

Strategic Plan 2006



*Local People Helping
Local People*

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I. Introduction by the Board Chairperson

On behalf of the Board of Directors, staff and volunteers of the Centre Agapè Center, I am pleased to share our recently completed Strategic Plan with you.

We would like to take this opportunity to thank all the individuals from the community who agreed to become a part of the Strategic Planning process by participating in an interview. You provided our organization with valuable insights.

This Strategic Plan is the result of a thorough and extensive evaluation of our organization by staff, volunteers and Board members. Our organization has conducted one-on-one interviews with our clients and community partners, asked our staff, volunteers and Board members for their input and researched documented files. We are grateful to our Strategic Planning Committee, who has devoted a great deal of their time and effort to this process. Their discussions were always centered upon one critical focus: how we can best fulfill our mission to assist people who are in need.

We have evaluated our strengths and weaknesses and learned from our experiences. As a result, over the next three years, we have decided to focus our efforts in a number of areas: locate larger and more appropriate configured space for Centre programs and services, improve our operational efficiency and ensure accountability in all areas, increase staff and volunteer efficiency and safety, enhance communication and collaboration with community partners, and increase the organization's profile in the community.

Thank you for your interest in the Centre Agapè Center.

Sincerely,

Elizabeth McIntosh-Legge
Chair of the Board
Centre Agapè Center

II. Executive Summary

In May 2005, the Centre Agapè Center contracted the services of a Consultant to assist the organization in a Strategic Planning Process. Our goal was to clarify the organization's purpose and mission, and establish organizational goals and objectives for the next 3 years.

The Strategic Planning Process involved a number of stages. We began the process by identifying specific issues that we thought the planning process should address. A Strategic Planning Committee was formed and they worked to identify the information we needed to collect.

Strategic Planning Committee

Our Strategic Planning Committee consisted of the organization's Executive Director, a Board representative, the Thrift Shoppe/Sorting Centre Manager, a volunteer, a Truck Driver/Maintenance staff person and the Consultant. As the organization has a very small full-time staff, the Client Services Manager, Advocacy Coordinator and Volunteer Coordinator were also asked to play a significant role in the process.

Organizational History & Profile

Part of the context for an organization's strategic planning effort is the organization's history; where it came from, how it arrived to where it is today, and what lessons from history are either the keys to its stability and growth or causes for organizational instability.

The creation of the Organizational Profile helped us outline in detail all of the organization's current programs and services offered to clients, as well as services provided at the Centre by community partners. The Profile also details annual fundraising activities and food drives that are coordinated by the Centre and by the community.

The organization, historically, has had a consistent focus on the types of services it provided; a small but stable, high energy, caring and loyal staff; a dedicated core of volunteers and Board of Directors; and a very proactive approach that has enabled the organization to identify and develop new programs or modify current programs when needed. It is also apparent that the Agapè Center has had consistent support from the community and the local media.

Information Gathering

The next stage of the Strategic Planning Process was to actually gather the information needed to help make sound decisions. We interviewed 47 community stakeholders including community leaders, sponsors and partners as well as community agencies that refer clients. A special Client Day was organized and 41 clients were randomly interviewed.

We consulted with staff and Board members through a SWOT Analysis and the Board of Directors and Management Team provided additional information through the completion of two surveys: a Board Self Assessment and Elements of an Effectively Managed Organization. The Management Team were also involved in one-one interviews with Consultant.

Strengths, Weaknesses, Opportunities & Threats

The SWOT Analysis helped us identify the organization's Primary Strengths and Weaknesses as well as its Major Opportunities and Threats. We discovered that the organization's mission, its ability to provide a range of much

needed community services and the quality of its leadership were considered primary strengths. Feedback from virtually all sources also indicated that they feel the Centre has a high caliber staff and volunteer base. It is as important for an organization to realize where it can improve as it is to appreciate and build on its strengths. Key weaknesses identified through the Strategic Planning Process included a lack of formal annual organizational planning and evaluation and a need to further assess and evaluate programs and services. It also became clear that there is a need to develop a Human Resources Plan and a comprehensive Marketing Strategy, as well as increase information sharing internally.

Major opportunities identified included increasing community awareness of all of the Centre's various services and enhancing communication and collaboration with community partners.

Organizational threats can hinder planning and development. The Strategic Planning Committee looked at possible threats that the organization needed to consider guarding against and/or preparing for. The possibility of having insufficiently numbers of trained staff and volunteers, and the ongoing challenge of ensuring sufficient funding and donations to maintain the appropriate level of services, were identified as potential threats.

Mission Statement

Articulating the Mission Statement is a process that focuses on describing the Centre Agapè Center organization. The Strategic Planning Committee asked why the Agapè Center exists, what it does, what it believes, whom it serves and what key values it has.

Strategic Issues & Questions

The next phase of the Strategic Planning Process was to clearly identify key strategic issues and questions. After evaluating all the information gathered, we identified and considered the following questions.

How do we deal with the increased demand on our services? How do we ensure that the community and people that need our services are aware of the organization and the services we provide? How do we ensure the most efficient use of our Human Resources? How do we assure the community that we handle their donations responsibly? How do we increase the level of collaboration, cooperation and networking with external partners?

Goals & Objectives

In many ways the organization's goals and objectives are the heart of the Strategic Plan. The Mission Statement answers the big questions about why the organization exists and how it seeks to benefit the community, but the goals and objectives make up the overall plan of action - what the organization intends to do over the next few years.

The Centre Agapè Center's 3 year strategic goals are to locate larger and more appropriately configured space for Centre programs and services; increase staff and volunteer efficiency and safety; improve operational efficiency and ensure accountability in all areas; increase the organization's profile in the community; and enhance communication and collaboration with community partners.

III. Purpose, Mission Statement, Objectives

Purpose

The Centre Agapè Center is a non-profit charitable organization that helps local people in need or in crisis, with food, clothing, furniture, household items and other necessities.

Mission Statement

The Centre Agapè Center is a non-profit charitable organization that helps local people in need or in crisis.

We believe that everyone deserves respect, compassion and to be treated in a dignified, fair and equal manner.

Our organization is committed to ensuring that all of the generous donations of money, food, clothing and household items received from our community are distributed responsibly.

Our goal is to work together with community partners to assist our clients as well as support the greater effort to find solutions to reduce the impact of poverty.

Objectives

- To provide effective and supportive client focused services
- To promote a positive and safe work environment for staff and volunteers
- To work closely with local, regional and national stakeholders to assist those in need as well as address poverty related issues
- To foster the continued development of a caring and responsive organization

V. *Organizational Profile*

Centre Agapè Center - Client Services

- Food Bank* The Food Bank provides free groceries to people in need or in crisis. Interested individuals are required to make an appointment with the Client Services Manager between 1:00 p.m. and 3:00 p.m. Monday to Friday. Each person is interviewed, their needs are assessed and those who qualify are provided with a minimum of 3 days of free groceries once a month. Every effort is made to ensure that food hampers are nutritious and contain healthy school lunch items for children. The Food Bank is open Monday to Friday from 1:00 p.m. to 4:00 p.m.
- Soup Kitchen* The Soup Kitchen provides hot nutritious lunchtime meals to people in need in a friendly environment where patrons also find companionship. A meal from the Soup Kitchen usually includes soup, a main dish, coffee or tea, and dessert. Soup Kitchen clients contribute \$1.00 to support the cost of the service. People with special circumstances are interviewed by the Client Services Manager, their needs are assessed and those who qualify, eat free of charge. Children under 12 years of age when accompanied by an adult, also eat free of charge. The Soup Kitchen is open 12:00 noon to 1:45 p.m., Monday to Friday and on most weekends. Weekend lunches are sponsored and prepared by various local community groups.
- Clothing & Furniture Referral Service* The Clothing & Furniture Referral Service assists people in need or in crisis with necessities such as free clothing, furniture and household items. Interested individuals are required to meet with the Client Services Manager and can drop in anytime between 9:00 a.m. and 11:00 a.m. Monday to Friday. They are interviewed, their needs are assessed and those who qualify receive an average of \$15.00 to \$20.00 free clothing allowance each season, for each member of the family. If needed, they also receive Furniture and home Start-up Kits, which include bedding, housewares and appliances.
- NCBR* The National Child Benefit Re-Investment Fund is a federally funded program that provides free baby formula and baby food to clients with babies that are up to one year of age in Stormont, Dundas and Glengarry. Interested individuals are interviewed and their needs are assessed. Those who qualify receive a one-month voucher for Baby Formula (powder or liquid) up to a maximum of \$35.00, and baby food up to a maximum of \$10.00. Vouchers are redeemed at a local grocery store. Parents also receive a start-up kit of baby clothing and necessities for the infant. If needed and if available items such as baby cribs are also provided.
- Thrift Shoppe* The Thrift Shop is a retail store that sells donated clothing, furniture, household and miscellaneous items at very low prices. It is open to the public and sales generated at the Thrift Shoppe support the Centre's main programs. Open Monday to Saturday from 9:00 am to 4:00 pm, and on Thursdays until 8:00pm
- Community Referral* The Centre Agapè Center actively refers clients, when appropriate, to other community organizations for additional assistance. Referrals include such agencies as the Family Credit Counselling for SD&G, Children's Aid Society, Ontario Works, Tri-County Literacy and the Canadian Mental Health Association.

Centre Agapè Center - Seasonal Programs

- Christmas Baskets* The Children's Christmas Fund is organized in partnership with the Service Club Council and the Centre Agapè Center. The two organizations coordinate their activities to ensure that families in need are provided with Christmas Food Baskets. Interested individuals are interviewed and their needs are assessed. People who qualify receive a Christmas Basket and one new gift for each child from newborn to age 16. Fundraising activities are held all year long. Christmas Baskets are distributed each year at the Cornwall Armories. The Centre Agapè Center co-ordinates Angel Trees with numerous community businesses to collect gifts for the children. Sparkie's Toy Drive will provide any additional needed gifts if not enough are collected through the Angel Trees.
- Share Warmth with a Child* The Share Warmth with a Child Snowsuit Program ensures that children in need have a snowsuit in the cold winter months. Interested individuals are interviewed and their needs are assessed. Those who qualify are provided with one new snowsuit per child at a cost of \$10 or a free used snowsuit. A special auction is held each year to raise funds for this program.
- Girls and Dreams* The Girls and Dreams Program helps to ensure that every teenage girl has an opportunity to attend her prom. Throughout the year, the community donates new and used prom dresses and accessories. In the spring, just before prom events, area high school girls are invited to attend a special *Girls and Dreams* event where they can purchase a prom dress for \$8.00 to \$15.00 and shoes and accessories for \$1.00 to \$2.00.

Centre Agapè Center - Support Services

- Sorting Centre* The Sorting Centre is a temporary warehousing facility and sorting area for all donated clothes and small miscellaneous items. Donations are dropped off at the Sorting Centre, sorted and distributed to the Thrift Shoppe, Recycling area or Main Storage.
- Main Storage* Main Storage is the Centre's main warehousing facility that houses furniture, miscellaneous household items, seasonal clothing, and food items. Minimum reserves of needed items for referrals are maintained.
- Outdoor Bins* The Outdoor Clothing Bin Program is co-sponsored with the Kinsmen and Kinnette Clubs of Cornwall and local businesses to make it more convenient for the public to donate used clothing. The Agapè Center currently has 16 bins located in the following locations: Cornwall Square, Wal-Mart, Canadian Tire, Eastcourt Mall, The Brick, Sunshine Diner, Royal Canadian Legion, Tire Craft, Super C Grocery Store, Beckers (Cornwall Centre Road), Marleau Avenue (Robert Bourgon) and the Agapè Center. Clothing bins are also located in Martintown, Ingleside, Glen Walter and St. Andrews. Bins in Cornwall are emptied daily and regional bins are emptied weekly.

Community Partners - On site Client Services

<i>St Elizabeth Health Care</i>	Provides a free foot care clinic every Tuesday between 9:00 a.m. to 1:00 p.m. at the Centre Agapè Center for individuals who qualify. Interested individuals meet with the Client Services Manager and their needs are accessed.
<i>Tri-County Literacy Council</i>	Provides a free homework clinic at the Centre, every Monday and Wednesday between 4:00 p.m. to 5:30 p.m. during the school year.
<i>Victorian Order of Nurses</i>	Provides a free medical clinic every third Friday of each month at the Centre between 11:00 am to 3:00 pm
<i>Weekend Soup Kitchen Co-sponsors</i>	Community groups provide volunteers to prepare and serve meals on weekends in the Soup Kitchen. Groups include Blessed Sacrament Church, MacDonnell Family, Knights of Columbus, Carriers of the Cross, St. John's Presbyterian Church, Sunrise Rotary Club of Cornwall, St Mathew's Lutheran Church, Knox St. Paul Church, St Therese De Lisieux Church, Kinnette Club of Cornwall and the Baptist Church.
<i>Job Zone d'emploi</i>	Job Zone d'emploi provides onsite registration for job search services at the Centre when appropriate.
<i>Canadian Mental Health Association</i>	Provides one-on-one interventions or group consultations as needed.

Centre Agapè Center - Fundraising Programs & Food Drives

<i>ThINK Food</i>	ThINK Food is a recycling program that raises funds for the Food Bank by redeeming donated printer ink and laser cartridges to recycling companies. Individuals, businesses, schools and churches participate by dropping their used ink cartridges at the Centre or by registering to be a public drop-off point. Ink cartridges are recycled and the Centre receives approximately \$4.00 per cartridge. The Community is encouraged to Reduce, Recycle, Re-use, and at the same time, help local people in need.
<i>Phones for Food</i>	Phones for Food is a recycling program that operates in the same way as the ThINK Food Program. People participate by dropping off their used cell phones at the centre or by registering to be a public drop-off point.
<i>Thrift Shoppe</i>	The Thrift Shoppe coordinates special on site fundraising events such as raffles and a bi-monthly Silent Auction.
<i>Clothing Recycling</i>	Donated clothing that is damaged, torn and not suitable for sale in the Thrift Shoppe or for distribution through the Clothing Referral service, is sent to recycling companies to generate additional revenue for Centre services.
<i>Charity Auction And Casino Night</i>	"Share warmth with a Child" is the theme of this annual fall fundraiser. The Charity Auction and Casino Night raises funds for the Share Warmth with a Child Snowsuit Program. Money raised is used to ensure that no child goes cold or hungry in the wintertime.
<i>Santa Food Drive</i>	The Agape Center's largest annual Food Drive is held in December at the Super C Grocery Store. Thousands of food items are donated. This event is organized in partnership by the Agapè Centre and Super C Grocery Store.
<i>BBQ & Yard Sale</i>	This one-day BBQ and Yard Sale is the Centre's major fundraiser held each year in May or June. Clothing, furniture and miscellaneous household items are sold in the Agapè Center's parking lot. Staff and volunteers sell BBQ hot dogs and drinks at a minimal cost. Raffles are also held during the event.
<i>Canada Day Food Drive</i>	The Canada Day Committee holds an annual Food Drive in partnership with the Agapè Center on July 1 st during Canada Day festivities.
<i>Canvassing</i>	Every year during the Christmas period, Agapè volunteers setup a booth at the LCBO on Brookdale avenue requesting cash donations from the public.
<i>Car Rally</i>	Centre staff and volunteers coordinate an annual Car Rally in the fall or spring each year, to raise money for Agapè Center Programs and Services.

- Donation Boxes* Several local businesses support the fundraising efforts of the Agapè Center by agreeing to display counter top Donation boxes. Current locations include la Caisse Populaire, Rona Homes Centre/Perkins - Caron, Irving Gas Station and the Guindon Esso Center on Marleau Avenue.
- Food Drives* Throughout the year, various organizations, businesses and groups conduct Food Drives and generously provide the donations collected to the Agapè Center. Food collected from local schools, especially during the Christmas Season, makes a huge contribution to our food supply for clients.
- School Campaigns* Area schools organize various fundraising events for the Agapè Center throughout the year including during the Christmas, Easter and Thanksgiving seasons.
- Cow Patti Theatre* This local Theatre Company holds a fundraising event for the Agapè Center once or twice a year, usually in the winter or spring.
- Cross Country Run* This annual Cross Country Run is organized by Shelley Harding and her family. Runners are encouraged to recruit sponsors for the event and the money raised is donated to the Centre. This event is held in September.

V. *Organizational History*

In the early 1960's, Food Banks opened across Canada as a temporary measure to meet an immediate need: to help people through a difficult time.

The Centre Agapè Center has been providing practical and much needed assistance to the less fortunate in Cornwall and the surrounding areas since 1971. Hardworking and dedicated volunteers ran the Center until 1990.

The Centre Agapè Center became incorporated on December 31, 1990 as a non-profit charitable organization. Today it is governed by a volunteer Board of Directors and administered by an Executive Director with 13 full time and part time staff members, and approximately 70 regular volunteers. Additional volunteers assist the organization each year with special activities, programs and fundraisers.

In January 1999, the organization made some significant changes; it restructured, fine tuned its programs and services, and renovated and reallocated space to reflect the current needs of its client base. Since then, the organization has continued to undergo major administrative and operational changes at every level including changes in staff and volunteer responsibilities as well as changes in board membership. Today, with the invaluable help of Centre volunteers, Agapè Center staff, in effect, operates a grocery store (food bank), a restaurant (Soup Kitchen), and a retail store (Thrift Shoppe). They also maintain a sorting centre, warehousing facility and a pick/up delivery service as well as coordinate several other seasonal programs and services for people in need.

The rising cost of accommodation and the growing number of low-income jobs has resulted in an increase in the number of people who are unable to adequately support themselves or provide for their families. The recent sharp increase in the cost of electricity and fuel has also had a harsh and immediate effect on many local families - especially the working poor.

The working poor are people struggling to make ends meet, working at one or more jobs for a low wage. As a result of the many cutbacks, closures and layoffs in the area in the past several years, many households have been reduced to one income from two. The working poor currently account for approximately one third of the Agape Center's client base. They work hard, but remain in poverty.

VI. Critical Issues

Facilities

The Agapè Center offers many different programs and services to assist people in need and it continues to experience a growth in the number of clients it serves. The existing facilities, which are currently located at several sites, do not have adequate or appropriately configured space to allow our organization to operate efficiently.

Management/Operations

The Agapè Center, with its small staff and large volunteer workforce, operates a grocery store (food bank), a restaurant (Soup Kitchen), and a retail store (Thrift Shoppe) and provide other major services such as baby formula and snowsuits. We maintain a sorting centre, a warehousing facility and a pick/up delivery service as well as coordinate several other smaller seasonal programs and services. It is essential that we have the necessary management and operational systems in place in order to operate as efficiently and effectively as possible.

Human Resources

We have a small, dedicated staff that administers the organization and directs Agapè Center volunteers. Our loyal volunteers represent 85% of our Human Resources who work to provide Centre programs and services. As with all volunteer workforces, it is constantly changing, as new volunteers get involved and seasoned volunteers retire. It is often difficult to operate efficiently and safely when coordinating the daily activities of a changing workforce.

Marketing

Due to our enhanced profile in the past couple of years, mostly due to the generosity of the local media, many individuals and community agencies are now aware of the Agapè Center's mission - to help people in need. The community has been supportive of that mission by generously donating money, food, and household furniture and goods. However, many area residents and community partners are not fully aware of all the specific programs and services we have available at the Centre to assist people in need.

VII. Goals and Objectives

Goal: Facilities

Locate larger and more appropriately configured space for Centre programs and services

Objectives:

1. Board of Directors Building Committee to research and secure new facilities by December 2006

Goal: Management/Board/Operations

Improve operational efficiency and ensure accountability in all areas: Programs and Services, Management/Board/Operations, Human Resources, Marketing and Budgeting

Objectives:

1. Create a template to assess all programs and services in detail, to improve our ability to annually evaluate individual programs by October 2006
2. Review and update organizational policies and procedures to enhance organizational efficiency.
 - Organizational policies by July 2006
 - Review program/services policies by July 2006
 - Draft new policies required by March 2007
3. Review and improve tracking mechanisms and statistics for annual evaluation and reporting purposes.
 - Evaluate all mechanisms and statistics by May 2006
 - Create any new ones by Jan 2007
4. Create a formal operational plan template for annual planning and reporting purposes by January 2007
5. Clarify and update Board of Directors policies and procedures to improve Board efficiency by October 2006

Goal: Human Resources

Increase staff and volunteer efficiency and safety

Objectives:

1. Review and update job descriptions to clarify staff roles and responsibilities.
 - Management Team job descriptions by July 2006
 - Staff job descriptions by July 2006
 - Volunteer job descriptions by January 2007

2. Review and update all health, safety and security policies & procedures to ensure the safety of staff, volunteers and clients.
 - Review current policies by July 2006
 - Draft new policies required by March 2007
3. Evaluate manpower requirements for all programs and services by October 2006
4. Develop a detailed volunteer management plan to ensure a sustainable and adequate workforce by March 2008
5. Create an internal communication plan to improve information sharing by March 2007
 - Initiate an internal information newsletter for staff, volunteers and Board members to improve internal information sharing by April 2006

Goal: Partnerships

Enhance communication and collaboration with community partners

Objectives:

1. Develop a preliminary external communication plan to be expanded in the Marketing Strategy.
 - Initiate an external information newsletter to be distributed quarterly, for community partners by April 2006
 - Draft communication plan by March 2007
2. Consider cooperative opportunities with community partners - on going
3. Participate and support in the Cornwall Social Planning Council and in the efforts of the Poverty Summit participants - on going
4. Participate and support the efforts of the Ontario Association of Food Banks and the Canadian Association of Food Banks.

Goal: Community Awareness

Increase the organization's profile in the community

Objectives:

Develop a Marketing Strategy by December 2006

Write an annual Marketing Plan for the 2007-2008 fiscal year by March 2007

APPENDIX A

Summary of Surveys and Interviews

- 42 Clients were randomly selected and surveyed
- 47 external stakeholders were interviewed, including community leaders and sponsors, referral agencies and community partners.
- The Board of Directors conducted a "Self-assessment survey" and participated in a Strategic Planning Workshop.
- The Management Team completed an "Elements of an Effectively Managed Organization" survey and each member was interviewed individually.
- Staff, Volunteers and Board Members completed a SWOT Analysis (Strengths, Weaknesses, Opportunities, Threats).

Summary of Environmental Assessment

Primary Strengths

- Strong Mission
- Strong Team of Staff & Volunteers
- Positive image in the community
- Value & Variety of Services

Primary Weaknesses

- Space & Storage
- Annual Operational Planning and Evaluation
- Program Evaluation
- Volunteer Retainment & Recruitment
- Safety & Security
- Internal Communications

Major Opportunities

- Community Awareness
- Community Partnerships

Major Threats

- Increased Business Closures/Layoffs & Energy Costs
- Insufficient Funding, Donations and Sponsors
- Lack of Volunteers

Community Interviews

Big Brothers & Big Sisters of Cornwall & District Inc.
Bishop Durochie, Diocese of Alexandria-Cornwall
Board member from previous Snowsuit Fund organization
Canadian Mental Health Association of SDG, Prescott Russell Branch
CCVS
Children's Aid Society
Community Living Stormont County
Cornwall & Area Chamber of Commerce
Cornwall & Area Housing Corporation
Cornwall Community Hospital
Cornwall Community Police Service
Cornwall Fire Department
Cornwall Warehousing
Eastern Ontario Health Unit
Giant Tiger
Job Zone d'emploi
Kinette Club of Cornwall
Kinsmen Club of Cornwall
Knox-St. Paul's United Church
Maison Baldwin House
Maynard's Independent Grocer
Mayor Poirier, City of Cornwall
Mini Max
MP Guy Leroux
MPP Jim Brownell
Ontario Disability Support Program
Ontario Food Bank Association
Ontario Works
P.A.L. People's Alternative Life Skills Program Inc.
Salvation Army
Service Club Council
Scotia Bank
S.D. & G. Developmental Services Centre
Sparky's Toy Drive
St. Denis Centre Residential Services
St. John's Presbyterian Church
St. Lawrence High School
St. Vincent de Paul - St. Columban Parish
St. Vincent de Paul - St. Francis de Sales Parish
Super C Grocery Store
The Legal Clinic/Clinique juridique
Tri County Literacy Council
Trinity United Church
Union Gas
United Way Centraide Stormont, Dundas & Glengarry
VON - Victorian Order of Nurses
Walmart

APPENDIX B

Board of Directors

Chair	McIntosh-Legge, Elizabeth St. Elizabeth Health Care & Feet for Life
Vice Chair	Terry Muir Muir Truck Centre
Treasurer	Gunn, Dan BMO Nesbitt Burns Inc.
Secretary	Jesmer, Jason Drake International
Directors	Shirley Thibeault Community Care Access Centre
	Lou-Anna MacDougall Cornwall Police Department
	Susan Reed Cornwall community resident
	Yollande Drouin ScotiaBank

Agape Centre Management Team

Judy Dancause	Executive Director
Pat Denny	Thrift Shoppe & Sorting Center Manager
Joy Morin	Client Services Manager
Erin Muir	Client Advocacy Coordinator
Tracey Newlove	Volunteer Coordinator

Strategic Planning Committee

Judy Dancause	Executive Director
Nicky Dancause	Part-time staff, Sorting Centre
Pat Denny	Thrift Shoppe & Sorting Centre Manager
Gilles Lortie	Truck Driver and Maintenance
Susan Reed	Board member
Janet Parisien	Strategic Planning Consultant