

# Strategic Plan 2022-27



Goodwill  
Amity

GOODWILL THE AMITY GROUP

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## The Strategic Plan

Keeping “focus” as our guiding principle and growth as the theme, the Strategic Plan (*presented on the next page*) has just two over-arching Objectives:

- 1. Build more pathways to increase the job seekers who secure meaningful work, and**
- 2. Expand our enterprises to increase revenues that advance and enable our mission**

Beneath each are Strategic Directions that will inform initiatives in the Annual Operating Plans and Budgets. Enabling activities are also identified. In addition to mission-specific activities, these will require investment and effort.

Lastly, the impacts we seek to drive – both short- and long-term – are expressed.

## Summary

Goodwill Amity’s 2022-2027 Strategic Plan moves from our recent turnaround efforts towards significant but focused growth in our operations, points to enabling requirements – financial, technological, and human – that will need to be in place to be successful, and expresses the outcomes we hope to drive for our stakeholders and our communities.

The Plan will guide our priorities and actions over the next five years. Each year Senior Leadership Team SLT will incorporate its elements into an annual Operating Plan and Budget for Board review and approval in March. The Operating Plan will attach metrics to each direction and impact so that progress can be tracked. At the mid-point, in 2025, a Strategic Retreat will be planned to reflect and refresh.

Above all else, this Strategic Plan is inspired by the Mission of and designed to change more lives through the power of work.

# Objectives and Directions

<p><b>VISION</b></p>	<p><b>Vibrant, inclusive and sustainable communities where everyone has an opportunity for meaningful employment</b></p>	
<p><b>MISSION</b></p>	<p><b>Changing lives and strengthening communities through the power of work</b></p>	
<p><b>STRATEGIC OBJECTIVES</b></p>	<p><b>Build more pathways to increase the job seekers who secure meaningful work</b></p>	<p><b>Expand our enterprises to increase revenues that advance and enable our mission</b></p>
<p><b>STRATEGIC DIRECTIONS</b></p>	<ul style="list-style-type: none"> <li>• Address mental health support as critical for some job seekers to attain and retain employment</li> <li>• Expand our competency-based, industry - and employer - aligned skill development offerings</li> <li>• Maintain and expand relationships with employers</li> <li>• Engage in labour market social and policy development</li> <li>• Increase on-the - job training opportunities for Employment Services job seekers to gain skills in our own social enterprises</li> <li>• Increase the visibility and understanding of Goodwill’s mission and impact</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain existing contract funding</li> <li>• Seek increased contract funding focused on serving individuals from equity-seeking groups</li> <li>• Grow our retail footprint</li> <li>• Increase the ways we acquire donated goods</li> <li>• Continuously expand the work we do in delivering environmental solutions</li> <li>• Optimize leasing at King William to generate independent revenues for our mission</li> <li>• Fundraise to secure independent revenues for our mission priorities</li> <li>• Increase the visibility and understanding of Goodwill’s mission and impact</li> </ul>
<p><b>ENABLERS</b></p>	<p><b>Become an Employer of Choice in the NFP sector so that we can attract and retain the talent to grow our impact</b></p> <p><b>Build efficient and effective processes to make informed decisions</b></p> <p><b>Enable our people and processes through enhanced digital functionality</b></p>	

# Our Impact

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 three SDGs for the people, the planet, and the communities we support:

- **Reducing inequality by advocating for equal access to work, regardless of gender, age, race, sexuality or ability.**
- **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.**
- **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 also know that Income and Social Status and Employment and Working Conditions are the #1 and #2 Social Determinants of Health and Health Inequalities so our work literally saves lives and creates healthier communities.

## SHORT TERM IMPACTS

- More individuals from equity seeking groups are employed
- More individuals from equity seeking groups attain the skills they need to find work
- More individuals get out of poverty
- More families have financial security
- More employers are able to meet their operational objectives
- More goods are reused and recycled
- Revenues are generated to develop and self-fund impactful services
- The organization remains financial healthy

## LONG TERM IMPACTS

- Communities are inclusive, healthy, safe, and thriving
- Everyone has the opportunity for meaningful work
- Generational cycles of poverty are eliminated
- The circular economy is a key contributor to addressing the climate crisis