

Elizabeth Fry Society of Mainland Nova Scotia

2025-2028 Strategic Plan

VISION STATEMENT

The creation of a community where prisons are replaced with supportive housing and programming, and the development of a trauma-informed justice system.

MISSION STATEMENT

EFMNS addresses the root causes of criminalization and creates a community for women, girls, and gender-diverse people who have interacted with the criminal justice system.

CORE VALUES

Anti-Oppressive and Equitable

- We strive for diversity in our staff, board members and funders
- People who are made to be disadvantaged are not seen or treated as “less than”
- We strive to understand the ways that systems oppress and to take steps to dismantle that oppression

Advocacy and Education

- We advocate to fill gaps in support and services, as well as to change oppressive laws and policies
- We strive to help people navigate the oppressive systems connected to the justice system and in our society at large

Transformational Change

- We strive for the transformation of oppressive systems at many levels, including systemic, organizational, community, and individual

Evolving Social Justice

- We are willing to reflect, adapt and refine our practices
- We strive to empower individuals and detract from the power of institutions

Trauma Informed

- We recognize the interconnectedness of trauma, victimization and criminalization

Community

- We aspire to create a community where all women, girls, and gender-diverse people feel supported
- We lead with love
- We aspire to create a space where anyone could walk in our door and feel safe

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Web of Support

- We appreciate and value the work of other agencies
- We partner with organizations whose values are aligned with us to draw on each other's strengths and further our mission without "doing it all" ourselves
- We make resources accessible to a diverse client base

GOALS AND OBJECTIVES

Goal #1: Secure Sustainable Funding

- Objective 1.1: Expand EFMNS Development Office with staff dedicated to grant-writing, fundraising, private donor relations, and communications.
- Objective 1.2: Grow availability of unrestricted funds, able to be used on any organizational needs.
- Objective 1.3: Create growth plan with trajectories for funds needed to support EFMNS' existing and projected housing, programs, and advocacy work into the future.
- Objective 1.4: Obtain sustainable funding for the Abundance Program.
- Objective 1.5: Continue to advocate to provincial and federal governments for sustained core funding for EFMNS' operations and services.

Goal #2: Improve Staff Support and Retention

- Objective 2.1: Provide annual cost-of-living raises and continue seeking out funds to do so, including by building COL increases into grant applications.
- Objective 2.2: Develop and implement safe, effective, and decolonized human resources policies and procedures.
- Objective 2.3: Seek staff feedback on improving the work environment, using tools like staff surveys and exit interviews.
- Objective 2.4: Identify tasks consuming staff time that can reasonably and appropriately be re-delegated to placement students and volunteers.
- Objective 2.5: Collaborate with other local non-profit organizations in the social justice and housing sectors to demand equal and fair treatment, pay, and benefits for staff.

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Goal #3: Expand Partnerships

- Objective 3.1: Create an alliance of local non-profit organizations in the social justice sector to combine efforts on advocacy and government lobbying, united on mutual key interests and issues.
- Objective 3.2: Explore other partnerships united around certain issues, based on the EFMNS model used to connect organizations serving 2SLGBTQIA+ clients in the Atlantic region.
- Objective 3.3: Establish working relationships with Africentric organizations in Mainland Nova Scotia to strengthen EFMNS' services for African Nova Scotian and Black clients and provide clients with additional community resources.
- Objective 3.4: Identify gaps in EFMNS policies, procedures, and resources, and seek support from allied organizations to fill these gaps.

Goal #4: Improve Government Relations

- Objective 4.1: Develop relationships with elected officials to enable EFMNS expertise to inform legislation and policy matters.
- Objective 4.2: Create Government Relations Working Group with members of staff, Board, and the community to assist with government outreach and participate in meetings or advocacy initiatives.
- Objective 4.3: Educate and engage members of the public on issues affecting EFMNS and its clients, and how government and elected officials can influence these issues.

Goal #5: Strengthen Housing Portfolio

- Objective 5.1: Establish safe, supportive housing that meets a variety of client needs, including live-in supports, independent living, family housing, and accessible housing.
- Objective 5.2: Foster strong communities and mutual support by offering communal spaces and amenities in EFMNS housing.
- Objective 5.3: Rely on partnerships with external organizations and student placements to provide on-site services, supports, and education to residents.
- Objective 5.4: Secure housing options for clients in rural areas of Mainland Nova Scotia.

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Goal #6: Address the Intimate Partner Violence Epidemic

- Objective 6.1: In partnership with allied organizations, advocate for non-carceral approaches to the IPV epidemic, including the disposal of pro-arrest, pro-charge, pro-prosecute policies.
- Objective 6.2: Develop a strategy to present to government outlining EFMNS' needs to support victim-survivors of IPV and provide preventative programs.
- Objective 6.3: Secure core funding for EFMNS' Gender Based Violence Strategy department.
- Objective 6.4: Engage men in advocacy and education initiatives to combat IPV.

Goal #7: Invest in the Future of PATH Legal

- Objective 7.1: Continue providing financial support to EFMNS clients obtaining legal services from PATH.
- Objective 7.2: Seek out innovative sources of funding for legal services, such as private donations, family foundations, special interest organizations, and law firms.
- Objective 7.3: Establish criteria for EFMNS to evaluate applications from clients for financial assistance in accessing PATH services.

Goal #8: Review Board Structure, Composition, and Environment

- Objective 8.1: Explore ways to make the Board of Directors a more welcoming and accessible space for its current and prospective members.
- Objective 8.2: Enhance efforts to recruit Board members who are Black/African Nova Scotian, Indigenous, persons of colour, 2SLGBTQIA+, have a disability, or have lived experience with criminalization, incarceration, and other issues affecting our clients.
- Objective 8.2: Increase the representation of community members on Board Committees and better engage community members in the Board's work.