




WoodGreen Strategic Plan 2020-2023

SEPTEMBER 2020



1	INTRODUCTION
3	OUR STRATEGIC PRIORITIES FOR 2020-2023
4	EXPAND HOUSING AS THE FOUNDATION FOR SUPPORTING COMMUNITY
8	CHAMPION INTEGRATED COMMUNITY HEALTH
12	PREPARE OUR COMMUNITY FOR THE FUTURE OF WORK
15	HELP YOUTH TO THRIVE
17	ANTI-RACISM AT WOODGREEN
22	OUR CRITICAL ENABLERS
24	METRICS OF SUCCESS
26	FUTURE STATE: HOW WOODGREEN WILL BE TRANSFORMED THROUGH THIS STRATEGY

Introduction

As one of the largest community agencies in Toronto, WoodGreen Community Services is on the forefront of meeting need. WoodGreen enhances self-sufficiency, promotes wellbeing, and reduces poverty by leading solutions to critical social needs. We have a legacy of innovation, entrepreneurship, and audaciousness, made possible by the expertise and capability of our incredible staff.

This strategic plan is the next step in this legacy. It outlines how WoodGreen will continue to lead solutions that help vulnerable members of our community thrive, and how we will evolve with our environment. COVID-19 has amplified the necessity to be clear and strategic about both of these things.

OUR THEORY OF CHANGE: ADDRESSING THE SOCIAL DETERMINANTS OF HEALTH AT THE COMMUNITY AND SYSTEMS LEVELS

Much of this strategic plan is about doing more formally what WoodGreen has long done intuitively: Addressing

the social determinants of health that are critical to enabling people to thrive.

The social determinants of health are the conditions in which people are born, grow, work, live, and age. When we improve these conditions for clients, we not only help them achieve better health outcomes - we also build housing stability, economic empowerment, social ties, and other factors that advance their wellbeing.

COVID-19 has underscored just how deeply intertwined health outcomes are with these conditions of daily life. We have seen that the virus poses the greatest risk to the same members of our community who have been left behind in Toronto's economic growth, to those without a robust social safety net to fall back on and those with distinct vulnerabilities.

Many of these individuals are not only at greater health risk during the pandemic, but are now facing deeper challenges around issues that COVID-19 has exacerbated: Housing stability, income security, unsafe working conditions, food security, social isolation, and more.

While the pandemic has deepened these challenges for those already struggling, it has also brought about vulnerabilities for a wider and more diverse portion of Toronto's population. Many middle-income households are now facing difficulties paying rent, seeking out community support services, and finding themselves with reduced access to the social determinants of health as the impacts of COVID-19 continue to unfold.

In addition to continuing core WoodGreen programs such as childcare, this strategic plan charts a path for WoodGreen to respond to growing needs in our city that are increasingly diverse and complex.

CLIENTS AT THE CORE

WoodGreen supports over 37,000 clients annually across the city of Toronto, delivering a range of services that match the diversity in our community. Our approach to service delivery is client centric, with clients playing an active role in service design, delivery and feedback. The client experience is at the forefront of the work that we do, and drives our strategic and operational objectives. Client wellbeing and safety is a consistent strategic priority for WoodGreen and a through-line across all other strategic objectives outlined throughout this plan.

SOCIAL DETERMINANTS OF HEALTH

Income and income distribution
Early life
Education
Housing
Food security
Employment and working conditions
Unemployment and job security
Social safety net
Social inclusion and exclusion
Health services

Our strategic priorities for 2020-2023

EXPAND HOUSING AS THE FOUNDATION FOR SUPPORTING COMMUNITY

WoodGreen will expand our portfolio of housing and accompanying supports to match the diverse needs of our community. As one of the largest non-profit housing providers in Toronto, we will leverage our size to provide individuals and families with housing and supports tailored to their needs.

CHAMPION INTEGRATED COMMUNITY HEALTH

WoodGreen will amplify our leadership role in the community health sector to provide clients with the coordinated care they need. We will achieve more integrated health care for vulnerable populations by pairing on-the-ground services and expertise with systems-level leadership in health planning.

PREPARE FOR THE FUTURE OF WORK

WoodGreen will reinvent our employment services to match the increasing complexity of our clients and ongoing changes in the economy. Our redesigned services will target our services to achieve long-term success for those furthest from the workforce.

HELP YOUTH TO THRIVE

WoodGreen will provide a holistic suite of services and supports to equip vulnerable youth with the best chance of success. We will help youth lay a foundation that empowers and enables them to thrive, now and for the rest of their lives.

Expand housing as the foundation for supporting community

COVID-19 has underscored how deeply intertwined housing is with health and wellbeing. Housing is a foundation for the prevention of illness and for building healthy social and physical environments. Our homes are the basis from which we work, rest, recover, make connections with our community, and pursue our personal goals.

The pandemic has compounded a pre-existing crisis in homelessness and housing affordability in Toronto – a crisis that has long affected low-income and vulnerable populations, and is now increasingly impacting middle-income households. Prior to the pandemic, more than 8,000 people in Toronto were experiencing homelessness,¹ while more than 100,000 households were on Toronto's social housing waitlist.² Since March, thousands more households have been struggling to make monthly rent payments, putting them at risk of eviction.³

As the second largest social housing landlord in Toronto, WoodGreen is one of few housing providers with the scale and capacity to leverage into significant growth of affordable and supportive housing. WoodGreen is uniquely positioned to leverage our assets and implement expansion strategies to meet housing need in our community.

The face of housing need in Toronto includes those with deep support needs, those who need temporary help to establish stability, and those whose housing challenges are centred around affordability. The current snapshot of need illustrates that there is no one-size-fits-all solution to housing instability.

Alongside our ability to make a significant impact on affordable housing supply, WoodGreen's wide range of programs and supports enable us to serve people across this diversity of need – from lighter-touch affordable housing to permanent supportive

¹ City of Toronto, "Street Needs Assessment 2018: Results Report," November 2018, p. 6, <https://www.toronto.ca/wp-content/uploads/2018/11/99be-2018-SNA-Results-Report.pdf>.

² City of Toronto, "Social Housing Waiting List Reports," accessed August 2020, <https://www.toronto.ca/city-government/data-research-maps/research-reports/housing-and-homelessness-research-and-reports/social-housing-waiting-list-reports/>.

³ Toronto Foundation, "COVID-19 and Housing: Will New Opportunity Emerge from Crisis?" June 1, 2020, p. 1, <https://torontofoundation.ca/wp-content/uploads/2020/05/Final-BTC-housing-brief-for-release-June-1.pdf>.

housing. Our ability to provide wraparound services means we can be more than a landlord to those with housing and support needs. We can go beyond helping individuals secure housing – we can help them activate housing as a springboard to economic empowerment, improved mental and physical health, and their own life goals. We can provide the flexibility that much of Toronto’s landlords cannot, to

accommodate the changing needs of an individual or family over time.

In 2020-2023, WoodGreen will set to work on our 10-year target to grow our housing stock by 3,000 new units by 2030. We will achieve growth of 300 units annually through the following strategies:

STRATEGY	ACTIONS
<p>1. Cultivating multi-sectoral partnerships.</p> <p>WoodGreen will work with developers, government, and private patient capital financiers to respond to opportunities to develop, design, and/or manage new units in buildings that are in the planning or construction stages. We will ensure we are positioned to not only secure these partnerships, but also to be assertive in negotiating values-based terms for these partnerships that will serve our clients well.</p>	<p>1.1. Establish a Real Estate Advisory Team to cultivate WoodGreen’s readiness to partner.</p> <p>This team will be comprised of internal and external experts who will assess partnership opportunities from a technical real estate perspective and ensure partnership agreements meet WoodGreen’s criteria for partnership. Team members will include:</p> <ul style="list-style-type: none"> ▪ WoodGreen VP Strategy - to build relationships. ▪ WoodGreen VP Housing - to advise on operations. ▪ NBLC - to provide economic and pro forma analysis. ▪ New Commons - to facilitate deals and provide

	non-profit housing ecosystem analysis.
	<p>1.2. Develop a communications package that conveys WoodGreen's value-add and criteria for partnerships with private developers, financial institutions, and government.</p> <p>This package will equip us to negotiate partnership agreements on terms that meet the needs of both our organization and our clients.</p>
	<p>1.3. Work with the WoodGreen Foundation to create a Housing Investment Fund that will provide the equity required for new development projects.</p>
<p>2. Deepening our internal capacity to excel as a larger affordable housing provider.</p> <p>In order to add and manage 3,000 new units alongside our existing portfolio, WoodGreen will need a strong operational core. Our recent merger with Accommodation, Information and Supports has demonstrated how economies of scale create efficiencies that enable us to do more, with greater impact.</p>	<p>2.1. Develop economies of scale to maximize efficiency across our portfolio.</p> <p>We will pursue strategic acquisitions as relevant to absorb the capacities and assets of interested housing providers.</p>
	<p>2.2. Utilize data to better understand tenants and their needs, and connect tenants to other WoodGreen services.</p>
<p>3. Investing in maintenance to preserve affordable housing for the next generation.</p>	<p>3.1. Begin implementing WoodGreen Community Housing's first 5-year capital plan.</p>

As WoodGreen adds new units to our housing portfolio, we also need to invest in our current stock to ensure we maintain a healthy housing portfolio. Retrofits and maintenance are critical to preserving existing units that our clients rely on, and contributing to the lifecycle of affordability that deepens over time.

WoodGreen has completed our first building capital assessment and prepared a three-pronged investment strategy to support it:

- Doubling the contribution to capital budget.
- Refinancing mortgages upon renewal.
- Tower renewal subsidized by the savings they achieve.

3.2. Continue to update our energy and capital repair in concert with our portfolio expansion.

Champion integrated community health

Community health bridges healthcare with community supports to help individuals live at home, in community. When people have access to both clinical and community supports that address the social determinants of health, we see improved health outcomes, reduced health inequalities, and less unnecessary hospitalizations and admissions to long-term care homes. COVID-19 has made these connections clear, and demonstrated how on-the-ground relationships with vulnerable individuals are an essential pathway to care.

In Toronto, steady rises in income gaps, housing prices, the cost of living, homelessness, and precarious employment have deepened need for more integrated models of healthcare, where community supports play a central role. For people living in poverty, community supports that address the social determinants of health not only help prevent illness – they also help prevent health challenges from worsening into more complex conditions. Both clinical healthcare providers and community agencies are being tasked with serving increasingly complex clients, whose health

challenges have become compounded in the absence of access to the social determinants of health.

Much of this need for integrated healthcare is concentrated among seniors, newcomers, and marginalized people with complex mental health needs, many of whom live in East and Downtown East Toronto. Youth experiencing health challenges in Toronto also face significant service gaps when trying to access integrated care.

COVID-19 has amplified the health risks that people living in poverty disproportionately face, and deepened the urgency to ensure vulnerable people have access to the full range of supports they need to be healthy.

Client safety is a strategic priority at WoodGreen. From the start of the pandemic, WoodGreen has been able to leverage our relationships with individuals in our community, our firsthand understanding of their nonclinical health needs, and our wide service offering to help people remain safe and healthy in their homes – from delivering meals to seniors to supporting people dealing with exacerbated mental health challenges

during the pandemic. We have used our organizational capacity to help the broader community sector respond to COVID-19 – coordinating personal protective equipment for other organizations, providing community testing, and sharing knowledge resources.

WoodGreen has significantly expanded our delivery of community health services over the last five years. There is also untapped potential for us to have even greater impact on population health in the communities we serve by leading change in how community

health services are organized and integrated. WoodGreen has already laid the foundation for this shift through our membership in the East and Downtown East Ontario Health Teams, and through innovations in our own service delivery.

In 2020-2023, WoodGreen will amplify our leadership role in the community health sector. We will extend our value beyond being a leading service provider for even greater impact as the anchor of a coordinated and integrated continuum of community health services. We will achieve this through the following strategies:

STRATEGY	ACTIONS
<p>1. Leading the integration of health services to improve population health in the communities we serve.</p> <p>WoodGreen can have even more impact on population health in the communities we serve by leading change in how community health services are organized and integrated. Poor transitions between providers and gaps and overlaps in service provision are the major impediments to a high performing community health system. Woodgreen will advance a service model that stresses the importance of integrated service delivery both within the health sector and</p>	<p>1.1. Lead the development of a single accountability and funding structure for community health services in the East Toronto Ontario Health Team.</p> <p>In the first and second years of the strategy, WoodGreen will build on strong foundations in East Toronto to use its position on the OHT to reorient community health services towards an integrated, client-centric model.</p> <p>1.2. Explore potential involvement in the Scarborough Ontario Health Team.</p>

<p>across the broader health and social services sector.</p>	<p>In the first year of the strategy, WoodGreen will build relationships with the range of health and community providers in Scarborough to test the potential for impact through the Scarborough OHT.</p> <p>1.3. Continue engagement with the Downtown East Toronto Ontario Health Team and apply lessons learned from the anticipated East Toronto community health redesign.</p> <p>We will continue to cultivate existing relationships in Downtown East in the first two years of the strategy, and wait to garner lessons learned and promising practices from our experience in East Toronto before deciding in year three whether they can successfully be adapted to the Downtown East.</p>
<p>2. Driving system-level change through advocacy and policy leadership in targeted areas where WoodGreen has credibility and expertise.</p> <p>WoodGreen will contribute our expertise and leadership at the system-level to ensure stakeholders receive clear communication about system improvements. We will pursue research, innovation and policy development to be</p>	<p>2.1. Confirm 3-5 policy priorities at the intersection point of system need and WoodGreen expertise. Preliminary focus areas include:</p> <ul style="list-style-type: none"> • Home care and community sector redesign • Seniors housing innovation • Health equity <p>2.2. Develop advocacy strategies to translate WoodGreen policy</p>

<p>trusted advisors and champions of system improvements.</p>	<p>advice into system impact. Includes:</p> <ul style="list-style-type: none"> • Identifying areas of WoodGreen research that can be leveraged for policy advice to system leadership • Participating in government expert panels, reviews, and other venues that provide WoodGreen a seat at the table in salient health and community care conversations.
<p>3. Enhancing our internal operational capacity to support a leadership role in community health system planning, design, and management.</p> <p>We will drive integration within WoodGreen, to ensure that all parts of our organization are working in a coordinated way to leverage their role in addressing the social determinants of health. We will build our internal capacity to measure outcomes in clear and meaningful ways, ensuring that client safety is a continued priority, and to equip staff with the infrastructure they need to deliver integrated community health services.</p>	<p>3.1. Work within our data strategy to improve our ability to collect and report on outcomes related to community health service delivery.</p>
	<p>3.2. Continue to invest in technology-enabled service delivery.</p>
	<p>3.3. Review WoodGreen’s internal resourcing for community health initiatives and develop a plan to address anticipated demands related to an enhanced system role, in addition to current program delivery.</p>
	<p>3.4. Implement WoodGreen’s internal communication strategy to improve communication and planning and ensure integration across WoodGreen program areas.</p>

Prepare for the future of work

Our working lives are a core contributor to what keeps us healthy and what makes us sick. Multiple aspects of employment – including job security, work environment, income, and structure for everyday life – shape our mental and physical health.

Before the pandemic, Toronto residents were already struggling with a rise in precarious employment and finding work that offers an income in pace with the rising cost of living. Both youth, who are in the early stages of work skills development, and older workers, who are increasingly challenged to adapt and acquire new skills, face distinct challenges related to employability and economic and career mobility.

As COVID-19's impacts on work and the economy continue to unfold, many more Toronto residents are finding themselves unemployed – a situation that hits harder for vulnerable people who lack the savings, education, or social safety net to fall back on. Those who face multiple barriers to employment are falling even further behind. Many of the jobs that have traditionally been the most attainable for those with multiple barriers to employment have disappeared during the pandemic.

COVID-19's economic impacts have also come in the midst of significant restructuring of how employment services are delivered in Ontario. The new employment services model is expected to:

- Place greater emphasis on preparing unemployed and incumbent (current) workers with the in-demand skills and talent needs of the economy, with a focus on supporting key industry sectors and employers with growing labour needs.
- Shift towards a longer-term approach that prioritizes employment retention and continues to support clients even after an initial job placement.
- Reduce the number of employment service providers as the provincial government looks to work with fewer on the ground partners.
- Prioritize job seekers who are at high risk for long-term unemployment – referred to as Segment C clients – who tend to be receiving social assistance, facing multiple barriers to employment, and in need of integrated, wraparound supports.

WoodGreen has provided employment services for more than 30 years – a time in which we have seen clients' needs have become more complex, and the workforce more challenging. This is why

we need to leverage the full suite of services provided at WoodGreen to develop a more intentional approach to workforce development and fully realize the potential of an integrated service model.

In 2020-2023, WoodGreen will redesign our employment programs to help those furthest from the workforce find their place in these radically different economic and work environments. We will establish an integrated model of services and supports to enable sustainable employment pathways for complex clients. Establishing this model for serving those furthest from the workforce will not only serve these

clients better, but also position WoodGreen to be a leader in the Employment Ontario transformation as it unfolds.

We will secure a sustainable and competitive service delivery position in the new employment services structure, and build a cost-effective and strategic operating model to maintain and enhance our service delivery portfolio under this new structure.

We will achieve greater impact through our employment services for the people who need help most through the following strategies:

STRATEGY	ACTIONS
<p>1. Develop a holistic, person-centred approach to building resilience and sustainable employment for job seekers.</p> <p>WoodGreen will focus on connecting clients with meaningful employment, and the full suite of supports they need to retain employment. As we work with clients facing multiple barriers to employment, we will do so through an approach that develops deeper relationships with clients and understanding of their needs and history,</p>	<p>1.1. Establish a new person-centred program model that is informed by clients' life journeys, and focused on building relationships, rapport, and trust between clients and WoodGreen staff.</p>
	<p>1.2. Improve data sharing across WoodGreen divisions to more systematically connect job-seeking clients with other WoodGreen services, and monitor client journeys in a coordinated way as they engage with these supports.</p>

<p>maintains contact with clients even after they have secured employment, and mobilizes around the integrated, ongoing supports they need to have long-term success.</p>	<p>1.3. Develop cohort-based programming that helps clients secure sustainable employment. This programming will support clients in both securing and maintaining employment, by helping them develop the industry-specific and “soft” skills they need to be successful in in-demand jobs.</p>
<p>2. Cultivate partnerships with employers in targeted sectors to provide job seeking clients with clear pathways to employment.</p> <p>WoodGreen will develop training programs tailored to specific in-demand jobs to serve those who face multiple barriers to employment, and the growing number of people out of work. As the job market continues to evolve through the pandemic, we will amplify our partnerships with employers and data gathering identify changing workforce development opportunities. Once established, the structure for our workforce development programs can be easily scaled and adapted to respond to these opportunities as they arise.</p>	<p>1.4. Deepen expertise and develop tailored services to support complex clients who face multiple barriers to employment (Segment C clients).</p> <p>2.1. Deepen knowledge about in-demand industries that offer quality jobs, develop partnerships with employers in these industries who have unmet talent needs, and co-design interventions around these needs.</p> <p>2.2. Deliver customized training and skill development programming that equips clients with industry-recognized skills and pathways to in-demand jobs.</p> <p>2.3. Work with colleges, universities, and other skills development organizations to design targeted partnerships around in-demand industries.</p>

Help youth to thrive

Youth is a unique and formative time, when many young people are in the throes of physical, cognitive, social and emotional development. During this period of our lives, our relationship to the social determinants of health has tremendous impact on setting the stage for adulthood. As we transition to adulthood, we also rely on others to help us develop the personal, social and life skills that will equip us to be independent.

In Toronto, more than one in four people under 25 years of age live in poverty - the highest rate of child poverty among large urban areas in Canada. The presence and impacts of poverty are also unevenly concentrated

across our city. Certain East Toronto neighbourhoods, for example, have three times higher Emergency Department visits for youth mental health.

WoodGreen currently offers a range of supports for young people in Toronto, including mental health, employment, newcomer, housing, and other supports.

In 2020-2023, we will build on and integrate these supports for youth. We will develop a new program model that works upstream to equip vulnerable youth with a more holistic, integrated suite of services, to give them the best chance of lifetime success.

STRATEGY	ACTIONS
1. Develop or expand on distinct youth-focused programming for housing, mental health, and employment.	1.1. Identify a target segment of youth to focus wraparound program design.
Vulnerable youth require distinct, youth-specific supports that not only help them overcome immediate challenges, but also support healthy transitions to adulthood. WoodGreen will develop a program model to provide youth with the full range of youth-specific services and	1.2. Work across our housing, health, and employment streams to identify programs either already targeted to youth, or that could be adapted for youth, in order to develop a full suite of wraparound supports to serve our target youth segment.

<p>supports they require, in an evidence-based and integrated way.</p>	<p>1.3. Conduct research to identify evidence-based, high-impact areas for intervention to guide our expansion of youth programming.</p>
	<p>1.4. Cultivate partnerships with other organizations to expand the range of youth services available to WoodGreen clients.</p>
	<p>1.5. Identify appropriate key performance indicators, program objectives, and approach to implementing new youth programming (e.g. program pilots or full roll-out).</p>
<p>2. Raise WoodGreen's profile as a leader in helping vulnerable youth to thrive.</p> <p>For vulnerable youth, challenges related to poverty, unemployment, housing, health, and more are heightened by the fact that youth have not had as much time as adults to develop a secure social and economic foundation to fall back on. WoodGreen will leverage our influence and expertise to champion youth in our arenas of leadership, and advocate for the conditions that will give youth the best chance of success.</p>	<p>2.1. Leverage WoodGreen's leadership and profile to increase our visibility in youth services.</p>
	<p>2.2. Deepen our involvement in policy development by translating our experience and expertise in youth services to system-level advice, for example by contributing to public policy dev development for unemployed youth in a post-pandemic economy.</p>
	<p>2.3. Continue to champion youth as a priority population within the Toronto East Ontario Health Team.</p>

Anti-Racism at WoodGreen

Creating a Toronto where everyone has the opportunity to thrive requires us to proactively address race inequities both internally and externally. We know that in Toronto, Black, Indigenous, and People of Colour (BIPOC) households are more likely to struggle with poverty,⁴ food insecurity,⁵ homelessness,⁶ and poorer health outcomes.⁷ During the pandemic, we have seen the pervasiveness and ongoing impacts of systemic racism laid bare as Toronto's majority Black neighbourhoods have been hit hardest by the virus.⁸

We cannot achieve better outcomes in our communities without recognizing and counteracting the factors that produce race inequities. As a community service provider, WoodGreen has a responsibility to the clients we serve to proactively address

the race inequities that impact their lives. As an employer, we have a responsibility to ensure we are counteracting racism within our organization. As a leader in the community sector, we have a responsibility to model what it means to meaningfully implement an anti-racism framework across our organization and programming.

Moving forward, WoodGreen will deepen our work to build an anti-racist culture at WoodGreen and counteract racism and race inequities in our community. This work will follow directions set out by WoodGreen's Diversity, Inclusion and Belonging committee in the last year, and will focus on implementing the ***Awake to Woke to Work*** framework across our operations.

⁴ Social Planning Toronto, "2018 Toronto Child and Family Poverty Report: Municipal Election Edition," October 2018, p. 2, https://d3n8a8pro7vhmx.cloudfront.net/socialplanningtoronto/pages/2079/attachments/original/1538147211/2018_Child_Family_Poverty_Report_Municipal_Election_Edition.pdf?1538147211.

⁵ Melana Roberts, "Black Food Insecurity in Canada," *Broadbent Institute*, February 3, 2020, https://www.broadbentinstitute.ca/black_food_insecurity_in_canada.

⁶ City of Toronto, "Street Needs Assessment 2018: Highlights," p. 18-19, <https://www.toronto.ca/wp-content/uploads/2018/11/981e-2018-SNA-Results-Highlights-Slides.pdf>.

⁷ Toronto Public Health, "T.O. Health Check: An Overview of Toronto's Population Health," August 2019, p. 10-13, <https://www.toronto.ca/legdocs/mmis/2013/hl/bgrd/backgroundfile-62904.pdf>.

⁸ Olivia Bowden and Patrick Cain, "Black Neighbourhoods in Toronto are Hit Hardest by COVID-19 – and It's 'Anchored in Racism': Experts," *Global News*, June 2, 2020, <https://globalnews.ca/news/7015522/black-neighbourhoods-toronto-coronavirus-racism/>.

Awake to Woke to Work is an anti-oppressive framework that helps organizations identify actions to achieve racial equity within key levers of influence. The framework guides organizations' progress through a cycle of change as they transform from a white dominant culture to a race equity culture:

Awake – Organizations are focused on representation by increasing numbers of racially diverse people.

Woke – Organizations are evolving their culture to value all people's contributions.

Work – Organizations are accountable to addressing systemic issues and root causes of internal and external inequity.

As an anti-oppressive framework, *Awake to Woke to Work* also applies to other identities and equity-seeking groups.

Based on this framework, WoodGreen has identified actions that need to be placed at the forefront of our operations, across the following levers of influence:

- Board of Directors
- Senior leadership
- Management
- Learning Environment
- Communities
- Data
- Organizational Culture



LEVER	ACTIONS
Board of Directors	<ul style="list-style-type: none"> ▪ Increase board diversity. ▪ Include equity in WoodGreen's mission, vision and values. ▪ Include Diversity, Inclusion and Belonging work in WoodGreen's strategic plan. ▪ Adopt a tool to ensure an equity lens is applied to Board decisions.
Senior Leadership	<ul style="list-style-type: none"> ▪ Create a role for a Director of Diversity, Equity and Inclusion, and hire an individual with appropriate education and experience. ▪ Commit resources, leadership training, and broader professional development activities towards building an anti-racist and anti-oppressive culture at WoodGreen. ▪ Undertake equity advocacy in areas that affect our staff and clients. ▪ Conduct a review of WoodGreen's recruitment, hiring, promotions, step-out opportunities, and performance management through a racial equity lens. ▪ Create safer spaces to address concerns related to equity and Diversity, Inclusion and Belonging.
Management	<ul style="list-style-type: none"> ▪ Create safer spaces to address concerns related to equity and Diversity, Inclusion and Belonging.

	<ul style="list-style-type: none"> ▪ Build Diversity, Inclusion and Belonging conversations into team meetings. ▪ Review WoodGreen policies through a racial equity lens, on an ongoing basis with staff.
Learning Environment	<ul style="list-style-type: none"> ▪ Incorporate Diversity, Inclusion and Belonging into onboarding, orientation, and WoodGreen College. ▪ Provide and promote anti-racist learning opportunities to teams. ▪ Engage individuals with expertise to provide resources on anti-racist and anti-oppressive best practices.
Communities	<ul style="list-style-type: none"> ▪ Promote procurement practices that provide economic growth for marginalized communities. ▪ Build partnerships and deeper connections with communities and community agencies supporting equity-seeking groups.
Data	<ul style="list-style-type: none"> ▪ Gather and share stories that illustrate the need for anti-racist work and what anti-racist work looks like, in a supportive and meaningful way. ▪ Report on WoodGreen's current state and progress with anti-racism, in a meaningful and transparent way.
Organizational Culture	<ul style="list-style-type: none"> ▪ Build an organizational culture that is actively anti-racist and anti-oppressive.

Alongside the actions within these levers, opening a continuous dialogue about race equity work will be essential to advancing anti-racism at WoodGreen. As we implement the *Awake to Woke to Work* framework, we will also focus on creating open and ongoing dialogue about anti-racist work through the following areas of focus:

1. **Initiating difficult discussions - beginning with leadership:** We will confront, rather than shy away from, the longstanding, deeply entrenched issues of racism that exist within and beyond our organization. We will work to build an environment within WoodGreen that makes space for uncomfortable conversations and encourages mindfulness awareness of our emotions and responses in these conversations.

2. **Building understanding of anti-racism:** We will work together to build understanding across our organization of anti-racism, why it is important, and what it means to be an anti-racist organization.
3. **Prioritizing both policy change and cultural change within WoodGreen:**
We will build a culture within WoodGreen that equips us to apply an anti-racist and anti-oppressive lens across all of our organizational policies and programming.
4. **Acknowledging and addressing whiteness culture at WoodGreen:** We will bring awareness and action to aspects of whiteness culture that are present in our organization, recognizing that we are not immune to the racism that exists beyond our organization.

Our critical enablers

Excelling in our four strategic priorities for 2020-2023 will require us to keep ears close to the ground in a rapidly changing environment, and equip our staff to execute new strategies, pivot when required, and help us grow and invent. As we pursue our four strategic priorities, we will be committing energy to these critical enablers:

Investing in our team: Our staff are not only the hands and feet of our organization - they are our heartbeat and brain. WoodGreen's staff continually demonstrate their commitment, adaptability, deep expertise, and passion for achieving better outcomes for our clients. Equipping and supporting our staff to bring these strengths to new endeavours will be critical to our success as we work collaboratively towards our strategic priorities.

Becoming a data-centric organization: Our new data strategy will help us achieve operational excellence by tracking outcomes, identifying where change is needed, and increasing our response time. Bridging this data strategy with an investment in business analytics will equip us to apply learnings from data and respond in pace with a changing environment.

Providing seamless connection to services: Centring data in our work will also be key to improving clients' experiences and ability to access the full range of WoodGreen's services. Understanding how different parts of our organization currently use client data, and how this data fits together, will enable us to identify opportunities for a more integrated back office system that will help us serve clients in a coordinated, seamless way.

Public policy and thought leadership: WoodGreen excels at effective and efficient program design. We will leverage our expertise to expand our impact beyond the program level, to bring about change in the systems and environments in which we work. Through thought leadership and actively engaging funders and governments, we will amplify our impact and push for the systems-level changes that will create better outcomes for the people we serve.

Strategic communications: Telling the right stories at the right time is critical to raising WoodGreen's profile and drawing attention to the issues affecting our clients. Through strategic communications, developed in concert with the WoodGreen Foundation, we will share client stories that demonstrate

the challenges facing our communities, the impacts of our programming, and what is possible when people are connected with the supports they need.

WoodGreen Foundation: Our Foundation will continue to raise flexible philanthropic dollars to support our innovation agenda and contribute to the overall strength of our organization.

Through activities such as the WoodGreen Heroes Campaign and the WoodGreen Housing Investment Fund, the Foundation will connect donors with our work and deepen their engagement with WoodGreen, while enabling the flexibility and experimentation required to find innovative solutions to the needs of our communities.

Metrics of success

FOCUS AREA	METRICS
Overall	<ul style="list-style-type: none"> ▪ Cross-organizational referrals to other WoodGreen services will have increased. ▪ WoodGreen will be called on by governments to provide input on the policy that impacts our clients. ▪ We will have greater knowledge of our clients and impact as a result of rigorous data collection and analysis. ▪ We will have implemented the actions within each lever of the <i>Awake-Woke-Work</i> anti-racism framework.
Housing	<ul style="list-style-type: none"> ▪ 300 units per year will be added to our housing portfolio. ▪ 15 buildings will be refurbished with energy retrofits. ▪ Increase response rate to repair and maintenance requests ▪ Turnover time ▪ Regularized surveying of tenants, and positive trends over the span of the strategy in tenants' satisfaction
Health	<ul style="list-style-type: none"> ▪ 80 seniors transitioned from ALC to being supported at home ▪ Established community care shared accountability framework for Toronto East OHT

	<ul style="list-style-type: none"> ▪ Defined participation for WoodGreen in Scarborough OHT ▪ Defined participation for WoodGreen in DTE OHT
Employment	<ul style="list-style-type: none"> ▪ 1500 C Stream clients will have participated in customized cohort-based pre-employment preparation programming, and be in active case management. ▪ 75% of these clients will retain employment for a minimum of 6 months. ▪ 60% of these clients will retain employment for a minimum of 12 months. ▪ 200 clients will have participated in industry-specific job training. ▪ 85% of these clients will be placed in employment. ▪ 75% of these clients will retain employment for a minimum of 12 months. ▪ The number of participating employers will have grown by 2.
Youth	<ul style="list-style-type: none"> ▪ We will have defined and implemented wraparound services for targeted youth segment ▪ 40 youth will have participated in new youth-focused programs. ▪ Improved self-reported mental health outcomes for youth program participants

Future state: How WoodGreen will be transformed through this plan

As we pursue the strategies laid out in this strategic plan, the following themes will characterize the next evolution of WoodGreen:

Setting the stage for bold, inventive, and swift responses to need: We need to be able to evolve in pace with our environment and with changing client needs. Through this strategic plan, we will build on our legacy of entrepreneurship and innovation to ensure programmatic excellence across our services, grow our ability to deliver these services at a scale that matches need, and develop new models to equip vulnerable people to thrive even in the midst of uncertainty.

Influencing change at the systems level: As a large, mature organization, we not only have the capability to deliver a wide basket of critical services on the ground - we also have the ability to be difference-makers at the systems level. This strategic plan positions WoodGreen to leverage our influence towards the large-scale changes that will achieve better outcomes for our clients.

Fully embedding the social determinants of health across our programming: WoodGreen provides a broad range of services that either directly or indirectly address each of the social determinants of health. Promoting the health and safety of our communities is imperative in both a pandemic and post-pandemic context, which means improving our clients' access to the full range of conditions that are integral to their wellbeing.

Becoming an actively anti-racist organization: We have a responsibility to work proactively to address the legacies of systemic racism in our communities. This strategic plan charts foundational steps for WoodGreen to build an anti-racist organizational culture and champion race equity both internally and externally.

These imperatives are embedded across the four strategic priorities laid out in this plan. Keeping them in our vision as we pursue our strategic priorities will be critical to achieving the change we want to see in each of these priority areas. The needs of our community and uncertainty of the present moment demand our leadership.