

Strategic Plan 2020-22



Goodwill
Amity

GOODWILL THE AMITY GROUP

GOODWILLONLINE.CA

About Goodwill Amity

We are committed to people, the planet and community prosperity.

We support all three through the power of work.

We believe that the power of work can address the intractable social issues of our time: tackling poverty, contributing to a greener planet and building stronger communities.

Our work changes lives.

As part of a global network implementing solutions at the local level, we are inspired by the United Nations 17 Sustainable Development Goals (SDGs). In particular, we are committed to realizing the following 3 SDGs for the people, the planet and the communities we support:

1. **Reducing inequality** by advocating for equal access to work, regardless of gender, age, race, sexuality, or ability.
2. **Assuring decent work and economic prosperity** by strengthening the social and economic fabric of our neighbourhoods through stable and sustainable employment, responding to labour market needs and investing in future workforce development.
3. **Building sustainable cities and communities and safeguarding the planet** by integrating green practices into our business activities while engaging consumers in reuse and recycling to reduce our local landfill footprint.

We are a path to income security for individuals and their families. We are a catalyst for strong and healthy neighbourhoods. We are a benchmark for sustainability in the retail marketplace. In all these ways, Goodwill Amity is influencing positive, long-lasting transformational change.

Strategic Planning

In the first month of 2020, Goodwill Amity held a Board and Leadership Strategic Retreat. We tweaked our Vision and Mission statements to speak to a greater role in community. This reflects the fact that employment has a huge ripple (and multiplier) effect far beyond one individual finding employment or one employer hiring their chosen candidate.

We also set plans to grow our retail stores to hire, serve, and train more people; expand our Employment Services to connect more individuals to work; and to continuously improve the reuse and recycling and environmental work we do to tread as lightly as possible on the planet.

Our progress and results over the past two years are the foundation for the continued expansion of our role and contributions to individuals and families, to employers, to the economy, and to the communities we serve.

Strategic Plan

Vision

Vibrant, inclusive and sustainable communities where everyone has an opportunity for meaningful employment.

Values

We put people first.

We are client-centered and live Goodwill's empowering mottos of "not a charity but a chance" and "a hand up not a hand out."

We are entrepreneurial.

Goodwill was a social enterprise a century before it was called social enterprise and we are proud of that heritage. We continue and build on it by being enterprising, energetic, and innovative. We seek mission-integrated opportunities to further our social impact.

We hold ourselves to the highest standards of ethics and integrity.

We act honourably and truthfully. We bring sincerity to all we do.

We strive for excellence.

We seek to continuously improve what we do and how we do it. We encourage innovation and healthy risk-taking to achieve our mission.

We are committed to diversity and inclusion.

We champion and draw strength from our differences. We strongly believe we are better, together.

Mission

Changing lives and strengthening our communities through the power of work.

We are responsible stewards.

We respect our accountability to our donors, our customers, our clients, our employer partners, our funders, our supporters, and our community.

We embrace sustainability.

By upcycling, recycling, and reducing waste, we do all we can to be good to our environment and future generations.

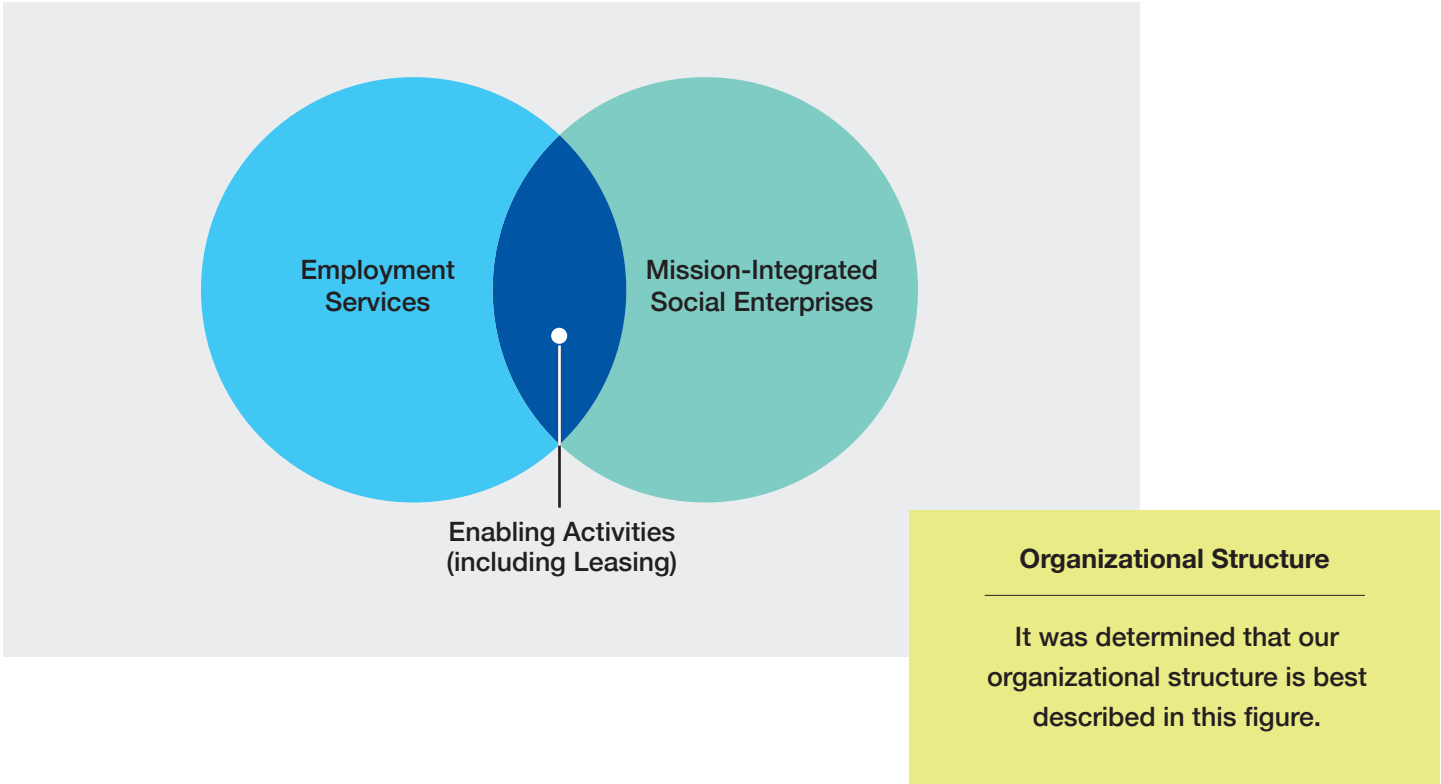
We are collaborative.

We aim to build and contribute to the systems and networks that enhance our ability to achieve our mission. Our work is community-centred and characterized by collaboration and outreach.

We support each other.

We are committed to building an encouraging, caring, and supportive work environment. We take seriously a shared responsibility to support our employees and enrich their lives.

Organizational Structure



Strategic Directions

1. Stabilize and Grow Employment Services to serve more job seekers and employers
2. Grow Mission-Integrated Social Enterprise to increase skill development opportunities, continuously improve our environmental contributions, and generate proceeds for the mission
3. Maximize Leasing at King William to create a non-profit hub and generate proceeds for the mission

Associated activities are presented in a logic model format in the following pages.

STRATEGIC PLAN: STRATEGIC DIRECTIONS

Stabilize and Grow Employment Services

Our Activities/Outputs	Strategic Outcomes		
	Short-term Outcomes	Intermediate Outcomes	Long-Term Outcomes
<p>1. Stabilize and grow mission</p> <p>1.1 Expand our employment services contracts to serve more job seekers and employers</p> <p>1.2 Increase training offerings to equip individuals with job-ready skills</p> <p>1.3 Access ongoing research and respond to findings on the workforce of the future</p> <p>1.4 Orient ourselves towards supporting individuals beyond placement and retention to career path planning</p> <p>1.5 Position ourselves to work with larger employers</p> <p>2. Invest in our people</p> <p>2.1 Manage the change, organize our workforce, and develop the skills and practices that will be required in a transformed environment</p> <p>2.2 Intentionally develop career pathways and succession plans for our Employment Services staff to build skills, support retention, and create the capacity for growth</p> <p>3. Invest in technology</p> <p>3.1 Explore and acquire optimal technology for administration, case management, and service delivery</p> <p>4. Develop greater collaboration with Mission-Integrated Social Enterprise, for employment and skills training</p>	<ul style="list-style-type: none"> • More job seekers served • More job seekers find work • More employers served • More employers who recruit and retain the staff they need 	<ul style="list-style-type: none"> • More individuals who are employed • More individuals who progress in their careers • More income earned by those working • More employers who are able to meet their operational objectives • Improved alignment between programs offered and job seeker/employer/labour market needs • Identification of skills need in future workforce 	<ul style="list-style-type: none"> • Increased employment in the region • More employers attracted to the region • Greater social inclusion • Less social isolation and fewer marginalized people • Healthier and safer communities • Less recidivism when people find work • Savings in social assistance payments • Increasing tax revenue • More skilled workforce

STRATEGIC PLAN: STRATEGIC DIRECTIONS

Grow Mission-Integrated Social Enterprise

Our Activities/Outputs	Strategic Outcomes		
	Short-term Outcomes	Intermediate Outcomes	Long-Term Outcomes
<p>1. Grow gross revenues, net revenues, and donors in ongoing operations</p> <p>2. Expand and prepare for future growth</p> <p>2.1 Open one and if feasible, two Attended Donation Centres (ADCs)</p> <p>2.2 Undertake a needs and gaps analysis to determine whether there is a role we could play in community food service</p> <p>2.3 Increase training opportunities and intentionally develop career pathways and succession plans for our donated goods retail staff, especially in management positions, to prepare for expansion</p> <p>3. Lead, with Corporate Services, increasing efforts on environmental sustainability</p> <p>3.1 Begin work on a baseline measure of waste diversion and develop a plan with targets for future improvement</p> <p>4. Develop greater collaboration with Mission-Integrated Social Enterprise, for employment and skills training</p>	<ul style="list-style-type: none"> • More donations • More independent revenue to support the mission • More goods diverted from landfill • An understanding of roles we might play in community food service • Increased training opportunities, potentially including in food service 	<ul style="list-style-type: none"> • Enough donations to support a new store • Increasing employment • Increased training opportunities, potentially including in food service 	<ul style="list-style-type: none"> • Social enterprise can fund more mission services • Goodwill’s environmental contributions are significant • Increased training opportunities, potentially including in food service