

First Work Strategic Plan
Proposed Mission, Vision, Values,
and Strategic Directions
2015 – 2018

PREPARED BY:



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SUBMITTED TO:

Matt Wood, Executive Director
First Work

DATE SUBMITTED:

July 8, 2015

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STRATEGIC PLAN: FIRST WORK

PLAN DEVELOPMENT PROCESS:

A Strategic Planning Consultant (Heather Graham) was contracted to facilitate a 2-day planning retreat on June 10 and 11, 2015. Notes summarizing the Board's discussion were circulated for review, and Heather led a follow-up retreat on July 6, 2015 to affirm the proposed statements, and to identify specific goals for each of the identified strategic directions.

The following is a summary of the proposed mission, vision, values, strategic directions and corresponding goals that were proposed by the Board of Directors.

MISSION:

Definition: The end result the organization seeks to accomplish, and for whom, and the primary services/activities we offer, and how they help us to accomplish our purpose.

“First Work aims to nurture its strong and connected network at the grassroots level, ensuring full employment for youth.”

VISION:

Definition: How the world/community would be improved, changed, or different if our organization was successful in achieving its purpose.

“Full employment for youth.”

VALUES:

Definition: The fundamental beliefs/principles that should guide the organization in our day-to-day interactions with each other and our constituencies.

***“Engagement: We value the active, influential engagement of our members
Equitable Access: We believe that all youth should have equitable access to the resources that they need to reach their full potential***

***Integrity: We employ integrity, honesty and fair play in all our dealings
Collaboration: We believe working in collaboration broadens our impact”***

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STRATEGIC DIRECTIONS 2015 - 2018:

Definition: Broad overall priorities adopted by an organization. Choices about how best to accomplish an organization's mission.

1. Build strong member organizations and regional networks

Goals	Actions/Strategies	Outcomes
Educate members about the benefits of membership.	<ul style="list-style-type: none"> Revisit membership criteria. Engage members in identifying the benefits of membership (redevelop pamphlet). 	<ul style="list-style-type: none"> More engaged members (at all levels) Increased awareness and commitment re: benefits of membership (at all levels)
Establish mechanisms to coordinate regional activities.	<ul style="list-style-type: none"> Establish standardized agendas and regular meetings. Share updates across regions. Utilize technology to connect members to meetings. 	<ul style="list-style-type: none"> Increased competency (because we've shared best practices) Coordinated and timely responses (from members) Greater collective impact
Develop provincial leaders or champions.	<ul style="list-style-type: none"> Continue to engage members in identifying shared issues and opportunities. Coordinate provincial meetings where members from various regions can identify shared issues and opportunities. Map the strengths and competencies of various members. Facilitate 'secondments' from across the network. 	
Nurture communities of practice.	<ul style="list-style-type: none"> Map/assess the connections, interests, and performance of members. Promote knowledge exchange and evidence-informed practices. Provide logistical and facilitation support for the identified communities of practice. 	

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2. Develop strategic alliances with stakeholders that share our vision

Goals	Actions/Strategies	Outcomes
Identify and engage relevant stakeholders. <i>(NOTE: Stakeholders include youth, employers, private sector, government, and youth-focused groups.)</i>	<ul style="list-style-type: none"> • Assess 'alignment' with our vision and mission. • Utilize existing networks and connections to position a shared 'full employment for youth' strategy. • Convene tables/discussions. • Nurture and sustain collaborative relationships (ensuring shared leadership and accountability). 	<ul style="list-style-type: none"> • Coordinated and timely responses • Greater collective impact • More senior-level members (CEO/ED) and provincial politicians are engaged. • Increased media and government interest/attention • Increased resources – leverage existing resources of members AND acquire additional resources
Jointly advocate for or influence the adoption of youth employment strategies.	<ul style="list-style-type: none"> • Develop/strengthen relationships with provincial politicians. 	

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3. Engage the Board in strategic opportunities to build a sustainable core infrastructure

(NOTE: Core infrastructure includes core competencies/staffing, finances/resources; and strong governance and operational policies.)

Goals	Actions/Strategies	Outcomes
<i>Ensure that the by-laws and governance policies align with the strategic directions.*</i>	<ul style="list-style-type: none"> • Recruit board members that bring new skills. • Facilitate staff secondments. • Share 'back-office' functions (space and HR) • Work towards becoming a 'virtual' organization (lease is up in 5 years). 	<ul style="list-style-type: none"> • Increase discretionary income • Diversify funding • Consistent and long-term staffing with relevant core competencies • Increase efficiencies • Effective policies in place (governance and operations)
<i>Endorse a financial sustainability plan for First Work.**</i>		
<i>Support the successful implementation of the plan/model that is adopted.</i>		

*The review of by-laws and policies will be completed by the AGM (October 2015).

**It was agreed that the sustainability plan would be developed by the Executive Director for discussion with the Board at the Retreat in June, 2016. The plan will examine the feasibility of different models, and frame strategic questions re: financial sustainability.