


maybell
DEVELOPMENTS

Strategic Plan

2025-2027

 1909-B Ottawa Street, Regina, SK, S4P 1P7

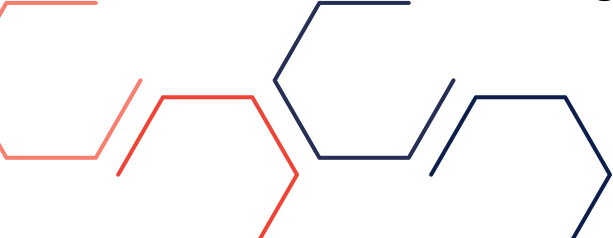
 (306) 992-0565

 info@maybelldevelopments.com

 www.maybelldevelopments.com

Contents

- Overview..... 3
- Guiding Principles..... 4
 - Vision..... 4
 - Mission..... 4
 - Values..... 4
- Programs and Services.....5
 - Desired Impact
 - Measures of Success
 - Initiative 1: Program development
 - Initiative 2: Program review
 - Initiative 3: Advocacy
- Governance..... 7
 - Desired Impact
 - Measures of Success
 - Initiative 1: Strengthen governance policies and practices
 - Initiative 2: Board succession planning
- Management and Administration..... 9
 - Desired Impact
 - Measures of Success.
 - Initiative 1: Review and update, as required, administrative and financial systems.
 - Initiative 2: Analyze the human resource capacity needed to ensure the stability of current and future growth.
 - Initiative 3: To mitigate key person risk, develop role-based succession plans, and [ensure] support for staff person
- Business and Finances.....11
 - Desired Impact
 - Measures of Success
 - Initiative 1: Manage and mitigate organizational risk



Overview

In September 2024 the Board of Directors of MayBell Developments engaged in a robust and comprehensive organizational analysis utilizing the Non-profit Lifecycles approach/model originally developed by Susan Kenny Stevens. The model highlights the importance of the key capacity areas, or ‘table legs’ of governance, management, administration, and resources, that must be operating in balance to support a non-profit’s programs and mission.

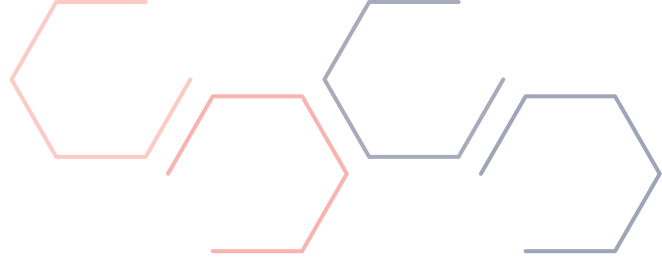
A comprehensive analysis of these capacity areas and input sought through surveys and interviews with key persons associated with MayBell gathered extensive data and personal perspectives. The board utilized this information as they participated in a thoughtful and engaging strategic planning session in December 2024. To articulate the strategic priorities outlined in this plan, the board engaged in cumulative processes to develop and identify key strengths, opportunities, aspirations, and results to inform their strategic conversations.

The board, staff, and volunteers of MayBell are dedicated and committed to the mission of demonstrating Jesus’ love for all people by fostering relationships through social housing, education, and childcare. That was evidenced through the board’s active participation and engagement in strategic thinking and brainstorming exercises.



The first step in the strategic planning process was for the Board of Directors to review and affirm the vision, mission, and values that will guide their decision-making and actions over time. These position statements are outlined on the following page. The board’s articulation of priorities has been grouped into four strategic priorities that align with the lifecycles model (tabletop and table legs). These priorities are outlined beginning on page 3.

These strategic priorities create an interconnected framework for the development of operational and implementation plans, including measures of success, initiatives, and actions. Reporting (accountability) on progress regarding the objectives and actions should occur at regularly scheduled meetings of the Board of Directors throughout the lifetime of the strategic plan.



Guiding Principles

Vision

To end poverty in Regina and beyond through services built upon relationship and community

Mission

Demonstrating Jesus' love for all people by fostering relationships through social housing, education, and childcare

Values

Dignity

We believe in each person's individuality, valuing their God-given characteristics and talents, treating them with compassion, respect, and dignity

Faith

We believe in being big faith risk-takers, demonstrating God's love for all people

Innovation

We believe in always challenging the status quo, relying on God's vision while championing new and innovative ways to support vulnerable and marginalized people in our society

Empowerment

We believe in each other; empowering, developing and growing Godly leaders in the community through relational restoration so that they can use their voice to bring about a better tomorrow

Integrity

We believe in holistic restoration; we are undivided in our relentless pursuit of our mission

Programs and Services

Develop and affirm programs and services to advance MayBell's vision and mission

A well-defined program model will contribute to MayBell's success and address the needs of participants and the community they serve

Desired Impact

MayBell Developments is known for its distinctive programming approach, setting itself apart through an authentic intention to build and be a part of the community it serves

Measures of Success

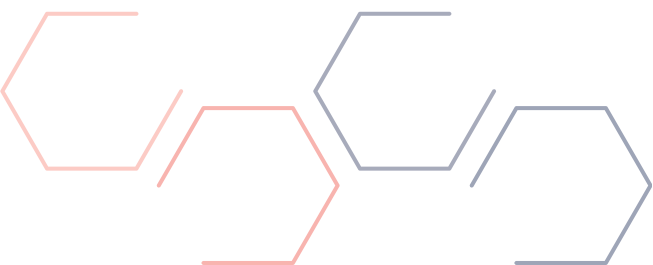
- MayBell has relevant, well-developed programs with the capacity to maintain program evaluation and respond in accordance with results
- Programs are comprehensive and multi-dimensional, of value to a diverse range of audiences and participants.
- MayBell has brought in new voices and insights to enhance program offerings, ensuring that they are cross-culturally responsive in process, content and delivery.

Initiative 1: Program development

Develop and offer new and unique programs and resources that build capacity for participants.

Actions:

- Align and expand events/programs to ensure mission relevance
- Ensure that all programs are relevant, current, and evidence based.
- Actively research and incorporate diverse cultural perspectives, communication styles, and values into program and service design and delivery. With the prominence of First Nations' women in need of support in the province of Saskatchewan, this will include, but not be limited to, explicit program links to the Truth and Reconciliation Calls to Action and Missing and Murdered Indigenous Women and Girls Calls for Justice.



Initiative 2: Program Review

Implement a comprehensive program review process to determine the relevance, impact, and sustainability of programs offered by MayBell Developments.

Actions:

- Design a comprehensive and robust program evaluation framework that measures impact and, in turn, informs decisions about priority program offerings (what to create, continue, or conclude).
- Modify and adjust the assessment framework to ensure relevance, impact, and sustainability of program components.

Initiative 3: Advocacy

Raise the profile of MayBell Developments and its programs through advocacy efforts.

Actions: Develop and affirm programs and services to advance MayBell's vision and mission

- Establish formal partnerships and relationships with partner agencies within the social sector.
- Schedule regular meetings with existing and new partners to emphasize the value of the programs offered by MayBell Developments.



- Create new and engaging programs, events, and processes that attract new participants, donors, and supporters.
- Highlight program and organizational excellence through vibrant, engaging promotional campaigns.

Governance

Develop and strengthen effective non-profit governance structures and processes

An effective governance framework (articles, bylaws, board policies, and terms of reference) consistent with its values, creates a strong foundation for the achievement of Maybell's mission

Desired Impact

MayBell Developments is known for its distinctive programming approach, setting itself apart through an authentic intention to build and be a part of the community it serves

Measures of Success

- Board committee structure, terms of office, and recruitment processes are established and formalized with adherence.
- Governance bodies (members/board) understand their respective governance roles, responsibilities, and accountabilities.
- Board members understand risk and make informed decisions following their governance roles and responsibilities.
- The board operates within a policy governance framework, upholding the standards of good governance, making strategic decisions, and exercising Board oversight and responsiveness in MayBell's best interest.
- Board recruitment processes are established and formalized.

Initiative 1: Program development

Enhance MayBell's functionality and stability through strong governance policies and practices that align with best practices in non-profit governance frameworks.

Actions:

- Engage in ongoing board education sessions.
- Undertake a comprehensive review of governing documents (articles of incorporation, bylaws, and board policies).

- Review and develop governance and administrative policies and practices through a risk/succession lens.
- Develop relevant board of directors and officers' roles and responsibilities, and terms of reference for board committees.

Initiative 2: Board Succession Planning

Ensure smooth board transitions and robust succession planning processes are in place.

Actions:

- Create an appropriate and relevant board expertise matrix.
- Refine board structure/representation focused on diversity and expertise.
- Develop and implement board recruitment processes.



Management and Administration

Strengthen and expand management (human resource) and administrative functions within MayBell Developments

Strengthening and expanding the human resource structure and administrative systems will improve the delivery of programs and services offered to participants

Streamlining current and generating new administrative policies and procedures professionalizes these practices and ensures alignment with MayBell's mission and values.

Desired Impact

Effective, efficient, and responsive management structure of employed staff and volunteers

Measures of Success

- Long-term, qualified, and engaged staff and volunteers
- Staff and volunteers can adapt to challenges and opportunities, including changes in program focus
- Robust and responsive administrative systems are in place to support staff and volunteers in program delivery.

Initiative 1: Review and update, as required, administrative and financial systems

Increase MayBell's stability through robust systems to support programs and strategic initiatives.

Actions:

- Ensure data collection mechanisms are utilized for timely decision-making by the Board and staff.

Initiative 2: Analyze the human resource capacity needed to ensure the stability of current and future growth.

Actions:

- Develop a forward-thinking organizational structure for anticipated specialized roles within MayBell.
- Ensure inclusive hiring processes for staff and volunteers while maintaining the integrity of merit for all employees.
- Ensure an effective, efficient, and responsive management structure is in place to support employed staff and volunteers that:
 - Fosters strong relationships with employees and volunteers within a positive working culture.
 - Provides access to appropriate and timely onboarding, continuing education, and professional development opportunities for all staff and volunteers.
 - Establishes processes for accurate and meaningful staff and volunteer supervision and evaluation.

Initiative 3: To mitigate key person risk, develop role-based succession plans, and ensure support for staff personnel

Actions:

- Ensure minimal impact on organization functioning in the event of disruption or personnel change.
-

Business and Finances

Create an innovative, risk-informed business planning framework

A progressive and solid business plan and corresponding practices, including financial resources, provide stability for MayBell to enhance program and service delivery.

Desired Impact

MayBell Development's financial and business plan is perceived with integrity by funders, volunteers, program participants and partnering agencies.

Measures of Success

- Revenue sources are diversified.
- Financial stability allows for flexible decision-making to take advantage of opportunity.
- The board and staff have a strong sense of organizational financial requirements.
- Regular, timely, and useful financial information is transparently available to the board, management, and external agencies.
- Financial systems anticipate and course-correct income and cost projections.

Initiative 1: Manage and mitigate organizational risk

Develop a comprehensive risk management framework that ensures organizational stability.

Actions:

- Develop a forward-thinking organizational structure for anticipated specialized roles within MayBell.
- Ensure inclusive hiring processes for staff and volunteers while maintaining the integrity of merit for all employees.
- Ensure an effective, efficient, and responsive management structure is in place to support employed staff and volunteers that:
- Fosters strong relationships with employees and volunteers within a positive working culture.

- Provides access to appropriate and timely onboarding, continuing education, and professional development opportunities for all staff and volunteers.
- Establishes processes for accurate and meaningful staff and volunteer supervision and evaluation.

Initiative 2: Ensure financial stability and sustainability

Develop financial predictions in a timely fashion to enable the Board to assess the proposed activities and develop a long-term financial strategy that will enable responsiveness to new opportunities.

Actions:

- Employ forward-thinking business forecasting models to anticipate significant financial resources required to implement and sustain MayBell's strategic priorities.
- Prioritize expenditures in alignment with services in annual budget planning cycles.
- Create robust financial budgeting, projection, and reporting tools.