

Naramata Centre: *Strategic Plan 2023-2027*

**The Way Forward
We Need YOU.**



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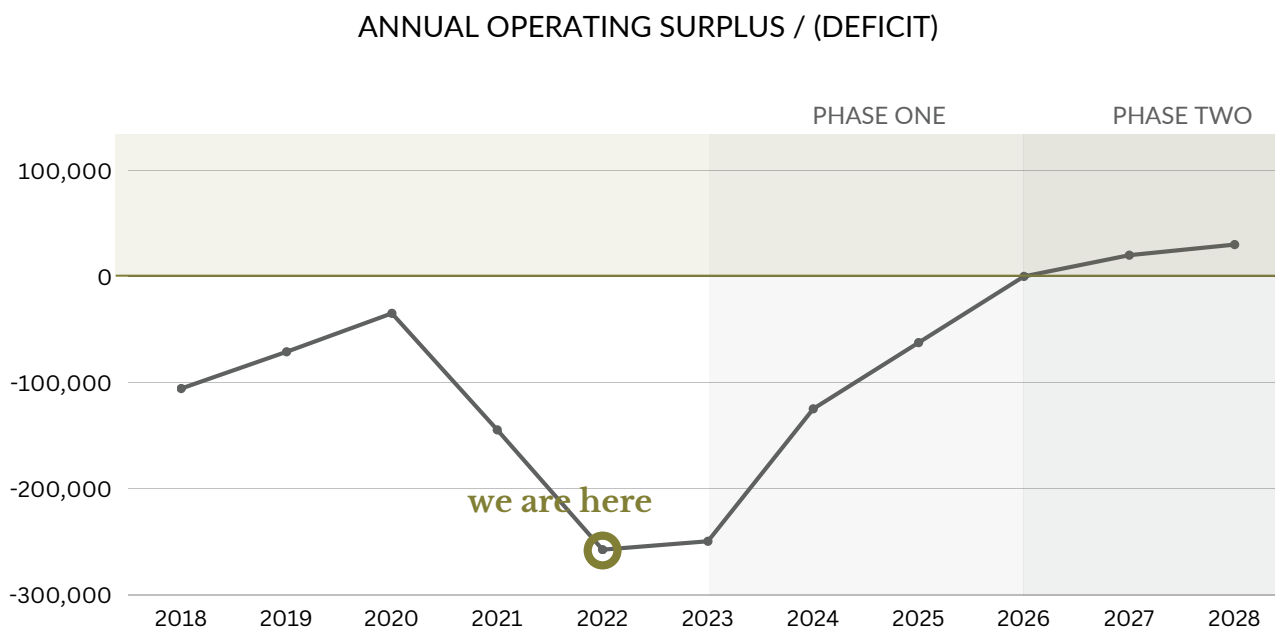
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Current Context

The next few years are a time of urgent transformation for the Centre.

To see Naramata Centre thrive once more, we will attempt to recover from a dire financial reality. We are aiming to increase participants, staff, and revenue over the course of **Phase One: Organizational Sustainability.**

Phase Two, "Revitalization and Capital Campaign" builds on the Centre achieving stability and readiness for expansion.



The urgency is real.

Without change, we are not sustainable at current operating deficits.

Without change, we will cease to exist.

Identifying Our Strategic Priorities

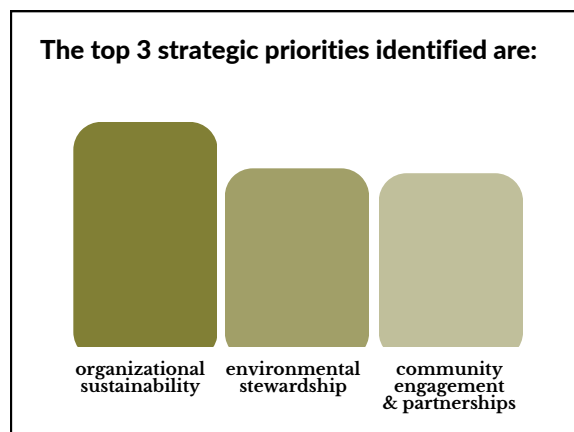
Over the past summer, we asked our community for feedback about the purpose of our organization and high level strategic priorities.

Over 90% of respondents agreed or strongly agreed with our identity statement:

Naramata Centre is a diverse community inspired by ancient and emerging Christian spiritual wisdom and practices. We gather to teach, learn and live the ways of compassion, love and justice.

Respondents overwhelmingly agreed with our End (Impact) Statements, describing **who we serve** and **the impact we can create** in participants lives.

- 1. Naramata Centre provides a wide variety of opportunities for participants to engage in experiences and/or spiritual practice that nurture spiritual well-being.**
- 2. Naramata Centre provides youth and young adults with leadership development, so that they can contribute to their community or church through their actions and communications.**
- 3. Naramata Centre provides opportunities to be part of or contribute to a diverse community so that participants are empowered to be their authentic selves.**



The clear priority among respondents, members, our staff and board is **Organizational Sustainability**. Without sufficient staff, an adequate site, and the financial means to sustain them, all other purposes and priorities are as houses built on sand. **Stability** and **Capacity-building** must be our watch-words in the near years to come.

Our Present, Phase One

Stabilization, Capacity & Collaboration

Stabilization: We shift from reactive and urgent operations, to those that are intentional and planned, so we have the ability to expand our capacity and focus on collaboration. Proactive rather than reactive.

Capacity: We maintain a workable range of activities, programming, and planning that is robust and healthy, and does not cause harm or burnout.

Collaboration: Through networking and strategic partnerships, Naramata Centre will partner with aligned organizations to expand our reach and fill our site and programming.

Setting *clear, discrete, achievable* and *ordered* priorities focuses our finite time and resources, and provides milestones of success. Without clear prioritization, we can spread ourselves out over a vast landscape of good intentions, and fail to sustain the organizational conditions which allow us to achieve any of our intentions at all.

Without increasing our organizational capacity, we will continue to cycle through staff and leadership. And without a revenue model that can sustain that capacity, there can be no stability for anyone working for the Society, no matter how much we love this place, its people and its purpose.

But if we reach for too much too soon, we will fail. Leadership asks too much of staff and themselves. The organization knows not which way to aim itself. The feeling of safety, stability and success never comes.

With each year of stable capacity building, we will be able to deliver increasingly more of our purpose to more people in a manner more consistent with our values and identity.

“When everything is a priority, nothing is.”

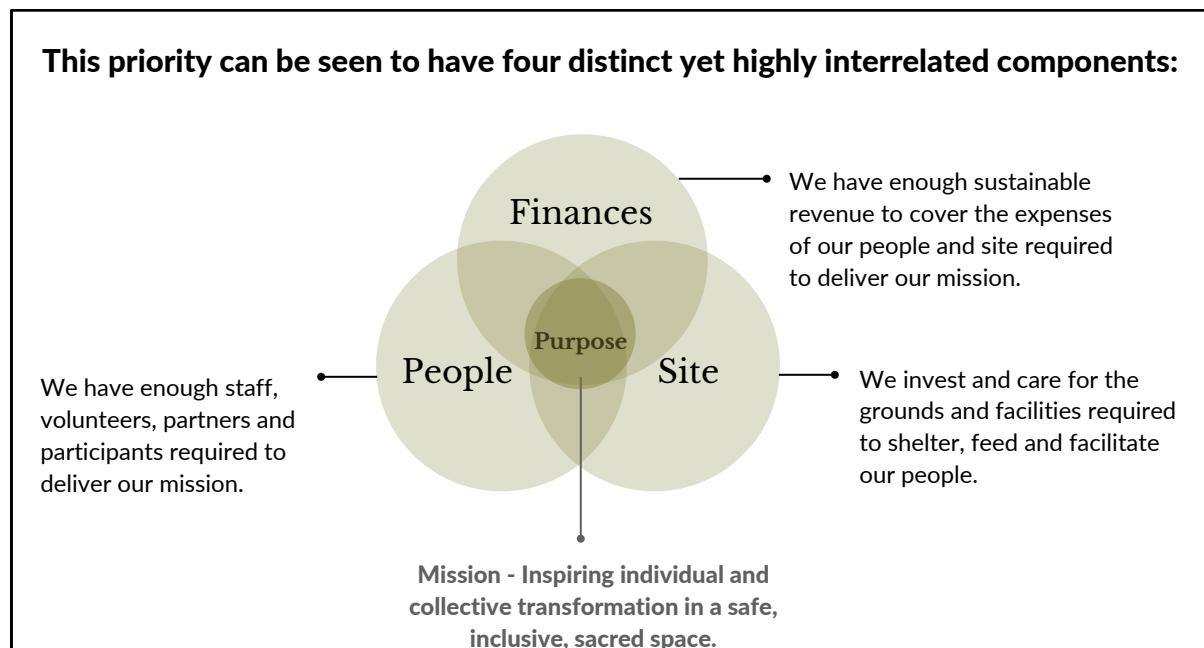
Karen Martin

THE OUTSTANDING ORGANIZATION

Organizational Sustainability: Our Top Priority

Having identified our community's top priority, as part of our Operating Plan, we are crafting goals, key actions, impacts and target measures, all in the service of one aim:

Implement an operating model which will provide the people, site and financial conditions necessary to deliver the society's mission in a self-sustaining manner.



It will be the aim of the remainder of this report to clearly articulate the success conditions for each component and illustrate their respective relationship with one another.

Organizational Sustainability:

People

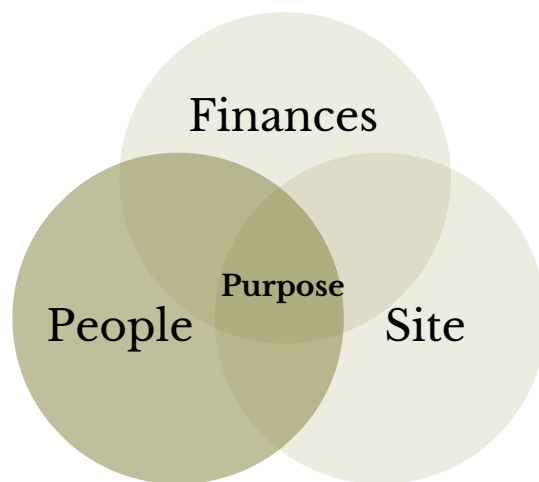
At the heart of every community and charitable organization is the people who commit to its success. The Naramata Centre Society is committed to creating a healthy and sustainable workplace.

To that end, we have established the following goal:

- **We have enough staff, volunteers, partners and participants required to deliver our mission**

To support this goal, the Board and the Executive Director will:

- **Create a culture where the board, staff, and volunteers are value aligned and guided by policy, processes and procedures that support safety, roles, goals, and boundaries.**
- **Provide opportunities for spiritual health and practices internally**



While the particulars of our staffing structure will evolve over time, preliminary sustainable staffing requirements are:

- **3 full-time and 2 part-time year-round employees**
- **9 seasonal employees working between 6–10 months**
- **13 summer-only employees working 3 months**

Together, these make up approximately \$800,000 in total salaries and benefits.

Organizational Sustainability: Finances

We know that the Naramata Centre has struggled financially for some time. The urgency of our situation is more critical than ever.

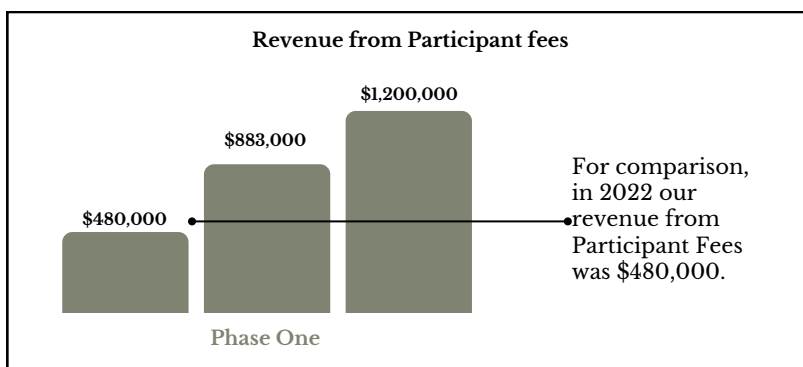
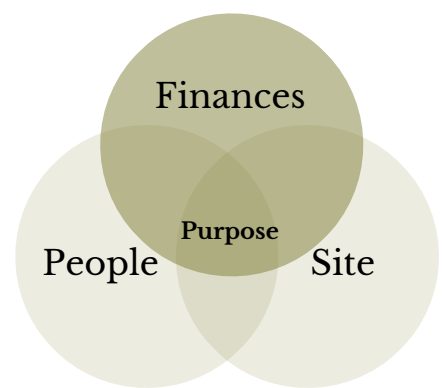
In order to achieve financial sustainability, the Centre cannot continue to run annual deficits.

Goal: We have enough sustainable revenue to cover the expenses of our people and site required to deliver our mission.

In order to achieve financial sustainability, the Centre will need to generate between \$1.2-\$1.6 million annually.

Of that, we need to maintain and increase the **\$300,000** to **\$400,000** which currently comes from various grants, our foundations, donations and legacy bequests.

The remaining **\$900,000** to **\$1.2 million** will have to come from operational revenue derived largely from participant fees. We need to diversify and grow our revenue year round, maximizing use of our accommodations.



We will fund reducing deficits from 2023-2025 to fulfill this plan. It will take a few years in the red (deficit) to get us to break even.

We also acknowledge the need to service and resolve our debt of \$2.6 million.

Knowing our revenue needs, we can begin to establish the shape, size and composition of our site and facilities required to meet and sustain that revenue.

Organizational Sustainability: Our Site

The Naramata Centre is truly blessed to be the steward of 23 acres in the traditional territory of the Syilx people.

It is our participants' connection to this place and the land, as much as to its community and programmatic purpose, that inspires us to return year-after-year and share our enthusiasm for this place with our friends and family.

The most environmentally responsible and financially sustainable buildings are the ones we already have.

Our goal is:

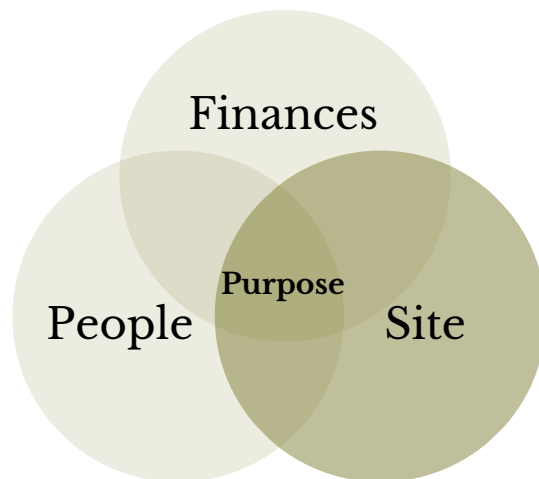
- **We invest and care for the grounds and facilities required to shelter, feed and facilitate the people.**

This means repainting and retaining buildings, repairing roofs and gutters, and investing in all manner of aging infrastructure, from upgrading our campgrounds to refurbishing our accommodations.

Insufficient financial resources have led us to neglect some of our buildings and site. Our buildings are critical assets in supporting Naramata's Centre's revenue goals and financial viability.

Our site and facilities generate both expenses and revenue.

Understanding the relationship between the two is critical to achieving our goal of long-term organizational sustainability.



Long-term Success and Sustainability

Right-sizing our Operations

We can speak generally about where our revenue and expenses largely come from.


Our administrative costs are largely fixed, irrespective of size, as is a core set of employees. Delivery of a Naramata - summer comes with its fixed costs too, our site and facility expenses are not directly proportionate by size but remain largely fixed, with only marginal savings had we reduced our footprint.

Our revenue potential, however, is directly proportional to our capacity, especially our accommodations. Programming and Food Services need a certain volume of sales to break even. It's really our campground and accommodations where revenue can contribute to covering much of our fixed operating expenses, should we find a way to fully utilize them.

We will need every serviceable building available to house our staff and provide enough accommodation and program space to generate \$1.2 million in revenue. And it will take inventive marketing and a steady stream of those new to the Centre to fill it.

We will retain the full site (less McLaren and Robson lands) while we rebuild our operational capacity, stabilize our staffing structure and explore new models and markets of mission delivery.

"We will need every serviceable building to house staff, provide program space and generate sustainable revenue sources"



Sustainability & Capacity

Our path to organizational sustainability begins with these two words. We will need to build our internal capacity, in terms of staffing, policies, practices, marketing, our site, facilities and program delivery. At the same time, we will need to market our spare capacity to individuals, groups and organizations.

We do this not just to generate the revenue needed to deliver our mission, **but also to grow the community of beneficiaries of that mission.**

We will invite these **new individuals, families and organizations into our community**, inviting them to join all our Community Life and programming throughout the summer.

We will take the same approach to the rest of the year. But here we seek **collaboration** with a variety of user groups and organizations. Like the individuals over summer, these groups may at first come to the Centre for our affordability or location.

Over time, we will cultivate relationships with those whose values align with our own. We will promote their programs and they, ours.

Every year, some of those who discovered us for our campground, accommodations or facilities, will return as Naramata Centre participants and program partners; here for the sense of community, belonging, growth, transformation, faith and fellowship which is our legacy.

Year after year our spare capacity will become ever smaller as our new community grows ever wider.



*"We will
invite new
individuals,
families and
organizations
into our
community"*

Collaboration + Service Delivery

We currently provide six weeks of community life and transformative programming over the course of the summer. Of that, only four are sufficiently attended to cover our costs for those weeks.

Outside the summer months, we have partnered with Pacific Jubilee, HOWL Experience, IndigenEyez and Okanagan College to provide additional mission-aligned programming.

This, our recent delivery model, may generate some of the revenue we need from related participant fees. However, we will need much, much more to achieve organizational sustainability.

How will we get there?

The new model allows for many more strategic partners that are providing exciting and relevant programs at the Centre.

We engage with partners that embody the Naramata Centre values of **collaboration, diversity, integrity, resilience, and reverence.**

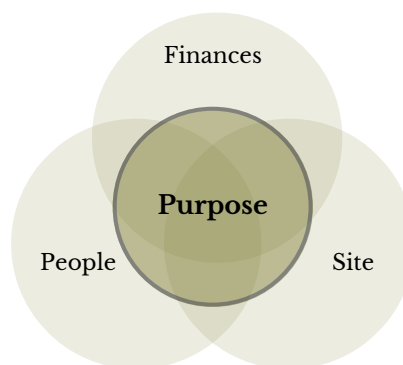
Examples of strong partnerships include the Pacific Jubilee to deliver their spiritual programs; engaging with the United Church to host their programming; Okanagan College to be a satellite campus; and working with Indigenous groups and businesses to host their activities, events and programs.

Serving our Purpose

Mission: *Inspire individual and collective transformation in a safe, inclusive, sacred space.*

Aligning with mission delivery is an important aspect of the work we do. Key values inform our every decision in how we operate the Centre.

As we rebuild our capacity and explore a variety of collaborations, these values guide which programs and partners we may pursue.



These lists provides some direction to our Community Life and Program and Partnership team to align opportunities with mission delivery.

Inclusivity

Continuing to improve safety and inclusivity for all:

- Queer and Transgender folk
- Neurodiverse Individuals and Families
- Indigenous people
- Under-represented minorities
- Those within the United Church faith community
- Those with varying levels of mobility and disability
- Those seeking spiritual exploration, growth and transformation
- Those seeking community, contribution and belonging
- Youth and young adults
- All socio-economic backgrounds

Collaboration

Seek Collaboration with organizations and programming which promote awareness of:

- Indigenous and First Nations
- Environment, Habitat and Climate Change
- Health and Wellness
- Christian Leadership
- Spiritual practices
- Community Development
- Local food production and culinary arts
- Youth and Young Adult Leadership Development
- The Arts in all their forms
- Providing our community with publicly accessible education and amenities

Our Future

Looking Towards Phase Two

Revitalization & Capital Campaign

Once we have reached organizational sustainability, we will be ready to implement **Phase Two: Revitalization and our Capital Campaign.**

For the next few years, creating stability, building capacity and fostering collaboration will occupy all our efforts.

A thriving, sustainable future for Naramata Centre is within reach. With the right priorities, plan and team, we will make it happen.

You belong here and we need you.
Let's aim for that future together.

How will you respond?

Call to Action:

- Attend Programs
- Bring friends
- Make a donation
- Make a gift-in-kind donation
- Volunteer
- Spread the Word!

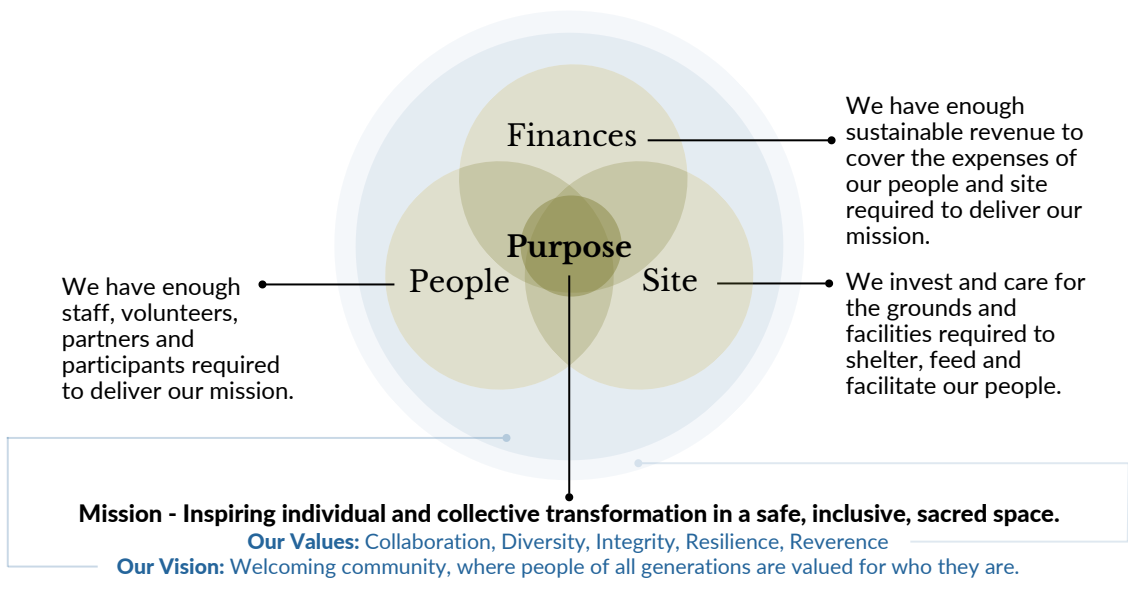
Strategic Plan Summary 2023 - 2027

To see Naramata Centre thrive once more, and recover financially, we need to increase our organizational capacity and our revenues, over the next three years, to a sustainable level.

Phase One: Organizational Sustainability

Implement an operating model which will provide the people, site and financial conditions necessary to deliver the society's mission in a self-sustaining manner.

This priority has four distinct yet highly interrelated components, encompassed by our values and vision:



Key Strategies

People

- Create value aligned culture with enough staff capacity.
- Grow strategic partnerships.

Finances

- Diversify and grow operating revenue streams.
- Implement operating model to utilize spare capacity.

Site

- Repair & upgrade existing buildings.
- Maximize use of accommodations to grow revenues.

Phase Two: Revitalization & Capital Campaign

Once organizational sustainability is achieved, we will move into Phase Two: Revitalization and our Capital Campaign.

**A thriving sustainable future for Naramata Centre is within reach.
 With the right priorities, plan and team we will make it happen.
 You belong here and we need you. Let's aim for that future together.**