment to supporting charities.

A critical building block for our future success is ensuring we actively address and embed the following into our work:

- Stronger governance practices, with clarity in the roles and of the Board and Staff to ensure these are positive and appropriate interactions
- Collaboration across functions and staff teams
- Stronger role of staff in supporting strategic and operational discussions and decisions.
- An organizational culture that is supportive of the staff and comfortable with change (upcoming CEO change, for example)
- Ensuring the organizational culture, structure and human resource management are an active and ongoing work in progress

## GOALS 2015/2016

The key operational goals for 2015/16 include:

1. Develop a new strategic framework that captures the Foundation's vision, mission, values, in part as a pre-cursor to hiring a new CEO.
2. Continuing the process of strengthening our governance and operations
3. Transitioning from a maintenance approach towards laying the foundation and platform for revenue growth and diversification.
4. Providing leadership through strategic initiatives including grant-making, capacity building and knowledge mobilization to organizations in Canada delivering programs aimed at our ultimate impact of ending violence against women, developing resilient girls and supporting women toward a sustainable livelihood.
5. Shifting from MARCOM function to Public Engagement, deepening the engagement in the relationships we hold with our multiple audiences and increasing the focus on telling the story of the impact of our work.

## CEO GOALS 2015/16

Goal	Strategy	Timeline	Performance indicators
<b>PRE AGM 2016</b>			
<b>GOAL #1: Complete the transition and move the Foundation towards growth in its outlook</b>	<ul style="list-style-type: none"> <li>Complete implementation of governance recommendations</li> <li>Complete all outstanding HR matters and transition oversight to HR Committee</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing. Key milestone 2016 AGM</li> <li>Ongoing. Key milestone October/November 2015 board meetings</li> </ul>	<ul style="list-style-type: none"> <li>New Board Committees, TORs, all committees mandates clear and fully operational</li> <li>Support recruitment process of new Board members, including orientation</li> <li>Board agendas re-oriented towards governance, risk management, organizational strategy</li> </ul>
<b>GOAL #2: Complete Strategic Framework and support the HR Committee through the CEO search process</b>	<ul style="list-style-type: none"> <li>Complete required CEO search related materials</li> <li>Support CEO search as required</li> </ul>	<ul style="list-style-type: none"> <li>-Ongoing. Key milestone 2016 AGM</li> </ul>	<ul style="list-style-type: none"> <li>CEO search completed on time</li> <li>Orientation materials prepared</li> <li>Strong and deep orientation for new CEO</li> <li>Support for CEO through the transition</li> </ul>
<b>GOAL #3: Lead the organization through the CEO transition process</b>	<ul style="list-style-type: none"> <li>Transparent recruitment process that includes some role for staff</li> </ul>	<ul style="list-style-type: none"> <li>- Process starting in October 2015</li> </ul>	<ul style="list-style-type: none"> <li>Board, staff, stakeholders are supportive of the new CEO</li> <li>Organization-wide support for the new CEO</li> <li>Smooth integration and transition to a new CEO</li> </ul>
<b>POST AGM 2016</b>			
<b>NEW CEO - Goal #1 Become familiar with the Foundation</b>	<ul style="list-style-type: none"> <li>Clear orientation plan that includes reading materials, in person meetings with board, staff, key stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>February 2016 onwards</li> </ul>	<ul style="list-style-type: none"> <li>CEO well oriented on the Foundations, its history, programs, operations</li> </ul>
<b>Goal #2: Set the framework and stage for leading the organization through a strategic planning process</b>	<ul style="list-style-type: none"> <li>Develop an outline for the strategic planning process, including resources required</li> </ul>	<ul style="list-style-type: none"> <li>June 2016 onwards</li> </ul>	<ul style="list-style-type: none"> <li>Strategic planning process underway</li> </ul>

## Team : Public Engagement

Goal	Strategy	Timeline	Performance indicators (qualitative & quantitative)
<b>GOAL #1: INCREASE PUBLIC AWARENESS OF OUR WORK</b>	<b>a) PROMOTE OUR WORK:</b> Develop brand and seasonal campaigns. Secure ongoing advertising. Deliver compelling donor communications, including an annual Impact Report. Monitor brand awareness.	New brand video launched at October 2015 breakfasts  Impact Report published by April 2016	Maintain current advertising impressions.  Expand digital advertising reach by 50%; increase ad value equivalency ratio to 1:10; increase pro-bono agency supports by 50%  Increase e-communications subscriptions by 10%
	<b>b) SPEAK OUT ON THE ISSUES:</b> Secure ongoing media coverage; increase pro-active media relations. Train spokespeople; pilot a “Champion/Ambassador” program. Support grantees to leverage media opportunities.	Initiate a new reporting system to analyze the quality of media coverage by Sept 2015	Maintain current media impressions
	<b>c) PROTECT OUR REPUTATION:</b> Oversee Risk Management to protect the reputation of our brand. Develop crisis management plans. Ensure consistent logo use by staff, volunteers, and grantees. Clarify the use of our logo by third-party or corporate partners.	Draft risk matrix ready for cross-departmental consultation by Nov 2015	
<b>GOAL #2: CHANGE HEARTS AND MINDS ON OUR ISSUES.</b>	<b>d) DEMONSTRATE THE IMPACT OF OUR WORK</b> Develop new impact messaging; continue to tell compelling stories; expand storytelling formats.	New messaging launched at October 2015 breakfasts	

	<p>Conduct 2 public opinion polls.</p> <p>Expand SHE circulation via corporate partnerships.</p> <p>Audit all communications tools.</p>	<p>Public opinion polls - Fall/Winter 2015 and Spring/Summer 2016</p> <p>Publish SHE Fall 16 / Spring 17</p> <p>Complete communications audit by Aug 2016</p>	<p>Increase SHE circulation by 20%</p>
	<p><b>e) POSITION OURSELVES AS EXPERTS ON THE ISSUES</b></p> <p>Publish Fact Sheets to raise awareness.</p> <p>Regularly publish on Huffington Post; publish op-eds.</p> <p>Publish a highlights report of the Economic Development evaluation.</p>	<p>ED highlights report published by Nov 2015</p>	<p>Expand dissemination of Fact Sheets by 10%</p> <p>Increase number of Foundation-authored articles by 20%</p> <p>Increase the number of expert/grantee blog authors by 10%.</p>
	<p><b>f) AMPLIFY THE VOICES OF WOMEN AND GIRLS</b></p> <p>Support selected program participants to publicly share their stories through the Foundation.</p> <p>Actively promote the blog to guest authors.</p> <p>Review our participant interview process and honoraria guidelines.</p>	<p>Update the Speaker Package and training materials by Feb 2016</p> <p>New interview/honoraria guidelines developed by Feb 2016</p>	<p>Increase number of guest bloggers by 10%</p>
<p><b>GOAL # 3: PROVIDE MEANINGFUL ENGAGEMENT OPPORTUNITIES FOR OUR TARGET AUDIENCES.</b></p>	<p><b>g) OFFER MULTIPLE TOUCH-POINTS</b></p> <p>Increase web traffic; increase conversion rates and online donations.</p> <p>Develop new symbolic/online giving program in collaboration with Development.</p>	<p>Create baseline for measuring conversion by Feb 2016</p>	<p>Increase web traffic by 10%</p>

	Offer engagement via public outreach and/or public education.	Launch symbolic/online giving program by Aug 2016  Deliver 2 new outreach initiatives by Aug 2016	
	<b>h) ENCOURAGE TWO-WAY CONVERSATION</b>  Invite feedback on our communication tools.  Explore opportunities to leverage our 25 <sup>th</sup> anniversary.  Increase interactive content (quizzes, polls, etc).	Begin integrating surveys into communications vehicles, starting with Fall issue of SHE in Oct 2015	Increase Facebook “likes” by 10% Increase Twitter followers by 10% Increase social media engagement (comments/clicks) by 10%  Increased interactive content by 10%.
	<b>i) DEVELOP OUR ENGAGEMENT CAPACITY</b>  Relaunch advisory committee.  Strengthen integration of departmental functions; develop new system for reporting metrics.  Educate staff to effectively use social media, storytelling, branding, etc.	Re-launch committee by Dec 2015  Launch new planning process by Nov 2015; new metrics reporting system by Feb 2016  Pilot staff training program by Feb 2016	



## Team : Fundraising (Individuals, Corporations, Foundations, Events)

Goal LEAD or Support	Strategy	Timeline	Performance indicators (qualitative & quantitative)
<b>1. Develop a Culture of Philanthropy across the organization.</b>	1.1 Organize “Road Tour” (presentations) on the unique philanthropy outlook of the Foundation, the role of all stakeholders in building it, and how to participate.	Q1 and Q2	Board, volunteer groups, all staff embrace and experience Culture of Philanthropy message, and collaborate on its development.
	1.2 Integrate at the governance level by organizing the Board as champions of the Culture of Philanthropy outlook.	Q1	Development integrated in governance structure.
	1.3 Recruit one board champion, CEO, and VP Development to actively promote and monitor.	Q1	Culture of Philanthropy integrated within leadership structure.
	1.4 Provide regular internal and external updates to Board, staff, and stakeholders to celebrate impact and work.	Throughout fiscal year.	Stakeholders knowledgeable about progress of creating a Culture of Philanthropy organization, and beginning to promote it.
<b>2. Expand the fundraising volunteer leadership base.</b>	2.1 Renew all committees, terms, alignment, and structure across Canada.	Q1	Structure of development volunteer base and structure determined, terms and model(s) developed.
	2.2 Identify and recruit 15 members each to Major Gift Committees in Toronto and Calgary.	Throughout fiscal year.	Activated Major Gift Committees engaged in fundraising.
	2.3 Determine structure of Corporate Advisory, identify, and recruit 10 members.	Throughout fiscal years.	Activated corporate volunteers engaged in fundraising.
	2.4 Determine structure and potential for expanded portfolio of events for Toronto Breakfast Committee.	Q1, Q2, Q3	Renewed volunteer structure and terms established with initial group of volunteers recruited.
	2.5 Develop preliminary infrastructure for a new Ambassadors Council to help introduce potential volunteers and donors to the Foundation.	Q2	Plan developed and recruitment-ready to build program.

<b>3. Nurture growth, rebuild relationships, and expand donor base.</b>	3.1 Develop Case for Support.	Q1, Q2, Q3	Summary Case created for Discovery meetings; master extended Case created based on feedback from Discovery meetings.
	3.2 Undertake donor research to identify opportunities for enhanced donor engagement	Q1, Q2	1) Actionable intel to inform donor engagement strategies secured. 2) Depth understanding of donor base potential for enhanced donor giving
	3.3 Launch annual “webbing” program to engage internal and external stakeholders to help identify and reach out to new potential supporters.	Q1	Four webbing sessions completed: 2 staff and 2 volunteer. New potential donors identified for pipeline development.
	3.4 Based on above three strategies, identify 10 Circles of Influence to identify key donor communities and networks for fundraising.	Q1, Q2	Minimum of 10 donor leaders engaged and activated to create personal networks of support.
	3.5 Assess current events and align-renew to connect with targeted donor communities.	Q1, Q2	Identified target market for each event.
	3.6 Build new monthly giving program to enhance entry level donors’ support and engagement, and attract new donors.	Q1, Q2	Program established and piloted, refined for next fiscal year.
	3.7 Build new Philanthropic Advisors program to reach new individual donors.	Q1	Formalized program activated; established relationships with major financial institutions.
	3.8 Create one-one-one program to renew relationships with disengaged donors.		Activated formal outreach to donors.
	3.9 Develop and renew donor/volunteer engagement/recognition program for all constituents.	Q1, Q2	Best practices integrated across programs for recognition of donors. Every 10 year-plus donor recognized and thanked personally for their support.
	3.10 Launch a series of Discovery Meetings with a minimum of 50 potential new donors to determine readiness and capacity to give.	Throughout fiscal year.	New relationships established, and pipeline expanded by minimum of 50%.

<b>Diversify the donor base.</b>	4.1 (In conjunction with data mining), undertake research to understand and identify who our donors are, and identify potential gaps in donor base.	Q1	Determination of new potential donor markets.
	4.2 Research other giving communities to determine new areas of support.	Q2	Defined best potential new markets to cultivate.
	4.3 Diversify events to target newly identified potential communities of support.	Throughout fiscal year.	All events' audiences have greater diversity.
	4.4 Recruit new volunteers from diverse communities to help create access to new communities of support.	Q3, Q4	Pilot minimum of one new salon-type targeted event.
	4.5 In collaboration with MARCOM, participate in and attain greater visibility at community events.	Throughout fiscal year.	Participate in minimum of two community events.
<b>Collaborate inter-departmentally and nationally to build capacity of volunteers and staff to support expansion.</b>	5.1 Identify project leads, inter-departmental teams, and work back plans for key initiatives.	Q1	Collaboration leading to enhanced opportunities for donor development.
	5.2 Develop plan and system to enhance internal communications among all departments in Toronto and Calgary.		Communications system established, tested, and activated.
	5.3 Provide clarity of roles and terms for volunteers, goals, and relevant training to fulfill those roles.	Throughout fiscal year.	Terms of reference created; volunteers undertaking high quality donor engagement.
	5.4 Match volunteers with prospective donors to enhance outreach and engagement.	Throughout fiscal year.	Each volunteer undertaking minimum of five donor calls.
	5.5 Determine new efficiencies in work.	Q1	Raiser's Edge being fully optimized by all staff.
	5.6 Provide internal and external education opportunities.	Throughout fiscal year.	Each staff participated in minimum of one learning session.

## Team: Economic Development

Goal	Strategy	Timeline	Performance indicators (qualitative & quantitative)
Fund economic development programs that focus on business and workforce engagement for women living on low-incomes	<b>Governance</b> 5 year strategic plan, and budget presentation to Board for approval	September 2015 - October 2015	➤ Strategic plan and budget approved by Board (Oct. 28)
	<b>Grant-Making</b> One-year economic development grants focussed on women in skilled trades and technology programs	March 2016	➤ 4 one-year economic development grants approved and disbursed
	<b>Ec Dev Advisory Committee</b> Engage Ec Dev Committee for program governance and oversight	April 2016 - ongoing	<ul style="list-style-type: none"> <li>➤ Established Committee Terms of Reference</li> <li>➤ Committee Chair and members identified and confirmed</li> <li>➤ Informed and engaged committee -- up to 2 meetings (by phone/webinar) for program orientation</li> <li>➤ Positive feedback from committee and stakeholders on work completed to date</li> </ul>
	<b>Related Projects/Activities</b> Weston Foundation Women in Trades Scholarship Program (5 year program)	September 2015 - ongoing	<ul style="list-style-type: none"> <li>➤ 20 scholarships disbursed by December 2016</li> <li>➤ Learnings shared with Weston Foundation</li> </ul>
Build the capacity of the women's economic development sector	<b>Enterprise Development Grants (new SPE approach)</b> Explore feasibility, approach and model for enterprise development capacity building and grant program	November 2015 - May 2016	➤ Proposed approach and strategy developed
	<b>Leadership Institute</b> Deliver the Leadership Institute in partnership with COADY (co-hort 3)  Decide on Leadership approach/design for the future; strategic planning and fund development of Leadership Institute	September 2015 - Aug 2016	<ul style="list-style-type: none"> <li>➤ Graduation of co-hort 3</li> <li>➤ Evaluation of 3 year pilot submitted and reviewed as part of strategic planning process</li> <li>➤ New plan, design and approach for Leadership Institute in development</li> </ul>

## Team : End Sex Trafficking

Goal	Strategy	Timeline	Performance indicators (qualitative & quantitative)
Launch funding program to support organizations focused on prevention, intervention and rebuilding lives to meet the service needs in Canada, support regional and national collective action and raise new dollars to do so.	<p><b>Funding</b> multi-year and annual anti-trafficking programs that focus on prevention, intervention and rebuilding lives to end sex trafficking in Canada</p> <p>Provide annual and multi-year grants with committee and Board oversight to build an anti-trafficking grant program</p> <p><b>Evaluate</b> the impact of the funded programs to increase evidence based practice, Assist and support preparation of the learning and evaluation activities and ongoing reports</p> <p><b>Increasing</b> philanthropy for anti-trafficking development activities and programs</p>	<p>September 2015 - August 2016</p> <p>October 2015</p> <p>Ongoing</p>	<ul style="list-style-type: none"> <li>• 10-multi-year (5-year) grants</li> <li>• 1-Annual Violence Prevention Grant</li> <li>• Hold 2 in-person grants committee meeting</li> <li>• Strong donor engagement on committees</li> <li>• Positive feedback from committee and stakeholders on work completed to date</li> <li>• Strong reporting and communications between Foundation and grantees</li> <li>• Hire evaluator team and establish framework for evaluating grants</li> <li>• Establish evaluation framework for Multi-year Anti-trafficking grants</li> <li>• Incorporate learning from evaluation into all work</li> <li>• Funding strategy and plan developed for anti-trafficking strategy work</li> </ul>
To initiate collective action for strategic systems change through knowledge transfer to key stakeholders (e.g., representatives of all levels of government, grantees, trafficking survivors) at the local, regional, and national.	<p><b>Building the capacity of the service sector related to sex exploitation and sex trafficking in Canada</b></p> <p>Host 3-Regional Roundtables in Canada (2 held in 2015)</p> <p>Transfer the knowledge gain through the Canadian Women's Foundation Task Force work and support communities to establish community based strategies to address sex trafficking in Regions across Canada</p>	<p>Winnipeg: Nov 2015 Van: Feb. 2016 Montreal: Jan 2016 (dates subject to change)</p>	<ul style="list-style-type: none"> <li>• Community Action priorities/initiatives identified and report on outcomes (aimed at support for localized plans that empower and support communities to implement Task Force recommendations)</li> <li>• Report on the National Summit with identified recommendations for all sectors that address issues and gaps to end sex trafficking in Canada</li> <li>• Measure and evaluate impact regional roundtables &amp; national summit (relevance, reach potential for new or continued relationships)</li> </ul>

	<p>Host a one-day National Summit for Specialized Sectors (Research and Data, Technology, Legal Issues and National Coordination etc.) to come together to develop action plans to address their issue and gaps</p> <p>Host a grantee meeting shortly after the grants have been awarded to begin relationship-building and capacity-building with our new group of grantees</p> <p>Host webinars on specific themes related to work in the anti-trafficking sector</p>	<p>May 2016</p> <p>May 2016 (in line with timing of National Summit)</p> <p>May 2016, July 2016</p>	
<p><b>Public Education and Awareness: Canadian Women's Foundation continues to share our knowledge and expertise on sex trafficking in Canada to various organizations and initiatives for the purposes of raising critical awareness of the issue and building support for the call to end sex trafficking in Canada</b></p>	<p>Enhancing the critical importance of public education and awareness, building the capacity of the sector, identifying best practices, establishing a growing network of community practitioners and possible donors</p>	<p>September 2015 - August 2016</p>	<ul style="list-style-type: none"> <li>• 10-presentations to various organizations and events with emphasis on possible new partners</li> <li>• Measure and evaluate impact of presentations and meetings (relevance, reach potential for new or continued relationships)</li> </ul>

## Team: Girls' Fund

Goal	Strategy	Timeline	Performance indicators
<b>Funding girls programs and girls group mentoring that focus on developing confidence, critical thinking and connectedness for girls, building resilience to help them navigate through adolescence.</b>	<p><b>Grant-Making</b> Complete the final year of the current four year funding cycle</p> <p>Grant selection for next funding cycle (2016-2020) commences and is complete by June 2016</p> <p>Work with fundraising to ensure funding is available to continue girls programming support</p>	<p>September - June (with July/Aug follow up)</p> <p>October - May</p> <p>Ongoing</p>	<ul style="list-style-type: none"> <li>• Year end reports completed and any problems arising are addressed in a timely manner</li> <li>• Minimum of 250 applications received</li> <li>• Strong applications serving vulnerable girls selected for funding</li> <li>• Analysis of needs and trends identified funding applications</li> <li>• Receive strong mentoring applications</li> <li>• Funding for 2016-2020 funding cycle at least as high as 2012-2016</li> </ul>
	<p><b>Governance/Committee</b></p> <p>Organize conference calls in October, December 2015, January 2016 and in-person meetings in March and May 2015</p> <p>Engage committee members through participation in site visits</p> <p>Committee members participate in National Skills Institute and Toolkit launch</p>	<p>September - June</p>	<ul style="list-style-type: none"> <li>• Informed committee</li> <li>• Orientation for new committee members</li> <li>• Strong volunteer engagement</li> <li>• Positive feedback from committee and organizations selected for funding</li> <li>• Recommendations for new grantees approved by Board in May/ June 2016</li> </ul>

<b>Building the capacity of the girls programming sector</b>	<b>Knowledge Mobilization</b>		
	Skills Institute - Finalize plan for the second Girls' Fund Skills Institute to be delivered November 2015	November	<ul style="list-style-type: none"> <li>• Successful delivery of a National Skills Institute, combined with grantee meeting - total 140 people.</li> </ul>
	Grantee Meeting - Plan for final Grantee meeting of this funding cycle to be delivered in November 2015	November	<ul style="list-style-type: none"> <li>• Successful delivery of final grantee meeting - 65 people.</li> </ul>
	Group Mentoring Toolkit - finalize toolkit and launch online in English and French	Sept - November	
	Group Mentoring Toolkit - dissemination	November - June	<ul style="list-style-type: none"> <li>• Final edits complete</li> <li>• French translation complete</li> <li>• Online version finalized and uploaded.</li> <li>• Launched at NSI</li> <li>• Social media strategy complete and implemented</li> <li>• Explore American resources for dissemination vehicles</li> </ul>
	Webinars - Provide access to new learning through regular webinars	Sept - August	<ul style="list-style-type: none"> <li>• Ten webinars delivered</li> </ul>
	Online learning/ videoconferencing - explore options to launch online work in Fall 2016	January - August	<ul style="list-style-type: none"> <li>• Three options for online learning presented to committee for consideration</li> </ul>
	Partnering with other organizations - develop an understanding key organizations to partner with on issues of interest	January - August	<ul style="list-style-type: none"> <li>• Negotiations for collaboration begin with two organizations working on issues of interest</li> </ul>



<b>Enhancing the recognition of the importance of gender specific programming</b>	<b>Learning and Evaluation</b>  Assist and support preparation of the final learning and evaluation report for the 2012-2016 funding cycle  Prepare donor summary of 2012-2016 evaluation  Select evaluation consultants for 2016-2020 funding cycle	January - August  July - August  March - June	<ul style="list-style-type: none"> <li>• Final report prepared and date for dissemination to grantees identified.</li> <li>• Incorporate learning into GF work</li> <li>• Map out schedule for donor evaluation summary</li> <li>• Prepare RFP for evaluation consultants</li> <li>• Select evaluation consultants for next funding cycle</li> </ul>
	<b>Related Projects/Activities</b>  <ul style="list-style-type: none"> <li>• Ontario Mentoring Coalition development (Co-Chair)</li> <li>• National Mentoring Symposium planning (Co-Chair)</li> <li>• Participation in e-Quality Project at University of Ottawa</li> <li>• Participation in project at McGill University</li> <li>• As We Are T-shirt Project</li> <li>• Other fund development activities as needed</li> </ul>	Ongoing  Ongoing  Ongoing  Ongoing  Ongoing October launch	<ul style="list-style-type: none"> <li>• Increased recognition for OMC</li> <li>• Increased membership</li> <li>• Access funding</li> <li>• Bi-weekly planning meeting</li> <li>• Launch of As We Are t-shirt sales and workshop material</li> <li>• Launch of 'The Real Cost' ad campaign</li> </ul>

## Team: Violence Prevention

Goal	Strategy	Timeline	Performance indicators
<b>Funding violence prevention programs that focus on rebuilding lives &amp; prevention, as well as loan funds and collaborative activities</b>	<p>Review the current grant making process and make changes as needed.</p> <p>Provide annual and multi-year grants for rebuilding lives, &amp; prevention, as well as shelter grants with committee and Board oversight.</p>	September 2015 - August 2016	<p><b>NEW WORK</b></p> <ul style="list-style-type: none"> <li>• Violence prevention grants process more effective, and documented</li> <li>• Orientation package for new volunteers on committees</li> <li>• Information packages on key areas for volunteers, grantees and applicants</li> <li>• Strong donor engagement on committees</li> <li>• Positive feedback from committee and stakeholders on work completed to date</li> </ul> <p><b>REGULAR WORK</b></p> <ul style="list-style-type: none"> <li>• 40 -50 Annual Violence Prevention Grants</li> <li>• 450 Shelter grants</li> <li>• 17 Teen Healthy Relationship Grants</li> <li>• Hold 1 in-person committee meeting for each committee and 3 conference calls each.</li> </ul>
<b>Building the capacity of the women's sector related to violence prevention</b>	Develop and deliver grantee meetings (Teen Healthy Relationships & Preventing Girls Sexual Exploitation)	<p>THR - October 2015</p> <p>PGSE - September 2015, January 2016, March 2016</p>	<ul style="list-style-type: none"> <li>•</li> <li>• Hold 3rd Teen Healthy Relationships grantee meeting for 34 delegates from 17 grantee groups</li> <li>• Hold 3 Preventing Girls Sexual Exploitation grantee meetings (#4,5,6) for 8 delegates from 4 groups</li> </ul>
	Support national & regional initiatives that work to bring policy improvements to the sector working to prevent violence against women	Ongoing	<p><b>NEW WORK</b></p> <ul style="list-style-type: none"> <li>• Present at 2 meetings (McGill University and UWO) on VAW</li> <li>• Participate in advisory committees, roundtables &amp; Boards of Directors (OWD, Royal LePage, METRAC &amp; City of Toronto)</li> </ul>

	<p>Increase the knowledge mobilization around innovation by Canadian Women's Foundation, such as teen healthy relationship work or loan funds</p> <p>Provide access to learning through webinars</p> <p><b>Enhancing</b> the recognition of the importance of VAW and gender specific programming for rebuilding lives &amp; prevention</p>	September 2015 to May 2016	<ul style="list-style-type: none"> <li>• 2 Tip Sheets produced for Avon &amp; develop 4-6 mini-webinars to support tip sheets</li> <li>• Participation in National Action Plan to Prevent Violence against Women</li> <li>• Deliver 6 successful webinars (3 cross program, 3 for VP only)</li> <li>• Support awareness campaigns (#healthylove, gen1, omnibus polls) - including media</li> </ul>
<b>Evaluate</b> the impact of the funded programs to increase evidence based practice,	Assist and support preparation of the learning and evaluation activities and ongoing reports	<p>October 2015</p> <p>September 2015</p>	<ul style="list-style-type: none"> <li>• Complete Year 2 evaluation report for Teen Healthy Relationship Program</li> <li>• Complete Year 1 evaluation report for Preventing Girls Sexual Exploitation</li> <li>• Execute Year 2 plans for 3-year Pilot on preventing Sexual Exploitation of Girls</li> </ul>
	National Project on Collective Impact in Healthy Relationships Programs (SWC)	<p>September 2016</p> <p>By December 2016</p> <p>January 2016</p> <p>By June 2016</p> <p>Ongoing</p>	<ul style="list-style-type: none"> <li>• NEW WORK</li> <li>• Launch project</li> <li>• Establish Advisory Committee &amp; Steering Committee</li> <li>• Deliverables for SWC - work plan, risk assessment, framework</li> <li>• National meeting (advisory group &amp; key stakeholders)</li> <li>• Research to Map the Field of Healthy Relationship Programs</li> </ul>
<b>Increasing</b> philanthropy for violence prevention activities and programs	<p>Collaborate &amp; support Fundraising teams</p> <p>Continue to seek out other sources of funding</p>	Ongoing	<ul style="list-style-type: none"> <li>• NEW WORK</li> <li>• Support development of funding strategy and plan for violence prevention work.</li> <li>• Prospecting &amp; stewardship</li> </ul>

## Team: Policy, Research and Innovation

Goal	Strategy	Timeline	Performance indicators
<b>Lead a Comprehensive Policy Agenda</b>	<ul style="list-style-type: none"> <li>• <b>To ensure</b> Board and Staff have clear understanding of value of Policy Development for the organization</li> <li>• <b>To support</b> program areas to grow sustainability of successful initiatives and identify related areas for possible expansion/replication</li> <li>• <b>To develop</b> a more focused policy and advocacy strategy and build external relations with relevant Stakeholders</li> <li>• <b>To identify</b> and advance opportunities for policy development effective advocacy</li> <li>• <b>To increase expertise</b> in all program areas in the area of policy development and advocacy and thereby increase profile with external stakeholders and funders</li> <li>• <b>To enhance and coordinate support</b> where warranted to all teams in the organization</li> <li>• <b>To build a Policy Advisory Committee</b> for support and possible fundraising</li> </ul>	September 2015 - August 2016	<ul style="list-style-type: none"> <li>• Up to two policy goals for each program area defined and supported with related activities</li> <li>• Developed strategy to support identified policy/ program priorities</li> <li>• Up to 10 meetings completed with relevant stakeholders to commence advancement of policy and advocacy agenda</li> <li>• Regional roundtables and national summit for trafficking supported and results documented and externally communicated</li> <li>• On-going follow-through on Trafficking Task Force recommendations supported</li> <li>• Development of related research and evaluation initiatives and strategies, their implementation and ultimate communication of outcomes, if funding available.</li> </ul>
<b>Lead and Facilitate the development of a coordinated Research Agenda</b>	<ul style="list-style-type: none"> <li>• <b>To define objectives</b> for a coordinated and shared research agenda;</li> <li>• <b>To identify priorities and opportunities</b> for research and data collection across program areas</li> <li>• <b>To increase external relationships</b> and building knowledge in Foundation's priority areas</li> </ul>	September 2015 - August 2016	<ul style="list-style-type: none"> <li>• Potential research agenda partners identified and engaged (government, academic, non-profit, foundation, think tank, international partners etc.)</li> <li>• Review relevant models for data collection and provide recommendations for implementation</li> </ul>

			<ul style="list-style-type: none"> <li>• Preparation of necessary research briefs and discussions held with potential partners to identify mutual interests and options for moving forward;</li> </ul>
<b>Lead the Foundation's for an organizational Innovation Strategy (lower priority)</b>	<ul style="list-style-type: none"> <li>• <b>To provide</b> a framework for the development of new program and policy innovations or for the advancement/replication of effective initiatives that support organizational objectives</li> <li>• <b>To allow for</b> increased collaboration and knowledge mobilization both internally and externally</li> <li>• <b>To incentivize staff</b> to participate in an coordinated process to identify relevant programming and policy development addressing systematic issues facing women and girls and to positively impact the foundation's agenda</li> </ul>	Summer 2016	<ul style="list-style-type: none"> <li>• Paper and PP for discussion with staff and Board completed</li> <li>• Innovation process defined with feedback from Staff and Board</li> <li>• Options identified for internal implementation and external communications</li> <li>• Opportunities identified for relationship building with organizations who are advancing social innovations for women and girls</li> </ul>

## Team: Finance and Operations

Goal	Strategy	Timeline	Performance indicators
Accounting and Finance			
Provide sound fiscal and financial planning, advice, analysis and coordination in support of informed financial policies and decision-making	Provide services to Finance and Audit Committee that support sound, informed decision-making	ongoing	Spending decisions reflect Foundation priorities and fiscal policies
	Review financial policies and enhance current processes or develop new processes	Complete by Aug 2016	Enhanced and improved internal control system and financial policies
	Provide reliable fiscal position forecasting for the Finance and Audit Committee and the Board	<ul style="list-style-type: none"> <li>Feb 2016</li> <li>April 2016</li> <li>June 2016</li> </ul>	Foundation's positive financial position is responsibly managed
Continually develop and administer effective financial management framework and processes in which departments can administer their budgets with appropriate independence and accountability	Ensure compliance with audit requirements and minimize future findings	November 2015	Clean audit
	Provide professional accounting services including accounts payable and receivable, payroll, and cash flow management, facilitated by appropriate reliable financial management systems	ongoing	Foundation financial obligations are met
	Provide timely and comprehensive budgetary variance reporting		Timely accurate financial reports
Ensure compliance with relevant statutory and CRA requirements, including accounting and financial principles and best practices	Ensure compliance with CRA requirements	March 2016	Imagine Canada Standards Program accreditation
	Continually learn and adopt current fundraising best practices		
	Maintain Health & Safety regulations.	Nov 2015 AGM 2016	<ul style="list-style-type: none"> <li>Conduct a new safety audit</li> <li>Review and Approve H&amp;S regulatory policies.</li> </ul>
	Ensure compliance with Ontario Health and Safety regulations	Nov, Feb, May and August  December 2015	<ul style="list-style-type: none"> <li>Quarterly Health and Safety Committee meetings</li> <li>Obtain first aid required certification</li> </ul>

Human Resources			
<b>Manage the growth effectively and create and maintain a highly-skilled, professional, diverse, and staff team that supports the Foundation's mission, vision and values</b>	Provide clarity on HR processes and procedures	February 2016	Revised Human Resources Policies New and enhanced HR processes and procedures
	Provide fair, equitable and competitive compensation package	February 2016	Salary Administration Framework
	Access job performance based on meaningful standards and measures	September 2015 to August 2016	Performance measurement system
	Encourage managers to be mentors and leadership role models to their staff	ongoing	<ul style="list-style-type: none"> <li>• More lunch and learn sessions</li> <li>• More professional development opportunities</li> </ul>
	Promote cross-departmental communications and collaboration	ongoing	<ul style="list-style-type: none"> <li>• Monthly staff meeting</li> <li>• Regular senior management meeting</li> </ul>
	Routinely review, revise, and develop HR practices for relevance and value to the Foundation	ongoing	<ul style="list-style-type: none"> <li>• Human Resources Committee report</li> </ul>
Operations and Information Technology			
<b>Improve organization and departmental operational efficiency through reengineering, automation, outsourcing and other means</b>	Maximize electronic efficiencies and opportunities by rolling out additional Office 365 components and providing seminars	Sept 2015 - March 2016	<ul style="list-style-type: none"> <li>• Share drive launched</li> <li>• Skype for Business launched</li> <li>• Groups Launched</li> <li>• Telephone tools trained</li> </ul>
	Company wide access to standard answers and resources for women	Sept 2015- Jan 2015	<ul style="list-style-type: none"> <li>• Develop Database</li> <li>• Data for answers and resources entered</li> <li>• Train staff on utilizing</li> </ul>
	Investigate online staff self-training options, especially for regulatory Health & Safety issues.	March 2015	<ul style="list-style-type: none"> <li>• Investigate options</li> <li>• Test utility for organizational needs</li> <li>• Decision</li> </ul>

	Revise and finalize record retention policy. Investigate digitizing archive records for safety and accessibility.		<ul style="list-style-type: none"> <li>• Finalize retention policy.</li> <li>• Develop retention procedure and timeline.</li> <li>• Train staff</li> <li>• Investigate digitizing services and procedures.</li> <li>• Decide on digitizing for (i) existing archive, and (ii) moving forward.</li> <li>• Record review, disposal, and archiving.</li> </ul>
	Procedure Manual & Tip Sheets	Nov 2015-April 2016	<ul style="list-style-type: none"> <li>• First step tip sheets for technical and operation functions.</li> </ul>
	Continually develop and integrate fundraising best practices and processes to enhance efficiency, effectiveness and donor communications	October 2015  December 2015	<ul style="list-style-type: none"> <li>• Enhanced e-receipting system and procedure</li> <li>• Complete a full data mine and segmentation of existing constituents in database to get a better picture of our donor base</li> </ul>
	Research and implement volunteer and project management software	August 2016	<ul style="list-style-type: none"> <li>• Research software options that allow for volunteer and project management</li> <li>• Implement software and train staff and volunteers on its use</li> </ul>
	Enhance internal training on databases	February 2016	<ul style="list-style-type: none"> <li>• Enhance training for both the Raiser's Edge and GIFTS databases, and where appropriate, provide cross-training opportunities for support staff</li> </ul>
	Implement online grant management platform and accompanying policies, processes and procedures	October 2015 November 2015 January 2016	<ul style="list-style-type: none"> <li>• Platform and site build completed along with accompanying policies, processes and procedures</li> <li>• All Program staff trained on platform</li> <li>• All volunteer selection committees trained on platform</li> </ul>
	Research alternatives to existing online donation platform	March 2016	<ul style="list-style-type: none"> <li>• Research what's currently available on the market</li> <li>• Select new platform and begin implement project</li> </ul>