



# **STRATEGIC PLAN**

2022-2027

Adopted July 6, 2022

## **Introduction**

Members of the Board of Directors and staff of Vernon Winter Carnival Society participated in Strategic Planning events on Sept 18, 2021. The purpose of this session was to complete a comprehensive environmental scan in order to establish strategic directions.

The planning events covered the following areas:

- Organizational Foundations: Mission, Vision, & Values
- Internal SWOT Analysis
- External SWOT Analysis – Community Survey Results
- Review of Opportunities & Risks
- Review of Current Festival & Society Operations
- Identifying New Strategic Directions – Vision 2027

To support the planning events, a community online survey designed to gather anonymous input from Carnival supporters and stakeholders was sent. Input regarding VWC's strengths, challenges, and opportunities were gathered. This input was utilized during the planning day and is also referenced in this document.

## **The Organization**

Vernon Winter Carnival Society is a non-profit organization aimed at fostering community spirit and promoting Vernon, BC as a winter destination through a 10-day Winter Festival.

Vernon Winter Carnival offers a unique winter experience that is inclusive to all. We strive to bring our community together through fun events and activities that keep us connected through shared experiences. Through honoured Carnival traditions and exciting new opportunities, residents and visitors get to show their community spirit– to show the true Carnival spirit.

Vernon Winter Carnival is run by a group of dedicated board members, one paid employee (Executive Director) and upwards of 350 volunteers. Approximately 100 events happen through out the city of Greater Vernon during the 10-day festival. Carnival hosts a number of events - which are mainly free for the community, such as the Carnival parade (Vernon's only parade and the only winter parade in our region), Celebration of Talent (showcasing local and visiting performers) and the BC Snow Sculpture Symposium, to name just a few. The rest of the events are hosted by community groups, organizations and businesses, allowing everyone in our community to get involved and show their Carnival Spirit.

## **Review of Mission, Vision & Values**

**Vernon Winter Carnival's current Mission was affirmed and remains:**

"To foster community spirit and promote Vernon as a Winter Destination through a 10-day Winter Festival."

**Vernon Winter Carnival's Vision was affirmed:**

"To be leaders in community spirit."

**Vernon Winter Carnival's Core Values were discussed. A set of Core Values were affirmed:**

### **Community**

Vernon Winter Carnival acts on the commitment to promote and encourage community involvement.

### **Inclusion**

Vernon Winter Carnival values that all people have the right to belong and deserve equal access and opportunities within our community.

### **Fun**

Vernon Winter Carnival strives to create authentic, shared and memorable experiences.

### **Spirit**

Vernon Winter Carnival believes in the strength of people coming together to create something for the good of our community.

### **Tradition**

Vernon Winter Carnival respects the community that built our festival and strives to honour the generations that came before us.

## SWOT Analysis

The following reflects the high-level results of a comprehensive scan of Vernon Winter Carnival's internal and external operating environment. The scan formed the basis for identifying strategic opportunities and directions (or themes). The scan includes information gathered through the online survey as well as input from the planning events.

### Internal Strengths

Board Commitment	Community Engagement	Tradition
Having Fun	Innovative Thinking	Sponsor Relationships

### Internal Weaknesses

Wasting time - Focus	Succession training	Representation of brand
Respect for others	Accountability	Complacency
Utilizing communication tools		

### External Opportunities

Encourage hospitality	Promote at other events (year round)	OKIB partnership - continue
Volunteer Recruitment	Partnerships/sponsorships	More kid events
Interactive events - little set up		

### External Threats

Financial security	Lack of branding	Public apathy
Complacency with events	Board succession	Volunteer & membership -aging
Global Warming		

### Notes from SWOT discussion:

Development committee - branding - imagery - carnival gear  
 Terms of reference - succession planning - task lists for each committee  
 Is your board balanced? Do you have the right skill sets?  
 Board development - governance training  
 On Boarding for board members  
 Board exit interview - conducted by the governance committee members  
 ED Responsibilities - accountable to the board - the board is accountable to the members of the society

# Strategic Themes & Objectives

Through the discussions strategic themes emerged. They reflect thoughtful consideration of the various data sources that informed planning and the results of the S.W.O.T Analysis. Most importantly, each is intended to support Vernon Winter Carnival Society in achieving its Mission and Vision by leveraging its core competencies.

We will Achieve Our Mission & Vision by focusing on:

## **Strategic Theme One:**

***Be leaders in community spirit year round***

Objectives (in priority order):

- Pursue opportunities to be involved in the community on an annual basis
- Create relationships and partnerships with other non-profit organizations and events
- Attend community events through-out the year

## **Strategic Theme Two:**

***Strengthen operational systems & capacity***

Objectives (in priority order):

- Establish a seasonal employment opportunity position to enhance and sustain the workload involved with the planning and execution of the festival
- Create a strategic plan for the movement of Vernon Winter Carnival to a new office in 2024, including a financial and operational plan that best suits the organizations needs
- Develop comprehensive succession plans for board members and employees
- Continue to enhance the board committee's and the role they play to assist the organization
- Create a detailed organization policy and procedure manual for staff and directors
- Diversify our funding sources and continue to create self-sustaining funding opportunities

## **Strategic Theme Three:**

***Maintain forward thinking growth***

Objectives (in priority order):

- Sustain strong partnerships with stakeholders to stay “ahead of the curve” in community needs and trends, with a strong focus on Tourism opportunities
- Review events on an annual basis to ensure they are benefiting the organization and the community
- Adopt modern communication methods and create meaningful engagement opportunities for future generations to collaborate with Vernon Winter Carnival
- Support a diverse and inclusive community
- Continue to enhance our brand and community presence

## Strategic Map

