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Strategic Plan

2017 - 2020

Prepared By



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SECTION 1.0

STRATEGIC PLAN

The following strategic priorities and strategies will guide the work of St. Leonard's Community Services over the next three years.

1.1 STRATEGIC PRIORITY: COMMUNICATION AND AWARENESS

Goal: We will have an effective communication strategy.

Strategies:

1. Increase awareness and communication with community stakeholders.
2. Improve communication and awareness within the SLCS team.
3. Increase communication and awareness of SLCS within diverse groups.

Why Communication and Awareness Matters To SLCS

Effective communication is a vital component of successful organizations as it provides all stakeholders with a deepened understanding of plans, goals, and responsibilities. Strong communication lays the foundation for furthering trust, solving challenges, and implementing creative ideas that can help the organization thrive.

At St. Leonard's, internal communication between all staff and leadership will continue to be a key priority. Intentional actions will be carried out to ensure that information flows promptly and with clarity, and all staff will be invited and encouraged to participate in sharing ideas and being involved in decisions that impact the organization and the clients we serve.

St. Leonard's will also formulate a plan to heighten its awareness throughout the community. It is critical that organizations and individuals throughout London understand the important work of our organization. We want community stakeholders to know what we do and how we do it. Additionally, we will pursue further diversity in our connections, partnerships, and interactions so that even more people have an awareness of the great work that we execute on a daily basis. With greater communication and awareness, more of our community will have access to our resources, programs, and supports.

1.2 STRATEGIC PRIORITY: PEOPLE

Goal: We will continue to be an employer who values each of their employees.

Strategies:

1. Recognize the contributions of all employees.
2. Improve empowered employee culture.
3. Standardize accountability measures.
4. Facilitate knowledge exchange.

Why People Matter To SLCS

St. Leonard's will continue to be deliberate in protecting the culture of the organization and intentional in valuing and recognizing our staff to ensure it is always a great place to work. We want St. Leonard's to continue to be a place where team members are excited to come to work, as that positivity is infectious and helpful as we interact with our clients and each other.

Through ongoing professional development opportunities we will further establish a practice of learning and personal growth so that staff can continue to confidently do their best work. The continued progression of our team will build the overall capacity of the organization and ensure that excellent and impactful service takes place during each client interaction.

We will also be calculated in our approach to standardizing accountability measures. With a streamlined and clear path through the onboarding process, and clarifications around staff roles and responsibilities, team members will have a greater sense for how individual roles work together for the common good of the organization.

1.3 PROGRAMS AND SERVICES

Goal: We will deliver quality client care through effective programs and services that will assist clients in reaching their full potential.

Strategies:

1. Explore infrastructure to maintain and increase capacity to serve clients.
2. Evaluate and measure the impact of our programs and services.
3. Increase awareness of St. Leonard's Community Services within diverse communities
4. Explore opportunities for expanded programming for our clients.

Why Programs and Services Matters To SLCS

St. Leonard's will continue to develop and deliver strong programming and services to our clients. In order to facilitate and further the quality and impact of these programs, it will be important to explore the ongoing development of the organization's infrastructure. By developing a clear standard of service and building and implementing new operational practices, the capacity to serve more clients within our programming will improve.

Evaluation will also be an important component for enhancing the impact of all programs and services. Through evaluation, we will gain clarity on the overall impact of our programming and have the evidence to articulate, with certainty, its overall significance. The evaluation process will also help affirm any adjustments or revisions to programming that can further revolutionize the influence and affect our clients can experience.

1.4 SUSTAINABILITY

Goal: We will maintain the financial viability of St. Leonard's Community Services so that we are able to execute our mission.

Strategies:

1. We will aim to sustain current funding.
2. We will actively consider emergent opportunities.

Why Sustainability Matters To SLCS

In order to continue to serve and support our stakeholders with excellence, maintain the highest quality in our programs and services, and retain our exceptionally qualified staff, we need to continue to be effective stewards of our financial resources.

St. Leonard's will continue to work with current partners to sustain our base of funding while also exploring new opportunities as they become available. We are also committed to evaluating current financial practices and policies to ensure efficient measures have been put in place to manage financial resources throughout the organization.

We will be sustainable well into the future so that our impact in the community can continue to flourish.