



Strategic Plan

September 13, 2023

Prepared by MindBridge Strategies

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Executive Summary

The purpose of this report is to provide actionable recommendations that lend themselves to the successful strategic development of Yellow Brick House.

From the research and stakeholder consultation process, 4 strategic priority areas have been identified, which include:

- Sustainable growth to meet community need
- Leadership, team, and operational excellence
- Optimizing program and service outcomes and impact
- Expanding and enhancing community engagement

For each strategic priority area, the report outlines strategic goals and related initiatives to be undertaken by Yellow Brick House over the next 3 years, including:

1. **Priority Area:** Sustainable growth to meet community need

Goal: Develop organizational resources that will support long-term sustainability, growth, and impact

Initiatives:

- **Undertake an internal needs assessment to identify service expansion and enhancement opportunities**
- **Develop an organizational resource plan (human, capital, technological, and financial) that aligns with current and projected service needs**
- **Develop a sustainable funding model that ensures the continuation of existing service levels while planning for projected growth**

2. **Priority Area:** Development of Individual, Team and Leadership Excellence

Goal: Cultivate an empowering, inclusive, and supportive work environment

Initiatives:

- **Conduct a comprehensive baseline assessment of organizational culture to inform opportunities for leadership, team, and process improvements**
- **Develop a culture statement, rooted in core organizational values, that guides leadership, team, and stakeholder engagement approaches**
- **Develop Human Resource engagement and retention strategies that reflect organizational values and desired internal culture**

3. **Priority Area:** Optimizing Program and Service Outcomes and Impact

Goal: Ensure a full, effective scope of service that reaches and impacts diverse populations

Initiatives:

- **Based on the Needs Assessment, develop a Program and Service Priority Framework**
- **Identify partnership opportunities that will increase and enhance current and projected service delivery goals**

4. **Priority Area:** Expanding and Enhancing Community Engagement

Goal: Increase support of Yellow Brick House through meaningful stakeholder engagement

Initiatives:

- **Develop a comprehensive corporate engagement strategy**
- **Continue to build government relations, with a focus on municipal governments**
- **Optimize Board member participation in building effective stakeholder relationships**

PART ONE:

Introduction

The following report details the research findings and recommendations related to the strategic development of Yellow Brick House over the next 3 years.

This report is the summation of a 3-month strategic planning process that involved the Board of Directors and Leadership Team. The recommendations have evolved from independent research as well as Board and Staff consultations. From the research findings 4 strategic priority areas were identified, which include:

- Sustainable growth to meet community need
- Leadership, team, and operational excellence
- Optimizing program and service outcomes and impact
- Expanding and enhancing community engagement

For each strategic priority area, the report outlines strategic goals and related initiatives to be undertaken by Yellow Brick House over the next 3 years.

PART TWO: Strategic Directions

A. STRATEGIC PRIORITY AREAS

In consideration of Yellow Brick House's current strengths, challenges, and opportunities, the following have been identified as strategic priority areas for Yellow Brick House over the next 3 years:

- Sustainable growth to meet community need
- Leadership, team, and operational excellence
- Optimizing program and service outcomes and impact
- Expanding and enhancing community engagement

B. STRATEGIC GOALS AND INITIATIVES

The following is an overview of strategic goals in each priority area, as well as the initiatives that will be carried out to support the identified strategic goals:

1. Sustainable Growth to Meet Community Need

Goal: Develop organizational resources that will support long-term impact, sustainability, and growth

Initiatives:

1.a) **Undertake an internal needs assessment to identify service expansion and enhancement opportunities** – Yellow Brick House will undertake a process to compile research and data on service delivery trends, priorities, and needs – both current and projected – to identify service gaps and inform opportunities for service expansion and enhancement. A core piece of this research will be understanding and improving services for underserved populations. This process will also include a service mapping component that will highlight the potential for increased community partner collaboration.

1.b) **Develop an organizational resource plan (human, capital, technological, and financial) that aligns with current and projected service needs** – Informed by the needs assessment and identified program and service priorities (see 3.a), Yellow Brick House will develop a plan to ensure it has the required organizational resources to achieve program and service goals. The organizational resource plan will include an HR/talent gap analysis that will identify HR needs to support existing service levels as well as any planned service expansion. It will also consider what the facility and

technology requirements will be to optimally meet program and service goals. To achieve the stated goals and address any identified gaps, the resource plan will set financial targets that align with organizational needs and work to ensure program and service stability and sustainability.

1.c) Develop a sustainable funding model that ensures the continuation of the existing service levels while planning for projected growth – To support organizational resource planning, Yellow Brick House will develop a long-term funding model (5-7 years) that will consider (but not necessarily be limited to) the following:

- A plan that considers how to replace time-limited/non-recurring current funding
- A sustainable funding plan for the Markham shelter
- A longer-term corporate partnership plan
- A government relations plan to advocate for required government funding

2. Leadership, Team, and Operational Excellence

Goal: Cultivate an empowering, inclusive, and supportive work environment

Initiatives:

2.a) Conduct a comprehensive baseline assessment of organizational culture to inform opportunities for leadership, team, and process improvements – Yellow Brick House will undertake an audit of its internal culture to understand current perspective on organizational culture and to define the internal culture that Yellow Brick House would like to build. Subsequently, a plan will be developed to build the desired culture through leadership, team, and process improvements, and to measure change on an ongoing basis using multiple tools, including employee engagement surveys, stay interviews, and tracking of identified metrics.

2.b) Develop a culture statement, rooted in core organizational values, that guides leadership, team and stakeholder engagement – Yellow Brick House will communicate its culture through a culture statement that underscores the core values that are at the foundation of its organizational culture and its commitment to fostering and environment in which those values are consistently upheld and reflected.

2.c) Develop Human Resource engagement and retention strategies that reflect organizational values and desired internal culture – Yellow Brick House will identify and implement strategies that improve human resource retention and engagement, while reflecting organizational values and culture. Specifically, Yellow Brick House will consider:

- Enhancing channels for staff to provide feedback
- Ongoing measurement of team workplace satisfaction

- Continuing to develop Staff recognition opportunities
- Ensuring the work environment is an accessible safe space that fosters inclusion and belonging
- Ongoing leadership development
- Ensuring diversity, equity, inclusion and accessibility permeate all aspects of Yellow Brick House's internal culture
- Developing an internal communications strategy

3. Optimizing Program and Service Outcomes and Impact

Goal: Ensure a full, effective scope of service that reaches and impacts diverse populations

Initiatives:

3.a) Based on the Needs Assessment, develop a Program and Service Priority Framework – Informed by the needs assessment, Yellow Brick House will build a framework for prioritizing current and projected program and service developments. The assessment will establish a baseline evaluation of the performance of programs and services, which will identify the programs and services that are most effective and impactful. This will assist Yellow Brick House to consider how it can build on program and service successes. The framework will also consider community need in tandem with organizational capacity and funding opportunities to determine what its current service priorities are and to determine priority growth and expansion opportunities. This priority framework will, in turn, inform the organizational resource development plan (1.b).

3.b) Identify partnership opportunities that will increase and enhance current and projected service delivery goals – Based on outcomes of the needs assessment, Yellow Brick House will identify opportunities to strengthen community response to Violence Against Women through collaborative service coordination, seamless referral systems, and information-sharing.

4. Expanding and Enhancing Community Leadership

Goal: increase support of Yellow Brick House through meaningful stakeholder engagement

Initiatives:

4.a) Develop a comprehensive corporate engagement strategy – Yellow Brick House will develop and execute a Corporate Engagement Strategy that fosters opportunities for corporate volunteer and financial support.

4.b) Continue to build government relations, with a focus on municipal governments – Yellow Brick House will build on its current government relations strategies and initiatives to optimize funding and engage governments in increasing public awareness of intimate partner violence. Over the course of this Strategic Plan, the focus will be particularly on municipal governments and expanding outreach and engagement to MPs and MPPs across the GTA

4.c) Optimize Board member participation in building effective stakeholder relationships – As Yellow Brick House works toward funding and community engagement goals, it would benefit from a community engagement strategy that would formalize the role and activities of Board members in community, fundraising, and stakeholder engagement activities.

PART FOUR:

Implementation and Success Indicators

A tactical implementation plan will be key to the success of the identified strategic initiatives. The following is a work plan that details and organizes plan implementation, as well as provides key indicators that the plan has been successful.

Strategic Plan: Implementation Work Plan

**Timing:

Short Term – Implementation of this initiative is to be begin this fiscal year (before March 31, 2024)

Medium Term – Implementation of this initiative is to begin next fiscal year (between April 1, 2024 and March 31, 2025)

Long Term – Implementation of this initiative is to begin after March 31, 2025

#	Recommendation	Strategies/ Specific Actions	Timeframe	End Date	Responsibility	Target Outcomes	Status
1. SUSTAINABLE GROWTH TO MEET COMMUNITY NEED GOAL: DEVELOP ORGANIZATIONAL RESOURCES THAT WILL SUPPORT LONG-TERM SUSTAINABILITY, GROWTH, AND IMPACT							
1.a)	Undertake an internal needs assessment to identify service expansion and enhancement opportunities	<ul style="list-style-type: none"> - Undertake an internal needs assessment using staff focus groups and community partner consultations to identify service delivery trends and priorities to understanding service/organizational gaps and needs - The process will include looking at various models of service delivery and identifying opportunities to enhance staffing efficiencies 	Short	March 31, 2024	<p>Lead: Director of Services</p> <p>Supported by: CEO, Management Team</p>	- Needs assessment complete and priorities established	

#	Recommendation	Strategies/ Specific Actions	Timeframe	End Date	Responsibility	Target Outcomes	Status
1.b)	Develop an organizational resource plan (human, capital, technological, and financial) that aligns with current and projected service needs	<ul style="list-style-type: none"> - Informed by the needs assessment, Yellow Brick House will develop a plan to ensure it has the required organizational resources to achieve program and service goals - The development of the Resource Plan will involve analysis of resource needs by each functional area of the organization 	Short	March 31, 2024	Lead: CEO Supported by: Director of Services, Management Team	- Completed organizational resource plan based on service needs	

#	Recommendation	Strategies/ Specific Actions	Timeframe	End Date	Responsibility	Target Outcomes	Status
1.c)	Develop a sustainable funding model that ensures the continuation of the existing service levels while planning for projected growth	<ul style="list-style-type: none"> - Yellow Brick House will develop a long-term funding model (5-7 years) that will consider the following: - Financial analysis of fundraising channels (assessing ROI) - How to generate longer-term recurring revenue - How to replace time-limited/non-recurring current funding - Planned giving opportunities - A sustainable funding plan for 16 unfunded beds - A longer-term partnership plan - A government relations plan to advocate for required government funding - Grants/funding that will offset operational costs 	Short	March 31, 2024	<p>Lead: Fund Development Manager</p> <p>Supported by: CEO, Business Manager</p>	<ul style="list-style-type: none"> - Long-term funding model developed based on resource plan - % growth under each funding category will be identified when model is developed 	

#	Recommendation	Strategies/ Specific Actions	Timeframe	End Date	Responsibility	Target Outcomes	Status
<p>2. LEADERSHIP, TEAM, AND OPERATIONAL EXCELLENCE</p> <p>GOAL: CULTIVATE AN EMPOWERING, INCLUSIVE, AND SUPPORTIVE WORK ENVIRONMENT</p>							
2.a)	<p>Conduct a comprehensive baseline assessment of organizational culture to inform opportunities for leadership, team, and process improvements</p>	<p>- Yellow Brick House will undertake an audit (through staff engagement surveys; exit interviews; new employee surveys; retention interviews; and staff meetings) of its internal culture to understand current perspective on organizational culture and to define optimal internal culture</p> <p>- A plan will be developed to build the desired culture through leadership, team, and process improvements, and to measure change on an ongoing basis</p>	Short	March 31, 2024	<p>Lead: HR Manager</p> <p>Supported by: CEO, Director of Services, Management Team</p>	<p>- Baseline determined, with comprehensive understanding of current and desired internal culture</p> <p>- Agency has identified and formed responses to gaps in alignment between Management and Staff</p>	

#	Recommendation	Strategies/ Specific Actions	Timeframe	End Date	Responsibility	Target Outcomes	Status
2.b)	Develop a culture statement, rooted in core organizational values, that guides leadership, team and stakeholder engagement	<p>- Yellow Brick House will communicate its culture through a culture statement that underscores the core values that are at the foundation of its organizational culture and its commitment to fostering and environment in which those values are consistently upheld and reflected</p> <p>- The framework for the development of the culture statement will be introduced at an agency meeting; input will solicited through focus groups; a draft statement will be circulated to stakeholders for review and feedback</p>	Medium	March 31, 2025	<p>Lead: HR Manager</p> <p>Supported by: CEO, Director of Services, Management Team</p>	- Culture statement developed and all stakeholders demonstrate an increase in engagement	

#	Recommendation	Strategies/ Specific Actions	Timeframe	End Date	Responsibility	Target Outcomes	Status
2.c)	Develop Human Resource engagement and retention strategies that reflect organizational values and desired internal culture	<p>- Develop a staff satisfaction survey to establish a baseline which will be used to develop strategies and targets related to:</p> <ul style="list-style-type: none"> • Workplace experience and satisfaction • Employee retention • Staff recognition • Leadership development • Diversity, equity, inclusion and accessibility <p>- Hire an HR generalist who will assist with the development of engagement and retention strategies</p> <p>- Develop internal communication strategies to improve retention and engagement</p>	Long	March 31, 2024	<p>Lead: HR Manager</p> <p>Supported by: CEO, Director of Services, Management Team</p>	- Employee retention and engagement strategy developed by March 31 2024	

#	Recommendation	Strategies/ Specific Actions	Timeframe	End Date	Responsibility	Target Outcomes	Status
3. OPTIMIZING PROGRAM AND SERVICE OUTCOMES AND IMPACT GOAL: ENSURE A FULL, EFFECTIVE SCOPE OF SERVICE THAT REACHES AND IMPACTS DIVERSE POPULATIONS							
3.a)	Based on the Needs Assessment, develop a Program and Service Priority Framework	<ul style="list-style-type: none"> - Informed by the needs assessment, Yellow Brick House will build a framework for prioritizing current and projected program and service developments - As part of this initiative, Yellow Brick House will develop an ongoing process for assessing gaps in programs and services and prioritizing program and service needs 	Medium	March 31, 2025	Lead: Managers Direct Services Supported by: Director of Services	-Framework developed for prioritizing program and service development	- Framework has been developed and will be integrated into the outcome of the needs assessment to plan for program and service development and resource needs

#	Recommendation	Strategies/ Specific Actions	Timeframe	End Date	Responsibility	Target Outcomes	Status
3.b)	Identify partnership opportunities that will increase and enhance current and projected service delivery goals	<p>- Based on outcomes of the needs assessment, Yellow Brick House will identify opportunities to strengthen community response to Violence Against Women through collaborative service coordination, seamless referral systems, and information-sharing</p> <p>- The process will begin with establishing a baseline of current partnerships and developing a comprehensive understanding of where community partnerships can enhance service effectiveness/efficiency and lead to impactful growth</p>	Long	March 31, 2026	<p>Lead: Managers Direct Services</p> <p>Supported by: Director of Services</p>	Partnership opportunities identified and MOUs signed: 2 per year	- Completed 2 in year 2023-2024

#	Recommendation	Strategies/ Specific Actions	Timeframe	End Date	Responsibility	Target Outcomes	Status
4. EXPANDING AND ENHANCING COMMUNITY LEADERSHIP GOAL: : INCREASE SUPPORT OF YELLOW BRICK HOUSE THROUGH MEANINGFUL STAKEHOLDER ENGAGEMENT							
4.a)	Develop a comprehensive corporate engagement strategy	- Yellow Brick House will develop and execute a Corporate Engagement Strategy that fosters opportunities for corporate volunteer and financial support	Long	March 31, 2026	Lead: Fund Development Manager Supported by: CEO	-Corporate lists developed -2 corporate contacts identified through each Board member - Secure support from 50% of leads	

#	Recommendation	Strategies/ Specific Actions	Timeframe	End Date	Responsibility	Target Outcomes	Status
4.b)	Continue to build government relations, with a focus on municipal governments	<ul style="list-style-type: none"> - Yellow Brick House will build on its current government relations strategies and initiatives to optimize funding and engage governments in increasing public awareness of intimate partner violence - The focus will be particularly on municipal governments and expanding outreach and engagement to MPs and MPPs across the GTA 	Long	March 31, 2026	Lead: CEO Supported by: Board of Directors	<ul style="list-style-type: none"> - Declaration of IPV as an epidemic by municipal governments - Commitment of municipal governments to supporting VAW agencies in meeting their funding requirements - Increased engagement of MPs and MPPs from across the GTA 	

#	Recommendation	Strategies/ Specific Actions	Timeframe	End Date	Responsibility	Target Outcomes	Status
4.b)	Optimize Board member participation in building effective stakeholder relationships	<ul style="list-style-type: none"> - Ensure the Board is well-versed in terms of Board roles, responsibilities, and expectations in terms of stakeholder engagement (integrated into the onboarding and training process) - Measure Board participation (start with a baseline and measure growth) - Ensure the Board establishes participation metrics and has processes for holding itself accountable 	Short	March 31, 2026 (On-going)	Lead: CEO Supported by: Board of Directors	<ul style="list-style-type: none"> - Development of an accountability mechanism for Board initiatives and outcomes - Board to complete mandatory governance training hours Reconnection and re-engagement with lapsed donors (Board to discuss KPIs for self) 	

APPENDIX A:

RESEARCH AND ENGAGEMENT METHODOLOGY

The strategic planning process involved the following methodology:

1. A research process that engaged 17 stakeholders, including organizational leadership and Board members
2. Review of internal documentation
3. Independent research conducted by MindBridge Strategies
4. Strategic planning session with Yellow Brick House's Leadership Team and Board Members
5. Presentation of draft plan and solicitation of feedback from the Yellow Brick House Board and Leadership Team
6. Development of work plan and finalization of plan