



STRATEGIC PLAN

MARYMOUND

2026

Our Evolving Strategic Plan

Marymount stands at a pivotal moment of transformation. In existence for more than a century and a member of the Réseau Compassion Network, we are reimagining our future with the children, youth, families and community who are at the heart of the work we do.

As Indigenous Nations reclaim jurisdiction over child and family services, Marymount acknowledges the profound importance of this long-overdue shift. An Act respecting First Nations, Inuit and Métis children, youth and families which came into effect in January of 2020, was co-developed with First Nations, Inuit and Métis people with the aim of reducing the number of Indigenous children in care and reforming child and family services. On February 9, 2024, the Supreme Court of Canada confirmed that the Act is constitutionally valid. In doing so, the Court upheld and affirmed that the inherent right of self-government includes jurisdiction over child and family services. We are evolving toward a future where Indigenous-led systems of care are central and fully realized.

This transformation is not abstract. Historically, Marymount began when the first judge of the juvenile court in Manitoba invited the Sisters of the Good Shepherd to start a justice diversion initiative for young women. Shortly after, they opened an orphanage that largely cared for the children of new immigrants. Almost a century later, in 2008, Marymount became a board-run non-profit organization. Today, the majority of the children and youth we serve are Indigenous.

In recognizing this shift, we acknowledge the need to evolve and devolve, and we are actively reshaping every part of our organization – from policy to practice and leadership to learning – to centre Indigenous culture, identities, truths, and lived experiences.

We engage in this work with deep humility, recognizing the complex and painful colonial history within which our organization is situated. Reconciliation is not a mere gesture; it demands accountability, redress, and concrete, ongoing action.



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Human Rights Museum

Guided by our values of *Courage, Collaboration, Respect, Compassion, and Spirituality*, and by foundational documents such as the Truth and Reconciliation Commission's Calls to Action, the Calls for Justice from the National Inquiry into Missing and Murdered Indigenous Women and Girls, the United Nations Convention on the Rights of the Child, and the United Nations Declaration on the Rights of Indigenous Peoples, our path forward is clear:

Truth and Reconciliation Commission's Calls to Action:

4. iii. Establish, as an important priority, a requirement that placements of Aboriginal children into temporary and permanent care be culturally appropriate.

National Inquiry's Calls for Justice:

12.12 We call upon all child and family services agencies to engage in recruitment efforts to hire and promote Indigenous staff, as well as to promote the intensive and ongoing training of social workers and child welfare staff in the following areas:

- history of the child welfare system in the oppression and genocide of Indigenous Peoples;
- anti-racism and anti-bias training;
- local culture and language training; and
- sexual exploitation and trafficking training to recognize signs and develop specialized responses.

12.13 We call upon all governments and child welfare agencies to fully implement the Spirit Bear Plan.

United Nations Convention on the Rights of the Child:

Article 30 In those States in which ethnic, religious or linguistic minorities or persons of Indigenous origin exist, a child belonging to such a minority or who is indigenous shall not be denied the right, in community with other members of his or her group, to enjoy his or her own culture, to profess and practise his or her own religion, or to use his or her own language.

United Nations Declaration on the Rights of Indigenous Peoples:

Article 7.2 Indigenous peoples have the collective right to live in freedom, peace and security as distinct peoples and shall not be subjected to any act of genocide or any other act of violence, including forcibly removing children of the group to another group.

We also recognize that true transformation requires a solid foundation. Without financial sustainability and operational resilience, our ability to transform is limited. Therefore, we are intentionally laying the groundwork to best ensure the stability, accountability, and flexibility of our organization in order to evolve and devolve.

Turning this strategy into reality requires more than just commitment, it requires intentional structure, alignment, and ongoing accountability. At Marymount, we are dedicated to making this strategic plan not only aspirational, but actionable – embedding it into everything we do.

In order to operationalize and implement the strategic plan, each year departmental work plans will be developed in alignment with the five priorities of our strategic plan. Individual work plans will then be developed by staff with guidance from their managers, based on the departmental work plans that flow from the overarching strategic plan. In this way our daily activities, resource allocations, and staff responsibilities will be directly linked to the broader vision outlined in this strategic plan.

This connection will be our guide, helping us translate long-term goals into meaningful action. We will track our progress through Key Performance Indicators (KPIs).



Our Vision

A future where every child, youth, and family is surrounded by love, strength, and community – and has a culturally appropriate environment to heal, grow, and thrive.

At the heart of Marymount’s vision lies a powerful truth: every child is sacred. Our role is to nurture each child with deep respect, care, and an unwavering belief in their inherent strength and to give the best of ourselves each day to this collective purpose.

We envision a community where young people are seen, valued, and supported. Where their cultural identity is affirmed, and healing unfolds through connection and belonging. In a world scarred by colonial systems, we are committed to advancing pathways for growth that better reflect our values. Thriving is not merely surviving – it means being emotionally grounded, spiritually connected, and culturally supported.

To bring this vision to life, we are committed to building and strengthening relationships that are rooted in a shared understanding of cultural renewal, equity, and justice. We will work in ways that recognize our shared history, respond to the present, and create space for a more just, inclusive, and self-determined future.

Our Purpose

To walk alongside children, youth, and families as they heal, grow, and reclaim their place in strong, connected communities.

Marymount exists to support the journeys of young people and families navigating complex systems that were never designed for them. Our goal is to offer a continuum of care that meets people where they are – from crisis to stability and from early intervention to long-term healing. Whether through crisis stabilization, group living, education, mental health and substance-use treatment, or family support, our purpose remains clear: to walk alongside children, youth, and families in ways that are trauma-informed, culturally safe, and grounded in respect.

But true care is never transactional. Healing takes time. And growth is deeply personal. We aim to honour these truths by creating spaces where children and youth are not just seen and safe, but also valued as leaders and knowledge holders, capable of contributing to their communities and the broader society.

This purpose reflects our commitment to reconciliation, cultural renewal, and supporting the self-determination and resurgence of Indigenous children, youth, families and Nations. We are here to walk beside, serve with integrity, and act with courage. In every relationship and every program, Marymount strives to be a place where healing can take root – where children, youth, and families feel they matter, and where they know they belong.



Strategic Priorities

Marymount's path forward is guided by five strategic priorities – interwoven commitments that place the voices, rights, and cultural integrity of the children, youth, and families we serve at the centre. These priorities address the pressing need for change that fosters healing, belonging, and justice.

We have heard clearly from youth, families, Elders, staff, and partners: the time for transformation is now. This is not simply about incremental progress– it is about courageous, impactful change. Marymount must not only provide care; it must also play an active role in shaping and supporting the transition to a more culturally grounded and self-determined future. Each priority reflects our unwavering commitment to:

- 1. Walk with humility and purpose toward reconciliation.**
- 2. Empower children, youth and families in every aspect of our work.**
- 3. Strengthen our support for Indigenous-led systems of care.**
- 4. Ensure our foundation – people, processes, and finances – is strong enough sustain the transformation journey ahead.**

These four commitments will be embedded in every strategic and operationalized priority. These priorities are not separate or isolated goals. They are interconnected – each one is essential to the whole. They will guide our decisions, influence our investments, and shape how we measure success. Through these priorities, we affirm our promise: to walk in a good way, and to help build a future where every child and youth can thrive – rooted in culture, family, and community.

Our Strategic Priorities:

- 1. Prioritize the Voices, Rights, and Needs of Those We Serve**
- 2. Cultivate a Thriving, Culturally Grounded Workplace**
- 3. Deepen Community Connections, Emphasizing Indigenous Relationships**
- 4. Drive Innovation, Grounded in Indigenous Knowledge and Clinical Best Practices**
- 5. Secure Financial Sustainability to Begin and Sustain Transformation**

Strategic Priority 1: Prioritize the People We Serve

Marymount exists to support the children, youth, and families who rely on us – many of whom are First Nations and Métis – and our work is grounded in the belief that they are the experts in their own lives. This priority is about deepening our commitment to listening and responding to their voices, cultures, and aspirations. Their stories and strengths need to guide us forward.

We know that the systems intended to support young people – child welfare, mental health, education, and justice – can be challenging to navigate and may not always feel responsive. Together, we have the opportunity to enhance how these systems work for young people.

This priority is about recognizing that change is a journey – and we are committed to walking the path of Truth and Reconciliation together. We will focus on the strengths of the children, youth, and families we serve, as well as the knowledge and wisdom they bring. This means that our work must evolve to honour and respect their cultures and their rights to thrive in a way that is supportive, nurturing, and healing.

Our approach will be relationship-first, grounded in humility, accountability, and transparency. It will also be guided by cultural knowledge and intergenerational wisdom – allowing us to support healing in ways that reflect and respect Indigenous teachings and practices.

Empower Youth and Family Leadership

We will create more opportunities for youth to take the lead – not only in their own care but in shaping how care is offered across Marymount. This is about building partnerships that empower the voices of youth, so they are actively involved in program design, evaluation, and even policy development. Together, we will co-create solutions that reflect the needs and aspirations of the people we serve.

Marymount is not just a place that offers services – it is a platform for youth to help shape and inspire meaningful, positive change. We recognize that their leadership is key to helping us grow and evolve in ways that are respectful, empowering, and rooted in shared understanding.

Let Youth Guide Our Evolution

As we evolve and move forward, we will ensure that youth and families are leading the way in the evolution of our organization. They are closest to the impact, and their guidance will be crucial as we look at how we train staff, how we make spaces safer, and how we define success.

We will ensure that youth stories are treated with the respect they deserve, not as mere perspectives, but as truths that will shape the changes we make. Their voices will guide us as we work to create a future that honours and supports the full potential of every young person.

Break Down Barriers Between Systems

We understand that children and youth do not experience care in silos, and the systems created to support them need to reflect this reality. As Marymount moves forward in its journey of change, we will focus on strengthening collaboration and fostering seamless care pathways. Our aim is to offer care that is relational, culturally aligned, and holistic – reflecting the interconnected nature of healing and wellbeing from an Indigenous worldview.

This priority is about building bridges, not just between staff and children and youth, but between systems, so that children and youth receive the support they need in a way that feels integrated, personalized, and healing.

Act with Accountability and Transparency

As we listen and learn from those we serve, we are committed to acting with integrity and responsiveness. We understand that this is a shared journey, and as we move forward, we will create clear, safe, and impactful feedback mechanisms that allow youth to share their thoughts, see their input reflected in the changes we make, and witness real improvements.

We believe that accountability means acting with humility and openness and doing so in a way that honours the dignity of those we serve. This is a process of building trust together, and we are committed to supporting each other every step of the way.

Guiding Questions for Every Decision We Make:

- *How does this decision serve the children, youth, and families at the heart of our work?*
- *How are we honouring their strengths, their stories, and their right to thrive in a way that supports cultural healing and positive transformation?*

Strategic Priority 2: Cultivate a Thriving Workplace

At Marymount, we know that our ability to walk alongside children, youth, and families begins with the strength, wellbeing, and trust of our people. Every staff member, whether in direct care, education, cultural work, operations, or leadership, plays a crucial role in creating a nurturing, healing environment. Your work, your dedication, and your commitment are critical and appreciated.

This priority reflects our deep commitment to ensuring that Marymount is not just a place of work, but a community where staff feel valued, supported, and connected to a shared purpose. A thriving workplace is one where each person has the opportunity to grow, contribute meaningfully, and be empowered to drive positive change. Together, we will continue to build an environment that fosters mutual respect, care, and a sense of belonging.

We are also committed to holding each other accountable to bring the best of ourselves to Marymount each and every day. We choose to serve children and youth, and they deserve nothing less than our best.

As Marymount undergoes transformation, we understand that change can bring both excitement and challenges. It is our collective strength that will guide us through this process. We acknowledge the hard work staff are already doing, and we are committed to supporting you every step of the way as we evolve and work toward our shared vision.

Strengthen Trust Through Transparency and Action

Trust is something we build, together, every day. We recognize that open communication, clarity, and consistency are essential to strengthening the relationships we have with one another. Marymount will prioritize transparency in decision-making, ensuring that our actions align with our values of Courage, Collaboration, Respect, Compassion, and Spirituality and our four commitments (p. 5).

Our leadership will continue to model humility, responsiveness, and accountability. As we face challenges and celebrate successes, we will always be open to feedback, ensuring that everyone feels heard and respected. Together, we will continue to build a culture of trust, where we can rely on one another and take collective action to achieve our goals.

Support Staff Wellness and Safety

We recognize that the work we do is emotionally demanding, often underappreciated, and at times, profoundly challenging. At Marymount, we believe that our wellbeing is essential to the wellbeing of those we serve. To continue to provide compassionate care, we must ensure that we take care of ourselves. Marymount will prioritize the mental, emotional, cultural, and physical health of our staff. We will strengthen supports, from cultural supports to debriefing practices, so that our environments are trauma-informed for everyone. By nurturing the wellness of our team, we can offer healing and support to the children, youth, and families we serve in a way that is sustainable, meaningful, and lasting.

We are committed to creating a workplace where everyone can thrive—where you feel supported in your role, connected to your team, and inspired by the work we do together. This is a place where we grow together, learn together, and succeed together.

Grow Leadership and Capacity at All Levels

We believe that leadership already exists within our teams. Marymount is committed to nurturing and growing that leadership by providing opportunities for staff to expand their skills, knowledge, and capacity. As our staff grows, so does the entire organization. When we create spaces for staff to connect, learn, and grow together, we not only build individual capacity but also strengthen our teams.

We will provide access to training and advancement opportunities, particularly for Indigenous staff and those with lived experience. This includes strengthening our onboarding processes, enhancing cultural competency training, and fostering peer learning opportunities across departments.

Create Space for Reflection, Collaboration, and Culture

The work we do is not just a job – it’s a calling, a commitment to something larger than ourselves. But to continue doing this work with the passion and care it deserves, we must create space for reflection, collaboration, and connection.

We will honour Indigenous knowledge and cultural practices, placing them at the centre of our daily work and creating a space where these teachings are both visible and valued within the workplace. When we are strengthened by Indigenous ways of knowing and being, our children and youth can thrive. When culture is at the heart of everything we do, healing occurs.

This priority is about making sure that everyone at Marymount understands their connection to the larger purpose we share. By coming together to reflect and collaborate, we renew our collective energy and passion for the important work we do.



Strategic Priority 3: Deepen Community Connections

Marymount's future is inextricably linked to the strength of our relationships with the community we serve. We do not exist in isolation – we are part of a larger, interconnected whole, and we are accountable to those we serve.

As Indigenous Nations and organizations assert jurisdiction over child and family services, Marymount is committed to supporting this change. This priority reflects our unwavering dedication to moving in alignment with these shifts – and to do so with humility, honesty, and care. Our focus is on walking in right relationship with the children, youth, families, and the community we serve, with an openness to learning, growth, and reconciliation.

We recognize the complexity of our history. Marymount's roots with the Sisters of the Good Shepherd reflect a legacy of service and participation in systems that have changed over time. As we move forward, we commit to thoughtful reflection, accountability, and a renewed dedication to strengthening our work. Transformation calls us to learn from the past while shaping a better future.

Strengthen Relationships with Indigenous Partners

Our path forward is rooted in authentic, meaningful relationships with Indigenous people, organizations and communities. They guide our services, inform our decisions, and shape our actions, especially as Indigenous-led systems of care flourish.

We are committed to listening deeply to Knowledge Keepers, Elders, and Indigenous staff. Their teachings and guidance will help shape our programs, policies, and spaces, ensuring that they reflect and honour Indigenous ways of knowing and being. We will weave land-based practices and community teachings into the very fabric of our work, acknowledging their significance in the healing and growth of children, youth and families.

Create Space for Indigenous Leadership and Governance

True partnership requires shared power, and we are committed to ensuring that Indigenous voices are not only heard but also have influence at every level of decision-making.

This includes strengthening Indigenous presence at the Board level and in senior positions, fostering a sense of shared ownership in how we evolve and devolve.

We will build structures that reflect Indigenous governance, creating space for Indigenous staff, Elders, and community advisors to lead and guide the direction of Marymount. Their leadership is essential to how we move forward, and their wisdom will shape the work we do in significant and profound ways.

Tell the Truth About Who We Are

Transformation requires openness, honesty, and transparency. Marymount will continue to reflect on our past, recognize our progress, and hold ourselves accountable for ongoing improvement.

We are committed to sharing our evolving story, being open about the challenges we encounter, and highlighting the steps we are taking to move forward constructively. Our commitment to reconciliation, growth, and continuous learning is ongoing. We will communicate clearly about who we are, our history, and the direction ahead.

Build Relationships of Respect and Repair

This priority is not about optics or obligation – it is about deepening our relationships with the community we serve, built on mutual respect, understanding, and genuine reconnection. Our work is grounded in the belief that authentic transformation begins with people – ourselves, our staff and Board – and our relationships with our funders, partners, and most importantly the children, youth, and families we serve. Marymount will continue to evolve in ways that honour these relationships, ensuring that everything we do is shaped by humility, respect, and a shared commitment to healing.



Strategic Priority 4: Drive Innovation

The children, youth, and families we serve deserve care that is both compassionate and exceptional. As their needs evolve, so must we – adaptively, thoughtfully, and with a constant commitment to growth.

Innovation is not about doing more – it's about doing what matters, and doing it with greater clarity, purpose, and care. Through this priority, Marymount commits to evolving how we serve. This evolution will always be done in a way that is responsible, relational, and respectful.

This priority reflects Marymount's responsibility to continuously evolve, guided by the lived experiences of the youth and families we serve. It is grounded in Indigenous knowledge systems, strengthened by clinical evidence, and propelled by a desire to do better – always. We innovate not for the sake of change, but because it is the right thing to do.

Excellence at Marymount is not about perfection – it is about integrity: the courage to listen when something isn't working, the humility to learn, and the commitment to change. In a time of transformation, and with the responsibilities that come with our history, we must ensure that our work is not only trauma-informed, but also culturally informed, and youth-driven.

Sustain and Strengthen What Works

Marymount has made significant strides in adopting clinical models that have had a positive impact on how we support healing and regulation. Approaches such as the Neurosequential Model of Therapeutics (NMT) and Creating PRESENCE are not just tools – they are foundational to our culture, structures, and training.

As we evolve, we will strengthen our feedback loops to ensure these models remain relevant, adaptive, and aligned with the needs of the children and youth we serve. This continuous assessment will help us stay responsive and impactful, so that what we are doing today is preparing us for the needs of tomorrow.

Lead Through Indigenous and Clinical Knowledge

Marymound’s approach will always reflect the power of Two-Eyed Seeing – where Indigenous and Western knowledge systems are woven together to create something stronger, more holistic, and more responsive to the needs of children and youth. We honour the expertise of Elders, Knowledge Keepers, and Indigenous practitioners as central to healing. We respect land-based healing and culture as critical to recovery. This approach ensures that every decision we make, every practice we implement, is guided by one key question: Does this help young people feel seen, safe, and strong in their identity?

Respond to Gaps with Courage and Collaboration

Innovation requires courage – the courage to step into new spaces and step out of other spaces. Marymound will evolve intentionally, working with community to address gaps in care, especially in areas such as mental health, substance use, and create seamless paths and transitions between systems. We will work collaboratively with the people we serve to co-design new service models that reflect their needs and values.

We will evolve with care – ensuring that our growth is community-driven and value-aligned. We will strengthen our ability to evaluate impact, making sure that any new approaches are continually monitored, improved, and shared – so we can learn from each step.



Strategic Priority 5: Secure Financial Sustainability

Financial stability is not just an operational need – it is the bedrock that enables Marymount to fulfill its responsibility to the children, youth, families, and staff we serve. Without it, our ability to care, transform, and meet our commitments to justice and reconciliation would be constrained.

Marymount must be thoughtful and responsible in how we steward our resources in this period of significant change so that we are able to invest in the transition toward Indigenous-led systems and a deeper cultural renewal. As we build a financial model that does more than sustain our operations, it will position us to evolve and devolve in ways that better serve the children, youth and families who rely on us.

Build Diverse and Sustainable Funding Pathways

To ensure long-term financial stability, Marymount will focus on diversifying its funding sources – reflecting the broad scope and complexity of our work. This includes:

- Strengthening relationships with governments, foundations, and Indigenous partners
- Building Community Therapy Services to meet the health and wellness needs of our community and add a new source of revenue
- Expanding the reach and impact of Marymount's Training Centre, which serve as a critical source of revenue, capacity building, and thought leadership

By moving away from dependency on single-source or short-term funding, we will build resilience – ensuring that we can meet evolving needs without sacrificing the quality of care we provide.

Modernize Infrastructure and Harness Data and Technology to Strengthen Impact

As Marymount transforms, so must our infrastructure – both physical and digital. Our spaces and systems should reflect the organization we are becoming: one that continues to grow in cultural safety, trauma-informed practice, and respect.

As financial realities allow, Marymount will prioritize strategic investments in infrastructure improvements that enhance service delivery. These investments will be shaped by the voices of youth, staff, and community – ensuring that our spaces are not only functional, but also welcoming, culturally aligned, and conducive to healing.

In addition, data and technology will play a key role in improving how we operate. Marymound will:

- Enhance its ability to track program outcomes and financial performance in real-time
- Focus on evaluating the return on investment for key initiatives
- Ensure transparency in reporting to funders, partners and community
- We will invest in modern data systems that allow us to make informed, proactive decisions. This will enable continuous improvement, better risk management, and a stronger capacity to tell the story of our impact – ultimately strengthening our ability to secure the resources we need to fulfill our mission.

Secure Sustainability with Integrity

Financial sustainability is not simply about securing dollars – it is about honouring our commitments and preparing Marymound for a future that is both resilient and adaptive. With a solid foundation, we will be ready to:

- Serve with care – now and as we evolve and devolve;
- Change with courage – to meet evolving needs and new models;
- Stand strong in support of the children, youth, and families who count on us.

Our commitment to transparency, fiscal responsibility, and stability will ensure that Marymound is well-equipped for the future – strong, grounded, and ready to support the healing, growth, and self-determination of those we serve.

Bringing the Strategy to Life

We are reimagining our future and the Strategic Plan is our North Star.

Each year, departmental work plans will be developed in alignment with our five strategic priorities. These plans will ensure that our daily activities, resource allocations, and staff responsibilities are directly linked to the broader vision outlined in this strategy. This connection will be our guide, helping us translate long-term goals into meaningful action.

By aligning our efforts in this way, we will ensure that these priorities are not separate or isolated. They will guide our decisions, from frontline programs to leadership. Leaders at all levels will weave these priorities into their planning, budgeting, and reporting processes. This approach will help us foster a shared sense of ownership, strengthen cross-functional collaboration, and create a unified purpose across the organization.

Conclusion

This strategic plan represents a defining moment for Marymount – a step forward in our ongoing journey to better align our work with the children, youth, families, and community we serve. It reflects a deep, intentional commitment to doing this work in a way that is humble, responsive, and ultimately focused on impact. The priorities and strategies outlined in this plan are designed to be not only practical and actionable, but also to meet the real challenges we face, including our commitment to both evolve and devolve in ways that reflect the changing landscape of care.

This plan is also a response to a broader call – one grounded in justice, truth, and responsibility. Informed by the Truth and Reconciliation Commission’s Calls to Action, the National Inquiry’s Calls for Justice, the United Nations Declaration on the Rights of Indigenous Peoples, and the United Nations Convention on the Rights of the Child, this strategy affirms Marymount’s commitment to walk a path of reconciliation, renewal and reconnection – not just in principle, but through practice.

As we move into the next phase of implementation, this plan will serve as our foundation in helping us make decisions with clarity and purpose, providing a clear framework for tracking our progress.

More importantly, it will be a shared commitment across all levels of the organization – from our frontline programs to our leadership. This collective commitment will lay the foundation for a stronger, more connected, and culturally grounded organization, where every member of the team plays a vital role in our success.

The future of Marymount will be shaped by the strength of our internal dedication, the depth of our relationships, and the power of our partnerships. With this plan, we reaffirm our shared responsibility to contribute meaningfully to reconciliation, and to honour the self-determination of Indigenous Nations, communities and people. We will show up – not only as an organization, but as a trusted partner – to walk alongside others when invited.

Together, we will work to evolve and devolve systems of care that nurture healing, support growth, and ensure a true sense of belonging for the children and youth we serve.

Guiding Questions for Every Decision We Make:

- *How does this decision serve the children, youth, and families at the heart of our work?*
- *How are we honouring their strengths, their stories, and their right to thrive in a way that supports cultural healing and positive transformation?*