



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	<ul style="list-style-type: none">• 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.	<ul style="list-style-type: none">• Reinforce our charitable <i>bona fides</i>• 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	<ul style="list-style-type: none">• 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.	<ul style="list-style-type: none">• 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	<ul style="list-style-type: none">• Ensure security of leadership---as this is second only to funding when it comes to the optimal functioning of any agency