



SCARBOROUGH
CENTRE FOR
HEALTHY
COMMUNITIES

STRATEGIC PLAN

JUNE 2023



STRATEGIC DIRECTION

PROCESS

The Consulting Agency, HSC Vision Group, conducted an in-depth environment and internal scan, including consultations with individuals and groups, plus online surveys to gather input from community members, Board members, front-line staff, managers and directors, volunteers, community groups, partner organizations, funders, and government representatives. Based on the themes that surfaced and a summary of major strategic issues, our 3 strategic directions emerged.

1 OUTSTANDING SERVICE DELIVERY

Deliver system leadership by being transformative

- Grow and strengthen our integrated suite of services
- Ignite a collaborative community health strategy
- Unleash our Community-Based Research (CBR) potential

2 ORGANIZATIONAL HEALTH

Ensure our people and culture are well-supported

- Cultivate well-being of our people
- Foster a strong values-driven organizational culture

3 ACTION ON EQUITY

Advance diversity, equity, inclusion, and belonging with an intersectional lens

- Advance our journey toward truth and reconciliation
- Co-create with the leadership of Black communities to address anti-Black racism
- Ensure a safer space for 2SLGBTQ

FIVE YEAR STRATEGIC DIRECTION

TASK AREAS & OUTCOMES

OUTSTANDING SERVICE DELIVERY

- Enhance a continuum of holistic, inter-connected and integrated services across the lifespan
- Continue to evolve poverty reduction strategy to inform our service delivery models
- Prioritize mental health and substance use supports when planning for any future growth
- Strengthen partnerships and/or merger opportunities for strategic growth to strengthen the integrated service delivery model
- Continue leading system integration to advance a community health collaborative
- Amplify the voice of the community to co-design services to support innovative approaches to service delivery and strengthen connections with our diverse communities
- Bridge community and organizational capacity for CBR practices, including the use of standardized tools
- Formalize partnerships to advance collaborative CBR to support capacity-building

ORGANIZATIONAL HEALTH

- Continue to be responsive in supporting staff and volunteers, including in post COVID-19 recovery
- Build/Enhance communication with staff
- Co-design an organizational culture that fosters a sense of community, inclusivity, and collaboration, and supports the well-being and growth of staff.
- Strengthen the organization's capacity to work collaboratively to create a cohesive and integrated organization

ACTION ON EQUITY

- Build capacity across the organization to better understand and act on commitments to truth and reconciliation
- Build deeper relationships with Indigenous-led groups and organizations, bridging support for Indigenous clients
- Advance actions across the organization to call out, understand, and prevent anti-Black racism
- Collaborate to ensure seamless service delivery within the black community
- Identify gaps and opportunities for 2SLGBTQ+ clients, volunteers and staff, and build capacity to respond
- Collaborate to ensure seamless service delivery for 2SLGBTQ+ clients



MISSION

Providing accessible, equitable and transformational health and social service choices, for the well-being of diverse communities.

VISION

Ignite the strength of the community

VALUES

I2CARE

- Inclusive
- Innovation
- Collaboration
- Accessibility
- Respect
- Equity