



CANADA
4-H Nova Scotia

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2021-2023 Resilience Plan

July 2021

ABOUT THE PLAN

Organizational resiliency is strategic in nature, with a holistic approach that is influenced by a unique interaction and combination of strategic and operational factors. Generally speaking, it contemplates an organization maturing into one which integrates the individual processes of risk management, incident management, crisis management, and business continuity into one succinct set of processes and capabilities that work collectively, instead of in silos.

A resilient organization has these characteristics and elements:

- Leadership
- Innovation and creativity
- Internal resources
- Leveraging knowledge
- Planning strategies
- Networks and relationships
- Proactive posture
- Situational awareness
- Staff engagement
- Effective decision-making
- Effective partnerships
- Breaking silos
- Unity of purpose
- Responsive and adaptive

BACKGROUND

Beginning in 2020, COVID-19 has resulted in economic and operational uncertainty in 4-H Nova Scotia and its communities, the worst disruptive crisis in its 100-year history. Simultaneously, 4-H NS assumed full control and responsibility for the permanent delivery of the 4H program in Nova Scotia. In order for 4-H NS to meet the circumstances and challenges arising out of these changes in its operating environment 4-H NS needs an agile and strategic response to identify and manage proactively the risks that can be anticipated as well as the investment in capabilities to cope with events which cannot be anticipated.

PURPOSE

Therefore, in order to

- A. Minimize the harm done by the adverse consequences arising out of COVID-19 and the actions taken to date to comply with provincial and local laws, regulations, and requirements,
- B. Shepherd 4-H NS through the transfer of control of the 4-H program from Nova Scotia Department of Agriculture and
- C. Bring 4-H NS back to full functioning in the safest and most practical way,

4-H NS has determined to implement a resilience plan to guide and support it through the next two years.

PROCESS TO BUILD A RESILIENCE PLAN FOR 4-H NS

1. Identification of a vision (the ideal future)

Articulate the vision of 4-H NS's resilience which will lead directly to considering the shorter-term steps, the goals, that will help reach the vision.

2. Identification of goals

Develop SMART goals for 4-H NS's resilience. The goal or goals will be based on the results of the assessment of 4-H NS's risk and resilience.

3. Identification of actions or strategies to reach goals

Determine strategies and actions to reach the goals, including metrics and ongoing assessments of effectiveness and success.

4. Development of the work plan

Write a plan clearly defining the tasks to be accomplished, along with who will be doing the work, and a schedule for completing the tasks

5. Review, revise, evaluate

4-H NS must review and be prepared to revise, adapt, and/or modify its plan, strategies, or actions as needed.

ORGANIZATIONAL OVERVIEW

The 4-H Nova Scotia 2015-2020 Strategic Plan included strategies for well-defined governance and committee structures, a new fund development program, a strategic partnership strategy, as well as member and leader development.

The focus over the next two years, as our country slowly recovers from the effects of the COVID-19 pandemic, will likely mimic the previous strategy, though it will be expanded in some key areas.

Building a culture of philanthropy and creating a sustainable, diversified fund development program is the fuel that will drive our ability to grow into the next 100 years.

Although 4-H is a well-known entity in rural Nova Scotia, it shouldn't be taken for granted in a crowded charitable marketplace, that it would, or should, be a charity of choice. There is significant work to do to achieve the position of a top choice for youth programming, and as a worthy charity for corporate sponsors and individuals to support.

Our current fiscal position is relatively strong, and we are forecasting a small surplus, mostly due to the revenue support from the Nova Scotia Department of Agriculture, and various

federal COVID-19-related subsidies, but this is a short-term panacea. There is exciting potential to significantly and independently grow and diversify our revenue streams by building an individual giving, corporate sponsorship, and family foundation base. These programs, however, take time to build and grow, and given our economic challenges, realistic expectations should be applied.

An organization can have the most compelling mission, the most inspiring vision and a substantive set of core values, but if the necessary talent in the organization isn't recruited, developed, retained and recognized, it won't be successful. People are the core of what 4-H does, regardless of whether those individuals are paid or unpaid. Therefore, attention must be given to a program and process of acknowledging the work of volunteers, of supporting the growth and development of staff, and to provide a healthy culture throughout the organization.

While membership, not surprisingly, fell significantly in 2020/2021, it provided an opportunity to review programs, practices and events, and determine that many areas require updating and modernizing. Alternative ways of recruitment and retention will have to be applied in order to grow the membership and volunteer base.

There are many challenges ahead for 4-H Nova Scotia, as well as countless opportunities. All will require thoughtful planning, strong leadership and a cohesive partnership between operations and governance.

Our Mission

4-H is a premier youth development organization which promotes leadership and builds positive life-skills through hands-on learning.

Our Vision

To be the premier youth development organization in Nova Scotia.

Our Core Values

I pledge: My HEAD to clearer thinking, My HEART to greater loyalty, My HANDS to larger services, My HEALTH to better living, For my Club, My Community and My Country

SWOT Analysis

<u>Strengths</u>	<u>Weaknesses</u>
<ul style="list-style-type: none">• Grassroots enthusiasm• Well-developed programs• Youth safety training• Alumni – engage them in a variety of ways• Committed BOD/staff/volunteers• Part of a recognized national organization with services and functions that can be leveraged• Staff and supporters who are passionate about 4-H• Strong Board support• Low participation fees• Government funding• Compelling message• Knowledge, education and skills	<ul style="list-style-type: none">• Lack of depth in leadership• Diversity of volunteer and staff base• Communication methods for volunteers may not be meeting total needs• Lack of retention and succession planning• Independent clubs and counties• Inconsistent messaging/programming/policies• Lack of leader tech abilities• Accessibility• Too traditional/opposition to change• Not willing to step outside the box• Council/club conflict• Lack of accountability• Limited provincial representation• Ag-focused• Lack of agility and missed opportunities• Lack of vision and creativity• No clearly defined impact• Lack of inventory of aggregate skills

Opportunities

- Collaboration with other organizations that could extend our reach
- Opportunities to capture future estate gifts
- Leveraging grassroots appeal, utilize social media and networking site for positive communications
- A chance to try new things
- Grow the organization
- Time to standardize
- Regional staff will be able to fill gaps in communication
- Community engagement
- Increase volunteerism and membership
- Increase sharing opportunities across regions
- Develop tech opportunities and social media presence
- Measure outcomes for accurate brand story
- Update projects to align with modern interests
- Staff succession plan and internship program
- Leader education
- Creative funding ideas
- Create an inclusive environment
- Use leaders and volunteers to support and deliver in-service and training

Threats

- Ongoing COVID restrictions threatening programs/events/gathering
- Clubs that have not registered in 2021, do not return in 2022
- Retention
- Lack of fundraising opportunities
- Overwhelming new guidelines with leader training and paperwork
- Lack of access to livestock
- Lack of respect for staff
- Not meeting commitments
- Loss of government political support
- Reluctance to accept RPCs
- Concentrated in too few areas
- Inconsistent or inequitable performance of RPCs
- Funding
- 4-H community not relating to new structure
- Public perception of programming as dated
- Poor communication between staff and BOD

Our Strategic Priorities
2021-2023

Strategic Direction 1: Retain and recruit top quality volunteer leaders

Initiatives/Goals	Milestones/Key Activities	Milestone Completion Date	Outcomes	Lead
Create effective training program with a consistent tone and message	<p>M1: A multi-pronged volunteer recruitment program aimed at increasing diversity</p> <p>M2: Maintain best practices – RPCs to ensure compliance</p> <p>M3: Engage volunteers through personalization</p>			STAFF
Break down barriers to success	<p>M1: Get to know our volunteers – update screening questions</p> <p>M2: Improve digital presence</p> <p>M3: Staff to maintain connection with volunteers</p>			STAFF
Clearly communicate expectations with job descriptions and onboarding processes	<p>M1: Update detailed volunteer job descriptions</p> <p>M2: Increase communication and expectation around onboarding by developing comprehensive package</p>			STAFF
Develop a stewardship program	<p>M1: Update digital strategy to illustrate stewardship</p> <p>M2: Create thank you video from members to send to volunteers during Volunteer Appreciation Month</p> <p>M3: Illustrate to volunteers how they make a difference</p> <p>M4: Present long-service pins – program to begin at the 4-H Night in NS during Leadership Summit</p>			STAFF

Strategic Direction 2: Build greater sustainability by diversifying and optimizing a fundraising strategy

Initiatives	Milestones/Key Activities	Milestone Completion Date	Outcomes	Lead
Build corporate pipeline with new prospects	<p>M1: Collaborate with BOD on prospect list</p> <p>M2: Research pipeline prospects and curate asks</p> <p>M3: Broaden fundraising approach with case statement and giving menu i.e. 100th anniversary</p> <p>M4: Ensure any new initiatives have a >75% ROI</p>			TDJ/VB
Utilize marketing vehicles to support donor strategies and awareness	<p>M1: Development of a digital content strategy</p> <p>M2: Ensure messages pair with calls to action</p>			VB
Ensure diversity in funding sources	<p>M1: Create annual development</p> <p>M2: Focus on most significant opportunities to increase revenue growth</p> <p>M3: Ensure signature events are utilized more broadly to raise needed funding (assess 4-H Wknd/ProShow for</p>			TDJ/VB

	profitability) M4: Explore a P2P style event as a provincial fundraiser M5: Submit family and corporate foundation asks			
In partnership with 4-H Canada, institute an alumni giving program	M1: Participate in national planning strategy M2: Ensure data is clean M3: Promote program throughout all digital channels			TDJ

Strategic Objective 3: Optimize organizational capacity by developing our talent, team, operating procedures and technology

Initiatives	Milestones/Key Activities	Milestone Completion Date	Outcomes	Lead
Foster cross-functional teamwork, collaboration and communication	M1: Where possible, shift to team-oriented projects M2: Demonstrate clear, frequent and concise communications M3: Promote healthy staff culture to ensure low staff turnover			TDJ
Determine most cost effective and efficient operations	M1: - Secure appropriate and long-term location for provincial office			TDJ, SM
Engage team in	M1: Plan annual			TDJ

annual business planning and budget management	all-staff goal-setting and planning sessions M2: Ensure team is goal-oriented and strategic-minded			
Refine HR policies and office procedures	M1: Review performance management systems M2: Updated policies and procedures			TDJ with BOD

Strategic Objective 4: Increase registration to pre-pandemic levels in 2022

Initiatives	Milestones/Key Activities	Milestone Completion Date	Outcomes	Lead
Partner with schools across the province to increase awareness opportunities	M1: Explore after school programs for potential partnership with 4-H			CC
Use marketing plan to promote 4-H programming	M1: Define any outstanding needs of existing and previous members and deploy clear messaging M2: Develop strategic content that is deployed more frequently and with a greater focus on member interests			VB

	M3: Develop community engagement strategy			
Engage existing members throughout the year using various platforms	M1: Emphasis on digital and visual frequency and quality M2: Ask counties who are heavy in certain projects to host a workshop or event			VB/RPCs

Strategic Objective 5: Maintain a high-impact board that enables sustainability and growth

Initiatives	Milestones/Key Activities	Milestone Completion Date	Outcomes	Lead
Implement high-functioning governance structure	M1: Implement a board matrix to identify needs and gaps in directors M2: Board members work together in a unified, informed and collaborative manner to make decisions that are in the best interest of 4-H NS M3: Enhance governance understanding through workshops/ industry guest speakers			MM

Improve board member engagement	<p>M1: Board meetings are forward thinking with strategic discussion agendas</p> <p>M2: Provide opportunities for each BOD member to voice their opinions and ideas</p> <p>M3: An annual self-assessment of board dynamics will help identify strengths and opportunities for improvement</p>			MM with BOD
BOD members consistently attend meetings and are well prepared.	<p>M1: All members give their time and talents as an active board member</p> <p>M2: Members read reports and correspondence and come prepared with questions</p>			BOD
Ensure BOD moves towards diversity and inclusivity	<p>M1: Ensure board is diverse in geography and industry. Strive for representation in all regions.</p> <p>M2: Increase BIPOC representation</p>			BOD
BOD has collaborative partnership with the ED	<p>M1: BOD develops a</p>			BOD/TDJ

	strong working relationship with the ED and provides counsel to be successful			
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Strategic Objective 6: Increase communication to our 4-H community and to the public

Initiatives	Milestones/Key Activities	Milestone Completion Date	Outcomes	Lead
Effectively utilize all communications tools and resources to improve communications in ways that build on existing outreach and engagement	<p>M1: Host in-person leader session to socialize county agreements</p> <p>M2: Initiate connections with BIPOC communities</p> <p>M3: Continue to refine The Chronicles to meet stakeholder needs and interests</p>			TDJ/VB/AM/MM
Develop a digital content strategy and plan	<p>M1: Set up processes to manage and maintain quality content</p> <p>M2: Understand audience interest by analyzing Mail Chimp/web data collection</p> <p>M3: Build updated website</p> <p>M4: Refine social media content for key audiences</p>			VB/TDJ

Strategic Objective 7: Ensure programming represents the four pillars

Initiatives	Milestones/Key Activities	Milestone Completion Date	Outcomes	Lead
Provide opportunities for members to explore experiences that encompass the four pillars	<p>M1: Develop opportunities for life skills projects to mirror life stock opportunities such as an artisan market</p> <p>M2: Host life skills workshops</p>			RPCs
Consider inclusivity in programming	M1: Ensure outward facing communications have inclusive language and imagery.			VB