



Putting it into **Perspective**

What is a Social Enterprise?

In 2012, the Ontario government proposed a provincial strategy aimed at supporting Social Enterprises. In 2016, the province launched their Social Enterprise Strategy with three main target areas:

1. **Equipping social enterprises with solid business fundamentals.** Building a strong foundation to serve the communities of today and tomorrow.
2. **Connecting social enterprises to markets and capital to grow and scale.** Unlocking new markets and capital to help maximize their potential.
3. **Demonstrating the value of social enterprise and social finance.** Promoting their potential to investors, government, and communities.

Rainbow's End's 2018-2022 strategic plan looks to build off of the current success of Rainbow's End and align to the provincial strategy of promoting growth within the sector

Who is Rainbow's End Community Development Corporation?

Rainbow's End Community Development Corporation (Rainbow's End), is a not for profit, social enterprise focused in the City of Hamilton and surrounding areas. Rainbow's End employs over 65 individuals with lived experience of mental illness. Rainbow's End manages its businesses under two foci: property management and food services.



MORE
PARTNERSHIPS



MORE
EFFICIENCY



MORE
ENGAGEMENT

Our Vision ... Our Mission

Rainbows End is focused on upholding the mantra of **“Putting People First”**, what does this mean?

To Rainbows End this is the notion that **everyone deserves the chance to work**, and that all persons have the right to be treated with an equitable level of respect.

Rainbow's End is a member of a diverse and growing community, where ever member has the power to affect positive change, in their own meaningful way. It is this community that Rainbow's End is so proud to be a part of, and has helped to create the realization that the quality of life in our community is defined by the quality of life of each individual member.

Vision

To provide opportunity where there was no opportunity.

Mission

To create supportive and diverse social enterprises through which people living with mental illness can experience empowerment, inclusion and dignity.

Our Core Strategic Priorities

The main priorities of Rainbow's End are to highlight our strategy to **support** our community through **advocacy** and **service**.

Support

our employees in developing skills, confidence and self-worth in new roles and opportunities

Advocate

for better education and inclusion of people with lived experience of mental illness in employment and the community

Serve

our customers and community by providing high quality services delivered by our employees



How We Will Live Our Priorities

Support

our employees in developing skills, confidence and self-worth in new roles and opportunities

Culture	<p>Develop an Internal Culture of Support</p> <p>Rainbow's End – Employee</p> <ul style="list-style-type: none"> • Develop opportunities to harness skills within Rainbow's End to create and foster a supportive environment through coaching; • Harness opportunities within Rainbow's End develop and enhance the skills of employees (i.e. job rotation and new roles). <p>Employee – Employee</p> <ul style="list-style-type: none"> • Develop a culture of mutual support for each other (i.e. peer support opportunities).
Partnerships	<p>Develop Supportive Partnerships</p> <p>Partnerships for Organizational Support</p> <ul style="list-style-type: none"> • Foster partnerships in the community to support organizational goals, such as with: <ul style="list-style-type: none"> ○ St. Joseph's Healthcare Hamilton; ○ Inspiration Place; ○ Seek out other Partners to support our employee get the support they need (financial, housing, food). <p>Partnerships for Employee Support</p> <ul style="list-style-type: none"> • Identify external partners who can support our employees further their personal goals (i.e., financial literacy support).

How We Will Live Our Priorities

Advocate

for better education and inclusion of people with lived experience of mental illness in employment and the community

Culture	<p>Create an Internal Advocacy Platform</p> <p>Formalize Rainbow's End position as an employer of choice for people with lived experience of mental illness.</p> <p>Develop an internal advocacy plan.</p> <ul style="list-style-type: none"> • Develop messaging principles to advocate Rainbow's End as an employer of people with lived experience of mental illness.
Partnerships	<p>Build External Advocacy through Partnerships</p> <p>Leverage Rainbow's End position as an expert for employment of people with lived experience of mental illness.</p> <ul style="list-style-type: none"> • Identify opportunities for Rainbow's End to become a go-to for advice within the Hamilton and area when discussing employment of people with lived experience of mental illness. <p>Seek out other community partners to further drive mental health employment issues in the community.</p>

How We Will Live Our Priorities

Serve

our customers and community by providing high quality services delivered by our employees

Internal	<p>Identify Internal opportunities to develop Rainbow's End</p> <p><i>Continue developing our two businesses: Property Management and Food Services.</i></p> <ul style="list-style-type: none"> Focus on becoming more efficient and driving quality within the businesses. Connect with customers to understand opportunities for improvement <p><i>Review opportunities to expand outside of the two business</i></p> <ul style="list-style-type: none"> Allow for broadening of skills of employees (i.e., administrative support in "Head Office").
Partnerships	<p>Develop partnerships to further our enterprise offerings.</p> <p><i>Align businesses with partners to provide an all-encompassing service to customers coordinated by Rainbow's End.</i></p> <ul style="list-style-type: none"> Property Maintenance – align with partners to provide an all-season service for customers; Food service – expand food offerings through partnerships with local businesses.

How We Will Get There

Rainbow's End Strategic Plan 2018-2022 is a multi-year plan that will leverage existing success while building future opportunity in alignment to our priorities.

Year	Internal	External
2018 <i>Establish the Baseline</i>	<ul style="list-style-type: none"> Develop Board and Employee Skills Matrix Complete operational review of businesses 	<ul style="list-style-type: none"> Strategic Plan Launched
2019 <i>Build Partnerships</i>	<ul style="list-style-type: none"> Develop internal partnership plan and messaging Complete operational review of property management and food service businesses Identify new internal opportunities for skill growth 	<ul style="list-style-type: none"> Identify new potential partner organizations to align to strategic priorities
2020 <i>Sustain Partnerships</i>	<ul style="list-style-type: none"> Identify new opportunities outside of property management and food service businesses 	<ul style="list-style-type: none"> Sustain new partnerships and align to strategic priorities and new ways of doing business
2021 <i>Further new Opportunities</i>	<ul style="list-style-type: none"> Launch new opportunities outside of property management and food service businesses 	<ul style="list-style-type: none"> Continue to sustain and develop new partnerships to further the growth of Rainbow's End
2022 <i>Plan for the Future</i>	<ul style="list-style-type: none"> Begin development of 2022-2026 Strategic Plan 	<ul style="list-style-type: none"> Engage partners to plan for the next strategic plan of Rainbow's End