



Long Range Forward Planning Day

Who this day is for

All the members of the Board and staff. The session will be designed and facilitated by Peter Noteboom.

Why we are organizing this day

The Lighthouse is a “diamond in the rough”, an irreplaceable community asset that needs our attention to grow and better serve the communities who depend on its presence and services.

Prior to this meeting, the Board has undertaken several special activities: a visioning day in January 2009, an organizational capacity building day in September 2010, and reviewed a significant Program Description Report for The Lighthouse Community Ministries over 2009-2010. Today we need to act on the recommendations from that report with a view to continuing to strengthen the work of The Lighthouse, achieve a high quality standard in planning and service delivery, and be more effective in attracting the human and financial resources The Lighthouse needs to provide the services its ministries need.

When & Where

The Lighthouse

Saturday, January 22, 9:00am – 3:00pm

Learning Objectives

By the end of the day, we will have

- Refreshed our memories of the ministries of The Lighthouse: People
- Proposed a Vision Statement for The Lighthouse
- Reviewed the Recommendations and Conclusion arising from the Program Planning Project, especially the urgent and important ones.
- Checked for alignment from Mission, through Ministry, to Vision.
- Planned Ahead 1 – 3 years for the 5 Communities that The Lighthouse Serves: Translating the Vision into Ministry Objectives and Staff work plans
- Planned Ahead 1 -3 years for The Lighthouse: What common initiatives will strengthen each ministry and the whole ministry?
- Verified the Vision for The Lighthouse
- Decided on Next Steps.

Program of Activities

1. Warm-up

By community ministries (Chinese, Hispanic, Neighbourhood, Support, and Vietnamese) *flip through* the pictures and history of The Lighthouse ministries. *Compare* your favorite pictures with The Lighthouse Mission statement. *Select* a few favorite pictures to share with the large group that especially highlight your memory and the mission of The Lighthouse.

MISSION STATEMENT (FOR EVERYONE)

As a multi-cultural Christian Outreach and Community Centre, The Lighthouse demonstrates God's love by offering unconditional hospitality, by sharing our resources and by helping people in need.

We offer an atmosphere of respect, dignity and security in order to address spiritual, emotional and physical needs all in the name of our Lord Jesus Christ.

What is especially inspiring to you about the mission and ministry of The Lighthouse?

2. The Vision of The Lighthouse

A. The Mission Statement tells us *where we come from* and *what we are here for*, a Vision statement describes *where we are going*. Which of the elements in this list below describe where we want to go as a ministry? *Underline* 1-3 of the elements of the goal or vision of The Lighthouse that speak strongly to you. What would you add, in terms of where we want to go?

Goals/Vision Elements
Meeting Basic Needs. Dignified Service. Safety, Trust, Care. Mutuality, giving something back.
Self-help: from service to mutual interrelationship. Opportunity to contribute and give back. Bring church to community, and bring clients to Christ.
Justice for the marginalized and vulnerable. Well-being and health. Empowered with skills. Advocacy, we speak up!
Meeting immediate goals. Relational goal of healing and reconciliation with one another and God.
Help people gain their Permanent Resident status. Justice. Recognize and grow existing expertise (leadership development).

- B. Underline what you see is particularly useful in this brief description of a vision statement, and the draft definition of caseload.

A vision statement is sometimes called a picture of your organization in the future but it's so much more than that. Your vision statement is your inspiration, the framework for all your strategic planning.

The vision statement answers the question, "Where do we want to go?"

What you are doing when creating a vision statement is articulating your dreams and hopes for your organization. It reminds you of what you are trying to build.

While a vision statement doesn't tell you how you're going to get there, it does set the direction for your planning. That's why it's important when crafting a vision statement to let your imagination go and dare to dream – and why it's important that a vision statement captures your passion.

Unlike the mission statement, a vision statement is for you and the other members of your organization, not for your supporters or clients.

When writing a vision statement, be sure not to fall into the trap of only thinking ahead a year or two. Once you have one, your vision statement will have a huge influence on decision making and the way you allocate resources.

The anatomy of a vision statement for The Lighthouse might look something like this:
The vision of the Lighthouse is to see xxx xxx and xxx changes in the lives of ### number of individuals and families (caseload) from the communities that the Lighthouse serves, xxx, xxx, and xxx.

Caseload = Number of cases (individuals or families) per month or year who receive a service through The Lighthouse or participate in a program of The Lighthouse.

- C. On your own, *craft* a passionate and inspiring vision statement for The Lighthouse. Once you've written one, *share* it with one other person, then as pairs share with one other pair.

As a group of four, *bring forward* one powerful vision statement to share with the others. We will review and work with these vision statements throughout the day.

- D. How do you see such a vision statement being useful for you and The Lighthouse?

3. Getting Ready to do Long Range Forward Planning

Re-examine the *Table Comparison of Ministries* and the *Summary Description of The Lighthouse Community Ministries*. How will these be turned into communication tools? Check also the list of *Recommendations and Conclusion*. Note which of these we will work on later this morning and this afternoon.

***** Morning Break *****

4. Long-Range Forward Planning: Setting Community Ministry Objectives

- A. In small groups by Community Ministry, tell the story of change in your community ministry from beginning to end:
- the Mission of The Lighthouse,
 - the Community Context,
 - the Activities offered at The Lighthouse, or what The Lighthouse offers to promote positive change
 - the Outputs (what the participants or clients learn or access by participating in that activity)
 - the Outcomes (the changes the participants or clients demonstrate as a result of what they learned or received, in order to achieve their goal and the vision of The Lighthouse,
 - the Vision (the change we want to see).
- B. Reflecting on this process, how would you describe or visualize your theory of change? How is your ministry achieving the vision of The Lighthouse?
- C. It is in the Activities where the Lighthouse offers specific programs and services. Looking ahead to the 2011-2012 program year, together name ~ 3-5 program objectives that describes and strengthens your current ministry AND stretches your community ministry further toward our vision.

A SMART program objective would look something like this: For the 2011-12 program year, xxx community ministry will serve xxx number of clients; or, For the 2011-12 program year, xxx community ministry will develop a leadership certificate program for xxx number of participants; or, for the 2011-12 program year, xxx community ministry will provide therapy and counseling services to xxx number of clients.

Specific
Measurable
Achievable
Realistic
Time-bound

Document your 2011-12 program objectives and be ready to post them for all to see.

- D. Questions for dialogue:
- How can we use these now to plan our 2011-12 programs?
 - How will this information help with communication, budgeting and fund-raising?
 - How will this information help with work plans and ministry reporting?
 - How will The Lighthouse implement an annual program planning cycle?
 - How can the World Vision learning programs help, and who will attend?

***** Lunch Break *****

5. **Long-Range Forward Planning: What common initiatives will strengthen each ministry and the whole ministry?**

A. Looking over the big picture now of the Mission of The Lighthouse, its Ministry, and its Vision: what realistic project would enhance each and every community ministry of The Lighthouse, across the Board? The recommendations include several ideas: using an important and urgent matrix, chart where these belong.

- ❖ Facilitating learning is a common activity across all ministries.
 - a. Develop some short, useful, standard training materials in different languages that can be used in the topics most urgently needed: parenting skills, life skills, transitions, accessing services, immigration basics, etc.
 - b. Develop a standard methodology for designing and leading learning events (I openly declare my self-interest here, see bio in the appendix). All staff systematically attend *Learning to Listen Learning to Teach Dialogue Education* workshops to develop a common vocabulary for facilitating learning, effective learning materials, and a high quality standard for teaching.
- ❖ Volunteer programming. I don't see the specifics, but it is striking that all the ministries use and rely on volunteers. Can the volunteer management be strengthened? Can they be programmed and used more effectively? How can they help grow the impact of The Lighthouse?
- ❖ Leadership development. Most of the ministries offer opportunities to "give back", develop mutuality, and a holistic approach to integrating into communities. Can leadership development be a more explicit component in that process, both for the communities they join and for The Lighthouse, its volunteer staff, staff, committees, and board? What about offering leadership workshops? Or registering promising staff and participants in leadership workshops offered elsewhere?
- ❖ Develop an explicit yet straightforward advocacy agenda. Advocacy is frequently the most effective and inexpensive way to catalyze change or reach a vision. Each of the ministries includes a personal, communal, or justice advocacy component. What, exactly, is the advocacy agenda for The Lighthouse? What one policy change at the municipal, provincial or federal level would make an important difference in your work? How can the Supporting Community participate more effectively in that advocacy? How can participants in The Lighthouse programs participate in that agenda? How can The Lighthouse provide leadership to others?
- ❖ Low-hanging fruit. What are the simple and straightforward ways to grow the ministries of The Lighthouse with existing resources? Or what important resource component would dramatically increase the outcomes for all the ministries? A paid volunteer and leadership development manager? A new ministry coordinator to replicate these community ministries in a new community (Ethiopian, Filipino, Aboriginal, ?).
- ❖ Share what you know. The Lighthouse ministry model is simple, straightforward, compelling, and effective. Many others could benefit from it. Visit other like-minded groups to share what you know and learn what you can improve.
- ❖ Replicate? Scale up? Can The Lighthouse ministry model be replicated in other locations by other communities and supporting communities? Can The Lighthouse ministry model be scaled up to reach many more people?

Less Important		
Very Important		
Prioritization	Very Urgent	Less Urgent

B. In teams, and by recommendation or issue, turn your items into DUMB Objectives:

Dreamy
Unrealistic
Motivating
Bold

For example, The Lighthouse will move heaven and earth to accomplish these cross-ministry objectives: xxx, xxx, and xxx.

Be sure to document your DUMB objectives, and be ready to share them!

C. Now select 1 – 3 of these objectives to serve as your next Wildly Important Goals (WIG): Goals that are so important that unless they are addressed and met, the development of the ministry of The Lighthouse is in danger.

6. Fund-raising and Grants (if we have time)

- A. Now that you’ve consolidated, assessed and planned laid out some SMART program and DUMB ministry objectives, what new initiative might be a compelling case for a foundation or agency to fund?
- B. Where might The Lighthouse want to provide seed money and provide a grant for another group in or out of The Lighthouse to do what you do?

7. Step Back and Look ahead

- A. *Take a look* at our new Vision statement. How does it help us make program decisions and allocate resources (people and money?) How will you keep it in front of you at all times?
- B. *Review* our list of recommendations: which ones can we check off as done? Which ones still need our attention?
- C. *Celebrate* what we’ve accomplished together today. What decisions do we need to make about who does what next? Who is accountable for achieving our next steps?

***** Close and Adjourn *****