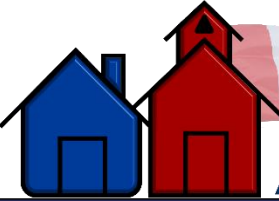


**The Canadian
Home and School
Federation**



**La Fédération
Canadienne des
Associations Foyer-École**



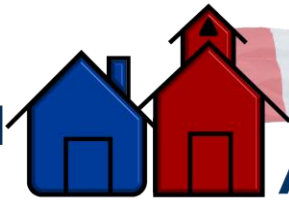
Strategic Plan

Reviewed and Updated May 2019



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The Canadian Home and School Federation (CHSF) is a national not-profit and non-partisan umbrella organization for provincial affiliates representing parents committed to improving the quality of education available to their children (source: CHSF web-site)

The Board of Directors of the Canadian Home and School Federation developed this draft strategic plan in accordance with the Federation's vision, mission and fundamental beliefs.

STRATEGIC PLANNING HIGHLIGHTS

The Canadian Home and School Federation (CHSF) is the only national parent organization that promotes the involvement of parents at every level of education decision making to endure that legislators, educators, and community organizations act in the best interest of children. Members of CHSF meet to share information and resources and to raise concerns that must be addressed at the national level. The Federation dates back to 1895 and since its inception, CHSF has advocated for Canadian children in their homes, their public school and in their communities. (CHSF Business Plan, 2007)

At the CHSF Fall meeting held in November 2016, the Board of Directors found it was timely to embark on determining a focused direction for CHSF through the development of a strategic plan. The Board of Directors agree the mission, vision, objects and beliefs of CHSF are relevant and continue to apply. It was acknowledged that moving forward a directed focus is essential to the vitality and relevance of CHSF.

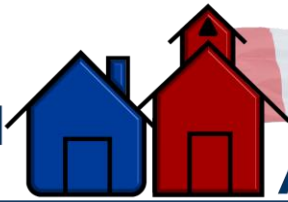


CHSF Vision

Excellence in public education for all children and youth in Canada.

CHSF Mission

The Canadian Home and School Federation, the national voice of parents, promotes excellence in public education as well as the social well-being of children and youth.



Operating Highlights

The CHSF is a recognized association governed by elected or appointed volunteer representatives from each member province to form the Board of Directors. The Board governs the organizations through policy and by-laws. Home and School/School Council umbrella organizations in each of the Canadian provinces and territories are eligible for membership.

2019 Members

Ontario Federation of Home and School Associations (OFHSA)

Quebec Federation of Home and School Associations Inc. (QFHSA)

New Brunswick Federation of Home and School Associations Inc. (NBFHSA)

Nova Scotia Federation of Home and School Associations (NSFHSA)

LOOKING AHEAD



The Board of Directors recognizes that importance of parent involvement both provincially and nationally, thus embarking on setting direction and commitment to the direction is regarded as critical to sustaining CHSF.

2018- 2019 Board of Directors:

Janet Walsh, Nova Scotia Federation of Home and School Association

Rose Murphy, Quebec Federation of Home and School Association Inc

Matthew Robinson, New Brunswick Federation of Home and School Association Inc

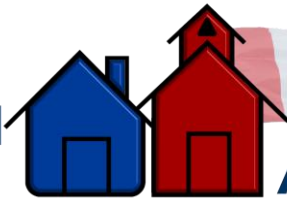
Sandra Binns, Ontario Federation of Home and School Association

Cynthia Richards, CHSF Past President

Diane Power, CHSF President

Arlene Morell, CHSF 1st Vice President

Deb Couzens, CHSF Secretary

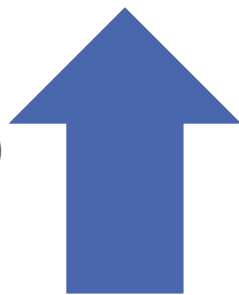


Development of a Strategic Plan

The first step in developing the strategic plan was conducting a SWOT analysis. This process assists the Board of Directors to evaluate the current reality of CHSF.

What challenges and obstacles do we face...

- Geography
- Time constraints
- Funding – expenses related to travel
- Knowledge transfer (one year term)
- Value to members – often not realized
- Work load – too few members
- Provincial Federation- focus in-between meetings

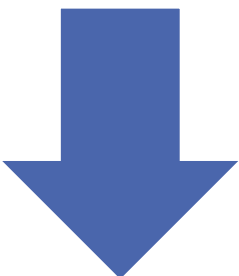


What's working well...

- CHSF positive image and presence
- Board of Directors demonstrate commitment to CHSF
- Strong partnerships provincially and nationally
- Practice good governance
- Reciprocated value and benefits
- Facilities networking
- Fiscal stewardship

What needs improvement...

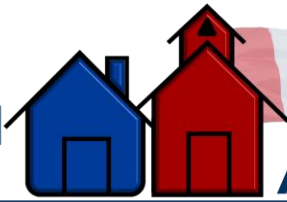
- Marketing CHSF – increasing membership, promote the value of membership
- Short and long term goals/planning
- Increased communication – at all levels: Board and Non-Board partners
- Increased funding/grant to bring all members to meetings
- Focus on what we can: sharing resources and policy resolutions (advocacy)



What opportunities exist...

- Present a Canadian(national) focus to provincial federations
- Engage with provincial partners, share information and resources
- To open door to join CHSF
- Dialogue and influence national concerns ie. Indigenous issues
- Technology and social media connections
- Increased demand for parent engagement and parent voice/views
- Advocacy with a national focus on children and youth matters





Strategic Planning

Guiding principals

- Focus on what we can – honour intent while promoting accountability
- What can be accomplished at no additional expense – fiscal stewardship
- Data is the new currency – utilize existing networks and relationships as resources

Strategic Priorities

Key areas were identified as area of focus supporting the development of action steps.



MEMBERSHIP

Promote the value
Build capacity
Outreach and Resources



GOVERNANCE/OPERATIONS

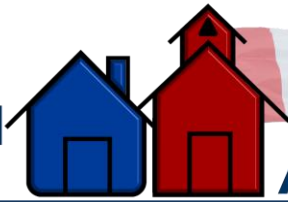
Build and Re-new
relationships
Transitions memberships
Review policies



STEWARDSHIP

Optimize revenues
Evaluate results
Accountability





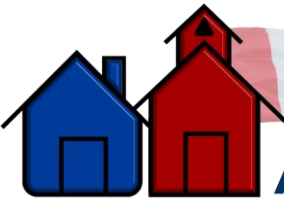
Strategic Objectives

Adapted: OFHSA

Through facilitated dialogue and utilizing strategic planning tools, the Board of Directors developed a strategic plan, to provide a focus to the work of CHSF and determining actionable priorities.



Next Steps: To better understand the factors that lead to satisfaction and dissatisfaction related to what members required to improve their member experience? This work, in and of itself, is not a strategy, but rather sustaining the development of future strategies and action plans. Throughout 2017, we will conduct further dialogue at the Spring Mid-Term and Fall AGM meeting. At that time evaluating our progress will inform us regarding our 2017 – 2018 actions, as well as to support us for the next strategic planning process for 2018+.



CHSF STRATEGIC GOAL: PROMOTING THE NATIONAL PARENT VOICE THROUGH CHSF

Objectives:

- To recruit new and retain current members to grow membership with a focus on the parent voice,
- To develop and facilitate opportunities that enable a national parent voice,
- To continue leveraging effective ways to promote a national parent voice, take action on issues of, importance aligned with CHSF mission, vision and beliefs,
- To maximize human and financial resources to increase our responsiveness to change.



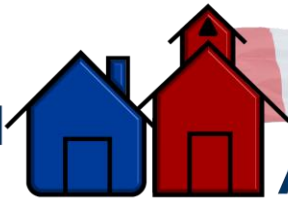
Priority One – Member Retention

To recruit new and retain current members to grow membership with a focus on the parent voice through CHSF

Outreach:

- Marketing CHFS – increasing membership, promote the value of membership
- Recruit to fill non-represented provincial parent-led Federations/Associations
- Strengthen the relationship of member Provinces
- Streamline administrative processes
- Improve communications to support members
- Seek to engage in collaborative relationships with national partners

Output: Facilitate National Parent Voice: Research and identify trends aligned with CHSF mission, vision and beliefs Present a national focus to provincial Federations



Priority Two- Effectiveness and Efficiencies

**To develop and facilitate opportunities that enable a national parent voice through CHSF.
To maximize human and financial resources to increase our responsiveness to change**

- Review and revise;
 - promotional materials
 - marketing strategy
 - multi- media(social)campaign
- Define a national infrastructure with consistent organizational processes
- Leverage brand awareness
- Ensure financial stability through exploring funding sources
- Facilitate opportunities and partnerships that enable a national parent voice



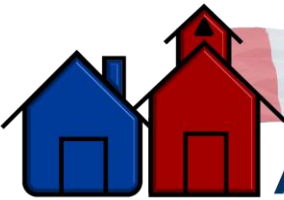
Priority Three – Capacity to Advocate

To continue leveraging effective ways to promote a national parent voice, take action on issues of importance aligned with CHSF mission, vision and beliefs,

- Build and renew relationships at all levels
- Enhance accountability with provincial members and non-members
- Seek and leverage member and external policy resolutions
- Commence implementation of policy resolutions
- Integrate and align advocacy efforts with member Federations
- Collaborate with other organizations and partners, offer national parent advocacy
- Leverage partner resources



Output: Facilitate National Parent Voice: National membership strategy inclusive of a national parent voice through CHSF



Achievements 2017-2019

Priority One – Member Retention

To recruit new and retain current members to grow membership with a focus on the parent voice through CHSF

- Marketing CHFS – increasing membership, promote the value of membership
 - Development of promotional stand-up banner and CHSF information brochures
 - Renew CHSF web-site
 - Develop CHSF social media - Twitter
- Recruit to fill non-represented provincial parent-led Federations/Associations
 - Mailing to non-member provinces
 - Sharing meeting highlights to non-member provinces
- Seek to engage in collaborative relationships with national partners
 - monitor the status of legislation that impacts education and provide feedback to ministry(s) as required/requested
 - National Food Program: universal school food program

CHSF Life Award:

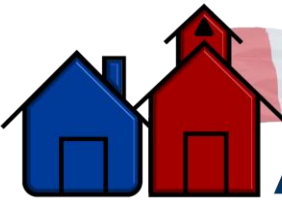
It is with great pride CHSF is pleased to award a CHSF life membership to Rickhey Margoless, from the Quebec Federation of Home and School Associations.

Rickhey served CHSF as the Quebec Federation representative for a number of years and was instrumental in ensuring the Federation continued its work as advocates for children and youth at the national level. Promoting the national parent voice was key to Rickhey, as she worked diligently to bring forward policy resolutions thus ensuing increased outcomes for Canadian children, youth and families.

CHSF Partners:

- CMEC Copyright Consortium
- EdCan Network
- Prime Minister's Award for Teaching Excellence





Achievements 2017-2019

Priority Two- Effectiveness and Efficiencies

To maximize human and financial resources to increase our responsiveness to change

- Policy Resolutions
 - Enforcement of Bullying Policies and Procedures
 - Late School Start Time
- Engaging and informing members with speakers at meetings
- Promoting excellence in education through promoting Prime Ministers Awards
- CHSF By-law Review, ensuring relevant governance

Priority Three – Capacity to Advocate



To continue leveraging effective ways to promote a national parent voice, take action on issues of importance aligned with CHSF mission, vision and beliefs,

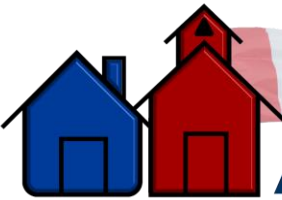
- ✓ Monitoring of budget allocations relative to actual funding sources
- ✓ Reducing operating costs through the exploration of an online meeting platform
- ✓ Regular e-resources supporting members and non-members

CHSF responses advocacy letters received from Minister of Parliament:

- Copyright Legislation, parliamentary review
- Child Health and Protection Act Bill S-228

To develop and facilitate opportunities that enable a national parent voice through CHSF.

- Integrate and align advocacy efforts with member Federations
- Collaborate with other organizations and partners, offer national parent advocacy
Guest Speakers:
 - Chris Whalen, New Brunswick Office of the Child and Youth Advocate
 - Andrea Johns, NS Department of Education
 - Jeff MacFarlane, Executive Director, The Ville
 - Chris George, Communications Advisor, CMEC Copyright Consortium



Achievements 2017-2019

CHSF Meeting with Canadian Senator Green Raine

May 8th, 2018

Ottawa, Canada

During the CHSF Spring Board of Directors meeting the CHSF President, Diane Powers, along with Vice President, Arlene Morell and Secretary, Deb Couzens, had the opportunity to meet with Senator Nancy Greene Raine at her office on Capitol Hill in Ottawa.



Senator Greene Raine expressed her pleasure in meeting with CHSF in terms of promoting relationships for continued support of the national parent voice through CHSF and its provincial members.

The time spent with Senator Greene Raine was immensely valuable in sharing the policy statements of CHSF, furthering the work of the Senator, in particular Bill S-228 which would amend the Food and Drugs Act to make it illegal to package and advertise junk food, sugary drinks, chewing gum and anything unhealthy that can be mixed with food (such as syrups and sauces) to pre-teen children across Canada.

Outcome: CHSF was encouraged by Senator Greene Raine and to further introductions that advance CHSF advocacy. Additionally, that CHSF consideration will be given to yearly meetings in Ottawa to advance the national parent voice.



Appendix 1: Strengths, Weakness, Opportunities and Threats

Goals and Objectives	SWOT Analysis Strengths, Weakness, Opportunities and Threats	Strategic Plan – Action Objectives
Membership <ul style="list-style-type: none"> ✓ Promote the value ✓ Build Capacity ✓ Outreach ✓ Resources and tools 	<ul style="list-style-type: none"> • CHSF positive image and presence • Board of Directors demonstrate commitment to CHSF • Strong partnerships provincially and nationally • Practice good governance • Reciprocated value and benefits • Facilities networking 	<ul style="list-style-type: none"> • Marketing CHFS – increasing membership, promote the value of membership • Short and long term goals/planning • Increased communication – at all levels: Board and Non-Board partners • Focus on what we can: sharing resources and policy • resolutions (advocacy)
Operation/Governance <ul style="list-style-type: none"> ✓ Build/renew relationships ✓ Review procedure ✓ Implementation 	<ul style="list-style-type: none"> • Geography • Time constraints • Knowledge transfer (one year term) • Value to members – often not realized • Work load – too few members • Provincial Federation; focus in-between meetings 	<ul style="list-style-type: none"> • Reviewing and update standing rules • Sustainability through by-laws • Organization structure/ Board development
Financial <ul style="list-style-type: none"> ✓ Optimize revenue 	<ul style="list-style-type: none"> • Funding – expenses related to travel • Fiscal stewardship 	<ul style="list-style-type: none"> • Increased funding/grant to bring all members to meetings
Guiding Principals	<ul style="list-style-type: none"> • Focus on what we can – honour intent while promoting accountability • What can be accomplished at no additional expense – fiscal stewardship • Data is the new currency – utilize existing networks and relationships as resources 	



Appendix 2: Action Planning Worksheet

Date: November 2016	Goal : Promoting the national parent voice through CHSF			
Objective	Action Steps	Resources	Time Line	Obstacles
Outreach Promote the value	CHSF – promotional materials(Banner, Brochure) Social Media – Twitter Web-site Teacher/Staff Appreciation	Web-site post meeting highlights	 Review May 2017	Time constraints Provincial responsibilities
Communications: Internal	Meeting Follow up Oversight to ensure accountability Feedback	Task list Meeting Highlights	Monthly check-ins Review May 2017	Time constraints Provincial responsibilities
Building Capacity Resources sharing	Board Development Member Federations sharing resources	Face to face meetings Fall Meeting Mid-Term Meeting	 Review May 2017	Oversight Knowledge transfer Coordination
Representation to Other	Media Smarts Copyright Canadian Education? Outstanding Principals		 Update May 2017	Time constraints Geography Provincial responsibilities Knowledge transfer
Budget	Grants ,Membership dues, Endowment Funding			
Next Steps: Branding CHSF	Promotion Material, Annual, Bi- Annual Report, Social Media Strategy			



Appendix 3: Strategic Plan Work Sheet

CHSF Strategic Objectives:	Area of Focus			Output:
	Member Retention	Effectiveness and Efficiencies	Advocacy Capacity	Facilitate National Parent Voice
To ensure the continued existence of CHSF as an effective advocate for parents and children	Outreach:	Review and revise;	Build and renew relationships at all levels	Research and
To identify and meet the needs of the members	Marketing CHFS – increasing membership, promote the value of membership	<ul style="list-style-type: none"> promotional materials marketing strategy multi- media(social) campaign 	Enhance accountability with provincial members and nationally	identify trends aligned with CHSF beliefs
To increase membership CHSF	Recruit to fill non-represented provincial parent-led Federations/Associations	Define a national infrastructure with consistent organizational processes		Present a national focus to provincial Federations
To ensure ongoing, strong leadership for the organization	Strengthen the relationship of member Provinces	Leverage brand awareness	Seek and leverage member and external policy resolutions	Adaption of policy and advocacy efforts at the national level
To strengthen CHSF partnerships	Streamline administrative processes	Ensure financial stability through exploring funding sources	Commence implementation of resolutions	Dialogue and influence issues of national concern
	Improve communications to support members		Integrate and align advocacy efforts with member federations	
	Seek to engage in collaborative relationships with national partners	Facilitate opportunities and partnerships that enable a national parent voice	Collaborate with other organizations and partners	National membership strategy inclusive of a national parent voice
			Offer national parent advocacy	
			Leverage partner resources	





For Consideration and Dialogue in the Implementation of a Strategic Plan

Promote the value	Build/renew relationships	Optimize revenues
Build capacity	Transitions: membership	Evaluate results
Outreach/ Resources	Review policy and procedures	Implementation accountability

Area of Focus - Priorities

- develop and facilitate opportunities that enable a national parent voice
- recruit new and retain current members to grow membership with a focus on the parent voice
- continue leveraging effective ways to promote a national parent voice, take action on issues of importance aligned with CHSF beliefs
- maximize human and financial resources and increase our responsiveness to change

Any other suggestions?

Next Steps: To better understand the factors that lead to satisfaction and dissatisfaction, and what members desire to improve their member experience. This work, in and of itself, is not a strategy, but rather the underpinning for the development of future strategies and action plans. Throughout 2017, we will conduct further dialogue which will inform us regarding potential 2017 – 2018 actions, as well as to support us for the next strategic planning process for 2018+.