

Réseau d'action
communautaire
contre l'abus



Community
Action Network
Against Abuse

Stormont, Dundas, Glengarry & Akwesasne

2025-2027 STRATEGIC PLAN

- REPORT -

INTRODUCTION

The Community Action Network Against Abuse (CANAA) is a network of community agencies and service providers from the communities of Stormont, Dundas, Glengarry and Akwesasne who work together to address abuse within the community. The network is committed to determining its priorities and objectives in an inclusive and deliberate manner, thus participating in Strategic Planning every three years. This report outlines the process and overall results of CANAA's most recent Strategic Planning review.

PROCESS

In the Spring of 2024, it was identified that CANAA's Strategic Plan was due for review. Based on the discussion among Members at the May meeting, it was agreed that CANAA Member Jessica Bourdeau would assist in facilitating this review in the Fall.

In early September 2024, an online survey was conducted to solicit Member feedback regarding the current Strategic Plan, assessing whether the existing elements of the Strategic Plan, including the Purpose, Vision, Mission, Values, Strategic Priorities and Objectives, were still relevant. The survey results showed strong support for carrying these elements of the Strategic Plan into 2025-2027, unchanged.

This sentiment was echoed in the discussion that took place at CANAA's Breakfast meeting on September 12, 2024, with an additional emphasis on ensuring that our efforts remain connected to the impact they're having on Gender Based Violence/Intimate Partner Violence, as per Ministry funding.

The focus was then shifted to reviewing the actionable items outlined within the Operational Plan. Members were asked to choose the Strategic Priority that spoke most to them in order to establish a Committee for each. Each Committee was then tasked with identifying which activities would be best suited to help achieve the objectives within their respective Strategic Priority. While the framework for the Operational Plan was started, it will be a living document that, once complete, will be reviewed, discussed and updated at each Breakfast meeting moving forward to ensure continuous alignment and progress.

- ANALYSIS OF CURRENT STATE -

A high-level SWOT analysis helped to identify the following strengths, weaknesses, opportunities, and threats:

| STRENGTHS | WEAKNESSES |
|--|--|
| <ul style="list-style-type: none"> • Communication & Information Sharing • Resource sharing - Provisions (bus tickets, gift cards, emergency funding, etc.) • Engaging partners / community outreach • Workshop Coordination • Efficient Meetings • Secure Ministry funding • Passionate members | <ul style="list-style-type: none"> • Meeting Goals & Objectives • Assessing Impact • Community Awareness / Social Media • Member Participation & Involvement • Vacancies within Executive positions |
| OPPORTUNITIES | THREATS |
| <ul style="list-style-type: none"> • Increasing community awareness • Fundraising / grant writing to increase financial capacity • Hiring a media/communications coordinator • Exploring new partnerships • Expanding membership base to include organizations and individuals from neighboring communities throughout SDG&A • Seeking out volunteers and placement students to increase capacity • Shift meeting structure to allow for active collaboration and advancement on Strategic Priorities | <ul style="list-style-type: none"> • Cuts to funding • Communication Breakdown • Capacity of Members • Capacity of Coordinator (part-time) |

- SPECIAL DISCUSSIONS -

As CANAA is currently experiencing significant vacancies within its Executive Committee, special discussions also took place around the willingness of Members to step into these leadership roles. There is a strong need for a full complement of Executive members (Chair, Co-Chair, Treasurer) in their current models to share in the Governance and administrative responsibilities of the Network. If CANAA continues to struggle to fill these positions, Members will need to consider revising its organizational structure, potentially utilizing some financial resources to secure additional operational support, and having general Membership provide ongoing direction.

Potential options discussed included, but were not limited to:

- Expanding the scope of our existing contract with Inspire Community Support Services for additional Coordinator services; however, concerns were expressed regarding the role Inspire plays in the hiring, oversight, supervision and delegation of duties for the Coordinator.
- Terminating the current contract and hiring a private part-time coordinator; however, concerns were expressed regarding the impact it would have on retaining Inspire as CANAA's banker, as they have verbally indicated that they would terminate the agreement.
- Hiring a social media/communications specialist to offer support and expertise in those areas specifically, freeing up some additional capacity for the Coordinator; however, this may be something that can be done by a placement student or in-kind by a Member organization with these existing resources.

SUMMARY

The strong desire to reconnect with CANAA's Strategic Priorities and Objectives was evident throughout this review, as was the desire to develop a solid action plan to help move the Network in a positive and productive direction. While the challenges CANAA is facing with regards to Member capacity and Executive support are real, Members appeared reinvigorated by the opportunity to work collaboratively to leverage their resources to amplify CANAA's collective impact on Gender Based Violence/Intimate Partner Violence. The Network remains positive and committed to working together to achieve great things in the years to come. The final version of the Strategic Plan and its supporting documents are available for review in the pages that follow, to be fully utilized and evaluated by the CANAA membership on an ongoing basis.

2025-2027 STRATEGIC PLAN

AT A GLANCE

PURPOSE

Optimize members' individual and collective capacity to take action against abuse.

VISION

A well-connected network of members actively and efficiently working together to address abuse in our community.

MISSION

Take action against abuse through networking and community education.

VALUES RESPECT ~ INTEGRITY ~ TRUST ~ INCLUSION ~ COLLABORATION

STRATEGIC PRIORITIES & OBJECTIVES

BOOST CAPACITY AND NETWORK CONNECTION

- Expand our membership base to include survivors, supporters, and sector professionals from all across SDG&A.
- Optimize network meetings to include dynamic discussion, brainstorming and information sharing.
- Create structured opportunities for member connection and collaboration.

OPTIMIZE CAPACITY, TRAINING AND SERVICE DELIVERY

- Offer diverse workshops to members and the broader community.
- Identify and collectively address duplication of services, as well as service gaps.

ENHANCE COMMUNITY AWARENESS

- Increase community awareness regarding threats of abuse, prevention, and services available.

VALUES & SHARED BEHAVIOURS

RESPECT

listening with an open mind;
setting clear expectations;
appreciating our differences in
knowledge and experience;
expressing gratitude for others'
efforts; remaining considerate of
each others' time.



COLLABORATION

creating space for sharing and
innovation; maintaining open
communication; supporting
member organizations' initiatives;
capitalizing on each others'
strengths; actively seeking out
opportunities to work together to
leverage capacity in a collectively
beneficial way.

INTEGRITY

doing what we say; choosing
courage over comfort; being honest
and transparent; taking
responsibility for our own actions
and the impact they may have on
others; putting the needs of the
common good before our own;
meeting deadlines and
expectations.

TRUST

fostering a sense of safety among
members; keeping personal and
confidential information private;
keeping sensitive information
within the group; remaining open
to feedback (both positive and
seemingly negative); reserving
judgements; remaining committed
to addressing misunderstandings
and resolving disagreements.

INCLUSION

greeting each other authentically;
fostering strong connections across
all members; listening as an ally,
with curiosity and humility; inviting
others to share their thoughts;
speaking up when people are
being excluded; fostering a sense of
unity; encouraging each others'
creativity; celebrating our
differences.

CANAA 2025-2027 OPERATIONAL PLAN – Updated September 17, 2024

Note: The Operational Plan outlines the key activities to be carried out as part of CANAA’s Strategic Plan. It is a working document that will evolve over time, being revised as necessary and updated regularly.

| Strategic Priority | | | | |
|--|--|----------|-------------------------|--------|
| Boost Membership Growth and Network Connection | | | | |
| <p>Committee Members (as of Sept 12, 2024): Jessica Bathurst (Student), Jennifer Burke, Joeseph Chatelaine, Josée Cotnam, Steven Jarvo, Amy Malyon</p> <p style="text-align: center;">(*) Identifies the lead individual for each activity below.</p> | | | | |
| Objectives | Activities | Timeline | Individuals Responsible | Status |
| Expand membership base to include survivors, supporters, and sector professionals from all across SDG&A. | Perform an audit of current Membership list to identify which community organizations may be missing. | | | |
| | Work closely with the Committee dedicated to Enhancing Community Awareness to determine how best to reach survivors to join our Network. | | | |
| | Have each member introduce the network to one new agency and/or individual and report back at meetings. | | | |
| | Have a CANAA representative to present at a City Hall meeting to provide information about programs & services of agencies. | | | |
| | Connect with schools regarding engaging students in placement opportunities. | | | |
| Optimize network meetings to include dynamic discussion, brainstorming and information sharing. | Revamp the standing meeting agenda to include dynamic discussion points (trends, updates on programs and services, and sharing new ideas). | | | |
| | Send a reminder to Members to consider standing discussion items prior to our meetings. | | Coordinator | |
| Create structured opportunities for member connection and collaboration. | Organize team building activities for members to connect through fun/play. | | | |

Strategic Priority
Optimize Training and Service Delivery

Committee Members (as of Sept 12, 2024): Lacey Bingley, Véronick Czyzewski, Marije Harbers, Jordan Poirier, Karina Poirier

(*) Identifies the lead individual for each activity below.

| Objectives | Activities | Timeline | Individuals Responsible | Status |
|---|---|----------|-------------------------|--------|
| Offer diverse workshops to members and the broader community. | Create a presentation template for each of the member organizations to utilize in preparing a short presentation on their respective programs, with a supplementary focus on how their services help address Gender Based Violence/Intimate Partner Violence. | | Jordan | |
| | Have 3 Member agencies present at each CANAA meeting. | | | |
| | Prepare and share a Needs Assessment survey with pointed questions to solicit feedback for topic suggestions. | | | |
| | Research guest speakers for relevant workshop topics. | | | |
| | Organize workshops semi-annually. | | | |
| Identify and collectively address duplication of services, as well as service gaps. | Facilitate a group discussion regarding duplication of services and service gaps at a Breakfast meeting. Offer opportunities for deeper discussion via breakout sessions. | | | |
| | Develop an action plan to address areas identified. | | | |

Strategic Priority
Enhance Community Awareness

Committee Members (as of Sept 12, 2024): Patti Carson, Angele Lalonde, Danielle McCormick

(*) Identifies the lead individual for each activity below.

| Objectives | Activities | Timeline | Individuals Responsible | Status |
|--|---|----------|-------------------------|--------|
| Increase awareness regarding threats of abuse, prevention, and services available. | Apply for Nonprofit Discount for Hootsuite, a centralized social media platform to simplify and automate engagement across all platforms. | | Danielle + Coordinator | |
| | Purchase access to Hootsuite. | | Danielle + Coordinator | |
| | How-To Presentation at a CANAA Meeting re Social Media Content/Posts | | | |
| | Organize and pre-schedule monthly social media posts via Hootsuite. | | | |
| | Organize CANAA Facebook page as a comprehensive, centralized page for posts from all member organizations, as well as general information and statistics. | | | |
| | Quarterly Reports on Social Media Usage/Engagement | | | |