



Strategic Plan

JANUARY 2025 to
DECEMBER 2027

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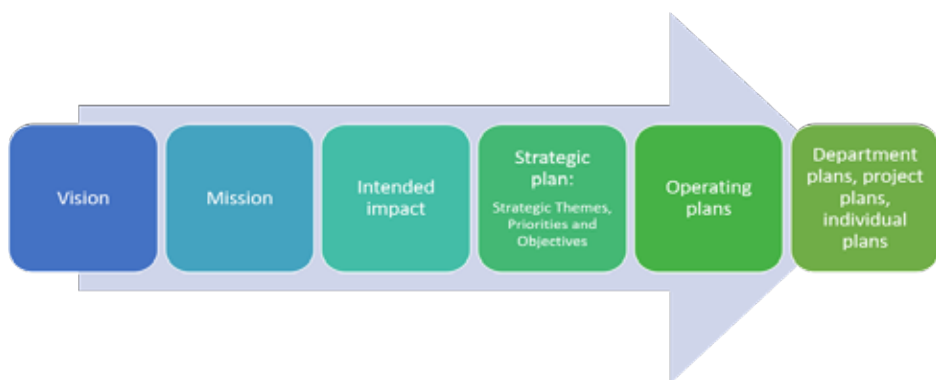
Threads of Life has experienced substantial growth in the past three to five years. For many organizations this would be an undeniable positive, but it is a mixed blessing for a charity that would prefer not to be needed at all. In addition to an influx of new members, we have witnessed an increase in the numbers of volunteers, partners and funders who align with our work. Technology continues to present both opportunity and challenge, and the pandemic has brought seemingly permanent changes to peoples' acceptance of online events. A new awareness of mental health is reshaping our definitions of workplace injury and illness. All this comes at a time of transition for Threads of Life, as our founding executive director retires and a new leader steps up.

Our strategic plan for 2025 to 2027 recognizes the need for the organization not only to adapt, but to make the most of these shifts. Holding our mission, vision and values always at the heart of all we do, we will seek new ways to reach and engage all those who could benefit from our programs, new opportunities for volunteers to be involved, new relationships and partnerships to support our work, and ever-deeper ways for our current members and partners to participate and advance our shared goals.

A top priority for Threads of Life in the coming three years is to reach and serve a more diverse membership. This is the focus of our Statement of Intended Impact, which forms a bridge between our mission and vision, and our strategies.

Our Strategic Themes and Priorities spell out how we intend to achieve this impact. They reflect the challenges and needs we have identified, and build on our strengths. Our Objectives put the Themes and Priorities into operation.

At every Family Forum we emphasize that Threads of Life is not our organization, but yours – and it is only with the support of our passionate members and volunteers, and our committed partners, that we hope to achieve these ambitious goals.





VISION

Threads of Life will lead and inspire a culture shift as a result of which work-related injuries, illnesses and deaths are morally, socially and economically unacceptable.

MISSION

Our mission is to help families heal through a community of support and to promote the elimination of life-altering workplace injuries, illnesses and deaths.

VALUES

We believe that:

- Caring:** Caring helps and heals.
- Listening:** Listening can ease pain and suffering.
- Sharing:** Sharing our personal losses will lead to healing and preventing future devastating work-related losses.
- Respect:** Personal experiences of loss and grief need to be honoured and respected.
- Health:** Health and safety begin in our heads, hearts and hands, in everyday actions.
- Passion:** Passionate individuals can change the world.

STATEMENT OF INTENDED IMPACT

Over the three years of this strategic plan, Threads of Life will focus on extending its outreach to workers and their families affected by life-altering injury and occupational disease, so that by the end of 2027 at least 60 per cent of new members joining each year will be from these two specific streams. We will also seek to reach a more diverse population in need of our programs. The impact we seek to have on all members is to help them along their progressive journey of healing. To that end we will identify quantitative and qualitative means to measure all members' engagement.



Strategic Themes, Priorities *and* Objectives

STRATEGIC THEME 1: Increase our profile so that any Canadian who could benefit from our services is aware of Threads of Life.

The need for Threads of Life's services is vast. Each year, thousands of Canadians are killed on the job, injured, or diagnosed with occupational illness. Not every individual or family needs the support network Threads of Life offers, but for the many who do, this support can mitigate the emotional, physical, mental and economic damage of tragedy. Threads of Life needs to be a familiar name across the country so families will know where to turn when tragedy occurs.

PRIORITIES AND OBJECTIVES:

Through partnerships, volunteers and marketing, make Threads of Life more widely recognized across the country.

- Increase opportunities to engage new partners to support our 4 strategic objectives, and expand support from existing partners.
- Ensure our materials and resources available online are valuable to people when first seeking support, and can be shared by other family members, volunteers and partners.
- Prepare and implement an annual plan for paid advertising, outreach and public relations to increase recognition by safety professionals and families affected by tragedy.



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Strategic Themes, Priorities *and* Objectives

STRATEGIC THEME 2: Build our capacity to provide programs and services for people from all streams and demographics.

We must build our capacities in order to position our organization to serve new family members as well as existing members, and to serve them where they are – geographically and along their journey.

PRIORITIES AND OBJECTIVES:

Adapt program delivery to incorporate in-person, virtual and hybrid models.

- Seek and test new ways to develop an on-line community for new and existing family members.
- Develop and launch integrated online modules as an introduction to in-person learning or training events.
- Increase our knowledge and skills to deliver programs through online and hybrid platforms.

Develop new ways to engage and serve existing family members.

- Develop a process for periodic check-ins with existing family members both through email and ‘off-line’ approaches.
- Work with family members to assess needs as they move along their healing journey and identify ways to provide support and promote engagement at each stage, including volunteer opportunities.

Diversify our family membership by reaching out to more families affected by injury and occupational disease, to more French-speaking families; and to those with diverse needs and backgrounds.

- Offer regular in-service (live, online or recorded) training to partners’ employees or membership, with a focus on new staff and those working with injured workers and families of occupational disease.
- Increase our capacity to offer services in French.

Increase volunteer capacity.

- Define required and related skills for volunteer roles and develop a program of skills training, either contracted or delivered by Threads of Life.
- Continue to recruit and support volunteers in family support. Identify new roles and opportunities for volunteers.



Strategic Themes, Priorities *and* Objectives

STRATEGIC THEME 3: Increase and diversify our funding and support to enable growth and sustained service.

The work Threads of Life accomplishes, and the impact our programs and services have on families, is only possible because of partners, funders, volunteers and donors who believe in what we do and share our passion for supporting families. In order to increase our outreach and intended impact, we must also continue to develop and deepen partnerships, engage more volunteers and increase our funding.

PRIORITIES AND OBJECTIVES:

Expand Steps for Life-Walking for Families of Workplace Tragedy to new locations and new national community partners.

- Support creation of new in-person Steps for Life walks.
- Promote the ‘national online community’ by encouraging companies to create teams and events.

Grow our base of individual donors, through monthly, major gift and legacy donations.

- Learn more about our current and potential donors through research into data and analytics.
- Develop a donor strategy including donor acquisition, donor conversion and donor communication.

Prioritize multi-year funding agreements to ensure predictable funding.

- Demonstrate our impact to ensure renewal of existing multi-year agreements and nurture relationships with partners to move to additional multi-year commitments.

Identify key performance indicators for evaluation and improvement of programs and reporting to funders and partners.

- Develop a strategy for measurement of program outcomes.

STRATEGIC THEME 4: Mobilize our members’ voices to prevent further workplace tragedies.

The first-hand experiences of Threads of Life members are a powerful tool in raising awareness, changing workplace cultures, beliefs and behaviours. In line with our values, we also know that sharing their stories can help people heal. We continue to look for ways to engage our members in prevention.

PRIORITIES AND OBJECTIVES:

Seek out new opportunities to increase the reach of our Speakers’ Bureau.

- Develop and implement a multi-year marketing plan to reach high schools and colleges offering a virtual or in-person speaker presentation at no cost.
- Identify key audiences, sectors and regions for expansion of the speakers bureau client base. Develop and execute marketing strategy.



Each worker and family member who has been affected by a workplace tragedy is a thread in the quilt of life. Each thread, by itself, cannot stand alone, but when woven together provides strength. Although we are individuals, we are also connected in the fabric of life.





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SUSTAINABLE DEVELOPMENT GOALS



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