



Sustainability First

**Strategic Plan
2025 – 2030**

Message from Board Chair & Executive Director

As our community continues to grow in both size and diversity, **Child Witness Centre** has grown right along with it – stretching, adapting, and rising to meet the increasing needs of children and youth. This rapid change has brought us a **new challenge**: ensuring we have the long-term strength and stability to continue providing exceptional care for every young person who needs us.

Today, we are proud and deeply excited to share our new **Sustainability First** Strategic Plan with you. And we're **inviting you** – one of the caring people who make up our village, to walk beside us as we invest in children and youth towards the brighter future they deserve.

In 2026, we will **celebrate 45 years** of standing with the most vulnerable in our community. This plan is rooted in decades of dedication, wisdom, and partnership with those who have come before us. It reaches forward with courage and clarity, laying a foundation that will benefit children and youth for generations to come. **Our purpose** is simple yet powerful: to help young people heal and break cycles of abuse and harm, so they can step into lives filled with safety, possibility, and wellbeing.

We hope this Strategic Plan inspires you, warms your heart, sparks your imagination, and strengthens your belief that change is not only possible, but already underway. **Together**, we can shape a tomorrow where children are heard, supported, and met with trauma-informed care that honours their strength.

In our **Sustainability First** Plan, you'll see the many ways your support can **fuel this vision** – helping us reach our goals, deepen our impact, and ensure that every child who needs us can rely on compassionate, sustainable care.

Thank you for being part of this journey. With your support, **our next 45 years** and the next generation will be filled with hope, optimism, and the invaluable rewards of our efforts.



Kendra Abraham
Board Chair



Robin Heald
Executive Director

Our Vision

Resilient and strong futures for children, youth, and families impacted by crime.

Our Mission

Child Witness Centre provides compassionate support, education, and advocacy for children, youth, and families impacted by crime. We support our clients as they navigate complex systems, working with essential partners and championing broader access to these supports beyond our own community.

Our Values

At Child Witness Centre, we are a team of compassionate and diverse members who utilize trauma-informed practice to provide tailored support to children, youth, and their families. We are guided by the following values in all the work we do: respect, resiliency, collaboration, dignity, belonging, and integrity.



STRATEGIC PRIORITY 1

Sustainability

Financial Sustainability, Infrastructure & Organizational Strength

Overview	Goal	Key Deliverables
Build a stable and resilient organization by strengthening funding, improving infrastructure, and creating a supportive, consistent workplace where staff can thrive	1.1 Create brave spaces	<ul style="list-style-type: none">• Adopt world views that support growth and trust both internally and externally• Address microaggressions and systemic injustices with advocacy
	1.2 Enhance financial stability	<ul style="list-style-type: none">• Strengthen our Operational Reserve to secure long-term sustainability• Ensure a stable and diverse funding base• Expand corporate partnerships and sponsorship opportunities• Grow our endowment fund toward achieving 10% of annual operations
	1.3 Amplify our voice	<ul style="list-style-type: none">• Be leaders in advocacy for systemic change that protects children, supports families, and strengthens communities• Advocate for policy reforms• Increase public awareness of our mission, programs, and impact• Build strategic communications channels to engage stakeholders, donors, and the community• Champion initiatives that address root causes of violence and inequality



STRATEGIC PRIORITY 2

Connection & Belonging

Workforce Wellbeing, Cultural Responsiveness & Service Expansion

Overview	Goal	Key Deliverables
Create a healthy, well supported team, and culturally responsive organization that can sustainably expand services and deepen community impact	2.1 Enhance equity, diversity and inclusion for clients, staff and stakeholders	<ul style="list-style-type: none">• Create and support a culture within CWC that fully embraces and celebrates equity, diversity, and inclusion• Implement culturally inclusive, trauma-informed programs and operational practices across the organization• Ensure staff are familiar with culturally nuanced and multicultural resources to better serve clients and engage stakeholders
	2.2 Enhance wellness and belonging for staff, clients and stakeholders	<ul style="list-style-type: none">• Promote team wellness with formal and informal supports and wellness initiatives• Address vicarious trauma, burnout, and compassion fatigue through a supportive culture• Foster a sense of belonging and connectedness for all clients, staff, and stakeholders, reinforcing community and trust



STRATEGIC PRIORITY 3

Resources & Capacity Building

Overview	Goal	Key Deliverables
Strengthen our agency's ability to serve the community by investing in the right technology, expanding staff knowledge and training, improving internal policies, and deepening collaboration with partners	3.1 Enhance staffing and operational practices	<ul style="list-style-type: none">• Ensure we have the resources we need to meet the needs of our clients, staff, and multi-disciplinary partners• Ensure that we have the correct technology, tools, and infrastructure needed to deliver services now and into the future• Strengthen and expand partnerships with other agencies throughout our region to maximize impact and collaboration• Develop plans for expanded co-located space, and optimized technology needs
	3.2 Build and amplify the CWC brand	<ul style="list-style-type: none">• Increase public awareness of who we are and what we do for the community in ending cycles of violence• Amplify our voice throughout the entire catchment area and at all levels of government• Further partnerships with community organizations to expand advocacy and service to a greater part of our community
	3.3 Expand advocacy and outreach services throughout our region	<ul style="list-style-type: none">• Explore expansion of our advocacy services in Guelph and Wellington to meet community needs• Provide outreach initiatives to prevent child abuse, address bullying, combat human trafficking and child exploitation, and end cycles of generational trauma

