

Executive Director Report

**Board of Director's Meeting
November 24, 2010**

Submitted by *Bev Parks*

EXECUTIVE SUMMARY

The Executive Director report for November acts as the 2010 annual summary report that consists of a review of internal and external data relevant to our programming, stated outcomes and progress of our three year strategic plan. As an agency we continue to be progressive in our ability to be strategic. This is mainly because Norwood Child & Family Resource Centre recognizes the importance of being able to collect and analyze data that will help support initiatives and strategies to support and sustain a healthy and vibrant workplace that will motivate staff to continue working at the Centre as well as ensure high quality programming within a Centre of Excellence.

This annual review consists of data from a variety of internal sources:

- Employee Turnover
- Employee Reasons for Separations
- Employee Exit Interviews
- Employee Years of Service
- Employee Satisfaction
- Executive Director Peer Review
- Parent Survey results
- Funder results
- Community Partner results

This information is condensed and summarized into one document to allow staff and board to fully understand not only the outcomes of the data but to use as a tool to continue to enhance the work that is being done currently.

INTERNAL SOURCES – STAFFING

Gathering all this information and completing a thorough analysis allows us as an agency to be better prepared and more strategic on how to retain our staff, especially in these upcoming challenging times. While we are committed year round to looking at a variety of strategies that ensure our effectiveness and efficiency as an agency, we continue to have staffing as one of our highest priorities. As an agency we annually complete risk management, cultural competency, literacy and centre of excellence audits to ensure that our infrastructure and administration is sound and operating at its highest level. Policies and procedures are reviewed by staff and board as well as by legal representation, every two years. We are in the process of that review and expect to be completed by the end of November, early December.

EMPLOYEE TURNOVER

Data for 2002 - 2010

	2002	2003	2004	2005	2006	2007	2008	2009	2010
Total Number of Staff	108	107	61	59	61	58	47	41	43
Number of Separation	26	55	10	11	11	22	11	4	8
Number of Positions	65	65	40	40	38	37	35	35	35
Percentage	24%	51%	16%	19%	18%	38%	23%	10%	18%

REASONS FOR SEPARATION

We had 8 individuals leave the organization in 2010. One was not a good fit and it was a mutual decision for her to leave. One had twins and decided to stay at home. Two went back to school, one went overseas to work, one her working visa from the states was up, one the personal stress in her life motivated her to leave and one moved to eastern Canada. There were no indicators or flags that we have any major issues facing staff moral however we still review all exit interviews for any possible retention strategies that could be put in place.

EXIT INTERVIEWS – 2010

We look at a number of areas in the exit interview:

- Reason for Leaving (addressed above)
- Supervision
- Training and Development
- Pay and Benefits
- Work Place

Six out of the 8 employees completed exit interviews. Our goal is for 80% completion rate which we were very close to achieving (75%)

Following are the other areas we ask about in our exit interviews. A scale of 1 through 4, with 1 being poor and 4 being excellent is used for rating the areas. Areas they did not feel were applicable were left blank.

Supervision

Individual	#1	#2	#3	#4	#5	#6
Followed policies and practices	4	4	5	4	4	4
Gave fair and equal treatment	4	4	5	4	4	4
Recognized good performance and accomplishments	4	3	4	4	4	4
Provided coaching and support	4	4	5	4	4	4
Encouraged suggestions and innovation	4	3	4	4	4	4
Resolved problems and complaints	4	2	5	4	4	4

Training and Development

Individual	#1	#2	#3	#4	#5	#6
Training Opportunities Available	4	4	5	3	3	4
Training Received	4	2	5	4	3	3
Potential for career growth	3		4	4	3	
Opportunity for Advancement	3		5	4	3	4
Other						

Pay and Benefits

Individual	#1	#2	#3	#4	#5	#6
Base pay	4	4	4	4	4	3
Employee Assistance Program			5	4		
Extended health benefits	4	4	5	4		
Personal/Sick Leave	4	4	5	4	4	4
Wellness fund, Long Term Service Awards	3	4	5	4		
Bonuses	4	5	5	4		4
Staff Retreat, Non Work Day, Agency Planning Day	3	4	5	4	4	4

Work Place

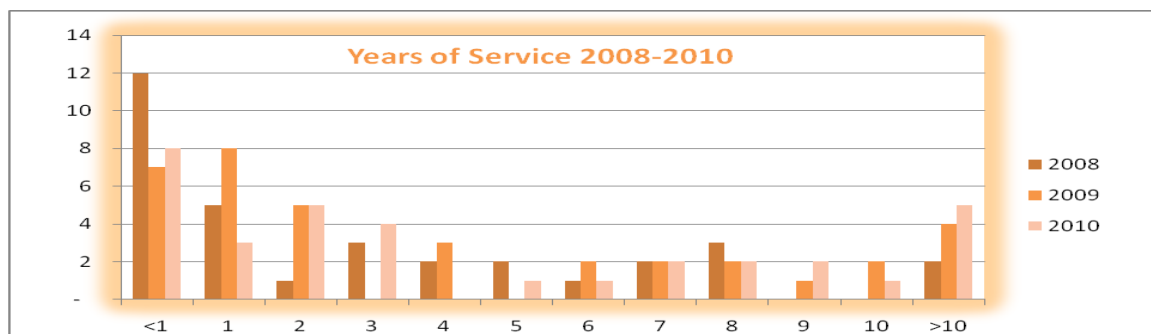
Individual	#1	#2	#3	#4	#5	#6
Relationships within your program /co-workers	4	3	5	4	4	4
Relationship with your Supervisor	4	4	4	4	4	4
Relationships with other programs/staff	4	4	5	4	4	3
Health and Safety Concerns	4	3	5	4	4	4
Individual Work Station/Office	4	3	5	4	4	3
Working Conditions (Air, cleanliness, etc.)	3	4	5	4	4	4
Scheduling and pace of job	4	2	4	4	4	3

Comments from staff:

- *I felt that my supervisor tailored my needs to meet my needs- supportive with reasonable parameters*
- *Liked car rally – good team activity*
- *Non working day – refer to be out of the Centre team building*
- *Manage my own caseload and own home visitation schedule*
- *I feel *Staff* gives in too easily to other people. Use position to state this is how it is and stay that way – not reverse decisions*
- *Pace – depends on the children who came and how busy we were. Less Children is helpful for everybody. Could look at being more like Head Start – certain children coming everyday easier to work on outcome.*
- *My time at Norwood has been a great learning experience and I feel more connected to social issues.*
- *Norwood has been a great place to work and this is an important part of a Norwood community for our families*
- *Appreciate coffee fund and eating with the children*
- *I have enjoyed my time at Norwood – good balance – draining days & fun days. Enjoyed coming to work each day.*
- *Wonderful summer, felt very supported and accepted. Everyone works together – excellent place to work.*
- *I had an excellent working relationship with my co-workers, I appreciate greatly working with people committed to assisting inner city families and children*
- *Bravo Norwood!*
- *Conflicting personalities/styles/work ethics encouraged me not to look for additional shifts*

EMPLOYEE – YEARS OF SERVICE

Norwood Child & Family Resource Centre tracks how long employees have been with the agency. Three years ago the agency incorporated long-term service awards to recognize staff for their time worked at the Centre. One and five year terms are awarded NCFRC pins and 10 years of service is awarded an Inukshuk with a glass plate with NCFRC's vision engraved on it. We also have monetary awards for five, ten and fifteen years.



EMPLOYEE SATISFACTION

We have been completing staff satisfaction/organizational climate surveys since 2003. The surveys originally were completed in June at our program planning meetings. To be more reflective of year-end reporting, and to coincide with the ED peer review, we now have employees complete the surveys in November.

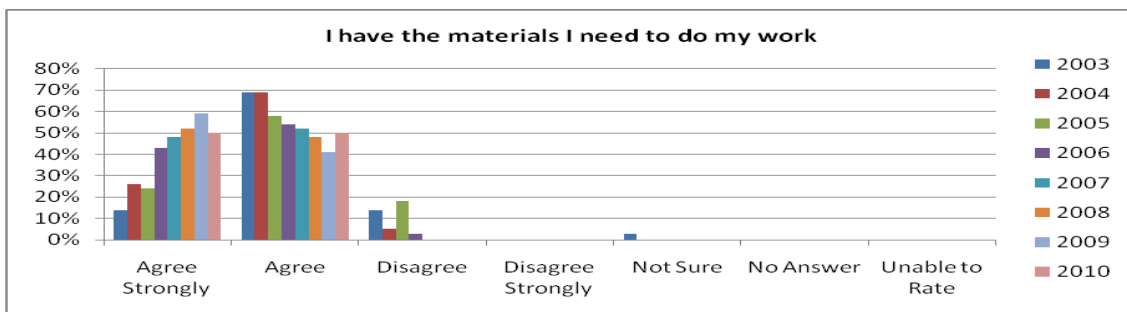
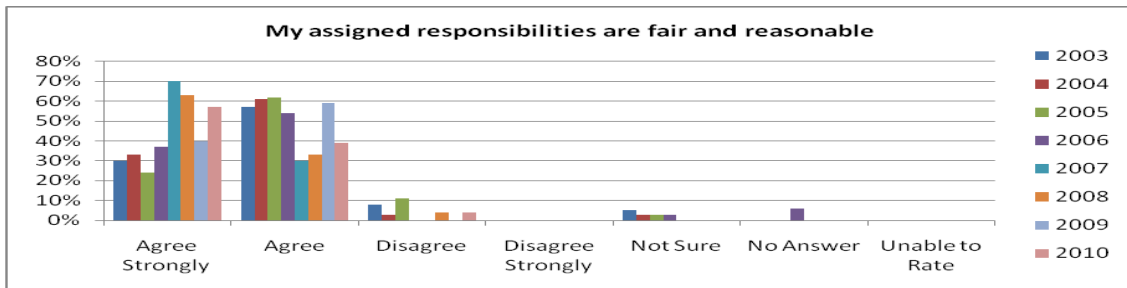
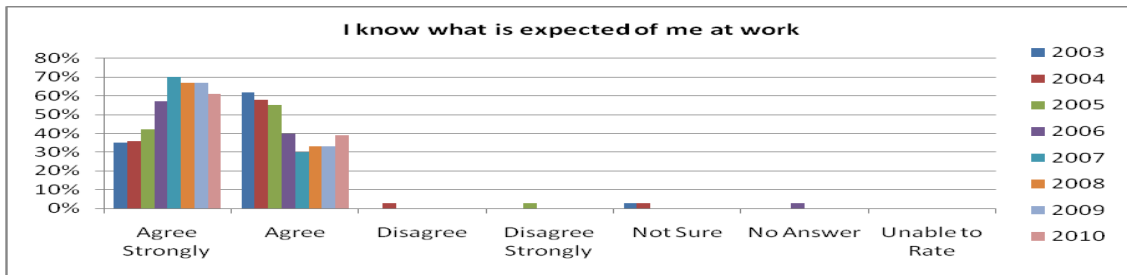
We break down the organizational climate/staff satisfaction survey into 6 main areas:

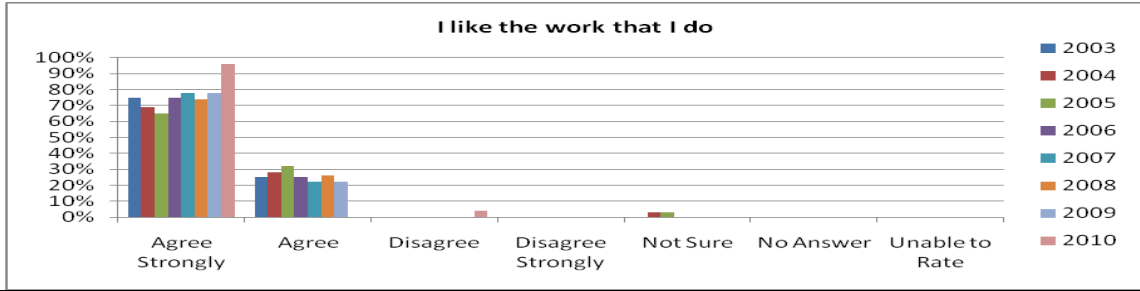
- ◇ Work Expectations
- ◇ Team
- ◇ Professional Growth
- ◇ Leadership
- ◇ Decision Making
- ◇ Communication
- ◇ Agency Mandate

For this particular survey the following assumptions are used:

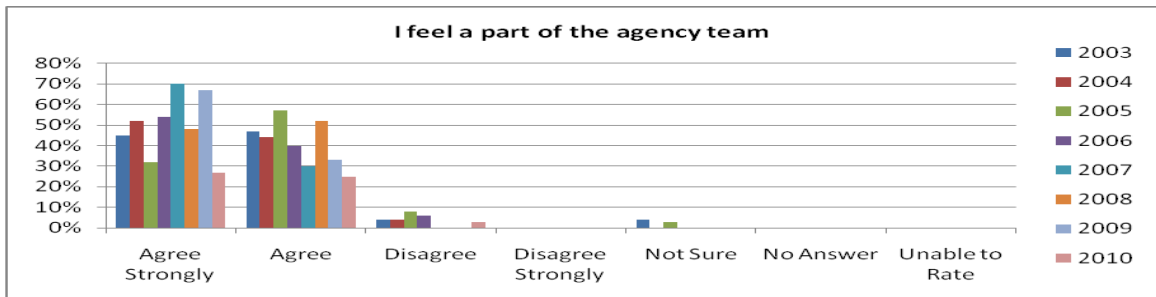
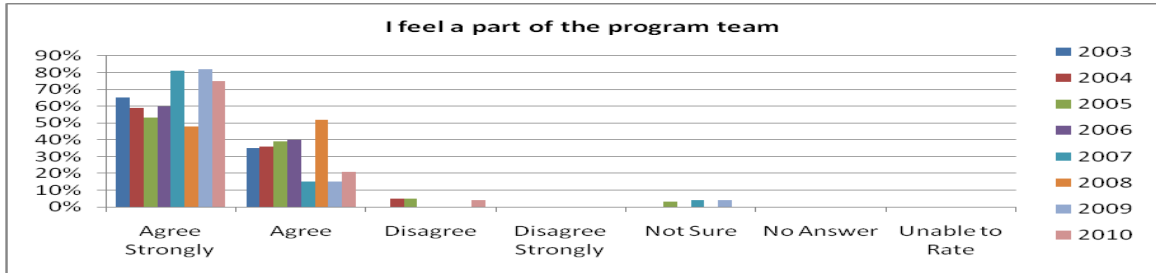
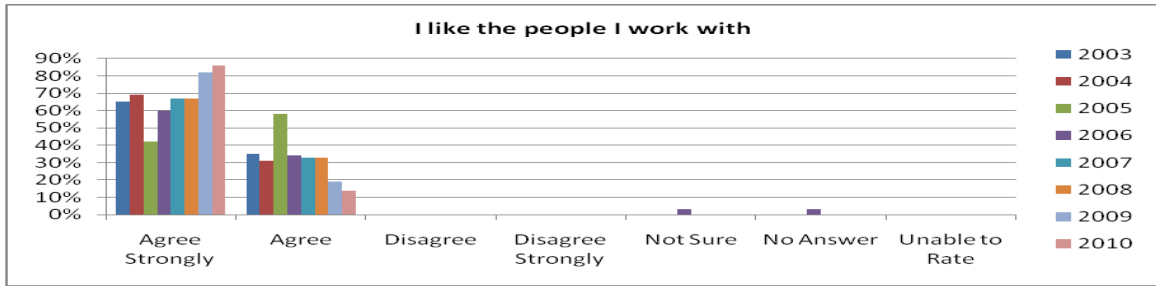
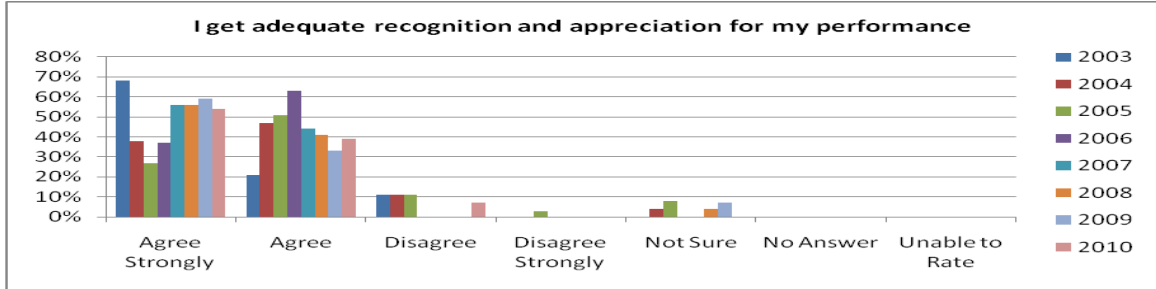
- 5% - 10% is an acceptable level (This interprets to approximately anything less than 4 individuals)
- 11% - 20% is an area where we need to further explore (This interprets to approximately 5 – 8 individuals)
- Over 20% is an area for concern and must be communicated as such with a commitment for further exploration as well as some form of positive resolution. (This interprets to approximately over 8 individuals in one dissatisfied category)

Work Expectations

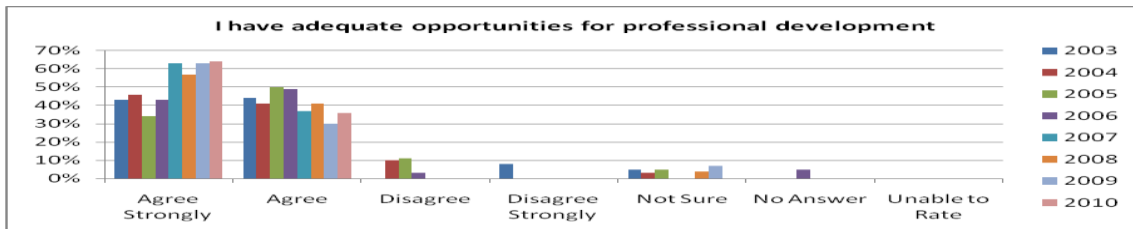




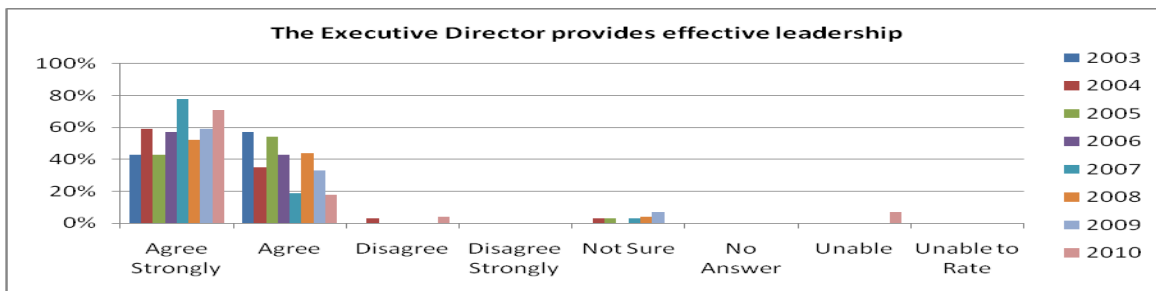
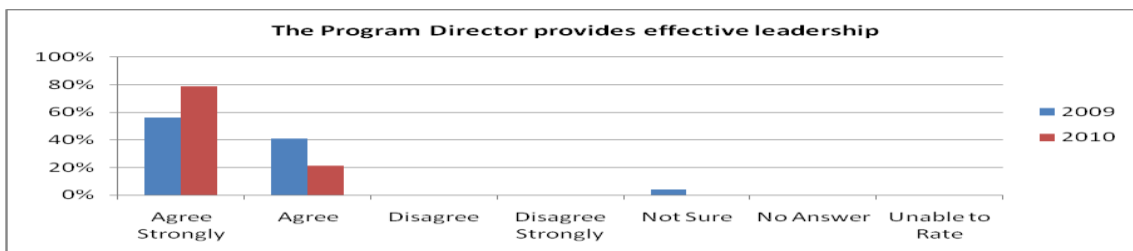
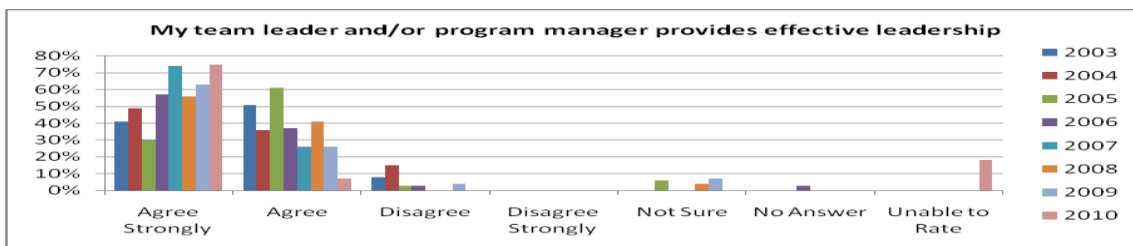
Team



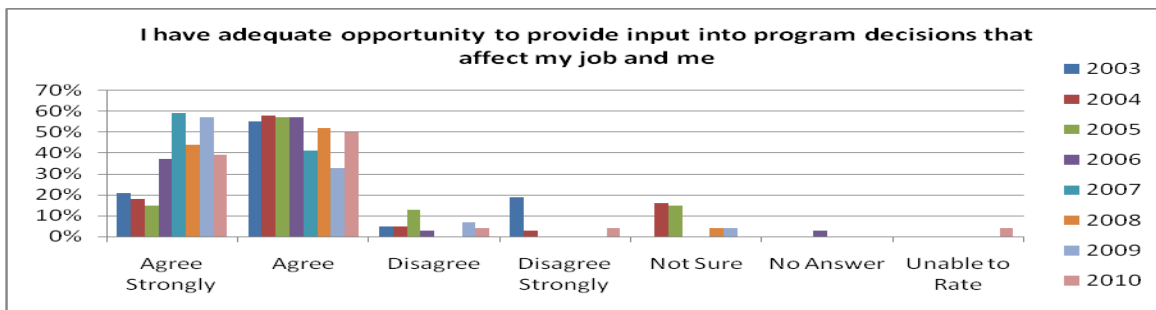
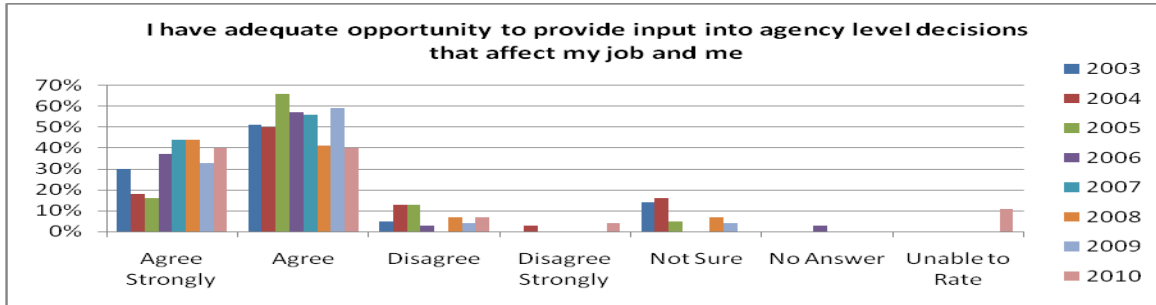
Personal Growth



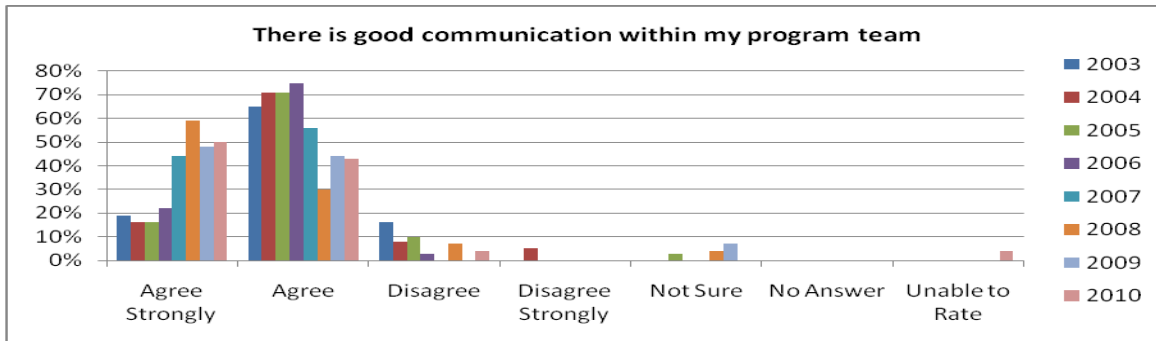
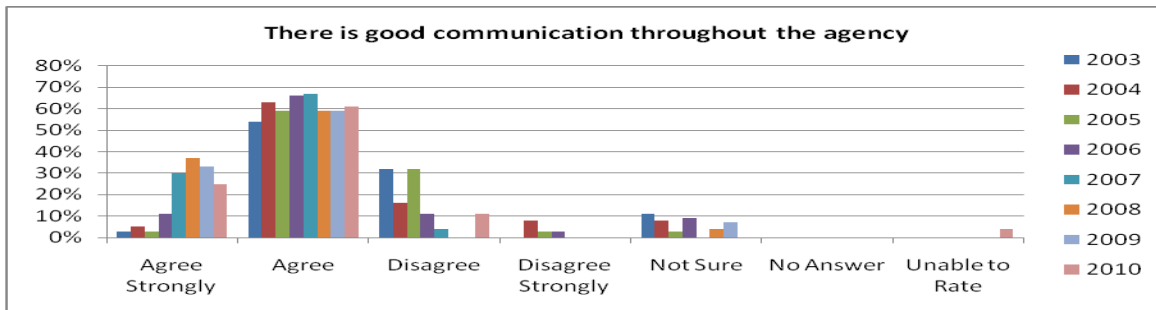
Leadership



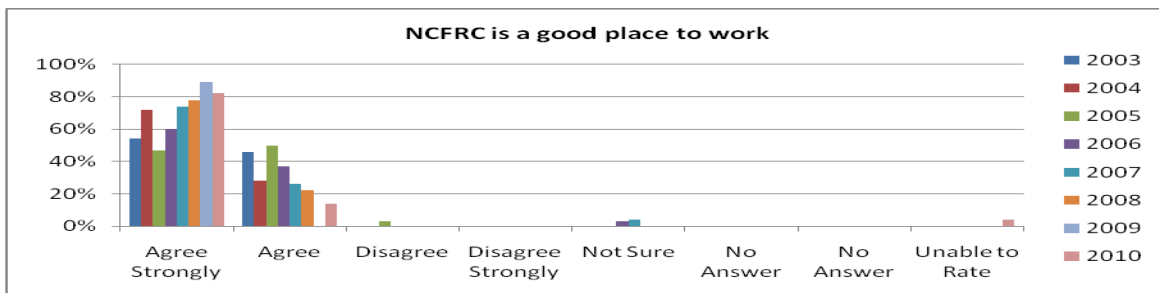
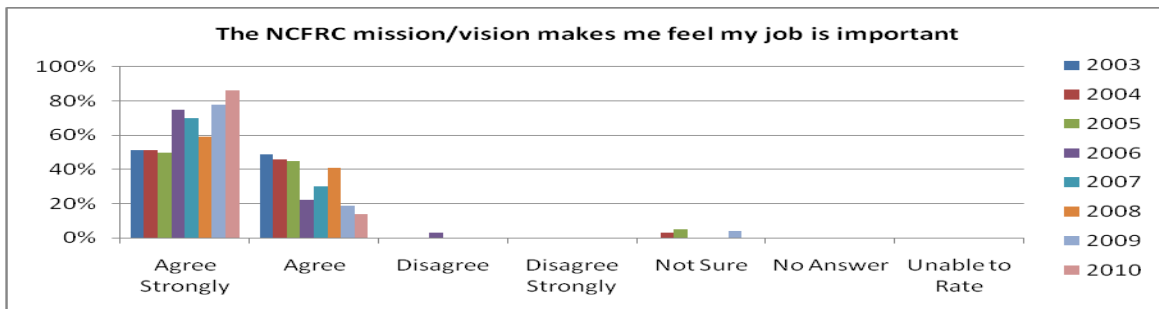
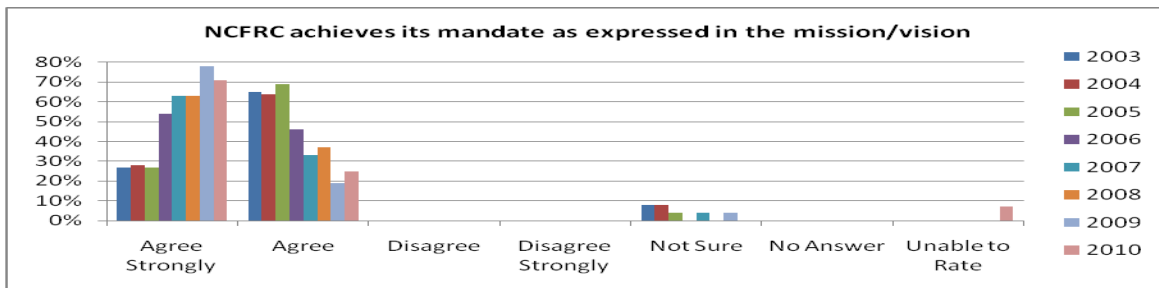
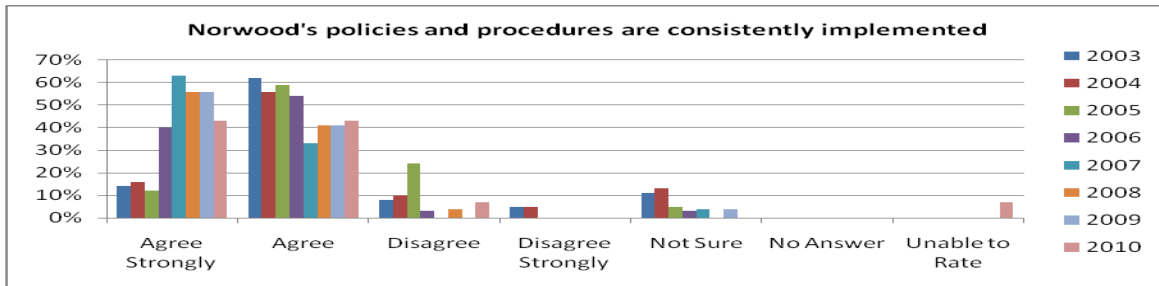
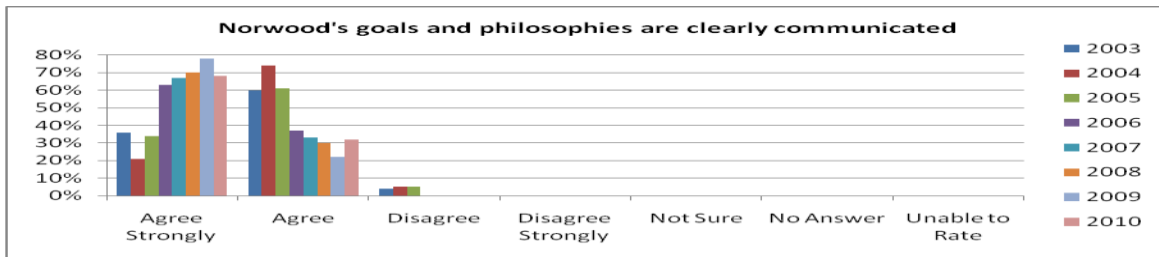
Decision Making



Communication



Agency Mandate



EMPLOYEE SATISFACTION RESPONSES

1. I love working here and strongly believe the work we do is of such an excellent nature due to the environment of Norwood and the excellent teams we have created.
2. As a new member of the NCFRC team I have had opportunity to witness and experience first hand, a rare level of consistent enthusiasm, professionalism and teamwork on a daily basis. I am proud to be a member of such an inspired team, and feel greatly supported and encouraged by NCFRC's effective and visionary leadership. It is a joy to be here
3. I enjoy the work I do at Norwood and feel that this is a wonderful place to work. I enjoy working with my co-workers and feel the work we do each day positively impacts the children and families we work with. I value the support I get from the leaders of this agency and feel everyone at Norwood works towards the same goal. Great organization to work for!!
4. There are some answers, which I would prefer to answer "sometimes" or "not always" as opposed to agreeing or disagreeing with.
5. I love working here because of the excellent management motivation and support
6. I feel very satisfied to be part of such a great organization and a committed program team!
7. Best place ever to work. I don't know if we all recognize how good we have it!

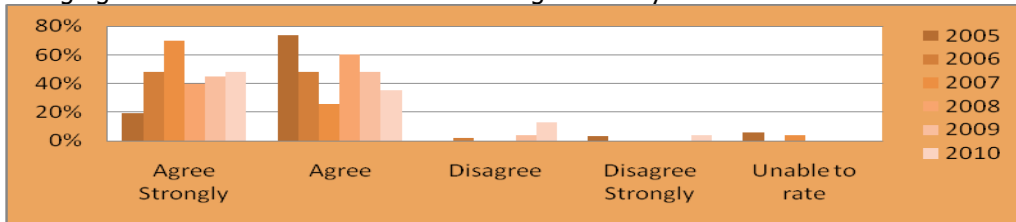
LEADERSHIP REVIEW

Part of a Retention/Satisfaction Review is to also be open to a leadership review. An organization will remain healthy and strong as long as the leadership remains healthy and strong as well.

This year we decided as well to go out into the community and have partners and funders respond to a peer review for the Executive Director as well. These results are not calculated into the staff results as we wanted to be able to do a comparison with the last 6 years. The results will be presented in a separate category.

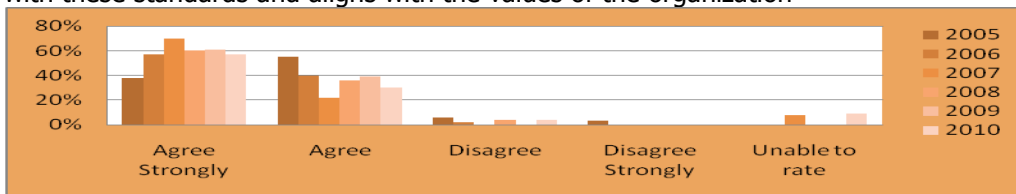
Adaptability

The Executive Director demonstrates a willingness to be flexible, versatile and/or tolerant in a changing work environment while maintaining efficiency and effectiveness



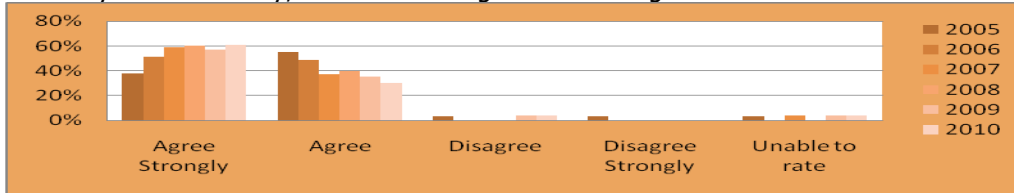
Ethical Behavior

The Executive Director demonstrates an understanding of ethical behaviour and good business practices, and ensures that her behaviour, as well as the behaviour of agency staff, is consistent with these standards and aligns with the values of the organization



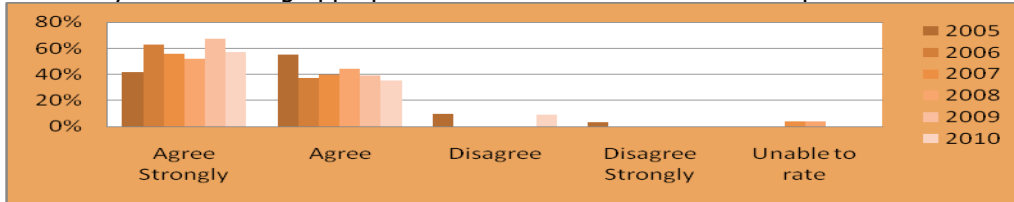
Relationships

The Executive Director establishes and maintains positive working relationships with others, both internally and externally, to achieve the goals of the organization



Communication

The Executive Director demonstrates the ability to listen, speak and write in a clear, thorough and timely manner using appropriate and effective tools and techniques



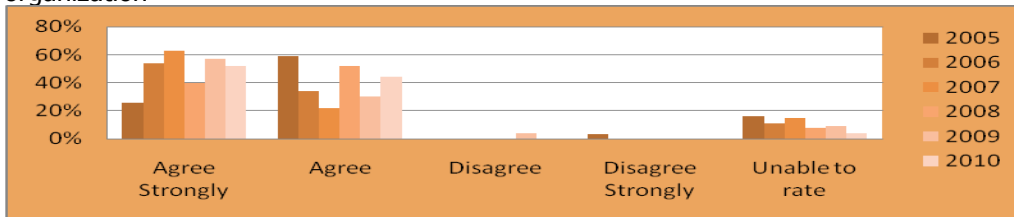
Creativity/Innovation

The Executive Director demonstrates the ability to develop new and unique ways to improve operations and to create new opportunities for the organization



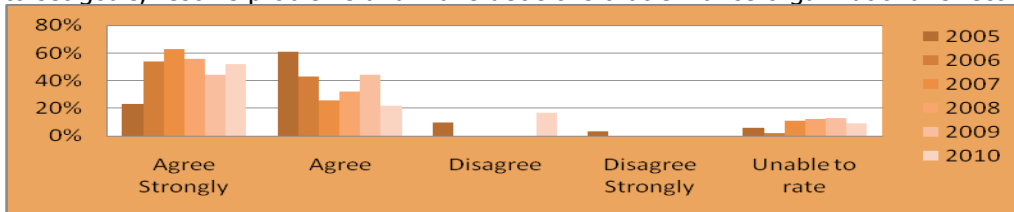
Client Focus

The Executive Director anticipates, understands and responds to the needs of internal and external clients in order to meet or exceed their expectations within the parameters of the organization



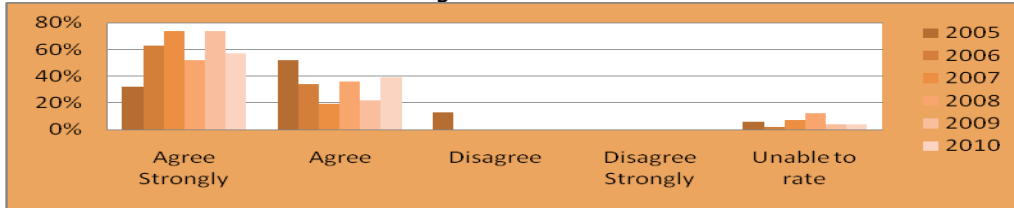
Teamwork

The Executive Director demonstrates the ability to work cooperatively and effectively with others to set goals, resolve problems and make decisions that enhance organizational effectiveness



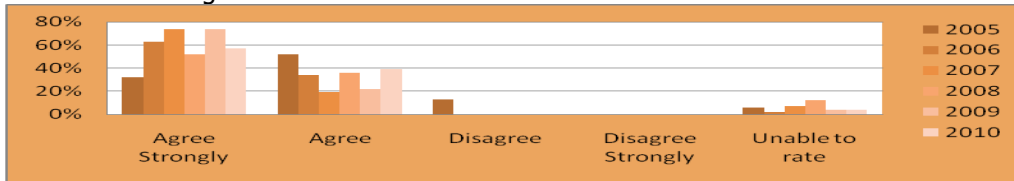
Leadership

The Executive Director demonstrates the ability to positively influence others to achieve results that are in the best interest of the organization



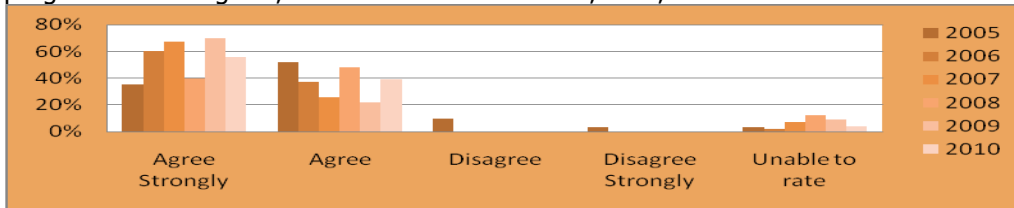
Decision-Making

The Executive Director demonstrates the ability to assess situations, to determine the importance, urgency and risks, and make clear decisions which are timely, and in the best interest of the organization



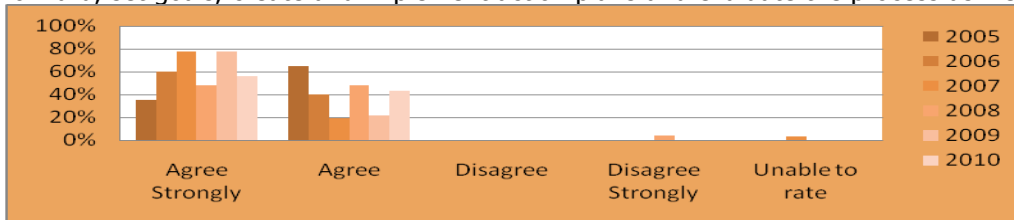
Organization

The Executive Director demonstrates the ability to set priorities, develop work schedules, monitor progress towards goals, and track relevant details, data, information and activities



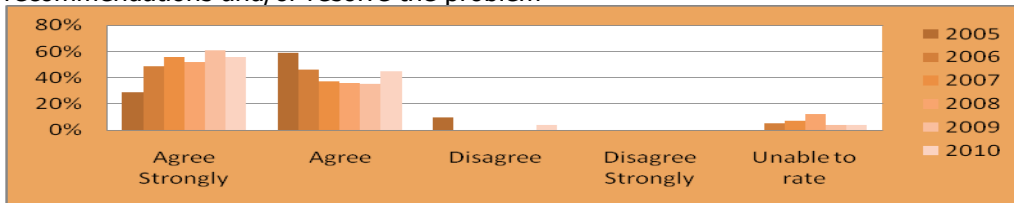
Planning

The Executive Director demonstrates the ability to determine strategies to move the organization forward, set goals, create and implement action plans and evaluate the process as well as results



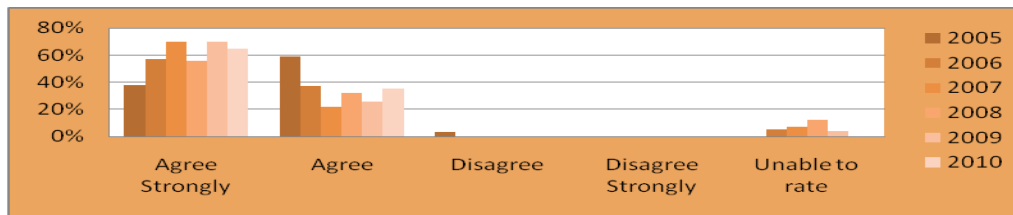
Problem-Solving

The Executive Director demonstrates the ability to assess problem situations, to identify causes, gather and process relevant information, generate possible solutions, and make recommendations and/or resolve the problem



Strategic Thinking

The Executive Director demonstrates the ability to assess options and actions based on trends and conditions in the environment and the vision and values of the organization



Staff Comments:

- *It is very easy to 'strongly agree' with each category described in this evaluation. When considering my responses I thought about the following, the extreme makeover, volunteer recognition, engaging the board and staff in strategic planning, discovering and implementing new methods to work more effectively, positioning ourselves in the community to ensure future viability, setting a standard of excellence throughout everything we do, connecting to new initiatives and always, always walking the talk. Bev exemplifies excellence in all these areas and subsequently we as an agency and a staff group can also strive to attain excellence in our work and the Centre as a whole. Thank you Bev for your amazing leadership, you set the bar high and I am so thankful for that.*
- *Bev always has big smile on her face whenever you see her. She always thinks best for her staff and families that we serve. She is strong, positive and dedicated person. We are lucky to have such a wonderful person as our Executive Director.*
- *Bev is a strong leader and very hard worker. Through her actions, it's easy to see how much she enjoys what she does and her dedication to the Norwood Agency. She is proactive and is always thinking about how to maintain and continually improve the work we do for the children and families. I also appreciate all she does for the staff, through the wellness initiative and taking the time to recognize us for the work we do each day. Thank you for being a great leader!!*
- *Wonderful insight and support. Bev is a joy to work with.*
- *Keep up the great work that you do for the NCFRC families, community and staff. Your leadership, passion and your love for the NCFRC agency is displayed through out*
- *I could not imagine working with anyone else as the leader. A true visionary and great leader!*

EMPLOYEE RETENTION

We continue to see Staff retention as a priority and annually review the organization's commitment to its staff. Each year of course depends on our fiscal situation and long term financial projections. The following are in place for 2011:

- Staff will experience a 6% salary increase
- EAP will continue to be covered 100% by the Agency
- 100% of extended benefits for employees to be covered by the employer with the exception long term and life insurance
- Critical Illness of \$25,000 benefit paid by employer
- Pension – NCFRC matches 1.5 – 3.00
- Years of service awards:

Start of Employment	Free T Shirt
1 year of Service	Pin and Vest
5 years of service	Pin and \$500
10 years of services	Inukshuk and \$1000
- \$200 wellness fund for every employee
- A staff member who refers someone to work at agency and that person remains with the centre for one year will receive a \$500 referral fee.
- Mileage costs remain at .50 per kilometer
- Additional 3 weeks with pay at (Xmas and Spring Break)
- Personal Leave up to 12 days (sick included)
- Ability to flex hours
- Staff Retreat with focus on health and wellness
- Agency Planning Day – Achievements/Successes
- Individual and Agency Professional Development

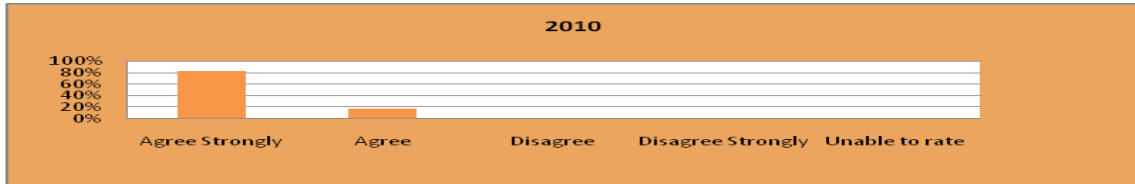
Executive Director Community Partner and Funder Review

As discussed earlier, the Executive Director Review was sent out to community partners and funders. We received 12 responses which is very reasonable as 20 emails were forwarded.

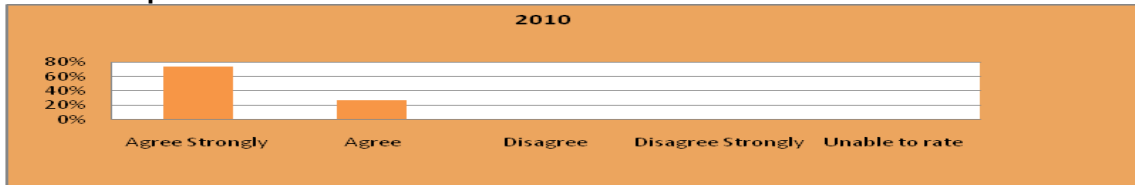
Adaptability



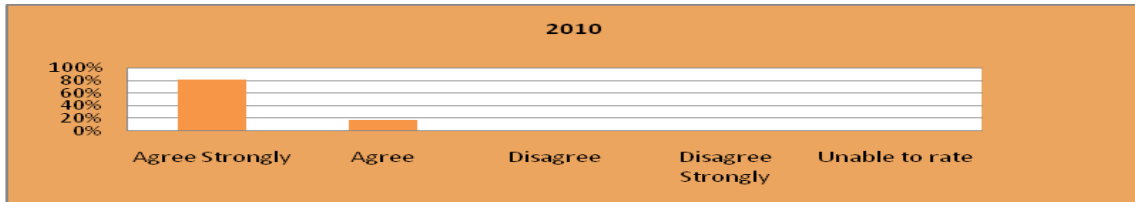
Ethical Behaviour



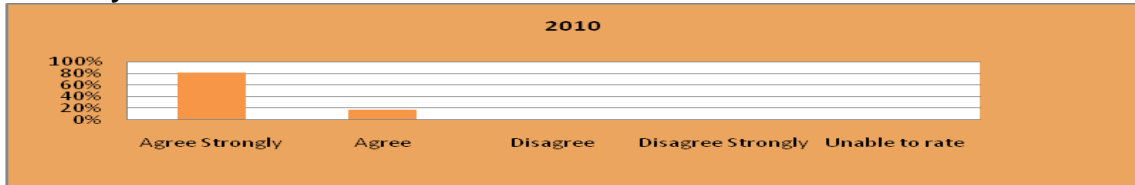
Relationships



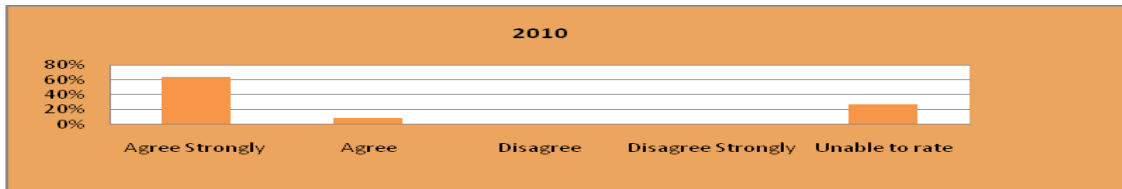
Communication



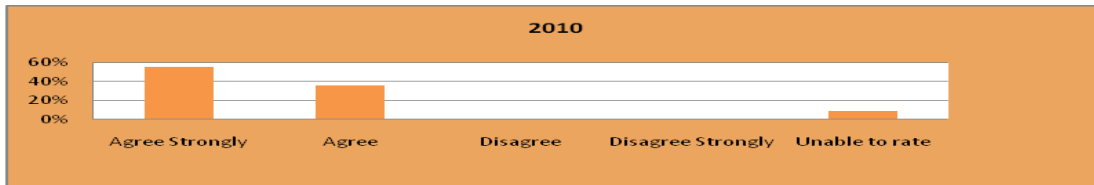
Creativity/Innovation



Client Focus



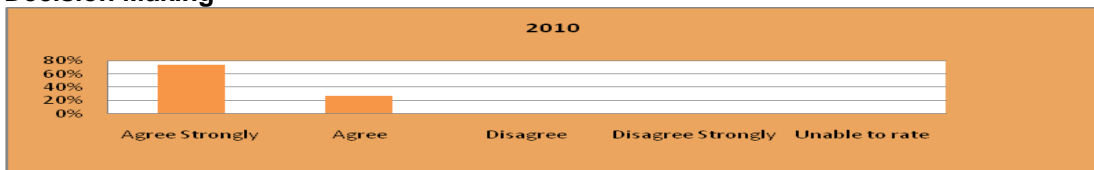
Teamwork



Leadership



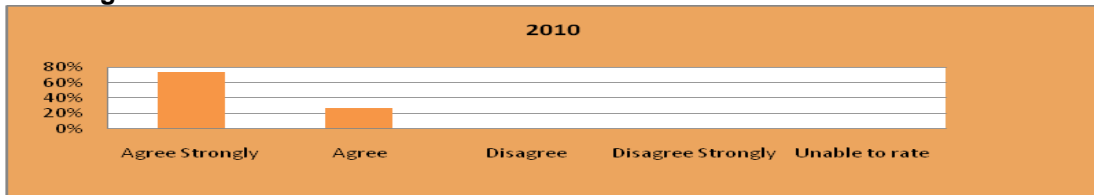
Decision Making



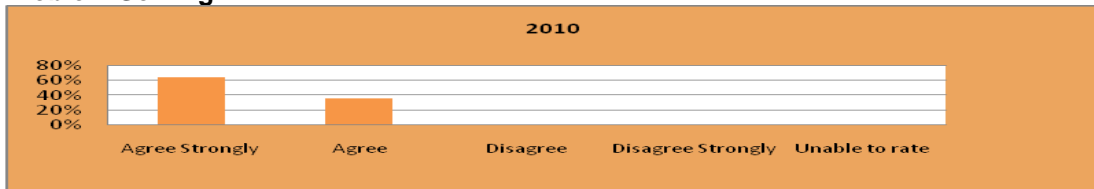
Organization



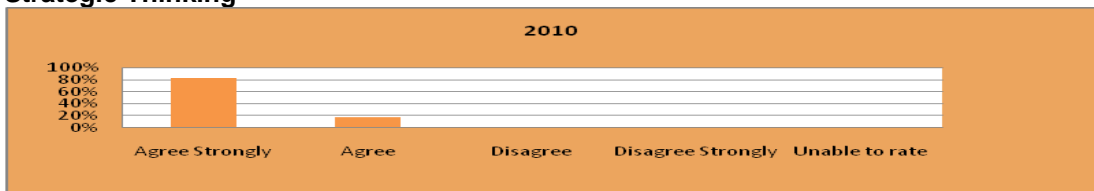
Planning



Problem Solving



Strategic Thinking



INTERNAL/EXTERNAL SOURCES – PARENTS/FUNDERS/COMMUNITY

It is essential that we continue to evaluate how we are doing and the best way to do that is to ask our participants (children and parents). While we utilize staff observations and qualitative data from our parents, we are also committed to annually conducting a parent survey. (We also do surveys asking parents about what groups and activities they would like to see at the centre as well as there are a number of other opportunities for families to provide us with their input on programming, more specifically the Parent Advisory Committee PAC). Following is some of the data we have collected from parents and other external sources to help guide us in making the agency work successful.

PARENT SURVEY RESULTS

Total Surveys collected – 2009 - 109
Total Surveys collected – 2010 - 110

Parenting

	Yes		No	
	2009	2010	2009	2010
I have increased my knowledge of parenting skills	84%	85%	3%	4%
I have a better understanding of how to help my child develop and learn	91%	93%	1%	1%
I feel more confident in my ability to parent my child	89%	89%	3%	3%
I feel the program helped me improve my relationship with my child/ren	87%	90%	3%	2%
I feel the program helped me improve my relationship with others in my family	65%	76%	13%	8%
I am better able to parent my child	91%	92%	1%	2%
I am doing more to keep my child healthy	89%	89%	1%	1%

Child Development – For all Programs

	Yes		No	
	2009	2010	2009	2010
I have increased my knowledge of child development because of the program	86%	88%	5%	4%
I feel being involved with the program has benefited my child/ren	93%	92%	0%	0%

Child Development - For Early Start and Head Start Programs: 57 Surveys

	Yes		No	
	2009	2010	2009	2010
My child shows greater interest in crafts e.g. finger painting, gluing or cutting with scissors (motor skill development).	91%	89%	4%	5%
My child shows greater interest in communicating with me throughout the day e.g. using words, imitating sounds, singing songs, reading books and following directions (language development).	95%	96%	1%	3%
My child shows greater interest in being with others e.g. being held, playing with children, playing pretend like dress-up, reading with others, sharing and taking turns (social skill development).	92%	94%	1%	3%
My child shows greater interest in objects of different colors, sizes, textures, knows some or all body parts, plays with blocks, enjoys puzzles, games, able to recognize colors, numbers and shapes (cognitive development)	95%	98%	0%	1%
My child seems to enjoy the program more since they started	94%	92%	1%	3%

Family Support & Connections

	Yes		No	
	2009	2010	2009	2010
I have learned about new resources for my family.	90%	87%	3%	3%
I have increased my use of resources and services that my family requires.	80%	78%	10%	11%

I have formed supportive and trusting relationships with the program staff	97	91%	2	2%
I have formed supportive and trusting relationships with other parents in the program	56	60%	30	22%
I feel the program staff have helped me set goals for myself	74	74%	14	12%
I feel our family is less isolated as a result of our involvement in the program	79	83%	5	3%
I feel the program supported me and my family	96	94%	1	0
I feel less stressed as a result of my involvement in the program	86	87%	5	3%
I feel welcomed here at the Centre	96	92%	0	0
I feel that different cultures are recognized and celebrated at the Centre	91	88%	0	0

PARENT SURVEY RESPONSES

- *I like that there are people that care about myself and my children and that the centre is there to encourage early education and family support.*
- *The staff are wonderful and knowledgeable.*
- *The programs helps my child become more activity and get more social skills*
- *I always feel welcome and my son loves it here*
- *I like about the Centre because they help my child to talk and learn everything*
- *I believe the centre should continue to do what they are doing and stop nothing*
- *Give more opportunities for the families to meet and spend time together.*
- *More field trips for early start (tree room)*
- *More rooms should be created & more staff should be engaged to provide for increase intakes.*

FUNDER SURVEY RESPONSES

FUNDER SURVEY RESULTS						
	Strongly Agree	Agree	Disagree	Strongly Disagree	Unable to Rate	Response Count
NCFRC's mission and/or vision is clearly defined and articulated	66.7% (2)	33.3% (1)	0.0% (0)	0.0% (0)	0.0% (0)	3
NCFRC's goals/outcomes are clearly defined and articulated.	0.0% (0)	100.0% (3)	0.0% (0)	0.0% (0)	0.0% (0)	3
NCFRC has a current Strategic Plan that is consistent with the Mission/Vision	0.0% (0)	66.7% (2)	0.0% (0)	0.0% (0)	33.3% (1)	3
NCFRC demonstrates commitment to providing quality service to its clients	33.3% (1)	66.7% (2)	0.0% (0)	0.0% (0)	0.0% (0)	3
NCFRC maintains high service standards	0.0% (0)	100.0% (3)	0.0% (0)	0.0% (0)	0.0% (0)	3

NCFRC continually strives to improve its programs and services to clients	66.7% (2)	33.3% (1)	0.0% (0)	0.0% (0)	0.0% (0)	3
NCFRC is willing to consider and take action on innovations proposed to increase organizational effectiveness	33.3% (1)	66.7% (12)	0.0% (0)	0.0% (0)	0.0% (0)	3
NCFRC is effective in serving the needs of its community	0.0% (0)	100.0% (3)	0.0% (0)	0.0% (0)	0.0% (0)	3
Proposals are complete	0.0% (0)	100.0% (3)	0.0% (0)	0.0% (0)	0.0% (0)	3
Proposals are clear and articulate	0.0% (0)	100.0% (3)	0.0% (0)	0.0% (0)	0.0% (0)	3
Proposals are submitted in a timely manner	66.7% (2)	33.3% (1)	0.0% (0)	0.0% (0)	0.0% (0)	3
Proposals are clear, concise and well organized	0.0% (0)	100.0% (3)	0.0% (0)	0.0% (0)	0.0% (0)	3
Progress Reports are complete and submitted in a timely manner	33.3% (1)	66.7% (2)	0.0% (0)	0.0% (0)	0.0% (0)	3
NCFRC has a positive public profile	0.0% (0)	100.0% (3)	0.0% (0)	0.0% (0)	0.0% (0)	3

Comments:

- NCFRC’s leaders demonstrate strategic thinking and planning in accordance with changes in all aspects of their environment. They also model effective leadership and support others in the EI Sector.
- Proposals are submitted to ECALA on time but the budgets do not meet the ECALA funding criteria and often are over budget according to what we can fund.
- Some items are scored at ‘Agree’ but could be scored higher given more information.
- I have not seen the strategic plan

COMMUNITY PARTNER SURVEY RESPONSES

	Strongly Agree	Agree	Disagree	Strongly Disagree	Unable to Rate	Response Count
NCFRC's mission and/or vision is clearly defined and/or articulated	50.0% (4)	37.5% (3)	0.0% (0)	0.0% (0)	12.5% (1)	8
NCFRC demonstrates commitment to providing quality service to its clients	75.0% (6)	12.5% (1)	0.0% (0)	0.0% (0)	12.5% (1)	8
NCFRC continually strives to improve its programs and services to clients	87.5% (7)	0.0% (0)	0.0% (0)	0.0% (0)	12.5% (0)	8
NCFRC is willing to consider and take action on innovations proposed to increase organizational effectiveness	87.5% (7)	12.5% (1)	0.0% (0)	0.0% (0)	0.0% (0)	8
NCFRC is effective in serving the needs of its community	62.5% (5)	25.0% (2)	0.0% (0)	0.0% (0)	12.5% (1)	8
Our collaborative/partnership with NCFRC is productive and positive	62.5% (5)	37.5% (3)	0.0% (0)	0.0% (0)	0.0% (0)	8
NCFRC strives to clarify their role and acts in a manner that is consistent with that role	50.0% (4)	50.0% (4)	0.0% (0)	0.0% (0)	0.0% (0)	8
NCFRC strives to achieve the overall purpose/objective of our project/collaborative	62.5% (3)	37.5% (3)	0.0% (0)	0.0% (0)	0.0% (0)	8
NCFRC communicates effectively and keeps our organization informed of matters of mutual interest	62.5% (5)	37.5% (3)	0.0% (0)	0.0% (0)	0.0% (0)	8
NCFRC is effective in working with our organization to mutually resolve problems/issues related to the project/partnership/collaborative	75.0% (6)	25.0% (2)	0.0% (0)	0.0% (0)	0.0% (0)	8
NCFRC is a valuable, contributing partner	71.4% (5)	28.6% (2)	0.0% (0)	0.0% (0)	0.0% (0)	7
NCFRC has a positive public profile	87.5% (6)	12.5% (1)	0.0% (0)	0.0% (0)	0.0% (0)	8

Comments:

- *Bev Parks is a wonderful asset to our community and she also makes NCFRC extremely relevant to our continuum of services. Bev is not afraid to question or challenge, whether it be practices, statements that are unclear or contradictory at meetings, or old ways of doing things that don't work anymore. I strongly value Bev's and the agency's contributions to our community. I admire Bev's courage to speak out as well as her commitment to making Edmonton a better place.*
- *NCFRC consistently works in partnership with the community and has been a leader in innovation.*
- *The Family Centre has begun a collaborative project with NCFRC called Supporting Family Involvement. It has been a pleasure working together.*

STRATEGIC GOALS – 2008 – 2010

1 Continue to provide and enhance the quality programs and services in the communities we serve

- Strategy #1:** Ensure the programs are delivered with defined standards that reflect best practices.
- Strategy #2:** To complete a full comprehensive evaluation of the Early Start Program
- Strategy #3:** To enhance the quality and effectiveness of partnerships at NCFRC
- Strategy #4:** The Centre will incorporate more meaningful family involvement regarding the planning, designing, delivering and evaluating the agency programs
- Strategy #5:** Ensure a viable and effective volunteer program/model is in place
- Strategy #6:** Develop a methodology to conduct environmental scanning to provide a focused review of demographics relative to program and services

Success Indicator	Achieved/In Process
80% of parents served report the program has benefited their child	Achieved
80% parents report their knowledge on community resources has increased.	Achieved
80% parents report the program supported them and their family	Achieved
80% parents report they feel welcome at NCFRC	Achieved
80% Parents report that their diversity is valued and celebrated	Achieved
Completion of the Early Start Program review	Achieved
Early Start Program development/enhancement plan with recommendations be completed based on review of outcomes	Achieved
80% of partnership organizations will indicate that it was a productive and positive partnership	Achieved
Continued success in retaining accreditation status	Achieved
A minimum of 2 parents from each program will participate in the planning, design and evaluation of all agency programs	Achieved
At least 10 youth will be actively involved in the planning, design and evaluation of the Child and Youth program	Achieved
A 25% increase in the number of volunteers	Achieved

2 Ensure adequate and sustainable funding for the organization

- Strategy #1:** To develop a fund development plan

Success Indicator	Achieved/In Process
Increase of 5 per cent in overall funding by 2010	Achieved
Add one new funder (other than current year funders) to the organization every year	Achieved
Increase the number of funding proposals written every year by at least 2	Achieved
Increase in the number of programs that have core funding (85%) by 2010	Achieved
"x" raised through the funding event	To Be Determined
Increase number of donors by "x"	To Be Determined

3 Become and maintain a Centre of Excellence

- Strategy #1:** To continue to be active as a Centre of Excellence
- Strategy #2:** To continue to enhance staff retention by maintaining and developing and implementing new strategies

Success Indicator	Achieved/In Process
80% of the Centre Of Excellence statements are met by NCFRC	Achieved
90% of staff felt that they had adequate opportunities for professional development	Achieved
90% of staff indicated that NCFRC is a good place to work	Achieved
90% of resigning staff will complete an exit interview	In Process
% of student placements who return as staff at Norwood	To Be Determined

4 Increase advocacy efforts of the Centre

Strategy #1: To support parents regarding how to effectively advocate on their own behalf.

Strategy #2: To support Board Members in how to effectively advocate on behalf of the Centre

Success Indicator	Achieved/In Process
Develop a parent advocacy kit	Achieved
Completion of an advocacy workshop	Achieved
Develop an advocacy kit for Board of Directors	Achieved
45% of parents will indicate an increased knowledge base regarding advocating on their own behalf	In Process
45% of parents will indicate an improved ability to advocate on their own behalf	In Process

2011 Priorities

Priorities	Strategies
Partnerships	Ensure partnerships are relevant and specific to the mission and vision of Norwood
Programming	Increase access to programs based on the needs of children and families
Multiculturalism	Ensure programming reflects the diversity of populations served by Norwood Integrate multi-cultural themes/concepts throughout all Norwood programming (similar to literacy)
Funding	Develop strategies to manage funding that reflects an inclusive, holistic approach to programming
Staff Development	Increase capacity in the organization to ensure staffing transitions
Volunteerism	Ensure volunteerism becomes a “standard” component / function across all Norwood programs
Advocacy	Norwood is a credible complementary model to the school as a hub initiative
Literacy	Norwood fosters family self-sufficiency and empowerment where parents are better able to nurture their children to be healthy and productive members of the community
Technology	Norwood uses the technology supports to provide meaningful programs in a cost effective manner
Board Development – Community Engagement	The Board of Director becomes a vital link about the trends in the community (become the eyes and ears)

Respectfully submitted

Bev Parks
Executive Director