**Strategic Plan, 2021-2024**

|  |  |  |
| --- | --- | --- |
| **Strategic Priorities** | **Rationale** | **Goal** |
| **1. Reflect the Community We Serve** | By reflecting the community, we can better engage the moral, reputational and financial support of its diverse members | * Board, staff, and volunteers, as groups, will reflect a range of diversities (age, sex, ethnicity, nationality, race, religion, etc.)
 |
| **2. Be a Charity of Exceptional****Reputation** | Recent controversies have raised serious questions about how charities operate, increasing the risk of financial and reputational fallout. | * Reinforce our charitable *bona fides*
* Leverage the residual benefits to the agency that derive from the founder’s reputation as visionary in the field
 |
| **3. Be Financially Secure** | The capacity to offer innovative programs and services to our clients depends on our financial security | * Increase by 15% our total operational revenue over the life of this plan (i.e., within three fiscal years).
 |
| **4. Offer High Quality Programs with Superior Operational Functioning** | The longer our history, the more chances we have to develop innovative services, which must translate into our demonstrating ever higher quality programming and operations. | * Exceed sector standards regarding programming and operational functioning by building on the positive comments of our accreditors, focusing on the opportunities identified for added improvements
 |
| **5. Employ Effective Succession Processes**  | Four-year term limits prescribed by the Not for Profit Corporations Act will necessitate more frequent changes in officers and directors than has been typical to date | * Ensure security of leadership---as this is second only to funding when it comes to the optimal functioning of any agency
 |