



New View Society Strategic Plan

FYE 2018-2020

Strategic Priority #1: Internal Systems & Structures

Strategic Goals:

1. We have a robust, committed, and effective **Board**, that encompasses diverse knowledge and experience.

TACTICS

- I. Review and amend New View Constitution and Board Governance Policies for alignment and adherence to BC Societies Act.
- II. Create and implement a robust Board Recruitment process which fills identified skills gaps in current Board composition.
- III. Board to create and implement a Self-Review Process.

2. Our **technological** infrastructure meets legal and funder requirements, is functional and addresses process inefficiencies, and is current with potential to meet future needs.

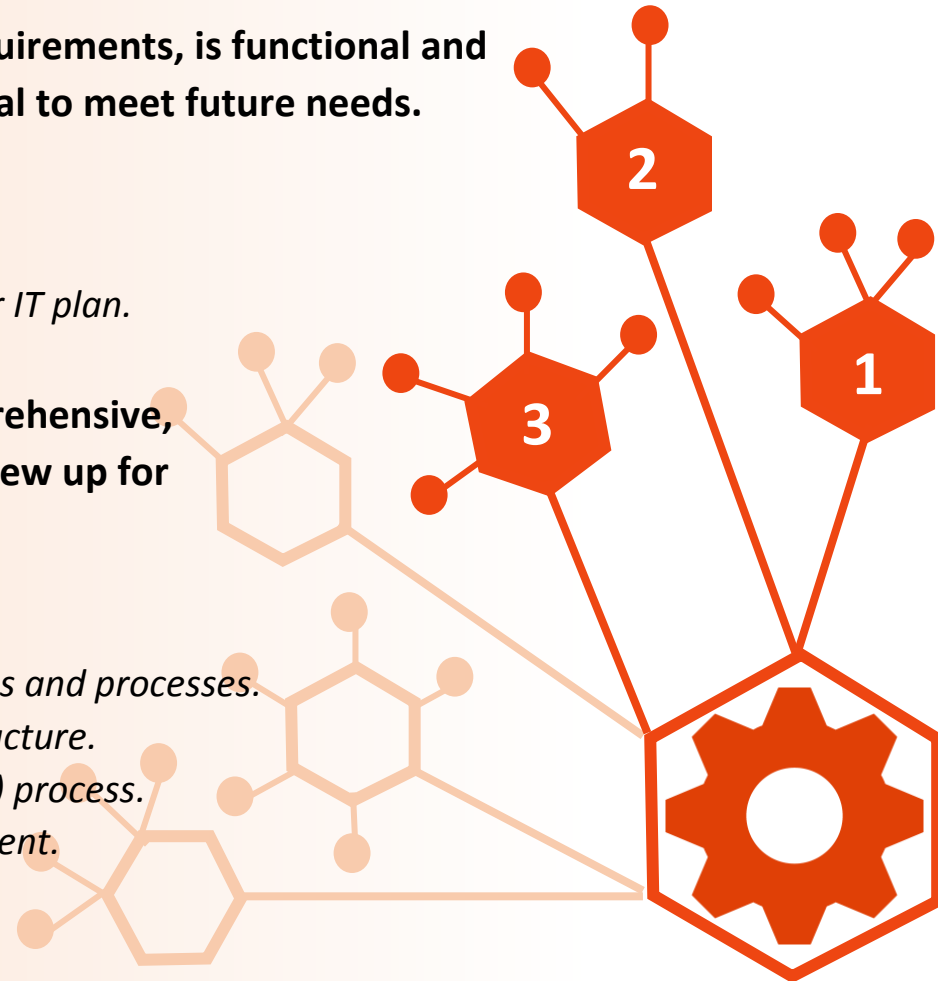
TACTICS

- I. Issue RFP for Managed IT companies.
- II. Work in conjunction with selected company to create 3 year IT plan.

3. Our **Human Resources** policies and real processes are comprehensive, fair, meet all legal and funder requirements, and set New View up for long term success.

TACTICS

- I. Revise and enhance current HR Framework including policies and processes.
- II. Revise reporting structure to better reflect organisation structure.
- III. Develop and implement a performance review (partnership) process.
- IV. Create Succession Plan for all staff - temporary and permanent.



Strategic Priority #1: Internal Systems & Structures

Strategic Goals:

4. We have a clear idea of what risks New View is facing (**Risk Profile**), and the Board has determined its appetite for risk for each Strategic Priority.

TACTICS

- I. Complete a risk assessment (produce a risk profile).
- II. Review Risk Profile ongoing as a living document.
- III. Create a Business Continuity Plan and implement.

5. We follow best standards in non-profit **administration**, and have a clear, compliant, and effective **records management practice**.

TACTICS

- I. Create Record Storage and Retention Policy.
- II. Evaluate New View Society against Imagine Canada Standards program.
- III. Document and enforce workplace health and safety policies.
- IV. Document organisational processes more comprehensively.
- V. Document and maintain the donor / contact list.

6. Our organisation is **financially sustainable**.

TACTICS

- I. Explore migration to Vancity and/or Encasa for investment and fiscal management benefits.
- II. Migrate day to day management of budgets to Management Team.
- III. Diversify revenue streams (see Strategic Priority 3).
- IV. Establish an operating reserve fund equal to 90 days worth of operating expenses, in unrestricted cash and investments.



Strategic Priority #2: Access to Housing

Strategic Goals:

1. We have maintained **current properties** to a reasonable livable standard for a minimum five years.

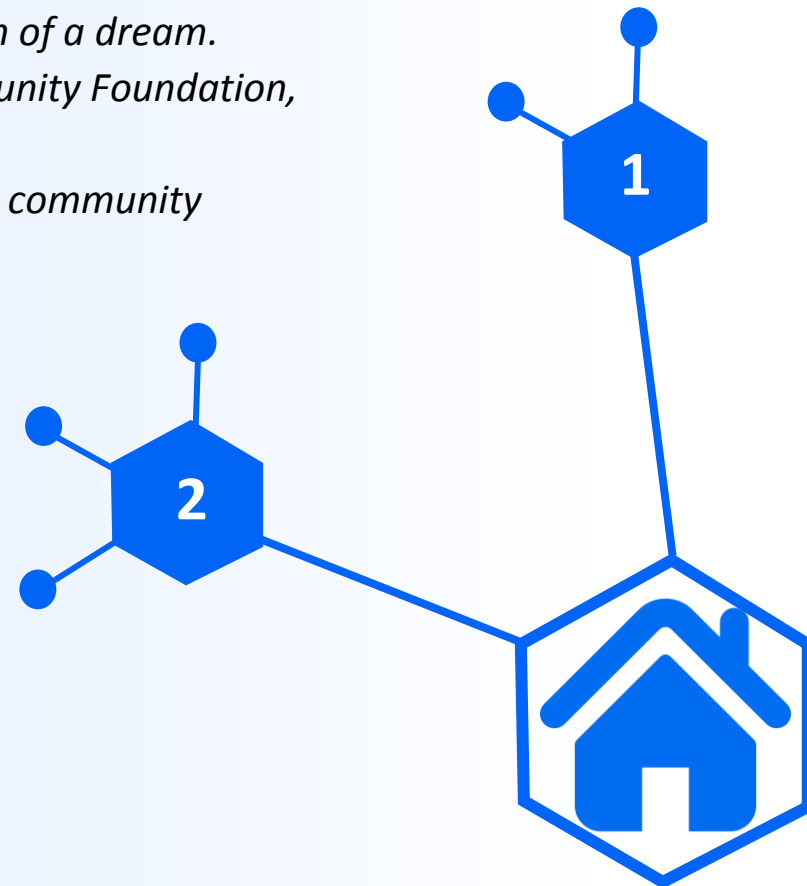
TACTICS

- I. *Create Capital Plans for Mary Hill and Rindall.*
- II. *Assess rents etc. and plan to ensure ongoing operating funds and increased reserves.*

2. We are able to provide **additional housing** that includes mixed support (for example long-term, transition, seniors) and is affordable for people with a diagnosis of mental illness.

TACTICS

- I. *Consultation Process: Internal brainstorming and formation of a dream.*
- II. *Get funding for initial steps of dream study (Vancity Community Foundation, Canada Mortgage Housing Corporation).*
- III. *Needs assessment and feasibility study of dream (including community consultation).*



Strategic Priority #3: Funding

Strategic Goals:

1. We have maintained current funding, and increased or added additional funding contracts, with **Government Funders**.

TACTICS

- I. Meet current contract requirements by funders to ensure continued funding.
- II. Investigate other government funding opportunities and apply as appropriate.

2. We have secured additional funding to hire a **fundraiser** for three years.

TACTICS

- I. Board education on fundraising.
- II. Create fundraising plan and execute.

3. We have secured **additional funding** to be able to resource strategic priority initiatives.

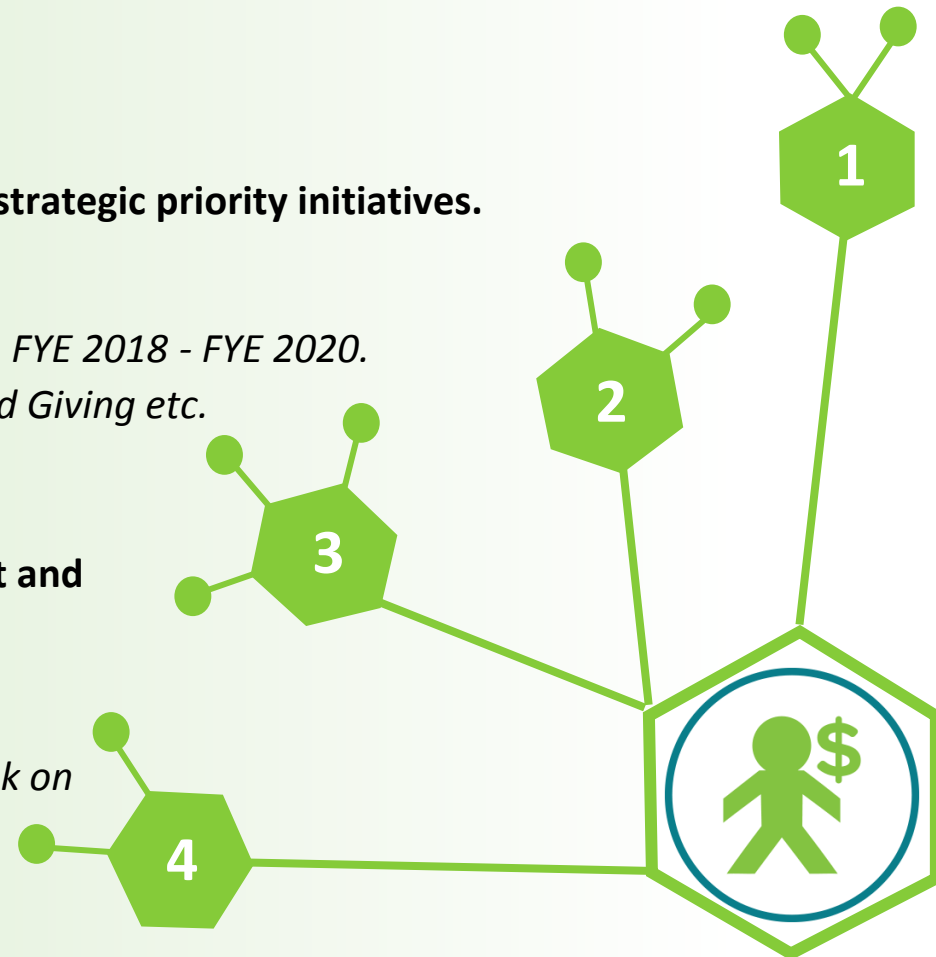
TACTICS

- I. Raise over \$50,000 in unrestricted fundraising dollars in FYE 2018 - FYE 2020.
- II. Diversify funding sources to include Major Gifts, Planned Giving etc.
- III. Investigate cash investment options (e.g. Encasa).

4. We have increased **engagement**, a.k.a. our reach, to current and potential donors.

TACTICS

- I. Increase social media engagement to three posts a week on LinkedIn, Twitter, and Facebook.
- II. Monthly (e-)newsletter to all donors and 'mailing list'.



Strategic Priority #4: New View Core

Strategic Goals:

1. Our society, workplace, and member culture is, in practice, rooted in the **PSR principles and New View values**.

TACTICS

- I. Ensure communication and consultation on issues affecting the society, workplace and members through meetings, and informal conversation.
- II. Encourage behaviours that are consistent with PSR principles and NV values in everyday worklife, as well as in performance reviews.
- III. Once a month in staff meetings, include a 'culture' activity / agenda item.
- IV. Include a cultural aspect (considerations and suggestions on other notes page) when evaluating all activities of the society, and with members specifically.
- V. Share our culture with the wider community through social and other media channels, as well as through invitations to New View events, and New View presence at community events.
- VI. Create an annual calendar of events that reinforce New View culture (input from members).

2. We have a robust **programming** roster, with adequate resources, which meets members' needs and funder requirements.

TACTICS

- I. Evaluate all programming within New View to determine priorities, and which programs to discontinue. As part of this evaluation, conduct an organisation-wide feedback process for all members that we work with (including Clubhouse, residential vocational, CLS, residents), potentially past members, and select external stakeholders.
- II. Create a program plan to adequately support each retained program.
- III. Create a plan to implement a PEER support program – two FTE peer support workers by Q4 FYE2020.

