



# Strategic Plan 2024 - 2028

# INTRODUCTION

- Applegrove Community Complex (Applegrove) is a multi-service community centre that delivers programs and services, hosts meetings and events, supports action on local issues and provides local job and volunteer opportunities.
- In the spring of 2023, Applegrove's Board initiated a strategic planning process. More than 200 people, including clients, community members, staff, partners and service providers participated in the planning process and provided input to help inform the Board's priority setting activities.
- The Board has developed this plan to guide the work of the organization over the coming three to five years.

# VISION

We envision:

Connected communities where everyone can grow and find a sense of purpose and belonging.

# MISSION

Applegrove is a vibrant and welcoming place that delivers programming to foster joy, promote wellbeing, enrich lives and build community.

# VALUES

Inclusion	We welcome everyone and respect diversity. We are committed to understanding different perspectives, broadening our attitudes and we work to address social inequities.
Collaboration	We value time spent with people. We work together with our community and partners to achieve our shared goals and we support our team to do and be their best.
Integrity	We keep our promises. We earn trust by holding ourselves accountable for following through on our commitments.
Quality	We strive for excellence. We seek out opportunities to have fun, be curious and creative, and to grow and learn, so that we can make the greatest difference for our community.

## OUR 3 – 5 YEAR PRIORITIES

- 1. A Responsive Organization:** To respond to the needs of our changing communities, we will evolve our organization to be more accessible, equitable and inclusive.
- 2. Service Excellence:** To deliver exceptional services to our communities, we will develop our staff and volunteers and enhance our processes, systems and tools.
- 3. A Centre for Future Generations:** To ensure that our communities have access to Applegrove for years to come, we will grow our revenues and address our infrastructure priorities.
- 4. Organizational Culture and Capacity:** To create a supportive and collaborative culture we will advance diversity, equity, inclusion and belonging.

# PRIORITIES AND GOALS

Priorities	Goals
<b>1. A Responsive Organization</b>	a. Enhance our delivery of high quality programs and services that respond to and address changing community needs
	b. Improve outreach to and engagement with communities that experience barriers to programs and services
	c. Increase community engagement in programming, volunteering and organizational decision making
<b>2. Service Excellence</b>	a. Strengthen our organizational infrastructure and capacity
	b. Strengthen skills and competencies across the organization
<b>3. A Centre for Future Generations</b>	a. Increase and diversify revenues
	b. Implement strategies that will help to address facility challenges
<b>4. Organizational Culture</b>	a. Attain our Diversity, Equity, Inclusion and Belonging (DEIB) goals
	b. Improve staff satisfaction, engagement, inclusion and sense of belonging

# OUR 3 - 5 YEAR OBJECTIVES

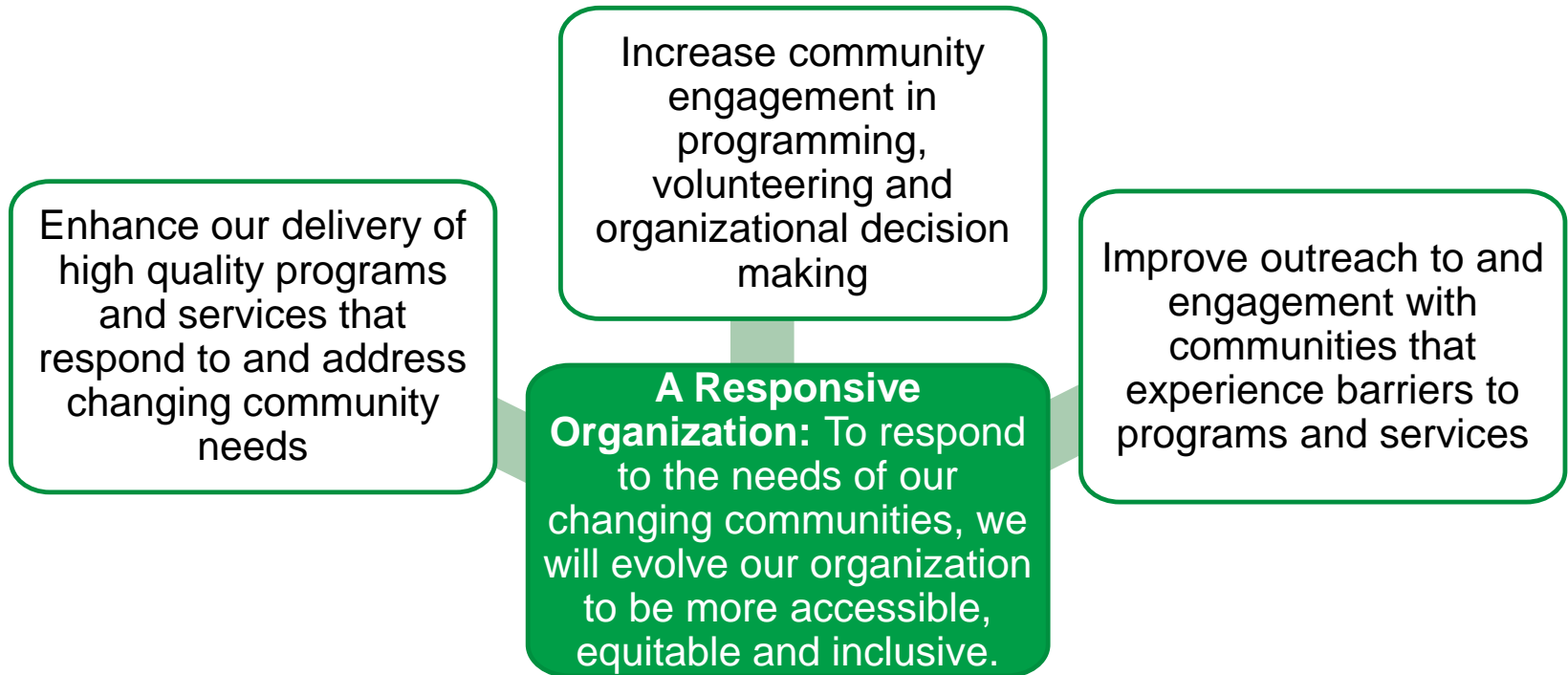
Priorities	Goals	Objectives
<b>1. A Responsive Organization</b>	Enhance our delivery of high quality programs and services that respond to and address changing community needs	• Implement processes that enable consistent and evidence based program planning and evaluation
		• Leverage new and existing partnerships to strengthen program quality and our capacity to respond to changing community needs
		• Build community leaders by advancing our leadership development pathways and models for children and youth
	b. Improve outreach to and engagement with communities that experience barriers to programs and services	• Implement effective outreach strategies for reaching and engaging communities that experience barriers to our programs and services
		• Work collaboratively to identify and respond to food insecurity and other local community development priorities
	c. Increase community engagement in programming, volunteering and organizational decision making	• Implement consistent and meaningful community feedback loops
		• Institute a sustainable volunteer program



# OUR 3 – 5 YEAR OBJECTIVES

Priorities	Goals	Objectives
<b>2. Service Excellence</b>	a. Strengthen our organizational infrastructure and capacity	• Strengthen our IT systems and use of technology enabled solutions
		• Develop processes, tools, expertise and relationships to enhance organizational and human resource management
	b. Strengthen skills and competencies across the organization	• Implement training and development plans for staff, board and volunteers
		• Update and implement a staffing model that can meet organisational needs over time
<b>3. A Community Centre for Future Generations</b>	a. Increase and diversify revenues	• Develop and execute a revenue generation strategy including earned revenue, fundraising and government/ grants
	b. Implement strategies that will help to address facility challenges	• Continue to work with the City of Toronto on leasing and facility matters to ensure our space needs are met
<b>4. Organizational Culture and Capacity</b>	a. Attain our Diversity, Equity, Inclusion and Belonging (DEIB) goals	• Roll out and report on our DEIB plan
		• Improve staff satisfaction, engagement, inclusion and sense of belonging

# On a Page: Our 3 – 5 Year Priorities and Goals



## Three Strategic Enablers

Organizational Culture	Service Excellence	A Community Centre for Future Generations
Advance diversity, equity, inclusion and belonging, to create a supportive and collaborative culture.	Develop our staff and volunteers and enhance our processes, systems and tools to deliver exceptional services to our communities.	Grow our revenues and address infrastructure priorities to ensure our communities have access to Applegrove for years to come.