



Strategic Plan 2023-2028

Vision.

Safe, compassionate, and just communities, where everyone is supported and empowered.

Mission.

Effective, just, and humane responses that enhance the safety and well-being of our community.

Value Statements

Accountability & Integrity

We are accountable to the people we serve by providing the highest quality of service with integrity through the delivery of responsive, innovative, and evidence-informed approaches.

Tenacity & Continual Learning

We are driven by ongoing learning, adaptability, and curiosity to achieve the best results for the people and communities we serve.

Celebrating Uniqueness

We recognize and appreciate everyone's uniqueness and lived experience with a conviction that this creates belonging, a sense of safety, and more responsive and better outcomes.

Engagement & Leadership

We encourage leadership at every level of the organization, while engaging each other to live our strengths and potential, with the autonomy to create new opportunities and solutions.

Compassion & Care

We lead with compassion and care for one another, building a culture of mutual respect through listening, support, and meaningful connection.

Belief Statements

Community & Connection

We believe that building meaningful connections across our programs, partners, and neighbourhoods fosters inclusion and empowerment.

A Person-Centred Focus

We are committed to a person-centred approach, recognizing the value, expertise, and capacity of each individual to make choices that lead to their best self.

A Rights-Based Approach

We acknowledge systemic inequities and believe that all people have the right to be treated with dignity, to live free from discrimination, to have a home, and to access employment, education, health promotion, and other supports.

A Commitment to Reducing Harm

We seek to reduce harm to individuals and communities through a nonjudgmental approach that builds resiliency and accountability.

Dedication to Change

We believe in the capacity of individuals and communities to adapt, change, and grow while promoting the conditions to inspire positive transformation.

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Strategic Directions	Key Outcomes	Strategies
<p>A Well Workplace</p>	<ul style="list-style-type: none"> • Improved employee well-being: A mentally healthy work environment resulting in increased engagement, reduced absenteeism, and improved productivity. • Enhanced employee morale: Increased motivation, retention, job satisfaction, and a culture of continuous improvement. 	<ol style="list-style-type: none"> 1.1 Support employees through trauma-responsive practices and policies. 1.2 Integrate the National Standard for Psychological Health and Safety in the Workplace for a mentally healthy and supportive environment. 1.3 Establish recognition and feedback systems
<p>Intentional Growth, Service Innovation & Sustainability</p>	<ul style="list-style-type: none"> • Increased funding for stability and impactful services. • Improved decision-making, resource allocation, and success potential. • Enhanced program effectiveness, efficiency, and alignment with best practices through collaboration with JHS Ontario. • Strengthened community impact and engagement through strong relationships, knowledge-sharing, effective response strategies, and increased collaboration with organizations. 	<ol style="list-style-type: none"> 2.1 Advocate transparently to funders for necessary financial support. 2.2 Maintain a consistent investment in the Central Services and Clinical departments. 2.3 Co-create a robust rubric for evaluating new opportunities. 2.4 Promote innovation through staff sharing, evaluation, and client feedback. 2.5 Partner with JHS Ontario for comprehensive program reviews and evaluations. 2.6 Collaborate with key partners to establish strong relationships, effectively address community needs, and maximize impact through leveraging efforts, resources, and knowledge-sharing.
<p>A Culture of Belonging</p>	<ul style="list-style-type: none"> • Increased engagement and sense of belonging among clients, staff, and the Board, leading to a more inclusive organizational culture. • Enhanced transparency, stakeholder engagement, and alignment with the organization's vision through effective communication, celebration of milestones, and review of governance policies and processes. 	<ol style="list-style-type: none"> 3.1 Develop an inclusive plan involving clients, staff, and the board to foster a culture of belonging. 3.2 Allocate appropriate resources for initiatives that cultivate a culture of belonging. 3.3 Evaluate and improve by setting measurable goals, monitoring progress, and analyzing data. 3.4 Communicate and celebrate milestones, successes, and updates with clients, staff, and partners. 3.5 Enhance governance policies to optimize the Board's effectiveness as a trustee.