

Developing a Strategic Plan for the Society of Friends of St. Ann's Academy:
Stakeholder Engagement and the Balanced Scorecard

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EXECUTIVE SUMMARY

The client of this report is the Society of Friends of St. Ann's Academy (SFSAA), a non-profit heritage organization operating out of the St. Ann's Academy site in Victoria, BC. Originally, the SFSAA was formed as an alumni organization for former students of the Academy. Facing declining membership, decreasing alumnae members due to attrition, and a lack of community visibility, the SFSAA has been seeking strategies to pursue in order to increase their organizational capacity. The organization has attempted to diversify its programming and reach out to different stakeholder groups, but has experienced limited success. These challenges guide the research question – *what strategic priorities should the SFSAA pursue in order to remain relevant and engage with the local community?*

In developing the research requirements of this report, the researcher and the client agreed on the expected deliverables. The deliverables include the research report (literature reviews, recommendations) and the strategic plan (including performance measurement and evaluation plans). To answer the research question, the researcher completed a review of the academic literature related to strategic planning and community engagement best practices. Identifying the best practices for engaging an organization's targeted stakeholder allows the SFSAA to assess its previous approaches to stakeholder engagement and consider improved strategies.

The selected strategic planning process included the use of the Balanced Scorecard Framework (BSC) by Kaplan and Norton (1992) to ensure the SFSAA Strategic Plan provides a comprehensive view of the organization through four equal perspectives: client, innovation and learning, financial, and internal. Moreover, the Balanced Scorecard emphasizes the importance of performance measurement to successfully implement strategies. The strategic planning process included focus group sessions with the SFSAA board and staff members to conduct a stakeholder analysis, an environmental scan and to discuss the organizational values statements. Additionally, the researcher administered individual interviews to determine potential objectives and initiatives. Based on the results of the stakeholder analysis, environmental scan and interviews, the SFSAA identified four main strategic goals. Objectives aligned with each goal were developed and built in to a strategy map. These goals are:

- A Growing and Diverse Membership
- Increased Community Visibility
- Stable and Diverse Sources of Funding
- New and Strong Partnerships

Based on the strategic planning process, the researcher provided the SFSAA with the following recommendations:

1. Select a target stakeholder and determine its motivations and interests in potential SFSAA involvement.

The SFSAA develops programming that targets too many different types of interest groups. By focusing all of their efforts and programming on one selected group of stakeholders, the SFSAA can successfully increase their engagement with the organization.

2. Establish a membership benefit.

Currently, there are no benefits or incentives to become a member of the SFSAA other than a prior affiliation with the organization. In order to seek and maintain new members, some sort of incentive must be provided.

3. Develop a member feedback mechanism.

The SFSAA receives occasional feedback through its quarterly newsletter (the Sequoia), however there isn't a method to confirm to the members that their input was received and considered. By collaborating and sharing in the management and decision-making with its stakeholders, the SFSAA can keep its members interested, motivated and informed.

4. Incorporate engagement as a core value.

The SFSAA clearly desires to increase its community visibility and membership. To ensure that the SFSAA remains committed to strengthening stakeholder relationships, the organization should incorporate engagement as one of its core values.

5. Devote sufficient finances to human resources.

Currently, the SFSAA regularly funds one staff member, and only on a part-time basis. In upcoming budgets and grant proposals, the SFSAA must ensure enough funding is committed to maintain adequate human resources required to develop ambitious new programming.

6. Clearly define the distinct roles between the SFSAA and the BC Government in operating out of the St. Ann's Academy Grounds.

The SFSAA appears to struggle with differentiating its role with respect to the BC Ministry of Community, Sport and Cultural Development. Clarifying and defining the distinct roles owned by both organizations would help the SFSAA to better focus its efforts on reaching out to the community.

7. Change the vision statement to something more identifiable.

The researcher strongly recommends the board modify the vision statement to include clear goals and a specific timeframe. Specifying the vision statement would improve the SFSAA's organizational focus and understanding of its preferred future state.

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INTRODUCTION

Defining the Problem

The Society of Friends of St. Ann's Academy (SFSAA) is a non-profit charitable organization operating in Victoria BC. Since it was founded in 1997, the organization works to preserve and promote the legacy of the Sisters of St. Ann and their impact as the first educators and health care providers in the Victoria region. In order to achieve its goals, the SFSAA manages various projects, award bursaries, and collaborates to promote women in leadership, Francophone culture, and Catholic history. However, the SFSAA is an organization experiencing decline – declining membership, participation, community visibility and funding.

Initially, the Society was formed as a group of alumni and other community members desiring to sustain the cultural legacy of the former institution and its founders. The St. Ann's Academy school closed in 1973, meaning that the youngest alumnae are now in their fifties. Though the SFSAA has evolved from a small group of former students to include numerous community members, the advancing age of its membership base raises concerns that it should expand its outreach to younger generations.

Membership is vital to the SFSAA's vitality and existence. Currently, the SFSAA has approximately 200 members, but lacks any significant member participation and interest. Moreover, attempts to gain visibility within the community have had minimal impacts. The SFSAA is ideally situated in a historic setting in the heart of the City; however awareness of the organization's existence is minimal and participation in programming is low. Since 2013, the SFSAA has offered free bilingual tours of the site on Sundays from May to September. Since this program has been available, the number of annual participants has barely reached fifty. Attendance at the 2014 Annual General Assembly was only 25. These numbers have consistently decreased in the past eight fiscal years, and membership is declining every year.

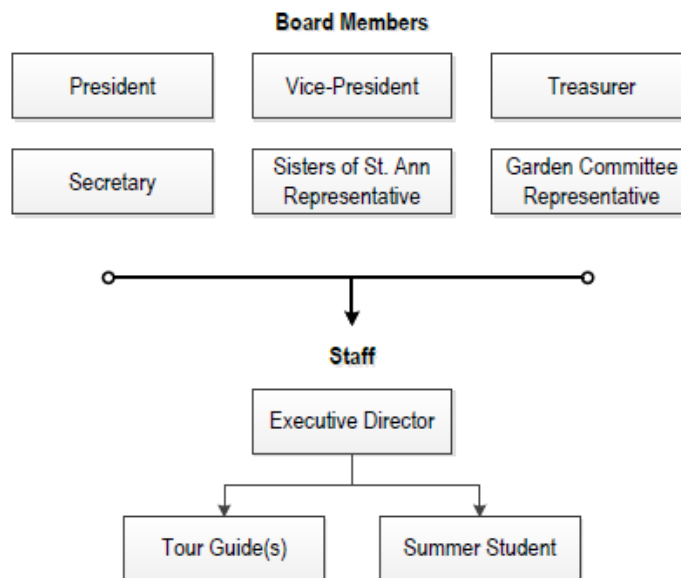
Another issue brought forward by the client has been whether the SFSAA focuses enough on its members, or offers more to tourists to the local area. The SFSAA is meant to provide services to support and promote the heritage of the Academy, with a particular emphasis on the francophone, catholic, and women in leadership communities. As a result of the diversity of its communities of interest, the SFSAA has a difficult time determining where to best focus its efforts. As the alumni age, local demographics shift, and cultural values evolve, the SFSAA must implement strategies in order to remain relevant. This report will try to address this need by answering the following question:

What strategic priorities should the SFSAA pursue in order to remain relevant and engage with the local community?

Project Client

The Society of Friends of St. Ann's Academy is a registered charitable organization under the BC Societies Act and with the Government of Canada. The SFSAA works in partnership with the BC Ministry of Community, Sport and Cultural Development (formerly the Provincial Capital Commission) in the ongoing development and promotion of St. Ann's Academy grounds and building, as well as its Interpretive Centre. The organization categorizes itself as a cultural heritage organization, similar to museums, archives and art galleries. The SFSAA is an organization trying to remain relevant, increase its visibility, and manage changing circumstances. In doing so, the client for this report is the SFSAA Executive Director and Members of the Board.

Figure 1: SFSAA Organizational Chart



Key partners and stakeholders of the SFSAA include the BC Government, the Sisters of St. Ann and its affiliate organizations, the Royal BC Museum, the University of Victoria, local francophone organizations (l'Alliance Française, la Fédération des Francophones de la Colombie-Britannique), and former students and staff of St. Ann's Academy. The general consensus is that members are dedicated to preserving the historical legacy of St. Ann's Academy, the institution's francophone heritage, its significance to women's history and education in BC, and the contributions made by the Academy's founders, the Sisters of St. Ann.

The St. Ann's Academy is a national historic site in the heart of downtown Victoria, and the location of a former school and convent. The school was in operation from 1871 until its closure in 1973, at which point the owners (the Sisters of St. Ann) sold the building and grounds to the BC Government. The building sat empty and in disrepair for several decades until the provincial government undertook a \$16.2 million renovation completed in 1997. Currently, the BC Government still manages the building and grounds, using most of the former school as office space. The site features an interpretive centre and exhibit, as well as a

deconsecrated chapel restored to its original 1920s design. The chapel and grounds are made available for rent to private users, and are a popular choice for weddings, concerts and other small gatherings.

Project Objectives

The objective of this report is to formulate a strategic plan and policy recommendations for the SFSAA. This report will be a critical contribution to the organization in ensuring a focused use of organizational resources and long-term sustainability. As a result, the St. Ann's Academy site will remain a place of local cultural and historical importance for many generations to come. In the SFSAA's previous strategic planning process, the identified objectives were raising community awareness and building strategic partnerships. As the 2011-2013 strategic planning timeline came to a close, considerations of challenges for the SFSAA include community engagement, dealing with intergenerational sustainability, and membership retention.

Background

In April 2014, the Government of BC dissolved the Provincial Capital Commission (PCC). The PCC had been responsible for maintaining the St. Ann's Academy National Historic Site and managing its rental facilities for private use. These responsibilities have been transferred to the BC Ministry of Community, Sport and Cultural Development. New government representatives have been ushered in, requiring the development of new working relationships. The strategic partnership between the Government of BC and the SFSAA is important for the value-add each organization provides to the other. Without the support of the BC Government, the St. Ann's Academy site would be unattended, unkempt, or sold to private investors. Without the SFSAA, the Academy would not provide the cultural and heritage resources currently available.

Some of the projects completed by the SFSAA include a self-guided tour of downtown Victoria's spiritual locations, an annual fundraising event (garden party) and a partnership with Silk Road Tea. The SFSAA also contributed to the development of bilingual interpretive signage on the Academy grounds, and provides free summer tours of the site. New projects underway include an intergenerational forum on women and leadership. More generally, the SFSAA produces a quarterly newsletter (the *Sequoia*) and manages a website and social media presence. The majority of the work is carried out by the Executive Director, who is assisted by grant-funded contract employees.

As a non-profit cultural organization, the Society of Friends of St. Ann's Academy has experienced the challenges of reduced heritage and cultural spending at the provincial and national level. The federal government has markedly decreased its spending in the Department of Canadian Heritage's Grants and Contributions program in recent years (Thompson, 2011). The SFSAA has struggled to diversify its annual operating budget, which has resulted in a decline in operational ability and difficulty in maintaining effective staffing levels. Without adequate resources, the organization has struggled to diversify its programming, increase its visibility, and therefore attract and retain members.

LITERATURE REVIEW

A major concern cited by the Society of Friends of St. Ann's Academy (SFSAA) staff and board members was that of decreasing membership and low participation rates within the organization. The mission of the SFSAA is to develop the site as a community resource centre in an effort to sustain the legacy and heritage of the Sisters of St. Ann. According to Crooke (2007), it is important for heritage organizations to increase awareness and integration of community stakeholders, or the rationale for the organization may come into question (p. 23). The SFSAA may struggle to justify the time and effort it contributes towards its strategies if it does not have interest from its members or the surrounding community.

The following literature review is in two sections: the first provides a definition and overview of strategic planning processes, best practices and challenges. The second section provides an overview of community engagement, and its associated strategies and best practices. The information was compiled from journal articles, books, and non-profit sector organizational documents. The findings of these reviews were shared with the research participants and used by them to inform the development of goals and objectives. Moreover, the findings allowed the researcher to develop recommendations for the SFSAA.

Strategic Planning

In an effort to respond to this project's main research question, it is important to provide a foundation for the activities and findings delivered through this report. Since the purpose of this report is to determine what strategic priorities the Society of Friends of St. Ann's Academy (SFSAA) should pursue in order to remain relevant and engage with the local community, "strategic planning" ought to be defined. According to Bryson (2011), strategic planning is a deliberative, disciplined approach to producing fundamental decisions and actions that shape and guide what an organization is, what it does, and why it does it (p. xii). More simply, McHatton (2011) defines strategic planning as a broad term that encompasses the range of approaches used to steer decision making in an organization (p. 234). Essentially, strategic planning is the way in which organizations determine approaches to guide their present and future decision-making.

More specifically, strategic planning allows an organisation to define what it wants to achieve (vision of success), how it intends to achieve this vision (mission statement), and how it will implement both (strategies). According to Bryson (2011), the vision statement is an organization's desired outcome, a preferred future state, its definition of success. A mission clarifies an organization's purpose, *why* it should be doing what it does, and *how* it should be doing what it does (p. 127). Strategies are a pattern of policies, programs, projects, decisions, or resource allocations that defines what an organization is, what it does, and why it does (p. 219). Strategic planning ensures that the mission and vision are clearly defined, and that the strategies are effective and successful.

Strategic Planning Best Practices

Three best practices emerged from the literature review and are particularly pertinent to the purposes of the SFSAA report. These principles consist of the following: committed and flexible leadership, clear and specific organizational mission and strategies, and consistent monitoring of progress.

Leadership & Flexibility

Successful strategic planning depends on effective leadership (McHatton, 2011; O'Donovan and Flower, 2013). For a strategic plan to be developed and implemented, the effort must be consistently encouraged and supported. According to Al-Tabbaa (2014), organizations' oft-cited concern with strategic planning is that after a considerable effort has been made to develop strategies, they are soon forgotten or ignored because no one is accountable for their implementation. In the case of the SFSAA, it will be important for the board members to remain committed to the plan, and to provide the necessary resources and authority required to implement the strategies.

Moreover, the leadership that is so essential to effective strategic planning should be flexible and adaptable. Poister and Streib (2005) argue that strategic planning processes are improved by organizations that utilize strategic management. Strategic management means thinking holistically, opportunistically and responding shifts and innovations within and outside of the organization (Murray, 2009; O'Donovan and Flower, 2013). In that sense, developing a strategic plan and thinking strategically are distinct but complementary thought processes that sustain and support each other for effective strategic management (Graetz, 2002, p. 457). If a change to an organization's circumstances means that a new direction must be taken, the leadership isn't necessarily required to strictly abide to its pre-determined plan. For example, if the SFSAA were to experience a change in membership, it can alter the strategies to better respond to the demands of the new members (e.g. implement a new project geared towards an influx of younger members). Essentially, implementing the strategic plan should be a guide, not a rule.

Clear mission, vision and strategies

An important factor that contributes to effective strategic planning are a clearly defined mission, vision and strategies. A lack of definition and specificities within a strategic plan hampers the ability of an organization to demonstrate impact and to track progress (Reid, 2014, p. 31). In fact, the development of a clear mission or vision statement is strongly identified with successful strategic planning (McHatton, 2011, p. 236). This is because an organization will struggle to be successful if it doesn't know what it wants, and how it will get what it wants. The mission statement is meant to define what an organization does and why; and as a result inform all decisions made by an organization. When a difficult choice must be made, the decision often comes down to whether an option aligns with the mission statement, and whether it helps an organization on its way to achieving its vision.

Even if an organization has an excellent mission and vision, it cannot be achieved unless specific accountabilities to items in a strategic plan are assigned, including responsibility, resource planning and timeframes (Reid, 2014, p. 35). This aligns well with the concept of "S-M-A-R-T" goals: specific,

measurable, attainable, realistic and timely. How one determines if goals and objectives are “smart” can be verified based on the tactics, budgets and schedules that relate to the overall strategy (Speers, 2013). Moreover, “S-M-A-R-T” goals ensure the third principle of effective strategic planning – monitoring progress – can happen efficiently. Essentially, a strategic plan is called a plan for a reason – it contains courses of action to take to meet the desired goals.

Monitoring progress

Finally, a critical factor to successful strategic planning is monitoring progress. Monitoring and reporting on plan implementation on a regular basis – with staff and board members – makes the difference between more and less successful plans and improves an organization’s perception of accountability (Reid, 2014). Monitoring activities include regularly discussing and assessing progress at staff and board meetings, and reviewing mission alignment (Reid, 2014, p. 37). These activities are facilitated by the use of performance measures, and implementation and evaluation plans – items included in the plan prepared for the SFSAA.

There exists a certain degree of difficulty in measuring the success of a non-profit organization’s mission. The mission of a non-profit organization is often social in nature – one in which the impact is to people – making it especially hard to evaluate, particularly when compounded with the difficulty of limited resources (McHatton, 2011). The best way to monitor progress of a non-profit’s mission is to evaluate the success of its strategies and goals (Al-Tabbaa, 2014, p. 670). If the strategies are, as mentioned above, clear, specific and have resources and personnel attributed to them, performance measurement is made simpler.

Strategic Planning Challenges for Non-Profit Organizations

Developing and implementing a strategic plan is not without challenges particular to non-profit organizations. Outlining these challenges will allow the members of the SFSAA to better understand why they may struggle to meet certain goals and objectives, and to accept these challenges as normal and manageable. This literature review identified two particular challenges non-profit organizations deal with during the strategic planning process: competing stakeholder demands and limited resources.

Competing Stakeholder Demands

Non-profit organizations deal with numerous and varied types of stakeholders, that can include paid and volunteer staff, leaders, financial contributors and partners, donors, beneficiaries, members, competitors, the local community and the general public (McHatton, 2011, p. 325). The challenge for non-profit organizations implementing a strategic plan is reconciling the competing demands of their stakeholders. All of these stakeholders can have an impact on an organization’s existence and achievement of their mission, and have certain expectations for the organization (Candler & Dumont, 2010, p. 274).

The stakeholders most directly involved with the SFSAA include clients, financial contributors and staff. Clients are those stakeholders who directly receive services – for the SFSAA this includes students, women’s groups, Catholic groups, and the public. Clients expect consistent, reliable and desirable services. In the case of the SFSAA this means offering appealing programming and activities. The SFSAA’s financial contributors include government organizations, the Sisters of St. Ann, and other private donors. These

stakeholders usually expect the SFSAA to follow certain reporting requirements, which demands considerable administrative time and effort. Paid staff typically desire meaningful work and fair remuneration (Candler & Dumont, 2010, p. 276). The diverse demands of a non-profit organization's stakeholders make it difficult to create and implement a strategic plan. However, a strategic plan is strengthened when stakeholder consensus and support for the plan is confirmed, which can be accomplished through effective communication and collaboration (Candler and Dumont, 2010, p. 236).

Limited Resources

Coupled with the issue of competing stakeholder demands is the challenge of limited resources. Non-profit organizations must manage complex missions and resource constraints such as declining financial support, low rates of volunteerism, faltering commitment from employees, limited time to develop an efficient strategic plan, and underwhelming board engagement in the strategic planning process (Kong, 2008, p. 282). Moreover, these declining resources are coupled with increasing client demand for services and outcomes, as well as pressure from funders for reporting mechanisms and measureable project benefits and impact (Reid, 2014, p. 36; Morris & Ogden, 2011, p. 105).

In a study commissioned by the Canadian Voluntary Sector Initiative, over 300 representatives of non-profit and voluntary organizations across Canada were canvassed to explore the capacity of non-profit organizations to fulfill their missions. Most organizations identified human capital – staff and volunteers – as their greatest resource (Hall et al, 2003). According to the respondents, financial capacity issues pose the greatest challenges for non-profit organizations, in particular the need for stable, long-term funding that helps organizations plan for the future and pay for operating costs. Short-term and project based funding makes it challenging for non-profit leaders to pay for infrastructure, administration, and other organizational supports (p. 10). In addition to the lack of stable funding is increasing pressure from funders for reporting mechanisms and measureable project benefits and impact (Morris & Ogden, 2011, p. 105).

So not only do non-profit organizations struggle to meet client demands for services and accountability, they experience increasing difficulty to access stable and long-term funding. The impact is that they cannot pay for operational costs - human capital costs in particular. There is considerable evidence that non-profits generally underspend on their management and are less efficient as a consequence (McGregor-Lowndes, 2006, p. 519). This is due to pressure from stakeholders to reduce administrative costs and ensure expenditures are primarily dedicated to fulfilling the mission (Al-Tabbaa, 2014). Despite pressure to underspend on staff, this is the most important expense required by a non-profit to be successful. Strategic planning cannot be effective without staff to implement strategies and monitor outcomes.

Community Engagement Strategies

While the extent of this report does not include the development of actual engagement strategies, the knowledge gained from this review is applied to the action items included in the strategic plan and will inform the board in its future decision making. The review will enable the SFSAA to assess its previous approaches to stakeholder engagement and consider improved strategies.

Defining Community Engagement

Swanson (2012) defines community engagement as a means by which social networks are established between institutions and their stakeholders. The distinction between “stakeholder” and “community” engagement is merely the target audience of the strategies. A *community engagement strategy* is a set of activities implemented by an organization to collaborate with groups of people to address issues, implement projects and undertake new initiatives (Aboelata, 2011; Bowen, 2010; Government of Manitoba, 2008). The Network for Business Sustainability (2012) identifies several steps in developing an engagement strategy, mainly: identifying the goals of the plan, selecting the target audience, developing and implementing strategies, and monitoring. By pursuing engagement strategies, the SFSAA hopes to develop and strengthen its social network with its members, surrounding neighbourhoods, businesses, and local and tourist populations.

The benefits of community engagement are long-term enhanced organizational recognition and legitimacy (Kahindi-Newenham & Bowen, 2010, .p. 297). According to Swanson (2012), the more a stakeholder believes an organization provides an economic or social benefit, the more they are willing to interact with the organization (p. 317). Essentially, engagement strategies for the SFSAA can come under one of two approaches: raise stakeholder awareness of the existence of the organization, and promote the SFSAA programs and projects in order demonstrate how the organization provides benefits to the community. By considering their efforts under one of these two approaches, the SFSAA can allocate its resources efficiently and increase participation from their stakeholders.

Selecting the Stakeholder

An engagement plan should define and select the “community” it is hoping to reach, because varying groups of stakeholders may have different priorities and motivations to become involved with an organization (Crooke, 2007; Perkin, 2010). In developing definitions of community, most scholars have generally agreed that communities can be characterized by three factors: geography (people residing in the same region, e.g. Fairfield), interaction (social relationships, i.e. University of Victoria) and identity (shared sense of culture, beliefs, and values) (Bowen, 2010). Given these different conceptions of community, it can be difficult to identify a stakeholder to engage. For the SFSAA, the community could be identified as people residing in Victoria (geography), people who are tied to the organization in some way e.g. alumnae (interaction), or people who share the values of education, health care, women's history and francophone culture (identity). The strategies used to engage with alumnae will differ with those used to engage with the

surrounding neighbourhoods, based on their interests and priorities. Each stakeholder, depending on its community characterization, will have different motivations to interact with the SFSAA.

Beyond identifying and defining one's target audience for engagement strategies, it is equally important to understand what motivates them to become involved (Crane et al., 2004; Soteri-Proctor, 2010). Watsona and Waterton (2010) suggest there are two distinct ways in which communities engage with heritage organizations: either linked with leisure and recreation, or to cultural, national or social identity. The distinction between leisure and identity is important in terms of how stakeholders are more likely to become engaged with the SFSAA, which considers itself a heritage organization. The heritage supported by the SFSAA includes French-Canadian history, Catholicism, women in leadership, and the contributions of the Sisters of St. Ann to public health and education in the City of Victoria. According to federal census data, only 1.7 percent of the population of the City of Victoria identify as having a French cultural identity (Statistics Canada, 2012). Of those who identified as having an affiliation with a religion, only 12% identified as Catholic (Statistics Canada, 2013). The limited numbers of people that might identify with the SFSAA through their cultural or religious identity appears to be limited. Moreover, one of the SFSAA core values is the appreciation for and pursuit of openness and inclusiveness. Therefore, the SFSAA may benefit from engaging with the population in the sense of a leisure and recreational organization – whether it is through events and educational programs available to the community at large.

Identifying Strategies

Engagement strategies can be activities, philosophies and programs, and can further be classified as either 'transactional', 'transitional' or 'transformational' (Bowen, 2012). Transactional engagement is essentially one-way communication in which organizations informs or updates its stakeholders. Transitional engagement involves two-way communication and consultation, though the dialogue is not necessarily collaborative. Thirdly, transformational engagement is characterized by organizations collaborating and sharing in the management and decision-making with their stakeholders. The distinction between these strategies is made in order to allow an organization to choose and define what kind of engagement strategy it wants. The type of strategy selected often depends on the stakeholder the organization wishes to engage.

For example, the SFSAA currently has a transformational engagement with its staff and board members. This core group of leaders within the SFSAA are essential to its everyday functions, shaping the decisions, and carrying out the work. According to McHatton (2011), the most intuitive stakeholders of an organization are those directly involved in or affected by the organization (p. 325). The SFSAA's relationship with the majority of its remaining stakeholders is best described as transactional, with unsuccessful attempts to develop a transitional engagement. Member participation is limited to attending occasional events and meetings, as they are informed of them by the SFSAA. The organization seeks and receives occasional feedback, however there isn't a method to confirm to the members that their input was received and considered.

As mentioned previously, when a stakeholder believes an organization provides some kind of benefit or value to the community, they are more willing to become involved with the organization (Swanson, 2012; McHatton, 2011). This concept can be applied to the SFSAA's approach to engaging the community at large. Initially, a transactional engagement strategy would be the best approach to gain more members from the community. By first focusing efforts on awareness, the SFSAA can grow its reputation through written or online materials and creating partnerships with highly-visible local organizations, like the Royal BC Museum (Jennings, 2009). The SFSAA could consider creating more public events that showcase the organization and its contributions. These public events should provide incentives for community members to attend, such as free activities or food, in order to be successful (Network for Business Sustainability, 2012).

Strategic Planning and Community Engagement

Strategic planning is applicable for any type of organization that hopes to be successful, and is particularly relevant to the non-profit sector due to the nature of a more complex mandate. In the private sector, an organization's mandate is to generate profit. In the non-profit sector, an organization's mandate may include the fulfillment of a mission, meeting the demands of its members and other stakeholders, and managing limited resources (Murray, 2009). A survey conducted by Reid (2014) among 973 non-profit organisations found that 93% of respondents credited their strategic planning and strategic management efforts as having had 'some' to 'critical' impact on their organisation's overall success (p. 33). Non-profit organizations are often responding to immediate needs and opportunities, rather than considering overall objectives. This short-term thinking perpetuates the circle of limited resources and short-sighted decision making (McHatton, 2011). Strategic planning can assist non-profit organizations allocate their limited resources in the best way possible, and in the way that best serves the interest of fulfilling their objectives.

Community engagement strategies are best developed with a consistent, ongoing and long-term focus (Turcotte and Pasquero, 2001). Ensuring these strategies become permanently embedded in organizations operations can be accomplished through a strategic plan. A strategic plan ensures that the decisions made by an organization are done with the purpose of fulfilling the mission, in order to achieve its stated vision of success. Moreover, tying the engagement strategies to an organization's values statements in a strategic plan can strengthen member affiliation due to their improved understanding of what an organization does and why (McGregor-Lowndes, 2006; Vecina, 2013). The benefits to strategic planning include its positive contributions to the content, quality and outcomes of strategies (Elbanna, 2007). Essentially, strategic planning helps to ensure that organizations are dedicating their resources in the best possible way, by focusing their use towards achieving the mission. Therefore, implementing a strategic plan improves the SFSAA's ability to maintain focus on community engagement and achieving their desired results.

RESEARCH FRAMEWORK

Based on the findings of the literature review, community engagement strategies are best implemented by means of a strategic plan. However, implementing a strategic plan can be challenging, particularly in the context of a non-profit organization trying to meet competing stakeholder demands with limited resources. Because the client for this report wanted the strategic plan to focus on community engagement, there is the risk that its implementers may neglect strategies not directly related to increasing and strengthening its membership. To ensure the SFSAA Strategic Plan is a balanced document that does not focus too heavily on only one aspect, the researcher utilized the Balanced Scorecard (BSC) Framework. BSC encourages organizations to view all aspects of the organization, and how each aspect indirectly affects the other.

The Balanced Scorecard (BSC) was developed by Kaplan and Norton to provide a comprehensive view of the organization through four equal perspectives (Kaplan & Norton, 1992, p. 70). These perspectives are client, innovation and learning, financial, and internal. The client perspective considers how an organization is perceived by its stakeholders, and how well the organization is meeting its stakeholder demands. The learning and growth perspective encourages the identification of processes, programming, products or measures that an organization can work to improve or create. The financial perspective focuses on relevant financial measures, including cash flow, sales growth, operating income, etc. For a non-profit organization, the financial perspective would vary slightly to include factors related to grant funding, revenues from membership and event fees, operational budgets, and donations. Finally, the internal perspective considers an organization's operational capacity, its ability to deliver products, services or programming, and what it does well. In the case of the SFSAA, the four perspectives can be framed through the following questions:

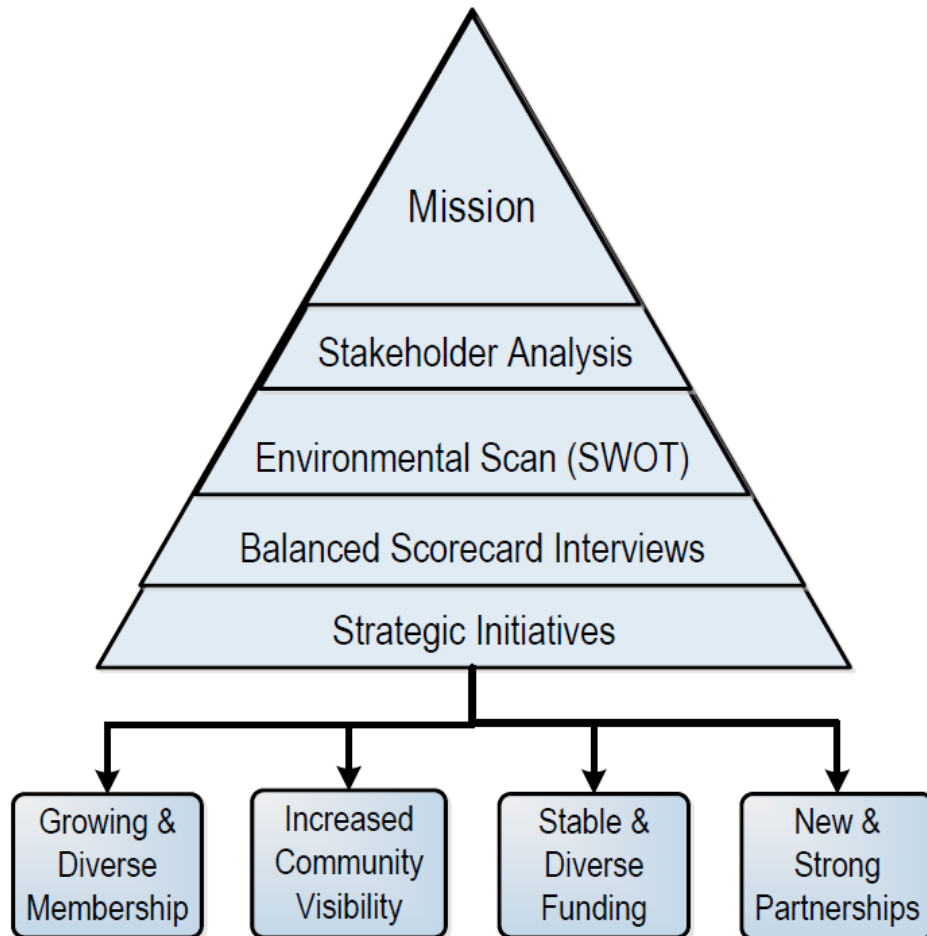
1. Client perspective: Are we offering valuable programming and services to our members and the community at large?
2. Innovation and learning perspective: How can we improve and expand our resources and programming in order to increase our community and member engagement?
3. Financial perspective: Are we managing our resources in the best possible way?
4. Internal perspective: What does/should the SFSAA excel at in terms of the organization's programs?

According to Theakou (2007), successful strategic planning considers all levels and functions in organizations (p. 35). The BSC is an advantageous approach to strategic planning as it focuses on both financial and non-financial measures. The diversity of these measures provide better information for non-profit organizations to consider their past performance and capacity to drive future performance (Kong, 2008, p. 287). The consideration of all four BCS measures is particularly relevant for non-profit organizations because the organizational mission, human resources, administrative and intellectual capacity are equally as important as financial factors.

Moreover, the BSC helps to ensure that the organizational mission remains the focal point in strategic planning while linkages are identified between goals and objectives, and actual organizational outcomes (Alborz, 2013, p. 486). These linkages also allow members of the organization to see how their activities

and efforts align with the four perspectives and contribute to the overall mission as a result (Kaplan & Norton, 1996). The BSC translates the mission and strategy of an organization into goals, and from these goals specific measures can be derived in order to achieve the targets (Kaplan & Norton, 1992). Moreover, by organizing the performance measures into four perspectives, their cross-functional relationships are better understood. The framework guiding the research is illustrated in Figure 2 below and demonstrates how all of the strategic planning activities can be seen as part of a continuum:

Figure 2: Research Framework

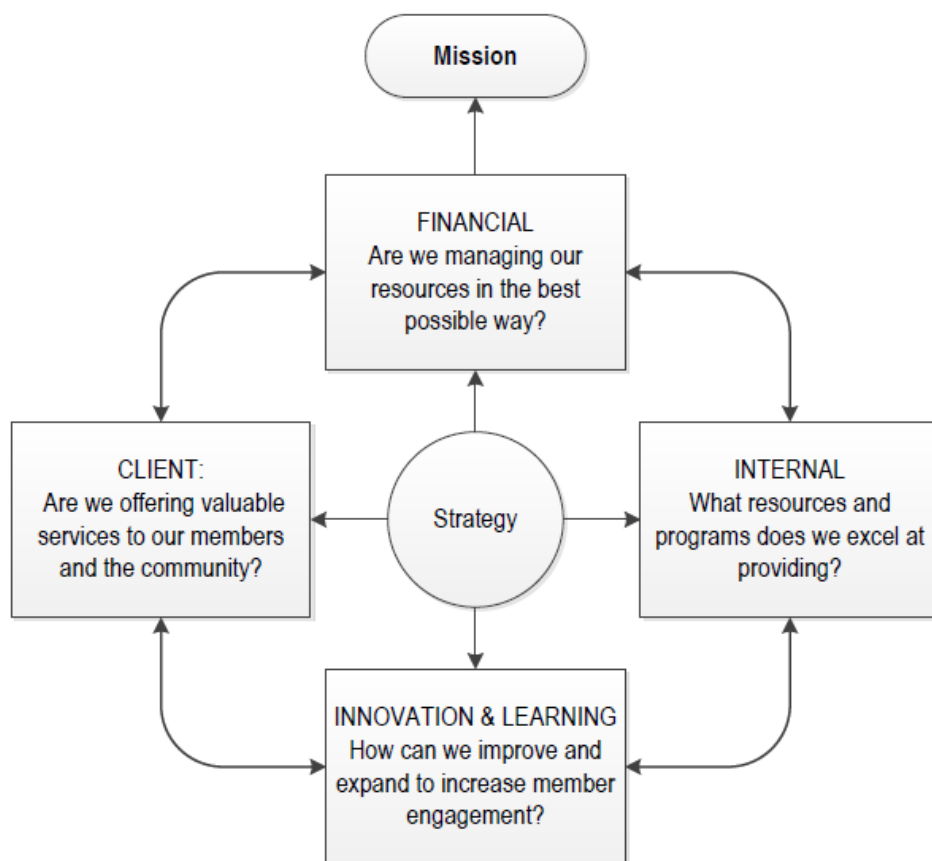


Essentially, the Balanced Scorecard is a tool used to improve the strategic planning process by ensuring strategies are focused and linked to the four perspectives. To start, the vision describes what an organization wants to be, and the mission explains how it will get there. The findings from the stakeholder analysis, environmental scan and balanced scorecard interviews provide insight in developing appropriate strategic initiatives. Finally, all of these elements contribute to producing the desired outcomes.

According to Banker, Chang and Pizzini (2004), it is essential that those implementing the balanced scorecard understand how each performance measure relates to the perspective and the overall strategy in order to be successfully implemented (p. 22). Many authors argue that growth in any of the four perspectives creates improvements in all of the others, whether directly or indirectly (Bento, Bento & White,

2013; Okongwu, Brulhart & Moncef, 2015). This interdependent relationship between the perspectives improves an organization's ability to measure performance. A tool used to help view the cause-and-effect linkages are strategy maps, which have been developed and included in the SFSAA's Strategic Plan (see *Appendix 1: SFSAA Strategic Plan 2015-2018*). These strategy maps demonstrate how performance measures improving outcomes in one perspective can lead to increased success for other perspectives. Figure 3 illustrates how the Balanced Scorecard links the four perspectives to the overall organizational mission.

Figure 3: Balanced Scorecard Perspectives



Niven, 2008

Figure 3 differs from the traditional model illustrating the balanced scorecard's four perspectives in that it places the mission at the top of the framework. This was an innovation suggested by Niven (2008) to distinguish between public and private sector balanced scorecards. It illustrates the mission-focused nature of non-profit organizations, and enforces the idea that all activities stemming from the four perspectives contribute towards fulfilling the mission (p. 34)

There are a number of criticisms regarding the use of the BSC in non-profit strategic planning. These criticisms include the BSC's assumption that organizations have a stable, target group of clients (Kong, 2008, p. 289). Non-profit organizations have multiple types of stakeholders beyond clients, who can be difficult to identify and engage, and whose interests and expectations in the organization may differ. The outcomes sought by the BSC may not always account for the often contradictory demands of multiple stakeholders placed on a non-profit organization (Kong, 2008, p. 291). Kaplan and Norton (1992) indicate that non-profit organizations generally have two kinds of clients: contributors who support the organization financially and clients who do not necessarily pay for services received. Both kinds of clients must be identified and monitored through the organization's balanced scorecard.

Another criticism of the BSC is that it potentially ignores factors beyond the four perspectives including the social and collaborative nature of non-profit organizations (Backman et al, 2001). Because the BSC is limited to four perspectives, non-profit organizations may forget to identify other equally important factors in their organizations. For example, the fact that many non-profit organizations exist to achieve a social purpose (e.g. the betterment of society) is not necessarily reflected in the BSC model. Moreover, the ability of non-profit organizations to achieve their objectives depends almost entirely on the knowledge, skills and experience of their paid employees and volunteers.

Overall, the researcher considers the Balanced Scorecard to be a useful tool in ensuring the SFSAA strategic plan is well-rounded and adaptable by determining the current state of the organization through the stakeholder, internal, innovation and financial perspectives (Kaplan & Norton, 1992). Moreover, embedding the BSC in the SFSAA's strategic plan allows the organization to view new initiatives and opportunities holistically, where all goals and initiatives are interconnected and relate back to the overall vision.

METHODOLOGY

Research Design

In developing the research requirements of this report, the researcher and the client agreed on the expected deliverables. These deliverables included the research report (literature reviews, focus group and interview findings) and the strategic plan (including performance measurement and evaluation plans). Based on discussions with the client, the researcher identified the following tasks to complete in order to obtain the information necessary to developing a strategic plan for the SFSAA with a focus on stakeholder engagement:

1. Identify strategic planning best practices,
2. Select a strategic planning process,
3. Determine stakeholder engagement strategies; and,
4. Conduct an organizational assessment.

In order to identify strategic planning best practices and select a process, the researcher completed a literature review, which is included in *Appendix 1: Strategic Planning Best Practices*. The purpose of this review was to provide context and guidance for the researcher in carrying out the strategic planning process. Based on the findings, the researcher selected a ten-step strategic planning process developed by Bryson (2011, p. 46). The main steps are as follows:

1. Initiate and agree upon a strategic planning process.
2. Identify project mandate.
3. Clarify project mission and values.
4. Assess the external and internal environments to determine strengths, weaknesses, opportunities and challenges.
5. Identify the strategic issues facing the project.
6. Formulate strategies to manage the issues.
7. Review and adopt the strategic plan.
8. Establish an effective project vision.
9. Develop an effective implementation process.
10. Reassess strategies and the strategic planning process.

The agreement to do the project occurred between the researcher and the client in the fall of 2013. The project mandate was discussed and it was agreed the development of a strategic plan for the SFSAA would include a focus on stakeholder engagement. Items 3-6 were completed during the focus group sessions and interviews. Item 7 occurred during a meeting of the board in January 2015. The implementation and reassessments (steps 8-10) will occur on a regular basis at monthly board meetings during the review of the performance measurement plan.

In addition to selecting a planning process, the literature review led to the researcher adopting the use of the Balanced Scorecard Framework in order to conceptualize the process and produce better quality products for the client. The Balanced Scorecard (BSC) Framework by Kaplan and Norton was selected by the researcher to inform the development of the strategic plan to ensure it is a balanced document that considers all aspects of the organization equally. Furthermore, the BSC was used to develop the instruments used to gather the information and data necessary to assess the organization.

More generally, the project uses a qualitative exploratory research design. The use of an exploratory design is explained by the lack of earlier studies completed for the SFSAA and the need to update organizational documents (Cuthill, 2002; Taylor et al, 2002). The focus of the research tasks is to gain insight and familiarity with the organization to determine where the organization is struggling and where it is doing well. Moreover, the exploratory design allows the research participants to generate issues and ideas used in developing strategies.

Sample

The participants for the study included the staff and board members of the SFSAA. In total, there were 9 participants. They were present at both focus group sessions and participated in individual interviews.

Instruments for Gathering Data

This research project uses several qualitative methods including two focus group sessions and interviews. These primary research tasks informed the formulation of a new strategic plan for the organization and associated recommendations.

Focus Group Sessions

Primary data collection included two focus group sessions. Workbooks were developed to accompany each focus group session and guide the discussions (see *Appendix 2: Workbook 1* and *Appendix 3: Workbook 2*). They were provided to participants one week ahead of the sessions for them to consider the contents and prepare any answers or questions. The sessions lasted no more than 4 hours and occurred during a half-day weekend when the participants were available to meet (see *Appendix 6: Research Timeline*). The goal of the focus groups was to investigate concerns, thoughts, experiences related to the functioning of the SFSAA. Moreover, it allowed the researcher to get a better understanding of the issues and successes of the organization, as well as the dynamics of the working relationships.

The first focus group session was held at the St. Ann's Academy site in January 2014 with 8 participants present. The goal of this session was to re-confirm the values statements, explore environmental factors affecting the organization, and discuss organizational strategies (see *Appendix 2: Workbook 1*). The second session was spread out to two meetings in July and December 2014, with all of the same

participants present. This purpose of the second focus group was to confirm the strategic priorities and to formulate objectives, measures, and targets. The discussion results are directly reflected in the strategic plan.

Interviews

All participants in the interviews were the same as those present at the focus group sessions. The purpose of the interviews was for the researcher to obtain specific information regarding the strategies and programs of the organization. The format of the interviews was semi-structured; a series of questions were provided to participants and used as a guideline to conduct the interview. The wording of the questions depended on the participants and the flow of the conversation, and the researcher asked additional questions for clarification.

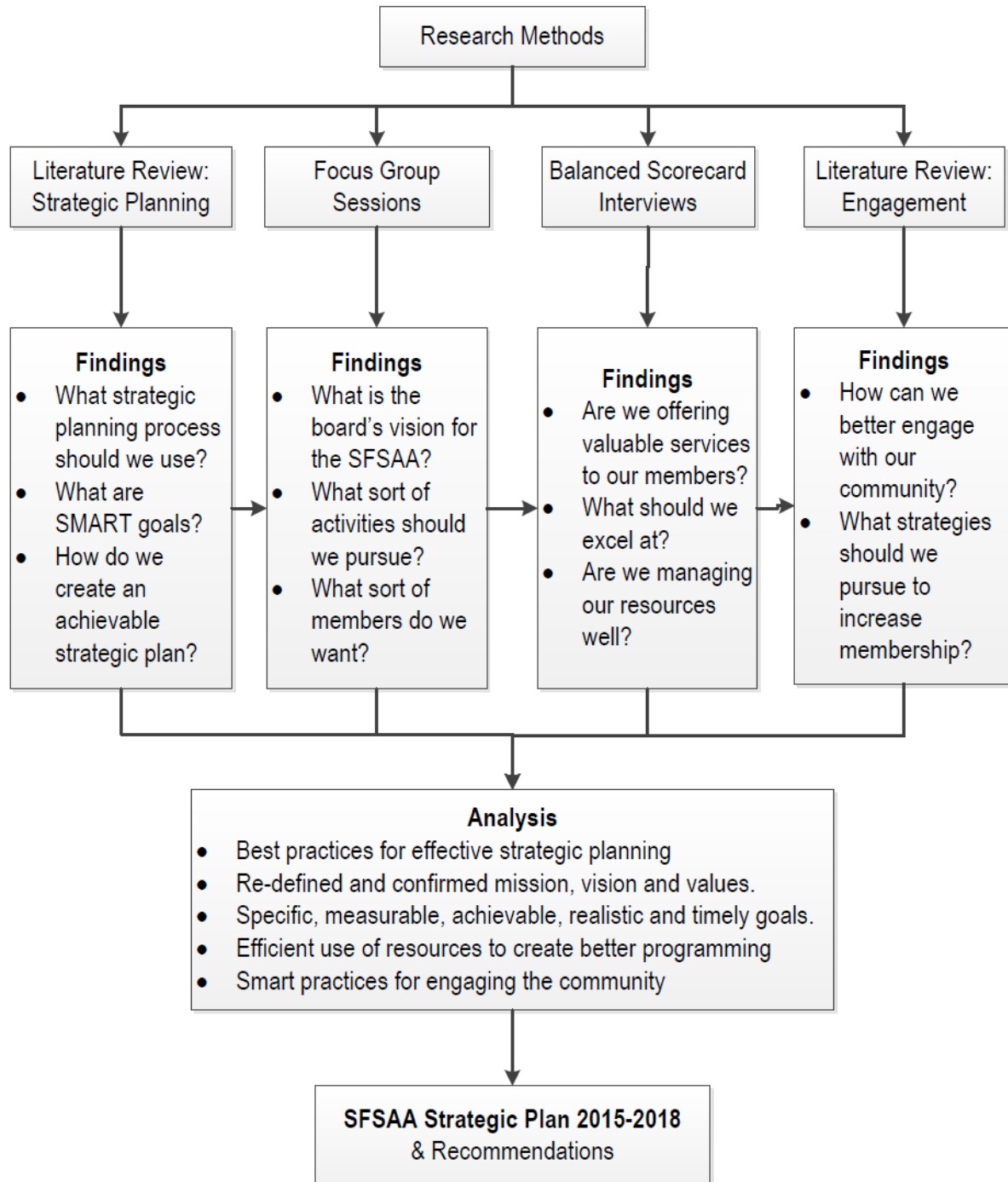
The interviews conducted by the researcher were based on the Balanced Scorecard framework as outlined by Kaplan and Norton (Kaplan & Norton, 1992). These questions allow the researcher to determine what programming and services are successful or not, and where improvements can be made. The interview questions are outlined in *Appendix 4: Balanced Scorecard Interview Questions*. The interview format was selected to obtain this information because it allowed each research participant to freely express their opinions freely away from the rest of the group. The interviews were conducted in person or over the telephone, depending on the availability of the researcher and the participants. In order to maintain anonymity, the results from the interviews were synthesized, compiled and distributed to the rest of the group without attributing ownership to any comments.

Analysis

A potential limitation of this research project is the collaborative nature of the focus group session that may have impacted the opinions of the participants. Pressure to agree with the majority or with established group leaders may cause some of the participants to veil their opinions. This potential issue is addressed to a certain extent by the anonymous interviews wherein participants expressed themselves freely to the researcher. Due to time and resource constraints, the research participants will only include staff and board members. SFSAA members and the community-at-large will not be consulted. The study's small sample size may result in weaknesses in terms of identifying community wants and needs from the organization. This report will not consult academic and grey literature older than 1985. Types of literature consulted will focus on best practices related to non-profit management, strategic planning, and stakeholder engagement. Approval by the University of Victoria Human Research Ethics Board was required due to the inclusion of human participants in the focus group and interviews. Any risk to research participants during the primary data collection was considered and mitigated. The research methods were approved on December 12, 2013.

Figure 4 below highlights how all of the research methods will allow the researcher to develop a comprehensive and practical strategic plan.

Figure 4: Strategic Planning Process



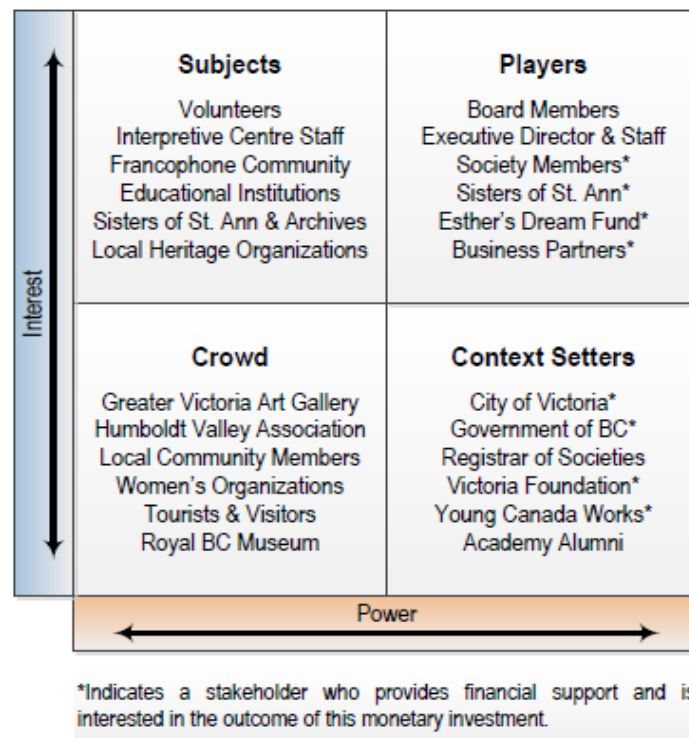
FINDINGS

Stakeholder Analysis

For the first focus group session, the research participants were required to note down, in no particular order, all of the organization's stakeholders. Stakeholders were defined as "an individual, group or organization that is affected by, or has an interest in the SFSAA." Completing a stakeholder analysis is a powerful tool for organizations to understand the motivations and competing interests of their various stakeholders (Bryson, 2011). However, conducting a stakeholder analysis should have a clearly articulated purpose (p. 407). In the case of the SFSAA, the agreed purpose of the stakeholder analysis was to determine why the organization existed and for whom, in an effort to formulate targeted and effective strategies.

In order to help understand the motivations and competing interests of the SFSAA's various stakeholders, the research participants used the *power and interest grid* developed by Bryson (2011, p. 408). This stakeholder identification and analysis technique arranges stakeholders in a matrix based on their interest in the organization, and the power they possess within the organization to influence or impact decisions and activities (p. 408). This categorization in the grid results in four types of stakeholders: players, context-setters, subjects, and crowd. The results are indicated in Figure 5.

Figure 5: Stakeholder Analysis for the SFSAA



The *power and interest grid* provides a relevant context to the SFSAA board and staff in determining who should be the focus of the strategic planning process. In developing strategies targeted at the various types of stakeholders, it is important to consider how these stakeholders interact with and evaluate the performance of the organization. By considering how each stakeholder perceives the organization, strategies can be developed that better reflect their motivations and mitigate their competing interests. The stakeholders identified as having high interest and high power are targeted in strategies developed to keep them satisfied. The stakeholders identified as having low interest and low power are targeted in strategies developed to increase their engagement with the organization.

The *players* were identified as the board members, the staff, the granting agencies and members of the organization. These stakeholders participate the most frequently in the SFSAA's programming, are engaged and reliable partners, and are highly invested in the outcomes. They evaluate the SFSAA's performance based on the success and impact of the organization's programming and projects. This largely subjective performance evaluation is important to consider in maintaining participation – as these stakeholders form the basis of the SFSAA itself. The players' interest and power must be taken into account due to their ability to take actions that directly impact the SFSAA.

The context setters have considerable power as stakeholders due to their financial impact, but have limited interest in the SFSAA as a whole. The Federal and Provincial governments require annual reports that demonstrate how funding was spent and its success in meeting the outlined goals. Canadian Heritage provides some of the annual programming funds that allow for contract hires at the SFSAA. Both require a manageable amount of reporting, usually completed by staff. Their interest is mainly that funding provided went towards its intended purposes and resulted in cultural value in the community. Therefore, their power is high, but their interest is relatively minor and focuses mainly on accountability.

The subjects consist of the SFSAA strategic partner organizations and volunteers, as well as various organisations that may provide limited funding to the SFSAA and occasionally act as program partners. Their interest is high, though their power is limited. Usually funding from this group consists of small grants or sponsorships to provide various types of events or projects that reflect their interests. An example is the Silk Road Tea collaboration, wherein Silk Road Tea company agreed to develop a tea and support the sale of the product for the SFSAA. These stakeholders evaluate the performance of the SFSAA only in the way that it affects them – based on their own goals or interests. The subjects' interest should be considered during the decision-making process if the SFSAA hopes to keep them engaged.

The crowd stakeholder includes other organisations that may or may not provide funding, but have very little interest in the outcome of the SFSAA programming. They may occasionally assist or partner in the SFSAA programming, but the organization is largely unaffected by their presence. Some of these stakeholders include the general public, tourists, and other heritage organizations. It would be beneficial for the SFSAA to increase their interest through engagement strategies.

Vision, Mission and Values

The discussion of the mission and vision statements was the most challenging conversation for the researcher and the participants. The original statements were formulated at the inception of the organization, and were therefore highly valued by the board members. Many research participants considered these statements to be reflective of the SFSAA's history and of their numerous years of involvement with the SFSAA. The researcher suggested edits to improve the specificity and succinctness of the statements; however the board wished to maintain their general form.

The majority of the research participants agreed that the values were still relatively accurate. Minor edits were made to the values in response to a number of comments and updates. This included the dissolution of the Provincial Capital Commission and transfer of responsibility for maintaining the property to the BC Ministry of Community, Sport, and Cultural Development. Also, members wished for more specificity with regard to the promotion of women's leadership and autonomy, which had been an integral value of the Sisters of St. Ann. The majority of the research participants agreed that the mission statement was still accurate, and most participants agreed that the vision accurately reflects the organization. The values statements are provided below:

Values

- *We honour the heritage of St. Ann's Academy, Victoria and its values of selfless service, passion for education, women in leadership, and a welcoming, open inclusiveness.*
- *We respect our relationship with the Sisters of St. Ann and the BC Government, and value the support and guidance that they provide.*
- *We value our members and volunteers, their commitment to the Society and its mission, and the diversity they bring to our community.*
- *We value partnerships that seek consensus and respect the integrity and autonomy of participants.*

Revised Mission

We uphold the Sisters of St. Ann's heritage in education, health care, women's history and francophone culture by developing the St. Ann's Academy national historic site and gardens as a community resource centre for current and future generations.

Vision

Our vision is a Society that provides continuity with the past, contributes to the present, and provides a lasting legacy for the future.

Environmental Scan

The following environmental scan is based on the strength, weakness, opportunities and threats (SWOT) analysis (Bryson 2011). The purpose of a SWOT analysis is to provide context to an organisation's understandings and actions so that performance can be enhanced (p. 150). The strengths and weaknesses demonstrate the organisation's internal attributes and; the opportunities and challenges are external factors that may potentially impact the SFSAA.

In terms of internal strengths, it is clear based on the chart below that the SFSAA benefits from a core group of active and devoted members, an advantageous operating site, and a history of success for a number of projects. Weaknesses include declining membership, limited member and community participation, and decreasing funding sources. More broadly, the environmental scan revealed that the organization lacks a clear mission, as the board members did not understand the SFSAA's overall purpose and as a result tended to advocate for their own interests. A more immediate challenge the SFSAA will have to manage is filling board member vacancies. The SFSAA has an excellent record of attracting highly skilled board members, and should be able to effectively address this concern.

The external opportunities considered during the environmental scan exercise include the organization's potential to pursue partnerships with like-minded heritage organizations and businesses, increasing the SFSAA's focus on women's empowerment and leadership, and developing the gardens as a community resource. Challenges the SFSAA may encounter relate to the decline in membership, loss of funding, difficulty creating partnerships and attracting community interests. The opportunities and threats are clearly linked, and can be mitigated by a focused approach to implementing strategies. Figure 6 below provides the findings of the environmental scan:

Figure 6: SWOT Analysis of the SFSAA

| | | Positive | Negative |
|----------|--|---|---|
| Internal | | <p>Strengths</p> <ul style="list-style-type: none"> • ED is young, educated, and committed. • Strong and committed board members, very effectively led by the President. • A committed member and donor base. • Affordable membership fees. • Beautifully maintained grounds and building, well situated in downtown Victoria. • Bilingual interpretive signage is easily accessible. • An important part of Victoria's heritage, completely restored; a National Historic Site. • Healthy calendar bookings for weddings and other events. • History of success for a variety of projects: Roots to Wings, cards, Rogers chocolate, bilingual tours, etc. • Strong partnerships with BC Government and the Sisters of St. Ann | <p>Weaknesses</p> <ul style="list-style-type: none"> • Membership in decline; Inability to draw in younger members • Lack of secured funding. • No value for membership • No signature program or service; Low community profile • Mission, vision and core values are unfocused or incomplete, and also poorly communicated and/or understood by stakeholders. • Incoming BC Government Ministry and SFSAA respective roles and responsibilities would benefit from being streamlined to avoid overlap. • Heavy workload for the ED, especially in the context of a part-time work schedule. • Seasonal tour guides may have to change every year b/c no guarantee of a full-time position. • Heavy reliance on board member time and resources. |
| | | <p>Opportunities</p> <ul style="list-style-type: none"> • Pursue new programming opportunities with other SSA related organizations and the incoming BC Ministry. • Providing a venue that fosters women's empowerment and leadership could provide an avenue where the Friends can establish itself a leader and be inclusive. • With its Roots to Wings project, the Friends positioned itself as a facilitator between various faiths and spiritual beliefs. • Attract younger members by gearing events towards younger audiences (esp. in Women Studies, Nursing and Education) • Untapped sources of funding • Developing the gardens as a community resource could be an effective way to engage with locals and give back to those in need. • Developing new communication tools through innovative technologies. | <p>Threats</p> <ul style="list-style-type: none"> • Seasonal visitation, event revenues and grant monies negatively impact cash flow. • Complete dependency on financial grants • Attrition of our membership, or lack of interest in renewing • The Friends compete with other cultural organizations for donors and funds. • Technology may represent a barrier for older members and volunteers. • Difficulty attracting visibility or interest in the community • Dissolution of PCC creates instability of property ownership, stewardship and operation of interpretive centre. • Difficult retention of competent, vibrant professionals because of low wages • Possible failure to replace departing members of the board |
| External | | | |

Balanced Scorecard Interview

The balanced scorecard interviews allowed the research participants to consider strategic goals and objectives in a wider context. This context includes the client, innovation and learning, financial and internal perspectives. The interview questions are outlined in *Appendix 4: Balanced Scorecard Interview Questions*.

Client Perspective

According to Niven (2008), identifying and understanding stakeholders is the most perplexing issue facing non-profit adopters of the balanced scorecard (p. 34). Establishing the target stakeholder is important for the organization in deriving strategies, allocating resources and focusing efforts – otherwise there remains a risk of trying to please too many people with limited success. Through the completion of the stakeholder analysis, it was apparent the “client” the SFSAA wishes to target is the community at large. In terms of strategy, all of the participants generally agreed that the organization existed to achieve two purposes: to contribute to the local community; and, to uphold the legacy of the Sisters of St. Ann. The latter purpose was reflected many times in all of the interview responses:

“The stories of St. Ann’s Academy [...] are part of our heritage; they contribute to our identity and shape our community to this day.”

The interview results identified several positive stakeholder perspectives, including the “widely-attended summer garden parties,” “positive feedback received at the AGM”, and the “continued financial support of long-term members.” Overall, participants expressed their desire for increased stakeholder awareness of the SFSAA’s programming, its historic site and cultural heritage. They want the SFSAA to be an important cultural organization with relevant programming and meaningful events – “more than just an alumni association.” The board members and staff were eager to renew the organization’s viability and become “an exciting group of which of be a part.”

However, this desire for relevance is challenged by increasing stakeholder apathy, low community visibility, declining membership, and the fact that “membership to the SFSAA doesn’t provide any tangible benefits.” Attendance to the SFSAA’s 2014 AGM was at an all-time low. In order to address existing stakeholder issues, numerous initiatives were suggested – including creating a member communication mechanism, developing clear benefits to SFSAA membership, and pursuing partnerships with like-minded organizations to create projects. However, many of these answers were assumptions on the part of the participants:

“Other than submitting reports to granting authorities [...], I don’t know to what extent we know what our stakeholders’ expectations are – much less the steps that we take to meet these expectations.”

The difficulty for the SFSAA to interpret stakeholder expectations is compounded by the organization’s stakeholder apathy. An initiative to better understand the expectations and desires of current members should be developed prior to any initiatives to improve relations and visibility. To build a larger stakeholder

base, the types of strategies to increase stakeholder engagement outlined in the literature review should be developed and included in the organization's current and future strategic plans.

Innovation and Learning Perspective

The innovation and learning perspective considers how the SFSAA must innovate, create and improve in order to remain relevant in an uncertain future. The interview responses highlighted many assets belonging to the organization, in terms of human and physical capital. The SFSAA has committed staff and board members, develops a Strategic Plan every five years, has created a Board Manual defining its policies, and has produced a resource document for the tour guides. The organization benefits from the legacy imparted by the Sisters of St. Ann and their impact on the City of Victoria, particularly regarding education, health-care, and women in leadership. This legacy also links the SFSAA to the francophone population, which provides useful connections and occasional partnerships. The building and the grounds *"are a great asset, and the garden committee provides a tangible way for members and volunteers to contribute to the site."*

Overall, the responses indicate that the board and staff members agree they are excellent managers – they communicate effectively, carry out projects and daily operations successfully, and work well together. The participants all agreed that together they form a strong team:

"Our board is filled with women with a vast array of personal and professional experiences that enrich the discussions and broaden the [SFSAA's] perspectives."

However, the SFSAA struggles with finding a coherent message for the public regarding the organization's mandate and functions. This lack of defined organizational vision was attributed to the different interests represented on the board, including the interests of the BC Government, the Sisters of St. Ann, and *"the younger generation that is clearly attached to traditions but wants to push the envelope a bit."* In particular, some responses indicated a desire to move away from the religious aspect of the interpretive centre, and develop stronger associations with women in leadership. In order to improve how the SFSAA manages these assets, the interview participants suggested implementing a clear strategic direction and vision:

"These assets are invaluable – but a clear strategic direction is needed in order to focus our energies and fully actualise their potential."

This speaks to the respondents' desire for a clearer organizational purpose, especially in relation to the BC Ministry of Community, Sport and Cultural Development (formerly the Provincial Capital Commission). The BC Government manages and maintains the site, and the SFSAA operates programming to enhance visitor interest and public participation. Defining these roles has been a challenge in the past, and is reflected in the fact that both organizations have separate websites for the Academy. Providing clarity to the roles and responsibilities of both organizations could allow the SFSAA *"to focus more on programming and events at the site itself, in order to draw in the public."*

New programs suggested included the creation of community garden, projects related to women in leadership, and increased partnerships with relevant organizations. The respondents also indicated a

desire for improved computer equipment and software, and an enhanced online presence. In particular, respondents were keen to develop partnerships with like-minded organizations:

"I believe that the link to women, education and leadership is worth exploring further as it can provide [the SFSAA] with a unique niche in the market while remaining consistent with the values and historical purpose of St. Ann's."

Financial Perspective

No organization can successfully meet its stakeholders' expectations without financial resources (Niven, 2008). In the non-profit sector, financial measures can be considered as either enablers of stakeholder satisfaction, or constraints within which an organization must operate (p. 67). The SFSAA derives its financial resources from a variety of sources including grants, corporate sponsorships, donations and memberships. The SFSAA funds are very well managed *"as a result of expertise and cautious spending."* However, the funding sources are few, and in relative decline. The income from membership fees decreases every year as membership declines, and grants are not always regularly available. Moreover, most grants are tied to a specific project, which limits the amount available for operating costs:

"[The SFSAA is] at the whim of fluctuating funding sources, which makes it difficult to keep the operation afloat and even more difficult to plan for the future."

A common theme emerging from the interview responses was the suggestion to provide adequate coverage for salaries in future budgets. Increased human resources will allow staff to carry out activities that attract new members and corporate sponsorships. Currently, the SFSAA's inability to pay for full-time staff diminishes its ability to carry out all of its desired activities, and increases its reliance on volunteers. Many of the members suggested increasing membership fees or charging for attendance at its various events and programs. However, this is an uncertain path to pursue as there is already such low engagement in the SFSAA programming that imposing a cost might further detract participation. Additionally, the respondents indicated that beyond asking members for more donations, the SFSAA must better inform its donors how the money contributed to a goal and the importance of the result:

"We must be proactive in demonstrating the need for increased donations [...] that clearly demonstrates the outcomes we seek."

With respect to demonstrating outcomes, the balanced scorecard will prove to be a valuable framework for use by the SFSAA in developing its budgets. By tying the organization's budget to the balanced scorecard, all resources must document how they contribute to the initiatives with the overall purpose of achieving the mission (Niven, 2008, p. 279).

Internal Perspective

Questions asked to the research participants related to the client perspective help to clarify what their stakeholders expect and desire of the organization. The internal perspective responds to these demands by considering what the organization does in order to meet the stakeholder expectations. Essentially, the

internal perspective is what the SFSAA does in order to meet its stakeholder expectations. The SFSAA internal functions were identified as *"budgeting, project planning, monthly board meetings and ongoing communication to effectively carry out projects throughout the year."* Specific activities include the completion of grant-funded projects, creating events for members and the public at the Academy site, and working with the BC government to operate and maintain the Academy site, including grounds and maintenance:

"Essentially, the SFSAA exists to promote St. Ann's Academy as a site open to visitors for the public."

The participants agreed that the SFSAA excelled at maintaining a presence at the Academy Site, coordinating projects, seeking grant funding, managing its finances, and maintaining positive relationships with its principal stakeholders (the Government of BC, the Sisters of St. Ann). Community projects successfully completed include a painting contest (*"Sturdy Roots"*, summer 2012), historical research projects (*"Honouring Marie Mainville"*, in partnership with the *Association historique francophone de Victoria*, fall 2010) and spiritual history projects (*Roots to Wings* brochure, fall 2013). Additionally, the SFSAA has been able to contribute financially to important cultural projects (\$10,000 donation to the RBC Museum for renovation of exhibit of St. Ann's School; \$25,000 to the PCC for bilingual signage on the grounds of St. Ann's Academy).

However, the SFSAA has struggled with creating a tangible community presence and promoting the Academy site as *"one that is open and welcoming to visitors from the public."* The organization's programming has not yet appealed to a larger public audience, especially younger people. This is clear based on the declining membership, and the interest and turn-out from members of the public. In order to address these internal struggles, suggestions include developing a signature event (one that coincides with a major holiday, like the St. Jean Baptiste), and holding more frequent events on the grounds (such as the Garden Tea Parties, which have been consistently successful in the last two years). Implementing community engagement strategies embedded in the new strategic plan and building partnerships with like-minded organizations will assist the SFSAA to meet its stakeholder expectations:

"The strategic planning exercise will most definitely help focus our energies, better define our role and purpose and guide our future decisions."

DISCUSSION

Organizational Issues

The Society of Friends of St. Ann's Academy (SFSAA) is an organization trying to remain relevant, increase its visibility, and manage changing external circumstances. Its membership is in decline due to an aging alumnae base and a lack of interest from the community. The response from the general public towards its programming has been generally unenthusiastic. The literature reviews, the environmental scan, balanced scorecard interviews and focus group sessions provided information on the SFSAA's organizational issues. Based on all of the information acquired, the SFSAA's principal strategic issues are its lack of organizational focus and deficient human resource capacity.

The SFSAA leadership would like to attract many types of participants, interest groups and community members, and as a result hesitates to specify their mission and vision. Implementing multiple kinds of strategies targeted at varying groups of people will not be as effective as the impact of having several focused strategies for one type of stakeholder. An audience that is consistently targeted will increase its familiarity of an organization, and as a result become more likely to interact regularly with the organization (Swanson, 2012; McHatton, 2011; Perkin, 2010). The lack of clarity with regard to the organizational focus is reflected in the SFSAA's unclear mission and vision statements.

During the focus group sessions, considerable discussion revolved around changing the mission and vision statements. A mission clarifies an organization's purpose, why it should be doing what it does, and how it should be doing what it does (Bryson, 2011, p. 127). A good organizational mission statement should answer the following question: "so what?" That is, if the SFSAA were to no longer exist, what impact would that have on its stakeholders? Feedback provided by the research participants about the mission included the statement's lack of specificity, clarity, and verbosity. The members agreed to specify the SFSAA's role in developing a community resource centre, however did not agree to define what a "community resource centre" entails. Is the "community resource centre" an educational centre, a centre for families, for the francophone population, or the surrounding neighbourhoods? The definition remained unclear to allow for the pursuit of strategies tailored to various kinds of community groups.

A vision statement identifies an organization's desired outcome, or its "vision of success." The current vision statement does not provide an ideal future state for the organization, nor does it provide an idea of what the organization is hoping to achieve. A suitable vision statement provides sufficient guidance to manage day-to-day operations, defines the desirable result of achieving a mission statement, and provides a specific timeframe. The SFSAA's current vision statement does not meet these requirements; and is reflected in the participant's expression of the SFSAA's lack of organizational focus.

Finally, the other organizational issue identified by the researcher during the strategic planning process is the SFSAA's lack of human resource capacity. The organization currently exhibits a heavy reliance on the time and efforts of few individuals – in particular the resources of the Executive Director who is contracted

on a part-time basis only. At the focus group session, participants expressed their dismay at not having enough human resources, due to members' and donors' expectations for money to go towards projects, not salaries. Effective engagement cannot occur if there are not sufficient human resources dedicated to implementation. In order to increase visibility, promote the organization, pursue partnerships with other organizations and private businesses, the SFSAA needs to devote more of its capacity to staff.

SFSAA Goals

With the strategic issues defined and the results of the stakeholder analysis, environmental scan, and interviews considered, the researcher and SFSAA leadership devised the organization's strategic priorities. These goals are framed within the balanced scorecard's four perspectives in order to improve an organization's performance measurement ability (Iselin, Mia & Sands, 2008, p. 73). The BSC helps to demonstrate how each goal is interconnected, and how the related efforts align with the client, internal, innovation and learning, and financial perspectives. Because the BSC emphasizes the importance of performance reporting, there is a greater chance that an organization will remain committed to the implementation and monitoring of its strategic goals.

Client Perspective

1. *Ensure the SFSAA membership is appealing, growing and diverse*

The SFSAA has a committed member and donor base. Many of the St. Ann's Academy alumnae provide planned giving and regularly renew their membership. However, this alumnae base is aging, resulting in member attrition. The balanced scorecard interviews indicated that stakeholder apathy existed due to lack clear methods for providing regular feedback, the organization's low community profile, and the lack of membership benefits. The SFSAA leadership desires more awareness among the general public about the SFSAA's programming, historic site, and cultural heritage. They want it to be known that the SFSAA is more than an alumni association – that it is an important cultural organization with relevant programming and meaningful events. In order to address existing stakeholder issues, the SFSAA must develop better communication tools with its members, improve the value for membership, and create incentive for new people to join.

Innovation & Learning Perspective

2. *Increase the visibility of the SFSAA within the community*

The SFSAA has benefits from an excellent locale. The St. Ann's Academy national historic site and gardens offers beautifully maintained grounds and a celebrated building located in an easily-accessible site in the heart of the City of Victoria. The building, grounds and site can be further utilised to deliver events and projects. Leadership will have to implement engagement strategies that pursue a new demographic of members in order to increase the SFSAA's visibility and engagement with the

community. As was explained in the literature review, the engagement strategies must be consistent, targeted to a particular audience, and sustained in the long-term. A suggestion provided during the strategic planning process included the creation of a signature program or event that relates to the SFSAA core values and can be associated with an annual holiday (i.e. St. Jean Baptiste, Women's History Month, etc.). A signature event could contribute to raising the organization's community profile and drawing in a new membership base. The research participants were particularly interested in becoming more involved with the empowerment and promotion of women in leadership, which accurately reflects the values and heritage of the Academy founders, the Sisters of St. Ann.

Financial Perspective

3. Generate stable and diversified sources of funding for the SFSAA

The SFSAA gets its financial resources from a variety of sources including grants, corporate sponsorships, donations and memberships. Diligent and prudent accounting has allowed the SFSAA to manage the funds well – however the fund sources are few, and in relative decline, causing a heavy reliance on grant monies.. These unstable and limited funds restrict the SFSAA's ability to plan for the future and cover its operating costs (salaries in particular). By revising future budgets to ensure adequate coverage for salaries, the organization can begin to diversify and increase its sources of funding. More staff hours, particularly for the Executive Director, will allow for the pursuit of new grant opportunities, business partnerships, corporate sponsors, and fundraising events. In an effort to enhance stakeholder relations with regard to financial management, the SFSAA could better inform members and donors about how their contributions are used.

Internal Perspective

4. *Build co-operative relationships with SFSAA strategic partners*

An important capacity building strategy for non-profit organizations is to seek partnerships with external organizations. Successful partnerships between non-profit and external organizations must include a very specific focus, requirements, timescales and outcomes (Al-Tabbaa, 2014, p. 661). Moreover, a non-profit needs to promote themselves to businesses by recognizing and marketing their unique capabilities (p. 664). The SFSAA has the opportunity to develop stronger partnerships with its current key stakeholders, including the BC Ministry of Community, Sport and Cultural Development, the Sisters of St. Ann and Humboldt Valley organization, local heritage organizations (Royal BC Museum), and others. These partnerships could be developed to deliver new projects that serve dual interests of both organizations.

Performance Measurement and Evaluation

During the second focus group session, participant discussed objectives, goals and measures to align with the strategic goals. The information gathered from these sessions was used to develop a performance measurement and evaluation plan for the SFSAA. Both plans are included in *Appendix 1: SFSAA Strategic Plan 2015-2018*. Performance measurement is used to help direct the allocation of resources; assess and communicate progress towards strategic objectives; and evaluate managerial performance (Tapinos, Dyson & Meadows, 2005). It also ensures that corporate management knows when to intervene if business performance is deteriorating. An objective is a statement describing specific actions that must be undertaken in order to achieve the strategic priorities. Initiatives are the key actions that will be undertaken to achieve the objectives, measures are used to track and trend the achievement of the objectives, and targets are the rate of improvement or set goal established for a particular measure (Bryson, 2011).

Developing performance measurement and evaluation plans are important for organizations strategic planning success in a number of ways. In fact, research has indicated that performance measurement stands as one of the main factors characterising the success of strategic planning (Tapinos, Dyson & Meadows, 2005). In particular, Micheli and Manzoni (2010) state that performance measurement and evaluation benefit organizations through a focused formulation, implementation and review of strategies; improved accountability to stakeholders and communications of results achieved; and, increased motivation of employees. Performance measurement is associated with improved staff performance due to role clarity and motivation (Hall, 2008). When measures and targets have been established, a manager implementing strategies better understands the value of their efforts and its potential impact on achieving the mission (p. 145). Essentially, performance measurement allows staff to see how their work makes a difference.

Tapinos, Dyson, & Meadows (2005) assert that a performance measurement system must be properly linked to the overall strategy to be effective, and particularly so for smaller organizations. The Balanced Scorecard ensures performance measurement is linked to mission by demonstrating the interconnectedness between the strategies and how they contribute to achieving the mission. Moreover, using the balanced scorecard as a framework for performance measurement has proven to be especially beneficial for connecting long-term strategic planning and short-term action and budget planning (Ahn, 2001). A visual representation of these linkages is provided in the strategy maps developed for the SFSAA (see Appendix 1: SFSAA Strategic Plan 2015-2018).

The objectives developed by the research participants are linked to each of the four strategic goals, and include at least one corresponding initiative, measure and target. The SFSAA board has agreed to monitor the progress of particular initiatives at every monthly board meeting. Staff and board members responsible for particular initiatives will be required to brief the board on progress and updates. If any strategies are deemed ineffective, the strategic plan may be revised. The Strategic plan will be formally evaluated once a year, at the end of every fiscal period, in conjunction with the Annual General Assembly. The Board and Staff will discuss ongoing related activities and adopt revisions to the plan according to circumstances.

RECOMMENDATIONS

The recommendations outlined below are provided to the Society of Friends of St. Ann's Academy (SFSAA) as considerations for future implementation. The recommendations are framed in the four perspectives of the balanced scorecard to demonstrate their cross-functional relationship. For example, should the SFSAA choose to implement the recommendation to devote sufficient finances to human resources, the organization may be better equipped to develop a member feedback mechanism.

Client Perspective

1. *Select a target stakeholder and determine its motivations and interests in SFSAA involvement.*

The SFSAA would benefit from specifying who it wants as its key stakeholder. Currently, the organization develops programming that targets Academy alumnae, Catholic religious organizations, health care education groups, the local francophone population, women in leadership, gardening enthusiasts, and historical societies. These groups of stakeholders are too diverse. The SFSAA can provide occasional and minimal programming catered to each group, but not enough to motivate their long-term interest and involvement with the organization. These unfocused strategies have led to declining community visibility and interest. By focusing all of their efforts and programming on one selected group of stakeholders, they will increase this group's engagement with the SFSAA.

2. *Establish a membership benefit.*

Currently, there are minimal benefits or incentives to become a member of the SFSAA, other than a prior affiliation or interest with the organization. Providing a membership benefit may help the SFSAA seek and maintain new members. The literature review included in this report identified two principal motivations for people involved with heritage organizations: recreation and leisure, or cultural or social identity. Due to the composition of the local population, the SFSAA might be able to appeal to a larger group of people by pursuing strategies related to recreation or leisure. By providing programming that appeals to people's interest in heritage-related activities, the SFSAA might develop some form of benefit to joining the organization as a member. Potential membership benefits could entail discounted participation in programming, access to the Academy Site at a reduced rate, opportunities to utilize the gardens for personal use, or free webinars and learning sessions.

3. *Develop a member feedback mechanism.*

Currently, the SFSAA receives occasional feedback through its quarterly newsletter (the *Sequoia*), however there isn't a method to confirm to the members that their input was received and considered. In order to develop a transformational engagement with its members, the SFSAA should build on its current one-way communication. To improve member communications and interest, there should be a clear method for providing feedback, and a way to demonstrate that this

feedback was considered and informed the organization's efforts. This strategy can help create a more permanent dialogue with members and strengthen relationships by developing two-way communication. By collaborating and sharing in the management and decision-making with its stakeholders, the SFSAA can keep its members interested, motivated and informed.

Innovation and Learning Perspective

4. Incorporate engagement as one a core values.

The SFSAA clearly desires to increase its community visibility and membership. As such, stakeholder engagement strategies were explored and developed in the organization's strategic plan. However, the organization should incorporate engagement as one of its core values to ensure the SFSAA remains committed to strengthening stakeholder relationships. Values statements are meant to guide the decisions and efforts of an organization. With engagement as a core value, the SFSAA would be reminded to make decisions and distribute resources in a way that continually encourages reaching out to its target stakeholder (Swanson, 2012; Turcotte and Pasquero, 2001).

Financial Perspective

5. Devote sufficient finances to human resources.

One of the SFSAA's strategic issues identified by the researcher through the findings of the literature review, environmental scan and balanced scorecard interviews was the organization's deficient human resource capacity. Currently, the SFSAA only regularly funds one staff member, and only on a part-time basis. Short-term and project based funding, as well as pressure to underspend on staff have led to the organization's inability to pay for people to actually do the work that is required. Without staff, there are no resources available to start new projects, maintain long-term programming, identify new sources of funding, develop strategic partnerships, or recruit and manage volunteers. In upcoming budgets and grant proposals, the SFSAA must ensure enough funding is committed to maintain adequate human resources. Staff must be provided sufficient hours and salary in order to develop the ambitious new programming suggested by the research participants.

Internal Perspective

6. Clearly define the distinct roles between the SFSAA and the BC Government.

The SFSAA appears to struggle with differentiating its role with respect to the BC Ministry of Community, Sport and Cultural Development. Clarifying and defining the distinct roles owned by both organizations would help the SFSAA to better focus its efforts on reaching out to the community. The SFSAA would benefit from a formalized agreement with the Ministry to help clarify what its role is in relation to the Academy and maintain the organization's focus on its desired programming. Moreover, the agreement would solidify the SFSAA's rights to site access, use of

equipment and technology, and distinguish their respective roles to the public. A suggested way to address this recommendation would be to establish a memorandum of understanding between both parties.

7. *Change the vision statement to something more identifiable.*

The researcher recommends the board modify the vision statement to include a preferred future state and a specific timeframe. Specifying the vision statement would help improve the SFSAA's organizational focus and understanding of why it operates and how. Currently, the SFSAA does not have a coherent message for the public regarding the organization's mandate and functions. This lack of defined organizational vision can be attributed to the different interests represented on the board, and the SFSAA's desire to reach out to too many stakeholder groups. By improving its vision statement, the organization would be better able to communicate its functions and mandate to the public, select a target stakeholder to engage, and focus its resources on strategies that align with its preferred future state.

CONCLUSION

While the Society of Friends of St. Ann's Academy strategic planning process began as merely the need to develop a new plan, it evolved into the identification of some of the issues facing the organization. That the SFSAA was struggling to increase its membership and gain community visibility was appreciated by the staff and board members, but not understood. The participants' initial notion was that by developing sound community engagement strategies, the SFSAA could achieve its desired vision. However, through the stakeholder analysis, environmental scan and balanced scorecard interviews, it became apparent that the organization has some strategic issues it must address, including its lack of organizational focus and deficient human resource capacity.

By implementing the strategic plan and recommendations provided by the researcher, the SFSAA can improve its internal functions, track its progress, and evaluate its success. A clearer vision will allow the organization to better communicate its functions to the public and allocate its resources more efficiently. These improved internal functions would allow the SFSAA to increase its client engagement through efficient outreach to its target stakeholder. By developing a stronger relationship with its target stakeholder, the organization can develop appealing programming that grows its membership. By growing its membership, the SFSAA can improve its financial capacity and ability to identify new sources of funding. Improved financial functions can allow the SFSAA to devote sufficient funding for human resources, allowing for the development of new programming and more consistent stakeholder engagement. Though the order of these improvements may vary, the cross-functional linkages remain the same and are clearly communicated through the report's use of the Balanced Scorecard framework.

Finally, the strategic plan allows the SFSAA leadership to visualize how it will achieve its goals. Ongoing support from the board members will be essential in ensuring the objectives are continually monitored and assessed, and that they align with the strategic priorities. Moreover, maintaining equal focus on the four perspectives of the Balanced Scorecard will help the SFSAA allocate resources to develop its internal, learning and financial capacity, in addition to stakeholder engagement. By working to improve all of the organization's functions, the SFSAA stands a better chance at enhancing overall outcomes due to the linkages between the perspectives.

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APPENDICES

Appendix 1: SFSAA Strategic Plan 2015-2018

Appendix 2: Workbook 1

Appendix 3: Workbook 2

Appendix 4: Balanced Scorecard Interview Questions

Appendix 5: Participant Consent Forms

Appendix 6: Research Timeline

Appendix 1: SFSAA Strategic Plan 2015-2018

This appendix contains the Society of Friends of St. Ann's Academy (SFSAA) 2015-2018 Strategic Plan developed by the researcher.

2015-18 Strategic Plan



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1. INTRODUCTION

This Strategic Plan is the culmination of Society of Friends of St. Ann's Academy (SFSAA) board and staff member collaboration through focused planning sessions, individual interviews, and board meetings. The resulting plan is a practical and appropriate approach to the strategic management of the organization over the next three fiscal years.

The SFSAA's strategic direction is framed in the Balanced Scorecard Framework¹. This approach ensures the Plan is a balanced document that provides a comprehensive view of the organization through four equal perspectives: client, innovation and learning, financial, and internal. In the case of the SFSAA, the four perspectives can be framed through the following questions:

1. Client perspective: Are we offering valuable programming and services to our members and the community at large?
2. Innovation and learning perspective: How can we improve and expand our resources and programming in order to increase our community and member engagement?
3. Financial perspective: Are we managing our resources in the best possible way?
4. Internal perspective: What does/should the SFSAA excel at in terms of the organization's programs?

The Balanced Scorecard ensures that the organizational mission remains the focal point in strategic planning while linkages are identified between goals, objectives, and outcomes. These linkages allow an organization to see how their activities and efforts align with the four perspectives and contribute to the overall mission as a result. A tool used to help view the cause-and-effect linkages are strategy maps, which have been developed and included in the SFSAA's Strategic Plan.

¹ Kaplan R & Norton D. (1992). The Balanced Scorecard – Measures that drive performance. Harvard Business Review 70 (1) pp. 71-79.

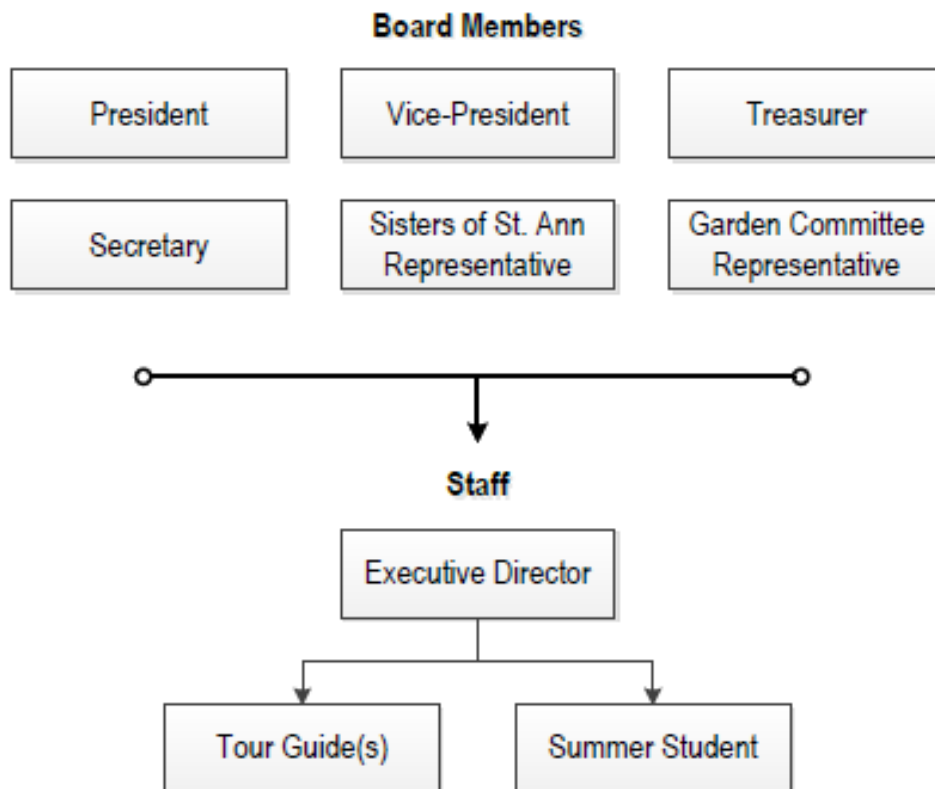
2. BACKGROUND

The Society of Friends of St. Ann's Academy (SFSAA) is a non-profit, charitable organization founded in 1997. The SFSAA works in partnership with the BC Provincial Government in the ongoing development and promotion of the Academy site and Interpretive Centre.

The SFSAA strives to celebrate and preserve the heritage of St. Ann's Academy while collaborating in the public interest to develop it as a resource centre for the community. In order to achieve its goals, the SFSAA develops projects, events and collaborations to promote women and leadership, Francophone culture, and Catholic history. Its programs and activities include workshops, concerts, a website, a social media community presence, and the *Sequoia* newsletter published 4 times a year. Today, the SFSAA provides a unified voice for approximately 200 members.

The SFSAA is led by its board members, who set the context for the programming and goals. The daily operations of the SFSAA are carried out by staff (see Figure 1 – SFSAA - Organisational Structure). The SFSAA office is located at 835 Humboldt Street in Victoria, BC.

Figure 2: SFSAA Organizational Chart



3. MISSION, VISION AND VALUES

Mission

We uphold Victoria's heritage in education, health care, women's history and francophone culture and reflect the legacy of the Sisters of St. Ann by developing the St. Ann's Academy national historic site and gardens as a community resource centre for current and future generations.

Vision

To provide continuity with the past, contribute to the present, and provide a lasting legacy for the future.

Values

- We honour the heritage of St. Ann's Academy, Victoria and its values of selfless service, passion for education, women in leadership, and a welcoming, open inclusiveness.
- We respect our relationship with the Sisters of St. Ann and the BC Government, and value the support and guidance that they provide.
- We value our members and volunteers, their commitment to the Society and its mission, and the diversity they bring to our community.
- We value partnerships that seek consensus and respect the integrity and autonomy of participants.

4. ORGANIZATIONAL ISSUES

The SFSAA was initially founded as a group of alumni and other community members aspiring to sustain the cultural legacy and heritage of the former institution. As the alumni and other members decrease through attrition, the leadership must consider innovative strategies in order to remain relevant for a new generation of community members. Recent considerations of challenges include community engagement, dealing with intergenerational sustainability and the diversification of funding sources.

Membership is vital to the SFSAA's vitality and existence. Currently, the SFSAA has approximately 201 members, but lacks any significant member participation and interest. A group of approximately 25 core members regularly participate in the SFSAA activities and programming. The 2014 Annual General Assembly gathered only 25 members. An issue that has been brought about by members has been whether the SFSAA focuses enough on its members, or offers more to tourists to the local area. The organization's mission is to provide services to support and promote the heritage of the Academy, with a particular emphasis on the francophone, catholic, and women leadership communities. As a result of the diversity of its communities of interest, the SFSAA has a difficult time determining where to best focus its efforts.

Moreover, the SFSAA has experienced the challenges of reduced heritage and cultural spending at the provincial and national level. The federal government has markedly decreased its spending in the Department of Canadian Heritage's Grants and Contributions program and the SFSAA has struggled to diversify its annual operating budget. Smaller budgets effectively mean a decline in operational ability, and therefore difficulty in maintaining effective staffing levels, attracting new members, retaining current members and maintaining interest in the programming.

5. ENVIRONMENTAL ANALYSIS

The purpose of an environmental analysis is to provide context to an organisation's understandings and actions so that organizational performance is enhanced. The SFSAA environmental scan is based on the strength, weakness, opportunities and threats (SWOT) analysis. The responses were collected from board and staff members at a strategic planning focus group session, and summarized in the table below. The strengths and weaknesses demonstrate the organisation's internal attributes and; the opportunities and challenges are external factors that may or may not have an impact on the SFSAA.

In terms of internal strengths, it is clear based on the chart below that the SFSAA benefits from a core group of active and devoted members, an advantageous operating site, and a history of success for a number of projects. Weaknesses include declining membership due to attrition and lack of interest, low member and community participation more generally, and limited funding sources. More broadly, the SWOT indicated that the organization lacks a clear mission, as the board members tend to advocate for their own interests and lack an understanding of the organization's overall purpose. A more immediate challenge the SFSAA will have to manage is filling board member vacancies. The SFSAA already demonstrates an excellent record of attracting highly skilled board members, and the researcher doubts gaining new members will become a problem.

The external opportunities considered during the environmental scan exercise include the organization's potential to pursue partnerships with like-minded heritage organizations and businesses, increasing the SFSAA's focus on women's empowerment and leadership, and developing the gardens as a community resource. Challenges the SFSAA may encounter related to the decline in membership, loss of funding, difficulty creating partnerships and attracting community interests.

Figure 2: SWOT Analysis of the SFSAA

| | Positive | Negative |
|----------|--|--|
| Internal | <p>Strengths</p> <ul style="list-style-type: none"> • Strong and committed board and staff members, very effectively led by the President. • A committed member and donor base. • Affordable membership fees. • Beautifully maintained grounds and building, well situated in downtown Victoria. • Bilingual interpretive signage is easily accessible. • An important part of Victoria’s heritage, completely restored; a National Historic Site. • Healthy calendar bookings for weddings and other events. • History of success for a variety of projects. • Comprehensive archives available to SFSAA. | <p>Weaknesses</p> <ul style="list-style-type: none"> • Membership in decline; weak value for membership • Lack of secured funding. • No signature program or service • Low community profile • Mission is unfocused or incomplete, and poorly understood by stakeholders. • Incoming BC Government Ministry and SFSAA respective roles and responsibilities would benefit from being streamlined to avoid overlap. • Heavy workload for the ED, especially in the context of a part-time work schedule. • Heavy reliance on board member time and resources. |
| External | <p>Opportunities</p> <ul style="list-style-type: none"> • Pursuing new partnerships and programming opportunities • Providing a venue that fosters women’s empowerment and leadership could provide an avenue where the Friends can establish itself a leader and be inclusive. • Offer incentives for students to join and gearing events towards younger audiences (esp. in Women Studies, Nursing and Education) • Untapped sources of funding • Developing the gardens as a community resource could be an effective way to engage with locals and give back to those in need | <p>Challenges</p> <ul style="list-style-type: none"> • Seasonality in visitation, event revenues and grant monies negatively impact cash flow. • Complete dependency on financial grants • Possible failure to secure regular funding • Attrition of our membership, or lack of interest in renewing • Technology may represent a barrier for older members and volunteers. • Difficulty attracting visibility or interest in the community • Dissolution of PCC creates instability of property ownership and stewardship • Difficult retention of competent, vibrant professionals because of low wages |

6. STAKEHOLDER ANALYSIS

The following list includes the SFSAA's most important stakeholders, including those who have considerable interest in the organization and/or power to influence decisions and programming. These include the board members, the staff, the Government of BC, granting agencies and members of the organization. These stakeholders participate the most frequently in the SFSAA's programming, are engaged and reliable partners, and are highly invested in the outcomes.

- Board Members
- Executive Director & Staff
- Society Members
- Sisters of St. Ann
- Sisters of St. Ann Archives
- Esther's Dream Fund
- Business Partners
- Interpretive Centre Staff
- Francophone Community
- Educational Institutions
- Catholic Diocese of Victoria
- City of Victoria
- Government of BC
- Victoria Foundation
- Academy Alumni

7. THE STRATEGIC PLAN

| |
|--|
| GOAL 1 – Increase member enrollment, participation and diversity. |
|--|

Objectives:

- 1.1 Develop a tangible membership benefit
- 1.2 Develop strategies to increase overall membership
- 1.3 Target the participation and membership of women
- 1.4 Increase participation of current members

Description

The SFSAA has a committed member and donor base. Many of the St. Ann's Academy alumnae provide planned giving and regularly renew their membership. However, this alumnae base is aging, resulting in member attrition. The board and staff members indicated that stakeholder apathy existed due to lack clear methods for providing regular feedback, the organization's low community profile, and the lack of membership benefits. This goal would support increasing public awareness of the SFSAA's programming, historic site, and cultural heritage. In order to address existing stakeholder apathy issues, the SFSAA must develop better communication tools with its members, improve the value for membership, and create incentive for new people to join.

GOAL 2 – Increase the visibility and engagement of the SFSAA within the community

Objectives:

- 2.1 Participate in city-wide events or collaborations with heritage organizations
- 2.2 Identify opportunities for SFSAA as an educational resource centre for women's empowerment, green space, and francophone history
- 2.3 Increase physical signage in Humboldt Valley and on the grounds
- 2.4 Enhance the SFSAA's virtual presence

Description

The SFSAA has benefits from an excellent locale. The St. Ann's Academy national historic site and gardens offers beautifully maintained grounds and a celebrated building located in an easily-accessible site in the heart of the city of Victoria. The building, grounds and site can be further utilised to deliver events and projects. To increase the SFSAA's visibility and engagement with the community, leadership will have to implement engagement strategies that pursue a new demographic of members. These engagement strategies must be targeted to a particular audience and sustained in the long-term. A suggestion provided during the strategic planning process included the creation of a signature program or event that relates to the SFSAA core values and can be associated with an annual holiday (i.e. St. Jean Baptiste, Women's History Month, etc.). A signature event could contribute to raising the organization's community profile and drawing in a new membership base. Of particular interest among the members was to become more involved with the empowerment and promotion of women in leadership, which accurately reflects the values and heritage of the Academy founders, the Sisters of St. Ann.

GOAL 3 – Generate stable and diversified sources of funding for the SFSAA

Objectives:

- 3.1 Develop annual funding events by using unused event space.
- 3.2 Identify grant opportunities within diverse revenue sources.
- 3.3 Identify corporate sponsors.
- 3.4 Develop in-kind partnerships.

Description

The SFSAA gets its financial resources from a variety of sources including grants, corporate sponsorships, donations and memberships. Diligent and prudent accounting has allowed the SFSAA to manage the funds well – however the fund sources are few, and in relative decline. These unstable and limited funds restrict the SFSAA's ability to plan for the future and cover its operating costs (salaries in particular). By revising future budgets to ensure adequate coverage for salaries, the organization can begin to diversify and increase its sources of funding. More staff hours, particularly for the Executive Director, will allow for the pursuit of new grant opportunities, business partnerships, corporate sponsors, and fundraising events.

GOAL 4 – Develop relationships and opportunities with SFSAA strategic partners

Objectives:

- 4.1 Establish a positive partnership with Shared Services BC.
- 4.2 Develop projects and opportunities with key strategic partners (Sisters of St. Ann's, Royal BC Museum, University of Victoria).
- 4.3 Identify champions to take on advocacy role in the development and operation of the SFSAA.
- 4.4 Recruit and develop board scope and expertise

Description

An important capacity building strategy for non-profit organizations is to seek partnerships with external organizations. The SFSAA has the opportunity to develop stronger partnerships with its key stakeholders, including the BC Ministry of Community, Sport and Cultural Development (previously the Provincial Capital Commission), the Sisters of St. Ann and Humboldt Valley organization, local heritage organizations (Royal BC Museum), and others. These partnerships could be developed to deliver new projects that serve the dual interests of both organizations. In order for the success of partnerships between a non-profit and external organization to be easily determined, the collaborations must include a very specific focus, requirements, timescales and outcomes.

8. IMPLEMENTATION

The implementation of the goals and objectives outlined in the SFSAA 2015-18 Strategic Plan will be carried out by board and staff members, and monitored accordingly. A template is provided below which will be used by staff to organize the implementation of SFSAA objectives.

| Strategic Plan Implementation | | | |
|-------------------------------|-------------|---------------|------------|
| 2015-18 | Description | Staff Hours | Budget |
| April | | | |
| May | | | |
| June | | | |
| July | | | |
| August | | | |
| September | | | |
| October | | | |
| November | | | |
| December | | | |
| January | | | |
| February | | | |
| March | | | |
| | | Total Hours = | Total \$ = |

9. PERFORMANCE MEASUREMENT

A performance measurement plan is outlined in the table below. Staff and board members responsible for particular initiatives will be required to brief the board on progress and updates. If any strategies are deemed ineffective, the strategic plan may be revised. The ongoing strategic management of implementation must take account of likely changes in circumstances and assess the performance of the strategies.

Many of the measures and targets will be monitored based on pre-existing protocols required by funding stakeholders. The staff will continue to gather the following information at each event/program organised by the SFSAA:

- Cost (monetary, human resources)
- Programming (weekly meeting, ongoing course, annual festival, etc.)
- Partners/Collaborators (if applicable)
- Turnout (number of participants, demographics – i.e. youth/seniors/families, etc.)
- Marketing (photos, news clippings, advertisements, etc.)
- Member sign-up forms / brochures / database
- Social media sources

These resources will aptly capture the strategy implementation process and allow for determination of improvements and success.

Performance Measurement Plan

| Objective | Evaluation Question | Measure |
|---|--|---|
| GOAL 1 – Increase member enrollment, participation and diversity. | | |
| 1.1 Develop a tangible benefit to membership | Has a tangible benefit to being an SFSAA member been developed? | <ul style="list-style-type: none"> • A tangible benefit to membership has been developed by 2016. |
| 1.2 Increase overall membership | Has there been an increase in overall membership? | <ul style="list-style-type: none"> • Year 1: 10% increase • Years 2 & 3: 5% increase |
| 1.3 Increase membership of women | Has there been an increase in representation of women among new members? | <ul style="list-style-type: none"> • 10 female members (2015-16) • 5 female members (2016-17) |
| 1.4 Increase participation of current members | Are the members demonstrating increased participation and interest in the SFSAA programming? | <ul style="list-style-type: none"> • Increased turnout at SFSAA programs (compared to previous) |
| GOAL 2 – Increase the visibility and engagement of the SFSAA within the community | | |
| 2.1 Participate in city-wide events or collaborations with heritage organizations | Has there been an increase in the SFSAA's overall number of events and programs organised? | <ul style="list-style-type: none"> • Number of new events and programs (target is 5-6 / year) |
| 2.2 Identify opportunities for the SFSAA as an educational resource centre for women's empowerment, green space, and francophone history. | Has the SFSAA developed projects related to women in leadership, green space, and francophone history? | <ul style="list-style-type: none"> • Number of new programs (1 event / year / topic) • Number of attendees. |
| 2.3 Increase physical signage in Humboldt Valley and on the Academy grounds | Has there been an increase in physical signage at both locations? | <ul style="list-style-type: none"> • New physical signage at Humboldt Valley and Academy Site. |
| 2.4 Increase the SFSAA's virtual presence | Has there been an increase in the SFSAA's social media presence? | <ul style="list-style-type: none"> • Number of likes per Facebook status update • Effective website • New social media tools |

| Objective | Evaluation Question | Measure |
|--|---|---|
| GOAL 3 – Generate stable and diversified sources of funding for the SFSAA | | |
| 3.1 Develop annual funding events by using unused event space. | Has the SFSAA hosted fundraising events? | <ul style="list-style-type: none"> • Number of fundraising events • Amount \$ collected |
| 3.2 Identify grant opportunities within diverse revenue sources. | Have new grant opportunities been identified? | <ul style="list-style-type: none"> • Number of new grants • Amount \$ received |
| 3.3 Identify corporate sponsors. | Has the SFSAA gained any corporate sponsors? | <ul style="list-style-type: none"> • Number of corporate sponsors • Amount \$ received |
| 3.4 Identify in-kind partnerships. | Have new sources of funding been identified? | <ul style="list-style-type: none"> • Number of new in-kind partnerships • Amount \$ received |
| GOAL 4 – Develop relationships and opportunities with SFSAA strategic partners | | |
| 4.1 Establish a positive relationship with Shared Services BC. | Has an MOU between the SFSAA and Shared Services BC (SSBC) been signed? | <ul style="list-style-type: none"> • Signed and implemented MOU. |
| | Have quarterly meetings with SSBC been established? | <ul style="list-style-type: none"> • Regular quarterly meetings |
| 4.2 Develop relationships with key strategic partners. | Has the SFSAA developed new projects with its strategic partners? | <ul style="list-style-type: none"> • Number of new projects developed in partnership (University of Victoria, Royal BC Museum, etc.) |
| 4.3 Identify champions to take on advocacy role in the development and operation of the SFSAA. | Have any SFSAA advocates been identified? | <ul style="list-style-type: none"> • Number of advocates; • Work completed by advocates. |
| 4.4 Develop board scope & expertise. | Do current and new board members bring particular skills to the SFSAA? | <ul style="list-style-type: none"> • Number of new board members; • Member abilities. |

10. EVALUATION

The purpose of evaluation is to review the strategies and its related programs and decide on a course of action to ensure the creation of public value. The SFSAA Board and Staff must maintain transparent and honest communication in order to ensure organizational responsiveness, improve knowledge sharing and resolve any arising issues.

The success of the strategic plan will be determined based on the following major outcomes:

- An increase in SFSAA members
- Improved member participation at SFSAA programming
- Enhanced programming offered by the SFSAA
- New funding sources utilized by the SFSAA

The Strategic plan will be formally evaluated once a year, at the end of every fiscal period, in conjunction with the Annual General Assembly. The Board and Staff will discuss ongoing related activities and adopt revisions to the plan according to circumstances.

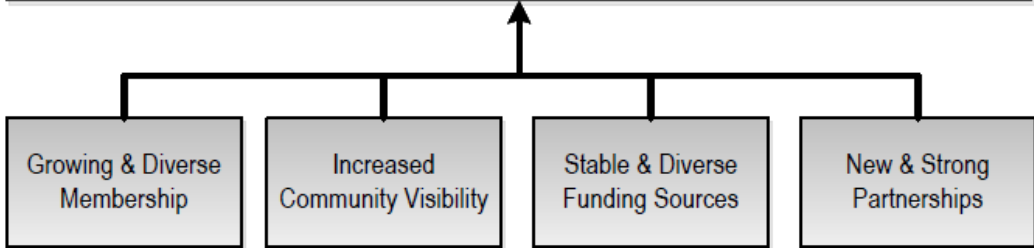
11. STRATEGY MAPS

The purpose of strategy maps is to demonstrate the interdependent relationship between the four perspectives of the balanced scorecard (client, innovation and learning, financial, and internal). These strategy maps demonstrate how performance measures improving outcomes in one perspective can lead to increased success for other perspectives. It is essential that those implementing the balanced scorecard understand how each performance measure relates to the overall strategy in order to be successfully implemented.

SFSAA Strategy Map



Mission
 We uphold Victoria's heritage in education, health care, women's history and francophone culture and reflect the legacy of the Sisters of St. Ann by developing the St. Ann's Academy national historic site and gardens as a community resource centre for current and future generations.



Client Perspective

- 1.3 Target the participation and membership of women
- 1.4 Increase participation of current members
- 1.1 Develop a tangible benefit to membership
- 1.2 Develop strategies to increase overall membership

Innovation & Learning Perspective

- 2.2 Identify opportunities for SFSAA as an educational resource centre
- 2.1 Participate in city-wide events or collaborations
- 2.3 Increase The SFSAA's physical signage
- 2.4 Enhance the SFSAA's virtual presence

Financial Perspective

- 3.4 Develop in-kind partnerships.
- 3.1 Develop funding events using unused event space.
- 3.2 Identify grant opportunities within diverse revenue sources.
- 3.3 Identify corporate sponsors.

Internal Perspective

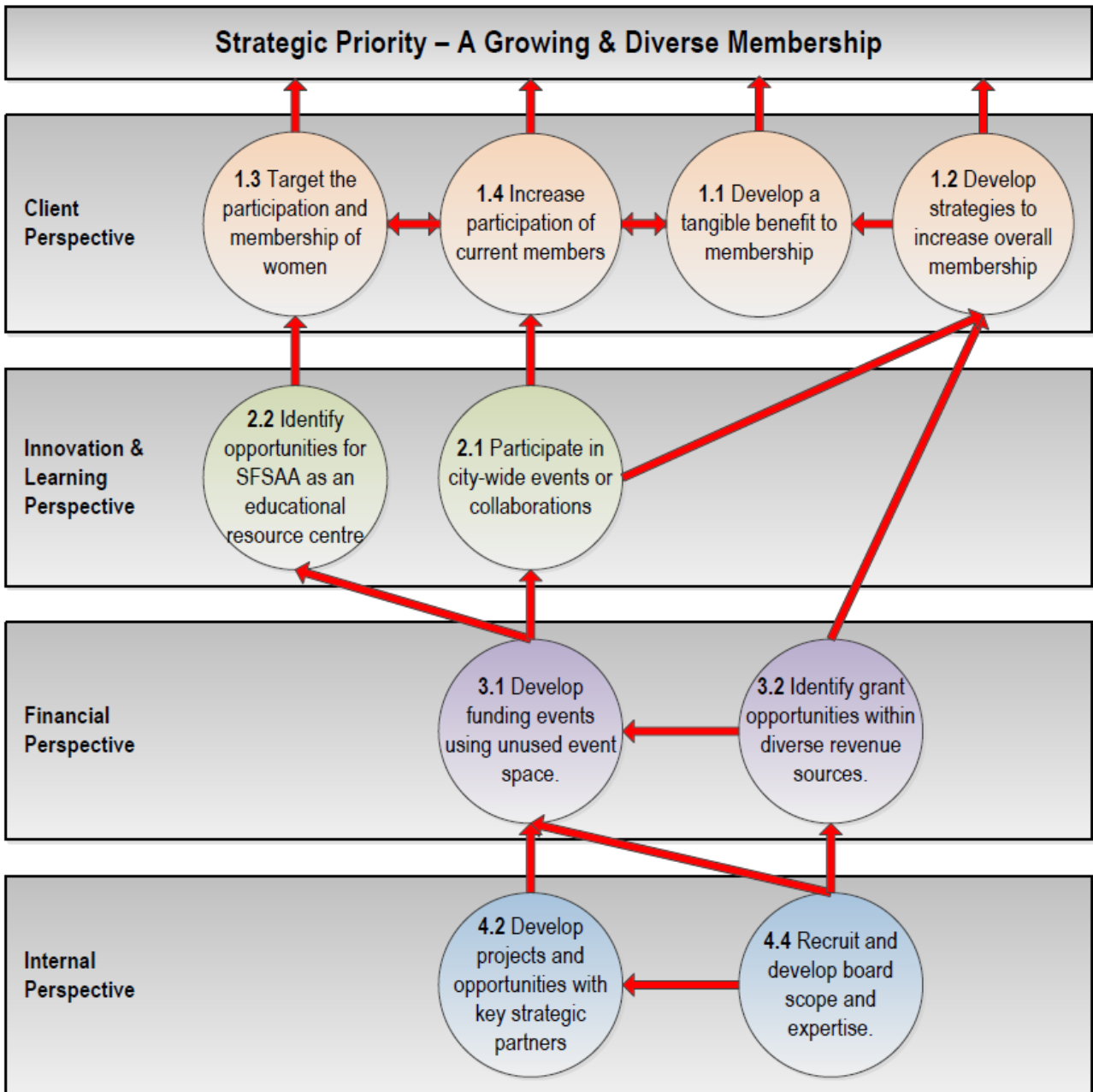
- 4.3 Identify advocates for the development and operation of the SFSAA.
- 4.4 Recruit and develop board scope and expertise.
- 4.1 Establish a positive partnership with Shared Services BC.
- 4.2 Develop projects and opportunities with key strategic partners



SFSAA Strategy Map



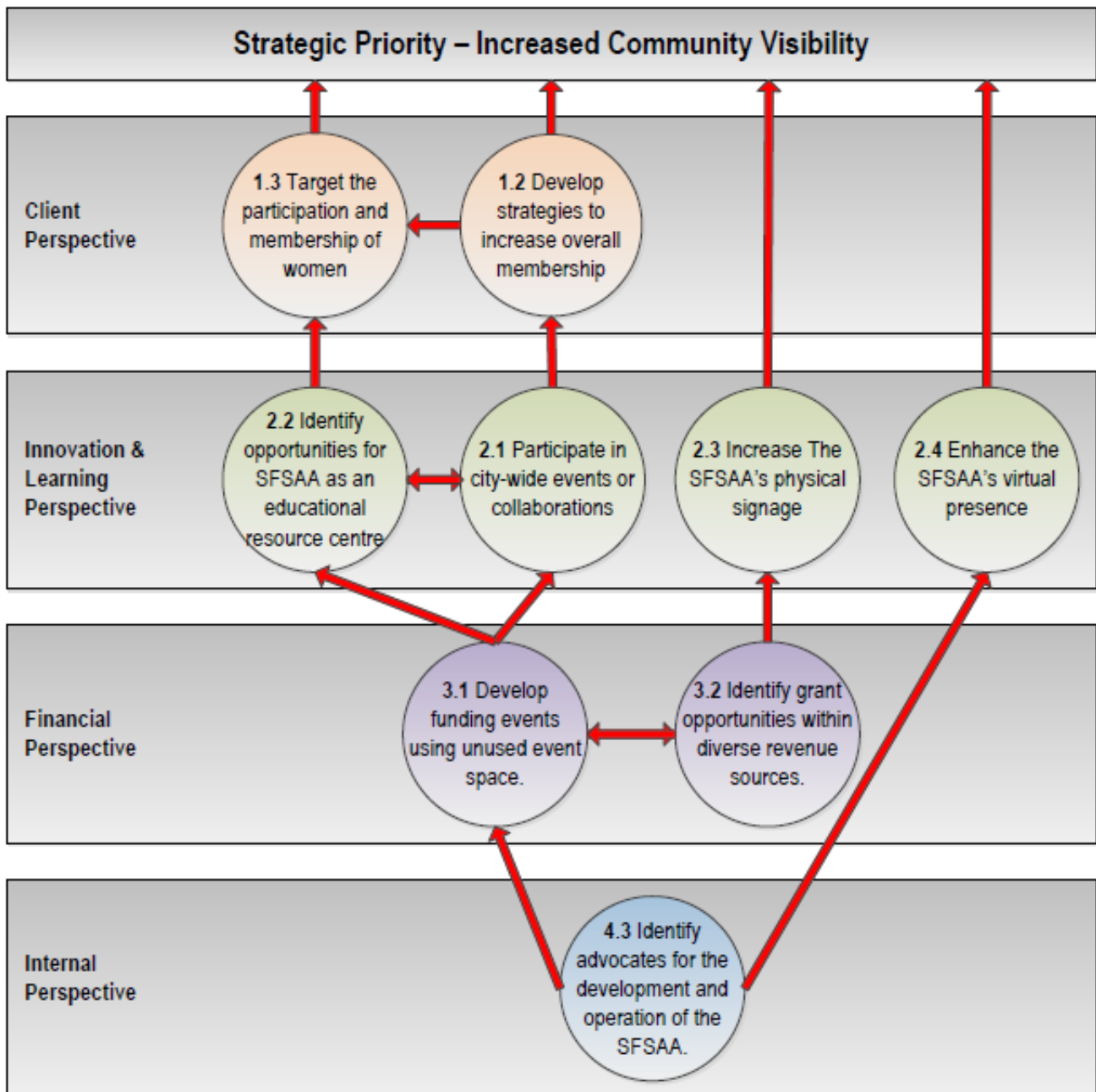
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SFSAA Strategy Map



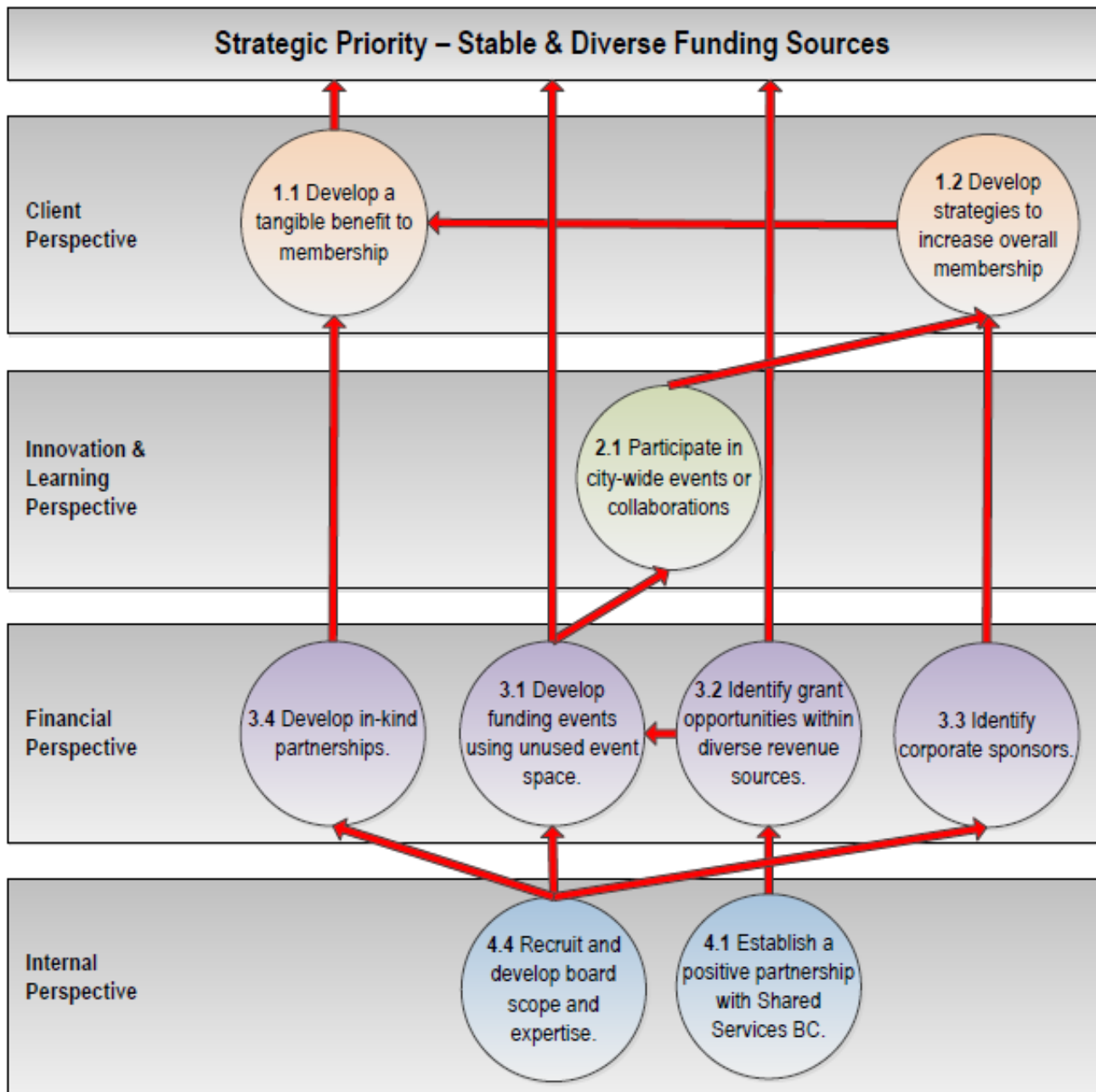
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SFSAA Strategy Map



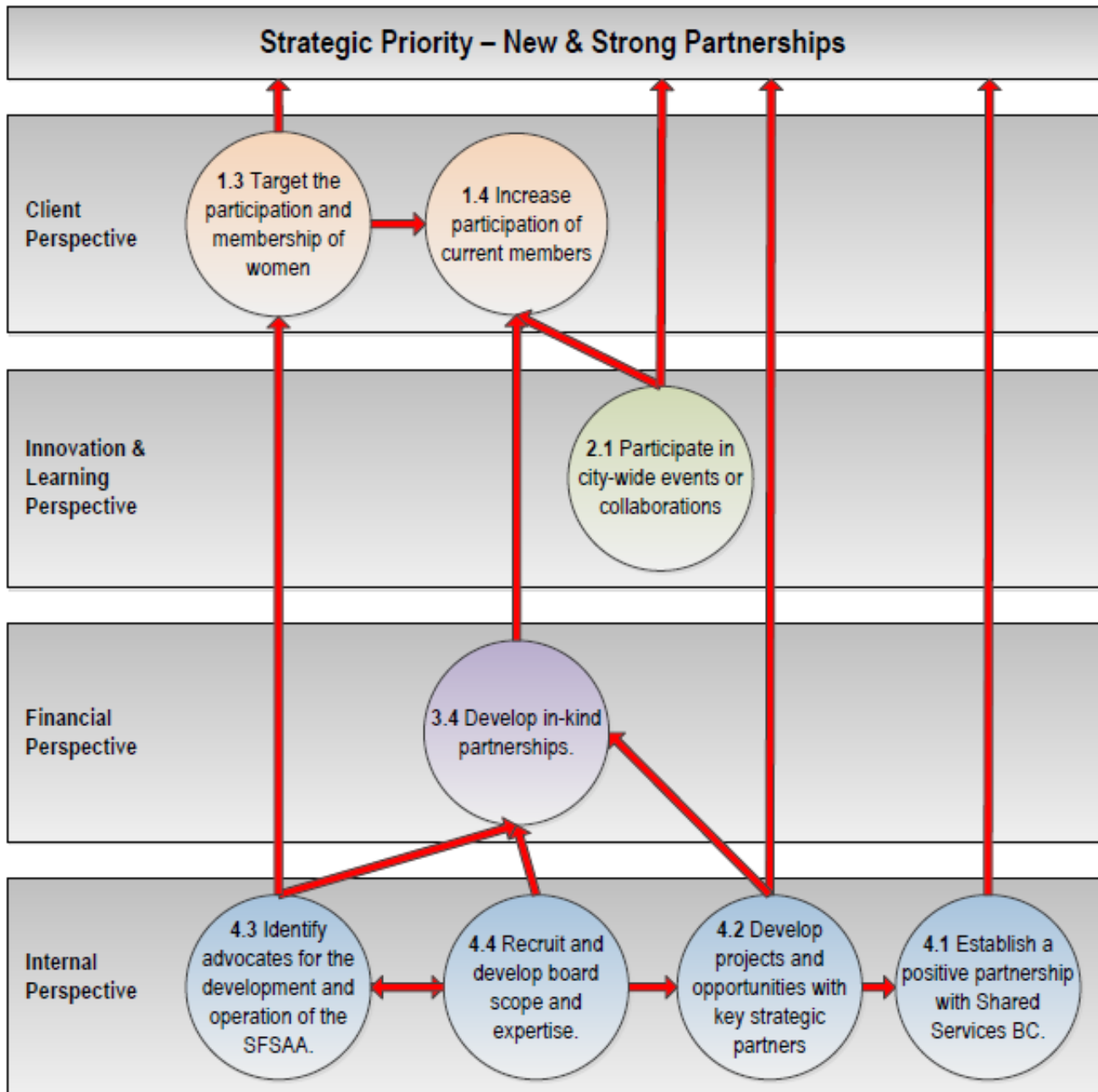
Mission
 We uphold Victoria's heritage in education, health care, women's history and francophone culture and reflect the legacy of the Sisters of St. Ann by developing the St. Ann's Academy national historic site and gardens as a community resource centre for current and future generations.



SFSAA Strategy Map



Mission
 We uphold Victoria's heritage in education, health care, women's history and francophone culture and reflect the legacy of the Sisters of St. Ann by developing the St. Ann's Academy national historic site and gardens as a community resource centre for current and future generations.



Appendix 2: Workbook 1

Primary data collection included two focus group sessions. This appendix contains the workbook developed to accompany the first focus group session. The workbook was provided to participants one week ahead of the sessions for them to consider the contents and prepare any answers or questions.

Society of Friends of St. Ann's Academy
2015-2018 Strategic Planning
Workbook 1



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Purpose of Workbook

The purpose of this workbook is to provide worksheets and instructions to the board members and staff to be used during the strategic planning session.

The research participants have five tasks to complete during this session:

1. Stakeholder Analysis
2. Confirming the Values
3. Confirming the Mission
4. Confirming the Vision of Success
5. SWOT Analysis

If you have any questions or concerns about the Society of Friends of St. Ann's Academy (SFSAA) strategic planning process, please contact Alyssa Sherman at (778) 679-8349 or shermana@uvic.ca.

Task 1: Stakeholder Analysis

The first task of the board and staff members is to perform a stakeholder analysis. Stakeholder analyses are crucial to the strategic planning process in confirming the mission and developing strategies. A stakeholder is defined as an individual, group or organization that is affected by or has an interest in the SFSAA.

Use the space below to jot down some of the SFSAA stakeholders. At the focus group session you will be asked to write your suggestions on the index cards provided. At that session, we will categorize everyone's index cards according to power and interest in a grid that defines the stakeholders as players, crowd, subjects, or context setters.

Task 2: Confirming the Value Statements

The second task is to confirm or alter the existing values. The current strategic plan outlines the values of the SFSAA as follows:

Guiding Principle

The Board of Directors, and the members and volunteers of the Society of Friends of St. Ann's Academy, Victoria, B.C. believe that St. Ann's Academy has great significance in the areas of women's history, francophone history, and the history of education and health care in western Canada, and that the heritage site and the traditions it represents should be preserved for the use, benefit, well-being and enjoyment of the community and visitors to the site.

Values

- We honour the heritage of St. Ann's Academy, Victoria and its values of self-less service, passion for education, listening and learning, appreciation of individuals, and a welcoming, open inclusiveness.
- We respect our relationship with the Sisters of St. Ann and the Provincial Capital Commission, and value the support and guidance that they provide.
- We value our members and volunteers, their commitment to the Society and its mission, and the diversity they bring to our community.
- We value partnerships that seek consensus and respect the integrity and autonomy of participants.

Questions:

Are these values still accurate?

Yes No

If it does not accurately outline our values, what is missing or inaccurate?

Task 3: Confirming the Mission

The third task of this focus group session is to confirm or alter the mission statement. The previous SFSAA strategic plan outlines the mission as follows:

To honour, celebrate and preserve the spiritual, cultural and historical legacy of St. Ann's Academy, Victoria, BC – while collaborating in the public interest to develop it as a resource centre for the community.

Questions:

Is this mission statement still applicable and accurate?

Yes No

If it is no longer applicable or accurate, what is missing or inaccurate?

Task 4: Confirming the Vision of Success

The fourth task is to confirm or alter the vision of success. The current strategic plan outlines the vision of the SFSA as follows:

To provide continuity with the past, contribute to the present, and provide a lasting legacy for the future.

Questions:

Is this vision statement still applicable and accurate?

Yes No

If it is no longer applicable or accurate, what is missing or inaccurate?

Appendix 3: Workbook 2

Primary data collection included two focus group sessions. This appendix contains the workbook developed to accompany the second focus group session. The workbook was provided to participants one week ahead of the sessions for them to consider the contents and prepare any answers or questions.

Society of Friends of St. Ann's Academy
2015-2018 Strategic Planning
Workbook 2



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Purpose of Workbook

The purpose of this workbook is to provide worksheets and instructions to the board and staff members to be used during the strategic planning session.

The research participants have two tasks to complete during this session:

6. Confirming the Strategic Priorities
7. Identifying the Objectives

If you have any questions or concerns about the Society of Friends of St. Ann's Academy (SFSA) strategic planning process, please contact Alyssa Sherman at (778) 679-8349 or shermana@uvic.ca.

Task 1: Confirming the Strategic Priorities

The first task of the research participants is to confirm the draft strategic priorities. Strategic priorities are defined as major organizational goals and directions toward which efforts and resources are allocated in order to achieve them. Alyssa has drafted these based on the results of the stakeholder and SWOT analyses performed by the board and staff members. The following questions will be asked during the session to facilitate the discussion. You may take notes in the space provided.

Questions:

Based on the results of the SWOT, are the draft strategic priorities accurate?

Yes No

If it does not accurately outline our values, what is missing or inaccurate?

Task 2: Identifying the Objectives

The second task required of the board and staff members is to identify objectives that will allow the SFSAA to fulfill its strategic priorities. An objective is a statement describing specific actions that must be undertaken in order to achieve the strategic priorities. While brainstorming possible objectives, remember that they should consist of verbs, be action-oriented, and be SMART:

- S** – Specific
- M** – Measurable
- A** – Achievable
- R** – Realistic
- T** – Timely

As you formulate objectives, keep in mind the initiatives, targets and measures that can accordingly define each objective:

- **Initiatives** are the key actions that will be undertaken to achieve the objectives.
- **Measures** are used to track and trend the achievement of the objectives.
- **Targets** are the rate of improvement or set goal established for a particular measure.

The following is a sample objective with initiatives, measures and targets:

| | |
|-------------------|---|
| Objective | Recruit new volunteers |
| Initiative | <ul style="list-style-type: none">• Increase advertising for volunteers required at events.• Target other community organizations for volunteer partnerships.• Coordinate partnership with local high school for student volunteer hours. |
| Measure | # of postings for volunteers # of volunteers participating in events |
| Target | 5 new volunteers during fiscal year |

During the session you will brainstorm objectives individually or as a group. The structure of these objectives is outlined according to the balanced scorecard framework (Kaplan & Norton, 1992). This framework focuses on four perspectives in order to provide a comprehensive view of an organization as a whole. The four perspectives are: client, innovation and learning, financial, and internal.

Do not limit yourself to the suggested minimum of two objectives per theme, use the additional paper provided to write down all of your ideas. Afterwards, the objectives and their according initiatives, measures and targets will be discussed and refined as a group.

This information will then be used by Alyssa to draft the strategic plan.

CLIENT PERSPECTIVE

What are the member expectations of the SFSAA? To identify objectives, think about what we must do well to satisfy these member expectations.

| | |
|------------|--|
| Objective | |
| Initiative | |
| Measure | |
| Target | |

| | |
|------------|--|
| Objective | |
| Initiative | |
| Measure | |
| Target | |

INNOVATION & LEARNING PERSPECTIVE

How can the SFSAA align current assets to improve our ability to support our strategy? Some areas to consider include employee skills, necessary technology, and organizational culture.

| | |
|------------|--|
| Objective | |
| Initiative | |
| Measure | |
| Target | |

| | |
|------------|--|
| Objective | |
| Initiative | |
| Measure | |
| Target | |

FINANCIAL PERSPECTIVE

How can we effectively manage and allocate resources? What specific objectives do we have related to effectively managing our financial resources?

| | |
|------------|--|
| Objective | |
| Initiative | |
| Measure | |
| Target | |

| | |
|------------|--|
| Objective | |
| Initiative | |
| Measure | |
| Target | |

INTERNAL PROCESS PERSPECTIVE

What internal processes must we do well in order to meet member needs? Internal processes include current programming, projects, events, or anything you consider contributions or functions of the SFSAA.

| | |
|------------|--|
| Objective | |
| Initiative | |
| Measure | |
| Target | |

| | |
|------------|--|
| Objective | |
| Initiative | |
| Measure | |
| Target | |

Appendix 4: Balanced Scorecard Interview Questions

This appendix contains the interview questions conducted by the researcher. The questions were based on the Balanced Scorecard framework by Kaplan and Norton (1992). These questions allowed the researcher to determine what programming and services are successful or not, and what improvements can be made.

Society of Friends of St. Ann's Academy
2015-2018 Strategic Planning
Interview Questions



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Balanced Scorecard Interview

The following set of questions will be asked of members of the Society of Friends of St. Ann's Academy (SFSAA) board and staff members during an individual, informal, structured interview. The interviews will take place as scheduled by each board member.

The researcher will ask the board and staff members the following questions in order to identify the SFSAA's strategic priorities and objectives. The questions are based on the Balanced Scorecard framework as outlined by Kaplan and Norton (1992). This approach is aptly named due to its focus on four perspectives to provide a comprehensive view of the organization. These perspectives include client perspective, internal perspective, innovation and learning perspective and the financial perspective.

If you have any questions or concerns about the Society of Friends of St. Ann's Academy strategic planning process, please contact Alyssa Sherman at (778) 679-8349 or shermana@uvic.ca.

CLIENT PERSPECTIVE

1. What do we want members/stakeholders to say about what the SFSAA does?
2. What are examples of things you have experienced or observed which illustrate that members are feeling good about what we do?
3. What are examples of things you have experienced or observed which illustrate that members are not feeling good about what we do?
4. What sort of action could the SFSAA take to correct any issues the members may have?

INTERNAL PERSPECTIVE

1. The internal perspective is what the SFSAA does in order to meet its stakeholder expectations. What do you consider to be the SFSAA internal functions, processes, or competencies?
2. What internal functions, processes, or competencies does the SFSAA excel at?
3. What internal functions, processes, or competencies does the SFSAA struggle with?
4. What would you suggest doing in order to improve how the SFSAA manages these internal functions?

INNOVATION & LEARNING PERSPECTIVE

1. What are the SFSAA' current assets, in terms of human and physical capital? Examples include employee skills, technology, equipment, organizational culture, etc.
2. What would you suggest doing in order to improve how the SFSAA manages its intangible assets mentioned above?
3. What intangible assets do you wish the SFSAA possessed?
4. What innovations or new programming would you like to see introduced to the SFSAA?

FINANCIAL PERSPECTIVE

1. What do you consider to be the SFSAA financial resources? How well do you think the SFSAA manages its financial resources?
2. What struggles exist in terms of the SFSAA' financial capabilities?
3. What would you suggest doing in order to improve how the SFSAA manages its financial resources?
4. What would you do in terms of financial management to enhance relations with SFSAA members and other stakeholders?

Appendix 5: Research Participant Consent Form

This appendix contains the consent form that was distributed and signed by the research participants.

Participant Consent Form

Developing a Strategic Plan for the Society of Friends of St. Ann's Academy: Stakeholder Engagement and the Balanced Scorecard

You are invited to participate in a project entitled *Developing a Strategic Plan for the Society of Friends of St. Ann's Academy: Stakeholder Engagement and the Balanced Scorecard*. The project is being undertaken by Alyssa Sherman. Alyssa is a graduate student in the School of Public Administration at the University of Victoria.

Purpose and Objectives

The purpose of this research project is to develop a new strategic plan for the Society of Friends of St. Ann's Academy (SFSAA). During the creation of this strategic plan, the research will result in the identification of the organization's vision, mission, mandate, strategic goals, objectives and initiatives. A number of strategic planning tools will be used in creating the strategic plan.

Importance of this Research

The SFSAA's previous strategic plan expired at the end of 2013. A new strategic plan will assist the SFSAA in providing a clear picture of organizational expectations in serving its members. Upon completion, the SFSAA will have articulated its strategic direction and a map on how it will be achieved. This will assist staff and the Board of Directors in ensuring activities align with strategic goals.

Participants Selection

All board members and the Executive Director are being asked to participate. Your insight regarding the day-to-day operations of the organization is invaluable to the study.

What is involved?

If you agree to voluntarily participate in this research, your participation will include the following:

Focus Group 1:

This session will include all members of the board and the Executive Director. Before the session, the group will be asked to complete stakeholder and SWOT analyses, as well as to review and affirm the SFSAA' mandate, mission and vision, or to amend them as necessary.

Interview:

Each board member will participate in an informal, one-on-one structured interview with the researcher, or in writing. The questions will be provided to you beforehand and are framed in the balanced scorecard approach (which will be explained to you). The goal of the interview is to foster a comfortable and open discussion and gain additional insight in formulating the strategic plan. Information provided in these interviews will be kept anonymous during the planning session. The interview is expected to last no more than 1 hour.

Focus Group 2:

This session will allow the board to review and confirm the strategic priorities that will be drafted by the researcher after the initial focus group and interviews. Once this information is reviewed, the group will be asked to identify objectives and initiatives the SFSAA could undertake to help the organization achieve its strategic goals. This session is expected to take 3 hours.

During all sessions, Alyssa will be facilitating and taking notes on the discussions. However, comments will not be personally attributed to anyone. Following these sessions a draft plan will be presented to the Board for approval at the following board meeting in January 2015. However, it is important to note that this process falls under typical board duties. This consent form only applies to participation unique to this research project, that being the focus group sessions and interview described above.

Inconvenience & Risks

Participation in this study may cause some inconvenience to you, including absence from other duties during the time the session is offered. There are no known or anticipated risks to you by participating in this research.

Benefits

The potential benefits of your participation in this research include the ability to influence the strategic direction of the SFSAA and analyze the environment in which the association operates.

Voluntary Participation

Your participation in this research must be completely voluntary. If you do decide to participate, you may withdraw at any time without any consequences or any explanation. If you do withdraw from the study your interview data will not be used. However, the focus group session data will be kept, though no person, name or identifying feature will be associated with any input provided.

Researcher's Relationship with Participants

The researcher does not hold a relationship of power over any participants.

Anonymity, Confidentiality & Disposal of Data

Your anonymity cannot be fully protected due to the nature of focus group interactions. However, your participation is completely voluntary and you may refuse to answer any questions you do not feel comfortable addressing. In addition, your name or identifying features will not be associated with any input you provide. Rather, input will only be identified as belong to a certain focus group. Once the project is complete, any data that is not included in the final research report or draft strategic plan will be destroyed. Paper copies and notes will be shredded, and electronic data will be erased.

Dissemination of Results

It is anticipated that the results of this study will be shared with others in the following ways:

- The researcher will present the results to her academic supervisor and an academic evaluation committee.
- A final version of the strategic plan will be presented for board endorsement at the SFSAA' Annual General Meeting to be held in the spring of 2015.

Contacts

Individuals that may be contacted regarding this study include

Alyssa Sherman (778) 679-8349 shermana@uvic.ca

Dr. Bart Cunningham (250) 598-9878 bcunning@uvic.ca

In addition, you may verify the ethical approval of this study, or raise any concerns you might have, by contacting the Human Research Ethics Office at the University of Victoria (250-472-4545 or ethics@uvic.ca).

Your signature below indicates that you understand the above conditions of participation in this study and that you have had the opportunity to have your questions answered by the researcher.

| | | |
|---------------------|-----------|------|
| Name of Participant | Signature | Date |
|---------------------|-----------|------|

A copy of this consent will be left with you, and a copy will be taken by the researcher.

Appendix 6: Research Timeline

This appendix contains the timeline of research events completed to inform the development of the Society of Friends of St. Ann's Academy (SFSAA) 2015-2018 Strategic Plan.

Strategic Planning Schedule of Events

| Event | Date | Materials | Purpose |
|---------------|----------------------|----------------------|---|
| Focus Group 1 | December 14, 2013 | Workbook 1 | Complete the stakeholder analysis, environmental scan, and discuss the mission, vision and values statements. |
| Interviews | January – March 2014 | Interview Questions | Interview questions framed in the Balanced Scorecard in order to identify the SFSAA's strategic priorities. |
| Focus Group 2 | January 24, 2014 | Workbook 2 | Strategic Priorities were reviewed and approved by the Board |
| | April 13, 2014 | | Objectives, Measures and Targets developed by the Board |
| | July 25, 2014 | | |
| | December 12, 2014 | | |
| Review | January 30, 2015 | Draft Strategic Plan | Board Review of Draft Strategic Plan |