



ST. LEONARD'S
COMMUNITY SERVICES

OUR STRATEGIC PLAN 2020-2023



Acknowledgements

St. Leonard's new strategic plan is informed by the views of many valued stakeholders: our clients & participants, staff, managers and Senior Leadership, Board of Directors, volunteers, funders, donors, and community partners and allies. We appreciate the time each of you took to participate in a survey, interview, or focus group and share your perspective with authenticity, energy, vulnerability, and care.

We also acknowledge the time and talents of the Strategic Planning Committee (SPC): Brenda Mead, Brittany Landry, Emily Nolan, Jessica Farmer Bosma, Jody Graham, Justine Prawdzik, Michael Oates, Mick Kunze, Scott Switzer, and Yasmine Chabwa. This working group came together from across our organization to guide the process and ensure our planning best reflects the breadth, depth, and diversity of our organization. Thank you for tending to our process with diligent purpose.

Our strategic planning has been a time of rich, generative dialogue and engagement: at focus groups and interviews, SPC meetings, planning retreats, and 'water cooler discussions' across the organization. These conversations have been open, honest, and safe, allowing us to draw out new ideas, diverse opinions, and deep experience.

We are grateful you took the time to dialogue with us, give us feedback, and invest your time and energy in St. Leonard's through your participation. We are honoured by your trust and faith in us and the work we do. We have listened well to your shared wisdom and hope you see and hear your voice reflected here. We know our why and have set a clear path forward. Our plan is better because of your participation and wisdom.

Thank you.

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A Message from St. Leonard's Executive Director and Board Chair

In 2019, St. Leonard's Community Services, London & Region, celebrated its 50th anniversary. It was somehow fitting that as we celebrated 50 years of providing service to our community and looked back at the journey that has brought us to where we are, we also began to look forward to the development of a strategic plan that would guide us for the next several years.

In October 2019, we embarked on a six-month process of research, environmental scans, and stakeholder consultations, all of which provided us with opportunities for bold conversations, and thought-provoking and mindful working sessions. That work has culminated in the development of our Strategic Plan 2020-2023. For five decades, St. Leonard's has been changing perceptions and changing lives. Now, at age 50, we have the confidence of experience and the still-youthful optimism of what we can achieve. Our Strategic Plan will guide us as we embark on the next phase of our journey.

As we developed our plan, it was important to take the time to refresh our Vision, Mission, and Values, to ensure they still articulate the realities of who we are as well as serving as a call-to-action for us to become who we want to be. Our core values of inclusion, accountability, collaboration, and compassion are foundational and inform all that we do in pursuit of a community where everyone feels safe, valued and supported.

Our three strategic priorities are:

Our People

Our Services

Our Voices

We have always known Our People are our core strength, and we must build upon that strength to truly deliver the excellence of service we are known for. Our Services in improving the lives of the individuals who come to us should be rooted in quality upon a foundation of restorative practices. Our Voices, whether those of our staff, our partners, the individuals and participants we serve, and ultimately our community, all deserve to be heard.

The most effective strategic plan is one driven by the aspirations of those who live and breathe it every day. Our Strategic Plan is the result of the collaborative efforts of the St. Leonard's community: a dedicated team of staff, volunteers, leadership, and board whose members are committed to the St. Leonard's vision.

Thank you to the Strategic Planning Committee, community partners, funders, clients and participants, volunteers, board members, and staff, who participated in the development of an outstanding plan. We are confident this plan will guide us, together, into the next 50 years.

Paul Waight

Chair, Board of Directors

Michael Oates

Executive Director

St. Leonard's Vision, Mission, and Values

Vision, mission, and values are integral elements of any organization, articulating:

- The organization's overarching aspirations of what it hopes to achieve and the difference it will make (vision statement)
- What the organization needs to do now to reach that future (mission statement)
- The timeless, non-negotiable principles that guide an organization's decisions and actions (values).

These intersecting elements of vision, mission, and values form the foundation for all activities in the organization, steering it toward the future it most deeply desires.

In developing our new strategic plan, we took time to renew and refresh these elements:

Vision

A community where everyone feels safe, valued, and supported.

Mission

To support, advocate with, and empower individuals who are, or who are at risk of being, justice-involved.

Values

- **Inclusion** – Our foundation is a stance of non-judgement and openness that recognizes and honours the uniqueness and dignity of each person and their experience.
- **Collaboration** – Relationships are central to who we are and what we do. We cultivate purposeful connections with our clients & participants, co-workers, partners, allies, and community.
- **Compassion** – We are honoured to be part of other people's journeys. We accompany others and each other with empathy, flexibility, commitment, and respect.
- **Accountability** – We are a reliable partner who provides compassionate supports. We steward well the resources entrusted to us as we do our best by, with, and for clients & participants, co-workers, volunteers, students, partners, allies, and our community. Accountability is an invitation to become our best selves as we learn and grow.

Our Strategic Priorities for 2020-2023

St. Leonard's strategic plan defines the goals we will pursue in the next three years and the paths we will take to build a community where everyone feels safe, valued, and supported.

The areas we have identified, goals we have named, and strategies we will pursue are informed by the ideas and wisdom of participating stakeholders.

In the next three years, St. Leonard's will focus on:



AREA OF FOCUS

Our People

Our Goal

To support, empower, attract, and retain engaged employees, volunteers, and students.

Why Our People Are Important

Our people are what makes St. Leonard's an enduring and vibrant organization. We want to attract, encourage, and support engaged employees, volunteers and students. We invest in our people's personal and professional growth so they know they are valued and valuable members of our team. As we strengthen our organization and culture, we will retain highly skilled employees, volunteers, and students and become the employer of choice for individuals wanting to make a difference in our community. With confidence and commitment, our people will say "I work with St. Leonard's."

The work we do is highly rewarding, often challenging, and done by compassionate, skilled people who share with us their time, energy, passion, expertise, and experience. We embrace transparency, empowerment, and openness as we engage in authentic dialogue about compensation, work-life balance, and wellness. In the context of fiscal responsibility and limited resources, we will do our best by, for, and with our people. We commit to robust, transparent dialogue and increased understanding about what is, and is not, possible as we support one another on a path of growth.

Our people will expand their skills, competence, and confidence through professional development, cross-training, and knowledge transfer. Our emphasis on wellness will help employees, volunteers, and students have a greater sense of job satisfaction, work-life balance, mental wellness, and opportunity within St. Leonard's. Our work culture and team cohesion will strengthen trust, foster engagement, and help our people to feel supported and part of the entire organization.

Our people are our greatest asset and our greatest opportunity for impact. We know that the stronger we are as individuals, teams, and an organization, the better we can create a community where everyone feels safe, valued, and supported.

How We Will Make This Happen

1. Provide growth, professional development, and wellness opportunities
2. Engage in robust, transparent dialogue about compensation and employee engagement
3. Strengthen cohesion within and across teams

AREA OF FOCUS

Our Services

Our Goal

To improve the lives of individuals in support of community wellness.

Why Our Services Are Important

Community wellness is not just a goal; it's an imperative. Our community's needs are evolving. We need to proactively respond to shifting needs and emerging trends, to find new ways to be of support, and demonstrate the value of what we do so all individuals have access to services that improve their quality of life. In the next three years, that means focusing on housing, restorative justice, and evaluation.

Housing is essential for individual and community wellness. Focusing on housing makes it more likely that individuals have the stability they need to make sustainable, positive change. Helping individuals to first stabilize their housing allows us to support clients & participants to address other complex needs such as mental health, addictions, physical health, employment, and fostering relationships with families and the community. The need for supportive, stable housing affects all areas of our work.

Becoming a restorative agency means deepening the work we already do and cascading this important lens across our organization. As we purposefully cultivate practices of reconciliation, healing, and collaboration, we enrich the lives of individuals, families, and the community. These practices align with our values of accountability and relationship, helping us to collaboratively move forward as a community.

Developing our skills and competencies in evaluation allows us to use metrics to tell the stories of our clients' & participants' journeys, the difference we are making, and the wellness of our community. Metrics are a way to demonstrate the effectiveness of our programs and services, identify gaps, and contribute to important community conversations.

Supporting community wellness is a shared responsibility. In partnership with other organizations, community members, and clients & participants, we will be an agency whose expertise is known and shared.

How We Will Make This Happen

1. Support and promote housing initiatives
2. Purposefully integrate restorative justice practices in all that we do
3. Consistently monitor and improve programs and services across the organization

AREA OF FOCUS

Our Voices

Our Goal

To increase understanding of St. Leonard's programs, services, and opportunities.

Why Our Voices Are Important

Our focus on voice emphasizes internal and external communication: understanding and helping others and each other to know who we are and what we offer; advocating with our community, partners, funders, donors, and allies about issues; listening to the experience and expertise of employees; hearing the voices of challenge and support as we engage with one another; changing community conversations; standing with clients & participants to ensure they are heard, and their gifts and stories are known and celebrated.

Internally, effective communication increases engagement and supports opportunities for mobility, growth, and input into organizational decisions. This fosters stronger connections and builds relationships across our agency.

Externally, effective communication builds relationships in our community. This leads to increased awareness, presence, knowledge-sharing, and collaboration.

At St. Leonard's, we believe every voice matters. We do not seek to blend all stories into one narrative. We encourage critical thinking, generative dialogue, and diversity of thought, ensuring all voices are represented, have opportunity, and are heard. We strive to counter the muting forces of apathy, marginalization, misunderstanding, and fear by drawing forth the voices of many and inviting us into deeper connection with one another.

How We Will Make This Happen

1. Evaluate program familiarity and address knowledge gaps
2. Analyze, strengthen, and initiate community connections
3. Increase St. Leonard's media and community presence

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