



**North Okanagan Youth and
Family Services Society
(NOYFSS)**

**Strategic Plan
2015 - 2018**

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DEFINING THE PLAN

During the introductions, the group was asked: What makes a “good” strategic plan? The following criteria were developed:

- Falls in line with the vision/mission
- Informative, meets the needs of everyone (board, staff, clients)
- Concise goals (not too many)
- Simple, straight forward, achievable, realistic, attainable and measurable
- Bigger vision is apparent; keeps us fired up!
- Takes the community into consideration
- Sustainable; dynamic and fluid

REVIEW OF VISION/MISSION STATEMENT

The following questions were asked of the group:

Do these statements resonate with you when you think of NOYFSS? Anything that does not? Do the vision and mission need to be revised or do they still reflect the focus of the organization?

Board Response:

The main feedback was that both statements seem to lack vibrancy and have a passive feel to them. It was suggested that the “words promote and promoting” be changed to “strengthen and strengthening”. This will also tie the vision and mission to the tag line currently used on promotional materials, “strengthening families”.

In addition, changes are required to the vision and mission due to recommendations from CARF. Due to limited time, there was no effort to wordsmith the statement at this session. Quality Assurance & Executive Director will lead the board through this process at a future board meeting. Completed - February 2015.

The **Vision Statement** is meant to be *what* the society ideally wants to achieve in the future. In some cases, the ultimate goal could actually end the need for the organization.

OLD VISION:

North Okanagan Youth and Family Services Society is a leader in the promotion of wellness for children, youth and families in our community.

REVISED VISION:

North Okanagan Youth and Family Services Society is the leading community social agency that aspires to strengthen the family through healthy relationships.

The **Mission Statement** is meant to explain **how** the society achieves their goal and outlines the actions taken to complete the vision. In the statement below, the organization plans to achieve the vision “by providing programs which promote, nurture and protect” children, youth and families.

OLD MISSION:

It is the mission of North Okanagan Youth and Family Services Society to serve our community by providing a broad range of programs with promote, nurture and protect the healthy development of our children, youth and their families.

REVISED MISSION:

North Okanagan Youth and Family Services Society provides a broad range of social programs reflecting the dynamic needs of our community that strengthen, nurture and protect the healthy development of our children, youth and families.

ENVIRONMENTAL SCAN

INTERNAL FACTORS	EXTERNAL FACTORS
<p>More hiring is taking place; staff group is expanding.</p> <p>Office space/housing the increasing staff is an issue.</p> <p>Aging staff means more retirements are coming.</p> <p>Maintaining staff culture in the face of staff expansion/changes.</p> <p>Aging assets and handling reserves.</p> <p>Job retention – how to address the low wages in the non-profit sector.</p> <p>Recruiting staff – difficult to find qualified people willing to work for lower wages; may have to recruit beyond Vernon.</p>	<p>Pressure from government funding to do more with less; sustainability; expectation of social innovation.</p> <p>Non-profits competing for the same funding sources and fundraising dollars.</p> <p>Fundraising has become more sophisticated in the community; more competition.</p> <p>Currently experiencing increased funding for new programs.</p> <p>Increased needs in the community and stress on families; high cost of housing; food security.</p> <p>Aging population – will this change the focus of funding away from children and families and more on seniors.</p>

<p>Need to stay present in community, don't be shy about accomplishments; position NOYFSS as a leader.</p>	<p>Demographics – Vernon is losing families which are an economic issue for the municipality; City of Vernon focused on attracting families; could be an opportunity.</p>
<p>Need to focus on promotional materials and social media.</p>	<p>Gaps in service – anti-bullying; LGBT youth.</p>
<p>Risk of losing funders; house of cards; if one program is cut this impacts the whole financial model.</p>	<p>Northern jobs – impact on families; separation, domestic violence.</p>

SWOT ANALYSIS- Strengths, weaknesses, opportunities, threats

Strengths:

- Creative staff; excellent leadership team, strong labour management
- Strong committed board
- Family centered in staff and clientele
- Good reputation; long history; a good community partner
- Respectful of community
- Fiscally responsible; stable
- Welcoming environment; location is central; own our buildings
- Knowledgeable in provincial matters/issues
- Recognized by Ministry of Children and Family Development as a leader

Weaknesses:

- Operational and capital costs
- Aging building/assets
- Lack of space for employees/counselling
- Job retention: noncompetitive with government rate in wages
- Little opportunity for advancement
- Technology deficits; social media; marketing; profiling

Opportunities:

- Well respected in the community; opportunity for more partnerships
- Well established with proven track record; opens avenues for increased funding to grow and expand
- With emphasis on social innovation and sustainability; opportunity to research and establish a social enterprise
- Use social media to our benefit
- Potential for asset/building improvements

Threats:

- Funding cuts – doing more with less
- Changing business environment
- Competing agencies
- Aging buildings
- Staff retention/recruitment
- Elections – changes in policies (e.g. Tax exemption with City of Vernon)
- Union contracts
- Liability and/or potential legal issues

AREAS OF FOCUS

As a group, we reviewed some typical areas of focus for board and management teams of non-profit societies. These are categories that should be reviewed to ensure that policies and procedures are in place and/or plans and strategies have been created and implemented.

Areas of Focus	Examples of goals/actions
Governance	Vision and mission; constitution and bylaws; board structure; organizational chart; board recruitment strategy; board orientation package; board succession planning; Executive Director succession planning; risk management
Finances	Financial policies and procedures; funder reporting requirements; budgets; cash flow
Operations/Capital	Capital assets inventory; maintenance schedule; reserves
Human Resources	Human Resource policies and procedures manual; recruitment strategy; performance reviews
Programs	Program development; policies and procedures; volunteer programs, evaluation
Communications	Social media; newsletters; internal communications; agency profile
Fundraising	Fundraising strategy; donor recruitment; event planning
Technology	Inventory and replacement strategy; internal policies and procedures

We did a quick scan of the topics and the group decided to add technology as another area of focus.

As a warm up exercise, each participant was asked to write three goals on separate post it notes and place them on the flip chart with the areas of focus table. This provided an interesting visual of the group immediate concerns/ideas.

The top three areas included:

Operations – addressing the office space/shortage issue in the downtown location

Human Resources – staff recruitment and retention

Communications – the use of social media to raise profile and assist with fundraising

Strategic goals:

Goal		
Develop short and long term plan for aging buildings that meets the needs of programs and staffing allotments.		
Recruit and maintain qualified Staff.		
Develop new programming that reflects the changing needs of the Community.		
Increase use of social media for promotion of Agency, Fundraising events and programs.		
Develop Agency branding to use in brochures, letterhead, events and Social Media.		
Revise Mission and Vision statement.		