



Board Leadership Calgary

May 25, 2024

Presented by: Jerry Firth

Community Development Unit

# Getting Started with Strategic Planning

Part 2: Getting Practical

Alberta

Arts, Culture  
and Status of Women

# Session Guidelines

Be present - unhinge from distractions

The wisdom of all is needed for the best results

Be curious - ask questions

# Your Facilitator



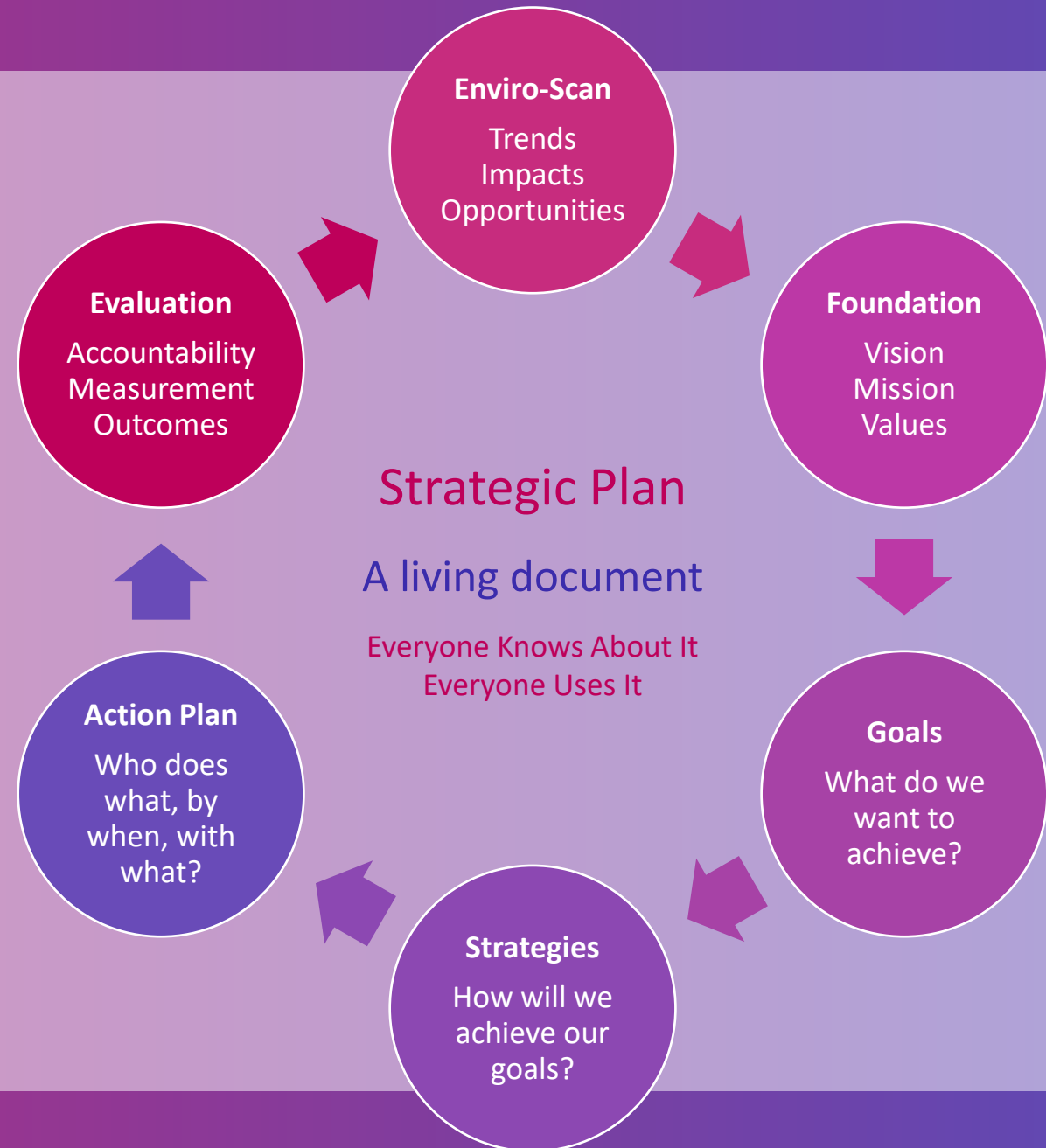
- Jerry Firth, MSW, RSW
- 15+ years working in the nonprofit and voluntary sector
- 10 Years of experience working in strategy within the sector
- Involved in various Board member roles

# INTRODUCTIONS

---

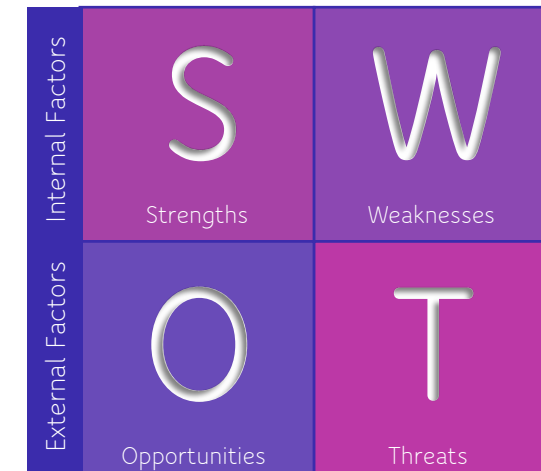
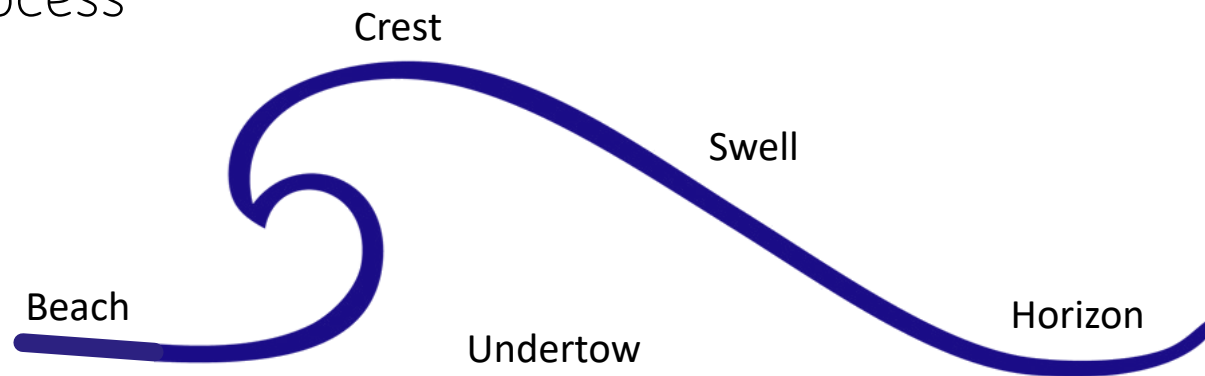
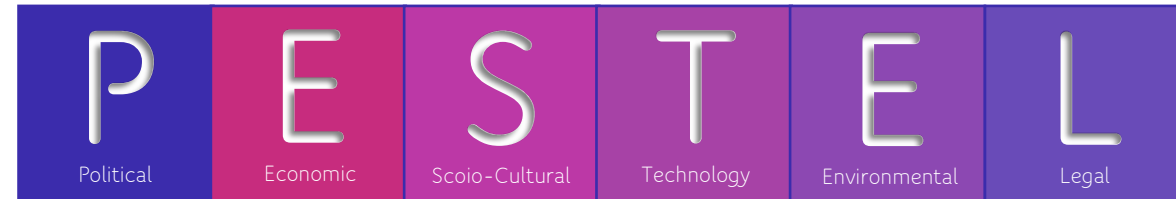
Briefly, who's in the room today?

# Components of a Basic Strategic Plan

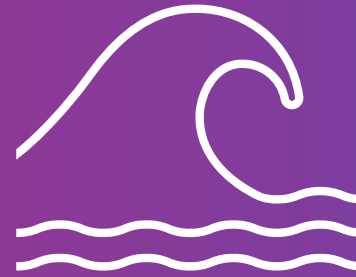


# E-Scanning Tools/Methods

- Historical Scan
- SWOT
- PEST (variation of)
- Wave Process



# Wave Process



## Activity

- Quick example of a wave scan
- Use PEST as topics for discussion

Political

Economic

Social/Cultural

Technological

- In small groups
- Brainstorm trends and issues that are:
  - On the horizon
  - Emerging
  - Established
  - Disappearing
- Be ready to share your discussion highlights in 7 minutes

# Vision, Mission, Values in Planning



## Mission:

Current purpose statement describing WHO you are, WHAT you do, FOR WHOM and HOW

Goals/Strategies

Action Plan

Carry out our mission toward our vision

## Vision:



Desired future state and ultimate achievement

## Values, Beliefs, Guiding Principles

Values are the fundamental principles and beliefs that form the foundation of the organization. These principles guide the organization's behaviour, services and decisions to carry out the organization's mission and goals.





# Foundational Statements

## Mission Statement

- Describes the purpose for the organization or why the organization exists – true identity
- Describes what makes the organization unique
- Answers questions:
  - What you do (your organization's purpose)
  - Why you do it (adding value to the community)
  - Who you do it for (who your organization serves and where)

## Mission Statements should be:

- *Concise (one sentence)*
- *Outcome oriented*
- *Inclusive of the goals and people who may become involved in the organization*

# Drafting Mission Statements

- Mission statements answer:
  - Who you are and What you do (your organization's purpose)
  - Why you do it (adding value to the community)
  - Who you do it for (who your organization serves and where)

Water is a non-profit organization bringing clean, safe drinking water to people in developing nations.

Who we are

What we do / Why we do it

Who we do it for

HandsOn Network inspires, equips and mobilizes people to take action that changes the world.

Who we are

What we do

Who for

Who for

Why we do it

# Drafting a Mission Statement

## ACTIVITY

- Develop a mock mission statement for a hypothetical organization
  - Who you are and What you do
  - Why you do it
  - Who you do it for
- Small groups – same groups as before
- Use the hypothetical organization provided
- Follow instructions on pg. 16, steps 1 and 5
- Be ready to share in 7 minutes

# Foundational Statements

## Vision Statement

- Describes the ideal (and realistic) state that might exist if the organization were to achieve total success in all it does
- Used to lead the organization in achieving quality results

## Vision Statements should be:

- *Clear and simple*
- *Easy to communicate*
- *Short and succinct*

# Drafting Vision Statements

- Vision statements answer:
  - *What needs to be changed and why?*
  - *What is our dream end-state?*
  - *What would success look like?*

No children in our city will go hungry to bed in the evening.

HandsOn Network's vision is that one day every person will discover their power to make a difference.

# Drafting a Vision Statement

## ACTIVITY

- Develop a mock vision statement for a hypothetical organization
  - Desired future state
- Small groups – same groups as before
  - Use the same hypothetical organization
  - Follow instructions on pg. 14, steps 1 and 5
  - Be ready to share in 7 minutes

# Foundational Statements

## Values, Beliefs, Guiding Principles

- Fundamental beliefs that guide actions, judgments, and decision-making
- What you stand for – as an organization and each person within it

## Values should be:

- *Specific behaviours and actions your organization lives by*
- *How we want to be seen by others*
- *Defined by how it is “meaningful” to our organization*

# Goals & Strategies

## High Level (Strategic)

## Detail Level (Operational)

The  
“What”

### Goals

- General
- Intangible
- Broad
- Abstract
- Strategic

### Objectives

- Specific
- Measurable
- Narrow (but Actionable)
- Concrete (but Reasonable)
- Tactical (but Time-bound)

The  
“How”

### Strategies

- Describe how we achieve our goals
- Approaches to get things done

### Tactics

- Activities
- Who will do what
- When things will happen
- What resources are needed



# Strategic Goals

- Outcome based statements that describe what the organization hopes to achieve in order to move the organization closer to its vision, while working within its mission, values and beliefs.
- Key areas that your organization will focus on over a set period of time (focus your resources, energies, efforts, time, etc..)
  - *Short term or long term*

# Drafting Strategic Goals

## Activity

- What can be done in the next 3-5 years to achieve the mission/vision?
  - Where should efforts be focused?
- Use the same hypothetical organization
  - Guided instructions by facilitator (pg. 19-20)
  - Timing:
    - Individual - 5 minutes
    - Small Groups - 5 minutes
    - Large group - 10 minutes
    - Naming Groups / Writing Goal Statements

# Drafting Goals

- Identify **WHAT results** an organization wants to achieve
- Provides definition to an organization's purpose and structures their activities
- Outcome-based "statements of being" for a strategic plan
- Brings alignment between the organization's strategic and operational activities

1. An Entity

2. A Verb in the present tense.

3. Statement (present) that brings together ideas & articulates the goal for the future.

Our organization

adequately trains

50 volunteers annually to support our clients

# Strategies

- Explain HOW an organization plans to achieve its goals and objectives
- Broad approaches that encompass a set of actions or activities
  - *Rational / Scientific: “Best or promising practices”*
  - *Educated / Intuitive: “Best guesses”*
- Should create or sustain an advantage
- Effective strategies promote a superior alignment between the organization and its environment and the achievement of goals

# Strategy Formulation

- Application of a strength against a weakness
  - *Neutralize or eliminate threats*
- A strength applied to the most promising opportunities
  - *Exploit opportunities*
- Creation of strength through coherent set of actions

(Rumelt, 2011)

# Action Plan

---

- Specific, detailed steps or activities to DO to accomplish the broader strategy
  - *Tasks to be done*
  - *Who is responsible*
  - *Time frame (start and finish dates)*
  - *Resources required*
  - *Outcomes – demonstration of success*
- Consider organizational capacity, resources, risk and benefits

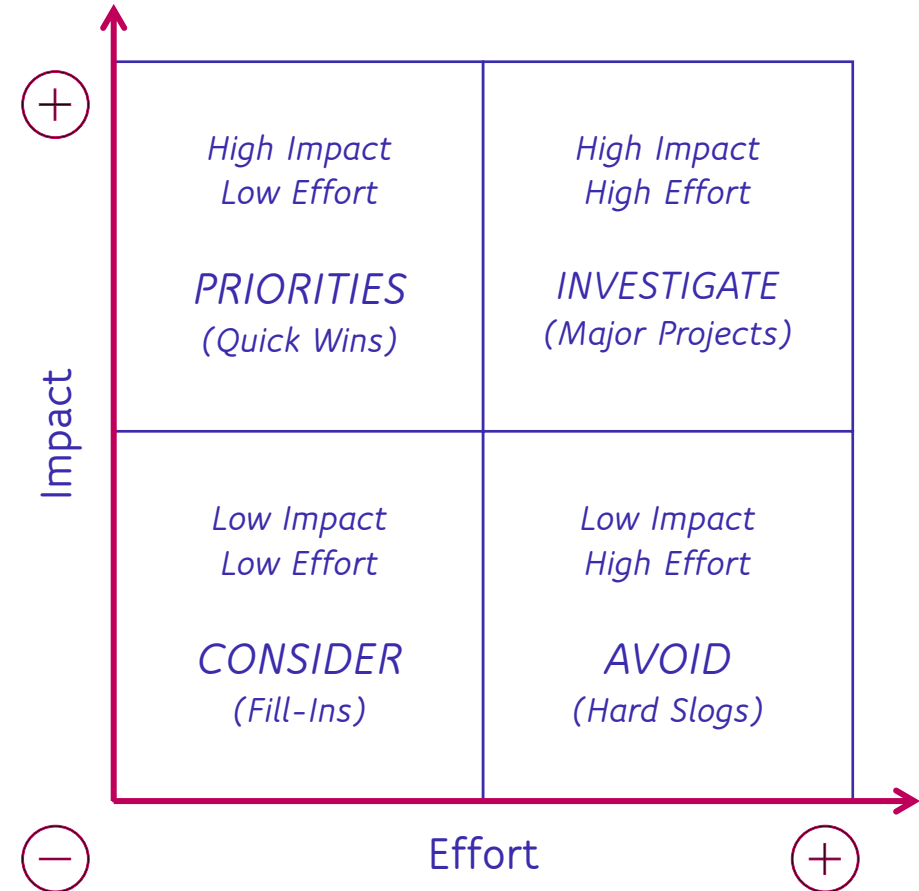
# Example Action Plan

Goal:	Increase Sustainable Funding That Supports the Organization's Mission				
Strategies to achieve the goal	Tasks What needs to be done?	Person Responsible Who?	Time Frame When?	Resources With What?	Desired Outcomes We have succeeded when?
Research and develop alternate funding opportunities	Research grants aligned with our mission	CEO / Fund Development Coordinator	4 months (Nov-Feb)	grant databases, networks, funders	Identified 3 or more new options
	Apply for relevant funding options	CEO / Fund Development Coordinator	As needed Annually / Bi-annually	applications, funder support, grant writing training	submitted applications
	Generate ideas for alternative funding sources	Board / Fund Development Committee	3 months (Jan-Mar)	Facilitator, research of what others have done	Identified 2 or more new ideas

# MAKING DECISIONS

## Impact-Effort Matrix

- One available option
- Used to help priorities tasks based on potential impact and effort required
- Outcome = select solutions to be addressed with minimum effort and high impact





# TIME LINING

## Year Planner

Jan	Task								
Feb	Task	Task	Task						
Mar	Task	Task	Task	Task	Task				
Apr		Task		Task	Task				
May					Task				

## Gantt Charts

Task 1																				
Task 2																				
Task 3																				
Task 5																				
Task 5																				

**THANK YOU!**

---

Any final questions?