

Nelson CARES Society

Updated FOUR-YEAR CONTINUOUS STRATEGIC PLAN

2019 to 2022

DEVELOPED BY

THE BOARD OF DIRECTORS, EXECUTIVE DIRECTOR, & PROGRAM MANAGERS

Created March 23, 2013

Updated Annually 2014; 2015; 2016; 2017; 2018; 2019; 2020

Status Updates completed November 2019; March 6, 2020; July 9, 2020; Sept 16, 2020

Board Approved – September 16, 2020

Board Review Scheduled March 2021

Nelson CARES Society Four-Year Continuous Strategic Plan
2019 – 2022

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.

March 2015, March 2016, March 2017, March 2018, March 2019

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 2019:
 - a) Dual health crises: The COVID-19 pandemic and opioid crisis have had huge impacts on our services and community
 - b) Continued higher agency profile due to organizational resiliency and leadership during COVID, the two new housing projects and our ongoing fundraising events like Coldest Night of the Year.
 - c) Housing support worker position has proven to be effective for housing retention, supports, advocacy, building community, life skills, and assisting with health needs.
 - d) Sustainable funding for the Advocacy Centre and the new Kootenay Seniors Program continues to be a concern, despite success acquiring some additional funding.
 - e) Management. Management team is solid and would benefit by frontline duties being reduced - increase in funded management hours and a full time HR manager.
 - f) The organization is limited by a lack of suitable workspace; this will be remedied in 2021 with the move to Hall Street.
 - g) Current lack of capacity to analyze program data

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- h) Need for deeper collaboration and less fragmentation with Interior Health services, City of Nelson, and CLBC; MHSU and senior services.
2. Key trends predicted in the agency's future environment include:
- a) Continued increased disparity between the 'have & have-nots'.
 - b) Continued attitudinal barriers in the community towards those more vulnerable, with particular concerns re: affordable and supportive housing and conversely growing support for supported housing.
 - c) Continued barriers to support for those with mental health and substance use issues.
 - d) People with lived experience to participate and influence service development.
 - e) Increased community understanding of, and support for harm reduction and safe supply
 - f) Growing population of youth aging out of care, seniors, and young families.
 - g) Increased demand for housing for seniors, people with disabilities and those with mental health and substance use issues.
 - h) Politics: Current federal and provincial governments are supportive of services to vulnerable populations; however, the future of this is uncertain.
 - i) New city council and regional district directors open doors to build new relationships.
 - j) Increased need for accessibility in all its forms both programs and physical accessibility; lack of public awareness of the need for accessibility.
 - k) Collective impact successes point to more internal and external partnerships and leveraging those relationships.
 - l) Continued aging population in all our services and staff.
 - m) Gaps in service continue for Indigenous populations, Truth and Reconciliation Commission recommendations are guiding service development

Updated: May 2017 and October; March 7, 2018; March 7, 2019; July 2020

Progress Update 2018-2019: May 2018, September 2018, February 2019; November 2019; March 2020; July 2020; September 14, 2020

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Forces affecting our plans - to consider when looking ahead...	
Strengths	Challenges
<ul style="list-style-type: none"> □ Staff are skilled, professional, committed, engaged, and mentored. □ 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 adapt to deliver relevant programs. □ The agency is adaptive and responsive to community needs and service gaps. □ The agency is seen as fiscally well-managed and responsible. □ NCARES engages in community development with other agencies. □ The agency is seen as a community leader. □ Diversity of programming provides structural and financial resilience. □ Strong commitment of board members; recruitment of strong skill sets. □ Clients report positive feeling of safety, comfort, and support. 	<ul style="list-style-type: none"> □ Dual pandemics – COVID 19 and opioid crisis □ Dependence on government and grant funding. □ Resources are stretched. Funders are tight and requiring us to do more with less. □ Agency facility space is tight and limited and directly impacted service due to COVID 19 □ Risk of overextending with new projects and community. development partnerships. □ Many of those we serve are living with increasingly complex health, social and emotional issues. □ Stay within BC Housing budget and still address our needs – capital reserves and operational funding; balanced with rising costs. □ Basic accessibility in community still not addressed adequately. □ Frustration re lack of adequate communication by key providers, such as Interior Health (Mental Health), to meet specific client needs and successful partnerships. □ Continued aging population in all of our services and staff. □ Staff and Board burnout and recruitment.
Opportunities	Threats
<ul style="list-style-type: none"> □ Leverage recognition of successful capital campaign. □ Leverage the public trust for future fundraising opportunities. □ Federal and provincial grants may increase, particularly regarding housing and COVID. □ Two Cabinet MLA in our communities are potential political allies. □ Address the needs of the most vulnerable. □ Be proactive in approaching potential housing partners (e.g. Kiwanis, City, Mount Saint Frances). □ Social enterprise models for employment and/or for funds. □ Leverage positive relationships with funders and community partners. □ Engage the board in community development. □ Utilize shared services, networks, and resources provided by KBCSC. □ CLBC Procurement opportunities- LIFE and other residential service opportunities. □ Embrace the Truth and Reconciliation Recommendations □ Succession planning for Board and Staff, capture knowledge management. □ Success of COVID 19 responses at the North Shore Inn site and the sanctioned encampment demonstrate the benefits of supported housing 	<ul style="list-style-type: none"> □ Limited funding – for innovation, needed staff and considering improvement (such as a living wage policy). □ Lack of innovation for supportive housing solutions/collaborations in the region; lack of community collaborative vision. □ Lack of land to take advantage of provincial resources (e.g. supportive housing). □ Polarized attitudes in community regarding vulnerable populations. □ Aging Population (Services and Staff). □ Operating budget for SCL houses (BCH) are insufficient to meet licensing requirements and has not been updated for years, in particular the underfunding of maintenance reserves and group home maintenance budgets. □ The extreme high needs of complex clients burning out staff □ Dual pandemic – COVID and opioid crisis □ Competition for human resources in the region □ Lack of true systems change commitment from government (provincial and municipal) bodies to support the well being of our most vulnerable and Nelson CARES and partner agencies being blamed for this deep service gap.

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C. STRATEGIC ISSUES The top 4 priorities ranked based on feedback – Current Housing, Funding, Human Resources, and Board Development.

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

1. Current Housing Work

- a. Completion of Lakeside Redevelopment and the beginning of Hall St projects require focused time and resources of ED and senior management staff.

2. Fund Development/Capital Campaign

- How to leverage success of recent capital campaigns to build relationships and partnerships with key agencies?
- How can we sustain momentum with existing donors and build long-term capacity to generate funds?

3. Human Resources

- How can we bring more support to management for the range of human resources functions?
- How do we engage with unionized staff to continue to build positive relationships?

4. Board Development

- How do we recruit new members to maintain strengths, diversity and balance of skill set?
- How do we advocate for sustainable funding?
- How do we engage board members in community outreach?

5. Kootenay Seniors

- How do we grow and sustain program and funding?
- Provincial Gov't funding - transportation?

6. Role in Community Development

- What is the Board's role in providing leadership in community development work?
- How do we engage and support the Board in participating in community development?
- What are the communication channels between Board and Management Staff for effective knowledge management, so ED is kept informed of CD initiatives/ideas?)
- Can we advocate for consolidating some of the community initiative tables into one group – maybe with City?

7. Future Housing Work – Affordable Housing Committee

- Align future housing projects to NCARES values of housing need, affordability, and support
- How best to address complex housing needs in the community?

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GOAL (OUTCOME)	OBJECTIVES	RECOMMENDED STRATEGIES	TIMELINE	RESPONSIBILITY
	assets	<ul style="list-style-type: none"> □ Advocating with BC Housing for support worker for WSP; Cedar Grove and CMC. □ Organize 2020 CNOY and confirm where funds to be directed. □ Review organizational structure to include asset manager position. 	<p>2020</p> <p>2019/20</p>	<p>Executive Director</p> <p>Executive Director</p> <p>Community Relations Committee</p> <p>Executive Director</p>
2. Advocacy function is sustainable	a) Advocacy Centre has a long-term sustainability plan in preparation for Anonymous Donor funding ends.	<ul style="list-style-type: none"> □ Pursue projects that have potential for contributing both services and resources to the goals of the program 	2020	Staff- E.D. and Manager
	<p>b) Raise awareness around unmet needs and gaps in services.</p> <p>c) Promoting the rights of the people we serve around self advocacy and involvement in directing services (“Nothing about us without us”)</p>	Advocate for change at a systemic level, through letters, provincial/community initiatives, and conversations.	2017-20	Board / Management
3. Sustainable funding for Kootenay Seniors Program	a) Sustainable funding for Kootenay Seniors Program	<ul style="list-style-type: none"> □ Develop funding partnership with BC Transit – volunteer driver and regional bus services. 	2021	Program Manager

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B. Community Development				
<p>1. Nelson CARES reflects the community it envisions</p>	<p>a) Participate in strategic relationships (partnerships, community committees and structures) that support the achievement of our vision and goals.</p> <p>b) Truth and Reconciliation Recommendations</p>	<ul style="list-style-type: none"> □ Increase Board member participation on community committees, freeing up the ED to focus on capital projects (KBCSSC; NELSON AT ITS BEST; NCOH) □ ED Participates in NCOH and Community Entity management □ Ensure alignment between each relationship and organizational vision and goals □ Participate in a collaborative review of services with allied partners □ Participation in opportunities provided by KBCoop 	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Board</p> <p>Executive Director, Senior Managers as applicable</p> <p>All ED, Senior Management</p> <p>ED and Board</p>
C. Human Resource Development				
<p>1. Nelson CARES Society values its human resources and has sufficient human resource capacity to carry out its mandate</p>	<p>a) Develop policies that promotes a healthy workplace and a culture of retention</p> <p>b) Build a positive relationship with new unionized staff</p>	<ul style="list-style-type: none"> □ Organize staff celebrations □ Establish clear avenues for staff input and engagement □ Develop staff training further (more options and timeline) – self-care focus with managers to develop individual strategies for their programs – participate in KBCSC and supporting staff input into planning 	<p>Annual activities</p>	<p>Board and Senior Management</p>

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GOAL (OUTCOME)	OBJECTIVES	RECOMMENDED STRATEGIES	TIMELINE	RESPONSIBILITY
		<ul style="list-style-type: none"> □ Foster a culture that honours a work-life balance for every employee 		
	<p>c) Create succession plans for critical positions and an approach for sudden vacancies.</p>	<ul style="list-style-type: none"> □ Create succession planning plan as per HR specialist recommendations (Dec 2018). □ Ensure effective management is in place to transition through change. □ Keep the organization financially healthy 	<p>2020</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Executive Director</p> <p>ED and Board</p> <p>ED and Board</p>
<p>2. Nelson CARES Society values its Board members contributions and has sufficient expertise and capacity to carry out its role.</p>	<p>a) Implement targeted Board recruitment strategies - and approaches for ongoing engagement of members.</p>	<ul style="list-style-type: none"> □ Develop a skill inventory for board □ Complete board evaluation to identify skills needed in board recruitment. □ Use an annual Board evaluation to plan board training. □ Actively recruit new board members □ Add board bios to photos and exhibit in places visible to front line staff 	<p>2020</p>	<p>Board</p>

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GOAL (OUTCOME)	OBJECTIVES	RECOMMENDED STRATEGIES	TIMELINE	RESPONSIBILITY
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, to meet targeted priorities and to maintain high reputation among stakeholders.	<ul style="list-style-type: none"> □ Develop a communication plan that identifies strategies as needed □ Look for ways to gather client feedback □ Survey stakeholders and funders each two years (2019 last complete) to gather more 1-1 feedback and increase participation. □ Implement the Communication Plan 	2019/20 2021 2021 2020	Community Relations Committee Staff Board Board
E. Sustainability				
1. Nelson CARES Society achieves long-term financial stability in order to offer consistent services & programs to clients and	a) Develop campaign as needed for capital needs	<ul style="list-style-type: none"> □ Design to be made re the specific need. Focus on the ‘why’ of the work 	2020	Board
	b) Nelson CARES is prepared for on-site accreditation Dec 2019.	<ul style="list-style-type: none"> □ Management and administration team to lead process □ Review and respond to standards related to Governance 	Ongoing to the fall of 2019	Executive Director, Senior Management Team Board Ad Hoc Committee

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GOAL (OUTCOME)	OBJECTIVES	RECOMMENDED STRATEGIES	TIMELINE	RESPONSIBILITY
community	c) Asset Transfer Recommendation – CMC and CGE (BCH)	<ul style="list-style-type: none"> □ Staff implement e-data for housing maintenance and asset management 		Staff
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"> □ Ensure funding in place for desired options for relocation □ Work to relocate to the Hall Street location in 2021 <ul style="list-style-type: none"> ○ Leverage current assets ○ Invest in wholly owned property □ Continue to work with co-location partners 	2020/21	Executive Director
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- take advantage of any funding opportunities to complete heat pump project □ Seek energy rebate from Nelson Hydro and Fortis BC re hot water tanks at WSP and furnace replacements in the CGE townhomes □ Ask employees for recommendations in improving impact in operations 	Ongoing	Board Management