



COMMUNITY
CONNECTIONS

“Linking People, Communities and Services”

Strategic Plan 2020 to 2022

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1. 0 Introduction

1.1 Plan Development

This plan, builds on and adapts the strategic plan developed in 2013 by Fiona Mooney (fiona@inthestreamcoaching.com) and Mike Stolte (mstolte@theCIEL.com). Community Connections Society of Southeast BC (CCS) developed the 2013 plan over a 5 month period with a Board and employee engagement process. This 2020-2022 plan maintains much of the original background and descriptions, while updating them to reflect changes in management, programs, and strategic direction. Board, management, and staff met during January and February 2020 to identify objectives and revisit values and guidelines.

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 three "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. A description of CCS' primary hubs follows on page 3.

Over the past few years, CCS has grown and changed significantly. In Early 2020 both the Executive Director Gwen Noble and the Assistant Director, Kim Levie retired. Nancy Reid became Executive Director in March of 2020 and created two other management positions – Office and Quality Assurance Manager at CFC and Building Manager/Receptionist at KCDC. The Board and Executive Director recognize that as other programs and developments occur additional support may be needed for Program oversight. The Board of Directors is a governance board (with new members in 2020) and leaves the operational management of the organization to the Executive Director and Management Team. The society has frequently been approached to take on new programs and services, and operational leadership requires a team approach at all levels. Prior strategic goals of capacity-building, strategic development, sustainability, marketing/awareness, and collaboration (internal and external) are ongoing and this two year plan has identified four new objectives, listed below.

- Objectives for this strategic plan, include:
 - Achieve a three-year accreditation,
 - Meet or exceed occupational health and safety standards,
 - Reduce uncertainty with CCS operations,
 - Balance the 2020/21 budgets and future budgets moving forward.

CCS Board and Management are conscious of over-reliance on government contracts alone and seek new funding sources through a variety of foundations, grants, and revenue streams. CCS owns the KCDC buildings and has a long-term lease on the CFC building. Some space in both of these buildings is leased to other organizations which broadens our Hub's range of service and is a source of revenue. CCS tries to increase or maintain tenant revenue and is building a savings account for contingency or future developments.

The theme of transparency emerged during the employee engagement process as a priority for CCS. To support this priority, the Board chair will send periodic updates after board meetings, the Executive Director will communicate directly with staff over changes in staff, new programs or funding opportunities. Coordinators will have monthly meetings with the Executive Director and regular coordinator team meetings as well. Opportunities for team and Board interaction will occur at least bi-annually.

1.3 The HUBS

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, *ANKORS*, *Options for Sexual Health*, and the Women's Resource Center. Other programs include programs for legal information and advocacy, helps for seniors and those experiencing homelessness. CFC has become a successful central community access point for support and education, youth development, health promotion and awareness. It is also an important center of support for youth who access this building for a variety of sexual health information; middle school students are toured through the center 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 four pediatricians) 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. This building has grown over time to include a total of four sections housing a variety of programs including *Bellies to Babies Pregnancy Outreach*, Community Action Program for Children, Supported Child Development, Child Care Resource and Referral, Infant Development Program, Nobody's Perfect Parenting, and Early Years Program

Food Recovery and Farm Kitchen operate in partnership. Farm Kitchen is a shared-use kitchen that supports food-focused entrepreneurs by providing rentable commercial kitchen and coworking office space. By partnering with local chefs and the Food Recovery program Farm Kitchen also offers an array of culinary classes, workshops and events. Food Recovery works in partnership with local grocers to collect food that would be headed for the landfill due to being near expiry date. Food is processed or distributed to non-profit programs, schools, and individuals in partnerships with programs. Produce that could not be used by community members was distributed to farmers for use in feeding or composting.

1.4 The Programs

CCS currently employs approximately 90 part-time and full-time staff to run their programs which include:

- Bellies to Babies Pregnancy Outreach 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,
- Early Years
- Family Law Program
- Family Navigator Program
- Food Recovery
- Farm Kitchen
- Homelessness Outreach and Prevention Program
- Infant Development Program
- Just 4 Kids After School Program
- Kootenay Child Development Centre
- Nobody's Perfect Program
- Traveling Poverty Law Advocate Program
- Walk-in Counselling Program (dependent on funding availability)



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 – *Enhancing the well-being of the diverse people of our region*

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 -

Inclusion, Collaboration and Transparency

3 STRATEGIC objectives

3.1 Achieve three-year accreditation

- *Strategies:*
 - *Adequately staff the project*
 - *Meet CARF requirements*

Note: CCS is not currently accredited. However, East Kootenay Supported Child Development (CCS' largest program) has achieved their third 3-year accreditation through CARF for the past nine year. CCS will be surveyed in Spring of 2021 with all programs meeting the ASPIRE standards.

3.2 Meet or exceed Worksafe BC safety standards

- *Strategies:*
 - *Hold Joint Occupation Health and Safety Committee meetings at least quarterly*
 - *Establish systems for drills and safety inspections*
 - *Assess and make changes required*

3.3 Reduce uncertainty with CCS operations

- *Strategies:*
 - *Improve communication and increase transparency*
 - *Hire new Executive Director and support new management team*
 - *Address the 10% reduction in hours*
 - *Fully implement policy governance*

3.4 Create Balanced budget, beginning with the 2021/22 budget

- *Strategies:*
 - *Conduct a core services review*
 - *Review current revenues and expenses and adjust as required*
 - *Seek new revenue sources*