*EMMANUEL SENIORS LIVING SOCIETY*

**STRATEGIC PLANNING POLICY**

**Present Policy: GOV 8 Strategic Planning**

**Policy:**

The board’s job is to look forward strategically on behalf of the Society. The result of this strategic plan is a 3-5 year document that considers basic organizational information both once to write the plan and then once annually to review the plan.

Procedure:

The following types of organizational information will be considered in the development and review of the strategic plan:

* Historic Picture-How did we start and where have we been?
* Member Surveys-What do they want from the Society?
* Stakeholder Surveys-What interests the public and other parties?
* Environmental Scan-What external forces affect us?
* Organizational Assessment-What internal and external forces affect us?
* Beliefs, Values, Philosophy-The underlying truths of the Society.
* Vision: The dream….what could the Society be?
* Mission and Outcomes-What will the Society do for members to achieve the vision?

The strategic plan is translated by the Executive Director into an Annual Business Plan and reports on progress to the Board in a timely manner.

**Proposed Policy**

**Purpose:**

This policy outlines responsibilities and the process to be followed when developing, implementing and monitoring the board’s strategic plan.

**Policy Statement:**

Emmanuel Seniors Living Society believes that long-range strategic planning is an integral component of Christian stewardship and its governance and leadership functions. The strategic plan provides overall direction, common goals and a focus of energy and resources through alignment to the Annual Business Plan. The strategic plan provides opportunity for participatory leadership through broad stakeholder involvement to articulate the overall strategic direction of the board.

**Principles:**

* Strategic planning is a shared responsibility between board members and staff.
* Resident care and wellbeing is the priority of the board.
* A four-year planning process allows the board to be strategic in its focus on system priorities.
* Effective strategic plans define a clear and compelling vision through the focus of a small number of strategic directions.
* The board values public engagement and will consult broadly in the development and monitoring of the strategic plan.
* Data driven planning and monitoring of the strategic plan ensures that goals are measureable and attainable within the timeline of the plan.
* Plans should be flexible and respond to emerging needs and information.
* Regular reporting supports the board’s governance role.

**Authority:**

The board is committed to ensuring that strategic plans are developed in accordance with this policy.

**Authorization:**

The CEO is responsible to ensure the development of administrative procedures and implement a strategic planning process consistent with this policy.