

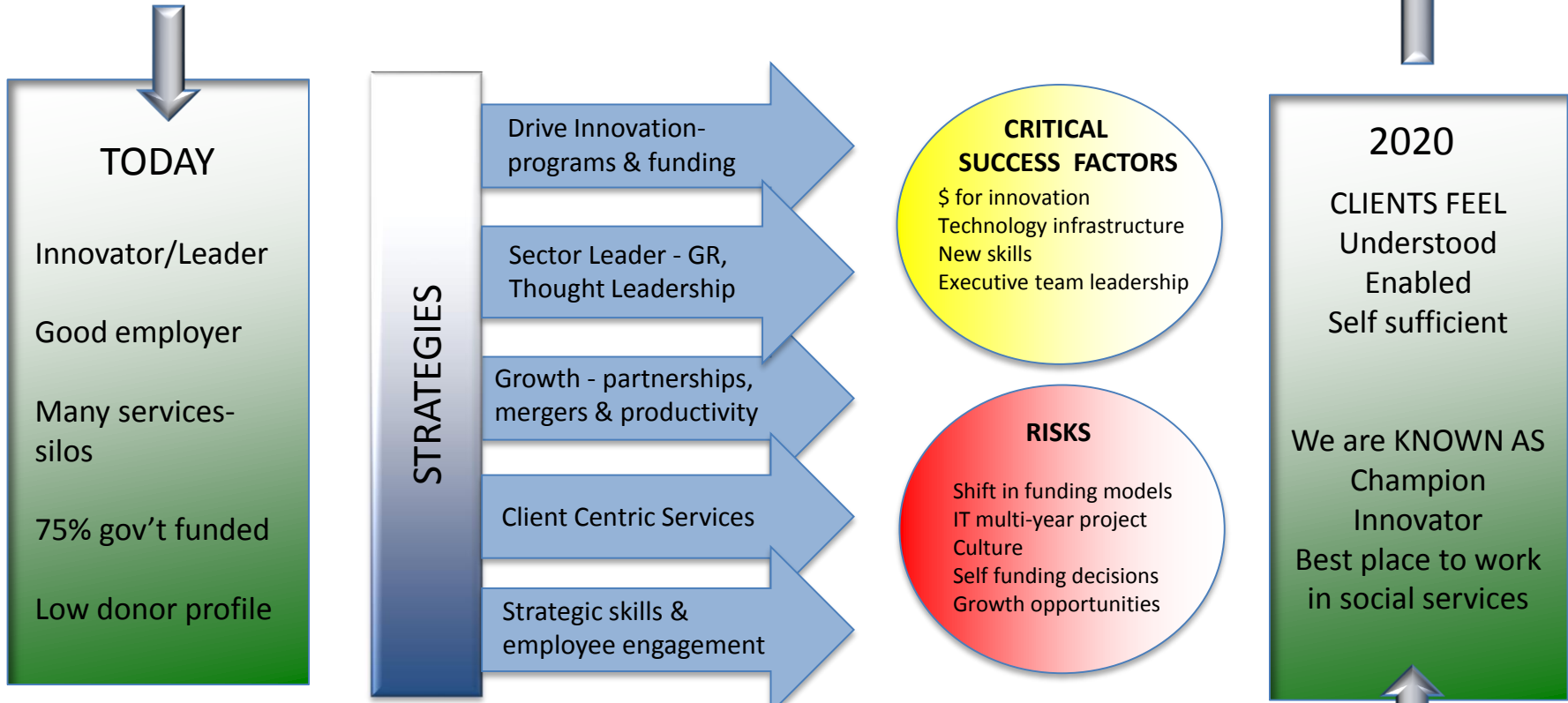
WoodGreen - Strategic Plan

2015 - 2020



Opportunity made here.

Our Vision: A Toronto where everyone has the opportunity to thrive



LONG TERM OBJECTIVES

1. Leader in social innovation
2. Influence policy
3. Targeted growth
4. Improve client outcomes
5. Build high performance organization

GOALS

- ✓ 2 new collective impact solutions
- ✓ \$3M in annual self funding
- ✓ Impacted 3 policies - chair 4 collaboratives
- ✓ 100 more housing units, service 30% more seniors
- ✓ Meet 100% of established program targets, exceed client sat targets
- ✓ New core competencies - innovation, collaboration, Gov't relations,
- ✓ Employee satisfaction exceeds 80%

THE CHANGE AGENDA

FROM			TO
The people we serve			
Program by program Meet established targets	Service model Client Outcomes	Holistic Exceed client expectations	
Our enablers			
\$49M Opportunistic 75% gov't directed	Funding Partnerships Funding model	\$60M Strategic partners \$3M- self directed	
Our organization			
Silos Skilled Operational	Culture Capability Technology	Collaborative High performance Client centric	
How key stakeholders see us			
Leader Unaware Good employer	Funders & Partners Donors Employees	Champion Innovator Employer of Choice	

CURRENT

FUTURE

LONG TERM OBJECTIVES

GOALS

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3. Targeted growth

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- ✓ service 30% more seniors

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- ✓ exceed client satisfaction targets

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Drive
Innovation

Sector
Leadership

Targeted
Growth

Client Centric
Servicing

Strategic skills
& engagement

STRATEGIES

#1 - Leader in Social Innovation

Build a culture of innovation

- create new dept., teams, processes & systems
- adopt best practices - StageGate, Soapbox
- develop recognition programs, new measurement tools

Create new collective impact programs

- Urban Aboriginal adaption of Homeward Bound
- Crown Wards aging out of care

Develop self funding

- social enterprise, social bonds, real estate opportunities

Expand Foundation's support

- new strategic plan
- utilize new WG positioning and profile

2- Influencer and Champion

Increased Gov't relations

- Ministerial relationships
- develop internal expertise
- impact transitional housing legislation & vulnerable tenants policy

Leader at sector tables

- chair 4 community collaboratives
- invited to special tables

Thought leadership

- lead research in Aboriginal solutions, school hubs, vulnerable tenants, key partner in Precarious Employment research

3- Targeted Growth

Increase sector capacity

- service demands gap analysis
- WG multi-year services roadmap - grow, maintain, exit
- growth plans for housing and seniors
- increased partnerships to extend capacity- health

Improve productivity

- develop process engineering capabilities
- create efficiency in non client facing activities
- redesign service pathways
- prioritize technology investments for productivity

4 - Client Centric

Central Intake

- single source of data with integrated access points
- develop business case & analysis, find funder- IT donor
- create a culture of collaboration

Client Centric Data (holistic view)

- client data: needs, services, outcomes, services used elsewhere
- improve/ease of access and new tools for analysis & measurement
- enables service planning, data for evidence based practices

Client Portal

- create simplified client access (see all WG services and ability to access)
- create client feedback capability - validation and client surveys

Outcomes Measurement

- improved measurement techniques for outcomes evaluation

5 - High Performance Organization

Add strategic capabilities

- business planning , innovation, risk management
- government relations, change management

Create performance based organization

- benchmark all non-union roles
- development, retention and succession plans for Directors up
- create management training program
- Performance management systems - rewards & recognitions

Build Employee engagement, Volunteer engagement

- collaborative culture, culture of innovation
- increased communication & transparency
- models to attract skilled volunteers