

**Nelson CARES Society**

**Updated FOUR-YEAR CONTINUOUS STRATEGIC PLAN**

**2011 to 2014**

**DEVELOPED BY**

**THE BOARD OF DIRECTORS, EXECUTIVE DIRECTOR, & PROGRAM MANAGERS**

February 12, 2011

**Approved by the Board of Directors April 20, 2011**

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**KBCSC Resource Centre**

Working Toward Co-operative Solutions

## **A. CONTEXT**

### **1. Beneficiaries/Priorities**

Beneficiaries of our services remain the same, but the priorities were restated as outcomes (ends) for vulnerable populations/clients:

- Everyone is adequately and safely housed
- Everyone has access to support and representation when they need it
- Everyone has adequate means and resources to participate fully in community life
- Everyone takes responsibility for environmental stewardship

### **2. Ideals**

No changes were made as to what we would like to see our beneficiaries experience by participating in our services. These remain as originally stated: affordable, accessible housing, barrier-free, reduced environmental impact, accessible, continuum of services, breaking the cycles of poverty and violence, adequate resources, safe, educated as to resources and rights, sense of self-worth, community recognition of their worth, increased well-being of the community, and basic needs met.

## **B. SITUATIONAL ANALYSIS**

The original strategic plan was developed in November 2007 and amended in January 2008. The plan is reviewed annually. Key changes noted since the last strategic planning session in January 2010:

1. The positive impact of the agency's move to its new location and the name change are still being realized (eg. continued increase in membership, donations, and clientele)
2. There has been more action in the community, in general, on affordable housing (eg. CMHA's Anderson St. project approved, potential development of Old Savoy Hotel by KCF, Selkirk College dorms being renovated, regular coordination meetings of Nelson Housing Forum, SPAN's affordable housing forums). Loss of Kerr Apartments due to fire in January 2011 impacted overall low-cost housing stock.
3. Funding from government ministries and Law Foundation has been frozen for past two years.
4. Some significant changes to Ministry of Social Development's access and delivery of income assistance and disability benefits.
5. CLBC is shifting its focus from group home living to other individualized models such as Homeshare.
6. No one group can do it alone – more emphasis is being put on partnership development
7. Some significant staff changes at agency's management level this past year.
8. Increased emphasis in the non-profit sector on social enterprise development and developing the social economy and less focus on new government-led initiatives/programs/contracts

## **C. STRATEGIC ISSUES**

In the course of the discussion, an updating of the strategic issues was accomplished. The focus was on the following priorities:

- a) Affordable Housing (including continued focus on WSP enhancement, expansion of housing options, property management services)
- b) Advocacy Services (ensuring continuity, quantity and quality)
- c) Communications and Fundraising Planning

- d) Human Resources Development
- e) Social Enterprise Development

**D. GOALS AND OBJECTIVES**

The updated goals and objectives are documented in the following chart.

GOAL (OUTCOME)	OBJECTIVES	RECOMMENDED STRATEGIES	TIMELINE	STATUS
<b>A. Services to Priority Beneficiaries</b>				
1. Vulnerable populations have access to quality affordable and adequate housing	a. To create a 4-year plan for the development of additional affordable housing	<ul style="list-style-type: none"> <li>• Task of Affordable Accommodation Committee</li> </ul>	March 2012	
	b. Explore feasibility of expanding Property Management capacity to address community gap	<ul style="list-style-type: none"> <li>• ED and Program Manager to research options</li> </ul>	December 2011	
2. Vulnerable populations have access to quality advocacy services	a. Ensure the community's need for advocacy-related services is well-understood and addressed	<ul style="list-style-type: none"> <li>• Develop a Stakeholder Advisory Group for the Advocacy Centre</li> </ul>	September 2011	
	b. Explore ways of increasing efficiency in the delivery of advocacy services	<ul style="list-style-type: none"> <li>• Develop funding strategy for implementation of triage system</li> </ul>	September 2011	
<b>B. Systematic Integrated Operational Planning</b>				
1. Nelson CARES Society maintains systematic integrated operations in the delivery of its programs, services, governance,	a. Develop and implement a Performance Quality Improvement (PQI) process for evaluating progress, reporting outcomes and	<ul style="list-style-type: none"> <li>• Senior Management Team and Board</li> </ul>	April 2011	

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GOAL (OUTCOME)	OBJECTIVES	RECOMMENDED STRATEGIES	TIMELINE	STATUS
and administration in accordance with accreditation standards	improving service delivery quality.			
	b. To establish a Service Continuity Plan (as per CSSEA request, insurer request, and certain funders)	<ul style="list-style-type: none"> <li>• Senior Management Team</li> </ul>	September 2011	
<b>C. Human Resource Development</b>				
1. Nelson CARES Society values its human resources and has sufficient human resource capacity to carry out its mandate	a. Develop and implement a series of staff acknowledgement and retention strategies	<ul style="list-style-type: none"> <li>• Build on strategies suggested at Strategic Planning sessions such as Educational Bursary, Employee Legacy Wall, internal communications practices, skills assessments, etc.</li> </ul>	March 2012	
	b. Track staff turnover and reasons for leaving	<ul style="list-style-type: none"> <li>• Include tracking in PQI system and conduct annual analysis of outcomes</li> </ul>	April 2011	
2. Nelson CARES Society values its Board members contributions and has sufficient expertise and capacity to carry out its role.	a. Implement targeted Board recruitment strategies to ensure needed expertise on the Board.	<ul style="list-style-type: none"> <li>• Nominating Committee</li> </ul>	Prior to September AGM	
<b>D. Visibility</b>				
1. Nelson CARES Society has a reputation in the community, and is well-known, for its high quality services.	a. Develop a comprehensive communications plan	<ul style="list-style-type: none"> <li>• Task of Community Relations Committee</li> </ul>	September 2011	

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GOAL (OUTCOME)	OBJECTIVES	RECOMMENDED STRATEGIES	TIMELINE	STATUS
<b>E. Financial Stability</b>				
1. Nelson CARES Society achieves long-term financial stability in order to offer consistent services & programs to clients and community	a. Develop a set of principles and guiding policies around social enterprise development	<ul style="list-style-type: none"> <li>• Strike an ad hoc Board Committee to develop social enterprise framework and policies.</li> </ul>	December 2011	
	b. Develop principles and policies around ethical fundraising and ethical spending.	<ul style="list-style-type: none"> <li>• Community Relations Committee</li> </ul>	December 2011	
	c. Develop policy around Nelson CARES Society's participation in and acceptance of Columbia Community \$.	<ul style="list-style-type: none"> <li>• Finance Committee</li> </ul>	June 2011	