



STRATEGIC PLAN  
2016-2019

# INTRODUCTION

The Canadian Centre to End Human Trafficking is the only national charitable organization focused on coordinating the end of human trafficking in Canada. The Centre coordinates and works together with Stakeholders and organizations (non-profit, corporations and businesses) dedicated to ending human trafficking, to advance best practices and eliminate duplicate efforts across Canada.

The goal of The Centre is to create a national strategy for change. We rely on a skilled and motivated team along with a group of committed and passionate advisors, directors and supporters.

Together, we will work to strengthen the services and support for Survivors of human trafficking, and help educate the Canadian public so we can better defend ourselves and our communities against all forms of this crime.

*“We can no longer say that slavery ended in Canada in 1834.*

*Today, in every Province and Territory, in every community, human trafficking for the purposes of sexual exploitation and forced labour is occurring and it is a real threat to every young, vulnerable individual in this country.*

*We have been told by law enforcement, community support workers, shelter staff and perhaps most importantly, by Survivors of this crime, that statistics extremely underestimate the reality of the numbers of individuals, many of them children, trapped by this horrific crime.*

*We cannot permit the buying and selling of adults and children in Canada.*

*We have created the Canadian Centre to End Human Trafficking to help coordinate multi-sectoral efforts to end this abhorrent human rights abuse. Ending this slavery must be a national, regional, and local priority.”*

*Barbara A. Gosse, Chief Executive Officer*

*The Canadian Centre to End Human Trafficking*



# MANY VOICES

This strategic plan has been developed with the input of Survivors. Their collective voices, resiliency and courage motivates The Centre and others to help end human trafficking<sup>1</sup> in Canada. The efforts undertaken across this country are making a difference in the lives of our most vulnerable.

Anti-human trafficking activities are continuing to gain strength and will be bolstered by increased collaboration, evidence-based policy making, strengthened laws, and a more knowledgeable public.

While we recognize that there is much work to do, by working together, we will ultimately end human trafficking in Canada.

*“Human trafficking is often characterized as a “low risk/high reward activity” because of the fact that the crime is clandestine, therefore difficult to detect and investigate, which contributes to the relatively low prosecution rates worldwide.*

*Victims can be exploited over and over for the financial or material benefit of the traffickers making this crime lucrative. The United Nations (UN) has estimated that this illegal activity generates approximately \$32 billion (US) annually for its perpetrators.*

*I am confident that as we move forward as a country, we will be able to effectively address this issue in Canada and in the international arena as well... we are sending a clear message that Canada will not tolerate this crime, that victims will be given the help they need, and that perpetrators will be brought to justice.”*

*Federal Minister of Public Safety  
National Action Plan to Combat Human Trafficking*



<sup>1</sup>Please see Appendix 1 for more information on what types of human trafficking occur in Canada.

# WHAT WE BELIEVE

## OUR VISION:

### A STRONG CANADA WITHOUT HUMAN TRAFFICKING

Human trafficking or trafficking in persons is one of the most heinous crimes imaginable, often described as a modern-day form of slavery. Human trafficking involves the recruitment, transportation, harbouring and/or exercising control, direction or influence over the movements of a person to exploit that person, typically through sexual exploitation or forced labour.

The victims, who are mostly women and children, are deprived of their normal lives and coerced to provide their labour or sexual services, all for the direct profit of their perpetrators. Exploitation often involves intimidation, force, sexual assault and threats of further physical violence to themselves and even their families.

Currently, law enforcement statistics highlight only partial facts because human trafficking remains severely under reported for many reasons. Those working to end these crimes, know that the incidence of human trafficking is at much higher levels in communities across the country and in all our backyards.

In 2005, Canada implemented provisions in its Criminal Code clearly identifying and defining the illegality of participating in sex and labour trafficking. However, traffickers continue to prey on the most vulnerable and recruit them into lives of servitude. Human traffickers prefer youth and young adults; the demand for younger and younger children is prevalent and increasing. We all have a moral and ethical obligation to help end this crime of human trafficking in Canada.

# VALUES

## WE ARE GROUNDED IN STRONG VALUES AND BELIEFS AND WE STRIVE TO EMBODY THESE IN ALL WE DO

- Respect and honour the dignity and resilience of human trafficking Survivors, both past and present, and stand in solidarity with those who have been most affected by these crimes.
- Collaboration gives us strength and allows us to leverage and cultivate the power of everyone working to end these crimes. We work with discipline, integrity, and a commitment to excellence, and we will aim to eliminate duplicate efforts.
- Innovation propels us to relevant solutions. New and innovative ideas, products, processes, services, technologies and partnerships that can be implemented by governments, law enforcement, courts, the private sector, non-profits and society will end human trafficking in Canada. We must develop solutions that can be scaled, tracked, measured and reported on, to identify progress in the quest for systemic change to reduce and eradicate modern day slavery in Canada.
- Inclusivity is required to solve this complex matter. We will engage different perspectives to inform our decisions, actions, and positions, and will empower individuals of diverse backgrounds and circumstances to make a difference.
- Justice and equity are paramount. Human trafficking is a human rights violation. We will place the protection of all human rights at the centre of any measures taken to prevent and end human trafficking.

# WHAT WE DO

We work to end human trafficking for the purpose of sexual and labour exploitation.  
We do this by creating opportunities to connect and learn from each other.

## OUR STRATEGIC PRIORITIES

Our strategic priorities will drive the organization to reach the goal of ending human trafficking in Canada.



## SHARING KNOWLEDGE

Complex problems, such as human trafficking, cannot be solved by a single organization or a single intervention. As a “backbone organization”, we believe that collaborating with a myriad of Experts/Stakeholders is integral to finding shared solutions to end human trafficking.

Leadership in knowledge sharing will be an organizational strength. The Centre will:

- Manage and support stakeholders through facilitation, information collection and reporting.
- Develop roundtables in each province and territory at which emerging issues, challenges and potential solutions will be discussed and action plans developed.
- Provide opportunities for regional/national/international experts to identify solutions. The focus will be on key areas such as technology, addressing issues for law enforcement and justice, and increasing public awareness and education.
- Host a Human Trafficking in Canada Conference to identify common goals and to ensure Survivor knowledge and experience is shared and effectively utilized.

## POLICY AND ADVOCACY

To achieve sustainable progress, formal government policy support is required at all levels.

Our goal is to improve awareness, will and action taken by policymakers to advance public policy and related regulations. Working to increase supporting strategies and funding at municipal, provincial and federal levels will lead to safer environments across this country. The Centre will:

- Function as a central hub of human trafficking legislative expertise while advancing federal, provincial and municipal policy related to this crime.
- Build momentum to advance public policies to help end human trafficking in Canada.
- Ensure that policymakers and influencers at the federal, provincial and municipal levels visibly engage on, advocate for, and adopt policy solutions on issues that will end human trafficking and enhance Survivor well-being.



## PUBLIC AWARENESS EDUCATION

Public awareness and education are critical components in equipping communities to understand and recognize the signs of trafficking, in order to fight this crime. The Centre's up-to-date resource base will be fully accessible and The Centre will ensure that as awareness increases, so will support and services for all victims. The Centre will:

- Act as a credible source for networking and impactful action.
- Create a centralized, accessible, on-line resource centre. The purpose is to motivate stakeholders and the public to increase knowledge, share and promote innovation, participate in training, and connect with others involved in the issue.
- Generate learning opportunities to foster idea exchange and develop and disseminate materials, particularly among priority audiences.
- Amplify and support community leadership regionally, provincially and nationally.

## RESEARCH AND DATA COLLECTION

Governments, law enforcement and community-based agencies are eager to understand the nature and extent of human trafficking in Canada. The Centre has a vast amount of research already at its disposal, but there is still much to learn. The Centre will:

- Support research to fully comprehend the complexities of human trafficking and victim service needs in Canada.
- Report findings and collaborate with other reputable sources to develop effective approaches aimed at ending this crime.
- Develop a National Human Trafficking Hotline for Canada which will assist victims and the public, inform stakeholders, collect data and disrupt trafficking operations, e.g.:

- A dedicated hotline can provide a direct and efficient avenue for victims to report their situation and get the help they require
- Track data to help establish a baseline knowledge of human trafficking and victim service needs through rigorous research and reporting
- Adapt best practices for the implementation of a Canadian human trafficking hotline for victims and members of the public to report incidents.
- Seek partnerships to fund the national hotline and generate data that can be utilized to end this crime.
- Work with national and international thought leaders like Polaris<sup>2</sup> to articulate areas of common interest with significant implications for North America.

*“Canada needs to significantly increase specialized services and shelter available to all trafficking victims, in partnership with civil society and through dedicated funding from federal and provincial governments; increase use of proactive law enforcement techniques to investigate human trafficking, particularly forced labor; intensify efforts to prosecute and convict traffickers; increase training efforts for government officials, particularly for prosecutors and judges; improve coordination and communication among federal, provincial, and territorial actors and strengthen provincial interagency efforts; investigate and prosecute Canadian child sex tourists; and improve trafficking data collection, including to document numbers of identified victims and assistance provided.”*

*U.S. State Department  
2016 Trafficking and Persons Report*



<sup>2</sup> Please see [www.polarisproject.org](http://www.polarisproject.org) and <http://polarisproject.org/blog/2016/06/03/why-i-tell-states-use-nhtrc-hotline>

# GOVERNANCE

The Canadian Centre to End Human Trafficking will be governed by a volunteer Board of Directors<sup>3</sup>. Our values will be reflected in everything they do.



During the first year of operations, The Centre will build a National Advisory Council and a National Network of member organizations to support The Centre's dynamic operations. The number of Advisory Council members will depend upon the current intelligence needs of The Centre and each will have a two-year term limit. The number of the member organizations of the National Network will depend on the existence of like-minded organizations who wish to join. The National Advisory Council<sup>4</sup> includes members from the National Task Force on Trafficking of Women and Girls in Canada, who have a breadth of knowledge on this issue. The Board of Directors will:

- Provide advice to The Centre on issues of strategic direction, policy and program development, promising practices and sector engagement.
- Aim to enhance collaboration among government, non-profit organizations and the private sector to facilitate innovation and cost efficiencies.
- Enable cross-sectoral co-ordination and access to networks and specialized skills useful to The Centre and other key stakeholders.



<sup>3</sup> Please see Appendix 2 for a list of The Centre's Board of Directors and staff members. <sup>4</sup> Please See Appendix 3 for a list of National Advisory Council Members.

# APPENDIX 1

## TYPES OF HUMAN TRAFFICKING IN CANADA

### Human trafficking for the purposes of sexual exploitation:

Trafficked persons, including minors under the age of 18, are sexually exploited when forced into prostitution or forced to perform sexual acts including exotic dancing or the production of pornography. Trafficked persons are often lured and groomed by people posing as boyfriends or girlfriends and are forced to hand over most, or all, of the money associated with these acts. A strict set of rules is usually imposed on the trafficked person including having movements severely restricted, being forced to contact their trafficker at regular intervals, not talking to others and sleeping and eating in the same place as they are exploited. Traffickers usually confiscate identity documents such as health cards, birth certificates, driver's licenses and even passports in order to maintain control. Violence and threats of violence are often used as a means of control to force trafficked persons to perform sexual services. Debt bondage often results from gifts, expensive clothes and drugs that are supplied to the trafficked person by the trafficker during the recruitment phase.

### Human trafficking for the purposes of labour exploitation:

Trafficked persons are forced to work long hours under unsafe and very poor working conditions. They are paid little or no money. Men, women, and children have been victims of forced labour in Canada<sup>5</sup>. Some examples of the type of industries where trafficked persons have been identified are construction, agriculture, restaurants, and manufacturing. In some cases, trafficked persons are exploited in illegal drug labs or forced to transport drugs for their traffickers. Domestic servitude is a type of labour trafficking where trafficked persons are forced to clean houses, do laundry and other domestic chores, care for children and elderly family members, and are often called upon to be available at all times of the day or night. They receive very little or no pay for their work. In many cases, trafficked persons may owe a large debt to their trafficker that must be paid off. Their movements are restricted, and passports and other identity documents are taken by the trafficker to maintain control over them. Trafficked persons in these situations are often fed food scraps and show signs of malnourishment. They may not speak English and are unaware of their rights in Canada. To date the majority of forced labour cases are in Ontario (10 cases), but cases exist in Quebec (2 cases), BC (2 cases), and Alberta (3 cases).



<sup>5</sup> See, for example, R. v. Domotor et al, 2011 ONSC 626 (Bail decision)

Forced marriage, forced to commit fraud/petty crime:

We know there are other types of crimes with the characteristics of human trafficking in Canada. A forced marriage is where one or both people do not (or in cases of people with disabilities, cannot) consent to the marriage and pressure or abuse is used. It is an appalling and indefensible practice and is recognized in Canada as a form of violence against women and men, domestic/child abuse and a serious abuse of human rights.

The pressure put on people to marry against their will can be physical (including threats, actual physical violence and sexual violence) or emotional and psychological (for example, when someone is made to feel like they're bringing shame on their family). Financial abuse (taking wages or not giving any money) can also be a factor.

Trafficked persons are sometimes forced to commit fraud to benefit their trafficker. In the largest labour trafficking case to date in Canada, trafficked persons were forced to file fraudulent refugee claims, and in some cases, claims for social assistance benefits/welfare, and to provide the benefits to the traffickers. In this case traffickers also forced the victims into petty crime, such as stealing cheques from mailboxes.<sup>6</sup>

# APPENDIX 2

## OUR BOARD AND STAFF

### MARGOT FRANSSSEN, O.C.

Philanthropist, Activist  
Toronto, ON  
Founder

### SHEILA O'BRIEN, C.M.

Philanthropist, Activist  
Calgary, AB  
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### DR. MARIE DELORME

CEO, The Imagination Group of Companies  
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### BARBARA A. GOSSE, MSC.PL.

Founding Chief Executive Officer, The Canadian Centre to End Human Trafficking  
Ex-officio Director  
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# APPENDIX 3

## NATIONAL ADVISORY COUNCIL MEMBERS

### ELDER MAE LOUISE CAMPBELL

Grandmother Moon Lodge  
Winnipeg, MB

### NICOLE BARRETT B.A., M.I.A., J.D.

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### KELLY CAMERON, M.S.W.

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### ROSALIND CURRIE, B.A. LL.B.

Director, Office to Combat Trafficking in Persons, Ministry of Public Safety and Solicitor General  
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## TAUNYA GOGUEN

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## KIM PATE, C.M.

Executive Director, Canadian Association of Elizabeth Fry Societies (CAEFS)  
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## LANNA MANY GREY HORSES

Manager, Women's and Children's Services, The Bloom Group  
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## TIMEA E NAGY

International Speaker, Author, Advocate for Social Change  
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## KATHLEEN (KATE) QUINN

Executive Director, Centre to End All Sexual Exploitation (CEASE)  
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## DEBORAH SINCLAIR M.S.W., R.S.W.

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## WENDY SCHEIRICH, R.N. (FORMER), M.ED. (CANDIDATE)

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