



# *Strategic Priorities*

2018 - 2019 PROGRESS REPORT





IN THE SECOND YEAR OF  
OUR STRATEGIC PLAN WE  
HAVE CONTINUED TO MAKE  
PROGRESS UPON THE FIVE  
CORE PRIORITIES.  
IN 2018, THE FOLLOWING  
ACTIVITIES WERE CONDUCTED:

## PRIORITY *One*

WE WILL UTILIZE AND APPLY  
EVIDENCE-BASED PRACTICES TO  
ENHANCE PROGRAMMING TO BE  
INCLUSIVE, STRENGTH-BASED AND  
BREAK THE CYCLES OF DEPENDENCY  
AND VULNERABILITY.

In 2018, we had a number of University students in undergraduate and graduate studies support evaluation of our programs, conduct literature reviews and support ongoing research projects.

EFry reviewed our court and legal advocacy programs in 2018, identifying areas of improvement to include stronger branding and identification, positioning of services, and gaps in services resulting from systemic barriers that affect access to individuals attending court hearings.

We completed our bylaw research project in partnership with the Justice Constellation membership. We identified transit bylaw tickets as the primary area of concern for those in poverty who are unable to afford transit fare. During the period that the research study was conducted, the City of Calgary implemented a sliding scale for low income Calgarians. A second notable change was the Province's change of legislation under Bill 9 to reduce incarceration of those in default of bylaw tickets. These factors contributed to addressing a number of concerns raised by the study. A continuation of this study will be reviewed again in 2021 to identify how the fare transit sliding scale pilot and provincial legislation have improved the disparity of low income Calgarians and the effects of bylaw ticketing.

Throughout 2018, we continued to leverage the 2016 Elder's review of EFry's programming, and revised areas that have strengthened our work with more effective and genuine cultural

practices. This has increased our capacity as an organization to deliver programming, ceremony and cultural teachings within the guidance of the Elders.

In 2018, in partnership with the Aboriginal Standing Committee on Housing and Homelessness (ASCHH) we conducted a literature review on Indigenous housing programs and case management best practices. This was leveraged further through 6 Elder consultations that were finalized and reviewed by the Elders in January 2019. Both of these projects supported the subcommittee collaboration between ASCHH and the Collaboration from Health to Home and their continued work in development.

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## PRIORITY *Two*

LEVERAGE AND ENHANCE  
PARTNERSHIPS WITH COMMUNITY  
INITIATIVES AND SERVICE  
PROVIDERS

A partnership with Horizon Housing was developed to increase our access to housing in 2018. This has been an essential partnership to ensure that housing options for housing ready women was more accessible and affordable.

EFry continues to partner with Pathways Community Services Association - Miskanawah around language programming. In 2018, we conducted a week long language camp incorporating land-based teachings, ceremony and cultural activities to women and their families.

In 2018, a steering committee including Miskanawah, Boys and Girls Club Calgary, Sunrise Healing Lodge, YW Calgary, Siksika Family Services – White Buffalo Parent Link Centre, Government of Alberta, Missing and Murdered and Family Information Liaison Unit began the development and planning of the Honouring our Voices Healing Gathering for Families of Murdered and Missing Loved Ones.

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## PRIORITY *Three*

### BUILD OUR BRAND AND PROFILE

We continue to identify the need to enhance our recognition and work within the community. While we have accomplished stronger recognition within the non-profit sector over the past few years, we are aware of the importance of expanding our branding recognition further to enhance fund raising capacity.

Our main goal in 2018, was to identify target markets to support funding diversification. We developed campaign materials to support concentrated fund development efforts to specific corporate sectors, and developed a plan to expand our donor strategies.

Late in 2018, we hired a Manager of Philanthropy to expand upon our funding diversification outside of grants and proposals. This role was implemented to increase awareness around the organization, and to build relationships with both private and corporate donors. In particular, advancing marketing and communication strategies in conjunction with donor strategies.

Participation in Social Venture's Fast Pitch Competition (2018) contributed to increasing our brand recognition and interest from private donors. The development of a three-minute pitch of the organization with mentor support from the corporate sector supported our ability to articulate our messaging of our work to a broader audience.

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## PRIORITY *Four*

### ENHANCE TRANSPARENCY AND ACCOUNTABILITY BY ACCESSING PROGRESS TOWARDS OUR GOALS.

Annual progress reports ensure that we remain accountable to our partners and supporters.

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## PRIORITY *Five*

### EXPAND AND ENHANCE THE ROLE OF BOARD OF DIRECTORS IN FUNDING, COMMUNITY ENGAGEMENT AND ACCOUNTABILITY.

The Board of Directors enhanced their understanding of fund development in 2018 including developing strategies with operations to diversify funding opportunities outside of the regular grant and funding streams. This included the development of training for board members to assist them with enhancing their professional networks and utilizing their knowledge of the agency to increase donorship and interest in the organization.

The Board of Directors worked collaboratively to expand the experience of the board more supportively within the organization. Collaborations on research projects contributed to access to academic support of our research projects. Legal advice and support provided essential advice in assisting the organization at a stronger level without excessive cost. Technological support and training has been another area of expertise that has contributed significantly to the agency's effectiveness.

