

## 2019 - 2021 Strategic Plan

### ORGANIZATIONAL AND STRATEGIC CONTEXT

CCVO occupies a unique position in the community and plays a vital role promoting and strengthening the nonprofit sector. Located in Calgary, we are a member-based organization working to empower nonprofits across Alberta. As an adaptive organization, we have evolved over our first 15 years by responding to the needs and possibilities of the sector and have developed and implemented a broad range of services and offerings for nonprofits. This plan articulates the integration of our policy and research work with our capacity building programs and convening activities, and our renewed focus as a policy-driven organization.

This three-year strategic plan was developed through a multi-stage engagement with our staff, our Board, and many community members. As we work to create impact by focusing on our strategic priorities, meeting our goals, and responding to future needs and opportunities, we will continue to contribute to the evolution of the nonprofit sector as an interdependent system. With this systems perspective, we acknowledge the role that other organizations play in the sector and the expertise they bring as capacity builders. Rather than continuing to diversify our programmatic activities, we will rely on others in the sector to offer critical capacity building in areas that are not aligned with our strategic priorities, in areas such as fundraising, volunteer management, and governance.

This plan is intended to be adaptive, reflecting our commitment to evaluative and systems thinking, and provide a structure to respond to dynamic circumstances. It illustrates a deeper appreciation and understanding of CCVO's role in the sector, the need to advance our internal adaptive capacity to support the sector, and the opportunity to apply a systems lens to our work. Within the framework defined by our vision and mission, this plan will guide our work over the next three years.

#### Vision

A vital, dynamic nonprofit sector that is recognized and respected as an integral partner in building strong, healthy communities.

#### Mission

CCVO promotes and strengthens the nonprofit sector by developing and sharing resources and knowledge, building connections, leading collaborative work, and giving voice to critical issues affecting the sector.

## PRIORITIES AND GOALS

The strategic goals articulated for the 2019-2021 period are grouped into three priorities. The following priorities will help us to evaluate our progress towards planned outcomes, as well as prioritize our responses to emergent opportunities over the next three years:

1. Support the growth of CCVO's adaptive capacity.
2. Engage the nonprofit sector to increase connectivity and sector awareness.
3. Advance public policy that enables the nonprofit sector.

### 1. Support the growth of CCVO's adaptive capacity.

As a learning organization, we will continue to develop our ability to respond to change and complexity. Growing our organizational resilience and responsiveness will require building stronger operating platforms, a deeper understanding of our impact, and a compelling narrative for CCVO. Our goals to support the growth of internal adaptive capacity are to:

- Implement an integrated communications strategy for CCVO.
- Develop an organization-level impact evaluation framework.
- Diversify our revenue streams for long-term financial stability.

### 2. Engage the nonprofit sector to increase connectivity and sector awareness.

The nonprofit sector makes significant economic and social contributions to our province. However, it is lacking a shared identity, broad recognition, and the ability to come together for collective action. We are committed to supporting the growth of relationships and bonds within the sector and increasing understanding of the potential for the sector to work more as an interdependent system. We have prioritized the following strategic goals to increase sector connectivity and self-awareness:

- Regularly and reliably convene nonprofit professionals and cross-sector stakeholders.
- Demonstrate collaborative leadership and establish CCVO as an essential strategic partner.
- Deliver adaptive capacity building opportunities and resources.

### 3. Advance public policy that enables the nonprofit sector.

CCVO is committed to strengthening the operating environment of the sector by helping shape, influence, and advocate for policies that promote its overall effectiveness. As part of this plan, we will build on our track record of being a sector convener and liaison between governments and the sector by delivering on the following strategic goals:

- Develop a robust and responsive policy agenda.
- Enhance our thought leadership and policy advocacy voice.
- Produce relevant, timely, and credible sector-level research.