

Calgary Legal Guidance

Strategic Business Plan

2020 – 2024

Aspirational Values

Aspirational Values are fundamental principles and beliefs that serve as implicit criteria guiding all actions and decision-making conducted by CLG.

- **Resilient** – We are able to adapt to changing circumstances and needs of our clients based on our 50 years of experience.
- **Innovative** – We adopt best practices and develop new knowledge to ensure we are forward-moving.
- **Service** – We believe that our core is to serve those in need, while walking alongside them.
- **Leader** – We are willing to go into uncharted territories, making the way easier for others to follow.

CLG Vision

The vision articulates the desired future state of CLG.

Guiding vulnerable Albertans through the legal system.

CLG Mission

CLG's mission articulates what is done everyday to achieve the vision.

To provide legal assistance, information and support to people who would not otherwise have access to such services.

Goals

Goals are ideal states to be achieved at some time in the future by CLG.

1. Provide targeted programming that meets the evolving legal needs of marginalized Albertans.
2. We are a Knowledge Hub that is client-focused, evidence-based, and values driven.
3. Continue to implement the calls for action from the Truth & Reconciliation report.
4. Recognized as a strategic influencer in the sector.
5. Trusted partner and collaborator in addressing systemic issues.
6. Strategically invest in people and programs for the future of the organization.
7. Create innovative solutions that promote organizational efficiencies and effectiveness.
8. Attract diverse funding.
9. Continuously strengthen board engagement and governance to increase effectiveness.
10. Enhance our positive reputation in the broader community.

Key Success Factors

Key Success Factors (KSFs) are traits that when properly maintained or managed significantly impact the organization's ability to achieve its vision.

- **Strategic Focus**
- **Accountability**
- **Meaningful Engagement**
- **Evidence-based decision-making**
- **Trauma-informed**
- **Adaptive, flexible, timely**

Key Performance Indicators

Key Performance Indicators (KPIs) are measures used to gauge performance.

1. **Strategic Alignment**
2. **Board Effectiveness**
3. **Stakeholder Engagement**
4. **Employee Satisfaction**
5. **Strategic Influence**
6. **Financial Metrics**

Strategic Priorities

To focus the efforts, three strategic priorities were identified for action over the next 36 months

1. **Maximize Impact**
2. **Sustainability**
3. **Leading voice in 'access to justice'**

“Growth” for CLG

The CLG Board has defined “growth” for CLG several different ways, with both external and internal metrics.¹

Figure 1: "Growth" Defined for CLG

External	Internal
<p><u>Profile, Role, and Reputation within Community</u></p> <ul style="list-style-type: none"> • Thought leader on access to justice issues • Leader in providing legal assistance in the community • Increased awareness by the wider Calgary Community of CLG’s important services • Organization that volunteers and funders want to be associated with • Innovative and proactive leader • Recognized as a reliable & effective resource/fulfilling our mandate <p><u>Collaboration</u></p> <ul style="list-style-type: none"> • Strategic partnerships • Grow in-kind contributions • Work with organizations that fill CLG’s gaps <p><u>Programs</u></p> <ul style="list-style-type: none"> • Increase in the number of people who feel a positive impact, directly or indirectly, from CLG’s services • Fill additional gaps in access to justice • Become a Cultural Hub and authority on barriers to A2J for domestic violence, homeless outreach, and Indigenous Peoples 	<p><u>Operational</u></p> <ul style="list-style-type: none"> • Strengthen CLG’s expertise in serving targeted clients • Strengthen and grow the programs where CLG already excels • Embrace new technology delivery platforms • Enhance resources • Implement organizational-wide evaluation framework <p><u>Board Operations</u></p> <ul style="list-style-type: none"> • Focus on strategic direction and ensure discussions align with priorities • Subtle, sustainable yet relentless improvement of the effectiveness and efficiency of the organization, evidenced by a balanced set of key performance indicators • Fully engaged and active Board who understand CLG’s work, its clients, its stakeholders, and its staff

Strategic Priorities

To focus efforts over the next three years, three strategic priorities were identified for action:²

1. Maximize Impact

- Key Performance Indicator Framework

¹ CLG Strategic Planning Retreat Session #2, April 4, 2020.

² CLG Strategic Planning Retreat Session #4, April 25, 2020.

- Targeted programming
- Risk mapping
- Segment CLG's target population and identify who is not being served

2. Sustainability

- Managed and intentional growth
- Includes financial, technology, succession planning, diverse funding

3. Leading voice in 'access to justice'

- Advocacy – use CLG knowledge and expertise to influence policy and practice
- Knowledge Hub – evidence-based, leadership, innovation, influencer
- Cultural Hub – values driven, trauma-informed practice

Aspirational Values

Aspirational Values are beliefs and principles that guide CLG's decision making.³

- **Resilient** – *We are able to adapt to changing circumstances and needs of our clients based on our 50 years of experience.*
- **Innovative** – *We adopt best practices and develop new knowledge to ensure we are forward-moving.*
- **Service** – *We believe that our core is to serve those in need, while walking alongside them.*
- **Leader** – *We are willing to go into uncharted territories, making the way easier for others to follow.*

Vision

The vision articulates the desired future state of CLG.⁴

Guiding vulnerable Albertans through the legal system.

Key Concepts⁵

³ CLG Strategic Planning Retreat Session #4, April 25, 2020.

⁴ CLG Strategic Planning Retreat Session #4, April 25, 2020.

⁵ CLG Strategic Planning Retreat Session #4, April 25, 2020.

- Trusted partner
- Strategic sector influencer
- Thought leadership
- System approach
- Empowering lives
- Building capacity, understanding, and accessibility
- Serving those who would not otherwise have access to such services
- Others emulate CLG programs
- Making the law system less intimidating to navigate

Mission

The mission is a statement of CLG's distinctive identity in the sector.⁶

To provide legal assistance, information, and support to people who would not otherwise have access to such services.

Key Concepts⁷

- Engagement with legal community
- Unique and targeted programs (i.e., domestic violence, Indigenous, homeless outreach, social benefits advocacy)
- Wrap-around services (social justice/service benefits with legal oversight)
- Trauma-informed (agency-wide perspective)
- Advocacy (strategic influencer of policy)
- Organizational culture (values driven)
- First mover leadership (CLG creates programs other providers emulate)

⁶ CLG Strategic Planning Retreat Session #4, April 25, 2020.

⁷ CLG Strategic Planning Retreat Session #4, April 25, 2020.