



# Operating Plan - 2014

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## I. Executive Summary

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### A. KEY PRIORITIES AND INITIATIVES

**Goal 1: Financial health of the organization is secured/maintained**

- A. Seek out increased funding by program
- B. Acquire funds for space (capital), existing programs and overhead
- C. Increase donations

**Goal 2: Increase awareness in community of Community Connections and the multitude of programs/services provided**

- A. Meet regularly with city council and mayor to increase understanding and awareness of our programs and organization
- B. Target community leaders – increase their awareness of Community Connections
- C. Promote successes in media – local and social media

**Goal 3: Enhance staffing**

- A. Maintain a culture of respect
- B. Reduce turnover and keep/attract staff
- C. Invest in staff education
- D. Develop a succession plan

**Goal 4: Expand clients served/success of programs increased**

- A. Ensure we are offering programs and services that are needed
- B. Increase services within existing programs where needed
- C. Increase client satisfaction
- D. Access outcomes – measure quality
- E. Monitor client experience

## **B. PROGRAM AND SERVICES OVERVIEW**

Community Connections continues to provide a wide array of programs and services. A significant portion of the programs are dictated by the funder as per the clientele we can serve and level of service provided. Within these confines though the organization continues to tailor the programs and services to meet as effectively as feasible the needs of the clients served. In addition, we provide essential community services which receive no core funding and this results in uncertainty regarding the level and extent of these programs.

Through strong partnerships we are kept informed of needs within the community to ensure that we continually assess our programs' needs and effectiveness. These partnerships also ensure that as a community we are not duplicating services and are addressing the most pressing needs of the community.

## **C. FINANCIAL OVERVIEW**

The 2012 year ended with a very minimal positive balance and the forecast for 2013 was a deficit situation. Due to changes in the senior management team, reduction of hours and greater efficiencies, Community Connections ended 2013 with a very positive operating balance. During 2013 the union negotiated a new agreement resulting in wage increases, though the government has refused to cover these increases. Carrying that forward into 2014 will strain our financial resources. In addition, all non-union staff received wages, starting in 2014 which mirror the wage rates provided to unionized staff. This will result in a significant underfunding situation and our funders (government) need to be pressured to meet their obligation to provide enough funding to ensure all staff are remunerated at 'industry' levels.

Community Connections initiated in 2013 a capital replacement fund for the main office building. There is no capital replacement fund in place though for the second street home nor our vehicles. This needs to be remedied in 2014 with adjustments to our funding guide for CLBC programs, though early indications are that CLBC will not address these needs.

II. Planning Context

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**ENVIRONMENTAL FORECAST**

The City of Revelstoke’s overall population numbers show little change. The demographics though suggest a shift with an aging population but also with an influx of young families moving into the area. This is seen by the increased number of births while the school aged segment is declining.

The transient population continues to grow as the ski resort and other attractions continue to grow and expand. This results in more visitors to the area but also more service workers filling temporary positions.

III. Operation Plan

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**A. STRATEGIC GOALS**

**Goal 1: Financial health of the organization is secured/maintained**

**A. Seek out increased funding by program**

Action	How	By Whom	Timeline
1. Lobby government to adequately fund current programs and to at least meet inflationary demands	a. Meet with local MLA	Board	Twice a year
		Exec. Dir.	Twice a year
	b. Support efforts of BC-CEO Network	Exec. Dir.	Regularly throughout year.
	c. Write to Ministers regarding need for adequate funding	Board	Yearly – as needed.
	d. Meet with CLBC	Exec. Dir. & Senior staff	Regularly
<i>KPI - % increase in core funding</i>			

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### B. Acquire funds for space (capital), existing programs and overhead

Action	How	By Whom	Timeline
1. With increased funds by program, allocate some funds for capital replacement	a. Continue the capital replacement fund – transferring 2% of the operating funds from programs to the capital replacement fund	Dir, Finance	Yearly
	b. Work with CLBC to included capital reserve funds for 2 <sup>nd</sup> Street	Exec. Dir./Dir. Finance	Yearly
2. Work with city to secure additional space to meet demands	a. Explore with city staff potential sites for new programs	Exec. Dir.	As appropriate
	b. Explore with city politicians potential sites.	Board & Exec.Dir.	After local municipal elections
3. Seek funds from foundations to augment and support programs and capital needs.	a. Seek out foundations to apply for support.	Exec. Dir.	ongoing
	b. Explore feasibility of engaging or purchasing support for fund raising	Exec. Dir.	Review annually
<i>KPI – financial diversity – increase no. of funders/multiple funding sources</i>			

### C. Increase donations

Action	How	By Whom	Timeline
1. Develop a ‘named’ fund within the Revelstoke Community Foundation	a. Discuss with Foundation how to achieve this	Exec. Dir.	By spring 2014

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	b. If reasonable, seek donations to accumulate required funds	Board/Exec. Dir.	Fall 2014 on 2015
2. Seek bequests	a. Develop a brochure to distribute to funeral homes, lawyers and financial planners	Administration	Summer 2014
	b. Distribute brochure and promote bequests	Senior Staff	Fall 2014
3. Hold a gala/signature event	a. Form a small working group to explore this concept	Board & Senior Staff	Fall 2014
4. Identify other fundraising opportunities, eg. Draws, etc.	a. Form a small working group to explore this concept	Board & Senior Staff	2015
<i>KPI – increase no. of donations</i>			

**Goal 2: Increase awareness in community of Community Connections and the multitude of programs/services provided**

- A.** Meet regularly with city council and mayor to increase understanding and awareness of our programs and organization

Action	How	By Whom	Timeline
1. Lobby council to align with us	a. Meet with Mayor and individual counsellors to promote Community Connections	Board/Exec. Dir.	Ongoing – minimally 2 x year
	b. Make formal presentation to Council	Board/Exec. Dir.	After municipal elections 2014

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### B. Target community leaders – increase their awareness of Community Connections

Action	How	By Whom	Timeline
1. Increase network of supporters	a. Identify community leaders to be engaged – made aware of Community Connections	Board/Exec. Dir./Senior Staff	Ongoing – initial list by summer 2014
	b. Approach identified “leaders” to join the Board or be members of the Society.	Board/Exec. Dir.	Fall/Winter 2014/15
<b>KPI</b> - <i>Increased Society membership</i>			

### C. Promote successes in media – local and social media

Action	How	By Whom	Timeline
1. Regular inclusion in the Times Review of articles from Community Connections	a. Establish a schedule for the development of articles – topics & authors	Senior Staff	Summer 2014
	b. Meet with the Times to achieve agreement to publish articles on a regular basis	Exec. Dir.	Summer 2014
	c. Seek employees interested in writing articles	Senior Staff	Summer 2014
	d. Submit for publication articles	Administration	Fall 2014 – minimally monthly
2. Develop an information circular (inclusion in local paper; handout at community events; place at chamber office; available on website, etc.)	a. Compose a detailed information circular detailing achievements; update pamphlets	Senior Staff	Spring 2014
	b. Circulate circular throughout the community	Administration	Summer/Fall 2014



**KPI** - Greater attendance at events  
 - No. of public events increase  
 - Regular articles in local paper  
 - Traffic to website and social media increase  
 - Demonstrate leadership in addressing community/social issues and priorities

**Goal 3: Enhance staffing**

**A. Maintain a culture of respect**

Action	How	By Whom	Timeline
1. Promote positive culture	a. Ensure all staff are treated equitably and fairly - Policies up-to-date and followed	Senior Staff	On-going
	b. Be responsive to staff issues and concerns - Listen to staff and be responsive	Senior Staff	On-going
	c. Conduct performance appraisals yearly for all staff	Senior Staff	yearly
	d. All divisions to have regular staff meetings	Senior Staff	bi-weekly except Residential – bi-monthly
	e. Stage staff events, eg. Staff Christmas party, summer bbq, etc.	Senior Staff/Staff	Annually
	f. Annually conduct a staff satisfaction survey (eg. Survey monkey) and report back to staff on results	Senior Staff	Anually
<i>KPI – Staff survey – increased satisfaction</i>			

## B. Reduce turnover and keep/attract staff

Action	How	By Whom	Timeline
1. Staff are remunerated at current industry levels	a. Using CSSEA data base, ensure that all jobs are placed on a salary grid which reflects industry standards	Exec. Dir.	Current & ongoing
	b. Remunerate all staff according to the appropriate salary grid, including step increases	Finance	Current & ongoing
	c. Lobby funders to maintain adequate funds to meet industry salary standards	Board/Exec. Dir./Senior Staff	Ongoing
2. Attractive benefits	a. All staff provided the same benefits – at the current industry standard		
	b. Continue to examine the most cost-effective benefits available		
3. Stable workplace	a. Act upon and address all comments from satisfaction survey	Senior Staff	Ongoing
	b. Conduct exit interviews with all staff leaving the organization to ascertain what changes may have been in order to curtail staff leaving.	Exec. Director	When staff leave
<i>KPI – turnover rate decreases</i>			

## C. Invest in staff education

Action	How	By Whom	Timeline
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1. Provide educational opportunities for staff	a. Identify, by staff, areas that further education would be useful	HR/Senior Staff	Fall 2014
	b. Through annual performance appraisals, identify educational needs	HR/Senior	On-going
	c. Encourage staff to continue to learn/take courses/etc.	Senior Staff	On-going
	d. For certain job classes, determine if upgrading is necessary and develop a corporate plan to achieve that upgrade	HR/Senior Staff	MSW program – 2014; other areas, 2015
	e. Consider an education day for all staff on an annual basis	Senior Staff	Fall 2014
<p><i><b>KPI</b> – Increased educational opportunities for Staff - Increases no. of staff pursuing education</i></p>			

### D. Develop a succession plan

<b>Action</b>	<b>How</b>	<b>By Whom</b>	<b>Timeline</b>
1. Develop a long-term strategy for ensure orderly succession of senior positions	a. Review all senior staff positions and identify among current staff those with potential to fill senior positions	HR/Senior Staff	Fall 2014
	b. For staff identified, develop an education/growth plan for their ongoing development – including costs	HR/Senior Staff	Winter 2015
<p><i><b>KPI</b> - Succession plan in place</i></p>			

**Goal 4: Expand clients served/success of programs increased**

**A. Ensure we are offering programs and services that are needed**

<b>Action</b>	<b>How</b>	<b>By Whom</b>	<b>Timeline</b>
1. Conduct community surveys	a. Develop a community survey tool to collect input regarding the community's perception of programs needed	Senior Staff	Annually / Biannually
2. Monthly monitor program activity	b. Monitor all program useage to ensure there is continual demand and need for the programs	Senior Staff	Annually
3. Participate on relevant community committees and workshops	a. From input received from partners and other community organizations, continually assess if the current programs are meeting identified needs and what other needs may exist which are not being addressed	Exec. Dir./Senior Staff	On-going
<i><b>KPI – Community survey – meeting community needs</b></i>			

**B. Increase services within existing programs where needed**

<b>Action</b>	<b>How</b>	<b>By Whom</b>	<b>Timeline</b>
1. Annually conduct client surveys in all programs	a. All program participants/clients to be surveyed annually	Senior Staff	Annually
2. Increase services within existing programs where needed	b. From client surveys and input, ensure existing programs are meeting the needs of the clients	Senior Staff	On-going

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	served.		
	c. If resources permit, increase services where the demand is high	Senior Staff	On-going
	d. Ensure service delivery is done in the most cost efficient and effective manner to maximize resources	Senior Staff	Review annually
3. Quarterly review of staff hours in CLSA programs	a. Maximize client involvement to match contracted service hours	Director, CLSA	Monthly
<i>KPI – Client survey - increase no. of clients attending programs</i>			

### C. Increase client satisfaction

Action	How	By Whom	Timeline
1. Increase client satisfaction	1. Report on client survey results to the Board with recommendations to improve, if negative results	Exec. Dir.	Annually
	2. Ensure all clients have an opportunity to express their satisfaction or non-satisfaction without repercussions	All Staff	On-going
<i>KPI – Client survey – increased client satisfaction</i>			

## D. Access outcomes – measure quality

Action	How	By Whom	Timeline
1. Develop a single database which captures the survey results from all programs	a. Collect client survey information in a standard format in a single system	Dir. Finance	Winter 2014
	b. Assimilate all client survey results into a single comprehensive overview of the results.	Senior Staff	Spring 2014
<i><b>KPI</b> - Outcome survey for all programs shows improvements</i>			

## E. Monitor client experience

Action	How	By Whom	Timeline
1. Assess client experience	a. From client surveys and direct comments/input from clients, evaluate their satisfaction and experience with the program/service	Senior Staff	On-going
	b. Respond in a timely manner to all and any issues or concerns raised by clients	Exec. Dir./Senior Staff	On-going
	c. Meet with clients (& family) esp. for CLSA programs	Director, CLSA	Monthly
<i><b>KPI</b> — High quality services – client survey</i>			

## B. KEY PERFORMANCE MEASURES

KPI	Baseline Measure	Goal
1. A. % increase in core funding	Core funding - \$2,052,289	5% increase
1. B. increase no. of funders /multiple funding sources	10 Core funders	5% increase in funding sources
1. C. increase no. of donations	375 donations in 2013	5% increase
2. B. Increased Society membership	11 Voting members	7% increase
2. C. Greater attendance at events		Establish baseline
2. C. No. of public events increase		Establish baseline
2. C. Regular articles in local paper	No regular articles	One each month
2. C. Traffic to website and social media increase	219 Likes; 43 average daily hits on website	Increase likes and hits by 5%
2. C. Demonstrate leadership in addressing community/social issues and priorities		Establish tool to measure this
3. A. Staff survey – increased satisfaction		Establish organization wide measurement tool
3. B. turnover rate decreases	All employees (2012) 33.8%	All employees – 30%
3. C. Increased educational opportunities for Staff		Establish organization wide measurement tool
3. C. Increases no. of staff pursuing education		Establish organization wide measurement tool
3. D. Succession plan in place	No plan in place	Develop plan for Exec. Dir. & Senior Staff
4. A. Community survey - meeting community needs		Develop a community survey tool
4. B. Client survey - increase no. of clients attending programs		Establish organization wide measurement tool
4. C. Client survey – increased client satisfaction		Establish organization wide measurement tool
4. D. Outcome survey for all programs shows improvements		Establish organization wide measurement tool
4. E. High quality services – client survey		Establish organization wide measurement tool

## IV. Human Resources Plan

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### A. OVERVIEW

Community Connections operates with some of the staff covered by a collective agreement (CLSA programs) whereas the other staff are not in a union. The Province has seen fit to fund unionized contractors at the union rates and non-unionized contractors at lower rates.

To attract and retain quality staff, it is imperative that the organization remunerate staff at the current industry rate, regardless of whether they are unionized or not. As such, all non-union staff were put onto salary grids which reflect comparable unionized positions.

Turnover is a significant issue. Due to salary rates below comparable positions in health and education, we lose staff after being trained.

#### Turnover Rates (excluding Casuals) - 2012

	Sector	General Services	Community Connections
All Employees	15%	15%	33.8%
Bargaining Unit Employees	15%	18%	41.2%
Non-Union Employees	24%	23%	40.7%
Management & Excluded Employees	11%	12%	33.3%
<p><b>Definition:</b> <i>Turnover rate is calculated by dividing the number of employees who left by the total number of employees who worked in 2012. The number of employees who worked in 2012 is equal to the employee count as of December 31, 2012, plus the number of employees who left during the year.</i></p>			

### B. LABOUR RELATIONS

The relationship between the union and management is quite positive and there have been no grievances in the past year. The union executive meet with management every two months to discuss and review issues and this has proven to be an effective way of addressing concerns.



## V. Program Plan Summary

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### A. OVERVIEW

Through the reorganization which took place in 2013, the number of senior directors has been reduced by a third. This has streamlined the organization and improved communication and cooperation across all programs and services.

### B. FAMILY SERVICES PROGRAMS

The Family Services Division includes all programs designed for children and youth, along with all counselling and support services for families and individuals. The programs include:

- Infant Development
- Supported Child Development Program
- Community Connectors
- Respite
- Jumping Jacks Preschool
- Family Support
- Supervised & Supportive Visitation
- Community Youth Justice – Case Aid Program
- Counselling Services
- Child & Youth Services
- Educational & Consultation Services
- Parents and Community Together (PACT)

### C. COMMUNITY OUTREACH PROGRAMS

Outreach encompasses are programs designed to meet specific community needs, though they receive no core funding or government support:

- Food Bank
- Kids Snack Pack Program
- Feed the Future- Help Our Hungry Children
- Baby Bundles
- Community Kitchen

## **D. COMMUNITY DEVELOPMENT PROGRAMS**

Development services comprise:

- Social Justice Advocate
- Housing Outreach
- Tenant Support
- Connections Cafe

## **E. COMMUNITY LIVING SERVICES FOR ADULTS**

Community Connections currently has two residential group homes along with supported employment and inclusion programs:

- Residences
- Supported Employment Program
- Individualized Community Inclusion Programs

## **VI. Facilities & Capital**

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### **A. GENERAL OVERVIEW**

Community Connections operates out of a number of sites. The main office and counselling centre is owned by the Community Connections, as well as one of the two residences. The other residence is owned by BC Housing. We lease space from the Legion for the Food Bank; lease space for the CLSA community programs; and lease space for the Jumping Jacks Preschool. During the summer the City provides us space at the Recreation Centre for our Summer Day Camp program.

In addition, we own 4 vehicles:

- |  |                   |
|--|-------------------|
| ▪ 1998 Chevy Venture Van                   | Mileage: 99507 km |
| ▪ 2006 Montana Van (wheelchair accessible) | Mileage: 88993 km |
| ▪ 2008 Montana Van                         | Mileage: 52951 km |
| ▪ 2008 15 Passenger Van                    | Mileage: 50555 km |

**B. CAPITAL PLAN**

Community Connections has lacked any capital plan. Only in 2013 did we begin to establish a reserve fund for ongoing maintenance of the main office building. There is not such fund though for the second street residential home we own, nor for replacement of equipment or furnishings.

In addition, as noted above, the vehicles we rely upon are aged and accumulating mileage. As with other capital items, there is no reserve fund for their replacement. Also, due to the needs of residents in the CLSA program, we require a vehicle which can transport more than one wheelchair at a time. We require a 2 wheelchair lift van. One option maybe to convert the 15 passenger van into a lift van with space for 2 wheelchairs, but we lack any resources to undertake this.

VII. Financial Plan

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**PROJECTED BUSINESS PLAN FINANCIAL STATEMENTS**

The projected financial statements for the 2014 Business Plan are provided. The 2014 budget and projected financial statements were prepared using the following assumptions:

- salary rates and increases which matched the union increases – applied to all staff
- new Funding Guide Template for CLSA programs
- estimates of donations and project funding based on previous year

**Program Revenue and Expense Projections 2014**

	<b>Projected Revenues</b>	<b>Projected Expenses</b>	<b>Projected Surplus/Deficit</b>
Administration	\$ 352,846.64	\$ 336,501.01	\$ 16,345.63
Outreach Services	\$ 174,200.00	\$ 175,961.82	-\$ 1,761.82
Family Services	\$ 864,083.04	\$ 876,995.27	-\$ 12,912.23
CLBC Funded Programs	\$ 1,241,150.36	\$ 1,253,897.82	-\$ 12,747.46
Community Development	\$ 279,094.92	\$ 268,019.12	\$ 11,075.80
<b>Total Organization</b>	<b>\$ 2,911,374.96</b>	<b>\$ 2,911,375.04</b>	<b>\$ (0.08)</b>