

Community Connections Society of Southeast BC Strategic Plan

2013-2018

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250 825 4561

fiona@inthestreamcoaching.com

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1. 0 Introduction

1.1 *The Strategic Plan*

This plan, designed as a high-level *road map* for Community Connections Society of Southeast BC (CCS) was developed over a 5 month period, to April 2013. A Board and employee engagement process fed directly into the formulation of the plan. The “voices” in this plan are those of Board members, the administrative team, and program coordinators. The processes and the plan have been facilitated by Fiona Mooney (fiona@inthestreamcoaching.com) and Mike Stolte (mstolte@theCIEL.com).

Additional “deliverables” of this process include:

- Customized employee engagement / planning survey that can be used as an annual evaluation tool (see Appendix 1)
- Participatory planning process that built a sense of a) employee ownership of the plan and b) the ability to use the plan (employees were involved directly in creative, interactive processes which are reflected in this plan. Reports from those processes are in Appendix 2)
- Creation of program team value statements and prioritized action plans, including indicators (value statements are reflected organizationally in section 2.3 and program priorities are included in Appendix 3).
- Production of Governance Manual (reviewed by the Board in January 2013, to be adopted at a spring 2013 Board meeting).
- Capacity-building training re. using and evaluating this plan (this was wrapped up in the process as it unfolded and will be completed in an April 2013 workshop).

Next steps for staff are to develop annual priority action plans that devolve from this plan.

1.2 The Organization

The Community Connections Society of Southeast BC (CCS) was incorporated on October 12, 1982. It is registered as a not-for-profit society under the BC Society Act, and has charitable status under Revenue Canada.

Before incorporation, CCS had been in existence since 1974 when five women met and became a consciousness raising group. Their goal was to provide a safe place for women who had no place to go. With their first grant, they opened the first safe house in Cranbrook and later raised funding for the first birthing bed at the Cranbrook hospital. In 1982 this group became registered as a Society under the name of Cranbrook Women's Resource Society and they continued to support and advocate for the rights of women on a local, provincial and national level.

The organization continued to grow and today is known as Community Connections Society of Southeast BC. This name change reflects its growth and enhanced desire and mandate to offer services to not only women but all individuals including men, women and children.

CCS is community based and committed to partnerships in the belief that positive outcomes for clients are often better achieved when "silos" are avoided and services are provided collaboratively. CCS is a proven leader in collaboration, managing two "hubs", models of co-located services and programs that serve families. These hubs address some very real rural challenges, such as clients experiencing the confusion and inconvenience of fragmented services, and having to travel out of the region to see specialists; and staff members feeling disconnected from each other and limited in their ability to refer clients effectively to services of benefit. CCS' primary hubs are:

Cranbrook Family Connections (CFC) is a hub of services that CCS helped to create in 2007. The agencies / programs currently co-located in the CFC include *Bellies to Babies Pregnancy Outreach*, *ANKORS*, *Options for Sexual Health*, Community Action Program for Children, and a variety of Early Childhood Development and literacy programming. CFC has become a successful central community access point for support and education, early childhood development, youth development, health promotion and awareness. It is also an important centre of support for youth who access this building for a variety of sexual health information; middle school students are toured through the centre every school term.

Kootenay Child Development Centre (KCDC) opened, with significant community celebration, in April 2012, after 3 years of focused fund-raising, planning and construction. A 14,000 square foot co-location of child health and development services, the KCDC is in an easily accessible downtown lot. Services (including two paediatricians) benefit families through increased coordination, efficient referrals and availability of telehealth for follow-up appointments with specialists. As well, service providers benefit from easier and more efficient case conferencing and referrals and will also be able to participate in training opportunities through telehealth.

Additional adult-oriented programs are offered by the society in several different locations including in the Cranbrook Women's Centre (another building, like the KCDC, owned by the society) and CCS' administrative offices.

CCS currently employs approximately 80 part-time and full-time staff to run their programs which include:

- BC Settlement and Integration Program for newcomers and immigrants
- Bellies to Babies Pregnancy Outreach Program
- Children First Program
- Community Action Program for Children
- Cranbrook and Kimberley Family Resource Programs
- Cranbrook Family Connections (hub)
- Cranbrook Women's Resource Centre,
- East Kootenay Child Care Resource and Referral
- East Kootenay Supported Child Development Program,
- East Kootenay Behavioural Intervention Program
- Homelessness Outreach Program
- Infant Development Program
- Just 4 Kids After School Program
- Kids Connection Preschool
- Kootenay Child Development Centre (hub)
- Nobody's Perfect Program
- Traveling Poverty Law Advocate Program

CCS also sponsors and provides administrative support to the Cranbrook Food Action Committee and the Early Childhood Development committee.

Investing in people – clients, staff, community – emerged during the employee engagement process as a priority of CCS. To support this priority, like many not-for-profits, a focus on sustaining the organization in order to provide stable programming is also essential. CCS currently has multiple sources of funding, the highest percentage of which comes from provincial and federal government sources. CCS matches programming with the priorities of funders while at the same time meeting community need.

Due to a concern with over-reliance on government contracts alone, CCS tries to diversify funding streams, has a small and growing investment, and also manages a contingency fund for emergencies. CCS owns two buildings, one that is mortgage-free (Cranbrook Women's Centre) and another that has a mortgage, due to the recent construction of the child development centre, with significant equity. Some space in both of these buildings is leased to other organizations. CCS has a community fundraising committee for the child development centre with the goal of running two large fundraising events a year until the mortgage is paid.

In late 2011 CCS began exploring social enterprise through the operation of charity bingos, an opportunity presented when the commercial bingo hall was closed. A feasibility study, with funding from Enterprising Non-Profits, was also completed that explored expansion of the organization's small craft/art supply store. It is anticipated that this focus on social enterprise will continue due to the early positive results of these efforts.

Over the past few years, CCS has grown significantly. During most of this time there has only been one person in a senior leadership position, the Executive Director, the only person with a complete knowledge of the entire organization. The Board of Directors is a governance board (with new members in 2012) and does not have the capacity to manage the organization without this senior position. Additionally, the society has frequently been approached to take on new programs and services, and operational leadership now exceeds a single position. In Fall 2012 an Assistant Manager was hired to support the Executive Director and augment the 4-person administrative team. Continued capacity-building, strategic development, sustainability, marketing/awareness, and collaboration (internal and external) constitute the primary driving force behind this strategic plan.

2. 0 Our Guiding Statements

2.1 Vision

Southeast BC is a leading region in collaborative, innovative family support.

In our region, individuals and families a) feel welcome, connected, supported, and capable of choices that promote holistic health; and
b) live in safe, healthy, happy, and inclusive circumstances.

2. 2 Mission

CCS is a dynamic, connected, sustainable, continually evolving organization with a mission to:

- Be a recognized leader in East Kootenay communities, and beyond, in providing a wide spectrum of supports to individuals and families.
- Provide quality programs and services which holistically enhance the well-being of the diverse people of our region.
- Work, in partnership with others, towards social and systemic change that supports holistic well-being.

2.3 Our Values and Guiding Principles

We believe that our clients come first, and we are committed to the following values with them in mind:

- Diversity
- Cultural awareness and sensitivity
- Mutual respect and empathy for all
- Compassion and caring
- Acceptance and inclusive practices
- Quality service delivery
- Equity and equality
- Honesty, trust and integrity
- Individual choice, self-determination, individualized capacity-building
- Quality of life

As an organization, we are collectively guided by the following principles:

- Excellence in communication
- Fostering a sense of team
- Collective fun and playfulness
- Continuous learning, exploration, and evolution
- Transparency, accountability, and a culture of trust
- Investing in our people and in meaningful connections with each other
- Being inspired by our work and in our personal lives
- Thinking strategically and collectively
- Flexibility, openness and innovation
- Being visionary
- Developing our skills and abilities to the highest level
- Being meaningfully connected to the communities we serve
- Purposeful action for social and systemic change
- Bringing our commitment and passion to our work

3.0 Our Goals and Strategic Actions

3.1 Overview

CCS goals and strategic actions are organized across three themes:

- Organizational Capacity and Sustainability
- Marketing and Awareness
- Collaboration

3.2 Organizational Capacity and Sustainability

3.2.1 Governance Capacity

Goal: Continually develop our capacity to strategically and innovatively lead our professional organization.

Strategic Actions and Indicators

Governance Strategies	Governance Indicators
<ul style="list-style-type: none"> ○ Attract and maintain a Board membership that reflects the skills and diversity necessary for effective leadership. 	<ul style="list-style-type: none"> ○ Board comprised of men and women reflecting a broad age range and a range of skills, including: small business, government, non-profit administration/governance, financial management, community development, social sector, communications, or education.
<ul style="list-style-type: none"> ○ Actively recruit new Board members who address gaps in current skills, experience, gender. 	<ul style="list-style-type: none"> ○ See above indicator.
<ul style="list-style-type: none"> ○ Provide comprehensive Board orientation materials and processes to support professional leadership capabilities. 	<ul style="list-style-type: none"> ○ Well organized board orientation material exists, is updated, and provided to every new member. ○ Materials include the CCS Strategic Plan, Governance Manual, program information. ○ Development and execution of staff and Board orientation. ○ Tours of all programs and facilities are offered – and accepted - on a regular basis. ○ Board members who know their organization well.
<ul style="list-style-type: none"> ○ Provide professional development / coaching in governance and related processes (e.g. strategic planning and evaluation), as needed. 	<ul style="list-style-type: none"> ○ Board training needs are identified and budgeted for annually. Board members attend available pro-d sessions. ○ Board members understand and fulfill their leadership roles competently.
<ul style="list-style-type: none"> ○ Facilitate annual strategic plan review, evaluation and updating in collaboration with senior staff. ○ Include leadership evaluation in this process. 	<ul style="list-style-type: none"> ○ Planning session(s) is completed annually (separate from regular Board meetings) to evaluate progress on the implementation of the strategic plan and the governance manual. Documents are updated as needed.
<ul style="list-style-type: none"> ○ Provide responsible collective <i>direction</i> to the Executive Director, including an annual job and pay scale review 	<ul style="list-style-type: none"> ○ Clear motions are recorded that reflect strategic direction for the organization.

<ul style="list-style-type: none"> ○ Ensure solid succession through provision of adequate training and a mix of Board member continuity and renewal. ○ Ensure documentation / archiving of governance materials and processes. 	<ul style="list-style-type: none"> ○ Annual performance review is completed and recorded. ○ Society governance is well informed and seamless. ○ Society “archives” are incorporated into Board renewal processes.
<ul style="list-style-type: none"> ○ Facilitate ongoing opportunities for Board members and senior staff to interact in the interest of understanding and collaboration. 	<ul style="list-style-type: none"> ○ Senior staff members are invited to Board meetings on a regular, rotating basis. ○ Board members tour the organization 1-2 times annually ○ The strategic plan is evaluated and updated in an annual collaborative process.
<ul style="list-style-type: none"> ○ Support organizational development through the strategic use of Board-appointed committees, as needed. 	<ul style="list-style-type: none"> ○ Small committees, with clear terms of reference, achieve their goals.

3.2.2 Staff Capacity

Goal: Invest in staff capacity to provide excellence in client service, and ensure a committed, skilled, and satisfied employee base.

Strategic Actions and Indicators

Staff Capacity Strategies	Staff Capacity Indicators
<ul style="list-style-type: none"> ○ Attract and retain adequate numbers of well trained, skilled staff who understand, are involved in, and committed to the vision and mission of the organization. 	<ul style="list-style-type: none"> ○ Annual staff reviews that indicate positive development and results related to the strategic plan and identified program priorities. ○ Low staff burn-out and turn-over
<ul style="list-style-type: none"> ○ Consult with staff re. training needs and desires; budget for and facilitate the provision of priority professional development. 	<ul style="list-style-type: none"> ○ Annual professional development event(s) that respond to staff needs and desires; ○ Positive evaluations and implementation of training received.
<ul style="list-style-type: none"> ○ Annually celebrate and acknowledge all staff ○ Increase remuneration for staff as possible and appropriate. 	<ul style="list-style-type: none"> ○ Annual event / program is embedded in organizational practice. ○ Staff feels heard, included, valued, adequately remunerated.
<ul style="list-style-type: none"> ○ Include senior staff in ongoing planning and evaluation activities for their programs, teams, and for the organization as a whole. ○ Support staff to think and contribute strategically on behalf of the entire organization. 	<ul style="list-style-type: none"> ○ Annual program, staff and organization-wide review of progress on addressing priorities, implementing the strategic plan and fulfilling job requirements. ○ Regular opportunities are provided for information-sharing and creative cross-program planning. ○ Updated goals, strategic actions and priorities are documented and implemented.
<ul style="list-style-type: none"> ○ Encourage staff teams to complete annual “staff satisfaction” surveys to share feedback and provide input. 	<ul style="list-style-type: none"> ○ All CCS staff are included, and feel valued. ○ Staff feedback is incorporated, as appropriate, into program and society plans.
<ul style="list-style-type: none"> ○ Encourage staff to have a healthy work-life balance by modeling this approach across the organization; providing opportunities to “hit the pause button”, managing over-time proactively, and providing opportunities to connect with and support each other. 	<ul style="list-style-type: none"> ○ Healthy work-life balance is discussed and evaluated annually as part of organizational review. ○ Over-time is limited and staff members are working efficiently and collaboratively. ○ Staff take their full annual vacation and rely on other team members to handle their key procedures. ○ Staff remain motivated and energized.
<ul style="list-style-type: none"> ○ Encourage staff to continue investing in a collective mind-set and approach (see also <i>Administrative Efficiency</i> section). ○ Collectively facilitate clear lines of communication. 	<ul style="list-style-type: none"> ○ An updated list of society staff with contact information is shared and used. ○ Efficiencies are identified and implemented. ○ (See also <i>Administrative Efficiency</i> section).

3.2.3 Administrative Efficiency

Goal: Professionalize and deliver streamlined operations that facilitate increased organizational efficiencies *and* offer a personal touch.

Strategic Actions and Indicators

Administrative Strategies	Administrative Indicators
<ul style="list-style-type: none"> ○ Actively explore and implement ways to cross-train the administrative team (payables, pay roll, including CPP, benefits etc). 	<ul style="list-style-type: none"> ○ An atmosphere of <i>structured flexibility</i> exists – admin team members know their own roles and are also able to step in to other key roles when necessary.
<ul style="list-style-type: none"> ○ Actively seek ways to streamline our systems to support productivity and efficiency. ○ Innovatively create and pilot within the admin team new systems and approaches before they are introduced to staff. ○ Develop, pilot, and introduce organization-wide a new, more efficient time sheet and calendar systems, and encourage staff to take responsibility for actively participating. 	<ul style="list-style-type: none"> ○ Annual review and evaluation of administrative procedures that indicates increased administrative efficiency organization-wide. ○ Staff members who feel supported in using new systems because the admin team is modeling the way forward and providing adequate documented procedures, training and support. ○ Staff across the organization spend less time on administration and more time on program delivery and planning.
<ul style="list-style-type: none"> ○ Actively support the embracing of a collective efficiency mind-set so that programs are less siloed administratively. ○ Pilot a process and develop systems to foster more efficient ways for staff to engage in streamlined inventorying and bulk purchasing. 	<ul style="list-style-type: none"> ○ Systems are less program-focused and more collectively-focused; staff are supported, encouraged and trained to make these shifts. ○ Evidence of more organization-wide systems.
<ul style="list-style-type: none"> ○ Improve year-end audit procedures so that audits are efficiently completed within 3 months of each year-end. 	<ul style="list-style-type: none"> ○ Audits are completed in timely ways annually.
<ul style="list-style-type: none"> ○ Decrease the number of separate facilities under Society management. ○ Facilitate the co-location of programs where possible to maximize ease of client access and staff connection, and to minimize facility management / administrative burden. ○ Prioritize the co-location of existing adult programs. ○ See <i>Future Capacity</i> section for more detail. 	<ul style="list-style-type: none"> ○ Adult programs are co-located; staff and clients of adult programs feel a) more connected to each other; and b) more connected to the organization as a whole. ○ CSS manages fewer facilities, and prioritizes co-location.

3.2.4 Program Capacity

Goal: Continually build our capacity to offer programs, services and development opportunities that both anticipate *and* respond to the needs of our clients, while offering significant job satisfaction to staff.

Strategic Actions and Indicators

Program Strategies	Program Indicators
<ul style="list-style-type: none"> ○ Prioritize the “weaving in” of existing adult programs so that they are a) co-located and b) better connected to the rest of the organization. 	<ul style="list-style-type: none"> ○ Co-located adult programs. ○ Increased sense and culture of cohesion and connectedness within the organization and between all programs. ○ Easier access and smoother program referrals for clients.
<ul style="list-style-type: none"> ○ Stabilize funding for the Cranbrook Family Connections facility. 	<ul style="list-style-type: none"> ○ A CFC that is sustainable, with more attention focused on program delivery and less attention on administrative and facility issues.
<ul style="list-style-type: none"> ○ Continue to develop and document policies and procedures for individual programs as needed, facilitating a collective approach where possible. ○ Ensure adequate training for new staff members in the implementation of accepted policies and procedures; and ongoing “refreshers” as needed for all staff. 	<ul style="list-style-type: none"> ○ Documented comprehensive policies and procedures that are regularly updated and used efficiently by staff across the organization. ○ Increased streamlining of approaches. ○ Staff who are well informed of and capably following policies. ○ (Policies should be in the spirit of not losing sight of the “personal touch” and human element).
<ul style="list-style-type: none"> ○ Move towards Accreditation, where possible, for the organization as a whole, building on the successes and experiences of East Kootenay Supported Child Development.¹ 	<ul style="list-style-type: none"> ○ Staff who are ready to, supported in and confident about engaging in the Accreditation process. ○ Celebration of Accreditation, where possible, by the end of 2018. ○ Administrative and other support for the Accreditation process.
<ul style="list-style-type: none"> ○ Plan and implement, in close consultation with the administrative team, improved Society infrastructure to collectively support programs (e.g. IT, advertising, administration, collection of 	<ul style="list-style-type: none"> ○ Increased streamlining of systems that support staff to maximize time on program delivery and activities that facilitate optimal client experiences and minimize time

¹

CCS is not currently accredited. However, East Kootenay Supported Child Development (CCS’ largest program) has achieved their third 3-year accreditation through CARF. As well, the Infant Development Program has gone through a certification process with their Provincial Association. Kids Connection Preschool and Just 4 Kids After School Program are provincially licensed child care programs.

<p>required statistics).</p> <ul style="list-style-type: none"> ○ Increase cross-organization understanding of each program so that clients can be served more efficiently by a number of programs if necessary, and to increase both client and staff awareness of the whole organization. ○ Develop an informal information-sharing template that each program completes and shares organization-wide; include opportunities to share successes and challenges. ○ Develop a visual representation (e.g. a flow chart) of all the programs that can be used by Board, staff and clients to increase awareness and connectedness. 	<p>on administration.</p> <ul style="list-style-type: none"> ○ Program and society information is regularly circulated, updated, understood by all staff, and by clients. ○ Regular opportunities to share, learn from, and help other CCS programs and staff develop and improve
<ul style="list-style-type: none"> ○ Consider options for providing programs across the life span (birth-death) and across the family spectrum. Apply clear filters to program-related decision-making (see <i>Future Capacity</i> section for more information). ○ Consider programs specific to: <ul style="list-style-type: none"> - Dads - Men - Family law - Housing 	<ul style="list-style-type: none"> ○ The organization offers a range of programs that support clients and society capacity. ○ Decision-making related to adding or deleting programs is thoughtful, strategic and clear. Programs are not just being added because of funding opportunities alone.
<ul style="list-style-type: none"> ○ Brand the organization so that programs are both clearly represented individually, and clearly seen as part of CCS (for more information see Marketing and Awareness section). 	<ul style="list-style-type: none"> ○ See <i>Marketing and Awareness</i> section.

3.2.5 Future Capacity

Goal: Strategically and innovatively develop the organization in ways that are sustainable, and either bolster or grow our existing capacity.

Strategic Actions and Indicators

Capacity Strategies	Capacity Indicators
<ul style="list-style-type: none"> ○ Develop and mindfully implement a set of clear <i>filters</i> and/or a <i>guiding philosophy</i> that guide future decisions related to program / organizational “growth” (see Appendix 2.4 for more information). 	<ul style="list-style-type: none"> ○ A guiding philosophy is articulated, used, and updated as needed. ○ New programs and services are put through a strategic decision-making process that reflects organizational vision, mission and values.
<ul style="list-style-type: none"> ○ Identify facilities that drain society resources and foster the former “fragmented” approach. ○ Sell the Women’s Resource Centre building, and co-locate the adult programs in a more user and staff friendly location. 	<ul style="list-style-type: none"> ○ Successful sale of Women’s Centre and re-investment of those resources. ○ Co-location of adult programs ○ Child Development Centre mortgage paid off ○ Low maintenance facilities under one society brand.
<ul style="list-style-type: none"> ○ Integrate sustainability into organizational culture and prioritize diverse options for fund-raising. ○ Identify those fund-raising strategies which are an overall <i>gain</i> to the organization as opposed to an overall <i>drain</i>. ○ Organize and run two major fund-raising events annually. 	<ul style="list-style-type: none"> ○ A strategic sustainability framework is articulated and followed. ○ Diverse funding streams are “grown” and support organizational stability and capacity.
<ul style="list-style-type: none"> ○ Consider social enterprise using a cost-benefit analysis approach re. further development of the craft store, bingo activities and use of the bingo hall. 	<ul style="list-style-type: none"> ○ Analyses are completed; social enterprise activities are tried and evaluated. ○ Additional funds are generated without being a significant drain on society resources. ○ Awareness of the organization and its related activities increases.
<ul style="list-style-type: none"> ○ Increase the capacity and awareness of the toy-lending library 	<ul style="list-style-type: none"> ○ Awareness of the organization and its related activities increases.
<ul style="list-style-type: none"> ○ Review existing staff commitments to community committees and strategically choose to invest in those that best serve the vision and mission of the organization and bring value to society activities without draining staff resources. 	<ul style="list-style-type: none"> ○ Committee commitments are rewarding for the staff involved and benefit the organization and community. ○ Committee commitments are chosen and evaluated mindfully.

3.3 Marketing and Awareness

Goal: Increase awareness and understanding of CCS, leading to an increased the client base.

Strategic Actions and Indicators

Marketing Strategies	Marketing Indicators
<ul style="list-style-type: none"> ○ Develop an organizational brand, and streamline all society communications (including email addresses) within the brand. ○ Brand components could include being known within the spirit of: <ul style="list-style-type: none"> - “There they go again”; being entrepreneurial - Foresightedness - Can we try that? / experimental - Ear to the ground when it comes to the community - We care for you holistically (you don’t need to know about all our individual programs) 	<ul style="list-style-type: none"> ○ Brand is articulated, and accompanying messaging (e.g. through a logo, tagline, informational pieces) is proactively and consistently delivered by everyone in the organization. ○ Brand engenders pride in staff and Board members, and over time, is recognized by community members.
<ul style="list-style-type: none"> ○ Provide staff and Board orientation to the brand along with ongoing encouragement and reminders to position programs and communications within the brand and culture of the organization. 	<ul style="list-style-type: none"> ○ More connected culture and awareness within the organization; greater sense of cohesion in communications. ○ Consistent messaging to clients and the community.
<ul style="list-style-type: none"> ○ Identify priority marketing strategies that target both existing clients and potential new clients. ○ Update and distribute more widely the Society brochure. 	<ul style="list-style-type: none"> ○ Increase in client numbers; new clients; more informed clients. ○ Brochure is consistently available to clients in a wide variety of locations.
<ul style="list-style-type: none"> ○ Professionalize and update the society website. ○ Establish and keep updated a social media presence. 	<ul style="list-style-type: none"> ○ Website that reflects the brand, is regularly updated and engaging. ○ Increase in user numbers. ○ Facebook page / Twitter / other with increasing number of followers
<ul style="list-style-type: none"> ○ Proactively celebrate society milestones and success stories publicly. 	<ul style="list-style-type: none"> ○ Informal information about the society is spread in positive ways. ○ Increase in staff and community pride.
<ul style="list-style-type: none"> ○ See <i>External Collaboration</i> section for more ideas. 	

3.4 Collaboration

3.4.1 Internal Connections

Goal: Practice an internal culture of connectedness and *extraordinary collaboration*.

Strategic Actions and Indicators

Connection Strategies	Connection Indicators
<ul style="list-style-type: none"> ○ Hold regular meetings / gatherings where issues are shared and explored (not just reported on). ○ Offer opportunities for small group collaboration as well as larger forums. Mindfully share pertinent information from smaller groups. 	<ul style="list-style-type: none"> ○ Small staff groups meet regularly and actively explore issues collaboratively. Results and updates are shared with other staff. ○ Several times/year staff and Board members connect in person.
<ul style="list-style-type: none"> ○ Actively encourage staff and Board members to reach out, inquire, follow up; express appreciation for connections. 	<ul style="list-style-type: none"> ○ A culture of connectedness and collaboration pervades the organization and clients soak in this energy. ○ Information is shared, explored and celebrated in seamless, timely ways. ○ Collaborative actions are taken.
<ul style="list-style-type: none"> ○ Facilitate, in addition to professional development, informal and formal team-building forums, involving as many staff as possible. 	<ul style="list-style-type: none"> ○ Staff mindfully come together to illuminate and practice various aspects of extraordinary collaboration and apply them to their ongoing work.
<ul style="list-style-type: none"> ○ Actively encourage staff to read and respond to emails, share notices, and practice using new information-sharing systems that are introduced. 	<ul style="list-style-type: none"> ○ Information is shared in seamless, timely ways, supported where possible by efficient information technology.

3.4.2 External Collaboration

Goal: Practice and portray an external culture of connectedness and *extraordinary collaboration* that fosters positive awareness of the organization and builds broad community capacity.

Strategic Actions and Indicators

Collaboration Strategies	Collaboration Indicators
<ul style="list-style-type: none"> ○ Identify priority collaborative opportunities and partnerships; desired results from such collaborations; and invest resources strategically. ○ Seek collaboration opportunities with the K'tunaxa Nation. 	<ul style="list-style-type: none"> ○ Collaborations add value to the organization and its clients. ○ Increased client base. ○ New, successful partnerships are formed.
<ul style="list-style-type: none"> ○ Increase awareness of programs and services offered by other regional organizations. ○ Offer key stakeholders updated, professional society marketing information in return for displaying theirs. ○ Share website links among key partners 	<ul style="list-style-type: none"> ○ Increased cross-community information-sharing and marketing ○ Increased client access to pertinent information ○ Increased client base
<ul style="list-style-type: none"> ○ Develop relationships with like organizations elsewhere that have similar mandate / goal and that have a story of success. Learn from what has worked elsewhere. 	<ul style="list-style-type: none"> ○ Supportive network of organizations. ○ Culture of continuous learning and experimenting
<ul style="list-style-type: none"> ○ Collaborate with community partners to leverage resources for mutually beneficial training, knowledge-sharing and projects. 	<ul style="list-style-type: none"> ○ Cost-shared, relevant forums are well-attended. ○ Collaborative projects bring value to society clients.
<ul style="list-style-type: none"> ○ Collaborate with community partners to advocate for a) additional needed services in the community (e.g. more services for men); and b) Government (all levels) to take a more cohesive approach to funding and programs. 	<ul style="list-style-type: none"> ○ More community needs are successfully met ○ Less fragmented approach to the provision of funding and programming

4. 0 Appendices

4. Customized Employee Planning Survey
5. Reports from Employee and Board Engagement Processes
 - 5.1. First Program Staff Session – Sept. 27/12
 - 5.2. Board Session – Oct. 29/12
 - 5.3. Administrative Staff Session – Dec. 10/12
 - 5.4. Second Program Staff Session - Program Priorities and Guiding Philosophy – Dec. 11/12
6. Program Priorities