

TNO's Strategic Planning 2021-2023



Proposed Vision, Mission, Values, Priorities, Objectives & Outcomes

Vision:

Current	Proposed
Vibrant neighbourhoods in which all residents are engaged and thriving	Neighbourhoods where everyone belongs and succeeds.

Mission:

Current	Proposed
To strengthen the quality of individual and community life by inspiring and empowering the neighbourhoods we serve.	We strengthen quality of life through services, engagement, partnerships, and advocacy.

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Values:

Current	Proposed
<p>Collaboration, innovation and excellence</p> <p>Accountability, transparency and integrity</p> <p>Diversity and inclusion</p> <p>Effective client and community centred services and programs.</p>	<p>ACCOUNTABILITY AND INTEGRITY We act ethically, transparently, and responsibly with respect to all our endeavours and resources entrusted to us.</p> <p>CLIENT AND COMMUNITY CENTRED We engage and value the input of our clients and communities in service planning and development as well as advocacy strategies</p> <p>EQUITY AND INCLUSION We strive to ensure fair and just treatment in our actions and build a culture of belonging for all.</p> <p>COLLABORATION AND PARTNERSHIP We engage organizations and groups in collective, meaningful, and effective ways to achieve shared goals.</p> <p>INNOVATION AND EXCELLENCE We focus on improving services and systems with creativity and originality to achieve exceptional outcomes.</p>

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Strategic Priority #1

We will inspire hope in, and equip youth for a successful future.

Strategic Objectives:

- 1.1. Implement collaborative programs to support youth to stay in schools
- 1.2. Implement a holistic youth workforce development system
- 1.3. Through partnership support, community-wide youth mental health services will be in place
- 1.4. Develop and implement a community-wide response to youth violence

Outcomes:

- Partnerships identified and agreements signed as needed
- Increased educational achievements of youth in our after-school programs
- Increased participation of at-risk youth reconnected to education
- Increased number of youths making progress along identified career goals
- Increased community programming and activities for youth that provide safe space/ promote positive social interactions/address mental health, addiction, suicide prevention and wellbeing

Strategic Priority #2

We will work towards reduction of poverty and its effects in our neighbourhoods.

Strategic Objectives:

- 1.1. Support community economic and business development initiatives
- 1.2. Implement robust employment network to facilitate career advancement
- 1.3. Support the development and implementation of a community-wide food security plan
- 1.4. Advocate for poverty reduction strategy addressing system change

Outcomes:

- Partnerships identified and engaged
- Increased income reported by clients
- Increased number of women engaged in home-based enterprises.
- Increased number of clients making progress along identified career goals
- Community food security plan in place

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Strategic Priority #3

We will improve access to newcomer services in our neighbourhoods and in emerging newcomer communities

Strategic Objective:

- 3.1. Implement a strategy for delivering satellite and virtual services to newcomers in underserved region(s)/communities.**
- 3.2. Implement advanced and virtual programming for newcomers who are skilled/professionals focusing on long-term career goals and aspirations.**
- 3.3. Ensure equitable access to resources by integrating services across our neighbourhoods.**

Outcomes:

- Increased percentage of newcomer clients from beyond communities currently served
- Enhanced virtual program capacity to reach more clients
- Increased quality partnerships with bridging programs relevant to skilled professionals
- Increased percentage of clients report satisfaction in achievement of career goals
- Enhanced newcomer programs/services accessible to clients in all sites, including satellite locations
- Increased client satisfaction

Strategic Priority #4

We will implement integrated service delivery approaches in health and social services

Strategic Objective:

- 4.1. Strengthen the existing and potential partnerships and collaborations in health care.**

Outcomes:

- Partnerships identified and engaged
- Enhanced service integration of services – as reported by clients, staff & partners

- 4.2. Advance integrated service delivery model**

Outcomes:

- Establish and operationalize Thorncliffe Park Community Hub

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Enabler #1

We will enhance TNO's Information Technology System

Objective:

- 1.1. Improve IT infrastructure to handle current and future organization needs.
- 1.2. Enhance effective use of IT systems by staff.
- 1.3. Implement an integrated client and program management information system.

Outcomes:

- Enhanced IT infrastructure in all locations for all staff
- Increased capacity to serve clients reported by staff
- Enhanced data capacity for clients and donors
- Increased number of staff using common organization-wide document and filing system
- Feasibility of sharing resources with other organizations explored

Enabler #2

We will improve communications – both internal & external to TNO

Objective:

- 2.1. Improve internal communications between programs and levels within the organization.
- 2.2. Implement a comprehensive marketing and communications strategy targeting external audiences.

Outcomes:

- Improved staff satisfaction
- Improved client satisfaction
- Enhanced collaboration between programs and services
- Clear and focused marketing and communications strategy in place
- Increased appropriate social media engagement
- Increased accessible channels of communications with clients and other stakeholders
- Increased TNO brand awareness

Enabler #3

We will Implement Best Practices in HR Management

Objective:

- 3.1. Implement HR policies and procedures based on best practices.
- 3.2. Implement career laddering and succession strategy.
- 3.3. Implement professional development plan.
- 3.4. Embed organizational values in all HR processes.

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Outcomes:

- Increased HR resources
- Revised HR policies and procedures as necessary
- Improved staff retention
- Improved staff satisfaction
- Professional development plan in place
- Mentoring program in place

Enabler #4

We will ensure ongoing financial sustainability

Objective:

- 4.1. Diversify funding sources.
- 4.2. Pursue funding strategies to support key priorities.

Outcomes:

- New sources of funding secured
- Improved funding profile over time
- Ensure funding source for relevant programs and key priorities