



enCompass Strategic Direction
Building Together
2023-2025

Acknowledgements

Thank you to the many individuals and groups who provided insight and input into our strategic direction

- Stack'd Consulting
- Edmonton Community Foundation
- Stollery Charitable Foundation
- Here 2 There Consulting (Mark Cabaj)
- enCompass Board of Directors
- enCompass leadership and front line teams
- Community Partners



Executive Summary

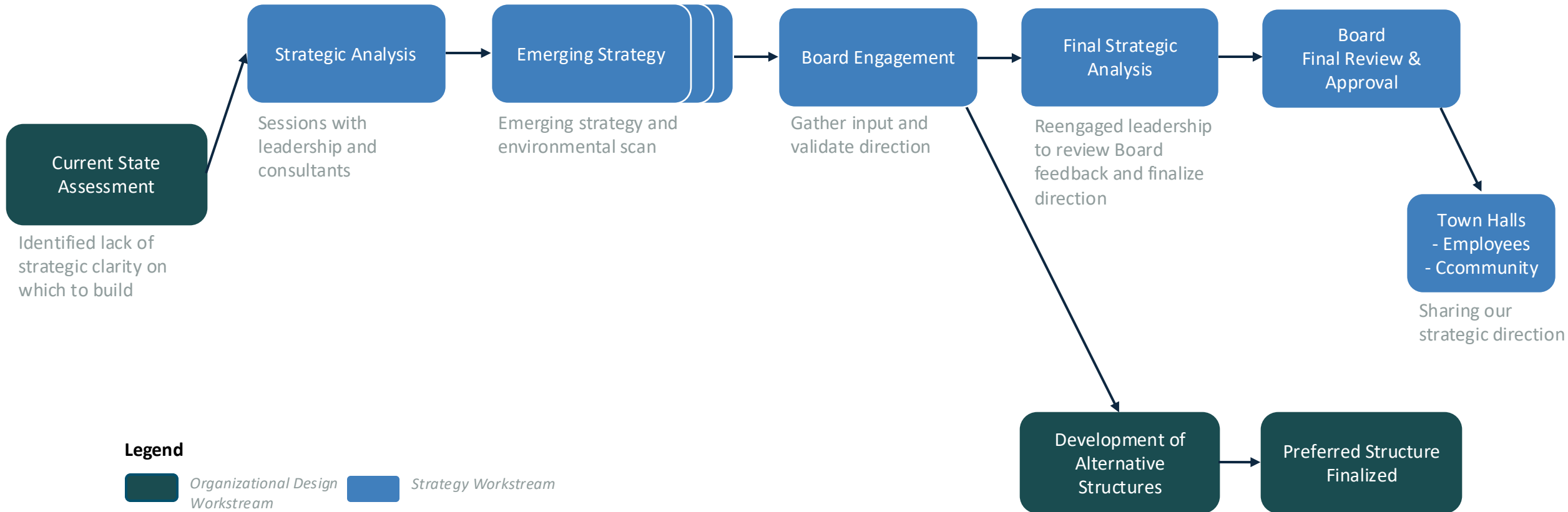
enCompass (formerly Edmonton John Howard Society) engaged Stack'd Consulting in the fall of 2022 to facilitate an expert-led process that created enCompass' new strategic direction and renewed organizational structure. This was a significant undertaking for enCompass as it shifted from a 50-year business plan to a short-term strategic direction focused on the best choices for the agency today. The strategic direction provides clarity and purpose for staff, clients, the board and our community stakeholders.

The new strategic direction includes:

- Position Statement
- Desired Future State
- Strategy
 - Where We Play
 - How We Win
- Priorities
 - Build our community service offering
 - Build our team
 - Build our story

Review of Approach

enCompass' first need was a strategy to set their future direction and then the second need was a structure that would enable it



Guiding Principles

- Continue to be rooted in community safety
- *Build* on our strengths (culture, reputation, impact)
- *Build* on changing needs of individuals, families and communities
- Enhance client journey and wellbeing
- Enhance staff wellbeing
- Intentional set of priorities
 - most important choices for us right now as an agency
- Structure and culture key enablers
 - Structure (how the work gets done)
 - Culture (beliefs and behaviors people bring to the table)

enCompass' Position

Why

- Heal and reintegrate from justice and related systems
- Safer communities through healthier individuals

How

- Community reintegration, addiction recovery, housing and employment
- Build resiliency and provide supports to promote stability
- Wrap-around services and intensive case management begins pre-release/discharge
- Partnering and collaborating

Desired Impact

- Healthier and safer communities
- Reduce recidivism
- Reduce over-representation
- Sustainable community reintegration



enCompass' Desired Future State

enCompass is known for helping individuals reintegrate from justice and related systems, creating safe and vibrant communities

In three years we will have...

- Stable and diverse funding
- Integrated client experience
- A cohesive, connected team
- Created an enCompass reintegration metric
- Impacted public perceptions about reintegration

...we will have become...

- Trusted voice and service provider for reintegration from justice and related systems
- Consistent and reliable in delivery of services
- Change resilient
- Evidence-based, data driven
- Brand that reflects diversity of those we serve
- Partner of choice for reintegration

enCompass' Strategy

enCompass is known for helping individuals reintegrate from justice and related systems, creating safe and vibrant communities

Where we play

- Individuals with complex needs and multiple barriers (high acuity)
- Focused age range of 16-45
 - Readiness and future employability
- Mandated and voluntary programs
- Intensive case management and wrap around services
- Focused on self-agency and whole person's needs through:
 - Short-midterm housing
 - Pre-release/discharge planning
 - Pre-employment
 - Connection to mental health and substance use supports



enCompass' Strategy Cont'd

enCompass is known for helping individuals reintegrate from justice and related systems, creating safe and vibrant communities

How we win

- Strong reputation
- Effective story-telling
- Coordinate and convene
- Intensive case management
- Engage our clientele
- Hire and retain staff
- Leverage physical assets



enCompass' Priorities

enCompass' focus in the short-term (2023-2025) will be on 'building'

enCompass has a strong foundation and reputation. Building on our rich history and impact in the community safety space will allow us to think forward and support clients, residents and staff to live fulfilled and safe lives. Being rooted in community safety will remain our core work. How we do it will evolve to reflect and build on the changing needs of individuals, families and communities. Community safety has never been more important and enCompass' work never more vital.

- **Build our community service offering that spans the agency**
We will design, fund, and implement a comprehensive community service offering focused on reintegration and achieving employment
- **Build our team**
We will continue to build our team and work toward a desired culture where employees are empowered to be strategic, innovative, collaborative and collectively drive for a common goal
- **Build our story**
We will build a brand that resonates with achieving reintegration outcomes, community safety and debunking myths/stigma