

Nelson CARES Society
OPERATIONAL PLAN AND STRATEGIC UPDATE
April 2011 to March 2012

Vision: A healthy and inclusive community where complete respect for all individuals is an ordinary, everyday occurrence.

Mission: Through community collaboration and service excellence, Nelson CARES Society works toward a socially just society by providing programs and initiatives in advocacy, housing, employment, support services, and environmental stewardship. Nelson CARES Society aims to be a reflection of the community it envisions.

Organizational Ends: Our mission includes the following ends:

1. Everyone has adequate and safe housing
2. Everyone has access to support and representation when they need it
3. Everyone has adequate means and resources to participate fully in community life
4. Everyone takes responsibility for environmental stewardship

Organizational Values: Equality, respect, collaboration, diversity, transparency, accountability, integrity

Ongoing activities and areas of functioning for which the organization is willing and/or obliged to be held accountable:

PART I: DIRECT SERVICE AREAS

DIRECT SERVICE AIMS	SERVICE INDICATORS	2011-12 STRATEGIC DIRECTIONS	COMPLETION DATE	2011-12 OUTCOMES
1. Services for Community Living Program	Ongoing Program Activities			
To promote lives of dignity, community participation, and inclusion by providing persons with developmental disabilities with supportive housing and employment opportunities.	<i>Residential Program</i> 1. Operates three 24/7 staffed resources (group living homes) supporting 11 CLBC clients of varying ages. 2. Maintains two rented BC Housing sites and one Nelson CARES Society site for group living.	<i>Residential Program</i> 1. Increase our labour funding levels to CLBC identified levels 2. Explore feasibility/viability of increasing service options to include 'Older Adults Specific Population Designation' (as per CARF Standards) 3. Engage in long-range planning with stakeholder group, including service	March 2012 March 2012 March 2012	

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<p><i>Service Principles:</i></p> <ol style="list-style-type: none"> 1. Putting people first 2. Honouring human dignity and human rights 3. Working with and within the community 4. Fostering independence and growth 5. Professional accountability 	<p><i>Supported Employment Program</i></p> <ol style="list-style-type: none"> 1. Operates a Customized Employment Program supporting approximately 50 CLBC clients in the Nelson region to find and maintain employment. 2. Operates the Earth Matters Recycling Service, a social enterprise that offers job opportunities to clients. 3. Operates Kootenay Direct, a social enterprise that creates job opportunities for clients around paper products. 4. Provides training and work experience opportunities to a broad range of clients with barriers to employment through community partnerships, social enterprise development, and in-house training programs. 5. Manage bookings and cleaning of the CLBC Respite Suite. 	<p>redesign plans with CLBC (funder)</p> <ol style="list-style-type: none"> 4. Increase partnership opportunities with training institutions. 5. Organize KRACL annual conference with other community groups. <p><i>Supported Employment Program</i></p> <ol style="list-style-type: none"> 1. Redesign work schedule to incorporate new Customized Employment Model as mandated by CLBC. 2. Increase partnership opportunities with community businesses through client/staff attendance at Chamber of Commerce, NBA and Mingle events. 3. Develop new fee-for-service options under Kootenay Direct. 4. Explore fee-for-service options with the Respite Suite for MCFD clients as a way to generate income and expand employment opportunities. 	<p>March 2012</p> <p>October 2011</p> <p>June 2011</p> <p>March 2012</p> <p>June 2011</p> <p>September 2011</p>	

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2. Affordable and Emergency Housing Program	Ongoing Program Activities			
<p>To provide a home to the homeless, a voice to the voiceless and to foster a sense of community by providing safe and supportive affordable and emergency housing.</p> <p><i>Service Principles:</i> Respect, teamwork, celebrating diversity, integrity, equality, self-determination, accountability, inclusion</p>	<p><i>STEPPING STONES (SS)</i></p> <ol style="list-style-type: none"> 1. Operates a 17-bed emergency shelter with support component in accordance with the contract with BC Housing 2. Offers assistance and support to clients to locate and maintain housing in the community. Includes offering case planning strategies and tools to break the cycle of homelessness. 3. Operates a Transitional Accommodation Program within WSP and Hart St. House. <p><i>WARD STREET PLACE (WSP)</i></p> <ol style="list-style-type: none"> 1. Operates 3 affordable self-contained one-bedroom units with support component in accordance with Residential Tenancy Act (RTA). 2. Operates 34 affordable Single Room Occupancy (SRO) units with a support component in accordance with RTA. 	<p><i>STEPPING STONES</i></p> <ol style="list-style-type: none"> 1. Continue to build a professional relationship with the Nelson Police and to develop an inter agency policy around extreme weather practises. 2. Explore and implement staff retention practises. 3. Investigate relocation options for Stepping Stones primarily for health and safety reasons. <p><i>WARD STREET PLACE</i></p> <ol style="list-style-type: none"> 1. Develop a strategy to increase residential rents on the units based on size and income. 2. Re-develop the units on Victoria Street and increase the number of affordable units. 3. Upgrade the electrical system in WSP in accordance to the 2009 Building Inspection Report. 	<p>March 2012</p> <p>March 2012</p> <p>March 2012</p> <p>June 2011</p> <p>March 2012</p> <p>June 2011</p>	

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	<p><i>OTHER</i></p> <ol style="list-style-type: none"> 1. Leases 5 commercial units within WSP to business community. 2. Works with the community in exploring options for increasing the low-cost housing stock. 	<p><i>OTHER</i></p> <ol style="list-style-type: none"> 1. To create a 4-year plan for the development of additional low-cost housing (Affordable Accommodation Committee) 2. Explore the feasibility of developing a property management social enterprise with services available to other community groups/individuals. 	<p>March 2012</p> <p>December 2011</p>	
3. Advocacy Centre Program				
<p>By providing advocacy and support services, the Advocacy Centre aims to:</p> <ul style="list-style-type: none"> *stand up for social justice, choice, and equality; *champion the rights of women and children and challenge oppression in all its forms; and *give voice to the voiceless <p><i>Service Principles:</i> All Advocacy Centre clients have a right to determine their own solutions within an environment of respect and confidentiality.</p>	<ol style="list-style-type: none"> 1. Operates a direct poverty law advocacy, referral, information service in the areas of welfare, disability, tenancy, and other civil matters in the Nelson area and Castlegar areas. Provides same services via telephone to entire West Kootenay area. 2. Operates a legal information service about the family justice system and other civil matters. 3. Operates a Community-based (specialized) Victim Service Program that provides support services to victims of abuse in relationships and historical sexual abuse, including support with the criminal and family 	<ol style="list-style-type: none"> 1. Advocate hours will be reduced in 2011-12 due to no increase in funding; find innovative ways to continue high level of service to individual clients while reducing workload and stress level of advocates. 2. Continue to raise profile and awareness of Specialized Victim Services Program in the community, and increase appropriate referrals to the program. 3. Specialized Victim Services program to develop specific written protocols with other related agencies and programs in the community. 4. Participate in feasibility study (and potentially a pilot program) regarding 	<p>September 2011</p> <p>March 2012</p> <p>March 2012</p> <p>June 2011</p>	

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	justice systems. 4. Operates a six-session per year Parenting After Separation Program. 5. Organizes periodic poverty-related initiatives (eg. Big Free Day). 6. Participates in addressing systemic advocacy initiatives.	a regional child victim advocacy centre. 5. Continue to explore possibility of a family law "hub" program that could include both funded and fee-for-service aspects. 6. Convene an Advocacy Centre Stakeholder Advisory Group to guide the future development of the services	December 2011 September 2011	
4. Earth Matters Program				
To inspire and support lifestyles that are environmentally responsible and beneficial to human health by creating and maintaining community initiatives and partnerships <i>Service Principles: All Earth Matters initiatives will be environmentally responsible, socially just, and economically viable.</i>	1. Participates in annual Earth Day event planning and activities and maintains the Kootenay Earth Day website. 2. Leases from City and maintains the Cottonwood Demonstration Herb Garden and the Hendryx St. Forest Garden 3. Researches, develops, and implements other appropriate projects and grants to pursue programs aims. 4. Operates a retail and on-line ECO Store selling environmentally sustainable lifestyle products and employing people with disabilities.	1. To evolve the ECO Store operation to include a sustainable environmental education component, fee-for-service options, and to become an economically, socially, and environmentally sustainable social enterprise. 2. To develop and market the <i>Earth Matters</i> Brand for better exposure and recognition by the community of its products and services. 3. To solidify fall/winter programming and funding sources to carry Earth Matters program past its summer projects with a view to long-term program sustainability	October 2011 June 2011 October 2011	

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5. Community Service Initiatives				
<p>To engage in community initiatives that support community needs and that are in alignment with Nelson CARES Society's vision and mission (for eg. Nelson Committee on Homelessness (NCOH), Measuring Up, lead partnerships, Nelson Social Planning Action Network (SPAN), and affordable housing forums)</p> <p><i>Service Principles:</i> cooperation, collaboration, responsive to identified community needs</p>	<ol style="list-style-type: none"> 1. Sends agency representative to participate in SPAN 2. Sends agency representative to participate in relevant affordable housing forums in community. 3. Sends agency representative(s) to various interagency and/or intercommunity committees. 4. Remains open and ready to explore new opportunities for projects/programs/services that might meet community needs that are consistent with Nelson CARES Society's mission and mandate 	<ol style="list-style-type: none"> 1. To actively participate in the implementation and promotion of the Columbia Community \$ initiative within the community (see Part II.C.2. below) 	June 2011	

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PART II: Governance, Administration, and Accountability

AIMS	INDICATORS	2011-12 STRATEGIC DIRECTIONS	COMPLETION DATE	2011-12 OUTCOMES
A. Mission and Ends Statements Development				
To create a Mission Statement and related Ends Statements that provides direction, focus and parameters to the programs, services, and initiatives of Nelson CARES Society.	Mission and related Ends Statements are included in the organization's governance policies and are reviewed annually by Board and Management			
B. Accountability				
To ensure the organization operates within the legal framework, vision, values, accreditation standards, and governance policies of the Society.	Operational policies and Board Governance policies exists to guide work in the areas of day-to-day operations, Ends development, Executive Limitations, Board-Executive Relationship and Board Process			
C. Fiscal Planning/Conditions				
To ensure that the organization's financial planning is consistent with the Ends and strategic priorities and that the financial conditions and activities do not place the Society in jeopardy.	Annual budgets are reviewed by Finance Committee and approved by Board; financial statements are reviewed monthly and quarterly by the Board and Finance Committee.	1. Develop a set of guiding principles and policies around social enterprise development. 2. Develop policy around the Society's participation in the Columbia Community \$ initiative. 3. Establish a Service (or Business)	December 2011 June 2011 September	

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		Continuity Plan that satisfies client, funder, insurer, and the organization's needs	2011	
D. Strategic Planning				
To engage in strategic planning processes to ensure that the needs of the organization and those of the stakeholder community are addressed.	A four-year continuous strategic plan is in place and reviewed annually by Board and Sr. Management staff.			
E. Board Recruitment and Development				
To ensure that the Board of Directors is representative of the community at large, provides required expertise to the Board, and is in compliance with Society's policies and By-laws.	Annual board recruitment prior to the AGM is undertaken by Nominating Committee; board development activities occur regularly	1. Implement targeted Board recruitment strategies to ensure needed expertise on the Board	Prior to September AGM	
F. Executive Relationship				
To ensure the organization is well-managed by engaging a qualified, skilled Executive Director and maintaining a professional relationship.	Policies are in place that outline the Executive Relationship and Limitations of the ED with the Board; policies are reviewed annually	1. Develop a Management Succession Plan Policy	April 2011	
G. Relationship with Employees and Volunteers				
Through delegation to Executive Director, the Board ensures the training, treatment and compensation and benefits of employees and volunteers are carried out in accordance with the Society's vision,	Human Resources policies and procedures and Collective Bargaining Agreement are in place and reviewed annually; quality improvement reports are presented quarterly to Board.	1. Develop and implement a series of staff acknowledgement and retention strategies	March 2012	

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values, policies, and relevant legislation.				
H. Board Committees				
1. <u>Executive Committee</u> – To respond to governance issues that require an immediate response; review and assess new potential new programs/initiatives; draft and/or review governance and operational policies; respond to Executive Director’s requests for consultation and advice; plan business agenda of Board meetings and AGM	Monthly meetings and reports to Board.			
2. <u>Finance/Audit Committee</u> – To regularly review the Society’s financial statements, monitor all issues raised by Auditor, and communicate results at the Annual General Meeting.	Quarterly meetings and reports to Board. Meeting with Auditor.			
3. <u>Community Relations Committee</u> – To develop and implement a Community Relations and Fundraising Plan that will effectively communicate the values, vision, needs and work of the Society.	Monthly meetings and reports to Board; active participation in carrying out fundraising activities	1. Develop and implement a comprehensive Communications and Fundraising Plan that includes ethical fundraising and spending principles	December 2011	
4. <u>Affordable Accommodation Committee</u> – To develop and implement an Affordable Accommodation Plan that will ensure the care and maintenance of the	Monthly meetings and reports to Board.	1. Develop and implement a four-year Affordable Housing Strategy, including possible development of Property Management Service	March 2012	

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Society's existing assets and respond to emerging housing needs of the low-income community.				
5. <u>Nominating Committee</u> – To identify and recruit potential Board members.	Reports to Board as necessary; presents slate of nominees at AGM.	See E. above		
6. <u>Planning & Evaluation Committee</u> – To plan and coordinate Annual Planning and Evaluation Retreat, facilitate evaluation of Executive Director; coordinate accreditation and quality improvement processes; review governance policy; and conduct public policy analysis and provide related advice and recommendations to the Board.	Meetings as required and reports to Board.	1. Develop and implement a Performance Quality Improvement (PQI) process for evaluating progress, reporting outcomes, and improving service delivery quality 2. Evaluate PQI processes	First quarterly report due August 2011 March 2012	
I. Community Involvement				
To engage in strategic ways with the community to ensure the Society's vision, mission, values, needs and work are being well-represented.	1. Active membership in KBCSC since 2003. 2. Members of Chamber of Commerce and BCNPHA. 3. Board and Management attendance at key community functions	See H. 3. above re Communications and Fundraising Plan		