



Stella's  
Circle

Creating  
Community  
Together

**2026-2030 Strategic Plan**

# Elevating Impact

# TABLE OF CONTENTS

- 2 Letter from the Lead Executive Officer (LEO)
- 3 Introduction
- 5 Vision, Mission, and Values
- 7 Strategic Priorities



# LETTER FROM THE LEO



On behalf of Stella's Circle, I am pleased to present our four-year strategic plan for 2026-2030.

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Dear Friends, Partners, and Supporters,

As LEO of Stella's Circle, I am pleased to share our strategic plan, a roadmap for the next four years that reflects our unwavering commitment to inclusion and justice for everyone. This plan isn't just a document, but a guide for our organization to continue to work towards developing a community where every individual has the chance to thrive.

As we look to the next four years, this plan serves as our compass, guiding us as we continue to walk alongside those we serve in our community. We've taken a hard look at the landscape – understanding the challenges, celebrating the successes of others, and seeking out opportunities for collaboration. We've also listened intently to the voices of the people we serve and our staff, ensuring that their experiences shape our path forward. By grounding our strategic plan in data and lived expertise, we ensure that our efforts are both relevant and impactful, positioning us to effectively address the challenges and opportunities ahead.

This plan builds upon our core values, along with our housing-first philosophy, our trauma-informed approach, and our person centered care, all viewed through a social justice lens. It reaffirms our commitment to challenging unfair practices and advocating for changes that promote justice. Within these pages, you will find clear goals and actionable strategies across our key program areas, including housing, mental health support, employment assistance, and inclusion initiatives.

We invite you to join us on this journey as we work together to build a community where everyone belongs.

Sincerely,

Laura Winters  
LEO

# INTRODUCTION

Stella's Circle 2026-2030 Strategic Plan sets out our commitment to providing real and lasting solutions and support for marginalized individuals. The plan represents our collective effort and guides us as we strive to create lasting change. This plan was co-developed with input from staff, participants, and leadership and showcases our roadmap for the future.

## ABOUT THE APPROACH



We started by looking closely at the landscape surrounding marginalized communities and examined other organizations with similar mandates to get a clear sense of the issues impacting communities across the province and the country.

From there, we collaborated closely with staff and leadership to get a wide range of perspectives and insights to help us chart the path forward for the next four years. We heard from over 100 staff at the all day staff session.

Once we gathered this information, we had discussions with participants across every program area and asked them how we could continue to support them and meet their needs.

Next, we took all the information we gathered and created our strategy by identifying key actions and indicators to move us forward. This went through a series of revisions to help refine what was developed using key staff and leadership voices.

# WHAT WE HEARD

During our engagements with staff and participants, a number of key themes came through as critical for the next four years.

	<b>CREATE INCLUSIVE SPACES</b> Find ways to bring participants together more regularly to promote and foster greater community inclusion and shared experiences.
	<b>PRIORITIZE LIVED EXPERTISE</b> Make room for self-advocates to share their expertise. Their input valued equally, if not more, than professional expertise at times.
	<b>PROMOTE STAFF WELL-BEING AND GROWTH</b> Create increased opportunity and space for staff to enhance their skills through ongoing training and development opportunities. This should include a focus on staff well-being and professional development.
	<b>ONGOING INVESTMENT IN PROGRAMS AND STAFFING</b> Continue to make investments to enhance and improve programs and services. This includes investments in staffing to support necessary program growth and organizational needs.
	<b>CONTINUOUS REPORTING AND IMPACT ASSESSMENT</b> Keep communication and reporting open with participants and staff beyond one-off engagements. Encourage regular check-ins and reporting of ongoing success and impacts.

# OUR VISION, MISSION, AND VALUES



## OUR VISION

A home, a purpose, a community,  
and social justice for all

## OUR MISSION

Championing growth and transformation through  
housing, mental health, and employment services



During the all-staff session, teams were asked to reflect on the vision, mission, and values, and share opportunities to enhance these statements to better reflect the work at Stella's Circle.

# OUR VALUES



## RESPECT

We value people *without judgement*. We treat people with dignity and recognize their *rights, opinions, experience, knowledge and competence*. Everyone has a story and every story *is important*.



## WISDOM

We have *in-depth knowledge* and put that knowledge into practice. We are *aware of our responsibility* as a leader in the community. We are able to *explain openly and confidently how and why* we do the things we do.



## CONNECTEDNESS

We focus on *meaningful connections* in all contexts. We work hard at *collaboration* and *identifying potential partnerships*. We value *joint learning* and benefiting from *shared wisdom*.



## INNOVATION

We are *solution-focused* and *creative*. We think of *new ways to approach challenges* and are strategic and practical in addressing them. We look ahead to *anticipate future needs*.



## COURAGE

We encourage *resiliency, acceptance and change* and we *respect choices* people make. We want people to be *empowered*.



# OUR STRATEGIC PRIORITIES



## Invest in Staff - Development, Capacity, & Wellbeing

We will invest in key actions that help support staff development, capacity building, and well-being.

## Invest In and Sustain Existing Programs and Core Services

We will deliver on our existing services and programs and continue to build the foundations for long-term success.



## Meeting Community Needs by Enhancing Core Functions

We will help meet the evolving needs of participants and community by further developing services and programs through creative, responsive, and innovative approaches.

## Impact Through Partnerships, Advocacy, Equity, & Social Justice

Our efforts will focus on amplifying impact by fostering strong partnerships, advocating for social justice, and promoting equity across all program areas.





# INVEST IN STAFF - DEVELOPMENT, CAPACITY, & WELLBEING

## STRATEGIC OBJECTIVES:

- Invest in a healthy and supportive workplace culture
- Prioritize effective and supportive HR practices
- Invest in staff learning and development

### Sample Outcomes:

- Improved staff wellness
- Reduced staff burnout
- Increased staff knowledge and skills

*"[Stella's Circle needs] continued focus on staff retention and recognition of long time employees, more staff events and social interactions"*

- Staff survey respondent

# INVEST IN AND SUSTAIN EXISTING PROGRAMS AND CORE SERVICES

## STRATEGIC OBJECTIVES:

- Further invest in housing portfolio to ensure long-term sustainability
- Review existing clinical services ensuring that participant needs direct services
- Continue to build awareness and communication
- Support broader fund development and diversify funding sources
- Invest in existing employability supports

### Sample Outcomes

- Increased awareness of social enterprise work
- Strengthened relationships and partnerships with government agencies at all levels of government

*Diversifying revenue sources creates a financial safety net, allowing a nonprofit to weather storms and maintain continuity of its programs.*

*- Non Profit Pro, Sean Kramer  
November 2024*

# MEETING COMMUNITY NEEDS BY ENHANCING CORE FUNCTIONS

## STRATEGIC OBJECTIVES:

- Develop responsive participant inclusion and engagement initiatives
- Expand employability and social enterprise opportunities
- Grow clinical services capacity and reach
- Proactively scale housing services capacity
- Create supports that target community integration

### Sample Outcomes

- Decreased feelings of social isolation for participants
- Growth and sustainability of social enterprises

*A significant number of participants engaged in this process noted the need for more inclusion opportunities for participants to come together and connect with one another outside of direct programs.*

# IMPACT THROUGH PARTNERSHIPS, ADVOCACY, EQUITY, & SOCIAL JUSTICE

## STRATEGIC OBJECTIVES:

- Implement recommendations from the internal Anti-Racism Audit Report
- Build anti-racism, social justice, and equity, diversity, and inclusion (EDI) knowledge
- Advance greater equity and inclusion in the organization
- Grow community partnerships

### Sample Outcomes

- Increased knowledge and awareness of EDI
- Improved adoption of EDI practices across the organization

*Organizations that invest directly in EDI are more likely to see improved outcomes and integration of EDI principles throughout their organization and by staff.*

*- Imagine Canada, 2023*

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# CONTACT

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