



# Applegrove Strategic Plan Update 2019

## BACKGROUND

Applegrove developed a 5-year strategic plan in 2014. The plan was reviewed annually with an in-depth update in 2017 to prepare for the transition to a new Executive Director. In January 2019 an update was initiated to ensure that Applegrove was on track with its strategic priorities, and to identify adjustments required to respond to the current environment and circumstances. This update confirms Applegrove’s strategic direction to 2020 and sets out an implementation strategy with deliverables.

## UPDATE PROCESS AND HIGHLIGHTS

A board visioning session, staff consultation and a small number of key stakeholder interviews reviewed achievements to date, identified current threats issues and risks, and analysed organizational strengths, opportunities, aspirations and desired results.

Considerations include rising challenges related to the facility lease and facility permitting, changing area demographics and shifting players/priorities at all levels of government. Key organizational strengths are responsive programming, strong staff team, long history in the community, and a collaborative approach. Expanded partnerships, community and government change, offsite and intergenerational programming, consistent demand for children’s programs, and the food hub project are current opportunities. There is a desire to become more data driven, inclusive of diversity, and to be a high visibility agency that plays a local leadership role. Additional aspirations are becoming a gathering place and sustaining passion for our work.

Desired results for the future include a high local profile grounded in great staff and programming, intentional and informed planning at all levels of the organization to maximize achievement, consistent program evaluation to support success, a scorecard to measure and monitor organizational progress, increased program participation and engagement, a larger facility footprint and more control over our facility space.

## APPLEGROVE STRATEGIC PLAN



**strategic themes**

**Program Development:** Maximize current Applegrove strengths and assets to better meet the needs of our community and participants, and position Applegrove to take advantage of existing and developing environmental opportunities.

**Sustainability:** Create the right factors and conditions to ensconce a sustainable position for Applegrove in the community.

**Community Integration:** Strengthen the positive culture of the local community by fostering program participation that reflects the diversity of our community,

## 2019 STRATEGIC PLAN UPDATE

Updates were identified in two areas of the plan:

### 1) Strategic Themes and Elements

- A. Revenue generation is listed as an element under 'sustainability' and communication as an element under 'community integration'. Both should however, be considered supporting pillars for all three strategic themes: program development, sustainability and community integration.
- B. Succession planning is ongoing. While the transition to a new Executive Director is complete, recruiting and developing talent and leadership within the agency and the board remains critical to Applegrove's sustainability and success.

### 2) 2019 Strategic Priorities

#### A. Facility

Applegrove requires consistent, accessible, flexible and sustainable spaces that it can control. This could be pursued in a number of ways e.g. a new/different facility, a decentralized operating model with a home base and service locations throughout the community. It is important to maximize the use of our existing facility and to create a state of readiness for responding to emerging facility opportunities.

#### B. Administrative Staffing Levels

The restoration of full time hours for the Executive Director and Program Director is important as is increased availability of the Finance Manager, particularly as Applegrove enters a new phase of development.

#### C. Program Development and Expansion

Programs should be grounded in strong needs assessments that apply appropriate and diverse methods including but not limited to surveys, focus groups, demographic analysis, and community scans. Applegrove should explore opportunities to expand and evolve key programs, including the seniors and after school programs.

#### D. Program Monitoring and Evaluation

Program evaluation is an important tool for improving existing programs, developing new programs, demonstrating accountability and results, and creating and adapting organizational strategies. A consistent and cyclical program monitoring and evaluation framework will strengthen programming, support sustainability, and help to characterize and communicate Applegrove's impact in the community.

#### E. Community Food Hub

The development of a community food hub out of Glen Rhodes United Church is an innovative initiative that offers good programming, growth, partnership and leadership opportunities for Applegrove.

## IMPLEMENTATION

The Strategic Plan will continue to inform ongoing organizational planning and decision-making. In addition, the following implementation plan will guide and monitor progress toward the achievement of the strategic priorities identified for 2019 and 2020.