

In January 2016 the PACT-Ottawa Board of Governors began the undertaking of a strategic planning exercise. Leading up to the start of this exercise, the organization had experienced a lot of turnover and departures, and understood that as an organization we were unable to maximize the volunteer experience for so many interested and dedicated volunteers. As well, we had no plan for effectively identifying or planning activities and tasks that would help us to further realize the goals of PACT. As a completely volunteer-based organization, it was time to engage in this thoughtful exercise in order to develop a stronger organizational structure, identify objectives and priorities for our continued efforts and enhance the experience of all of the individuals who support PACT, or want to be involved in future.

In 2013 the then Board of Directors and other PACT members engaged in a strategic planning session facilitated by a trained strategic planner. While the session itself was enlightening and the board walked away with some ideas about the future direction of PACT, the exercise failed to provide a path on which to travel, and offered no tangible activities or tasks on how to implement any of the results of the exercise.

With that, the 2016 exercise needed to be comprehensive in nature, articulating concrete objectives that would in turn be supported by activities and tasks that any interested member and volunteer could engage in. The Board attempted to make the process as transparent as possible and engaged members directly, in person and via email for their input and contributions to the exercise. After a number of meetings, a 5-year plan was developed representing current and future programs and activities all designed to further the vision, mission and goals of PACT. The plan is complete with milestones that will be monitored on a quarterly basis, and built in monitoring of success based on predetermined outputs of each task.

Four objectives were identified, outlined below, each with a variety of supporting strategic activities. On a more granular level, the internal work plan offers more details with specific tasks and corresponding outputs that were developed to help to achieve each of the activities. Finally, a timeline was created for a 5 year period and broken down by quarters, where deliverables were plotted for each task.

<p>Strategic Objective 1: To engage in evidence-based advocacy to inform and influence national, provincial and local policies and legislations related to human trafficking.</p>	<p>Activity 1.1. Develop policy briefs based on the research, lessons learned and best practices from the initiatives implemented by PACT or other partner organizations.</p> <p>Activity 1.2. Develop policy recommendations and op-ed messages to equip PACT and its partners in active policy advocacy.</p> <p>Activity 1.3. Engage policymakers (MPs/MPPs etc) to influence and shape policies and legislations related to human trafficking.</p>
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	<p>Activity 1.4. Develop processes, procedures and operational guidelines to streamline advocacy efforts.</p> <p>Activity 1.5. Engage in advocacy efforts with partners to maximize the reach and impact of advocacy interventions.</p> <p>Activity 1.6. Engage in task forces, conferences and working groups.</p> <p>Activity 1.7. Advocate through petitions and other means of direct formal communication with policy makers to bring the change.</p>
<p>Strategic Objective 2: To outreach to more networks, partners, geographies and programming scale.</p>	<p>Activity 2.1. Develop a database of networks and organisations that are currently engaged in fight against human trafficking.</p> <p>Activity 2.2. Reach out to national and international organizations to expand networks and enhance impact.</p> <p>Activity 2.3. Maximize networking opportunities from external education and awareness requests.</p> <p>Activity 2.4. Extend existing and develop new partnerships to improve coordination, collaboration and complementarity of programming related to counter human trafficking.</p> <p>Activity 2.5. Obtain more memberships and affiliations for mutual learning.</p> <p>Activity 2.6. Continue vice chair role on the board of the OCEHT.</p> <p>Activity 2.7. Continue to partner with the OCEHT for events and fundraisers.</p> <p>Activity 2.8. Increase supporting Support Services through donation of 1/3 of PACT proceeds to organizations that directly support victims of HT.</p>
<p>Strategic Objective 3: To improve Organizational Development processes, procedures and tools to enhance effectiveness and efficiency of resources including human resource.</p>	<p>Activity 3.1. Promote continued learning within the organization.</p> <p>Activity 3.2. Strengthen fundraising efforts across the organization to respond to expanding role and reach of PACT.</p> <p>Activity 3.3. Enhance organizational capacity to respond to growing needs of francophone community, including producing</p>

	<p>bilingual website and material and retaining a group of translators.</p> <p>Activity 3.4. Streamline and update organizational chart of PACT.</p> <p>Activity 3.5. Develop internal policies and procedures.</p> <p>Activity 3.6. Establish functional monitoring and evaluation system to measure progress of this implementation strategy and produce evidence for external education, awareness and advocacy.</p> <p>Activity 3.7. Exercise transparency through internal and external communications, accountability to members and two-way information flow</p> <p>Activity 3.8. Hire executive director to gradually take over operational responsibilities from the Board of Governors.</p> <p>Activity 3.9. Improve existing information technology system, including creating a document repository for internal and external sharing.</p> <p>Activity 3.10. Develop a succession plan and retention strategy of volunteers and membership to ensure next generation of PACT leadership and operational team is built and institutional memory is document and transferred from to the next generations.</p> <p>Activity 3.11. Develop a cost structure for Speakers Bureau.</p> <p>Activity 3.12. Improve grant writing and proposal development processes and capacities.</p>
<p>Strategic Objective 4: To invest in education and awareness of Canadians about human trafficking.</p>	<p>Activity 4.1. Conduct further research and develop or update education and awareness material.</p> <p>Activity 4.2. Engage youth, teachers and schools.</p> <p>Activity 4.3. Develop general awareness material targeted at law enforcement officers to improve their awareness of the topic of HT.</p> <p>Activity 4.4. Expand educational outreach to surrounding areas of Ottawa and as required to other Ontario cities and Montreal.</p>

	<p>Activity 4.5. Continue organizing events for educational and awareness purpose.</p> <p>Activity 4.6. Update and renew tools and resources for prevention and protection to address root causes of HT.</p> <p>Activity 4.7. Leverage website and social media for education and awareness purpose.</p>
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The Board will update the membership regularly on the progress of the plan, which will be reviewed and the outputs analyzed at each monthly board meeting. The inclusion of outputs in the work plan means that a separate and specific evaluation is not required, as the review of an output will make it clear if a task was completed and whether or not it was successful. Where possible, outputs are tangible or quantitative in nature making them easier to evaluate.

We hope that all of the supporters of PACT will be as excited as we are to start working on the tasks, big and small, and that everyone will see the value in all of the tasks that ultimately support the four strategic objectives. In the coming weeks and months, various tasks and activities will be explicitly advertised for completion, while other tasks already are or will be a part of ongoing programs and regular activities. We look forward to reviewing our progress each year and working with you all to further the very important work that PACT does. We thank you all, as always, for your support, contributions and dedication.