



2025 - 2029

# STRATEGIC PLAN

## VISION

Orléans-Cumberland: A strong, adaptable, inclusive and connected community.

## MANDATE

To work with our community to support individuals and families in achieving their full potential.

## VALUES

- Inclusive
- Compassionate
- Community-Centric
- Responsive
- Accountable

STRATEGIC PILLARS

### What

#### EVOLVE WITH OUR COMMUNITY

We will strategically evolve our programs to meet community needs, ensuring sustainability by balancing demand with capacity and prioritizing growth only when resources allow.

**OBJECTIVES**

**Adapt Services Strategically:** Continuously evaluate and adapt programs to meet community needs, expanding services where feasible and aligning with our resources, while pausing or adjusting offerings when necessary.

**Enhance Accessibility with Strategic Growth:** Implement inclusive solutions to reach vulnerable and remote populations, planning any service expansion carefully to ensure it is supported by sufficient resources and funding.

**Sustainable Growth Planning:** Create a strategic growth plan that addresses key community needs, including mental health supports, with a focus on sustainability and realistic resource management.

**Maintain Service Quality:** Continue offering high-quality programs and services, while regularly evaluating and enhancing their quality to ensure they meet the highest standards and effectively address community needs.

### How

#### CONNECT WITH OUR COMMUNITY

We will build connected communities by fostering strong partnerships, increasing our visibility, and advocating for the needs and values of our community.

**OBJECTIVES**

**Champion Diversity, Equity and Inclusion:** Ensure all services are designed and delivered in a way that is inclusive and culturally sensitive, with a focus on marginalized communities.

**Support Ethnocultural Services:** Continue offering Anglophone and Francophone services and assess the need for additional multilingual services and cultural sensitivity in programming.

**Strengthen Outreach and Partnerships:** Actively seek, nurture and advocate within internal and external partnerships to enhance service delivery, community connections and values at key tables.

**Increase Visibility:** Be involved in the community to boost our visibility and ensure the community understands our services, supporting fundraising, donations, and third-party events.

### Who

#### FOSTER A DYNAMIC CULTURE

We will create an inclusive and empowering environment where our staff, volunteers, and community members can thrive, fostering a culture of excellence and collaboration.

**OBJECTIVES**

**Develop Skills and Leadership:** Invest in the growth of staff and volunteers by providing targeted training, coaching, and cross-training opportunities to build leadership skills and support professional and personal development as outlined in the EVP\* and the VVP\*.

**Strengthen Recruitment and Retention:** Implement strategies to recruit and retain a diverse and motivated team of staff and volunteers, ensuring their roles align with their strengths and development goals as outlined in the EVP and VVP.

**Promote Work-Life Balance:** Focus on promoting the work-life balance of staff and volunteers through flexible work arrangements, offering competitive wages, and encouraging wellness practices as outlined in the EVP and VVP.

**Enhance Internal Communication:** Improve internal communication to ensure that staff and volunteers are informed, engaged, and able to collaborate effectively across programs and services.

**Ensure Diverse Representation:** Promote equity, diversity and inclusion across all levels of the organization, ensuring our team and our Board reflects the community we serve.

\*Employee Value Proposition (EVP); Volunteer Value Proposition (VVP)

### How Well

#### DRIVE OPERATIONAL EXCELLENCE

We will drive operational excellence by innovating, optimizing our processes, technology, and strategies to maximize impact and efficiency.

**OBJECTIVES**

**Streamline Operations:** Build, standardize, and optimize processes, systems, and technology to enhance program and administrative efficiency, with a commitment to continuous improvement and sustainability.

**Strengthen Clarity:** Establish a clear mission, vision, and strategic plan, ensuring sustained focus on achieving key performance indicators and organizational goals.

**Leverage Technology:** Implement advanced technologies and process automation to enhance service delivery and allow staff to focus on higher-impact activities.

**Ensure Continuity:** Develop succession planning and cross-training programs to maintain staff coverage and support professional development.

**Secure Financial Resilience:** Advocate for ongoing core funding, explore grant and fundraising opportunities, and manage financial resources effectively to ensure long-term stability and growth.

- ENABLERS
- DONORS & FUNDERS
- STAFF & VOLUNTEERS
- INTERNAL PROCESSES
- FINANCIAL & HR STEWARDSHIP
- IT & COMMUNICATIONS
- PARTNERSHIPS
- OUR LEADERSHIP