

Top 10 Keys to Success

Saskatoon Open Door Society Board

1. Address health, safety and environmental risks in all of our buildings. **(Audit and Finance)**
Infrastructure and Assets Pillar
2. Continue to be recognized as one of the top settlement agencies in Saskatchewan. **(Public Awareness and Fundraising)**
Infrastructure and Assets Pillar
3. Find a long-term solution for housing all of our staff and programs in one or more facilities that are safe, comfortable and adequate for potential future growth. **(Audit and Finance)**
Infrastructure and Assets Pillar
4. Secure funding from the federal and provincial governments to support programs and operations of the organization. **(Audit and Finance)**
Financial Resources Pillar
5. Deliver on regulatory, financial and reporting requirements in compliance with external agencies. **(Audit and Finance)**
Financial Resources Pillar
6. Recruit, engage and plan for succession of qualified board members. **(Governance Committee)**
Governance and Quality Pillar
7. Strengthen the policies and processes of the board governance to support its work and continued success. **(Governance Committee)**
Governance and Quality Pillar
8. Deliver quality programs and services to clients **(Governance Committee)**
Governance and Quality Pillar
9. Arrive at a reasonable Collective Agreement. **(Human Resources Committee)**
People Pillar
10. Recruit, develop and retain management and staff. **(Human Resources Committee)**
People Pillar



**Saskatoon
Open Door
Society**

Welcoming. Connecting. Belonging.

For more information on
Saskatoon Open Door Society Programs and Services,
please visit www.sods.sk.ca.

Language Training and Daycare Services

247 First Avenue North | Saskatoon, SK S7K 1X2 | Ph: (306) 653-4464 | Fax: (306) 653-4404

Employment, Settlement, Accounting and Administration Services

100-129 Third Avenue North | Saskatoon, SK S7K 2H4 | Ph: (306) 653-4464 | Fax: (306) 653-7159
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Strategic Framework (2011-2014)



3 Year Strategic Framework (2011-2014)

Saskatoon Open Door Society Board

Organization -	Mission	The Saskatoon Open Door Society exists to welcome and assist refugees and immigrants to become informed and effective participants in Canadian society, and to involve the Saskatoon community in their hospitable reception and just acceptance.			
	Vision	Saskatoon is a multi-cultural community where newcomers enjoy full participation in its economic, social, intellectual and cultural life because of the work of Open Door in collaboration and partnership with others.			
	Strategic Goals	<ol style="list-style-type: none"> 1. Build Saskatoon as an accepting community for immigrants with a view to ensuring long-term settlement and integration. 2. Build financial capacity to deliver needs-based programs. 3. Be recognized as a preeminent resource for the delivery of quality settlement and integration services for newcomers. 4. Transform Saskatoon Open Door Society into a model organization dealing with settlement and integration issues affecting immigrants and refugees. 			
Board -	Strategic Foundations - 4 Pillars (support and move strategic goals forward)	Pillar 1: Infrastructure and Assets – Provide oversight of management of (physical & non-physical) infrastructure and assets	Pillar 2: Financial Resources – Maintain the stewardship of our financial resources and, as necessary and possible, increase those resources through fundraising	Pillar 3: Governance and Programming – Set standards and achieve leading practices in governance and in programming (service quality)	Pillar 4: People and Culture – Provide direction for a people strategy that fosters a culture of safety, service, engagement and respect within the organization
	Strategic Initiatives (support strategic foundations)	<ul style="list-style-type: none"> • Oversee the process for finalizing negotiation of building leases (possible acquisition 2014): Audit & Finance (A&F) • Set the standards for brand management: Community Awareness & Fundraising (CA&F) • Oversee the plan to upgrade and manage fixed assets including IT (A&F) 	<ul style="list-style-type: none"> • Direct the implementation of the Reserve Policy: (A&F) • Provide direction on enhancements to Financial Reporting (A&F) • Assist in the development of an overall Fundraising Plan (policy, execution, professional fundraiser, goals): (CA&F) 	<ul style="list-style-type: none"> • Assist in the development of Advocacy Plan/Sustainable Financial Resources: (CA&F/ Governance) • Assist with the development and monitoring of Enterprise Risk Management: (Gov) • Update and enhance Board Policies/Bylaws/processes (including interaction with management and staff): (Gov/ CA&F) • Recruitment, development, and Succession Planning (Board/ED): (Gov and HR) 	<ul style="list-style-type: none"> • Develop a performance evaluation plan for the ED: (HR) • Monitor recruitment, retention and HR strategy: (HR) • Enhance memberships and external partners management: (CA&F) • Provide guidance to Collective Bargaining team and ratification of contract: (HR)
	Risk	#1,2,3	#4,5	#6,7,8	#9,10
Management -	Operational Priorities (and Risk Areas) – (follow through on strategic initiatives)	<ul style="list-style-type: none"> • Performance of financial analysis and physical assessment of building leases • Brand: Execution of Communications plan • Development of a plan for the renewal of fixed assets 	<ul style="list-style-type: none"> • Implementation of reserve policy • Establishment of a standard reporting format (i.e. payroll remittances, variance analysis, high level trend reporting) • Fundraising: determine goals and priorities of programs and core functions 	<ul style="list-style-type: none"> • Implement advocacy activities • Risk Management: monitor risks and perform organization-wide audit of internal controls (i.e. use of logo, letterhead/management and other resources) • Program evaluation 	<ul style="list-style-type: none"> • Strengthen recruitment, retention and overall HR strategy: (development and implementation) – Constitute Collective Bargaining team