

OVERVIEW

Hopelink's 2023-2025 strategic plan

provides a roadmap of the organization's commitment to addressing inequities, the needs of our clients and staff, and the causes and symptoms of poverty in our region.

The plan is a balance of fearless actions

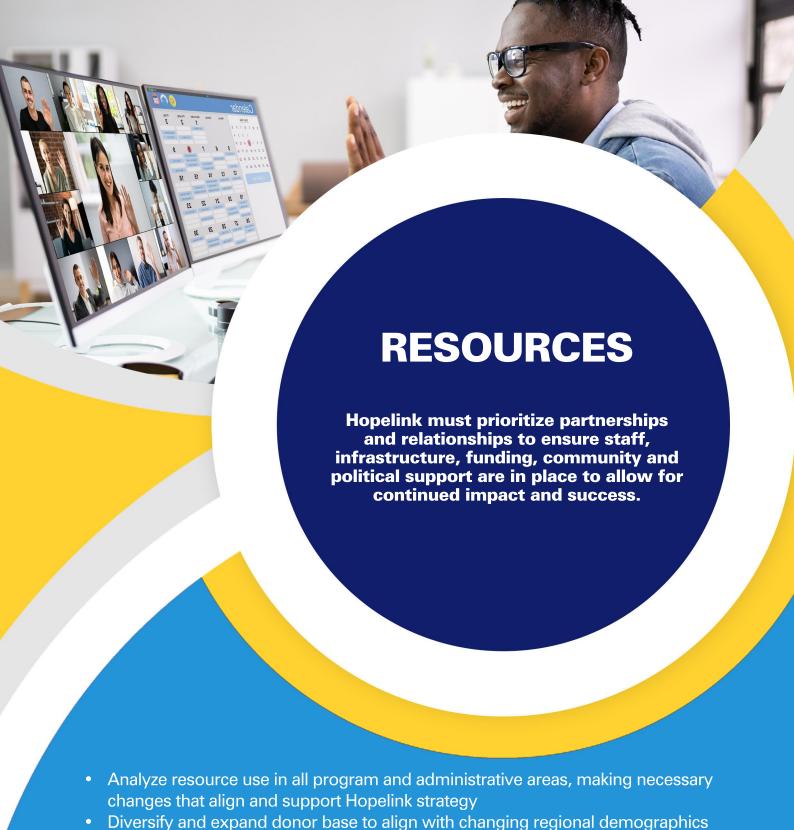
and goals aimed at advancing equity, diversity, and inclusion, while also taking the appropriate time and actions to adapt all areas of the organization for post pandemic success, given the rapid pace of change today and over the last three years.

Equity, diversity, and inclusion (EDI),

resources, programs, and organization are the four priority areas supporting the work of our overarching theme of continuous evolution. It is this theme and these interconnected priorities and actions that will lead the work for our vision of a community free of poverty.



- commitments
- Update Hopelink's Theory of Change to align with our EDI beliefs and commitments, the community, and our future position
- Organization-wide training in place and deployed across the agency for knowledge and action
- Clarify, communicate, and voice proactively Hopelink's EDI beliefs and positions on the direct link between racism and poverty



- Intentionally open opportunities for transformational gifts Complete agency-wide rebrand further supporting community capital and resource opportunities
- Hopelink IT department must assess, analyze, and implement any necessary security and risk measures to ensure long term safety, as well as partner with and seek solutions to automate systems and increase efficiencies
- Increase agency investment reserve by \$1 million, for a total of \$3.5 million



- the region
- Explore, evaluate, and deploy operational updates specific to immigrant and refugee program and service needs
- Have voice, give clarity and be proactive with our advocacy support
- All departments' on-site/remote/hybrid workforce operations must be updated with accommodating SOPs, policies and employee supports



Modernize across the organization so Hopelink best supports our biggest assets, our staff. With increased staff support, clients receive exceptional service and Hopelink remains a leader in our sector.

- Update employee compensation to meet or beat market rate for all positions
- Provide equitable and cost-effective insurance and full benefits packages that attract and retain exceptional Hopelink staff
- Develop, and have in place, support systems which amplify and address the needs of marginalized voices within Hopelink
- Hopelink's Communications Department effectively channels internal and external social, political, EDI, and advocacy work across the organization and to all appropriate stakeholders, especially staff and volunteers
- Develop and deploy new process, skills, and tools to build systems capable of supporting adaptation

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