



THE COMPASS

Help for Today ♥ Hope for Tomorrow

Compass 2.0: Every Client, Every Need Strategic Plan – 2023-2027

Our Mission:

Together, we provide help for today and hope for tomorrow

The Opportunity We Want To Seize:

In five years, we will be a community that progressively meets the needs of our clients through food, wellness, advocacy, and seamless access to a broad network of social services.

Our Aspiration:

We will strive to meet 100% of client needs, onsite or through a trusted partner, 100% of the time.

Our Strategic Themes

Enhance Client Services

Amplify Advocacy

Grow Organizational Capacity

Generate Sustainable Funding

Background:

Following our successful move and transition into our new location in early 2022, The Compass launched a new strategic planning process in late 2022. A planning team was formed with representation from the Board, staff, volunteers and the community. We worked with two consultants from Chisel, who led us in the following process:

- **Discovery** – focus groups and surveys with the Board, staff, volunteers, community partners and clients (October-November 2022)
- **Landscape & Performance Review** – Chisel staff reviewed and assessed past and current performance, effectiveness of strategies, programs, services and resources. Also laid out key issues, opportunities and trends facing The Compass. (November-December 2022)
- **Reflection & Dreaming** – The planning team met for three full days of retreats to discover what needs the most attention in the organization over the next few years. (January 2023)
- **Putting the Plan Together** – We articulated the goals, objectives, key measures and recommendation on programs, services, resources and capabilities to advance the vision and mission. We set out specific tasks/projects for each objective. (February-March 2023)

We held consultations on the draft plan with volunteers and representatives of our member churches in March 2023. The new strategic plan was approved by the Board of Directors in March 2023, and was introduced at the Annual General Meeting in April 2023. Teams were formed for each theme. A small oversight team was formed to review progress with each of the teams on a regular basis and provide update reports (twice/year) to the Board of Directors.

Planning Team: **Board:** Ken Martin, Don Macaulay, Don Hallman, Earl Driver, John Nyholt. **Staff:** Trish Trapani, Sheryl Darlington, Melinda Prain. **Volunteers:** Bill Hoque, Gwen Barrett, Nancy Haggerty, Brian Robertson. **Community:** Amy Giansante, Debra McGill.

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Strategic Plan – 2023-2027

Theme 1: Enhance Client Services

We will expand the scope and depth of our client services. While providing food is at the core of what we do, we will build a responsive environment that meets clients at their point of need and ensure they have the necessary follow-through and 'hope for tomorrow.'

Result Expected:

The Compass offers a one-stop shop for client-centered needs. From the moment a client steps into the facility, to the intake process, to navigating with partner resources, and ongoing follow ups, The Compass offers inclusive wraparound care for the client's entire journey towards improved health.

Key Measures:

- 100% of client needs & goals are identified
- 100% of Service Plans and referrals are reviewed and documented (as determined by volunteer & client)

Objectives:

1. Increase client connection
2. Support the entire client journey
3. Create a responsive environment
4. Enhance our kitchen & market services

Progress Report – to June 2024

1. Increase client connection

- Increase the number of Client Service volunteers from 2 to 10 to provide better client connections
- New training program developed for Client Service volunteers, including focus on homelessness, agency partners, and Naloxone training
- Delivered de-escalation and client service training from CAMH for all client-facing staff and volunteers
- Hired Client Service Manager, with extensive experience in social services

2. Support the entire client journey

- Expanded existing partnerships with community agencies, including: Homeless Health Peel, PAARC (addictions), Moyo Harm Reduction, Family Services of Peel (employment assistance), Peel Region Outreach Team (homeless support), SHIP (housing), Regeneration (ID replacement)
- Strengthened referral processes with partner agencies
- Evaluating new client services with community agencies, including: diabetes education, Ontario Works, financial literacy and legal assistance
- Exploring how to implement client care service plan for individual clients

3. Create a responsive environment

- Instituted deep cleaning of facility four times per year
- Increased regular cleaning of facility from once to three times per week
- Added an AED for the community room, clearly visible
- Added white board in community room to clearly indicate agencies on site
- TV's in community room used for important client updates (and for watching the Olympics!)

4. Enhance our kitchen and market services

- Recruited and trained additional volunteers for kitchen
- Added fresh fruit salad to breakfast selections
- Ensured that green salads accompanies most lunches and dinners

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Theme 2: Amplify Advocacy

Our reputation, size, and community connections uniquely position us to advocate for near-term and long-term change to overcome challenges faced by our clients. We will work alongside clients and partners to explore underlying causes and upstream issues and drive tangible change in the broader community of south Mississauga.

Result Expected:

We know our clients and we champion them well. We become the link and 'go-to' resource for organizations and leaders in the community on key advocacy points such as food insecurity, housing, mental health.

Key Measures:

Launch 4 client-driven advocacy campaigns (that engages clients, advocates, partners, and local influencers to create tangible upstream change).

Objectives:

1. Create client-focused advocacy initiatives
2. Deepen interagency advocacy partnerships
3. Influence government and policies
4. Utilize the connections of the community

Progress Report – to June 2024

1. Client focused advocacy initiatives

- Utilized data from Food Banks Mississauga's client survey to understand key client needs
- Identified four key themes for advocacy initiatives:
 - Increased social assistance rates, tied to inflation
 - Reduction in homelessness
 - Push for a living wage
 - Improved access to mental health and addiction services

2. Deepen interagency advocacy initiatives

- Connected with the advocacy team of Food Banks Mississauga
- Building connections with other organizations, including: Peel Hunger Relief Network, Housing Services Peel, Brampton Community Hub, Seva Food Bank, Options, In From the Cold, Community Food Centres Canada

3. Influence government and policies

- Established relationships with local Councilors, MPP's and MP's
- Met with Councilor Dasko and Housing Services Peel to advocate for a "tiny home" community in south Mississauga to help alleviate homelessness
- Made a presentation to the Region of Peel Council, advocating for more shelter space
- Actively supported Indwell's plans for a supportive housing project in Clarkson

4. Utilize the connections of the community

- Attended and presented at an art exhibit on food insecurity, organized by UTM students
- Along with the majority of the Board of Directors, attended the mayoral debate hosted by Food Banks Mississauga

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Theme 3: Grow Organizational Capacity

We will become a healthy and highly effective organization by investing in our people. Our volunteers, staff, and board make everything at The Compass possible. We will invest in recruitment, training, communications, and systems that will allow our people to do what they do best as we serve clients together.

Result Expected:

Every person behind The Compass feels equipped with the tools, support system, and clarity to conduct the important work that they do. Volunteers know what's going on, staff are able to lead well, and the Board is able to provide transparent and empowering governance.

Key Measures:

- Volunteer satisfaction survey
- Board effectiveness survey
- Staff satisfaction survey

Objectives:

1. Elevate volunteer engagement
2. Equip and support staff
3. Enhance Board governance
4. Elevate infrastructure support

Progress Report – to June 2024

1. Elevate volunteer engagement

- Conducted first-ever volunteer survey; presented findings and action plan to Board of directors, including that 94% of our volunteers were satisfied to extremely satisfied with their volunteer experience at the Compass
- Enhanced communications with volunteers, with weekly video by Trish and the launch of our quarterly newsletter for volunteers
- Enhanced volunteer training, including de-escalation and client service training from CAMH for all client-facing volunteers
- Working on volunteer recognition options

2. Equip and support staff

- Refreshed communications processes between staff and Board of Directors
- Developed training opportunities for staff, including: CAMH de-escalation and client service training, provided external coaching sessions for staff
- Added two additional staff positions to help staff better cope with challenges that come with increasing client numbers
- Enhanced benefits for mental health support, and added a Health Spending Account for staff

3. Enhance Board governance

- Initiated discussions on alternative Board structures
- Completed required revisions to our by-laws, for compliance with ONCA

4. Elevate infrastructure support

- Instituted deep cleaning of facility four times per year and increased regular cleaning of facility from once to three times per week
- Proceeding with facility improvements to cooling and ventilation, particularly in the kitchen
- Engaged a consultant to conduct an IT security assessment; assembled a steering committee to consider next steps to address the various concerns coming out of that review

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Theme 4: Generate Sustainable Funding

We will enhance communications, marketing and fundraising capabilities so that we can effectively meet the demands that come with continued growth.

Result Expected:

We have a strong network of diverse donors from both the private and public sectors who enable financial sustainability.

Key Measures:

Increase overall donations to meet our growing projected needs and new initiatives.

Objectives:

1. Enhance donor engagement
2. Bolster community communications
3. Increase grant revenue

Progress Report – to June 2024

1. Enhance donor engagement

- Implemented a new donor management system
- Working on increasing the number of monthly donors – by December 31, 2023, we added 48 new monthly donors!
- Increased food donations in 2023 by 24% over 2022
- Implemented monthly food donation campaigns, focused on key “items of the month”
- Held first-ever golf tournament in June 2024, successfully raising over \$130,000

2. Bolster community communications

- Improved communications with our member churches, including hand delivering posters on important events and campaigns
- Launched a new professionally prepared promotional video
- About to launch a completely new professionally prepared web site, to improve communications with clients, volunteers and donors

3. Increase grant revenue

- Received grant funding from the Region of Peel Community Investment Program for the CAMH de-escalation and client service training for all staff and client-facing volunteers
- Received grant funding from the Region of Peel Core Funding Program to fund two additional staff positions for three years
- Received a grant from the Community Foundation of Mississauga - Pendle Fund to support our “Winter Support Program for the Homeless”
- Received a grant from the Food Banks Mississauga Capacity Building Fund to be directed towards the cost of rebuilding our website
- Received a Canada Summer Jobs grant to support the hiring of five summer students in 2024
- Applied for a grant from the Trillium Foundation to support the work required to address the findings of the IT security assessment