

Report prepared by
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Niagara Folk Arts Multicultural Centre Strategic Plan 2020-2025

A Pathway to Success

10/28/2019



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Acknowledgments

This report is made possible by the willing participation of NFAMC’s staff, board, clients and many stakeholders. We wish to acknowledge the support of NFAMC staff, who convened meetings, arranged site visits and provided administrative support for this project.

Project Date

This project was conducted during March 2019 to October 2019.

Revision History

The consultants submitted a draft Strategic Plan report to the Executive Director on October 22nd. The report was circulated to the Strategic Planning Committee for feedback on the same day. The consultants revised the Strategic Plan report based on feedback from the SPC on October 28th and at this point ownership of the contents of the report was transferred to the SPC.

The SPC assumed responsibility to present the strategic plan to the Board for approval at the November 5th board meeting.

About This Report

The format of this report balances the reporting of a comprehensive strategic planning process with the need to provide the board with a high-level picture of NFAMC's future strategic goals. Details of the methodology, SWOT analysis and operational plans are provided in the Appendices of this report.

How Was the Strategic Plan Developed?

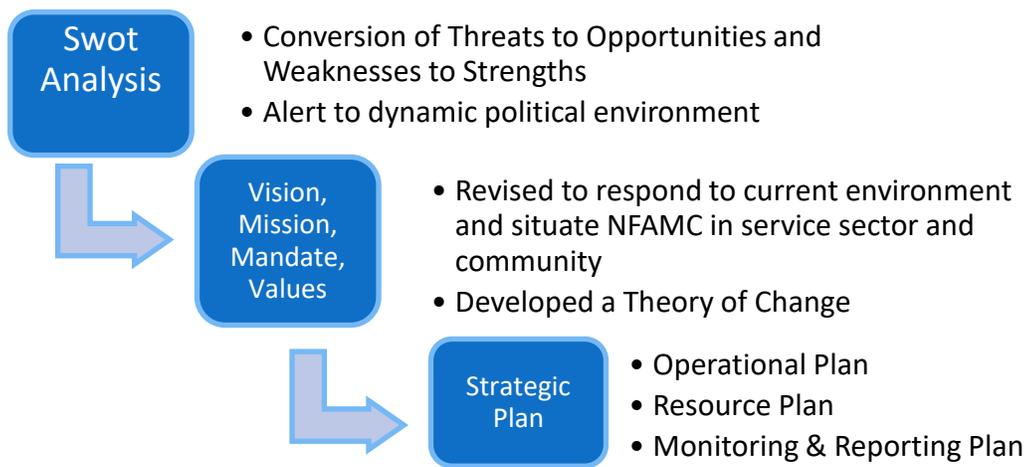
In March 2019 the team of Paul Dowling, Jasmin Earle and Barbara Pidcock from Paul Dowling & Associates were contracted to facilitate the development of a strategic plan. During the summer and fall of 2019 the consultants completed an environmental scan based on a literature and document review that was cross validated with information collected from participants, staff, board members and community stakeholders.

Results of these consultations and document reviews were analyzed, validated and presented to the Strategic Planning Committee in late July and followed up with a detailed presentation in writing at a board retreat to develop the strategic plan in October 2019.

At the board retreat in October, the board revised its vision and mission and confirmed its values. In addition, the board agreed that a new name for the organization was needed to better reflect the key focus of its work. This would be discussed and approved by the board and taken forward for endorsement at its next AGM. Strategic goals were developed based on the evidence of the SWOT analysis and the community experience of board members. Priority was given to ensuring that they were achievable and sufficiently inspiring to enhance stakeholder motivation to support NFAMC's success.

After the retreat, the consultants proposed several new names for the organization for the board to consider. They additionally supported the Executive Director and her team to develop operational plans using a SMART goals model and monitoring tools to report on and track achievement of the strategic plan.

Overview of The Strategic Planning Process



New Name

The proposed name is **Niagara Immigrant and Newcomer Services (Services aux Immigrants et Nouveaux Arrivants en Niagara)** pending membership approval at the AGM

Our Values

❖ **Integrity and Respect:**

We believe that our community is richer when we celebrate and respect our diversity, learn from each other and champion every individual's dignity and their right to live life to the fullest.

❖ **Inclusion and Equity:**

We believe that all members of our community have the right to participate in the social, cultural, economic and political life of Niagara.

❖ **Accountability and Transparency**

We provide professional and responsive services to immigrants and newcomers to support them as they achieve their full participation through innovation and stewardship.

❖ **Integration and Reconciliation**

We strive to remove or mitigate the barriers that prevent immigrants and newcomers from achieving their full participation while respecting our indigenous history to create a safe space.

OUR VISION

- We are a gateway to equitable, respectful and welcoming communities for immigrants and newcomers in Niagara

OUR MISSION

- We celebrate and promote cultural, social and economic inclusion and well-being of all immigrants and newcomers

OUR MANDATE

- To be a pivotal resource in creating belonging by providing holistic settlement services and cross-cultural experiences

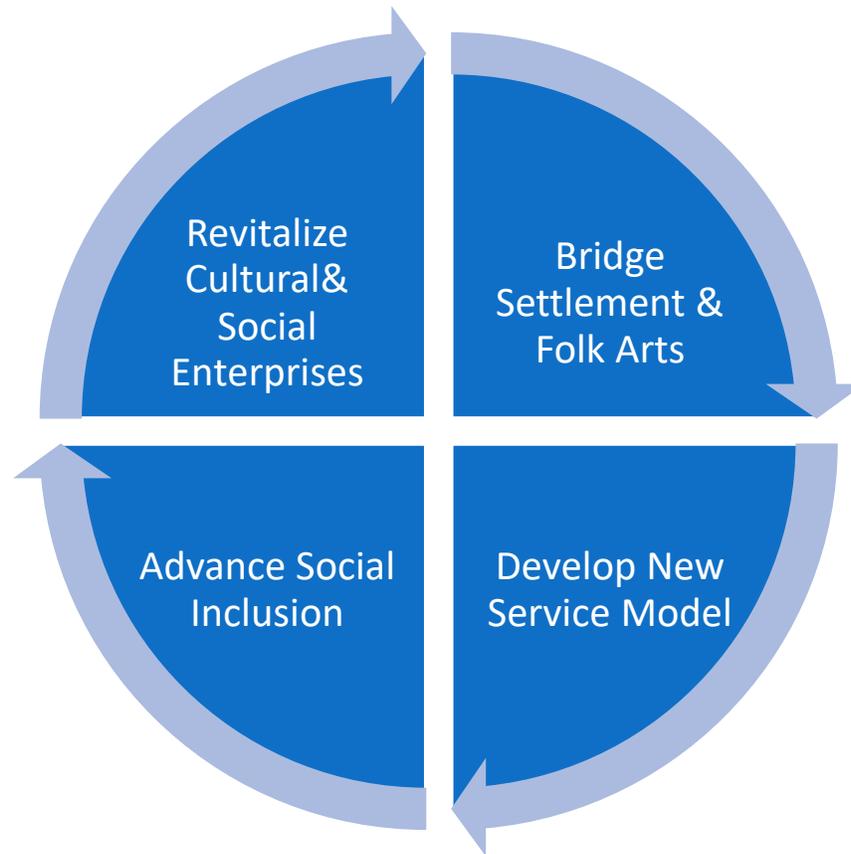
WE SERVE

- Immigrants, Newcomers and Ethnocultural groups

THE FOCUS OF OUR WORK

- Providing dynamic settlement services to immigrants and newcomers through a comprehensive case-management framework that acknowledges the intersections between the settlement sector and other social services
- Encouraging cross-cultural teaching, learning and community engagement that draws on the arts and recreation and builds on values of entrepreneurial innovation and digital transformation
- Fostering partnerships, enhancing public and private opportunities and promoting collaborative leadership between organizations that fully support the evolving needs of immigrants and newcomers
- Recognizing, affirming, and building on the resources, experiences, skills & wisdom of immigrants, newcomers and our indigenous community

Our Strategic Directions for The Next 5 Years (2020 To 2025)



1ST STRATEGIC DIRECTION:

Bridge and Integrate Folk Arts and Settlement Service Streams

Objective 1: Establish widespread adoption of the new name and strategic plan

Objective 2: Establish a governance framework to support the new strategic plan, including by-law changes and legal requirements

Objective 3: Widen reach and relevance by engaging with new and established ethnocultural members and communities

Objective 4: Restructure operations to support a new integrated organizational structure

2ND STRATEGIC DIRECTION:

Develop A Settlement Services Model Based on The Social Determinants of Health¹

Objective 1: Define scopes of practice, service model and theory of change for each core service based on the social determinants of health framework

Objective 2: Establish partnerships to expand services that address demands and anticipate needs of newcomers

Objective 3: Collaborate with sector partners to develop seamless and coordinated services that promote knowledge transfer and resource sharing

Objective 4: Develop staff capacity by implementing provincial standards and introducing curriculum that grows knowledge and practice

3RD STRATEGIC DIRECTION:

Advance Social Inclusion Through Advocacy and Community Education

Objective 1: Balance cultural appreciation with anti-racism education to drive social justice

Objective 3: Strengthen linkages across sectors to advocate for equity and inclusion and bring newcomer perspective forward to service planning and advocacy

4TH STRATEGIC DIRECTION:

Examine the Value Proposition of The Robby and Revitalize the Festival

Objective 1: Conduct a building assessment of The Robby to determine improvements needed to comply with regulatory requirements to make the venue attractive for public use and/or program and service delivery.

Objective 2: Engage clubs and experts to revitalize and modernize the Festival; build viable presence in marketplace; adapt to changing environment and audience; secure expertise in design and marketing; and determine sponsorship opportunities.

¹ Social Determinants of Health

Health is affected by many things, including the conditions in which individuals and communities live, learn, work, and play. The social determinants of health can influence health outcomes negatively. Lack of income, food insecurity, and social exclusion are examples of negative influences. Barriers to health equity are centered around the social determinants of health. Examples of barriers include systemic oppression, racism, low socio-economic status, and culturally unsafe environments.

Effective Governance of The Strategic Plan



Monitoring and Revising the Strategic Plan



These are interdependent stages of the planning and evaluation process supported by a data collection and management system which generates the evidence needed to plan services and track client outcomes. It also facilitates tracking of progress on strategic directions and helps guide the next cycle of strategic planning by bringing priority issues forward and clarifying organizational performance.

The Strategic Plan will be cascaded across all levels of the organization, resulting in wide ownership and understanding of the plan and simplified monitoring and reporting systems that result in a Learning Culture supported by a data collection and management system and processes. This will need to be implemented in the early months after the strategic plan is approved in order to support the plan. Resources for staff training and support to the management team should be built into the operational plan in year 1 to support successful organizational development and process change.

The following activities will support achievement of the strategic plan:

- The Strategic Plan will be adjusted annually based on progress and changes in the internal and external environment that present new opportunities to strengthen strategic directions. This will take place at an annual board and management retreat.
- The Executive Director will report to the board quarterly on the results and progress of the objectives and identify any adjustments required in timelines and program activities
- The Executive Director and Management team will monitor, review, adjust and report strategies and action plan monthly
- Each program and department will be delegated specific objectives that support achievement of the strategic plan and these will be monitored and reported to the management team
- Each staff member will be assigned annual performance goals that advance specific objectives within the strategic plan.

The Board's Role: To fully own and be passionate about advancing the strategic plan, by balancing fiduciary responsibilities with effective governance practices which include using high quality and relevant evidence to inform decisions.

The Executive Director’s Role: To develop a data management system and analytics capacity to inform evidence-based planning and service development, and to provide the Board with regular evidence on the progress of the strategic plan.

Implementation and Action Planning

1ST STRATEGIC DIRECTION: Bridge and Integrate Folk Arts and Settlement Service Streams

| OBJECTIVE 1: Establish widespread adoption of the new name and strategic plan | | |
|--|---|---|
| Outcomes for Years 1-2 | Outcomes for Years 2 & 3 | Outcomes for Years 4 & 5 |
| New name is approved by membership and legal and statutory changes required for name change are completed | Name change enables new funding opportunities and partnerships | |
| New name is accepted by stakeholders | New brand and name fully adopted in the community | |
| By-Law revision to support new vision and mandate is completed | Board skills matrix determines recruitment decisions | |
| OBJECTIVE 2: Establish a governance framework to support the new strategic plan including by-law changes and legal requirements | | |
| Outcomes for Years 1-2 | Outcomes for Years 2 & 3 | Outcomes for Years 4 & 5 |
| Board is effectively leading and driving the strategic plan Diversity in board composition is embedded in recruitment and succession planning | Effective board governance practices are established and include structure, succession planning, recruitment, orientation, education, conflict of interest, risk management, policies and self-evaluation | Board establishes a strategic planning committee (SPC) to lead the next planning cycle |
| Board has established monitoring practices for strategic plan oversight and resourcing | A practice is established of annual Board retreat to review and refine the strategic plan based on evaluation evidence and environmental scan | SPC works with Executive Director to begin scanning the sector ecosystem to inform and prepare for strategic planning |
| Consent agenda model is established at board meetings and fiduciary oversight is managed through routine schedule of reporting | Board agenda and discussions no longer focus on operational matters assigned to management | Board meetings focus on strategic and generative discussions |

| OBJECTIVE 3: Widen reach and relevance by engaging with new and established ethnocultural members and communities | | |
|---|--|---|
| Outcomes for Years 1-2 | Outcomes for Years 2 & 3 | Outcomes for Years 4 & 5 |
| Outreach results in a more diverse membership base and identifies underserved groups | Increased interest in supporting social justice work | Increased reach strengthens business case for increased funding and new service development |
| New members are supported to build alliances with established groups | Increased interest in supporting folk arts initiatives | Membership contributes volunteer and in-kind services and supports to support development of new groups |
| OBJECTIVE 4: Restructure operations to support new integrated organization | | |
| Outcomes for Years 1-2 | Outcomes for Years 2 & 3 | Outcomes for Years 4 & 5 |
| Staffing and reporting structure is revised | Monitor for effectiveness and refine as needed | |
| Knowledge transfer and cross-training is initiated as needed | | |

2ND STRATEGIC DIRECTION:

Develop Settlement Services Model Based on The Social Determinants of Health and Wellness

| OBJECTIVE 1: Define scopes of practice, service model and theory of change for each core service based on the social determinants of health framework | | |
|---|--|--|
| Outcomes for Years 1-2 | Outcomes for Years 2 & 3 | Outcomes for Years 4 & 5 |
| A critical path and plan for the change initiative is developed with managers and staff | Practice change is established | Reporting system on key performance indicators is established |
| Staff teams plan implementation of change initiative | Service offering is improved with a wider range of responsive person-centred services | |
| A process is established for matching staff skills and education to services; ensuring practice leaders are assigned to each department; ensuring program leaders are driving service quality and standards; updating role descriptions for all staff functions | Program Evaluation results validate improved service quality Staff surveys indicate improved job satisfaction | |
| OBJECTIVE 2: Establish partnerships to expand services that address service demands and anticipate needs of newcomers | | |
| Outcomes for Years 1-2 | Outcomes for Years 2 & 3 | Outcomes for Years 4 & 5 |
| Partnerships that address service gaps for newcomers and impede their well-being (refer to SWOT analysis for details) | Further partnerships are established including satellite services in underserved areas | Research capacity is developed to monitor service demands and changes in environment that impact service utilization |

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| OBJECTIVE 3: Collaborate with sector partners to develop seamless and coordinated services that promote knowledge transfer and resource sharing | | |
| Outcomes for Years 1-2 | Outcomes for Years 2 & 3 | Outcomes for Years 4 & 5 |
| Client journeys across the service system are tracked and providers are planning service delivery improvements | Data sharing and shared services models are supported by agreements between agencies | |
| Service providers develop tools or adapt existing tools to coordinate services | | |
| Client data sharing systems are developed to support service coordination | | |
| OBJECTIVE 4: Develop staff capacity by implementing provincial standards and introducing curriculum that grows knowledge and practice | | |
| Outcomes for Years 1-2 | Outcomes for Years 2 & 3 | Outcomes for Years 4 & 5 |
| Staff are trained in service standards and leading practices are established | Professional development is focused on adopting emerging leading practices for the sector | |

3RD STRATEGIC DIRECTION:

Advance Social Inclusion Through Advocacy and Community Education

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|---|---|--|
| OBJECTIVE 1: Balance cultural appreciation with anti-racism education to drive social justice | | |
| Outcomes for Years 1-2 | Outcomes for Years 2 & 3 | Outcomes for Years 4 & 5 |
| Clients and staff co-develop strategies for supporting groups in this work | Some clubs/groups are leaders in anti-racism community education | Leaders and spokespeople for social issues are known in the community and called on for public events, media commentary |
| New and established ethnocultural communities agree to collaborate in community education and advocacy | Knowledge of social justice issues is shared within clubs and groups and leads to increased support for social action | |
| Staff and board support members to engage in anti-racism community education activities | Staff and board support groups to apply for grants to support their social action work | |
| OBJECTIVE 3: Strengthen linkages across sectors to advocate for equity and inclusion and bring newcomer perspective forward to service planning and advocacy | | |
| Outcomes for Years 1-2 | Outcomes for Years 2 & 3 | Outcomes for Years 4 & 5 |
| Allied service providers across sectors understand barriers faced by newcomers and are collaborating to address them in their agencies | Networks and coalitions are ensuring that newcomer experience is understood in their service planning and advocacy | Research and knowledge translation are actively promoted to influence social and public policy in areas that impact on health and well-being such as climate change, regional transit, income assistance and housing |

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| Staff are actively promoting issues of intersectionality in their equity and inclusion advocacy | Increased understanding by policy makers and funders and support for reducing barriers to equity | |
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4TH STRATEGIC DIRECTION:

Examine the Value Proposition of The Robby and Revitalize the Festival

| | | |
|---|--|--|
| OBJECTIVE 1: Conduct a building assessment of The Robby to determine improvements needed to comply with regulatory requirements for public use and/or service delivery | | |
| Outcomes for Years 1-2 | Outcomes for Years 2 & 3 | Outcomes for Years 4 & 5 |
| Building assessment is completed to determine physical improvements needed. | Dependent on board’s decisions | |
| Evidence is gathered to determine the demand for use of the building for: <ul style="list-style-type: none"> - Program and fundraising events - Free events for the community - Rentals for public and community events (fees) | | |
| Based on Board decision – rent, capital costs and future repairs for the Robby are discussed with City Council | | |
| OBJECTIVE 2: Seek opportunities to revitalize and modernize the Festival and build viable presence in marketplace; adapt to changing environment and audience; engage clubs and experts in design, marketing, and sponsorship | | |
| Outcomes for Years 1-2 | Outcomes for Years 2 & 3 | Outcomes for Years 4 & 5 |
| The Board establishes a Festival Planning Committee that includes community experts and club members to develop a revitalization plan | The Revitalization Plan is approved by the Board and delegated to the Festival Committee and management to implement | A revitalized Festival demonstrates increased participation, increased attendance and secures good public reviews |
| The Festival Planning Committee increases revenues for the “renewed” Festival from both public and private sources | The Festival is fully funded by a variety of funding sources including sponsorship, club fees and grants | The Festival is integrated into a calendar of other regional festivals/celebrations/public events and included in regional tourism promotion |

Operational Planning Template

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| INITIAL GOAL | See Objectives in the Strategic Plan to develop a Goal Statement. |
| S | Be specific about WHAT you will do, WHO will be involved and WHAT you will need |
| SPECIFIC | |
| M | Identify how you will measure progress and know if you've successfully met your goal |
| MEASURABLE | |
| A | Identify the skills required and how you will get them if they are not in place and assess if you have the time, energy and capacity to meet the goal |
| ACHIEVABLE | |
| R | Make sure the goal is aligned with the overall objectives in the strategic plan |
| RELEVANT | |
| T | Set a realistic timeline for achieving the goal |
| TIME-BOUND | |
| SMART GOAL | If needed, validate and refine/modify the Goal Statement to ensure it meets the SMART criteria and is consistent with strategic plan objectives |
| SMART GOAL | |