



Income Security Advocacy Centre
Centre d'action pour la sécurité du revenu

Strategic Plan 2026–2029



Advancing Income Security | Removing Systemic Barriers | Expanding Access to Justice





Land Acknowledgment

We work on land covered by the Dish With One Spoon Wampum Belt Covenant, which was a pre-contact agreement between the Haudenosaunee and the Anishinaabeg to share and care for the resources around the Great Lakes.

We welcome you to acknowledge the original inhabitants of the territory upon which you live and work. Part of the collective responsibility of settlers and guests of these lands is to educate ourselves and to actively engage with the Calls to Action of the Truth and Reconciliation Commission and the Calls for Justice of the National Inquiry into Missing and Murdered Indigenous Women and Girls and 2SLGBTQQIA people.

The Income Security Advocacy Centre commits to moving from acknowledgement to action in order to end the cycles of colonial violence, including enforced income insecurity and poverty, faced by Indigenous Peoples in Ontario today.



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Who We Are

The Income Security Advocacy Centre (ISAC) was established in 2001, in partnership with Legal Aid Ontario (LAO). We are a specialty legal clinic wholly dedicated to systemic advocacy on income security issues for and with low-income Ontarians. Our clinic comes from a shared vision of social programs based on our experiences and drawn from core values expressed in Canada's international commitments and fundamental values of our legal system. Since then, we have been fully funded by LAO. To achieve income security, ISAC addresses income benefit programs and pushes for employment protections. As a non-profit organization, we are governed by a community Board of Directors with representation from all regions of Ontario. Our Board includes legal clinic representatives and people with lived experience, and has representation from Indigenous communities, racialized communities, people with disabilities, and recipients of income support benefit programs.



ISAC Board of Directors

The Income Security Advocacy Centre (ISAC) is a specialty legal clinic funded by Legal Aid Ontario.



Message from ISAC's Strategic Planning Committee

The Strategic Planning Committee is proud to present ISAC's Strategic Plan, which sets out the organization's direction and priorities for the next three years. Low-income Ontarians are facing real and growing challenges, and the income benefits and workplace systems they rely on are often difficult to navigate and change. In this context, it was important for ISAC to be clear and disciplined about where we focus our efforts, so that our work remains grounded in the issues that matter most for our clients and communities.

The Strategic Planning Committee — a small group of Board members working closely with ISAC's management team — led the development of this plan with the support of an external consultant. The process was informed by broad engagement and thoughtful input from across the sector and the communities we serve. We are grateful to the many stakeholders who shared their perspectives, including community members, the Steering Committee on Social Assistance, the Association for Community Legal Clinics of Ontario, ISAC staff, and the full Board of Directors. Their perspectives helped shape the priorities in this plan and sharpen ISAC's focus for the years ahead.

This Strategic Plan reflects deliberate choices about where ISAC will concentrate its time, resources, and expertise. It is intended to guide the organization's work over the next three years and to support consistent, strategic decision-making in a challenging and changing environment.

The Strategic Planning Committee believes this plan provides a clear and practical framework for ISAC's work as we continue to pursue systemic change and improve income security for low-income Ontarians.

On behalf of the Strategic Planning Committee, we are proud to present this plan and look forward to the work ahead.

Yours Truly,

ISAC Strategic Planning Committee

Vision, Mission, Mandate, Values

VISION

A province where everyone flourishes on a livable income.

MISSION

ISAC works to improve income security, remove systemic barriers, and provide access to justice in order to advance the rights of low-income Ontarians.

MANDATE

We work towards achieving our Vision and Mission through:

- Litigation;
- Law and policy reform;
- Community organizing;
- Community outreach, public legal education, and capacity-building; and
- Partnership with clinics.

VALUES

As we carry out our mission and strive to realize our vision, we will always stay true to our core values:



INCLUSION

Committing to an equity lens and anti-oppression/anti-racist framework in everything we do.



RESPECT

Treating clients and colleagues with due regard for their circumstances, rights, and traditions; acting and supporting others in a fair and consistent manner.



INTEGRITY

Always adhering to the highest ethical standards in everything we do, while maintaining confidentiality of sensitive information at all times.



COLLABORATION

Maintaining open communications and working cooperatively within ISAC, clinic system partners, and with other community stakeholders in the achievement of our mission.



EMPATHY

Openly listening and responding to the perspectives of others, especially those with lived experience.



STRATEGIC PRIORITIES

2026 - 2029

1

**Engagement, Presence &
Visibility**

2

**Equitable Access to Income
Security and Justice**

3

**Organizational Resilience and
Long-Term Sustainability**

Strategic Priority 1 - Engagement, Presence & Visibility



Goal 1.1

Leverage communication to engage client communities, decision-makers, partners and allied organizations.

Objectives

- Expand ISAC's reach and engagement with client communities, decision-makers, and partners through digital, social, and traditional media, with measurable growth in audience reach and interaction.
- Make ISAC's materials clear, accessible, and usable through plain-language writing and inclusive formats.



Goal 1.2

Foster connections with under-served and Indigenous communities to understand their priorities and perspectives.

Objectives

- Create regular opportunities for under-served and Indigenous communities to share priorities and perspectives to inform ISAC's initiatives and outreach.



Goal 1.3

Build and strengthen relationships with partners.

Objectives

- Cultivate and sustain diverse partnerships through joint initiatives that broaden participation and achieve tangible outcomes across ISAC's priority areas.



Goal 1.4

Position ISAC as a trusted and credible voice with decision-makers.

Objectives

- Increase ISAC's visibility and recognition among government decision-makers by regularly sharing research, insights, and evidence-based perspectives in policy and program discussions, targeting consistent engagement across key decision-makers.

Strategic Priority 2 - Equitable Access to Income Security and Justice



Goal 2.1

Strategically intervene in legal, policy, and systemic processes that affect income security and access to justice.

Objectives

- Use strategic litigation and legal interventions to clarify rights, challenge systemic inequities, and protect access to income security and justice in response to legislative and policy change.
- Facilitate and support community-driven initiatives that address systemic barriers to income security and access to justice through collaboration with affected communities, coalitions, and partner organizations.
- Drive income security and access to justice policies by pursuing systemic improvements through direct engagement with decision-makers, and by supporting communities in participating in targeted consultations, advisory tables, and legislative processes.
- Convene and coordinate multi-pronged initiatives that integrate litigation, community-driven actions, and policy engagement to address complex systemic issues in income security and access to justice.

Strategic Priority 2 - Equitable Access to Income Security and Justice



Goal 2.2

Reduce barriers to meaningful participation in tribunals and other legal decision-making systems.

Objectives

- Engage tribunals and administrative bodies through consultations and stakeholder groups to advance fair, accessible, and inclusive decision-making.
- Use litigation and collaboration with community legal clinics to challenge systemic barriers and ensure clients can fully exercise their rights in tribunals and other decision-making processes.



Goal 2.3

Work with community legal clinic partners to strengthen collective capacity in supporting clients' income security and rights.

Objectives

- Take a leadership role in providing training, resources, and direct legal support to clinic caseworkers, reaching all partner clinics to support the delivery of effective legal services to clients.
- Take a leadership role in providing training, resources, and guidance to clinic organizers and caseworkers, reaching all partner clinics to support the clinic organizing and law reform work.

Strategic Priority 3 - Organizational Resilience and Long-Term Sustainability



Goal 3.1

Ensure ISAC's Board reflects the diversity of the communities it serves.

Objectives

- Implement a targeted board recruitment and outreach approach to address gaps in representation.
- Strengthen board onboarding and retention practices to support an inclusive and representative board.



Goal 3.2

Maintain an effective and knowledgeable governance board.

Objectives

- Implement structured board orientation and ongoing training to support informed decision-making and effective oversight.



Goal 3.3

Optimize internal systems to support effective and responsive operations.

Objectives

- Enhance client intake and data-tracking practices to better capture, track, and use client information for responsive and informed service delivery and funder reporting.
- Create and implement an organizational anti-racism and anti-oppression policy to guide internal practices, staff conduct, and service delivery.

Strategic Priority 3 - Organizational Resilience and Long-Term Sustainability



Goal 3.4

Deliver high-quality, client-centered service across all ISAC activities.



Goal 3.5

Ensure stable core funding to support ISAC's operations and strategic priorities.



Goal 3.6

Deepen meaningful participation and connection with ISAC's membership.

Objectives

- Implement and maintain client service standards, including intake, follow-up, and communication, to ensure timely and consistent client support.

Objectives

- Follow funder directives and policies to protect ongoing core funding.
- Identify and assess potential new funding opportunities to diversify revenue and strengthen long-term financial stability.

Objectives

- Keep members informed and engaged through regular updates and participation opportunities, including the AGM.
- Increase the geographic representation of ISAC membership to reflect the diversity of community members around the province.



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For more information:



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