

Cultivate
opportunities.

Achieve
independence.

Realize potential.



Strategic Plan
2017-2020



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WELCOME FROM OUR BOARD CHAIR AND EXECUTIVE DIRECTOR

Dear friends,

What difference will you make? It's a powerful question. At Anago, our answers have us excited about where we are going and the impact we will have with individuals, staff, partners and the community.

Anago's work with young people and vulnerable adults invites us to believe in the possibility of transformation. Deeply rooted in our organizational DNA is the conviction that each person has value and dignity whatever their ability or circumstance and deserves support to cultivate their opportunities, achieve independence and realize their potential. This is fundamental to who we are and what it means to be Anago — to 'lead from one place to a better place.'

In the next three years, Anago will help build that 'better place' of a community where individuals have meaningful connections and are inspired to realize their potential as active participants. We are committed to being part of the good work happening in our community. We will create new opportunities for engagement and embrace collective impact so that our collaborations and initiatives generate clear and lasting community solutions. As we open our doors, we more deeply understand our community's needs, and how Anago can better help youth and vulnerable adults integrate into the community. This is especially true for transition-aged youth. We see our work in this area growing as we partner with community members and organizations to create abundant pathways that support young people in their transition and integration into the wider community.

Our focus on relationships is not merely a therapeutic approach, but a purposeful organizational emphasis on the value of each person and the power of accompaniment to support positive change. As we work to help individuals to integrate and navigate transitions, we also renew our bonds with community partners and staff. It is through these vital connections that Anago achieves its impact. We celebrate these relationships and the difference they make in the lives of those we serve.

The next three years will be an exciting chapter in Anago's story. We are grateful to the many individuals receiving service, care-givers, staff members, partners and stakeholders who generously shared their wisdom in crafting this strategic plan. Where Anago goes in writing this next chapter is informed by your perspective. We look forward to amplifying the voice of youth, vulnerable adults and their loved ones as we co-create networks of nurturance, support and integration. We are excited to embrace Mahatma Gandhi's challenge to "be the change you wish to see in the world". We know we are stronger together. We ask you to join us in making a difference in the lives of young people, vulnerable adults and families.

What difference will you make?



Lisa Taylor
Board Chair



Kathryn Eggert
Executive Director



WHO WE ARE & WHAT WE DO

For more than 50 years, Anago has been building stronger communities by helping at-risk youth and vulnerable adults navigate critical transitions in their lives. As a registered not-for-profit charity, Anago's work focuses on community justice, mental health and developmental disability services, helping to 'lead from one place to a better place', a translation of the original Greek *ana-ago*.

Anago was founded on the belief that each individual has gifts to share and differing abilities, not disabilities. Adopting a relationship-based focus to our work, Anago provides programs and services to female youth with concurrent mental health diagnoses, male youth in conflict with the law and persons with developmental challenges.

Anago receives financial support from government, private donors and corporate sources. These dollars fund initiatives and residential programs throughout London, Middlesex and Huron Counties, including therapeutic care residence, youth detention centres, residential homes and community support programs for persons with mental health and/or developmental challenges.

Anago is proud to build on its strengths and more than fifty-year heritage in cultivating opportunities for at-risk youth and vulnerable adults to achieve independence through integration into communities of support. We are excited about the future we are creating and look forward to writing the next chapter of Anago's story.

OUR NEW VISION, MISSION, AND VALUES

Anago's Board and leadership team refreshed our vision, mission and values to best align these foundational elements and position Anago to achieve our desired future.

OUR VISION

A community where individuals have meaningful connections and are inspired to realize their potential as active participants.

OUR MISSION

Anago cultivates opportunities for at-risk youth and vulnerable adults to achieve independence through integration into communities of support.

OUR VALUES

Transformation

We believe change is possible. We are change catalysts for individuals, communities and systems. We lead from one place to a better place.

Excellence

We use evidence-informed practices to provide quality services, demonstrating our commitment to ethical and professional standards.

Relationships

Connectivity is central to who we are. We intentionally foster meaningful connections within our organization and with our community. We use relationship-based interventions to support individuals in their growth.

Respect

We focus on people as active participants, honouring their wisdom, experiences, paths and stories. We treat all people with dignity and care.

Accountability

We steward the resources entrusted to us with competency, efficiency, transparency and care. We measure progress and report results to demonstrate the value we add.

OUR WORKING PRINCIPLES

Values are the timeless ideals that guide our organization. Working principles are the elements and approaches that make it more likely we will achieve our goals and live into our values.

WE ARE CATALYSTS FOR CHANGE.

We believe individuals, organizations, communities and systems have the creativity, ability and capacity for transformation. We strive to harness the opportunities that change manifests to innovatively respond and lead. We seek opportunities to collaboratively build the future we deeply desire and to co-create systems change that positively impacts the community.

WE BELIEVE IN THE POWER OF RELATIONSHIPS, FOSTERING ENGAGEMENT AND WORKING IN PARTNERSHIP.

Relationships are central to who we are and what we do. Connectivity can change lives: of those we serve, our community and partners, and ourselves. Anago's therapeutic approach is grounded in the power of relationships and honours the perspectives of individuals receiving service and their care-givers. We intentionally reach out to other agencies, organizations and our community to collaborate, innovate and achieve shared goals.

WE ARE ADVOCATES AND SYSTEMS CHAMPIONS.

We stand with individuals receiving service and their families, supporting them to be active participants in their lives and amplifying their voice to ensure they have the services they need. We stand with young people, advocating for their recognition and inclusion as active community members for today and tomorrow. We recognize we are part of larger systems that affect individuals, their loved ones, community partners and staff. We are a ripple that touches many ponds to affect change. We work toward systemic transformation so that the dignity of all persons is celebrated and all persons have the support they need to reach their potential.



WE ARE HUMBLLED BY AND HARNESS THE POWER OF COMMUNITY.

We do not stand alone. Community connects and supports us, stretching us to strive for our goals, celebrating our achievements and honouring the inherent dignity and value of each person. We harness the power and creativity of community for innovation and collaboration, to expand our collective impact, push our limits, reach for the stars, and hold us accountable to our best selves. We support individuals to be full, integrated and contributing members of the community, experiencing what community has to offer and discovering what they can offer in return. None of us is as strong as all of us.

OUR APPROACH TO SERVICES AND SUPPORTS IS INFORMED BY TRAUMA, VIOLENCE AND EVIDENCE, AND EMBRACES AN ANTI-OPPRESSIVE FRAMEWORK.

We understand that trauma affects the individual, family and community and that, if we are to truly understand others' experiences, we must see the world through their eyes. We acknowledge oppression where it occurs and work to create communities of justice where all are valued for who they are. We purposefully create environments that emphasize physical, emotional and psychological safety, and foster interactions that facilitate healing and growth. We use evidence-informed practices and design our programs and services with the best information available. Our work is based on the needs of individuals receiving care and our community, and strives to be effective and efficient in offering supports.



OUR STRATEGIC PRIORITIES FOR 2017-2020

Anago's strategic plan outlines priorities, goals, and strategies that we believe will move us toward our vision of a community where individuals have meaningful connections and actively participate to realize their potential. These initiatives are informed by what we heard from individuals receiving service, our staff, community and systems partners, members of the Board and subject matter experts. In the next three years, we will live into this vision by focusing our initiatives and resources on:

- **Collaborations and Partnerships**

To build shared capacities by strengthening existing collaborations and developing new partnerships.

- **Service Excellence**

To provide quality services that are responsive to individual and community needs and support individuals as they transition into the community.

- **Sustainability**

To bolster Anago's financial agility through need-fulfilling, innovative services and enhanced brand loyalty.



PRIORITY: COLLABORATIONS AND PARTNERSHIPS

Goal: To build shared capacities by strengthening existing collaborations and developing new partnerships.

Strategies:

1. Build Anago's outreach strategies to support individuals who are in transition.
2. Use shared resources to optimize efficiencies.

Because we focus on collaborations and partnerships,

more will be achieved for the individuals we serve and our community.

This priority is about helping people transition by building pathways to other services that can support their full integration into the wider community. It asks us to break open silos and

work more closely with partners, community members and the individuals we serve. It asks us to initiate and forge relationships.

Anago seeks to contribute with a forward-thinking, system-focused lens that helps young people and vulnerable adults to navigate transitions with greater ease and more accessible services. The relationships we foster will broaden the available options for individuals and families, especially transition-aged youth. As we improve pathways for young people, we not only increase our organizational capacity to serve, but build shared capacities across the system. This, in turn, helps youth, vulnerable adults and families feel more connected and supported in making informed, safe and healthy choices. When we work together and adopt a systems lens, every door will be the right door for individuals to access services, and we will achieve a stronger collective impact. This will make it more likely that the individuals we support and our wider community will succeed.

In the next three years, Anago will develop vibrant, collaborative relationships, engage new partners and revitalize existing relationships. We will explore opportunities for collaboration, share resources, streamline functions and generate systems efficiencies. In contributing to the innovative work happening in our communities, we will work differently to develop creative, responsive supports that encourage individuals and families to fulfill their goals.

In the end, Anago's relationship-based focus is not just about how we work with individuals receiving service. It is also about how we work with our communities, partners and staff. The old adage is true: no one is an island. Indeed, it is through the strength of Anago's relationships that we make a difference.

PRIORITY: SERVICE EXCELLENCE

Goal: To provide quality services that are responsive to individual and community needs and support individuals as they transition into the community.

Strategies:

1. Re-imagine Anago's business model.
2. Improve the effectiveness of Anago's evaluation processes.
3. Strengthen Anago's 'values in action' organizational culture.
4. Implement an evidence-informed practice cycle.
5. Develop Anago's Quality Improvement Program.
6. Amplify the voice of youth and families in organizational decision-making.
7. Strengthen the Board of Directors' governance capacity.

Because we focus on service excellence, young people and vulnerable adults will receive the care they need, when they need it, in a way that is respectful of their life journey.

This priority focuses on Anago as an organization so that the individuals we serve, our dedicated staff and Board of Directors have the supports and skills they need to succeed. Service excellence begins with re-imagining our business model to ensure our programs and services are need-fulfilling for the community. It also involves strengthening our skills and processes for evaluation and evidence-informed practice so the decisions we make now and in the future are grounded in the best available knowledge. These steps support a robust Quality Improvement Program that ensures Anago is flexible and responsive, providing effective programs and services at the right time and in the right place. The individuals we serve will feel valued and heard through intentional, regular engagement with youth and families whose perspectives will be strongly considered in organizational decision-making. This will reduce barriers for individuals and families, recognize their contributions and support their efforts to navigate and embrace community integration.

Service excellence is also about quality work experiences, creating a positive workplace culture where staff, leadership and the Board of Directors are valued and engaged as partners in service. We are shifting our culture to intentionally focus on values-based decision-making and actions that generate positive impact. As we strengthen our 'values in action' culture, Anago will take time to engage with and celebrate our personnel and their achievements, providing opportunities for staff and Board members to grow in their skills and leadership.

In the next three years, Anago will work hard to be an organization known for its high quality services and staff. We will develop our internal capacities, including therapeutic practices that are informed by trauma, violence, evidence and strong evaluative practices that support accountability. Going forward, the excellence in our service and governance will be hallmarks of our work.

PRIORITY: SUSTAINABILITY

Goal: To bolster Anago's financial agility through need-fulfilling, innovative services and enhanced brand loyalty.

Strategies:

1. Diversify Anago's revenue streams.
2. Increase awareness of Anago with the community and potential donors.
3. Explore opportunities for social enterprise.

Because we focus
on sustainability,

Anago will be better positioned to support individuals receiving service, both now and in the future.

Financial stability is essential to any organization. It allows us to do more than 'keep the lights on';

it helps us to help others receive the supports and services they need. Sustainability is about the interdependent elements of growing the financial resources entrusted to us, then returning the investment on those resources for the betterment of those we serve and the wider community.

In the next three years, Anago will strengthen its sustainability by accessing a variety of funding streams and opportunities, including grants, donors and sponsorships, increasing self-generated revenue, and exploring social enterprise. We will engage with and build a strong base of support in our community. Families, schools, businesses, agencies, community leaders, and potential donors will know who Anago is, what we do and how we make a difference. We will do this by intentionally developing relationships, increasing our profile and demonstrating value for dollars. Anago will be the charity of choice for donors seeking to make a strong, positive impact in the lives of at-risk youth and vulnerable adults.

Anago's emerging sustainability will enhance our financial flexibility to meet our current program needs and the anticipated needs of those we serve while achieving a balanced budget. Our commitment to robust finances will support Anago to effectively and efficiently serve with integrity and accountability.

OUR STRATEGIC PLANNING PROCESS

Strategic planning is about building a roadmap for the future. It encourages reflection on organizational impact, asking: Where are we now? Where do we want to go? How will we get there? And how will we know we are successful? Anago's strategic planning included four phases:

PHASE **LISTEN TO OUR PEOPLE**

1

We listened carefully to more than 120 stakeholders, including individuals receiving service, staff, volunteers, Board members, community partners, subject matter experts, and system associates. They shared their ideas about Anago through focus groups, interviews and online surveys. We were honoured by what we heard and grateful so many people shared their perspective. This information was collected, analyzed and organized into themes that informed decision-making about Anago's future.

PHASE **MAP OUR DESIRED FUTURE**

2

Guided by the results of the stakeholder consultation, Anago's leadership team and Board of Directors met for two days of strategy sessions to discern the organization's priorities and goals. Discussions were mindful of the needs of individuals receiving service and our community, the directions and priorities of funders, the wider systems in which we work, and Anago's organizational capacity and resources. These facilitated sessions 'dug deep' to spark dialogue, achieve alignment and identify Anago's priorities, goals and strategies for the next three years.

PHASE **DEVELOP OUR PLAN**

3

With its roadmap established, Anago's new strategic plan was developed, weaving the decisions established at the retreats into a cohesive plan for the future. This plan was reviewed and approved by Anago's Board of Directors and we are ready to bring it to life!

PHASE **SHIFT FROM PLANNING TO DOING**

4

Anago's leadership team has developed a strong operational plan that will guide the implementation of these strategies as the organization shifts from planning to doing. We will continue to communicate with stakeholders and will engage in day-to-day actions that help us achieve our goals. We look forward to sharing our progress with you.

We strongly believe Anago's new strategic plan reflects the voice of our community and stakeholders and is responsive to needs. We are confident this plan will lead us to a vibrant future and positively impact the lives of those we serve.





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