

# Planning for Change

*Strategic Planning and Program Planning for Nonprofit Groups*  
2000



This workbook was written to accompany a one-day workshop entitled, "Planning for Change," hosted by the *Community Animation Program* and the *Community Mobilization Program* in Atlantic Canada. It provides basic information about strategic planning and program planning for nonprofit organizations. There are many existing resources on planning for nonprofit groups. For more information (including books, websites, videos, organizations, and trainers) consult the appendices. (Some are free!)

Non-profit groups are welcome to photocopy this workbook.



Environment  
Canada

Environnement  
Canada



National Centre  
Nonprofit Centre  
Centre national  
de développement  
des organismes  
à but non lucratif



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STRATEGIC PLANNING  
3-5 YEARS



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# The Value of Planning

## What is Planning?

Planning: Making a plan

Plan: A proposed way of doing something

We use planning regularly in our lives for events such as weddings, house building and birthday parties.

## What is Strategic Planning?

Strategic planning is a step-by-step process that identifies who you are, where you are, where you want to go, how you wish to get there, when you want to arrive, who will do the work, and what are the costs.

It is more than just planning. It's strategic. Part of developing a strategic plan is to look internally at your group and then to the world outside to help determine how to make your vision become a reality. It provides a framework for activity.

## Why Plan?

- Improve results. "Studies have consistently shown that vision, planning, and goal setting can positively influence organizational performance." (From Strategic Planning Workbook for Nonprofit Organizations. Consult the appendices for more information on this and other resources.)
- Clarify roles.
- Convey the vision, mission, goals and activities of the group to attract funders, members, and volunteers.
- Provide a base against which progress can be measured.
- Solve problems. The planning process itself can help solve problems.
- Build stronger teams.

## What are the Limitations of Planning?

- Planning is a snapshot of a moment of time.
- Intuition and creative thinking sometimes prove to be more successful than formal planning.
- Poor plans can result if there is not the commitment to the process; there is a lack of a shared vision, there are poor group dynamics, or there is a poor assessment conducted by the group.

\*Strategic planning is a helpful exercise. But it is useful to know your limitations and to anticipate and deal with problems ahead of time, if possible.

## What are the Barriers to Planning?

<i>Barriers</i>	<i>Overcoming the barriers</i>
<ul style="list-style-type: none"> <li>• Time (too many urgent needs)</li> </ul>	Incorporate planning items into regular meetings; have a planning committee; use a facilitator
<ul style="list-style-type: none"> <li>• Resources (money, skill)</li> </ul>	Recruit a volunteer with facilitation skills; view videos or read related material; participate in training about planning or facilitation; include planning as an operational expense
<ul style="list-style-type: none"> <li>• Commitment</li> </ul>	Identify benefits of, and concerns about strategic planning with the group; and brainstorm ways to reap benefits and overcome concerns; demonstrate the value of strategic planning through videos, quotes, other groups
<ul style="list-style-type: none"> <li>• Planning group (lack of diversity)</li> </ul>	Brainstorm who should be involved in developing the plan (board members, staff, volunteers, members, other groups, resource people)
<ul style="list-style-type: none"> <li>• Change (fear of)</li> </ul>	Ease into the process; include everyone in the analysis process
<ul style="list-style-type: none"> <li>• Shared vision and values (lack of)</li> </ul>	Take the time and effort to explore personal and organizational values; have everyone identify their interests in the organization
<ul style="list-style-type: none"> <li>• Knowledge</li> </ul>	View resource materials; practice planning; use resource people

## Elements of Strategic Planning

Strategic planning processes can vary. However, many processes use similar elements to collect and organize information. Some of the elements often seen in strategic plans are:

- Vision
- Guiding principles/shared values
- Mission
- Organizational structure
- Situational analysis
- Goals and objectives
- Project workplans (actions plans)
- Financial plan
- Communications
- Evaluation plan

A strategic plan usually covers a period from three to five years period. Operational plans (including program plans developed using the same process) are embedded in a strategic plan and are usually updated every year. A strategic plan is a working document; it changes based on the experiences of the group.

Below is a 10 step process your group may want to use in developing your strategic plan. (This chart has been adapted from the “Blueprint for Success - A Guide to Strategic Planning for Non-profit Board Members,” a video and guidebook produced by the National Centre for Nonprofit Boards. Please consult the appendices for more information.)

A Ten-Step Strategic Planning Process	
<b>Who are we?</b>	Step 1: Create or affirm an organizational vision and mission. Some groups also identify shared values and develop guiding principles and organizational structure.
<b>Where are we now?</b>	Step 2: (Internal) Analyze the current plan (if one exists), and the financial and administrative performance of the organization. Step 3: (External) Assess and document the community issues to which the organization is responding. Step 4: Assess strengths, threats, weaknesses, and opportunities - factors that will affect the organization and influence planning.
<b>Where do we want to go?</b>	Step 5: Prepare preliminary goals and objectives based on the information gathered and assessed in steps 1-4. If necessary, revisit and reaffirm the vision and mission in light of new information. Step 6: Review and validate the goals and objectives.
<b>How will we get there?</b>	Step 7: Develop a financial plan and budget to support the goals and objectives. Step 8: Develop an action plan for each objective. (Often groups would use this same process to develop individual plans.) Develop communications plan. Step 9: Prepare a comprehensive plan for review, approval, and implementation.
<b>How are we doing?</b>	Step 10: Evaluate progress and update the plan on a regular basis.

# Common Elements of Strategic Planning in Detail

## Step 1

### What is a vision statement?

A **vision** describes the *future destination*; it provides an image in words of what success would look like. It is built on reasonable assumptions about the future.

### Example vision statements:

#### External Vision

**"All people with AIDS get the appropriate care they need in a comfortable, accessible setting, and that we see the day soon when AIDS is no longer a killer in our community."**

#### Internal Vision

**The sea otter society will be recognized as a credible national organization that will have a well informed and active membership in each province and territory of Canada.**

A comprehensive vision statement would convey both an external and internal vision for the organization.

- 1. An external vision/focuses on how the world will be improved, changed, or different if the organization achieves its purpose.**
- 2. An internal vision/describes what the organization will look like when it's operating effectively to support the external vision.**

Information on visioning is adapted from "Strategic Planning for Nonprofit organizations - A Practical Guide and Workbook." Please consult the appendices for more information.

**\*Please see sample strategic plan in the workbook appendix**

### Process Idea: Developing a vision

Goal: Dare to dream the possible. Together identify a realistic but challenging vision.

Flipchart paper will be posted with a question written at the top. Each person will then have 10 minutes to write down their three most important thoughts under each question.

If an idea is already recorded a check can be used to show that two people had the same idea. The comments will be reviewed as a group.

- How would the world be improved, changed or different if our organization was successful in achieving its purpose?
- What are the most important services that we should continue to provide, change, or begin to offer in the next three years?
- If we could only make three changes that would significantly affect our ability to provide quality services, what would they be?
- What do users consider the most important part of our work?
- What makes us unique?

Then each person can take five minutes to identify three elements they would like to see in their vision. Similar concepts will be grouped together. As a group, review the elements and draw up a common vision. It might require further refinement. A group or individual can be appointed to finish this work. The vision could be communicated in words, in video, or in images.

**When the vision is completed, ask:** Does our vision challenge and inspire us?

### **Guiding Principles/Shared Values**

Guiding principles/shared values are priorities that guide the organization in making decisions on how an organization conducts itself and what values it wishes to operate under.

#### **Examples:**

- Making decisions by consensus
- Youth involvement
- Diversity
- Equitable distribution of resources

- \* What do members and staff believe in? What are the organizational values on people, process, programs? For example how will the groups make decisions?
- \* What are the roles for group members?

### **Mission Statement**

A mission statement tells why the group exists. A mission statement describes the *group's goals*, the *people it serves*, and what makes the *group distinctive*.



### Example:

Our mission is to protect and restore the natural environment and provide opportunities for public education to preserve regional wilderness corridors and open spaces.

### Process Idea: Developing a new mission

(If you already have an existing mission statement include this statement as part of the information that you will review in your situational analysis to see if the mission needs to be refined.)

Before the meeting, we will send a survey asking the following key questions of group members:

- Our group's main purpose is to...?
- Our group is intended to help the following people...?
- Our group is important because we...?
- Others should support our group because?
- The people who serve this group are...?

A list will be created from the survey responses before the meeting. At the meeting, each person will be given coloured dots to stick beside the statements on the list they agree with the most. Based on the highlighted priority areas the group will be broken down into smaller groups who will use this information to create a mission statement. They will report back with comments. The mission statement might be refined later by an individual or small group.

\*Another process idea? Check out "Open Space Technology" in the appendices of this workbook.

## Organizational Structure and Culture

### Structure

Organizations are in a constant state of change. It is useful to identify what your organization does and what roles you play within it.

There are a range of structures that an organizations can use.

Whole Group Model: Whole group operates as a team. Often used in small agencies. A team leader is not necessary; however, generally someone is needed to schedule things and lead the group so that everyone has a chance to contribute.

Hierarchical Model: Traditional hierarchical model consists of managers/supervisors with people reporting to them. Some decisions are delegated or supervisor makes decision based on input and feedback.

Team Model: Larger agencies, staff can be broken into sub-groups. Each team's functional similarly in the whole group model. The executive director coordinates the various teams.

Combination: An agency may choose any combination of the above models.

**Process Idea:**

- Draw up the group's organizational chart. (See how everyone plays an important part.)

**Items to think about and represent in your drawing:**

- Who are the groups involved in your organization: Volunteers, members, the community (community of people, environment), staff (full-time, contract, part-time), board, executive committee, advisory groups, committees, executive director
- How does each group communicate with each other? Can it be improved? How?
- Where does decision-making power lie? Are there different levels of participation by different groups in making decisions? What are they?
- How would you describe you organization? Centralized, flattened, hierarchical, flexible, autonomous, etc.?
- What assets does each group have?

\*Use symbols (circles, squares, rectangles, hands), lines, numbers, letters to capture the information.

**Culture:**

"In identifying and understanding the origins of an organization's culture, we need to investigate three elements, in addition to the desired organizational values, that are the heart of the culture: the organization's heroes/*heroines*, its rites and rituals, and its cultural network."

From "*Applied Strategic Planning*" full reference available in the appendix.

- What is the culture of your organization?

## Steps 2, 3 and 4

### Situational Analysis

The goal of a situational analysis is to highlight internal and external factors that can aid or hinder the group.

#### **Process Idea: Situational Analysis**

Gather background information on your group: current mission, goals and objectives, and programs. Include evaluation information from members, clients, staff and volunteers about the effectiveness of the services you offer and the organization itself. Identify pertinent information about your area such as polls, recent articles, books and reports to determine external trends. Circulate this information before your first planning meeting to help the planning group reflect on the following questions:

Not all questions need to be answered; other questions may be generated that are more appropriate to the organization.

(Strengths, Weaknesses, Opportunities, Threats)

#### **Internal**

- What are the group's strengths? What is the group doing well?
- What are the group's weaknesses? What could be improved?
- How well is the group using all of its current resources, especially board members, other volunteers, and staff?
- How should the organizational structure be changed, if at all?
- What opportunities exist for the group? What is the group doing to overcome the weaknesses identified previously?
- Who are potential members for the group?
- What threats exist for the group?

#### **External**

- What are the external factors - political, economical, social - that affect the group. How might the trends and changes in the economy affect our efforts? Are shifts in political and social attitudes likely to require changes in approaches?
- What resources will the group need?
- What people in other communities and organizations care and support the group's mission?

## Steps 5 and 6

### Goals

Goals are broad and general. They are usually long-term statements that indicate a desired result.

\* Goals and objectives can be written on several levels. Organizational goals and objectives may be written at a macro level, which may include neighborhoods, communities, provinces, regions, etc. Individual program goals and objectives would flow from the organizational goals and objectives at more of a micro level, which may include individual behaviors, family behaviors, and group interactions.

- Some literature refers to this definition of a goal as an objective and vice-versa. The important thing to remember is to capture the flow of logic from the general to the specific and concentrate on *describing the change* that will improve the problem you are trying to fix when writing program goals.

#### Examples:

- **Strategic Plan:** Organizational goal: To improve the environment of Charlotte County  
Fundraising Goal: To increase our membership
- **Operational Plan:** Program Goal: To reduce energy consumption in Charlotte County  
Communications Goal: To spread our message of energy issues to a wider public audience

Tip: Check to see if your goals are easy to understand, are based on a single issue, are broad general statements and are descriptive of the intended change.

#### **Process idea: Developing goals**

- Highlight the definition of a goal on flipchart paper.
- Show examples of different goals.
- Begin the development of goals for the group.
- Give each person five minutes to write down on pink cue cards up to three ideas they think the group should be doing and on blue cue cards the issues they should be working on?
- Have the facilitator collect the cards and group them by theme on the wall.
- Hold an open discussion about which areas seem to a priority.
- Determine from the information presented what is a likely new goal now and for the next three years.

- Break the group into smaller groups and have them develop three goals based on the cue-card priorities. After 30 minutes each group will present their goals. Tape them up and, as a full group, analyze them to identify common themes.
- Finalize goals.

## Objectives

Goals are reached through objectives. An objective is a short-term, practical target related to a goal. Objectives are specific, measurable, attainable, realistic, and time-bound. A few objectives may be needed to reach each goal.

**Activities (Strategies) - Are the how to's of the objectives. These are the actions you need to take to make this happen, e.g. organize a workshop, launch a media campaign, advocate for policy change.**

Here's what Health Canada's Guide Project Evaluation has to say about objectives: "Clear *project* objectives are essential to project work and effective evaluation. Good project objectives set the groundwork for demonstrating the impact of the project. Writing project objectives, however, can be challenging for many groups".

Many people confuse objectives with activities. For example, a group may state that its objective is to create a video explaining how HIV/AIDS is transmitted. Creating a video is an activity. The objective the activity wishes to achieve is an increase in knowledge on how HIV/AIDS is transmitted.

There are two helpful guidelines to use in writing good project objectives:

- (1) identify the specific changes the project is designed to accomplish, and
- (2) ensure that those changes are measurable.

To help identify the specific, project objectives, it is useful to ask the question: **What are we trying to change?**

Once the areas of change have been identified, it is important to ensure that they are measurable. There are five important elements to consider when creating project objectives that are specific and measurable. These elements are listed below in random order:

- the date by which the change will occur
- the specific change desired (use action verb)
- the measure (number or percentage)
- the target group
- the location

Although the use of objectives may vary from one project to another, a good rule is to write project objectives that include these five elements.

For example, a project with the goal of increasing awareness of factors related to HIV/AIDS transmission among high school students might create a project objective that reads:

**By August 1, 1996 (date) / the knowledge of the factors involved in HIV/AIDS transmission (specific change) / will increase by 30% (measure) / among high school students (target) / in Montreal (location).**

(From Health Canada's, *Guide to Project Evaluation: A Participatory Approach*. Download the full document at: <http://www.hcsc.gc.ca/hppb/phdd/guide/index.htm>).

### **Examples of Program Goals and Objectives**

**Goal #1** - To reduce the degree of malnutrition among young children

**Objective #1.1** - To increase knowledge of 60% of mothers of Tofinio about/relevant information regarding health and nutrition in the next three years.

**Activity:** Develop a guide book with and for mothers. (List other actions.)

**Objective #1.2** - To build the skills of 60% of mothers of Tofinio in learning how to effectively apply health and nutrition information in helping their young children to be more healthy.

**Activity:** Design many small workshop sessions in areas mothers can access.

**Goal:** " New Hope" has a goal to improve the overall health of teens in Charlotte County.

**Objective:**

**Not so good:** Hold 10 workshops on building self-esteem.

**Better:** Increase the self-esteem of 30% of high-school youth by the year 2001.

**Goal:** Waterford Environmental Group overall goal is to improve the natural environment in the county.

**Objectives:** (one of five objectives)

Energy:

**Not so good:** To engage in an energy-conservation program.

**Better:** The Town of Waterfield will reduce its energy consumption by 20% by 2001.

**Goal:** To reduce levels of family dysfunction and enhance the parenting skills of parents in our target community.

**Objectives:**

- To reverse the increasing trend of reported child abuse to under 300 cases by 1999.
- To decrease the number of runaway children by 20% over the next three years.
- To increase the number of parents who set appropriate rules for their children's behavior (as measured by surveys of parents or youth).

*This example is from the Community Prevention Grants Program **Community Self-Evaluation Workbook**:  
<http://www.ncjrs.org/html/selfeval/1-08.html>*

**Questions:**

- Are your program and project goals "in sync" with your group's goals and objectives?
- Are your goals clear and succinct?
- Are your goals and objectives based on your community assessment?
- Are your objectives measuring change not activities. If they are highlighting an activity keep asking the question, "Why?" This may help to understand the root change that the group is looking for. Use phrases like "to increase" and "to reduce", not "to create" or "to provide". For example, "To increase the understanding of lung cancer among 1000 adolescents by January 2001."
- Are your objectives SMART (specific, measurable, attainable, realistic, time-bound)?
- Has someone else reviewed your goals and objectives to see if they are clear?

**Process Idea: Developing objectives**

- Highlight the definition of an objective on flipchart paper.
- Show examples of different objectives.
- Begin the development of objectives for the group.

Look at each possible goal. What do we need to do to meet each goal?

The group will be divided into smaller groups, each one teaching a specific goal. Each group will use the following questions to help them formulate objectives.

- What resources are needed?
- What is the time frame?
- How will progress be measured?
- Who will the participants be?
- Who will be accountable? Each group will have 30 minutes to draft objectives for each goal. They will then present them to the group. Finalize objectives. Are they specific, measurable, time bound, and results oriented?

## Steps 7, 8 and 9

### Action Plans

Outlines what needs to be done to meet each objective:

- Who are the key people?
- When will the activity start?
- When will it finish?
- What resources will be needed?
- Who will be involved in doing the work?
- How will it be evaluated?

### Communications Plan

- Do we need a communications strategy for the organization? (Why? Might have specific communications strategies for different programs.)
- If so? Who needs to know our message (public, partners, government, community leaders, etc.)?
- What should we tell?
- Where do we tell it (newspapers, radio, community halls, church notices)?
- When is the best time?
- How should we do it (displays, press conferences, press releases, direct mail, loud speakers, conferences, presentations, ads)?

### Financial Plan

Should be based on the goals and objectives of the group. Items in a financial plan:

- Revenue: Membership, grants, special events, etc.
- Expenses: Supplies, rentals, honorariums, advertising, etc.
- What are the possible expenses for three years?
- What are the possible sources of revenue?
- How should we raise sources of revenue and/or decrease expenses?
- How should we do long-term fundraising planning?

\* Your organization may also want to develop a human resources plan: that may cover issues such as hiring, job descriptions, performance reviews, incentives, pay, training, vacation time, etc.



## Step 10

### Evaluation

So you did all this activity. So what? Did it make a difference? The ultimate goal of planning is not the plan itself but the increased ability to work on your vision by reaching set goals and objectives.

#### What is evaluation?

Evaluation is a process to help you find out how well you met your goals and objectives and helps you plan for the future.

#### What are outcomes, indicators and measures?

An **outcome** is the desired change or result you hope will occur. What will success look like?

An **indicator** is the specific activity or sign that will tell you the changes are taking place. How will you know if you are successful?

A **measure** is the actual data or information you need to gather to document that change has occurred. Measures show that you have counted or assessed something.

For example, an activity could be an internet workshop

**Outcome:** Increased contact of like-minded people

**Indicator:** Groups will have a greater capacity to use the internet

**Measures:** 12 members can now use the internet

50% of the group can now use the internet

Members have requested two more internet sessions

#### Some methods of evaluation:

- Reporting: reading and/or preparing reports
- Pre- and-post testing
- Focus groups
- Community interviews
- Journals
- Observations
- Surveys: Telephone, e-mail, mail
- Standardized tests
- Staff notes
- Audio and video tapes
- Minutes from meeting

\* For more information on evaluation check the appendix on page 35.

## **Other Stuff**

### **Time: How long does it take?**

A variety of factors, such as complexity of the issues, size of the organization, previous work done on planning, and commitment, will determine the amount of time a group needs to spend on a strategic plan. Some groups conduct a one-to two-day planning session each year with follow-up meetings with the board, members, and staff. Other groups have a smaller session every second month starting with the priority areas; group members do the work between meetings. It is a good idea to appoint a person or a group of people to be responsible for strategic and operational planning in your group so they can keep the process on track.

### **Strategic planning with more than one group**

You might want to work together with other groups on an issue. You can still use the same basic strategic planning steps; however, there are some basic differences. For more information on planning with multiple organizations please consult publications listed in the appendices including the *Strategic Planning for Non-profit Organizations* funded by the Wilder Foundation.

### **Getting Started: writing, implementing and evaluating the plan**

- Establish commitment
- Select participants and planning process
- Develop a time-line for your strategic planning process
- Translate your strategic plans into yearly workplans and budgets
- Monitor your progress: Do this quarterly or bi-yearly
- Have a person or committee responsible for planning
- Update your plans
- Focus on progress towards the goals and celebrate successes
- Have food if you are doing a planning session
- Prioritize your planning initiatives
- Remember, there is no one perfect way to plan. Use a process that is right for your group. Use different techniques.
- Learn from your evaluation and make the appropriate changes

\* This is also a good time to review the rules and regulations that govern your organization: you constitution and by-laws, federal, provincial requirements for incorporation, charity status, and so on.

## **Program Planning - Unveiling the Links**

**Why is it important to expose environmental, health, economic and societal links inherent in issues when developing program plans?**

Sometimes dilemmas in our communities may be quick to solve. Often, however, we are faced with complex societal issues that inevitably have many contributing factors. During these times we need models of program planning that start us off thinking in a holistic manner. For example:

### **Why think about the environment if you are concerned with human health?**

**Humans depend on the earth for life.**

- \* Clean water for drinking, preparing food, manufacturing, generating power, and so on
- \* Clean air for breathing (Humans breathe approximately 15,000 litres of oxygen a day)
- \* Land to survive on, grow food on, raise animals on, to make cars, to make paper
- \* Flora and fauna for protection, shelter and food

### **Why think about humans if you are concerned about the environment?**

**We have to deal with our existence.**

Humans are everywhere. We make an impact on the environment. We need it to live. The question is how do we live more sustainably?

# Appendices

## Healthy Turlington our Strategic Plan 2000-2003

### Our Plan

Who are we?

Vision, mission, guiding principles

Where do we want to go?

Goals, objectives

How will we get there?

Workplan, budget, communications plan

How are we doing?

Evaluation Plan

\* Yearly Program Plans

*January 2000*

## **Vision**

Our vision is that the citizens of Turlington will make decisions that balance the long-term health of the people, the natural environment and the economy.

## **Guiding Principles**

- Make decisions by consensus
- Involve many members of the community working in the environment, health and economic fields

## **Mission**

Healthy Turlington will work with all members of the community to provide information, and design programs and policies that focus on making sustainable development a reality.

## **Organizational Structure**

Team model

## **Goal**

- To increase the number of community organizations, businesses and government departments using sustainable planning (this balances health, societal, environmental, and economic factors)

## **Objectives**

- Increase knowledge of the citizens of Turlington about what is sustainable development; why it is important; and how this type of thinking can be a part of our community by launching an educational campaign that will run from 2001 to 2003
- Enhance the capacity of business, government, and community organizations in Turlington to incorporate sustainable planning in their everyday work through a workshop series during 2001-2002
- Develop a sustainable planning policy to be used in business, government, and community groups by 2005 through the work of a multi-stakeholder committee

## Work Plan

Our workplan is based on our objectives

- ↑ = high priority
- ⊗ = priority, more discussion
- ↓ = low priority, support other groups

	2000-2001	2001-2002	2002-2003
• <b>Example:</b> Raise organization profile	↑	↓	↓
• Recruit advisory committee for educational Campaign	⊗	↑	↑
• Do research on best techniques for campaign			
• Develop draft strategy			
• Begin creating pieces: ads, hot-line number, milk carton advertising, free audits, presentations at meetings, community event sponsorship			
• Focus test aspects of the campaign and make adjustments			
• Launch campaign			
• <i>and so on</i>			

**Financial Plan:** Includes operating budget and strategies to make the budget a reality

**Example: Three-year Operating Budget**

<b>Revenue</b>	<b>2000 - 2001</b>	<b>2001-2002</b>	<b>2002-2003</b>
<i>Example:</i> Local Business Contributions	\$15,000	\$15,000	\$17,000
Larger Companies			
Municipal Operating Support			
Provincial Grants			
Federal Grants			
Interest on Investments			
Fundraisers			
Miscellaneous Revenue			

**Total Revenue**

**Expenses**

Salaries
Staff Training
Workers' Compensation Insurance
Audit
Professional Services
Office Expenses
Printing and Paper
Advertising
Phone
Postage and Shipping
Bank Charges
Planning
Photography/Video
Travel
Equipment Purchases
Forums and Community Events
Contingency
<b>Total Expenses</b>

<b>Communications Plan</b>
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**Objective**

To build awareness of Healthy Turlington with target groups

**Target groups:**

Internal:

- Board members
- All members

External:

- daily and weekly newspapers
- non-government organizations (NGOs) including community groups, environmental groups, health groups, First Nations, youth groups, economic development groups
- local businesses
- government departments (GDs)

Target Group	Activity	Date
<p><b>Internal:</b></p> <ul style="list-style-type: none"> <li>- board members</li> <li>- all members</li> </ul>	<ul style="list-style-type: none"> <li>• make a presentation to the board</li> <li>• distribute the new Turlington brochure and fact sheets to update them about events through regular e-mails and at meetings</li> </ul>	<p><i>Jan. 00</i></p> <p><i>March 00 (Bi-yearly)</i></p>
<p><b>External:</b></p> <ul style="list-style-type: none"> <li>- newspapers</li> <li>- NGOs,</li> <li>- businesses</li> <li>- government</li> <li>- departments</li> </ul>	<ul style="list-style-type: none"> <li>• develop a media kit and fact sheet on staff members, and activities of the organization. Send to media. Invite them on a tour of a business incorporating sustainable planning.</li> <li>• produce a brochure and distribute it to NGOs, businesses and government departments (each brochure is targeted for one of the three groups)</li> <li>• produce a flyer and distribute it to NGOs and businesses to remind them of the support available</li> </ul>	<p><i>June 00</i></p> <p><i>Sept. 00</i></p> <p><i>April 01</i></p>



	<p>and to encourage communications through the toll-free number</p> <ul style="list-style-type: none"> <li>• place ads/PSAs in network and community newsletters, as required</li> <li>• Attend community events and make presentations at meetings such as the Board of Trade. Develop a strategy on this by Jan. 01</li> </ul>	<p><i>Ongoing</i></p> <p><i>Ongoing</i></p>
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## Evaluation Plan

Evaluation will be both qualitative and quantitative. Indicators will be developed for individual programs.

We will evaluate:

- our function as a group
- individual programs

Each year we will have an annual evaluation meeting where we'll review staff reports, minutes from meetings, program evaluations and our function as group. The discussion at the meeting will revolve around the following questions. We will then develop our strategies for the next year based on this information.

1. What did we say we were going to do?
2. Did we do what we said we would do?
3. What did we learn about what worked and what didn't work?
4. What difference did it make that we did this work?
5. What could we do differently?
6. How do we plan to use our findings for continuous learning?

## Program Plan: Workshops for Sustainability (Businesses)

**Activity:** 10 workshops developed with, and for, small businesses on sustainable planning to be held in 2001-2002 in Burlington

**Goal:** Build participants' capacity to begin to consider health, environment, and economic factors in their strategic or business plans

### Objectives:

- Help groups learn from each other and network
- Provide practical, interactive workshops with speakers from the business community who have incorporated planning
- Provide information, resource materials, and funding to do this in their organization

### Work Plan:

\* *designates a priority area*

Recommendations	What has to be done	When	By whom	Done
<i>Example:</i> Set-up Advisory Group to help with workshops	Gather suggestions for members, develop invitation letter, establish group schedule and responsibilities, have first meeting	Jan. 2001	Trudy	
Do initial scoping and research topic organization, contacts, similar programs				
Conduct telephone survey with 20 small businesses to get their impressions and suggestions for the workshop				

**Budget**

Expenses	Cash		In-Kind
	Budget	Actual (date)	
<b>Example: Salaries</b>			
<ul style="list-style-type: none"> <li>• <b>Program coordinator</b> 40 hours/week x 6 months x \$17 hour (includes all benefits)</li> <li>• <b>Admin. support</b></li> <li>• <b>Manager</b></li> </ul>	\$14,400  \$3,000 \$1,500		
Photocopying, Printing			
Postage, Courier			
Office/workshop supplies (paper, envelopes, folders)			
Phone			
Catering			
Resources			
Room rental/equipment rental			
<b>Total</b>			
Revenue	Cash		In-Kind
Salaries: (Example)			<i>Volunteer time: 10 vol. x 3 hrs/week x 4 weeks = \$1,200</i>
Registration fees			
Fundraising events			
Government Funding			
<ul style="list-style-type: none"> <li>• Federal (name)</li> <li>• Municipal</li> </ul>			
Corporations			\$1,500
<ul style="list-style-type: none"> <li>• Dooley Print (workshop brochure)</li> <li>• Turlington Wind Power Corp.</li> </ul>	\$2,000		
<b>Total</b>			

- \* Healthy Turlington is a registered charity; therefore, it can give tax receipts, which are an incentive for businesses, individual donors, and a must for some Foundations.
- In developing the initial proposal for the workshop, businesses were contacted to make certain the idea was useful and relevant. The group did up-front work in planning, identifying, and securing funding sources.

### Communications Plan:

- Follow same format as strategic plan. (To be done by Trudy this month)

### **Evaluation:**

- Set outcomes, indicators and measures with the group. For example, an:
  - **outcome** of the workshop could be that the staff are engaging in sustainable-development practices
  - **indicator:** comprehensive environmental audit
  - **measure:** # of times in a year, people involved
- Have evaluation sheet at workshops
- Six months later do a detailed telephone survey with half the participants to see if they are implementing sustainable-planning processes. Longer-term evaluation will look at if the decisions are more sustainable and results positive.
- As part of participating in the course, participants have to agree to have a peer review through on-site-observation of their processes six months after workshop.

## Resources

### BACKGROUND INFORMATION

Definition, keywords

### RESOURCE MATERIALS

Quick reads, books, audio-visual materials

### WEBSITES

Internet connections

### TRAINING COURSES & TRAINERS

Credit and non-credit courses and programs

## BACKGROUND INFORMATION

### *Definition*

#### ***What is a Strategic Planning?***

Strategic planning is a step-by-step process that identifies where you are, where you want to go, how you wish to get there, when you want to arrive, who will do the work, and what are the costs.

For more descriptions of what strategic planning is, and what it is not, see:

<http://www.nonprofits.org/npofaq/03/22.html>

### *Keywords*

*When searching for information on strategic planning, some of these keywords might be useful:*

action plan	goal planning	strengths	problem solving
objectives	program planning	opportunities	creative thinking
mission	short-term goals	threats	future directions
vision	long-term goals	vulnerabilities	guiding principles
a framework for grant-proposal writing		a thinking process for planning	

## RESOURCE MATERIALS

### *To borrow*

The Community Animation Program has these books and videos in its library. To borrow any of the following items call CAP at 1-800-663-5755 toll free or (902) 426-8521 (in the Halifax area). Or you can purchase your own copy or request a copy be ordered by your public library.

***Applied Strategic Planning- How to to Develop a Plan That Really Works*** . 1993, Leonard Goodstein, Timothy Nolan, J. William Pfeiffer, McGraw Hill

Details a concrete approach to strategic planning. An accompanying consultant's kit, including activities, charts, and graphics, is also available.

***Beyond Strategic Planning - [How to involve nonprofit boards in growth and change]***

1993, Douglas C. Eadie, National Centre for Non-Profit Boards

National Centre for Nonprofit boards, Suite 501, 2000 L. Street, NW, Washington, D.C., 20036-4907 Tel.(202) 452-6262 Fax: (202) 452-6299 <http://www.ncnb.org>

A short booklet that outlines some basic elements of strategic planning.

***Board Member's Guide to Strategic Planning***

1997, Fisher Howe, National Centre for Non-Profit Boards (contact information above)

Highlights the boards perspective on strategic planning, preparation for planning, conducting planning, and from planning to action.

***Simplified Strategic Planning - [A No-Nonsense Guide for Busy People Who Want Results Fast]***

2000, Robert W. Bradford and J. Peter Duncan, Chandler House Press

Easy-reading guide outlines the process of planning but with an emphasis on businesses.

***Strategic Planning for Public and Nonprofit Organizations - Revised addition also includes Creating and Implementing Your Strategic Plan (A Workbook)***

1996, John M. Bryson, John Wiley and Sons Inc., 1-800-225-5945

***The All Star Company: People, Performance, Profit***

1994, Nick Marsh, Inclusion Press

This book describes the value of good performance and dedication to constant improvement.

***Critical Paths: Organizing on Health Issues in the Community***

1989, Jennifer Keck, Henriette Dauphinais, and John Lewko, Between the Lines

*Critical Paths* is a primer for community organizers, parents, educators, and health professionals who are concerned about health issues and practices at the local level. It sets out specific methods for developing and implementing health-education programs in any community.

***The Local Agenda 21 Planning Guide: An Introduction to Sustainable Development Planning***  
1996, International Council for Local Environmental Initiatives & International Development Research Ctr.

On June, 1992, the United Nations Conference on Environment and Development adopted Agenda 21, the global action plan for sustainable development.

***Long and Short Term Planning***

1985, Dorothy Strachan and Judy Kent of Strachan Associates; Skills Program

A participant workbook developed by Skills Program for policy volunteers in recreation, fitness, and sport. Order your own copies on-line: <http://www.lin.ca/>

***Open Space Technology***

1998, Harrison Owen

Video and resource guide that describes how to use a facilitating technique for organizing all size groups to deal with multiple issues.

<http://www.openspacetechnology.com>

***Planning Factsheet Series***

Ontario Ministry of Agriculture, Food and Rural Affairs

A series of 23 fact sheets covering topics on planning, communications, organization management (committees and meetings, fundraising and volunteers), behaviour management, and leadership.

The planning fact sheets address the following issues: program planning for organizations, effective community decision-making, strategic planning, and problem solving.

<http://www.gov.on.ca/OMAFRA/english/rural/facts/factshts.htm> (Order your own free copies or download them from the Internet)

***Strategic Planning Workbook for Nonprofit Organizations (Revised and Updated)***

1997, Amherst H. Wilder Foundation

<http://www.wilder.org/pubs/>

***Strategic Planning for Nonprofit Organizations - A Practical Guide and Workbook***

1997, Michael Allison and Jude Kay

Book/disk set shows how to create a strategic plan. Order from Point of Light Institute 1-800-272-8306 (\$39 US)

***Strategic Planning: A Guide for Canadian NGOs***

1997, Non-governmental Organizations Division, Canadian Partnership Branch, Canadian International Development Agency in collaboration with Genivar and Focus International  
A guidebook on how to use strategic planning as an effective management tool.

***PATH: Planning Alternative Tomorrows With Hope (A Workbook for Planning Positive Possible Futures for Schools, Organizations, Businesses and Families)***

1993, Jack Pearpoint, John O'Brian and Marsha Forest, Inclusion Press

A facilitator's guide to delivering strategic planning workshops graphically.

### ***Strategic Planning Handbook for Cooperatives***

1994, Jerry C. Namken and Galen W. Rapp, United States Department of Agriculture

This handbook presents a method for facilitating the strategic planning process. Facilities, personnel, and equipment associated with the planning process are described. A description of brainstorming is given along with rules for conducting such sessions.

### ***Strategic Planning in Non-Profit and Public Sector Organizations: Description of Planning Model***

Frank Martinelli, The Center for Public Skills Training

(<http://www.uwex.edu/li/martinellidoc.html>)

A workbook on strategic planning designed with the needs of community organizations in mind.

## **VIDEOS**

### **Blueprint for Success: A Guide to Strategic Planning for Nonprofit Board Members** by Kay Sprinkel Beaumont

A video and user guide produced by the National Centre for Nonprofit Boards, Suite 501, 2000 L. Street, NW, Washington, D.C., 20036-4907

Tel: (202) 452-6262 Fax: (202) 452-6299 <http://www.ncnb.org>

### **PATH in Action: Working With Groups**

*Inclusion Press & Yellowknife Educ. Dist.1 (65 min.)*

An inspiring and instructional video. It illustrates two paths with two groups planning the future of a school system, one with 40 high school students + one with senior administrators. A must for anyone using PATH as a tool for change. Shows leadership and vision in action. Useful for social service, small businesses, etc.

#### **To order:**

24 Thome Crescent

Tel: (416) 658-5363

Toronto, ON M6H 2S5

Fax: (416) 658-5067

E-mail: [includer@idirect.com](mailto:includer@idirect.com)

<http://www.inclusion.com/video.html>

## **WEBSITES**

*Numerous websites containing information on strategic planning exist on the Internet. These are a listing of current and informative sites.*

### **Inclusion Press International**

<http://www.inclusion.com/index.html>

Inclusion Press is a small independent press that produces readable, accessible, user-friendly books and resources about full inclusion in school, work, and community. Many links on this site to excellent resources for courses and conferences.



### **Charity Village**

<http://www.charityvillage.com/charityvillage/main.asp>

Charity Village is an excellent site for the Canadian nonprofit sector. It has 3,000 pages of news, jobs, information, and resources for executives, staff, donors, and volunteers.

### **Community Tool Box**

<http://ctb.lsi.ukans.edu/>

Practical guidance for promoting community health and development by connecting people, ideas, and resources.

### **Should Your Organization Invest in Strategic Planning?**

<http://www.smartbiz.com/sbs/arts/bjh5.htm>

1992, Bill J. Harrison

An excerpt from "Fundraising: The Good, The Bad and the Ugly"

### **Nonprofit Center**

<http://www.fundnetservices.com/nonproct.htm>

An Internet guide to granting centres, fundraising resources, and journals, newsletters and periodicals of interest to the nonprofit sector.

### **Nonprofit Strategic Planning**

[http://www.mapnp.org/library/plan\\_dec/str\\_plan/str\\_plan.htm](http://www.mapnp.org/library/plan_dec/str_plan/str_plan.htm)

A compilation website of strategic planning information for nonprofit organizations. Includes a section on assessing nonprofit planning practices.

### **Strategic Planning Guide for NGOs**

<http://www.focusintl.com/strategy/preface2.htm>

This guide is divided into two sections. The first section explains the steps in the strategic planning process; the second is a case study, which has been developed to illustrate each of the steps in the process.

#### **To order:**

Francophone NGO Section  
Non-governmental Organizations Division  
Canadian Partnership Branch  
Canadian International Development Agency  
200 Promenade du Portage, 11th floor  
Hull, Quebec K1A 0G4

Tel: (819) 994-0523

Fax: (819) 997-4193

E-mail : [claire\\_trepanier@acdi-cida.gc.ca](mailto:claire_trepanier@acdi-cida.gc.ca)

### **Strategic Planning Riverview Online Network: Fundraising and Other Nonprofit Issues**

<http://www.rivernetwork.org/strategi.htm>

A review of the basics of strategic planning, as well as a compilation of on-line planning guides.

**Support Center for Nonprofit Management**

<http://www.genie.org>

FAQs on strategic planning.

**The Clearinghouse of the Support Centers of America**

<http://www.allianceonline.org>

15 FAQs on strategic planning.

## **TRAINING COURSES**

A wide variety of training courses and programs on strategic and organizational planning are offered in Atlantic Canada. Here is a listing of *some* of the courses offered in each province based on an internet search. *Please note:* Contact the training centre offering the course(s) if you are interested in further information including course locations, fees, and schedules.

### **NEWFOUNDLAND and LABRADOR**

**Memorial University of Newfoundland Continuing Education**

Call Elaine Healy, Manager of the Centre for Personal and Professional Development  
(709) 737-3074

**Labrador Institute of Northern Studies**

P.O. Box 490, Station B

Happy Valley, NF A0P 1E0

Tel: (709) 896-2978

Fax: (709) 896-2970

E-mail: [carolb@kean.ucs.mun.ca](mailto:carolb@kean.ucs.mun.ca)

<http://www.mun.ca/research/publications/centres/lins.html>

**College of the North Atlantic**

Call toll free (within Newfoundland and Labrador): 1-888-982-2268

E-mail: [info@northatlantic.nf.ca](mailto:info@northatlantic.nf.ca)

<http://www.northatlantic.nf.ca/>

### **NEW BRUNSWICK**

**Tourism Excellence Inc. -Skills Division**

1133 Regent Street, Suite #202

Fredericton, NB

E3B 3Z2

Telephone: (506) 451-4755 or 1-800-361-4477

Fax: (506) 458-9757

E-mail: [cse@nbnet.nb.ca](mailto:cse@nbnet.nb.ca)

- **New Brunswick Skills Program for Management Volunteers  
Long- and Short-Term Planning Workshop**

The Skills Program offers workshops and resources that focus on improving the effectiveness of nonprofit organizations by enhancing leadership, managerial skills and knowledge of volunteers. This three-hour workshop analyzes the importance of planning and the role it plays in volunteer organizations.

**University of New Brunswick Continuing Education Department**

Carroll Canney	Tel: (506) 453-4646
6 Duffie Drive	Fax: (506) 453-3572
P.O. Box 4400	E-mail: coned@unb.ca
Fredericton, NB	<a href="http://www.unb.ca/coned/">http://www.unb.ca/coned/</a>
E3B 5A3	

- The UNB Continuing Education Department offers non-credit course in career, professional, and management development.

**PRINCE EDWARD ISLAND**

**Management Development Program for Women, University of PEI**

Isabel Christian, Coordinator	
Dept. of Extension and Summer Sessions	Tel: (902) 566-0355 or 1-800-270-4795
Main Building, Room 116, UPEI	Fax: (902) 566-0451
550 University Avenue	E-mail: <a href="mailto:ichristian@upei.ca">ichristian@upei.ca</a>
Charlottetown, PEI C1A 4P3	<a href="http://www.upei.ca/~extensio/MDPW.htm">http://www.upei.ca/~extensio/MDPW.htm</a>

- This one-year certificate program is offered in a series of nine three-day sessions. The four sessions, which focus on planning issues, are: organizational behavior and leadership, strategic planning, project management, and program evaluation.

**NOVA SCOTIA**

**Henson College - The Non-Profit Sector Leadership Program**

Henson College	Tel: (902) 494-2375 or 1-800-263-6232
Dalhousie University	Fax: (902) 494-6875
6100 University Avenue	E-mail: <a href="mailto:Registration@Hen.Henson.Dal.Ca">Registration@Hen.Henson.Dal.Ca</a>
Halifax, NS B3H 3J5	<a href="http://is.dal.ca/~henson/n_profit.html">http://is.dal.ca/~henson/n_profit.html</a>

Henson College offers a series of courses designed to meet the learning needs of community organizations. Two courses focus on planning:

- **Strategic and Operational Planning**

This course will enable participants to apply effective planning tools and resources to their own organizations. You will learn how to develop a future-oriented vision of where you are going and taking the most strategic action to get there. Course topics include investigating different approaches to strategic planning, designing suitable planning processes, assessing your organization's current reality, developing a shared vision, using a solution-oriented approach to plan strategies, and implementing plans effectively.

- **Program Planning and Evaluation**

This course will examine the role, design, value, and politics of evaluation, and the performance measures involved. It reveals strategies on organizing, analyzing, and communicating findings, and will teach you how to bring evaluation into the workplace. This course is for executive directors and others whose role includes designing, running, and evaluating specific programs. It is highly interactive and participants will be required to work on evaluation projects in their own organizations.

### **Saint Mary's University**

Saint Mary's University at the World Trade Centre

1800 Argyle Street, Suite 801

Halifax, NS B3J 3N8

Tel: (902) 4420-5638 or

1-800-877-0874

Fax: (902) 420-5284

- **Strategic Management**

This seminar covers all of the major planning issues facing management today in both the public and private sector, including: strategically thinking, developing plans, using analytical tools, and analyzing a plan's effectiveness.

### **St. Francis Xavier University Extension Department**

Tel: (902) 539-4600

Fax: (902) 539-1614

<http://www.stfx.ca/academic/extension/Fieldwork/CCBD.html>

- **Certificate in Community-Based Development**

This certificate program is intended primarily for people currently active in community-based groups and organizations. The program focuses on the practical skills and techniques necessary to facilitate change and to assist communities grappling with complex social and economic issues and challenges. A series of five, three-day courses are offered on: Community Development Theory and Practice, Planning in the Community Context, Developing and Sustaining Community-Based Organizations, Effective Community-Based Initiatives, and Evaluating Community Action.

Also try other universities and colleges such as Nova Scotia Community Colleges, University College of Cape Breton, the Atlantic Community Economic Development Institute and centres such as the Tatamagouch Centre.

## Strategic Planning Trainers

\* CAP has a list of strategic planning trainers. This is not a sanctioned CAP list but rather names forwarded as a result of an e-mail request. Contact us for more information.

### Extra Information on Evaluation

These websites and books were recommended in an e-mail posted on the Community Health Promotion Network Atlantic list-serve.

- *A Guide to Project Evaluation: A Participatory Approach*, Health Canada
- *Evaluation for the 21st Century*, by Eleanor Chelimsky and William R. Shadish (Sage Publications, 1997)
- *Evaluator's Handbook*, by Joan L. Herman, Lynn Lyons Morris, and Carol Taylor Fitz-Gibbon (Sage Publications, 1987)
- *Program Evaluation: Methods and Case Studies*, 5th Edition, by Emil J. Posavac (Prentice Hall Humanities/Social Sciences, 1997)
- *Handbook of Practical Program Evaluation*, by Joseph S. Wholey, Harry P. Hatry, Kathryn E. Newcomer, Editors (Jossey-Bass, 1994)
- *Participatory Program Evaluation: A Manual for Involving Program Stakeholders in the Evaluation Process*, by Judi Aubel (Catholic Relief Services, 1993)
- For a large list of other evaluation publications, see the following Internet list compiled by the Grantmakers Evaluation Network (GEN) at <http://hogg.utexas.edu/gen/booklist.htm>. If you do not have access to the Internet, contact GEN c/o Ralph Culler, Hogg Foundation, P.O. Box 7998, Austin, TX 78713
- A site that offers links to many web resources on evaluation is one hosted by Government Performance Information Consultants at <http://members.home.net/gpic>
- The home page of the American Evaluation Association, an international professional association of evaluators devoted to the application and exploration of program evaluation, personnel evaluation, technology, and many other forms of evaluation is <http://www.eval.org>
- The home page of the Canadian Evaluation Association, which is dedicated to the advancement of evaluation for its members and the public is <http://www.evaluationcanada.ca>
- The Evaluation Center, located at Western Michigan University, is a research and development unit that provides national and international leadership for advancing the theory and practice of evaluation, as applied to education and human services. It can be found at <http://www.wmich.edu/evalctr>
- The United Way's Resource Network offers Outcome Measurement: A guide to resources for measuring program outcomes for health, human service, and youth and family-serving agencies. Their manual, *Measuring Program Outcomes: A Practical Approach*, can be ordered here: <http://www.unitedway.org/outcomes>