



**Stonehenge**

Therapeutic Community

**Support. Hope. Thrive.**

# STRATEGIC PLAN

# SUPPORT. HOPE. THRIVE.

Since 1971, Stonehenge Therapeutic Community (STC) has worked to support people experiencing harm related to substance use. We do this work in a dynamic environment, where the needs of individuals, their families, and communities are deepening and growing more complex. At the same time, community services, service systems, and support for their work has become more fragile.

STC navigated and adapted to this complex environment in 2020-2023, maintaining operations, undertaking a strategic planning process, and developing an adaptive strategy management culture to make significant, practical, and measurable progress aligned with our strategic priorities.

Moving forward, STC will maintain an adaptive focus on its enduring strategic priorities for 2024-2026. This is our refreshed strategic plan, informed with the insights of external relationships and internal expertise, to adapt and calibrate priorities for the next three years.



## THE ISSUES IN OUR ENVIRONMENT



- people are looking for community, connection, and belonging, and experiencing greater mental health challenges



- our communities are experiencing increasing polarization, exclusion, and disengagement



- community service financial capacity will continue to be fragile in coming years



- nonprofits and charities are facing an untenable human resources crisis



- community services and service systems are adapting to take systems, collaboration, and complexity-based approaches

# OUR PLANNING PROCESS

## 1. Engaging insights

- we solicited strategic input and advice from key external relationships
- we engaged input and expertise from internal staff and volunteers
- we workshopped perceived strengths, opportunities, aspirations, and results for the next three years

## 2. Adapting and confirming STC's strategic priorities

- we discerned key strategic issues for consideration
- we aligned, integrated, and enhanced key strategic issues into STC's strategic priorities

## 3. Calibrating the strategy management system


- we framed and projected key milestones for each strategic priority

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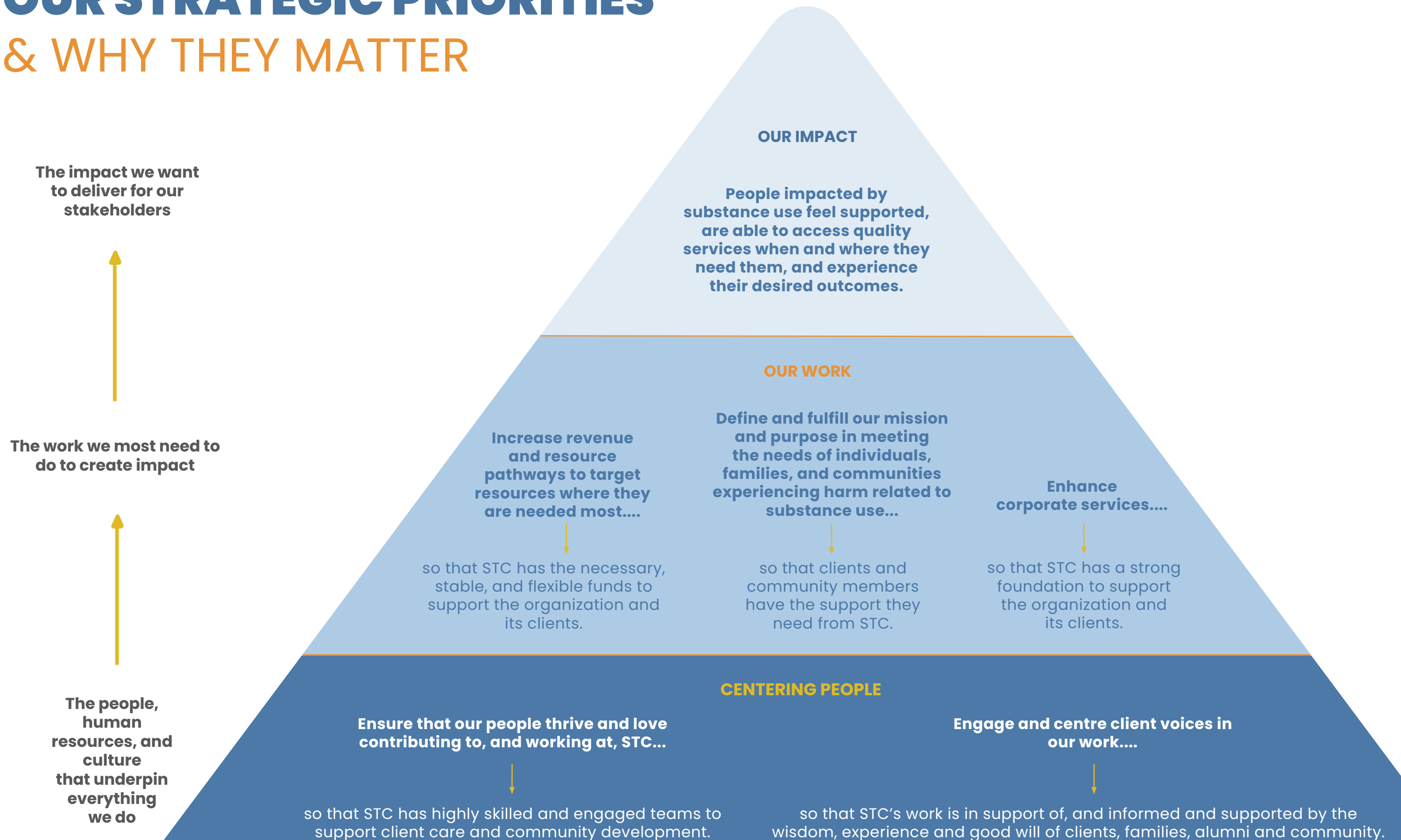
## MOVING FORWARD

We know that the voices of individuals using substances, their families, and their communities are key in efforts to develop, adapt, and evaluate services, and to ensure client safety and wellbeing. We know that staff, volunteers, and people are our most valuable resource. And we know that services and service systems can adapt to become stronger together.

Moving forward, STC will continue existing routes – and develop new ones – for client and community voices to meaningfully contribute to the current and ongoing relevance and responsiveness of STC's services and growth. We will invest in people and core operational capacities as foundations of our work. Lastly, we will continuously strengthen our contributions to the continuum of services in our communities.



# OUR STRATEGIC PRIORITIES & WHY THEY MATTER



# OUR STRATEGIC PRIORITIES & OBJECTIVES | 2024-26

## THE IMPACT WE WANT TO DELIVER FOR OUR STAKEHOLDERS

### OUR IMPACT

People impacted by substance use feel supported, are able to access quality services when and where they need them, and experience their desired outcomes.

## THE WORK WE MOST NEED TO DO TO CREATE IMPACT

### STRATEGIC PRIORITY

**Increase revenue and resource pathways to target resources where they are needed most....**so that STC has the necessary, stable, and flexible funds to support the organization and its clients.

### OBJECTIVES

1. Establish a community development and donations division.
2. Measure outcomes to develop diverse data to inform community development.
3. Develop an advocacy and communication strategy to identify and amplify community needs and STC expertise.
4. Improve relationship development with funders.

**Define and fulfill our mission and purpose in meeting the needs of individuals, families, and communities experiencing harm related to substance use....**so that clients and community members have the support they need from STC.

1. Define the gaps in the service continuum that are in alignment with our mandate.
2. Strengthen existing services.

**Enhance corporate services....**so that STC has a strong foundation to support the organization and its clients.

1. Enhance STC leadership and Administrative Support Team (AST) capacity.
2. Enhance hard and soft agency corporate services infrastructure and outcomes (e.g. IT, maintenance, HR, finance).

## THE PEOPLE, HUMAN RESOURCES, AND CULTURE THAT UNDERPIN EVERYTHING WE DO

### STRATEGIC PRIORITY

**Ensure that our people thrive and love contributing to, and working at, STC....**so that STC has highly skilled and engaged teams to support client care and community development.

### OBJECTIVES

1. Develop and support DEI initiatives across the agency
2. Increase staff retention.
3. Provide training to equip staff to fulfill their roles.
4. Support staff wellness.
5. Optimize recruitment, onboarding, and offboarding processes.

**Engage and centre client voices in our work....**so that STC's work is in support of, and informed and supported by the wisdom, experience and good will of clients, families, alumni and community.

1. Centre client, family and community voices.
2. Amplify voices of lived experience.
3. Maintain engagement with alumni into the future.

