

Nelson CARES Society

Updated FOUR-YEAR CONTINUOUS STRATEGIC PLAN

2018 to 2021

DEVELOPED BY

THE BOARD OF DIRECTORS, EXECUTIVE DIRECTOR, & PROGRAM MANAGERS

Created March 23, 2013

Updated May 24, 2017

Updated October 10, 2017

Updated March 7, 2018



Nelson CARES Society Four-Year Continuous Strategic Plan
2016 – 2019

A. CONTEXT

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, and employment services. 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

Organizational Values: Equality, respect, collaboration, diversity, transparency, accountability, integrity, environmental sustainability
Through our programs, we endeavour to facilitate personal capacity development. There is strong alignment between agency and community values.

B. SITUATIONAL ANALYSIS

The original strategic plan was developed in November 2007 and is reviewed and amended annually.

1. Key internal changes noted since the last strategic planning session in March 2018:
 - a) Higher agency profile due to “Room to Live” capital campaign. Ended and refocused to Ready for Home for CNOY 2018. Will review for 2019.
 - b) Sustainable funding for the Advocacy Centre and the new Kootenay Seniors Program continues to be a concern.
 - c) Management: continue to increase the capacity for human resource management. Management team would benefit by frontline duties being reduced- increase in funded management hours.
 - d) The organization is limited by a lack of suitable work space.
2. Key trends predicted in the agency’s future environment include:
 - a) Increased disparity: have & have-nots

Nelson CARES Society 4-Year Strategic Plan 2018- 2021

- b) Attitudinal barriers in the community towards those more vulnerable
- c) Growing population of seniors and young families
- d) Increased demand for housing for seniors and people with disabilities
- e) Politics: Minority NDP provincial Gov't uncertain. Approach to social support continues, yet new federal gov't remains uncertain. October – Municipal election
- f) People with mental health and substance use issues- dwindling support available
- g) Increased need for accessibility in all its forms both programs and physical accessibility
- h) New approaches: Collective impact successes point to more partnership and leveraging
- i) Aging population in all of our services and staff

Nelson CARES Society 4-Year Strategic Plan 2018- 2021

Forces affecting our plans - to consider when looking ahead...	
Strengths	Challenges
<ul style="list-style-type: none"> □ Staff are generally skilled, professional, committed, and engaged □ NCARES is well connected to and has a good understanding of the community □ The agency enjoys strong leadership at executive, management and governance levels □ The agency has a good reputation in the community and continues to deliver relevant programs □ The agency is seen as fiscally strong and responsible □ NCARES engages in community development, working well with other agencies □ The agency is seen as a community leader in affordable housing and seniors support program development □ NCARES shows leadership in working with vulnerable communities □ Diversity of programing provides structural and financial resilience 	<ul style="list-style-type: none"> □ Dependence on government and other grant funding □ Resources are stretched □ Space is tight, limited, especially at main office and for CFIT storage and programming □ Risk of overextending in relation to new projects and community development partnerships □ Many of those we serve are living with increasingly complex issues □ Stay within BC Housing budget and still address our needs – reserves and operational funding □ Basic accessibility in community still not addressed adequately □ Continued lack of adequate services by key providers, like Interior Health □ Aging Population (Services and Staff)
Opportunities	Threats
<ul style="list-style-type: none"> □ Leverage recognition of capital campaign to raise profile in community □ Federal and province grants may increase, particularly regarding housing □ Address the needs of vulnerable seniors further □ Be proactive in approaching potential housing partners (e.g. Kiwanis) □ Social enterprise for employment and/or for funds □ Goodwill exists between agencies to address key issues □ Synergies: re-negotiating BC Housing agreement re: Housing First model, property maintenance, Stepping Stones etc. □ The KB Community Services Coop assist with ‘backroom’ needs (like IT) □ CLBC Procurement opportunities □ Launch of Kootenay Seniors Program □ Embrace the Truth and Reconciliation Recommendation where possible 	<ul style="list-style-type: none"> □ Limited funding – for innovation, needed staff and considering improvement (such as a living wage policy) □ Lack of innovation in the region; lack of community vision □ Lack of provincial resources (e.g. housing with supports) □ Polarized attitudes in community regarding vulnerable populations □ Aging Population (Services and Staff) □ BC Housing Service Agreements up for change (Operating budget for SCL houses is insufficient to meet licensing requirements and has not been updated for years). In particular the underfunding of maintenance reserves and group home maintenance budgets □ High needs clients burning out staff

C. STRATEGIC ISSUES (not ranked)

In the course of planning, strategic issues were discussed and updated. The focus is on the following priorities:

1. Future Housing Work –Affordable Housing Committee
 - How best to address complex housing needs in the community?
 - How to manage future development?
 - Can we address the loss of affordable housing in the broader community?
 - Define what affordable housing is for NCARES
 - Advocacy on subsidized housing at the Provincial level
 - Education to our community about how affordable housing is changing
 - Provide opportunities for municipality to invest
2. Advocacy Centre Funding
 - How do we address reduced funding and sustainability of project funding (Family law, Child Advocacy)?
 - Potential funding threat to Specialized Victim Service
3. Age Friendly/Kootenay Seniors
 - How do we grow and sustain program and funding?
 - Better at Home funding
 - Provincial Gov't funding - transportation?
 - Community competition
4. Role in Community Development
 - Can we advocate for consolidating some of the community initiative tables into one group – maybe with City?
 - What is our capacity to provide leadership and to participate in community development work?
5. Fund Development/Capital Campaign
 - How can we sustain momentum with existing donors and build long-term capacity to generate funds?
6. Space/Facilities
 - Crowded office space needs to be addressed – in near future and with a long-term plan. Is there a possibility of a hub model?
 - Need to improve computer network and phone technology.

Nelson CARES Society 4-Year Strategic Plan 2018- 2021

- 521 Vernon may be up at end of this year

7. Human Resources

- How can we bring more support to management for the range of human resources functions?

D. GOALS AND OBJECTIVES

The updated goals and objectives are documented in the following chart. Note these do not include all of the ongoing activities of the operations of Nelson CARES Society – see Operational Plan.

GOAL (OUTCOME)	OBJECTIVES	RECOMMENDED STRATEGIES	TIMELINE	RESPONSIBILITY	STATUS- Update to October 2017 STATUS – Update to March 2018
A. Services to Priority Beneficiaries					
1. Vulnerable populations have access to quality affordable and adequate housing.	a) Update the long range strategy for the development of affordable housing (See Housing Plan 2015-25)	<ul style="list-style-type: none"> □ Make decision to invest in redevelopment plan regarding Lakeside Place □ Use social enterprise principles to deal with opportunities as they arise □ Complete 3 suites at Cedar Grove 	Ongoing 2019	Affordable Accommodation Committee	Lakeside Redevelopment Project <ul style="list-style-type: none"> • Provisional Approved w/ BCH 2017-03-29 • Design team contracted 2017-05 to 06 • Design and Elevations 2017-09 • Open House 2017-09-27 • Zoning application preparation 2017-10 • March 19, 2018 – Re-zoning approved by City of Nelson As required CGE design development complete- application submitted to BC Housing/CBT

Nelson CARES Society 4-Year Strategic Plan 2018- 2021

GOAL (OUTCOME)	OBJECTIVES	RECOMMENDED STRATEGIES	TIMELINE	RESPONSIBILITY	STATUS- Update to October 2017 STATUS – Update to March 2018
2. Advocacy function is sustainable	a) Advocacy Centre has a long term sustainability plan	<ul style="list-style-type: none"> □ Continue to pursue additional and alternative funding sources, especially for Family Law, which has funding through June 2017. □ Pursue projects that have potential for contributing both services and resources to the goals of the program 	2017	Staff- E.D. and Manager	<ul style="list-style-type: none"> • Funding secured for 3 years for poverty law– family law funding completed and seeking other opportunities- Anonymous Donor • Application to Ontario Law Foundation for Family Law
	b) Raise awareness around unmet needs and gaps in services.	<ul style="list-style-type: none"> □ Advocate for change at a systemic level, through letters, provincial/community initiatives and conversations 	2017-20	Board / Management	<ul style="list-style-type: none"> • MSDI offices reopened in Nelson because of advocacy work
	c) Ensure sufficient supports are in place to maintain housing.	<ul style="list-style-type: none"> □ Expand the role of the Housing Outreach Worker and secure funding for a permanent position. 	By 2018	Executive Director	Funding from CD Foundation for Housing support worker to December 2017
3. Sustainable funding for Kootenay Seniors Program	a) Sustainable funding for Kootenay Seniors Program	<ul style="list-style-type: none"> □ Secure Better at Home funding □ Develop funding partnership with BC Transit – volunteer driver and regional bus services □ Secure funding from the Vancouver Foundation for seniors transportation project 	2018-2019	Program Manager	

Nelson CARES Society 4-Year Strategic Plan 2018- 2021

GOAL (OUTCOME)	OBJECTIVES	RECOMMENDED STRATEGIES	TIMELINE	RESPONSIBILITY	STATUS- Update to October 2017 STATUS – Update to March 2018
B. Community Development					
1. Nelson CARES reflects the community it envisions	a) Participate in strategic relationships (partnerships, community committees and structures) that support the achievement of our vision and goals.	<ul style="list-style-type: none"> □ Consider KBCSSC; AFC; NCOH; SPAN □ Identify alignment between each relationship and organizational vision and goals □ Establish time commitment guidelines □ Participate in a collaborative review of services with allied partners 	2019	Board, Executive Director, Senior Managers as applicable	Ongoing SPAN has established itself as its own entity no longer under the management of NCARES
C. Human Resource Development					
1. Nelson CARES Society values its human resources and has sufficient human resource capacity to carry out its mandate	a) Develop policies that promotes a healthy workplace and a culture of retention	<ul style="list-style-type: none"> □ Organize staff celebrations □ Establish clear avenues for staff input and engagement □ Develop staff training further (more options and more timely) – self-care focus with managers to develop individual strategies for their programs □ Foster a culture that honours a work-life balance for every employee 	Annual activities	Board and Senior Management	Ongoing Annual all staff training event – May 1, 2017 Attendance at CSSEA – October 2017 – 2 managers and Executive Director Attendance at the BCNPHA Conference – November 2017 Annual Seasonal Party

Nelson CARES Society 4-Year Strategic Plan 2018- 2021

GOAL (OUTCOME)	OBJECTIVES	RECOMMENDED STRATEGIES	TIMELINE	RESPONSIBILITY	STATUS- Update to October 2017 STATUS – Update to March 2018
	b) Create succession plans for critical positions and an approach for sudden vacancies.	<ul style="list-style-type: none"> □ Contract with HR specialist to review structure and succession planning □ Ensure effective management is in place to transition through change. □ Keep the organization financially healthy 	2018 Ongoing Ongoing	Executive Director Board	Ongoing
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 - and approaches for ongoing engagement of members.	<ul style="list-style-type: none"> □ Add board bios to photos and exhibit in places visible to front line staff 	Ongoing	Board	New Board Orientation Package created. Update new Board photo poster created Board info will be included on the new website
D. Visibility					
1. Nelson CARES Society has a reputation in the community, and is well known, for its high quality services.	a) Develop communication strategies, as needed that meet targeted priorities.	<ul style="list-style-type: none"> □ Survey stakeholders and funders each two years (2019) □ Identify and develop strategies as needed 	2019 Ongoing	Board Community Relations Committee	New website launched in June 2017 Capital Campaign complete in December 31, 2017

Nelson CARES Society 4-Year Strategic Plan 2018- 2021

GOAL (OUTCOME)	OBJECTIVES	RECOMMENDED STRATEGIES	TIMELINE	RESPONSIBILITY	STATUS- Update to October 2017 STATUS – Update to March 2018
E. Sustainability					
1. Nelson CARES Society achieves long-term financial stability in order to offer consistent services & programs to clients and community	a) Develop campaign as needed for capital needs	<ul style="list-style-type: none"> □ Focus on the ‘cause’ of the work 	2019	Board	
	b) Nelson CARES is prepared for on-site accreditation Dec 2019.	<ul style="list-style-type: none"> □ Management and administration team to lead – Board ad hoc Committee to review and respond to standards related to Governance 	Ongoing to the fall of 2019	Board, Executive Director and Senior Management Team	Successful 3 year accreditation – next review 2019
	c) Asset Transfer Recommendation – CMC and CGE (BCH)	<ul style="list-style-type: none"> □ Hire external party to review and create recommendation for the Board to review and assess 	TBA – Awaiting BCH direction	Board and Executive Director	<ul style="list-style-type: none"> • Asset review complete for CGE • Hired Junction Consultant to create an EXCEL data base for managing and tracking maintenance and repair- draft complete October 2017. Testing scheduled for spring 2018
2. Nelson CARES will have safe, adequate, and cost-effective space for its operations	a) Develop a long range plan for accommodating the agency’s office-based services.	<ul style="list-style-type: none"> □ Develop a profile of the required space for each program □ Consider options for renovation and relocation (including the use of shared space) 	2018	Executive Director	<p>Developed partnership with 3 other agencies to assess feasibility of co-location funded through the CBT</p> <ul style="list-style-type: none"> • Feasibility Study is now complete • Group is undertaking next steps

Nelson CARES Society 4-Year Strategic Plan 2018- 2021

GOAL (OUTCOME)	OBJECTIVES	RECOMMENDED STRATEGIES	TIMELINE	RESPONSIBILITY	STATUS- Update to October 2017 STATUS – Update to March 2018
3. Nelson CARES will exhibit a high degree of environmental stewardship.	a) Work for energy efficiency, a culture of recycling, and using an environment 'lens' on decisions.	<ul style="list-style-type: none"> □ Ensure energy efficiency at Ward Street Place □ Seek energy rebate from Nelson Hydro and Fortis BC □ Ask employees for recommendations in improving impact in operations 	Ongoing	Board Management	<p>Successful with a retrofit application to CBT to install a heat pump system at WSP. In progress.</p> <p>Seeking rebates for furnace replacements in the townhomes of CGE.</p> <p>Seeking rebates for hot water tanks at WSP.</p>