

3-YEAR STRATEGIC PLAN

FY2027-2029

April 1, 2026 - March 31, 2029

Strengthening people
and communities through
the **power of work.**



A MESSAGE FROM THE CEO

I am excited to announce the launch of our new Strategic Plan, a roadmap that will guide us into the future with purpose and impact. This plan reflects our shared commitment to innovation, sustainability, and growth. It positions us to make an even greater difference in the communities we serve.

At the heart of this plan are three strategic pillars:

- **Advance People and Mission** – Investing in people and strengthening our mission to empower lives and create lasting change.
- **Protect the Planet** – Embedding sustainability into everything we do, ensuring our work contributes to resilient communities and a healthier environment for generations to come.
- **Prosper Through Growth of Our Social Enterprise** – Driving innovation and expanding our social enterprise to create new opportunities and amplify our impact.

Together, these pillars will shape a future where we lead with vision, collaborate with purpose, and deliver results that matter.

Thank you for your dedication and support as we take this exciting step forward. The future is full of opportunity, and we are ready to embrace it.

Bev Kobe

President and Chief Executive Officer



OUR CURRENT REALITY

Goodwill Industries, Ontario Great Lakes operates across a diverse and economically important region, reflecting both the opportunities and challenges of today's economy. It is where our Career Centres, mission advancement and social enterprise operations move forward as one organization with a shared mission: **to strengthen people & communities through the power of work.**

We are deeply proud of this mission. Across the organization, there is a strong sense of compassion, belief, and purpose that fuels our impact. At the same time, the realities we face, including rapid growth, workforce

pressures and rising demand for community services, offer a clear opportunity to focus, modernize and redesign how we work.

The region's growth, our expanding partnerships, and our growing leadership in circularity and social enterprise position us for greater impact.

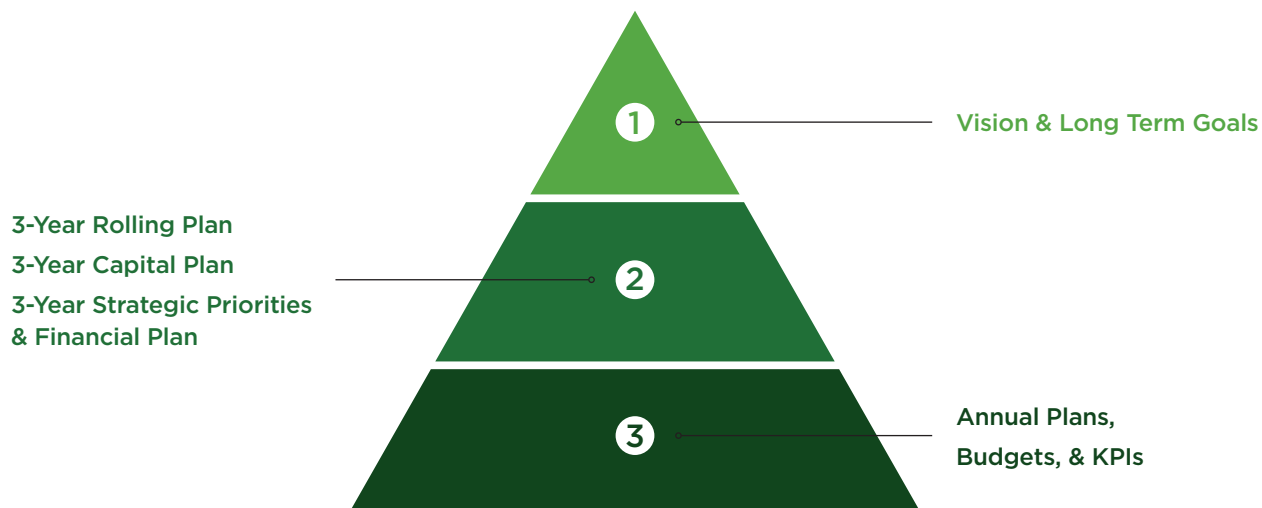
By harnessing our collective strengths, integrating our operations, and speaking with one clear voice, we can transform these challenges into catalysts for change, advancing people, protecting the planet, and building inclusive and sustainable communities.



A LIVING STRATEGY

Our **FY2027-2029 Strategic Plan** is designed as a living framework. It is anchored in achieving our long-term vision, yet responsive to change through a dynamic three-year rolling plan that operates within a broader five-year horizon.

This approach ensures that we remain focused on long-term priorities while maintaining the flexibility to adapt initiatives, budgets and KPIs each year as new opportunities and challenges emerge.



HOW THE ROLLING PLAN WORKS

Every year, we update our strategic plan by retiring completed initiatives, refreshing priorities and adding a new third year to the horizon. This rolling structure keeps our planning cycle dynamic and aligned with real-world conditions, while our long-term

vision provides guardrails and continuity, ensuring stability and consistency. Together, this approach ensures we deliver on our strategic goals, sustain momentum, and adapt effectively to changing environmental conditions.

At the end of each year:



POWERED BY GOODWILL

Our mission, vision, and values define how we lead, serve, and grow as one unified social enterprise.



OUR MISSION

To strengthen people and communities through the power of work.

OUR VISION

Everyone working and thriving in inclusive, sustainable communities.

OUR VALUES

MISSION-DRIVEN IMPACT

We focus on results that strengthen people and communities.

INCLUSION

We embrace diversity and create spaces where everyone belongs.

DIGNITY

We treat every person with respect and humanity.

COMPASSION

We lead with empathy, care, and understanding.

RESILIENCE

We embrace change as an opportunity to evolve, adapt, innovate, and thrive.

ACCOUNTABILITY

We take ownership of our actions and commitments.

MANDATE & ENDS

Our Mandate defines what we exist to do, guiding the work of our management team and organization in pursuit of meaningful impact for people, communities, and the planet. Our Ends outline the results we aim to achieve through our work.

Together, the Mandate and the Ends ensure that every action we take advances our mission, measures our impact, and keeps us accountable to the communities we serve.

OUR MANDATE

- Help people overcome barriers and reach their full potential through access to meaningful work.
- Provide training, skills development and career advancement services, driving economic impact.
- Offer access to affordable goods for individuals, families, and businesses, maximizing the social good from every community donation.
- Foster inclusion, making everyone feel welcome regardless of background or circumstances.
- Be leaders in sustainability by repurposing goods and fostering innovative solutions that protect our planet.

OUR ENDS

- Meaningful job creation and placement.
- Team members and participants achieve their full potential while meeting workforce and labour market needs.
- Stronger community connections.
- Financially sustainable social enterprise growth within our geography.
- Loyalty from donors and shoppers.
- Reduction in unsold donations, waste and energy consumption leading to greater onshore sustainability, and circular innovation.



STRATEGIC PILLARS

Our Strategic Pillars provide the foundation for Goodwill's long-term success and social impact. They define where we focus our collective energy: **advancing people and mission, protecting our planet and prospering through growth.**

Foundational to these are our **strategic enablers**, the essential systems and capacities that make progress possible. Together, these pillars ensure that our strategy remains balanced, mission-driven, and responsive to the evolving needs of our communities and the environment.



STRATEGIC GOALS



PILLAR 1
**ADVANCE
PEOPLE
& MISSION**

Champion people to overcome barriers to employment through integrated, inclusive pathways to meaningful work, training, support services, & community.

- 1 Further integrate Career Centres, mission advancement, and social enterprise.
- 2 Design and implement a skills training hub in the communities we serve.
- 3 Expand WorkFirst life stabilization support.
- 4 Cultivate a learning culture that champions innovation, recognition, advancement, and lifelong development.
- 5 Invest in becoming an employer of choice.
- 6 Track social and community impact to inform program design, and continuous improvement.

HOW WE WILL TRACK PROGRESS:

- Money Reinvested back into Mission
- Number of People Trained
- Graduation & Retention Rates
- Number of People Placed in Goodwill Platforms
- Job Seekers Placed
- % of Marginalized People in our Workforce



PILLAR 2
**PROTECT
PLANET**

Aid the transition to a circular, net-zero economy by advancing reuse, recycling, and local value recovery across all operations and communities.

- 1 Educate donors, shoppers, and the public about Goodwill's environmental impact, responsible donating, and leadership in circularity.
- 2 Increase investment in partnerships, and innovative solutions.
- 3 Expand B2B service offering, positioning Goodwill as a provider of choice for circular solutions.
- 4 Continue to integrate and report on sustainable design, energy efficiency, green technologies, and electrified fleet/logistics.

HOW WE WILL TRACK PROGRESS:

- % Used Goods Kept in Circulation
- Donor & Shopper Net Promoter Score (NPS)
- Carbon Footprint
- % Goods Processed through Preferred Domestic Channels

STRATEGIC GOALS



PILLAR 3 PROSPER THROUGH GROWTH

Expand and diversify Goodwill's mission-integrated enterprises to drive job creation, community impact, and long-term financial resilience.

- 1 Grow market share using a Hub- and-Spoke model.
- 2 Strengthen financial resilience.
- 3 Expand and diversify mission-aligned social enterprises.
- 4 Develop sustainable infrastructure for growth.

HOW WE WILL TRACK PROGRESS:

- Total Revenue
- Number of New Sites Opened & Acquired
- Donors/Household
- Donation Volume
- Same Store Growth Year-over-Year
- Revenue/Household
- Philanthropic Funding
- Net New Jobs Created



STRATEGIC ENABLERS

Build a cohesive, future-ready organization with a powerful brand, modern digital systems, an engaged, collaborative culture, and strong partnerships.

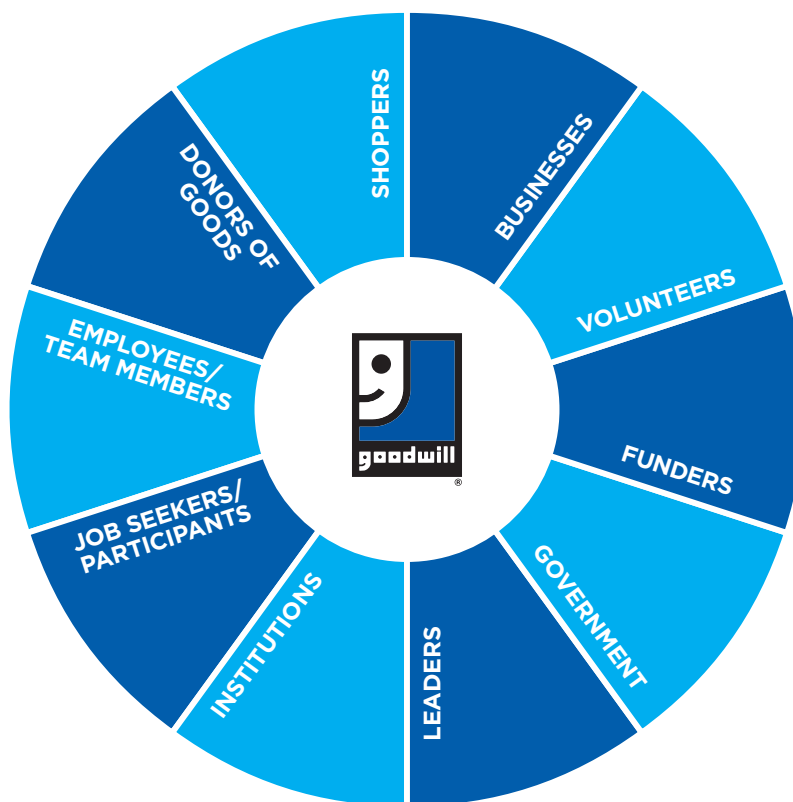
- 1 Develop and execute a comprehensive marketing and communications plan.
- 2 Tell Goodwill's story with clarity and compassion to deepen public understanding, strengthen brand affinity, and inspire engagement.
- 3 Modernize technology infrastructure, business intelligence systems, and cybersecurity.
- 4 Develop a partnership framework that focuses on high-impact relationships.

HOW WE WILL TRACK PROGRESS:

- eNPS
- Funding Generated Via Partnerships
- Brand Sentiment & Awareness
- Strong Succession Pipeline
- Number of Workflows/ Processes Automated

STAKEHOLDER GROUPS

Our ecosystem thrives through collaboration. Every stakeholder plays a role in creating inclusive employment, advancing sustainability and strengthening people and communities through the power of work.



EMPLOYEES/TEAM MEMBERS:

Goodwill's primary stakeholder is its diverse workforce.

JOB SEEKERS/PARTICIPANTS:

Goodwill Career Centre serves career seekers aspiring to strengthen their skills through training and work experience.

BUSINESSES:

Employers that hire graduates from Goodwill and from Career Centre services; industries that engage with Goodwill as a solutions provider; small businesses that leverage aftermarket goods to sustain themselves.

DONORS OF GOODS:

The cornerstone of Goodwill's mission, driving community impact through their generosity.

SHOPPERS:

Vital partners driving revenue that funds programs and creates jobs.

VOLUNTEERS:

Essential champions of Goodwill's mission, sharing time and talent.

LEADERS AND SUPPORTERS:

Funders and philanthropic supporters, government and policy partners, community leaders and institutions collaborate to help change lives through the power of work.



ACKNOWLEDGEMENTS

We extend our sincere gratitude to the **Goodwill Ontario Great Lakes Board of Directors and Career Centre Board of Directors, Senior Mission Leadership Team, Leadership Forum, team members, donors, partners and community members** who contributed their insights to this strategic planning process. Your voices, expertise, and

commitment shaped this plan and reflect the collective strength of our organization. Thank you for your ongoing dedication to advancing our mission and strengthening people and communities through the power of work.



Learn more at:
goodwillindustries.ca

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