



STRATEGIC PLAN

2020-2023

About the Emily Murphy Centre

We were established in 1989 to empower and serve women, with or without children, in Perth County and surrounding area, who have experienced violence.

Through the provision of services for women and children, second stage housing provides a safe alternative to living with violence and allows women to work co-operatively toward independence and freedom.

We also operate the Supervised Access Programs for Huron and Perth Counties. The program allows for safe, supported interactions among non-custodial parents and their children.

This strategic plan is the result of a process that included consultation with external stakeholders, staff and the board of directors.

Our Services

Second Stage Housing

The Emily Murphy Centre is a 20 unit apartment complex located in the City of Stratford. We are the Second Stage Residence for women who have experienced violence, with or without children in Stratford and Perth County.

Women can apply for residence at the Emily Murphy Centre if she has experienced violence and:

- May be living in the home or have separated.
- Is in need of safe, supportive, affordable housing.
- Is willing to live in a cooperative non-violent atmosphere and agree to the conditions of occupancy.

Supervised Access and Visitation

Supervised Access provides safe, child-focused and neutral space for children to have visits or exchanges with non-custodial parents.

OUR VISION

Safe Homes. Safe
Families. Safe
Communities.

OUR MISSION

EMC (*Emily Murphy Centre*)

To provide safe transitional housing and supportive services to women, with or without children, who have experienced violence.

SAP (*Supervised Access Program*)

To provide safe, neutral and child-focused supervision to families.

OUR VALUES

Equity: we believe that equity is a right for all members of our community.

Safety: all members of our community have the right to live free from violence of any kind.

Integrity: we are accountable to our clients, funders and community donors and use our resources prudently to fulfill our mission.

Collaboration: we work in partnership to provide excellent service to the women and families we support.



KEY CONCEPTS THAT GUIDE OUR WORK

FEMINISM

Our work is done within the context of **intersectional feminism**, an approach explained by the Canadian Women's Foundation as,

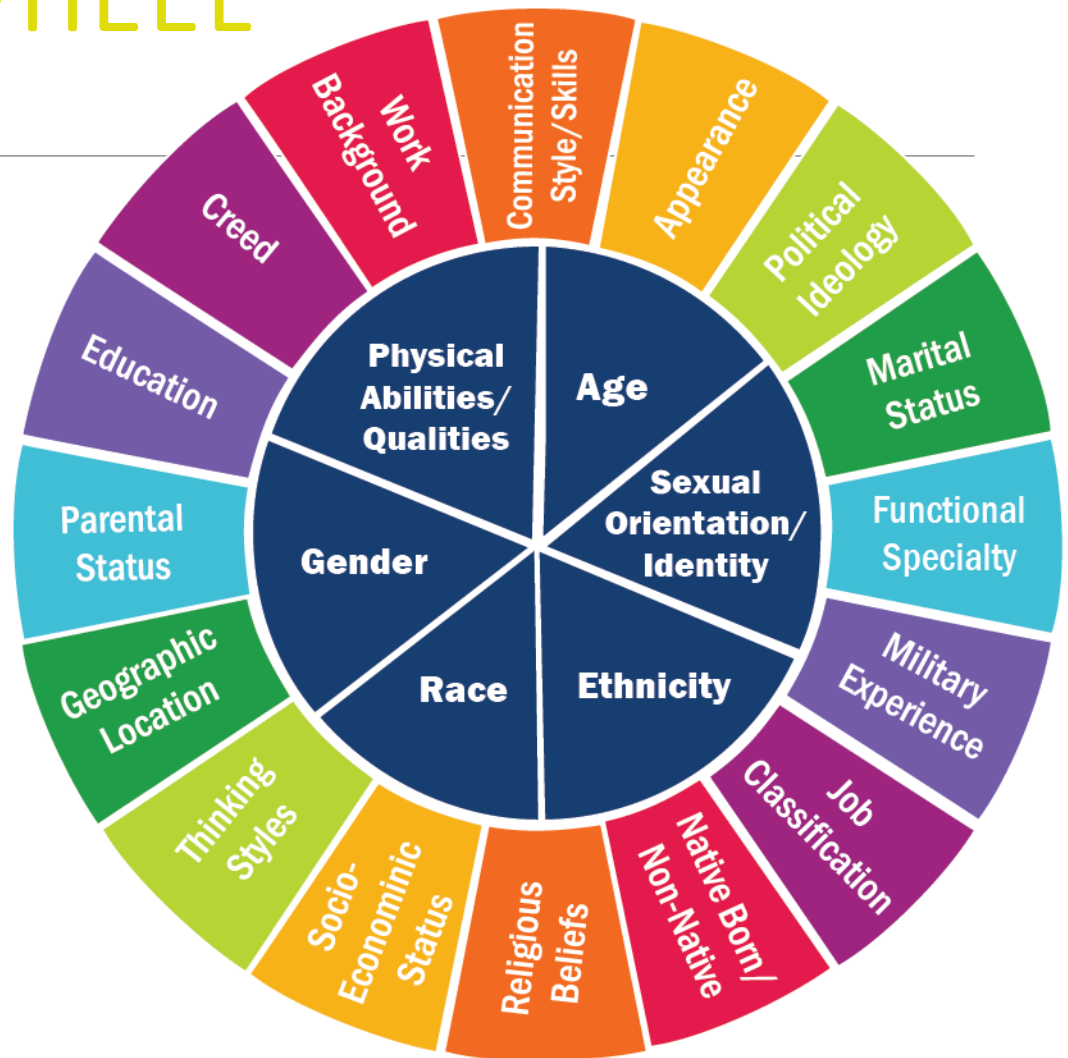
"...an intersectional approach to feminism and pursuing gender equality. That means we try to understand the many ways different women are affected by barriers and discrimination that go beyond their gender.

For example, some women are at higher risk of gender-based violence, have fewer economic opportunities, and face a bigger gender wage gap than others. It doesn't happen because they're not "trying hard enough". It happens because of greater systemic discrimination in their lives."

Source: <https://www.canadianwomen.org/the-facts/intersectional-feminism/>

DIVERSITY WHEEL

The diversity wheel provides a framework to think about different ways that values, beliefs, and dimensions of identity affect people and organizations



STRATEGIC PLAN STAKEHOLDER* SURVEY – KEY TAKEAWAYS

Our Stakeholders Want Us To:

- Continue to provide excellent service to the women and families we support
- Expand services for children
- Continue to act as a strong voice for VAW issues in our community
- Continue to work effectively alongside our partners and continue to build on those opportunities
- Continue to prioritize and enhance staff experience
- Focus on sustainability in the midst of changing funding environment, including both capital investment and operational costs
- Look at ways to increase accessibility/capacity

**Stakeholders included Avon Maitland District School board representation, Stratford Police Service, Optimism Place, United Way, and EMC/SAP staff. The strategic plan was created in consultation with external stakeholders, EMC/SAP staff and board members.*

OUR STRATEGIC OBJECTIVES

Community and Service:

To provide innovative, client-centred, effective and inclusive programming and services

Sustainability:

To ensure that EMC's funding remains stable or increases, including alignment with municipal, VAW partner and ministry priorities in the short and long-term

Staff Wellness:

To provide rewarding work experience, including compensation

Strategic Objective #1

Community and Service:

To provide
innovative, client-
centred, effective
and inclusive
programming and
services

OUR STRATEGIC PRIORITIES

Undertake planning for future service needs in second stage housing in alignment with funder and community partners' strategies

Continuously evaluate client experience and identify ways to enhance service

Advocate for positive system change to end violence in our community

Strategic Objective #2

Sustainability:

To ensure that EMC's financial and organizational resilience.

OUR STRATEGIC PRIORITIES

Continue to strategically build our financial plan and to create (to the extent possible) long-term plans that:

- Engage in strategic and high impact partnerships and alliances to create new opportunities to deliver on our mission
- Strengthen and support Board governance and leadership

Strategic Objective #3

Staff Wellness:

To provide rewarding work experience, including compensation

OUR STRATEGIC PRIORITIES

Create an engaging, rewarding staff experience in which staff feel supported and empowered in their work and appropriately compensated

Provide opportunities for professional development and skill building



*This plan is intended to
be a living document.
Last updated and
approved by the Board
of Directors January
2020.*

OUR PLAN

The board of directors and executive director have created a Balanced Scorecard that reflects the strategic priorities and specific initiatives to achieve the targets set out under each priority.

The board will monitor the targets on a quarterly basis. Initiatives and targets will evolve and be re-evaluated at least annually to ensure alignment with internal and external changes.