



EMBEDDING EXCELLENCE

Strategic Plan 2026–2029

Honouring what has been accomplished.
Responding to what is emerging.
Preparing for what comes next.



MISSION

Helping people in our community overcome barriers to build better lives

VISION

A community where everyone has help, hope and opportunity

VALUES

Our work is guided by the following values:



We provide help without judgment

Port Cares helps people regardless of who they are and what their circumstances might be.



We treat everyone with respect

As an organization, we extend respect to all we serve, our partners, and each other



We evolve by striving for excellence

We embrace challenges using creativity and courage to pursue excellence in everything we do.



We are all accountable to one another

Accountability is something we all share, to each other and our community, as an organization, as staff, as volunteers and as clients.



We work collaboratively together

We work hand-in-hand to deliver effective services to our clients and to build strong, productive relationships with our partners.



STRATEGIC DIRECTIONS

1. A Culture of Belonging and Excellence

Port Cares has fostered a culture where clients feel welcomed, respected and supported.

This sense of belonging is rooted in values that have been intentionally cultivated over time through strong leadership, a clear commitment to purpose and excellence. Internally, that same culture is reflected in how staff work together, uphold shared values and contribute to the organization's mission.

This strategic direction aims to preserve and strengthen that culture

by reinforcing shared values, promoting collaboration, supporting staff well-being and maintaining high standards in how services are delivered.

The goals outlined here are focused on creating a workplace where staff feel engaged and supported and a service environment where clients consistently experience compassion, respect and dignity.

We will:

- Reinforce values throughout the organization.
- Support staff well-being and growth.
- Promote collaboration and trust across teams.
- Ensure respectful and consistent client experiences.
- Celebrate the new value "excellence and shared purpose."

2. Internal Leadership and Succession

Port Cares has been shaped by strong values-driven leadership, most notably through its drive for excellence, unique relationships and operational determination.

As the organization prepares for a leadership transition, it must foster the progress that has been built while building the systems and capacity needed to carry that work forward.

This strategic direction focuses on further embedding values-driven leadership into the culture and operations of the organization by developing internal talent, formalizing knowledge and creating the conditions for shared and sustainable leadership over time.

We will:

- Develop and implement a succession plan.
- Document institutional knowledge and decision-making processes.
- Build internal leadership capacity.
- Clarify organizational roles and decision-making authority.
- Foster a culture of shared leadership.

3. Sustainable, High-Impact Service Delivery

Port Cares delivers a wide range of integrated services that meet the diverse and evolving needs of the community, including housing and homelessness prevention, food security, EarlyON child and family supports, employment and training, literacy and adult learning and system navigation for legal, health and social services.

These programs are central to the organization's mission and impact. As demand increases and complexity grows, this strategic direction focuses on building the capacity, partnerships and decision-making tools needed to sustain effective service delivery.

The goals in this section are designed to align programs with community needs, staff capacity and measurable outcomes so that Port Cares can continue to respond to change with care, impact and clarity of purpose.

We will:

- Focus investment on high-demand, high impact services.
- Expand integrated service models.
- Build a system to measure performance and impact.
- Align programs with service delivery and sustainability priorities.
- Collaborate with aligned partners to extend reach and capacity.



4. Revenue Diversification and Strategic Positioning

Port Cares has raised and drawn significant funds in recent years through strong donor relationships and successful community initiatives such as the 50/50 draw.

This momentum reflects growing community trust, but it has developed without the support of a formal stewardship system or a long-term strategy to sustain and expand revenue.

This strategic direction focuses on building a stronger financial foundation by diversifying revenue and strengthening Port Cares' position as a trusted and high-impact organization.

As the outcomes of its work become more visible, Port Cares can use communications to clearly express its impact, deepen relationships and attract long-term investment.

The goals outlined here are designed to reduce financial vulnerability, increase alignment between revenue and strategy and position Port Cares as a credible and compelling partner for long-term investment.

We will:

- Develop a multi-year revenue strategy.
- Strengthen internal capacity for resource development.
- Align public communications with impact and priorities.
- Cultivate long-term funding partnerships.
- Explore new models for mission-aligned revenue.

5. Housing Leadership and Integration

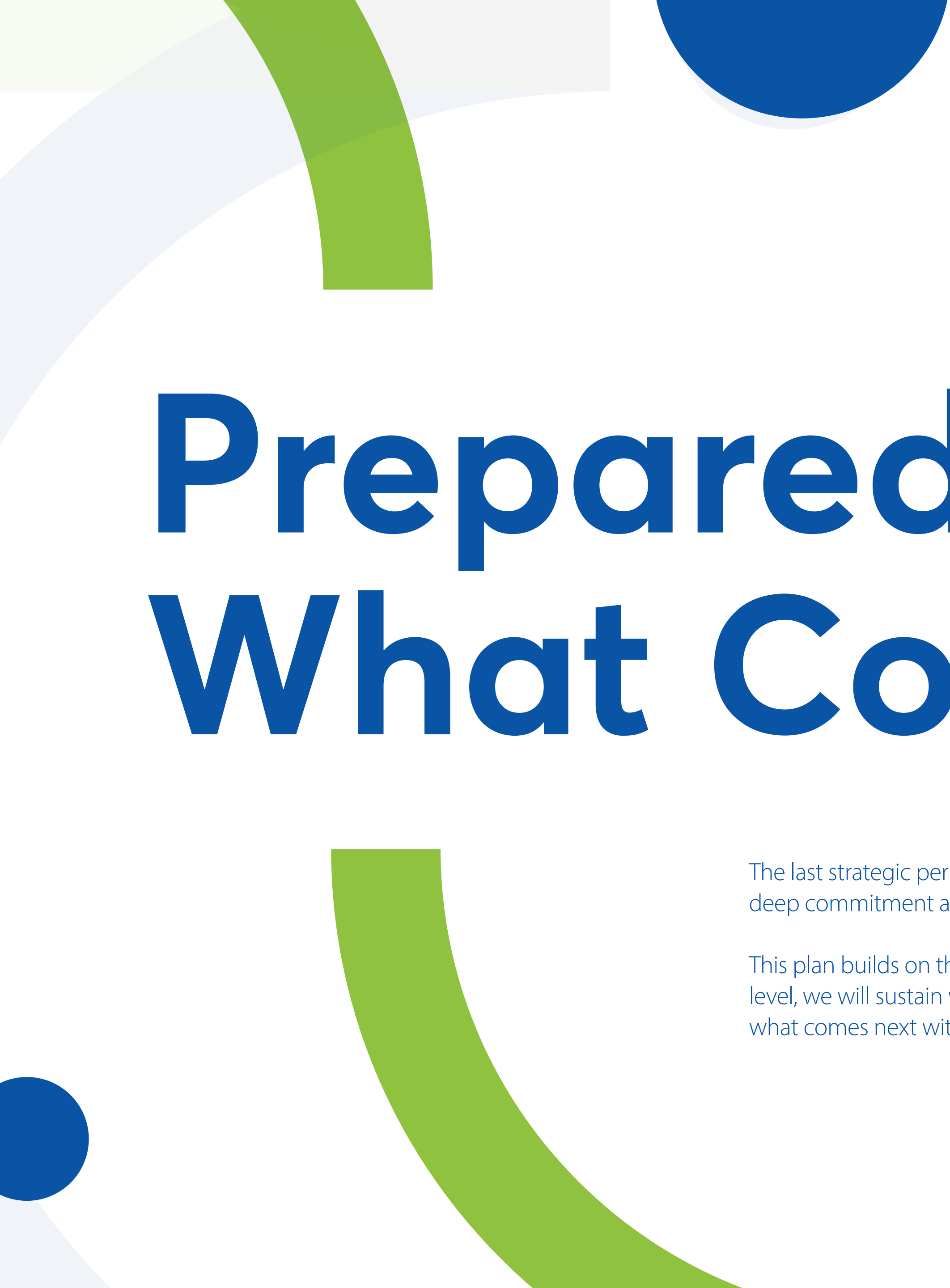
Chestnut Place represents a major new asset and sector for Port Cares. It has expanded the organization's ability to provide housing and stability for clients while also raising its profile as a leader in community-based solutions.

With this growth comes the responsibility to sustain positive outcomes, support tenants with complex needs and connect housing to the broader suite of services offered by the organization.

This strategic direction aims to strengthen tenancy supports, improve internal systems and deepen partnerships so that Port Cares can continue to lead in housing while delivering services that are coordinated, effective and client-centred.

We will:

- Position housing as a foundation for client stability.
- Embed housing within an integrated service system.
- Build systems to manage complexity.
- Increase public and sector visibility.
- Deepen strategic partnerships.



Prepared for What Comes Next.

The last strategic period was transformative for Port Cares, marked by growth, impact and deep commitment across the organization.

This plan builds on that excellence and carries it forward. By embedding our values at every level, we will sustain what has been built, support leadership through change and prepare for what comes next with clarity, compassion and a shared purpose.