



NSCR Strategic Plan: 2017-2019

Strategic Priorities, Goals and Objectives

NSCR's Vision: *A thriving North Shore community.*

NSCR's Mission: *To enhance well-being, social connections, empowerment and community participation, NSCR designs and delivers programs and services for the North Shore.*

Strategic Priority 1: Serving the Community

At the heart of NSCR's work is the design and delivery of a suite of programs and services that respond to the evolving needs of individuals and groups on the North Shore. Collectively, our programs and services enhance well-being, social connections, empowerment and community participation. This strategic priority is focused on continuously evaluating and improving our current programs and services while adding new programs and services that will contribute to a thriving North Shore community for all its members.

Goal 1.1: NSCR's current programs and services are continuously reviewed and enhanced as needed to ensure their relevancy and to provide maximum impact and benefit for the community.

Objectives:

- 1. NSCR has effective measurement and evaluation processes and the tools to identify and implement program and service improvements.*
- 2. NSCR staff and volunteers have appropriate knowledge and skills to provide effective programming and services.*

Goal 1.2: NSCR identifies emerging needs and designs and delivers new programs and services to meet those needs through research, innovative investigation and/or collaborative partnerships.

Objectives:

- 1. NSCR has a process for researching and investigating new programs and services that are aligned with our core vision and mission.*
- 2. NSCR explores and establishes new collaborative partnerships.*
- 3. NSCR builds on its strengths as a leader in community planning and program/service coordination.*

Strategic Priority 2: Reaching the Community

An organization can only achieve its mandate if it effectively communicates with its clients, partners, funders, and other stakeholders. As a strategic priority, NSCR is committed to effectively communicating with our stakeholders by improving our communications and increasing our marketing capacity.

Goal 2.1: The diverse members of all communities on the North Shore know of and participate in NSCR programs and services.

Objectives:

1. *NSCR has an effective Communications and Marketing Plan with a focus on its clients and stakeholders of the community we serve.*
2. *NSCR has the capacity and resources to implement the Communications and Marketing Plan.*

Goal 2.2: NSCR has an enhanced profile and a recognized brand with funders and donors to attract greater financial and resource support for its programs and services.

Objectives:

1. *NSCR has an effective Communications and Marketing Plan with a focus on funders and donors.*
2. *NSCR has the capacity and resources to implement the Communications and Marketing Plan.*

Goal 2.3 NSCR continually communicates the importance of well-being, social connectedness, empowerment and community participation to governments, the private sector and other stakeholders with the goal of encouraging greater societal commitment to the NSCR mission.

Objectives:

1. *NSCR develops and maintains strategic relationships/partnerships with governments and the private sector to promote NSCR's mission.*

Strategic Priority 3: NSCR People and Place

It is fundamental to the successful design and delivery of NSCR programs and services for the North Shore to find and keep talented NSCR employees, board members and volunteers who can collectively, successfully achieve our mission. NSCR is committed to maintaining and enhancing a great working environment for our staff and volunteers to attract and retain great staff and volunteers. At the same time, our work environment must be one that is welcoming to clients and other stakeholders.

Goal 3.1: NSCR continues to have exceptional staff and volunteers.

Objectives:

1. *NSCR has appropriate policies, procedures, professional development opportunities and compensation structure to recruit, develop and retain talented staff and volunteers.*
2. *Staff and volunteers feel they are valued and respected by NSCR.*

3. *NSCR maintains a welcoming, enjoyable and respectful work culture for staff, volunteers and clients.*

Goal 3.2: NSCR staff and volunteers have the appropriate tools, systems and work environment to succeed.

Objectives:

1. *NSCR has an appropriate and accessible office for clients, staff and volunteers.*
2. *NSCR staff and volunteers have the necessary tools and systems to be effective.*

Strategic Priority 4: NSCR Organizational Foundation

NSCR strives to be a well-governed and financially sustainable Not-for-Profit charitable organization. The NSCR Board of Directors is directly responsible for NSCR governance and will work to enhance its governance structures, policies and practices. At the same time, a strategic priority for NSCR is to work to ensure that it has the financial resources in place to achieve its mandate and support its employees and volunteers in their work.

Goal 4.1: NSCR is a well-governed organization with a diverse and engaged Board of Directors.

Objectives:

1. NSCR meets or exceeds all statutory and regulatory requirements.
2. NSCR's Board of Directors includes members with diverse backgrounds, skills, knowledge and experience that are reflective of the North Shore communities we serve, and the needs of the organization.
3. Members of NSCR's Board of Directors understand their roles and responsibilities as Board members and participate in Board committees.
4. NSCR has appropriate and effective governance policies, procedures and practices to be a successful organization.

Goal 4.2: NSCR has sustainable funding for current and future programs and services.

Objectives:

1. *NSCR's financial policies and internal control procedures provide a strong financial foundation for the organization.*
2. *NSCR has a greater number and diversity of funding partners.*
3. *NSCR has a fundraising plan to increase funding and donations and the resources to implement the plan.*