

Pillars:



Strategic Goals and Objectives

Pillar # 1

Tending to our solid foundation: LOVE

We embrace and celebrate with a watchful eye and a firm hand on our heritage. We tend to the foundation of LOVE that we have built over the life of the agency and over the last three years



What's LOVE got to do with it?¹

Three things.

Organisations benefit from understanding and naming those aspects of who they are and what they do that are a solid good. We know that it's better to pay attention to conflict as opportunity rather than ignore or avoid it. It's also important to notice those aspects about us that make for a high-quality team. When you name something as true, it then is *seen* and *heard* more clearly; the attribute or characteristic is ready to be analysed, noticed and strengthened as the good that it is.

An organisational culture that is marked by (companionate) LOVE is also typically associated with the following attributes:

- trust
- tenderness, compassion, caring
- respect for diversity and difference
- a freedom to express affection and affirmation
- careful listening, thoughtful, mindful speech
- affirmation and connection
- high levels of emotional intelligence (E.I.),

¹ Sigal Barsade and Olivia O'Neill, 'What's Love Got to do with it?', *Administrative Science Quarterly*, 29 May 2014

consciousness, self-/bias-awareness

- high levels of job satisfaction and engagement
- low levels of absenteeism
- collaborative teamwork
- forgiveness
- innovation, creativity, high productivity
- thoughtful, mindful speech
- high levels of both commitment to the organisation and a mutuality of accountability
- a flexibility in work hours, sick and compassionate leave.

Moreover, the benefits of a workplace marked by LOVE, not surprisingly, accrue to both employees and clients. Measurements are both narrative (from outside observers, employees, clients, family members) and cultural, those artifacts that are embedded into or are expressive of a culture of LOVE. Studies show that the dominant motivator in a *majority* of workplaces is FEAR. When a workplace culture is marked by companionate love (warmth, affection, connection, not passion), fear does not survive.²

Thirdly, too few organisations pay attention to the health and well-being of their staff—which plays out in how they are with one another (attitude, performance, communication skills, etc.) Shiny new strategic and operational plans are doomed to stumble, fail or collect dust if the leadership neglects this key aspect of who they are.

And, of course, you told me so; your clients and your community partners, did, as well. It's clear. This foundational pillar names what is obvious and true and lifts it up for intentional attention, to be embraced, celebrated and re-inforced.

*What we say about ourselves to ourselves:
We are a team with a diversity of strengths that works together very well!
We just love one another; that's all there is to it.*



² Debby Thomas, 'Love as a Replacement for Fear in the Workplace', *Emerging Leadership Journeys*, Regent University School of Business and Leadership, Vol.7, Iss.1, pp.27-33; C. Caldwell and R.D. Dixon, 'Love, forgiveness and trust: Critical Values of the Modern Leader', *Journal of Business Ethics*, 93 (1), pp. 91-101.

Strategic Goal: Caring for LOVE

1.1 The Staff Teams are intentional in embracing, cultivating and celebrating the foundation of trust, respect and LOVE on which the agency rests and from which it draws ongoing strength and vision, paying attention to indicators of its ongoing health.

Objectives:

1.1.1 Be intentional about your foundation, taking the time to 'notice', celebrate and strengthen it as key to the work of mercy, collaboration, healing, inclusion, advocacy, wraparound care that is yours.

1.1.2 Assess staff needs for training in issues and skills that will assist them in gaining the loving competencies needed to welcome even better a clientele that is changing, more diverse, more wounded, more complex, more elderly.

1.1.3 Take the time to create measures that will alert staff to the health of this rare and valuable asset.

Our managers are incredibly strong, pro-active, always there for us; they notice what they need to do to care for us – and they do it.

We're person first, title second.

We have an amazing degree of independence.

We have smart leadership, empathic and committed, guided by a powerful vision.



Strategic Goal: Effective Communication:

1.2 Effective communication begins within. The ways in which you communicate with one another sets the standard for loving, trust-building communications with clients, community partners and funders.

Objectives:

- 1.2.1 Assess and implement ways to address communication gaps within and between teams, e.g., between Bredin-based staff and those based in other sites or situations.
- 1.2.2 Assess and implement ways to address communication gaps between staff and clients so that everyone is clear about what they need to know.
- 1.2.3 Preserve and enrich a trajectory of internal evaluation of communication, within teams, between staff and clients, including the use of technology.



*They are my family.
When I finally got here, it was great; life-changing.
After using the services, I can work fulltime,
thanks to FTP.*

*As a client not living here, I wasn't sure what services
were available to me.*

Strategic Goal: Designed for Change

- 1.3 Within a context of 'Organisational Culture by Design', staff teams and volunteers are well prepared for change and 'shifts' as they appear.

Objectives:

- 1.3.1 Provide open spaces sufficient to encourage clarity around those shifts that are inviting FTP into a rethink of philosophy, 'calling', 'turf' and collaboration.
- 1.3.2 Explore ways to address issues of uncertainty and concern with a view to the sustainability of the organisational culture.
- 1.3.3 Tend to the needs of a staff—residential, clinical, transitional, outreach and education—as well as volunteers, who are entering a three-year cycle of significant change, for resilience, flexibility, cohesion and courage.



During a time of significant growth and change, we have paid attention to our organisational culture, engaging staff in evaluating how we're doing.

We did things to express that caring for one another: changed the pay grid, changed sick hours to include person/mental health/sick-child hours. And then, of course, there's MEH!

Pillar # 2

Nurturing / Leaning into our Growing Edges

We nurture, tweak, alter as needed, those aspects and attributes of our work and our teams that make us who we are—to keep them at optimal levels of function and well-being, while stretching for excellence where our edges need growing.



Nurturing/Leaning into
our Growing Edges

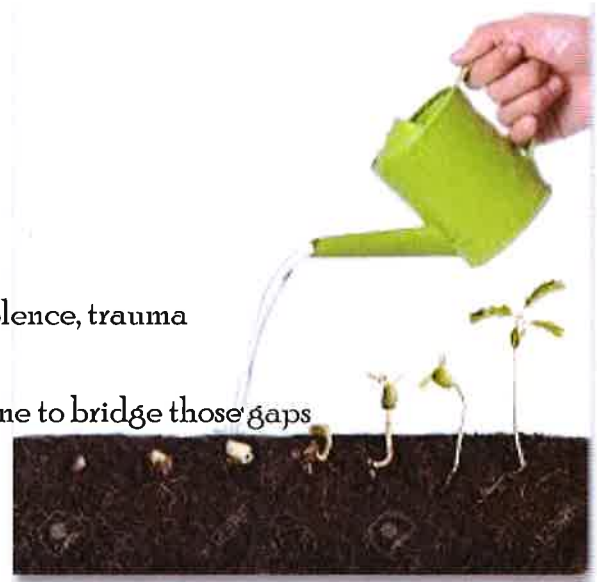
As with every strategic plan this one builds on the one that precedes it (see page X). Family Transition Place has accomplished almost all of the objectives laid out for 2016-2019, continues to progress on some and has set aside a handful for reasons. Two sentences gone.

With Pillar #2, it is tempting to provide a long list of amazing things that the organisation is already doing so well and then to say, Yes. Do more. However, in today's political climate, that hardly suffices.

Yet, that changed and changing climate appears to be eliciting, rather than despair—the chins on tables I expected to encounter in my environmental scan—but a new energy, a determination to colour outside the lines, step outside a variety of confining boxes, unleash innovation and creativity.

The Strategic Objectives undergirded by this pillar are a familiar territory:

- Increasing access to/quantity of services in all sites
- Advocacy with and for clients and beyond
- Communication within, communication without
- Education, training, capacity building for both staff and clients
- Collaboration with community partners
- Counselling and Groups
- Youth Education
- Funding diversification
- Housing, housing, housing
- Legal services
- Mental Health services, addictions, sexual violence, trauma
- Primary care gaps
- Figuring out rurality and what needs to be done to bridge those gaps
- Harm reduction
- Residential living-together
- Trans-inclusion
- Wrap-around, social determinants-informed care
- Understanding, getting with the shifts already under way



There are a number of attributes to FTP, the staff and the work you do, that clearly set it above the crowd within the sector of Violence Against Women. At some point in the near or distant past, there was a decision to fill the gaps through which women/clients fall, particularly in periods of transition, from one service or programme to another. It seemed obvious to you, that turnstile care was not enough. How do you set them up for success? Well, you enrich the safety of shelter with various supports—counselling, groups, trainings, referrals, legal, and all within a container of non-judgemental loving kindness carried out by a staff who are equipped well to listen and to find solutions. Then you stir in hope that the apparently yawning chasms between here and a new life for clients may indeed be bridged. Then you go upstream to throw in prevention (Youth Education Teams) and downstream to put in place Second-Stage Housing, Support-Within-Housing, Shared Housing, and partnerships with such as Habitat for Humanit...

You're adjusting programmes and services and outreach for a changing population; you're adjusting to new rules and regulations that lowered barriers to entry, welcoming people more ethnically- and gender-identity diverse, older, more likely to be emotionally-impacted/struggling with mental illness, using substances in order to cope, more traumatised. And you dreamed up Rural Response and set up a new site in Shelburne to join the one already going in Bolton. You found creative ways to extend RRP funding and remain ready to challenge non-traditional funding sources to fill in the gaps.

Strategic Goal: Internal Upkeep

- 2.1 Building on an organisational culture of love and a context of increasing demand for its services, FTP nurtures its staff, equipping them to deal even more effectively with a changing demographic.

Objectives:

- 2.1.1 Acknowledging both the internal appeal of FTP's ways of being and working with one another and the external challenges of attracting and retaining staff, design strategies that nurture the former and reduce the latter.
- 2.1.2 Provide training and capacity-building in those areas where staff are feeling the need to understand better and to grow in a context of an increasingly diverse and complex clientele.
- 2.1.3 Through thoughtful client engagement, explore ways to include clients in the structuring of their programmes so that everyone can find the respite and the learning they seek.



HR [Harm Reduction] was overwhelming at first; we needed more information.

We're getting more and more clients of that age group (65+); it would be good to know more about the specific needs of seniors.

I am constantly faced with the 'woman' piece of this work because of gender identity. We're asking FTP to not identify our clients within the binary boxes—and to do the same for the staff (i.d. badges that identify gender/pronouns), to challenge the funders' binary boxes.

Strategic Goal: Making the Case and s-t-r-e-t-c-h-i-n-g the quality.

2.2 Make the case—both the rising need and our track record—to funders so that we can further strengthen our high-quality existing programmes.

Objectives:

2.2.1 Advocate with donors, community service organisations, municipal, provincial and federal governments for funding sufficient to address a rapidly-diversifying population and a rapidly-rising demand for residential, outreach, clinical and education services.

2.2.2 Given that FTP's services are being delivered in a world different from that of just three years ago, prioritise the assessment of current approaches to meeting needs and the exploration of novel and innovative designs.

2.2.3 Consider new ways or resurrect old ways to get the message about FTP out into the communities, communicating the organisation's breadth of services and its non-judgemental welcome.



Making the first phone call was so hard. Would it be anonymous? Would they judge me? I was scared to take the first step. If only I knew then what I know now, it would have brought me here faster.

FTP has always been received very positively, regarded as a necessary partnership. Their habit is to involve teachers, co-ordinating from the beginning their respective teaching. Change has been so rapid; we're still trying to figure out how to deal with this creatively. FTP is so helpful in this, their ability to listen and be flexible in their work with our teachers.

Strategic Goal: Activate; shake the bushes

2.3 FTP reaches out to nurture and to hear from current donors and evaluates current fundraising strategies for creative, fun tweaks with the goal of finding/creating new donors and new, diversified funding streams.

Objectives:

2.3.1 Activate the current donor base with appeals for regular/recurring and legacy giving.

2.3.2 Explore new venues in which to communicate the FTP story, both the challenges of the current environment and the success stories to reach new donors and ambassadors.

2.3.3 Expand the ways in which people from all walks of life can participate in fundraising/awareness-building events.



With cuts, cuts, cuts, Ernst and Young is preparing us for yet more. So, we're going to have to get creative, aren't we?

How? Partnerships, diversified funding sources, connections to private industry, integration. We all have to do it, we are and we will.

Pillar # 3

Collaborative Action leading to Collective Impact

We will forge community partnerships to a new level of ground-breaking consensus-building, planning and collaboration that will enable us all to work together for the common good of those in our community most in need.



FTP's path to addressing all points along the continuum of care, from prevention to lift-off, has been laid in collaboration amongst the service providers within FTP and across sectors addressing the needs of a common client.

As you work together with partner agencies, it is clear that housing is on everyone's to-do list—whether Mental Health, Children, Women, Primary Health Care, Long-term Care, ALC, Settlement Services, Substance Misuse, Disability, Transportation, Food Security, Public Health, Community Living, and Poverty Reduction/Low-income, etc. You understand the need for safe and affordable housing as the first step/foundation to health and well-being. With housing in place, people are better able to imagine a new life, better able to be active participants in their own health and well-being. And that is the GOAL: the common good of those in your community most in need.

The moment is ripe for a bold initiative that will challenge cross-sectoral barriers and inter-agency 'turf' and funding competition; identify and put to effective use collective resources; dismantle silos that get in the way of communication and collaboration; close gaps in the continuum of care in collaboration with community partners, e.g., DAFHT and Community Paramedic Services—and all in the service of addressing common issues across sectors: housing, food, skills-

building, mental health, substances, migration, disability, inter-cultural respect and understanding, through community-wide planning, collaborative case management, pro-social activities, training and social enterprise. In my interviews with your community partners and funders, Family Transition Place was recognised as a leader in its field—and not only in its field, narrowly-defined. You are already seen as a catalyst for change, a model for stepping outside of the box.

What is exciting is that this conversation about bold initiatives around housing and a necessary panoply of support mechanisms is taking place at tables across Dufferin and Caledon Counties and beyond. Other agencies and sectors are dealing with the same issues of a diversifying community and, thus, clientele, greater complexity-of-care needs, deeper trauma. And similar dreams are emerging. How to bring those visions into reality?

Seeds have already been planted and are bearing fruit. The tables are not empty; FTP has much in store to contribute. In the face of health care reform, the great strides achieved within the Sub-Region structures are worthy of preserving. You have years of experience and creativity in housing, first and second stage and beyond. You brought on new staff to sort out issues of food ordering and waste—and ended up with so much more! In counselling and groups, you are preparing clients for self-driven change. You are bursting with ideas about social enterprise/income-generation, community gardening, skills-building, as well as the essentials of a multi-unit, inter-agency/shared-responsibility housing development.

This Strategic Pillar is all about collective impact that is the result of action together. It is all about dreaming big across shared and overlapping mandates, acknowledging that no one group can do it alone. Collective Impact, as a body of research and learning, proposes a way. It identifies the five phases—

1. Assess Readiness
2. Initiate Action
3. Organise for Impact
4. Begin Implementation
5. Sustain Action and Impact

—and offers resources along the way.

Family Transition Place brings to the initial phase the confidence of an organisation that has paid significant attention to the art of bringing people alongside, instilling trust and bringing excitement and energy about the collaborative road ahead.

Strategic Goal: Collective Impact: beginning in HERE

- 3.1 FTP identifies tiers of community partners for first-stage conversations on a project of multi-sectoral collaboration on housing, social enterprise and associated supports.



Objectives:

- 3.1.1 Initiate internal FTP discussions: build consensus towards a common understanding of the problem set in need of addressing through collaborative action.
- 3.1.2 Create an imaginative road map that includes a vision of the desired future state assess needs for research, planning, resources; for internal engagement.
- 3.1.3 Design a plan to engage current partners and community leaders already involved in conversations about collective action on issues of housing and related supports.

Continue to dream big dreams and visions—how to create with partners such as Community Living Dufferin and Habitat for Humanity, a self-sustaining village that has as its mandate the addressing of the social determinants of health: housing, poverty, nutrition, etc.

We are all going to have to get along, to be nimble, to play nice in this small community; we see one another in the grocery store. There is a different kind of accountability in a small community.

Strategic Goal: A Collective of Boards

3.2 While FTP complements cross-sectoral discussions, consensus building, mapping, outreach, and advocacy activities with ongoing engagement of staff and clients, the FTP Board of Directors leads the way in Board-to-Board conversations.

Objectives:

3.2.1 Convene staff and client groups to build interest and strengthen communication.

3.2.2 Involve clients in generating ideas.

3.2.3 Build on your many notable successes, e.g. the Food and Nutrition Programme.

3.2.4 Initiate at the Board level conversations with Boards of collaborating organisations and agencies.



From a board perspective, having those board-to-board conversations are what's important for the community and where do we need to go. It's one thing to have it as a board of like-minded individuals but around collaborative/integrated housing/social enterprise, we need to have boards having conversations with other boards.

Why stop at 100 units, maybe 200 units?—and sell it to a collective of boards, sell that idea and get more of them developed.

Strategic Goal: Collective Impact: Bringing our Strengths out THERE

3.3 FTP works with Community TABLES as they take shape to identify backbone people to lead a process of Collective Impact marked by respect, consensus, inclusion, constant evaluation and improvement.

Objectives:

3.3.1 Work with Community TABLES to develop the necessary tools to ensure good governance and decision-making, to assess readiness, evaluation and recalibration, advocacy and communication.

3.3.2 Broaden the table to ensure community input and to build public will/space for change and interest, including atypical sectors, such as faith-based, service clubs (Rotary, Lions, etc.), women's groups (e.g., University Women), cultural groups, politicians, legal aid, media, schools, etc.

3.3.3 Explore ahead-of-the curve collaborations made possible by a process marked by respect, excitement, trust.

Remember 'ALL DOORS lead to service?'
We can make that happen through TRUE partners

