



3 Year Strategic Plan – 2026 to 2028

Table of Contents

EXECUTIVE SUMMARY: ii

BACKGROUND: 1

IDEAL FUTURE STATE 4

VISION 4

MISSION 4

VALUES 4

ENVIRONMENTAL SCANNING: 5

STRATEGIC PRIORITIES 5

OBJECTIVES and STRATEGY MAP 6

MEASURES, TARGETS AND INITIATIVES 8

APPENDIX #1 - Definitions A1 i

APPENDIX #2 - Environmental Scanning A2 i

APPENDIX #3 – Strategic Priorities A3 i

APPENDIX #4 – Objectives A4 i

APPENDIX #5 – Measures, Targets and Initiatives A5 i

Saskatchewan Genealogical Society
3 Year Strategic Plan – 2026 to 2028

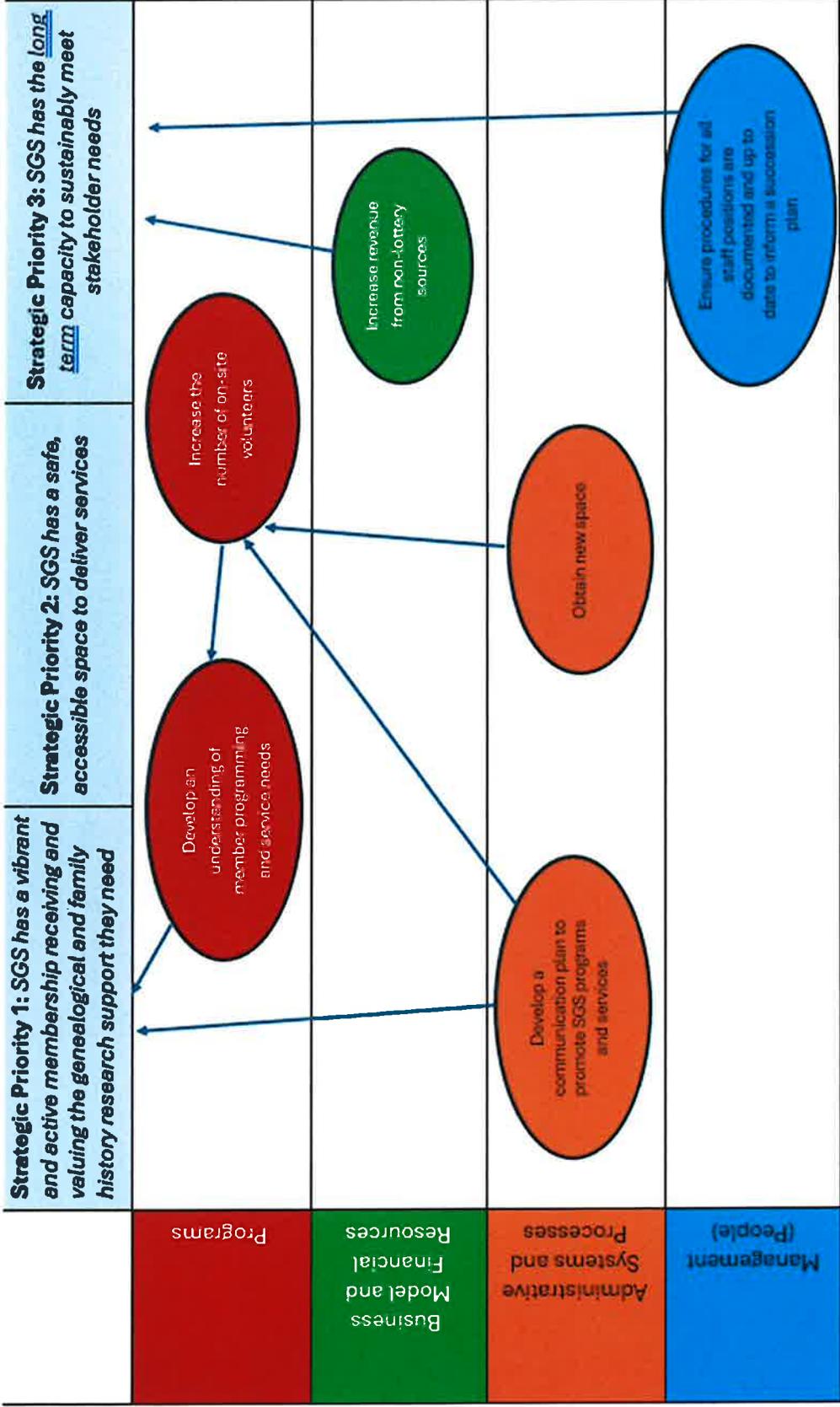
EXECUTIVE SUMMARY:

VISION
<i>Genealogy and family history in Saskatchewan is respected, valued and preserved.</i>
MISSION
<i>Our mission is to promote the practice of genealogy and family history research. We provide expertise and assistance to help people participate in family history research, and we collect, preserve and deliver Saskatchewan specific genealogical records and materials.</i>
VALUES
<ul style="list-style-type: none">• Our values are:<ul style="list-style-type: none">• Professional: We provide research knowledge and skills, and practice, foster and mentor ethical research standards.• Responsive: We aspire to strong interpersonal relations which support strong member, branch, client and public relations.• Inclusive: SGS strives towards an environment that is inclusive to all, embraces diversity and cultural differences and is open to new experiences and learning.• Accessible: We are available and willing to share our resources online or in person.• Collaboration: We understand and respect the strengths of our partners and through collaboration we are able to provide a stronger voice for genealogy and improved education and resources for our members, branches, and clients.

- **Healthy Organization:** *We are trusted, respected, ethical and open to change.*
- **Proud:** *We are proud of the Saskatchewan Genealogical Society – its history, services and vision – and actively participate in and contribute to the cultural and heritage community in Saskatchewan.*

STRATEGIC PRIORITIES		
<p style="text-align: center;">Strategic Priority #1</p> <p><i>SGS has a vibrant and active membership receiving and valuing the genealogical and family history research support they need</i></p>	<p style="text-align: center;">Strategic Priority #2</p> <p><i>SGS has a safe, accessible space to deliver services</i></p>	<p style="text-align: center;">Strategic Priority #3</p> <p><i>SGS has the long term capacity to sustainably meet stakeholder needs</i></p>

STRATEGY MAP



OBJECTIVES, MEASURES and INITIATIVES

<p>Objective</p> <p>a. Develop a communication plan to promote SGS programs and services</p> <p>Strategic Initiatives</p> <ul style="list-style-type: none"> - Adapt existing communications plan based on current knowledge of member awareness (e.g. results of most recent survey) by end of 2026 <ul style="list-style-type: none"> o Lead: Executive Director - Develop new communications plan based on results of (b) below by end of 2028 <ul style="list-style-type: none"> o Lead: Executive Director 	<p>Objective</p> <p>a. Obtain a new space</p> <p>Strategic Initiative</p> <ul style="list-style-type: none"> - Identify options and implications - Secure new space by end of 2026 <ul style="list-style-type: none"> o Lead: Executive Director o Support: Board members 	<p>Objective</p> <p>a. Increase the number of on-site volunteers</p> <p>Measure</p> <p>i. # of scheduled on-site volunteer hours</p> <p>Target</p> <ul style="list-style-type: none"> - % increase from baseline <ul style="list-style-type: none"> o Year 1: 0% o Year 2: 25% o Year 3: 25% <p>Measure</p> <p>ii. # of unique volunteers working on-site</p> <p>Target</p> <ul style="list-style-type: none"> - % increase from baseline <ul style="list-style-type: none"> o Year 1: 100% o Year 2: 50% o Year 3: 33%
<p>Objective</p> <p>b. Develop an understanding of member programming and service needs</p> <p>Strategic Initiative</p> <ul style="list-style-type: none"> - Conduct needs assessment through survey and other research by end of 2027 <ul style="list-style-type: none"> o Lead: Executive Director 	<p>Objective</p> <p>b. Increase revenue from non-lottery sources</p> <p>Measure</p> <p>i. Total revenue \$ that are non-lottery</p> <p>Target</p> <ul style="list-style-type: none"> - Increase baseline (\$62K per 2024) by: <ul style="list-style-type: none"> o Year 1: 5% o Year 2: 5% o Year 3: 5% 	<p>Objective</p> <p>b. Increase revenue from non-lottery sources</p> <p>Measure</p> <p>i. Total revenue \$ that are non-lottery</p> <p>Target</p> <ul style="list-style-type: none"> - Increase baseline (\$62K per 2024) by: <ul style="list-style-type: none"> o Year 1: 5% o Year 2: 5% o Year 3: 5%

Saskatchewan Genealogical Society

3 Year Strategic Plan – 2023 to 2025

BACKGROUND:

There are many approaches to strategic planning so it is helpful to describe the approach used by the Saskatchewan Genealogical Society (SGS). In this approach, the strategic plan is considered an organization’s approach to improvement or change. Strategic work occurs on top of “business as usual” (BAU). A strategic plan assumes that BAU is clearly defined and understood and that there is capacity in the organization to undertake change or improvement. Strategic plan work becomes the organization’s approach to long term improvement and capacity building so that it can ultimately deliver on its vision (see Figure 1 below).

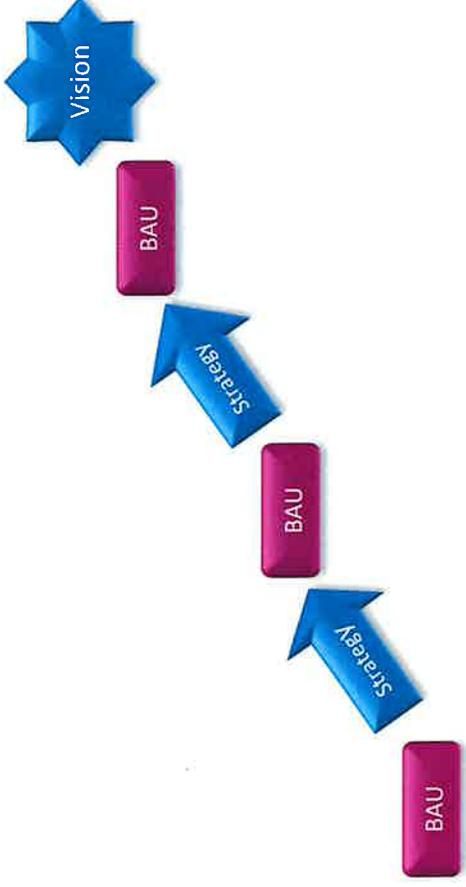


Figure 1: The relationship between Business as Usual (BAU), strategic planning, and an organization’s vision in the approach to strategic planning adopted by SGS.

The Saskatchewan Genealogical Society (SGS) has utilized an approach to strategic planning based on the Haines Centre for Strategic Management methodology (as shown below). This approach is designed to be incorporated as a year-round, ongoing approach to management, rather than an occurrence that takes place once every three to five years. The model begins with the end in mind and works backwards to operational strategies, processes and structures and has annual review and renewal built into it. The model is characterized in the graphic presented in Figure 2 below.

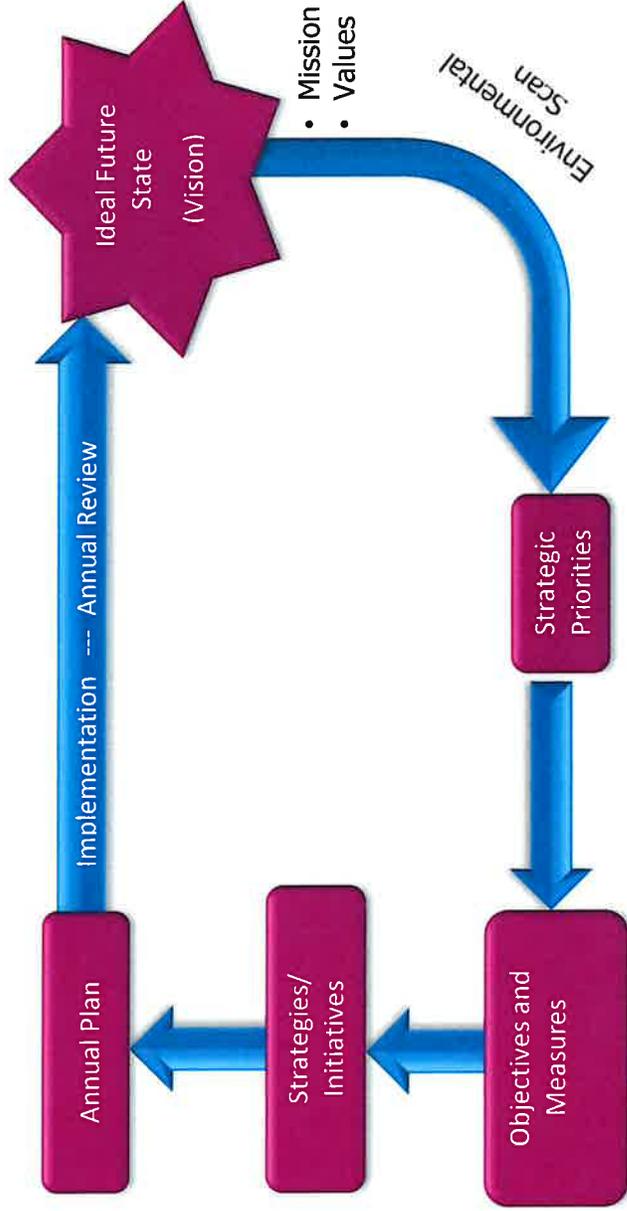


Figure 2: The SGS’s approach to strategic planning based on the Haines Centre for Strategic Management methodology

The SGS operates with a governing board. The authority to develop an annual plan in response to the strategic plan is retained by the Executive Director. The board is responsible for determining the priorities, objectives, measures and strategies/initiatives. The plan was developed in a two-day intensive retreat-style setting that included the board and Executive Director.

Definitions of the terms used for components of the plan appear in APPENDIX #1.

SGS also used the Lifecycle Capacity Model, developed by Susan Kenny Steven as the basis for some scanning and strategy mapping. The Lifecycle Capacity Model can be envisioned as a table, the top of which represents the programs and services of the organization, which supports the delivery of the Vision, Mission, and Values. But underneath the tabletop are four table legs, which represent the capacity of the organization to sustainably operate, manage, and oversee the programs and services.



The Lifecycle Capacity Model (from *Nonprofit Lifecycles: Stage-based Wisdom for Nonprofit Capacity*; Susan Kenny Stevens)

Kenny Stevens also argues that any nonprofit organization goes through a series of lifecycle stages and that the organizational competencies required in each of the program supports (table legs) at each lifecycle stage may look quite different from one stage of an organization's development to another. Assessing where an organization is at across the table legs can provide important current state insight for the development of the strategic plan.

IDEAL FUTURE STATE

SGS has operated for many years with a clearly articulated future state. The participants reviewed the Vision, Mission and Values, tweaking the language of the Vision and Mission slightly.

VISION

The revised vision is...

Genealogy and family history in Saskatchewan is respected, valued and preserved.

MISSION

The revised Mission is...

Our mission is to promote the practice of genealogy and family history research. We provide expertise and assistance to help people participate in family history research, and we collect, preserve and deliver Saskatchewan specific genealogical records and materials.

VALUES

The Values were retained in their original form. These are...

- ***Professional:*** We provide research knowledge and skills, and practice, foster and mentor ethical research standards.
- ***Responsive:*** We aspire to strong interpersonal relations which support strong member, branch, client and public relations.
- ***Inclusive:*** SGS strives towards an environment that is inclusive to all, embraces diversity and cultural differences and is open to new experiences and learning.
- ***Accessible:*** We are available and willing to share our resources online or in person.
- ***Collaboration:*** We understand and respect the strengths of our partners and through collaboration we are able to provide a stronger voice for genealogy and improved education and resources for our members, branches, and clients.
- ***Healthy Organization:*** We are trusted, respected, ethical and open to change.

- *Proud: We are proud of the Saskatchewan Genealogical Society – its history, services and vision – and actively participate in and contribute to the cultural and heritage community in Saskatchewan.*

ENVIRONMENTAL SCANNING:

Once the ideal Future State was finalized through Vision, Mission and Values work, the participants proceeded to analyse the Saskatchewan Genealogical Society’s current state using three methods. Outputs from each of these exercises can be found in APPENDIX #2

1. Doing a quick Lifecycles self assessment of the organization by imagining and drawing the Lifecycle Capacity table as they perceived it for SGS.
2. Reviewing key documents including the the last strategic plan, the annual report, the results of a member survey, and the governance policies
3. Developing a SWOT analysis

The key themes from environmental scanning were used to inform the next steps of planning, the review of strategic directions and the development of objectives.

STRATEGIC PRIORITIES

The prioritization of the environmental scan became the driver for the development of strategic priorities. Participants were each asked to develop their own strategic priorities which were then themed and discussed. Details of this activity can be found in APPENDIX #3 – Strategic Priorities, The Strategic Priorities are...

- *SGS has a vibrant and active membership receiving and valuing the genealogical and family history research support they need*
- *SGS has a safe, accessible space to deliver services*
- *SGS has the long term capacity to sustainably meet stakeholder needs*

OBJECTIVES and STRATEGY MAP

Strategy mapping is an approach to developing the organization's objectives (change actions for the next three years). The approach used by CFSPA is drawn from the Balanced Scorecard methodology of Kaplan and Norton. But in this case the framework has been adapted using Susan Kenny Stevens' capacity table, described above. The methodology recognizes that the levers the organization can pull to achieve the change agenda are embedded in the table (programs; business model; administrative systems; management and governance). It requires consideration of the dependencies between objectives and analysis of the organization's capacity and/or maturity.

It forces an organization to acknowledge its capacity and stage of development and clarify its intention for the objective. For example, an objective that speaks to financial viability would most likely be classified as a financial objective. However, in an organization where the financial management knowledge is weak and underdeveloped, a first step may be to develop the skills and knowledge to support financial viability, a management objective. The model generally recognizes a hierarchy in the quadrants where people (management and governance) objectives and administrative systems objectives support Business model and program objectives. These objectives would tend to come first in a developmental continuum. The clarity gained from the categorization of objectives according to the Balanced Scorecard also assists in clarifying how to measure success.

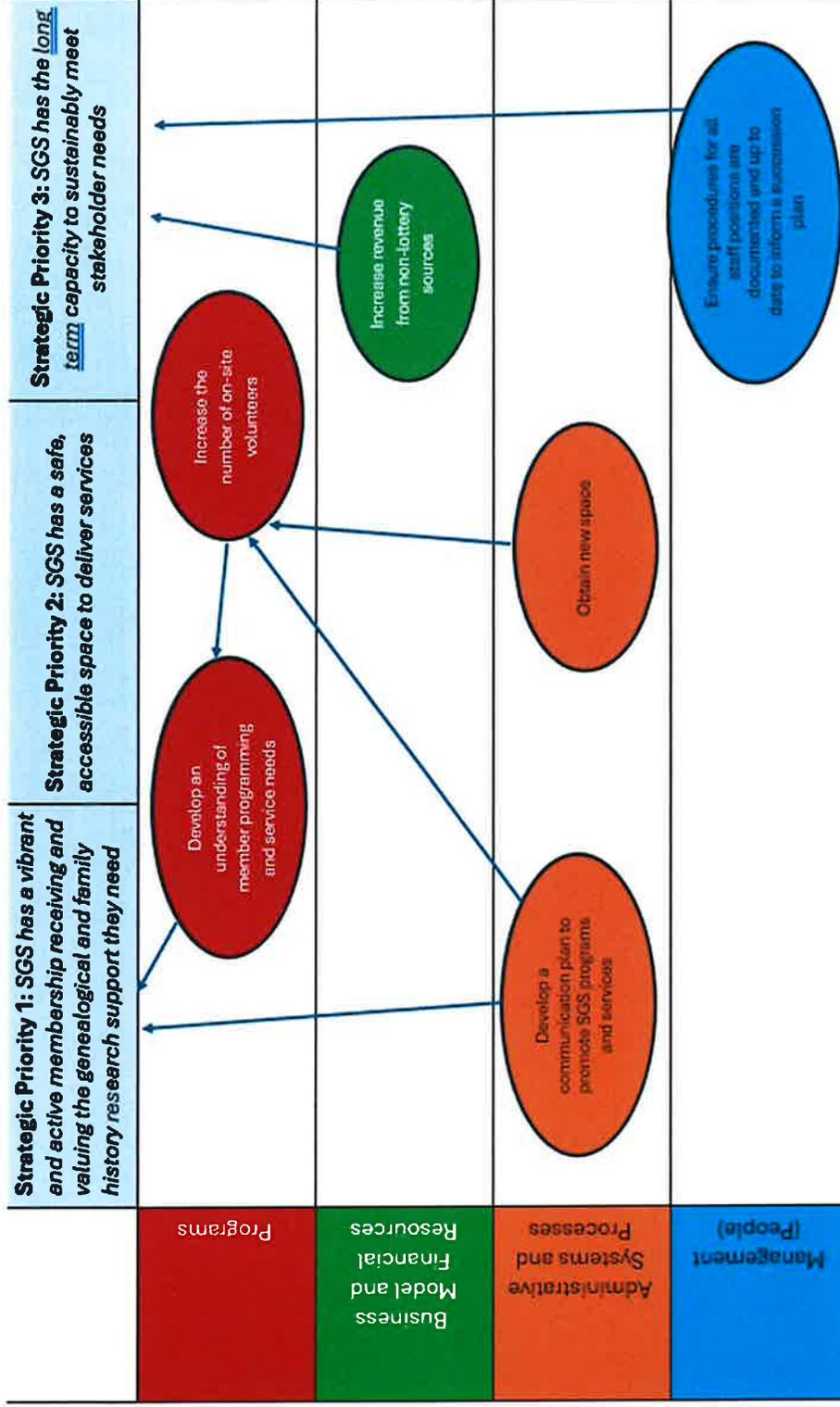
The strategic priorities drove the development of the strategy map, which identifies specific changes or improvements that will drive the organization to these outcomes.

Participants then collaboratively brainstormed a series of objectives using a framework called strategy mapping. Full brainstorming results can be found in APPENDIX #4 – Objectives. The following objectives were prioritized based on the organization's capacity and perceived urgencies:

- ***SGS has a vibrant and active membership receiving and valuing the genealogical and family history research support they need Earned Revenues meet operating needs***
 - o Develop an understanding of member programming and service needs
 - o Develop a communication plan to promote SGS programs and services
- ***SGS has a safe, accessible space to deliver services***
 - o Obtain new space
- ***SGS has the long term capacity to sustainably meet stakeholder needs***
 - o Increase revenue from non-lottery sources

- Increase the number of on-site volunteers
- Ensure procedures for all staff positions are documented and up to date to inform a succession plan

These objectives were mapped as follows:



MEASURES, TARGETS AND INITIATIVES

In groups, participants first brainstormed some key measurement questions in relation to the strategic priorities. This brainstorming later informed the development of measures for the objectives. The questions were:

- What does success look like? What are the intended results?
- What evidence would exist if we were successful? How would we know?
- What data is available? How hard would it be to get?

The results of that brainstorming exercise can be found in APPENDIX #5 – Measures, Targets and Initiatives.

Participants then worked on the development of measures, targets and initiatives to realize the objectives. The results of this discussion are:

OBJECTIVES, MEASURES AND INITIATIVES		
<p>Objective</p> <p>c. <i>Develop a communication plan to promote SGS programs and services</i></p> <p>Strategic Initiatives</p> <ul style="list-style-type: none"> - Adapt existing communications plan based on current knowledge of member awareness (e.g. results of most recent survey) by end of 2026 <ul style="list-style-type: none"> o Lead: Executive Director - Develop new communications plan based on results of (b) below by end of 2028 <ul style="list-style-type: none"> o Lead: Executive Director 	<p>Objective</p> <p>b. <i>Obtain a new space</i></p> <p>Strategic Initiative</p> <ul style="list-style-type: none"> - Identify options and implications - Secure new space by end of 2026 <ul style="list-style-type: none"> o Lead: Executive Director o Support: Board members 	<p>Objective</p> <p>c. <i>Increase the number of on-site volunteers</i></p> <p>Measure</p> <p>iii. <i># of scheduled on-site volunteer hours</i></p> <p>Target</p> <ul style="list-style-type: none"> - % increase from baseline <ul style="list-style-type: none"> o Year 1: 0% o Year 2: 25% o Year 3: 25% <p>Measure</p> <p>iv. <i># of unique volunteers working on-site</i></p>

OBJECTIVES, MEASURES and INITIATIVES

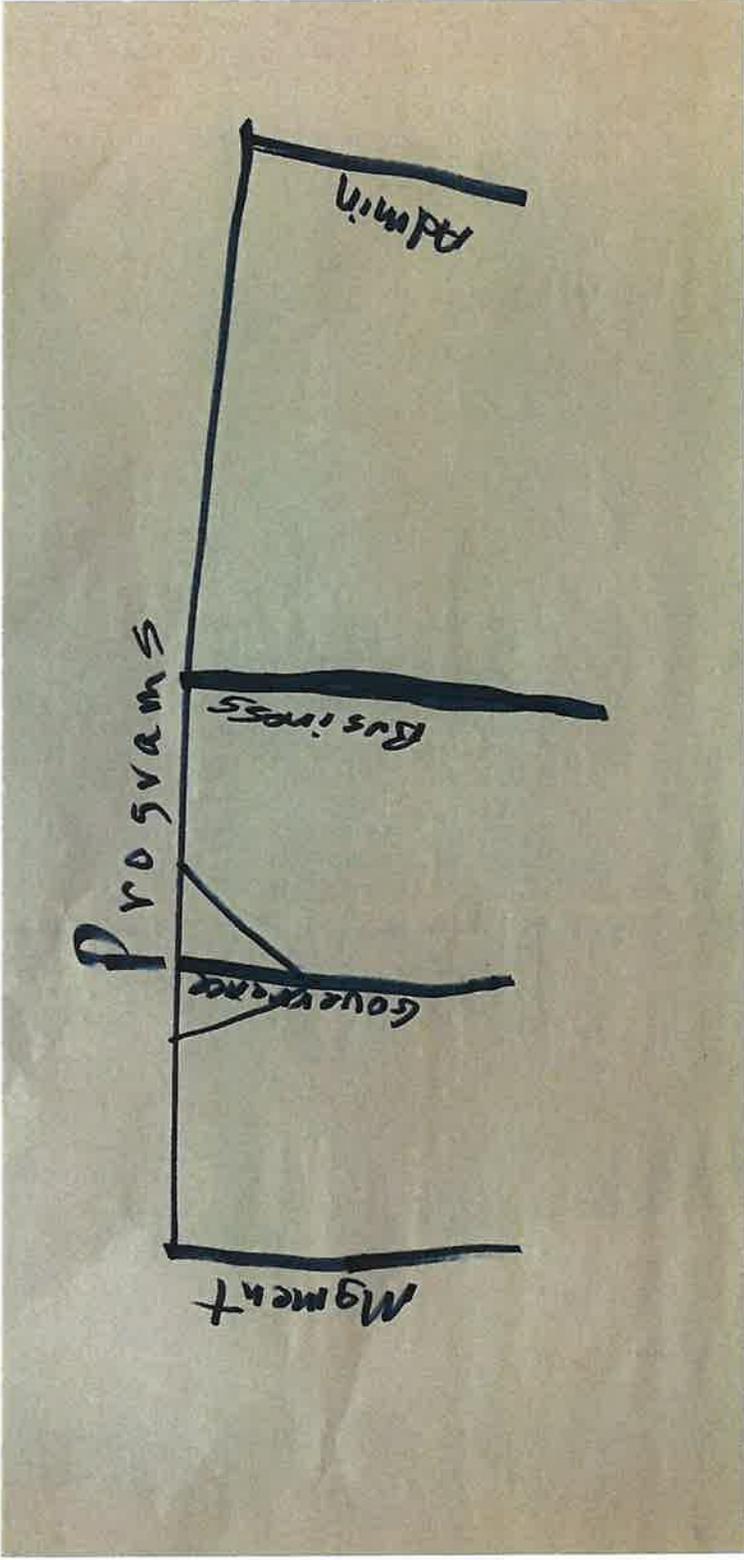
<p>Objective d. Develop an understanding of member programming and service needs</p> <p>Strategic Initiative</p> <ul style="list-style-type: none"> - Conduct needs assessment through survey and other research by end of 2027 <ul style="list-style-type: none"> o Lead: Executive Director 	<p>Target</p> <ul style="list-style-type: none"> - % increase from baseline <ul style="list-style-type: none"> o Year 1: 100% o Year 2: 50% o Year 3: 33% <p>Objective d. Increase revenue from non-lottery sources</p> <p>Measure</p> <ul style="list-style-type: none"> ii. Total revenue \$ that are non-lottery <p>Target</p> <ul style="list-style-type: none"> - Increase baseline (\$62K per 2024) by: <ul style="list-style-type: none"> o Year 1: 5% o Year 2: 5% o Year 3: 5%
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APPENDIX #1 - Definitions

- **Strategy:** Strategy is an organization’s approach to improvement or change. Strategy occurs on top of “business as usual”. Strategy assumes:
 - Business as usual (BAU) is clearly defined and understood
 - There is capacity in the organization to undertake change or improvement
- **Strategic Planning:** In mature organizations, strategic planning generally focuses on the development of “strategy”. Where “business as usual” is less clearly defined, strategic planning can also help clarify the broader general outcomes of the organization to which the BAU responds
- **Vision:** A statement that is high level and inspirational. It describes what will be different because the organization exists. It is written in the present tense, but describes a visionary future state. It typically covers a 10 to 20 year horizon at minimum.
- **Mission:** A non-profit or public sector organization is generally not the only contributor to the Vision. The mission describes the specific role or contribution the organization makes to the Vision. It describes mandate, purpose, or scope.
- **Values:** Values articulate any value-based guidelines you might place on the achievement of your Vision and Mission. Values tend to be about the behaviors an organization seeks to promote or discourage in the achievement of your Vision and Mission.
- **Strategic Directions:** Strategic directions are statements that breakdown of the Vision into themes generally achievable within the parameters of the Mission. They are focused on stakeholder/community results and answer the question, “What does success look like?” Strategic directions establish the framework for the plan. Similar to a Vision, they are written in the present tense but they describe a more concrete future state (usually a shorter time horizon – 5 to 10 years).
- **Objectives:** Objectives provide a description of the action/change required to achieve strategic directions. They are written beginning with a verb and can be quantified/measured in some way. Generally the time horizon of an objective is similar to that of the strategic plan itself (3 to 5 years).

APPENDIX #2 - Environmental Scanning

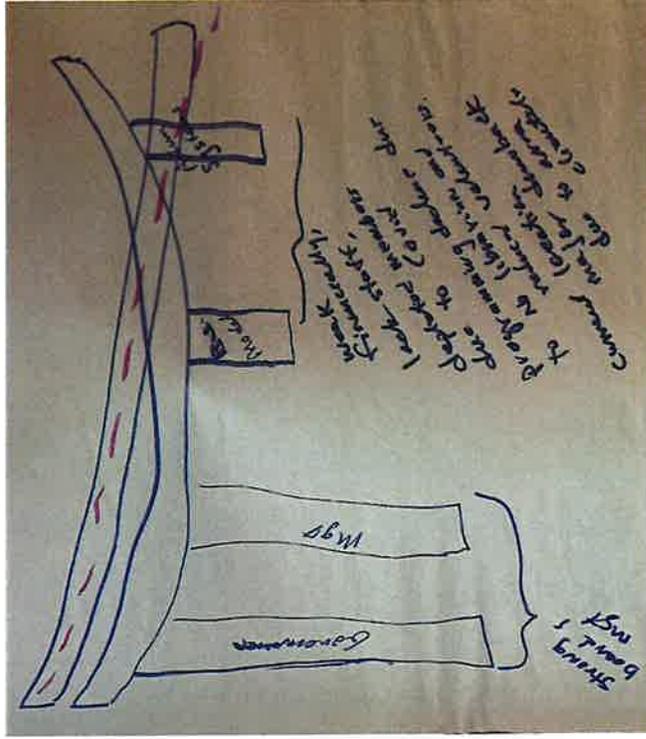
Lifecycles Capacity Self Assessment



Rationale

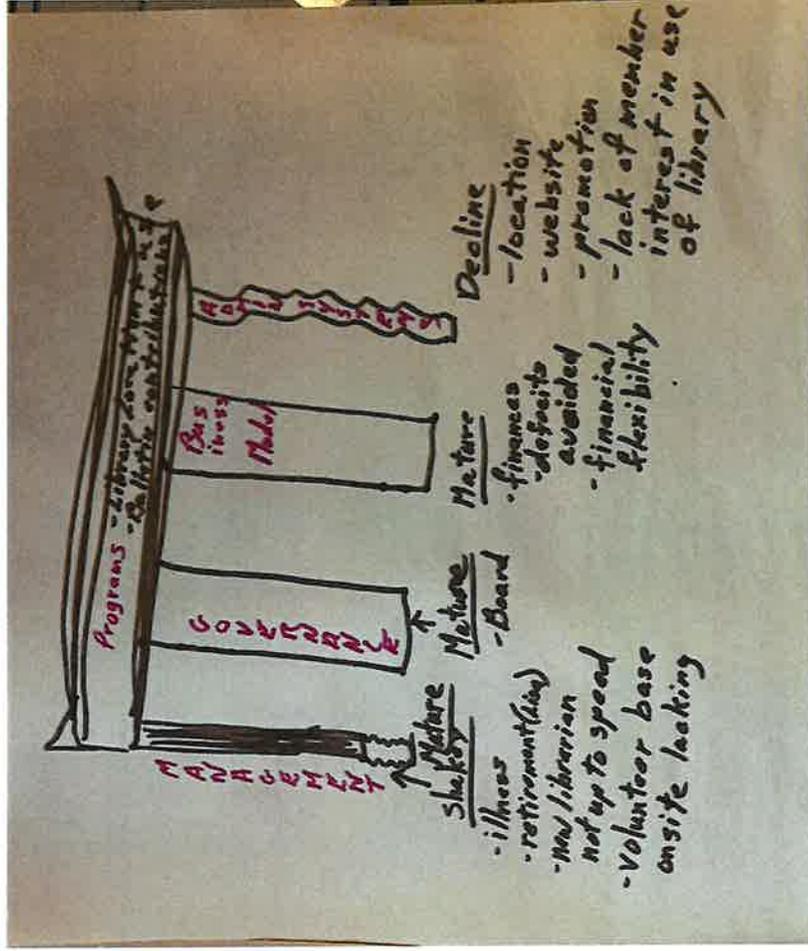
- Programs
 - o lack capacity/people to make changes
 - o Limited by funders requirements
- Management
 - o Unable to proceed due to lack of capacity

- Governance
 - o Open minded board
 - o Concerned for SGS future
 - o Small board
 - o Supportive to staff
- Business model
 - o SGS/source funding (didn't really like any of the descriptions)
- Admin systems
 - o Library location unsafe
 - o Systems/website do not meet member/public online expectations



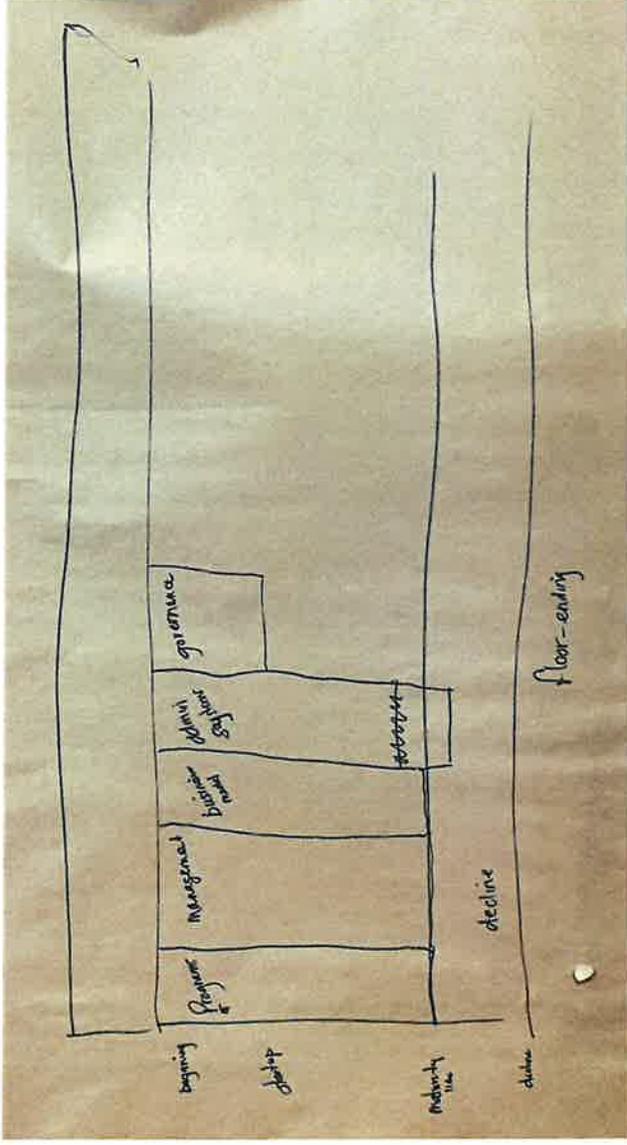
Rationale

- Strong board and management
- Weak financially
- Lack staff
- Depleted members due to Covid
- Programming decline due to no librarian and reduced volunteers
- Current location major drawback due to area clientele



Rationale

- Programs
 - o Library location and use
 - o Bulletin contributions
- Management
 - o Mature, but shaky
 - Illness
 - Retirement
 - New librarian no up to speed
 - Volunteer base onsite lacking
- Governance
 - o Mature – board
- Business model
 - o Mature
 - Finances
 - Deficits avoided
 - Financial flexibility
- Administrative Systems
 - o Decline
 - Location
 - Website
 - Promotion
 - Lack of member interest in use of library



Rational

- Programs
 - o Not recognized for relevance
- Management
 - o Some things need to change
- Governance
 - o Voted to be working board but not in practice
 - o Conflict between being a volunteer and being a board member
- Business model
 - o Too reliant on single funding source – need to diversify
 - o Accurate financial forecast
- Admin systems

Documents Review

- Member Survey
 - o Online resources are valued and wanted
 - o Update the website to be user friendly
 - Have linkages to other websites/resources
 - Blogs?
 - Facebook used more
 - o Virtual sessions and tutorials
 - o Promoting aimed towards 18-64 year olds (priority – other age groups than seniors)
 - o Educational opportunities – online and in-person (both groups and individually)
- Strategic Plan
 - o Objective 1
 - 1.1.1
 - accomplished increase in Aboriginal courses
 - Variety conference speakers and branches exceeded
 - 1.2.1
 - Hired librarian – accomplished
 - 1.2.2
 - Ongoing, but no qualified researcher, but course is available
 - 1.2.3
 - As above
 - o Objective 2
 - 2.1.1
 - Bulletin and Facebook completed – staff time
 - Continue provision of target communications
 - 2.1.2
 - Summer student to work on obits – exceeded another 10%; will continue casual; drawback funding
 - 2.1.3

SWOT Analysis

In groups, participants identified the strengths, weaknesses, opportunities and threats of the SGS. Each group contributed to each element of the SWOT analysis. Participants later prioritized items in the SWOT analysis using dots. The number of dots received by an item below is shown by a number in brackets after the item.

Strengths:

- Experienced and dedicated staff; knowledgeable (3)
- Excellent library and website resources
- 10 branches
- Volunteers
- Programs offered
- Linkages to Metis and First Nations
- Diversity project (1)
- Committed board
- Everyone working towards the same goals
- Financial stability; turnaround (2014)
- We have a building
- Excellent resource material
- Willing to make improvements
- Made changes for security of staff with front door

Weaknesses:

- Communications – improved; streamlined (6)
- Technology – best usage; maximizing potential
- Funding unpredictability – too reliant on single funder (5)
- Location of SGS (1)
- Lack of volunteers
- Succession planning

- Sel-generated funds (1)
 - Declining membership (2)
 - Best kept secret
 - Location
 - Written description of each job function
 - “How-to” Manual including pictures (screenshots) or You Tube video
 - Security of personnel and office equipment
- Opportunities:**
- Finding other funding sources
 - Increase engagement of members (2)
 - Increase membership base
 - Collaborate with other organizations
 - New location of SGS office (8)
 - Explore online avenues for new and current members to explore
 - Promotion of who we are and what we offer (TV, radio, newspaper)
 - Promote volunteer opportunities for student volunteers to meet obligations
 - Increased opportunities for engagement in Aboriginal communities for self taught research

Threats:

- Loss of funding or change from SaskCulture (1)
- Loss of experienced staff going to new jobs or retiring (3)
- Loss of volunteer and/or board staff
- Current environment of safety in current location
- Little interest from younger generation
- Members not seeing the value of membership
- Overloading staff with work that could be done by volunteers
- Technology – learning curves; challenges

- Other online resources (duplication of records; info)
- Communication difficulties to the general public
- Branch members who don't want to be SGS members

APPENDIX #3 – Strategic Priorities

Participants were asked to review the Vision, Mission and Values and then review the Environmental Scan analysis – particularly those areas with the most dots. They were then asked, based on everything they had considered so far to individually identify two to four priorities SGS needed to tackle in the next five to ten years that will get them the furthest in terms of the Vision and Mission? Priorities were described as broad outcomes that describe:

- The future state of the stakeholders SGS serves as you would like to see it in 5 to 10 years, or
- A change in something in SGS's current state that would put it in a better position to achieve your Vision and Mission

Each individual statement on a single piece of paper. These papers were then sorted and themed to develop a cohesive set of priorities. Below are the priorities and the statements that went into creating those priorities.

- ***SGS has a vibrant and active membership receiving and valuing the genealogical and family history research support they need***
 - Communications make SGS members feel that their membership is valued
 - SGS provides a variety of communications to reach members, branches, and public (Zoom, newsletter, attend branch meetings???)
 - Is a vibrant and healthy membership that values Saskatchewan family history resources
 - Improved communications
 - With branches/members to discuss current unhappiness with structure
 - To promote genealogy and SGS so people know we exist
 - Communications and technology
 - Membership is using SGS resources in library and online
 - Membership is not complaining about fees
 - SGS is able to provide educational courses in person and online and stored in video format for future use

- SGS is able to provide a website more modernized, easy to navigate, linkage to popular sites, easily updated and useful
- **SGS has a safe, accessible space to deliver services**
 - Location – getting new and existing members back into the library, to do research, to feel safe
 - SGS is situated in a safer space
 - SGS provides a safe environment for staff, members and the public
 - Is a safe environment for staff and clients
 - New location – safety and security for staff, members and clients will increase visitation and engagement
 - New location for SGS office/library – increased membership and use (engagement)
- **SGS has the long term capacity to sustainably meet stakeholder needs**
 - SGS uses a variety of funding to maintain financial health and keep membership fees reasonable
 - Staffing and succession planning
 - Fill vacancies; train new staff
 - Build succession plan – difficult in small organisation
 - Is more self-funding than lotteries grant
 - Volunteers – Make volunteers feel wanted and appreciated for the work that they do for SGS
 - Funding
 - Funding sources are increased
 - Funding meets the budget needs
 - Staff
 - Making sure that staff have written documentation of all SGS procedures for others to use in that job function

APPENDIX #4 – Objectives

Participants brainstormed objectives using a framework called strategy mapping. All objectives are noted below with those that were prioritized highlighted in green.

<p>Vision: <i>Genealogy and family history in Saskatchewan is respected, valued and preserved</i></p> <p>Mission: <i>Our mission is to promote the practice of genealogy and family history research. We provide expertise and assistance to help people participate in family history research, and we collect, preserve and deliver Saskatchewan specific genealogical records and materials</i></p> <p>Values:</p> <ul style="list-style-type: none"> • <i>Professional:</i> We provide research knowledge and skills, and practice, foster and mentor ethical research standards. • <i>Responsive:</i> We aspire to strong interpersonal relations which support strong member, branch, client and public relations. • <i>Inclusive:</i> SGS strives towards an environment that is inclusive to all, embraces diversity and cultural differences and is open to new experiences and learning. • <i>Accessible:</i> We are available and willing to share our resources online or in person. • <i>Collaboration:</i> We understand and respect the strengths of our partners and through collaboration we are able to provide a stronger voice for genealogy and improved education and resources for our members, branches, and clients. • <i>Healthy Organization:</i> We are trusted, respected, ethical and open to change. • <i>Proud:</i> We are proud of the Saskatchewan Genealogical Society – its history, services and vision – and actively participate in and contribute to the cultural and heritage community in Saskatchewan. 	<p>Strategic Priority 1: <i>SGS has a vibrant and active membership receiving and valuing the genealogical and family history research support they need</i></p>	<p>Strategic Priority 2: <i>SGS has a safe, accessible space to deliver services</i></p> <p>Strategic Priority 3: <i>SGS has the long term capacity to sustainably meet stakeholder needs</i></p>
<p>Programs</p> <ul style="list-style-type: none"> • Update website to be more user friendly • Develop and/or identify online or in-person educational opportunities • Develop YouTube video to educate members on what's available on the website and what's available as member benefits 		

<p>Business Model and Financial Resources</p>			<ul style="list-style-type: none"> • Increase revenue from non-lottery sources
<p>Administrative Systems and Processes</p>	<ul style="list-style-type: none"> • Develop an understanding of member programming and service needs • Develop a communication plan to promote SGS programs and services • Increase communications between branches and with SGS 	<ul style="list-style-type: none"> • Obtain new space ○ Analyse impact of new space on program capacity and offerings 	
<p>Management (People)</p>	<ul style="list-style-type: none"> • Ensure procedures for all staff positions are documented and up to date to inform a succession plan • Increase the number of on-site volunteers <ul style="list-style-type: none"> ○ Specific role definitions and procedures are available ○ Training and support is available ○ Overall on-site volunteer plan is complete 	<p>Governance</p>	

APPENDIX #5 – Measures, Targets and Initiatives

In groups, participants first brainstormed some key measurement questions in relation to the strategic priorities. This brainstorming later informed the development of measures for the objectives. The questions were:

- What does success look like? What are the intended results?
- What evidence would exist if we were successful? How would we know?
- What data is available? How hard would it be to get?

The results of that brainstorming exercise were:

- ***SGS has a vibrant and active membership receiving and valuing the genealogical and family history research support they need***
 - o What does success look like?
 - Increased membership
 - Increased satisfaction on survey results
 - Increased visitation to SGS library/office
 - Increased visitation on website
 - Increased volunteers
 - o Provide relevant research for members i.e. obituary index
 - o The measure would be to see increased membership in SGS (satisfaction???)
- ***SGS has a safe, accessible space to deliver services***
 - o Success looks like...
 - More people coming through the door
 - New location
 - More volunteers
 - o How would we know?

- # of visitors
- Increase in # of volunteers
- Increased engagement/members
- Currently track all these numbers and can compare them year over year
- One measure per priority
 - # of visitors to the library
- **SGS has the long term capacity to sustainably meet stakeholder needs**
 - Funding: additional funding above our current level
 - SGS has multiple new funding sources (evidenced by financial statements)
 - Staff
 - Succession planning (paid staff)
 - Up-to-date procedure manual for each staff position
 - Volunteers are trained and competent for their assigned jobs
 - Expected output is accomplished
 - Staff is not doing jobs that could be delegated to volunteers