

# 2021 – 2024

## Strategic Plan

Board and staff of CCVO have been working since July 2020 on focusing the strategic intent of the organization and building the momentum that will lead the organization into its next three-year strategic plan cycle starting May 1, 2021. This working draft includes additional detailed tactics and timelines that will not be included in the final public strategic planning document.

Work that has informed this draft is as follows:

1. Work undertaken by the Strategic Committee of the Board (July 2020 – December 2020) focused on enhancing the sustainability of the organization within the current year and planning for enhanced sustainability in the coming years.
2. Core Capacity Organizational Assessment (CCAT) conducted by leadership staff (CEO, Director and Managers) and Board Chair focused to identify critical focus areas and increase organizational effectiveness
3. Internal and external analysis and business model mapping conducted by all staff to provide a landscape view from which to determine organizational strategic priorities
4. Board facilitated sessions to discuss and identify strategic priorities for the upcoming three-year strategic planning cycle.



## Goal 1: Focus

### Our business model is easily understood, impactful and sustainable

CCVO's business model is resilient and able to adapt to a dynamic environment while delivering strong impact against the organization's mission. CCVO's work is relevant, understood, valued, and supported by Alberta's nonprofit sector and stakeholders across sectors. Strengthening CCVO's relevance and adaptability will ensure the organization remains a resilient and an important contributor to Alberta's community prosperity now and into the future.

### OBJECTIVES

#### 1.1 Diversify revenue with a focus on growing earned revenue through social enterprises and other mechanism

TACTICS	
1.1.1	Grow market share and overall revenue potential for existing enterprises, Boland and Reach Hire, through enhancing user functionality and increasing awareness.
1.1.2	Expand the annual Connections Conference to become a provincial conference that attracts registrants and sponsors from across Alberta
1.1.3	Ensure that CCVO's social enterprise activities are aligned with and in accordance to the organization's charitable purpose and status as a nonprofit corporation.

#### 1.2 Position and Brand CCVO in a way that accurately reflects the work and value proposition of the organization

TACTICS	
1.2.1	Renew the organization's brand position to accurately reflect CCVO's work and unique value proposition
1.2.2	Implement renewed brand position

#### 1.3 Strengthen the value proposition through which CCVO connects to stakeholders

TACTICS	
1.3.1	Determine the best mechanism to support CCVO's relationships with the sector and broader community, including members
1.3.2	Revamp / re-establish the membership program into a new mechanism through which CCVO builds supportive relationships

#### 1.4 Include organizational well-being as a measurement of organizational sustainability

TACTICS	
1.4.1	Ensure policies and benefits are in place that support the health and well being of staff
1.4.3	Ensure policies, procedures and practices are in place that support the organization's financial health.
1.4.4	Work with the Board to ensure a succession plan for organizational leadership and Board is in place

## Goal 2: Increase

### We are a strong voice for the sector

As a policy-driven organization, CCVO takes the lead on identifying, quantifying, and make sense of sector-wide needs and inequities. CCVO takes an integrated approach to research, policy, and issues through providing solutions-oriented recommendations for the nonprofit sector, Government and other stakeholders including the private sector that build the prosperity of Alberta communities. CCVO is a strong voice to government and other sector supporters around policy and issues - often giving voice to nonprofits that may not be comfortable speaking about issues with these important funding partners.

### OBJECTIVES

#### 2.1 Strengthen CCVO’s position within and across sectors as a trusted policy and issues advocate

TACTICS	
2.1.1	Engage with the nonprofit, private and public sectors to ensure that pandemic recovery includes shared strategies to build the prosperity of our communities
2.1.2	Bolster advocacy efforts around policy and issues in response to pandemic impacts and recovery for nonprofits
2.1.2	Work in partnership with other sector advocates and stakeholders to inform and develop annual policy agendas
2.1.3	Ensure that CCVO’s advocacy activities are aligned with and in accordance to the organization’s charitable purpose.

#### 2.2 Establish CCVO as the leading sector-wide advocate for Alberta’s nonprofits

TACTICS	
2.2.1	Enhance communication strategies to increase awareness of policy and research activities and to grow interest and participation in advocacy activities
2.2.2	Enhance the ability of CCVO to create relevant, timely and credible sector-level research on issues that affect the sector in Alberta.
2.2.3	Participate as a leading voice on sector-related issues within government and at collaborative committees, networks and other tables.



## Goal 3: Adapt

### We build capacity through convening and connecting

CCVO provides opportunities for nonprofit professionals to foster strong relationships with each other, improve knowledge sharing, and enhance opportunities for collaboration. CCVO works purposely to extend connections between the nonprofit, private and public sectors to build deeper learning, sharing and understanding. Supporting the development of this connective tissue remains vitally important particularly at this time of increased demand and diminished capacity where partnerships and alliances are important for many nonprofit organizations to survive and thrive.

### OBJECTIVES

#### 3.1 Facilitate sharing spaces that assist organizational and professional learning

TACTICS	
3.1.1	Create new opportunities to convene nonprofit leaders to share and connect with each other
3.1.2	Develop stronger connecting and shared learning opportunities within the Connections Conference
3.1.3	Develop a virtual sharing space that expands CCVO's Reach Hire job board into a virtual marketplace to share opportunities, events, learnings and virtual convening around topics of interest to the sector and stakeholders

#### 3.2 Build strong connections between the nonprofit, private and public sectors to increase awareness, shared learning and support.

TACTICS	
3.2.1	Host spaces for cross sectoral conversations
3.2.2.	Identify and strengthen partnerships that leverage shared goals with other sector-serving organizations, public sector and private sector partners