

North York Community House

Integrated Strategic Framework

2026–2030

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Introduction

This integrated framework combines insights from NYCH's Core Purpose and Strategic Directions with the organizational Key Pathways developed through the strategic planning consultations. It outlines how NYCH will evolve its programs, structure, and partnerships over the next five years to strengthen community impact, equity, and sustainability.





Core Purpose: From Programs to Pathways

The work ahead positions NYCH not simply as a service provider, but as a Community Integration and Empowerment Hub — a place where settlement, belonging, and opportunity intersect. This means more focused and integrated program areas, greater adaptability, and an organization that moves fluidly between settlement, economic, and digital work as funding flows shift.

The Key Pathways reinforce this by emphasizing internal collaboration, transparency, and communication; a commitment to staff well-being; and the development of leadership and knowledge-sharing systems.



Strategic Direction A: Belonging and Integration (Settlement Reimagined)

Focus: Continue NYCH's highly respected work in supporting newcomers and families to build strong roots while modernizing service delivery models.

Key Pathways alignment:

- Foster collaboration and communication across programs and teams to strengthen service connections.
- Embed analysis and action to dismantle anti-Black racism into settlement and all other services, ensuring Black newcomers and communities experience culturally responsive supports, equitable access, and pathways to belonging, leadership, and civic participation.
- Engage communities less represented in feedback processes, including 2SLGBTQIA+ communities and people with disabilities.
- Embed civic participation, leadership, and belonging into settlement and family integration supports.
- Continue leading Truth and Reconciliation work in the sector and support Indigenous-led initiatives.
- Develop opportunities to share effective models and approaches across communities and partners.



Strategic Direction B: Economic Empowerment and Community Wealth

Focus: Community wealth-building, supporting residents to participate in and shape the local economy.

Key Pathways alignment:

- Drive long-term social and economic impact with residents by engaging in advocacy and systems-change efforts.
- Participate in sector networks and advocacy coalitions to influence funding reform and public understanding.
- Explore opportunities to leverage social finance, local business partnerships, and social enterprise development.
- Advance diversified funding strategies that balance traditional funding with innovative, community-driven revenue models.
- Build partnerships to strengthen local capacity for entrepreneurship, cooperative models, and resident-led economic participation.



Strategic Direction C: Digital Inclusion and Innovation

Focus: Make digital empowerment a core pillar of NYCH's work by integrating technology, data, and innovation across programs.

Key Pathways alignment:

- Formalize an organizational approach to technology and generative AI in service delivery.
- Strengthen internal data systems and processes to support evaluation, community engagement, and advocacy.
- Develop capacity to synthesize and communicate community impacts using data and stories.
- Address barriers to participation in virtual and hybrid services, and bridge digital literacy gaps.
- Support internal skill-building on implementing trauma-informed principles in hybrid and digital service design.



Strategic Direction D: Community Infrastructure and Partnerships

Focus: Reclaim NYCH's role as a connector and builder of community spaces and relationships, ensuring stability through shared infrastructure.

Key Pathways alignment:

- Develop pathways to foster broad connections and knowledge-sharing across programs and partners.
- Document best practices and key relationships for continuity and organizational stability.
- Explore shared or co-located spaces that meet community needs and strengthen resident-led initiatives, including social purpose real estate.
- Engage in partnerships that promote reconciliation, inclusion, and community ownership models.



Cross-Cutting Foundations: Organizational Strength, Reconciliation, and Advocacy

These foundations underpin every strategic direction, ensuring that NYCH's growth is sustainable, equitable, and responsive to community realities.

Key Pathways alignment:

- Continue building an organizational culture that supports mental health and wellbeing for all.
- Implement peer support, recognition, succession planning, and knowledge-sharing processes for leadership continuity.
- Pursue inclusion of equity-deserving communities at every level — staff, volunteers, and participants.
- Advance advocacy and systems-change initiatives to amplify community voices and champion collective action.
- Use NYCH's influence to redefine community development in alignment with its mission, values, and theory of change.



Moving Forward

Together, these strategic directions and key pathways establish a unified direction for NYCH's next strategic phase. They balance adaptation to funding and sectoral shifts with long-term investment in people, systems, and partnerships — enabling NYCH to lead a model of community development that integrates belonging, equity, and innovation.









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