

Bill Reid Foundation Policies

Strategic Planning Policy

Area: Ends Policies

Date Adopted: August 29, 2019

Reviewed:

Purpose

Strategic Planning for the Bill Reid Foundation is an organizational engagement activity that translates its mission and values into actionable and measurable goals, strategies, initiatives and programs. It is used to set priorities, focus energy and resources, and strengthen operations.

Effective strategic planning:

- Ensures that the Bill Reid Foundation and its stakeholders are working toward common goals;
- Sets out the actions needed to achieve those goals;
- Creates agreement on intended outcomes and how to measure the success of these outcomes; and
- Adjusts to a changing environment.

Process

The strategic planning process will incorporate the following components:

- Mission statement
- Values statement
- Long term vision statement
- Community needs and assets assessment
- Environmental factors assessment
- Critical assumptions about the future
- Active engagement in the process at all levels of the organization (Board of Directors, Committee Members, Staff, Volunteers Directors Emeriti)

Steps in Strategic Planning

1. Analysis or assessment to create an understanding of the internal and external environments – and should include findings as a result of the most recent external survey of its members and/or other relevant external information.
2. High level strategy is developed, and a basic organization level strategic plan is documented
3. Action plans are developed, enabling execution of the Plan
4. Ongoing refinement and evaluation of performance

Timing

A Strategic Plan will be developed every three to five years, with ongoing adjustments from time to time, as approved by the Board. Preferably a Strategic Plan should be developed within the first year of a Chair's appointment.

Roles of the Board of Directors

The Board of Directors will play an active role in the strategic planning process while ensuring it does not usurp management's responsibilities.

The board will:

1. Adopt a policy committing the organization to a mission-driven strategic planning process
2. Adopt a compelling long-term vision statement for the organization
3. Formally approve multi-year and annual strategic plans
4. Adopt an annual plan for board and committee work that focuses on strategic priorities of the organization
5. Allot time on every board meeting agenda for discussion of strategic-level issues, focusing on the critical strategic issues facing the Foundation
6. Monitor progress toward achieving strategic goals and require corrective actions and adjustments as necessary to changing conditions
7. Participate in an annual retreat that includes strategy discussion and education
8. Avail itself of education and information to stay abreast of community and environmental trends
9. Raise questions and contribute expertise
10. Bring insights from and help communicate the plan to key stakeholders.

Role of Senior Executive Team

1. Engage the board to fully utilize its experience, expertise and knowledge of community and stakeholder needs
2. Bring objective analysis and recommendations to the board for deliberation and decision making
3. Structure presentations to the board on strategic topics to allow sufficient time for questions and board feedback/guidance
4. Plan an annual board/leadership retreat
5. Provide education on community needs and industry trends, opportunities and challenges
6. Review progress on implementation of the strategic plan regularly.
7. Be responsible for communicating the strategic plan to key stakeholders and enrolling them in achieving the goals of the plan.

Strategic Planning Document

A Strategic Planning Document is a document used to communicate the Foundation's strategic goals and actions required to achieve those goals and all the critical elements captured during the planning exercise. Its overarching theme should align with the most recent environmental scan and assessments that were conducted with its members and/or any other relative information that has been gathered. A document referred to as "The Strategic Plan" that encapsulates the above should be completed, board approved and publicly accessible.

Accountability

The Governance Committee is accountable for ensuring there is a Board-approved Strategic Plan. The Director & CEO will monitor and provide regular updates to the Board to ensure timely execution and follow-through on action items.