

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; 2021

Status Updates completed: November 2019; March 6, 2020 and July 9, 2020, September 13, 2020 and February 25, 2021; November 17, 2021; April 1, 2022

Current version 2021-11-17 Status Update – presented to the Board of Directors.

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.

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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 2021:
 - a) Dual health crises: The COVID-19 pandemic and opioid crisis have had huge impacts on our services and community.
 - b) Nelson has had '0'% vacancy for the past 7 years, this has dramatically impacted affordability in the community widely.
 - c) 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.
 - d) Housing support worker position has proven to be effective for housing retention, supports, advocacy, building community, life skills, and assisting with health needs.
 - e) Sustainable funding for the Advocacy Centre and the new Kootenay Seniors Program continues to be a concern, despite success acquiring some additional funding.

- f) Management team is solid and would benefit by frontline duties being reduced - increase in funded management hours and a full time HR manager.
- g) The organization is limited by a lack of suitable workspace; this will be remedied in 2021 with the move to Hall Street.
- h) Current lack of capacity to analyze program data.
- i) 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 and 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.

Progress Updates 2019-2022: May 2018, September 2018, February 2019; November 2019; March 2020; July 2020; September 14, 2020; February 2021; March 3, 2021; April 7, 2021; October 31, 2021

Next Full Review: May 2022

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- i) New city council, new MLA 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.
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- m) Gaps in service continue for Indigenous populations, Truth and Reconciliation Commission recommendations are guiding service development.
http://trc.ca/assets/pdf/Calls_to_Action_English2.pdf

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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. □ NCARES reputation in the community is strong and continues to adapt to deliver relevant programs and address 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 programing provides structural and financial resilience. □ Strong commitment of board members; recruitment of strong skill sets. □ Clients report positive feeling of safety, comfort, and support. □ Strong inter-agency relationship and program collaboration resulting in new innovated models of service – IE. Coordinated Access Hub 	<ul style="list-style-type: none"> □ Dual pandemics – COVID 19 and opioid crisis □ Dependence on government and grant funding. □ 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 and systemic barriers in community still not addressed adequately. □ Need to increase adequate support/communication by key providers, such as Interior Health (Mental Health), to meet specific client needs and successful partnerships. □ Continued aging population in all our services. □ Staff wellness, recruitment and turnover rate reaching provincial averages.
Opportunities	Threats
<ul style="list-style-type: none"> □ Leverage the public trust for future fundraising opportunities. □ Federal and provincial grants may increase, particularly regarding housing and COVID. □ New city council, MLA and RDCK Directors provide opportunities to build relationships. □ Address the needs of the most vulnerable. □ Be proactive in approaching potential housing partners (Kiwanis, City, M St. 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 – KBCSC Training □ 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 □ Increased interest in Supportive Housing in the region – Trial; Nelson; Castlegar 	<ul style="list-style-type: none"> □ Limited funding – for innovation, needed staff and considering improvement (such as a living wage policy). □ Lack of land to take advantage of provincial resources (e.g., supportive housing). □ Polarized attitudes in community regarding vulnerable populations. □ Aging Population – increase service demands and aging workforce □ 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 impacts recruitment, staff health and retention. Lack of service coordination for individual supports, creates greater pressure on NCARES limited resources. □ Dual pandemic – COVID and opioid crisis □ Competition for human resources in the region □ NIMBY- 'build it and they will come' attitude in community projects on NCARES negatively. □ No real 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 gaps.

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C. STRATEGIC ISSUES 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. Funding for Kootenay Seniors to create program sustainability:
 - How do we grow and sustain program and funding?
 - Provincial Gov't funding – transportation, home support, inter generational and other programs?
2. Housing Work:
 - a. Completion of Lakeside Redevelopment and Hall St projects require focused time and resources of Executive Director and senior management staff.
 - b. Openness to new housing projects as they arise.
 - c. Maintaining a priority of creating supportive housing in the community
 - d. Administrative structure to manage new developments.
3. 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?
 - Focus on Kootenay Seniors program funding to make the program sustainable.
4. Human Resources (staff and volunteers)
 - 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?
 - Increase opportunities for professional development- inter agency links and cross training; using a lens of reconciliation and inclusion.
5. 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?
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?

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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.

GOAL (OUTCOME)	OBJECTIVES	RECOMMENDED STRATEGIES	TIMELINE	RESPONSIBILITY	STATUS Update -April 1, 2022
A. Services to Priority Beneficiaries					
1. Vulnerable populations have access to quality affordable and adequate housing.	a) Complete Hall Street project. (See Housing Plan 2015-25) b) Complete Lakeside Redevelopment. c) Explore the development of Supported housing	<ul style="list-style-type: none"> □ Continue to work with BC Housing and City Spaces □ Work with BC Housing to adequately fund Lakeside Redevelopment project □ Invite City to participate in projects □ Evaluate opportunities using the principles detailed in the affordable housing plan □ Re-negotiate BC Housing agreement re: Ready for Home model, property maintenance, Stepping Stones etc. □ Complete a feasibility plan to assess the capacity of becoming a 'regional' housing 	2021 Fall/Winter 2021-2022 Standing item at Affordable Accommod	Affordable Accommodation Committee Executive Director and Staff	1.a. Hall Street construction complete. NCARES moved to the site in May 2021. Hall Street Community Living Home moved in May 2021. Building was fully tenanted by August 2021 (41 rental units two x 3 group home site) 1.b. Lakeside construction underway-completion date April 2022 and Occupancy May 2022 (47 units rental housing and Kootenay Seniors program space). Currently working with BC Housing to improve affordability of the rental units. 1.c. Continue to advocate with BC housing for the development of a permanent supportive housing site in Nelson. This includes identifying possible building sites in the community. Needs are critical in the community. Note: NCARES has been approached by three

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		<p>provider</p> <ul style="list-style-type: none"> □ Continue to monitor development opportunities that may fit with the mission and vision of the organization 	ation Committee	Accommodation Committee	developers in 2021 for partnership. We have not engaged with any of the developers as staff were busy completing current projects.
	d) Ensure sufficient supports are in place to manage housing assets	<p>Expand the role of the Housing Outreach Worker and secure funding for a permanent position.</p> <ul style="list-style-type: none"> □ Advocating with BC Housing for support worker for WSP; Cedar Grove, CMC, Lakeside and Hall Street. □ Organize 2022 CNOY and confirm where funds to be directed. □ Review organizational structure housing structure position. 	<p>2021</p> <p>2021</p> <p>2022</p>	<p>Executive Director</p> <p>Executive Director</p> <p>Community Relations Committee</p> <p>Executive Director</p>	<p>1.c. Actively building out housing management team.</p> <ul style="list-style-type: none"> • CNOY 2021 held February 20, 2022 and grand total is \$76K.This funding will be used to pay for Housing Support Staff at WSP Ready for Home Program 2021-2022. • Point of Discussion: Recommend that we may be able to spread the funding to support our other housing sites where we also house individual coming out of homelessness or may be at risk of eviction with NCARES. • Continue to advocate for funded support services with BCH. Currently there are no funding opportunities available. • Restructure of Affordable Housing Program is underway April 2022. • Created a Facilities Manager

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					<p>(September 2021) position to take on management of maintenance for all facilities. Leaving 2 property managers to focus solely on tenanting. We added a temporary Property Manager to tenant Lakeside Place- August 2022.</p> <p>We currently have an Asset Manager is in place – for large scale projects and implementation of ARCORI software - property and asset management system.</p> <p>We now have a dedication Admin Assistant for the housing sites to support the managers.</p>
2. Advocacy function is sustainable	a) Advocacy Centre has a long-term sustainability plan.	<ul style="list-style-type: none"> □ Pursue projects that have potential for contributing both services and resources to the goals of the program 	2021-2022	Staff- E.D. and Manager	<p>2.a. Program Manager is actively seeking other funding sources through 2022-2023.</p> <p>Added Coordinated Access staff supervision to Advocacy Centre- funded through ESDC</p>

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	<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>	<p>Advocate for change at a systemic level, through letters, provincial/community initiatives, and conversations.</p>	<p>2017-22</p>	<p>Board / Management</p>	<p>2.b. MSDPR announced community outreach support access to entitlements.</p> <p>NCARES has facilitated the development of a Coordinated Access System, through the NCOH table, for our most vulnerable in the community 2020-2024. Implementation of this system will be completed in 2021-2022. This work is funded through Service Canada ESDC Reaching Home and is housed the new Coordinated Access Hub that is situated at 521 Vernon, the old location of NCARES.</p> <p>Implemented the Coordinated Access HUB partnering with 6 of our sister agencies to coordinate homelessness services together. We currently have operational funding from ESDC and UBCM through June 30, 2022.</p> <p>We are working on a ESDC Innovation Grant which, if secured, will provided 3 years of funding.</p> <p>As well we are conducting a formal evaluation with Selkirk College to test our theory of change...‘coordinating services for those experiencing homelessness results in better health, economic and housing outcomes for individuals’.</p>
<p>3. Sustainable funding for Kootenay Seniors Program</p>	<p>a) Sustainable funding for Kootenay Seniors Program</p>	<ul style="list-style-type: none"> □ Develop funding partnership with BC Transit – volunteer driver and regional bus services. 	<p>2021-2022</p>	<p>Program Manager</p>	<p>3.a. The Program Manager is currently advancing the funding plan. This has included advocating with Better at Home (we did receive a small funding increase) and other funders for increased service deliver to seniors.</p>

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					<p>KS Program is stable for 2022-2023. Board has allocated \$10K in fundraising income to KS for the 2022-2023 fiscal, this will be used to fund the Renal Clinic Bus to Trail for 90 days The priority for this coming fiscal is to identify funding opportunities and potentially launch a program focused fundraising campaign.</p> <p>Currently working on two major grants:</p> <ol style="list-style-type: none"> 1) May and Stanley Foundation approved requesting \$125K to support and advance current programming. 2) CBT announced a major fund declined <p>As well the program will have heightened visibility after it is located at Lakeside.</p> <p>The Board undertook focused fund-raising efforts to the project in the summer of 2021- raising \$10k gross through raffle. Will do so again in 2022. The Board is also advancing a major fund-raising campaign for the program. This will be evaluated based on the results of the two major requests listed above.</p>
B. Community Development					

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<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> <p>c) Policy development to be explicit regarding inclusion, diversity and TRC</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 is the administrator of the 'Community Entity' for NCOH. The role is manage ESDC Funding to the community □ 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 □ Create ad hoc committee to develop new policies to reflect the goals of inclusion, diversity and TRC- including individuals we support through our service. 	<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> <p>Board and Management/Staff</p>	<p>Board members have participated as an active member on KBCSSB; Nelson At It's Best, Nelson Housing Committee and NCOH. ED has refocused this time to development projects and related work.</p> <p>NCARES continues to hold the role of community entity for the NCOH table. The current contract runs to 2024. The development of Coordinated Access with community partners is underway. Outstanding items- TRC</p> <p>KBCoop opportunities: NCARES staff have participated in human resources development; technology planning; shared financial services and other training and partnership discussions.</p> <p>KOOP and COINS are offering TRC training</p>

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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>	<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- harm reduction training; inclusion, trauma informed TRC □ Foster a culture that honours a work-life balance for every employee 	<p>Annual activities</p>	<p>Board and Senior Management</p>	<ul style="list-style-type: none"> 1) COVID Communications – 50 written communications have gone out to staff since March 2020 and multiple team meetings over Zoom to keep connected. 2) We provided clinical support to our teams and individual staff through Counsellor Mary Devan to deal with anxiety of the pandemic. 3) In appreciation to all staff working throughout the pandemic we provided with a \$2/hour appreciation gift from for March and April 2020. The Province of BC also paid a \$4/hour bonus or the period of March 15 to July 4th, 2020. NCARES has provided grocery and gift appreciation cards to staff. 4) Hired a COVID Safety Manager to help implement all new safety protocols for the first months of the pandemic. 5) Sourced adequate PPE for all staff. 6) Create Safety Plans for all service location as per WorkSafe BC regulations and BC Public Health to meet COVID 19 safety protocols.

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					<p>7) Our annual All Staff event became a direct thank you with gift cards and recognition for 2021 due to COVID 19</p> <p>8) We have started to offer some small training over Zoom while all major face-to-face training remain suspended due to COVID. All our ongoing training typically offered to staff including first aid; MANDT; mandatory Occupational Health and Safety training were interrupted due to COVID- we are just now getting back on track.</p> <p>9) We have developed on-line training tools for WHIMIS; Harassment in Workplace this past fiscal as per WorkSafe requirements. And we are currently working on a training module for Violence in the Workplace</p> <p>10) We are updating all our HR systems. We have launched both an electronic scheduling and timesheet as well as a HR platform for record keeping. The system is called INCLUSION</p> <p>11) Completed implementation of and Policy Library on SharePoint for the organization- launched summer of 2021.</p> <p>12) We hosted an All Staff Zoom event in</p>

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					<p>March 2021 and September 2021 for staff to do a Q and A</p>
	<p>c) Create succession plans for critical positions and an approach for sudden vacancies.</p>	<ul style="list-style-type: none"> □ Ensure effective management is in place to transition through change. □ Keep the organization financially healthy 	<p>2021</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Executive Director</p> <p>ED and Board</p> <p>ED and Board</p>	<p>Executive Director worked with Finance manager to create a succession plan and have hired staff to train in all aspects of financial management- underway. Succession training is underway in SCL.</p> <p>Added Asset Manger to the management team.</p> <p>We created a HR Coordinator blended position with Admin Asst for SCL and added a P/T Admin Asst for all HR matters.</p> <p>Board is currently completing recruitment for a new Executive Director. Current ED will be leaving March 31, 2022.</p> <p>NCARES is in good financial health. Continue to work with the Board to determine financial planning needs of the organization.</p>

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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"> □ 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 	2021-22	Board	<p>Board is updated skills matrix (last completed in 2019). Completed 2021 evaluation. Need to updated board pics and poster</p> <p>Provide Board Governance Training in 2021 Develop Diversity Training and Plan 2021-2022</p>
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 	<p>2021-22</p> <p>2021-22</p> <p>2021-22</p> <p>2021-22</p>	<p>Community Relations Committee Staff</p> <p>Board</p> <p>Board</p>	<p>CR committee is developing a 2021 – Letter of Appeal (2020 raised \$50K+ and CNOY raised \$94K- great work!)</p> <p>The Committee is working on a fundraising plan for the launch of Lakeside Place and Kootenay Seniors:</p> <ul style="list-style-type: none"> • Exploring deepening affordability • Funding to build out the Kootenay Seniors program area • Working on campaign materials – including presentation and video • Campaign Launch date TBD <p>Stakeholder survey was complete in March 2019. Next to be complete March 2022.</p>

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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"> □ Design to be made re the specific need. Focus on the ‘why’ of the work 	2021-22	Board	See above for next capital campaign planning.
	b) Nelson CARES is prepared for on-site accreditation Dec 2022	<ul style="list-style-type: none"> □ Management and administration team to lead process □ Review and respond to standards related to Governance 	2021-22	Executive Director, Senior Management Team Board Ad Hoc Committee	Completed on-site accreditation review November 12-14, 2019 – awarded 3-year Accreditation Exp December 2022. Prep Team to review the standards included: Zhenia Salikin; Julie Lepine; Denver Ong; Amaiah Paradine; Pam Leoppky; Lamourah Perron and Jenny Robinson
	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	TBA – Awaiting BCH direction
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 	2020-2021	Executive Director	<p>COMPLETE</p> <p>In progress NCARES offices including: SCL; CFIT; The Advocacy Centre and Victim Services; Affordable Housing and administration will move to 205 Hall Street when occupancy is permitted. This goal has been on our plan for many years – very happy and proud to see it finally underway!!!</p> <p>Continue to work with co-location partners to plan for mutual programming opportunities and improved access for the community.</p>

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<p>3. Nelson CARES will exhibit a high degree of environmental stewardship.</p>	<p>a) Work for energy efficiency, a culture of recycling, and using an environment 'lens' on decisions.</p>	<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 	<p>Ongoing</p>	<p>Board Management</p>	<p>Successfully funded new heat pumps for all commercial locations: completed in February 2020. This will allow us to remove all old air conditions and improve costs for heating the spaces and restore the heritage transoms in the commercial units.</p> <p>Staff have gone after all available rebates- including a \$50k+ rebate for the construction at Lakeside Place</p> <p>Currently developing application to install 28 additional heat pumps at WSP with funding through the Federal government. Impact Engineering is preparing the documentation for the grant and</p> <p>CGE locations are undergoing major \$6.2 mil onsite renovations are underway- completion date December 2021</p> <p>CMC – currently negotiating with BCH to deal with significant list of deferred maintenance inherited from Nelson District Housing and site drainage issues.</p>