

# 2022 – 2025 STRATEGIC PLAN

Prepared for:



# Community Connections

REVELSTOKE SOCIETY

Prepared by:



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V.2 – No Appendices

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## INTRODUCTION

The following process was used to develop this strategic plan:

November 2021, Community Connections Revelstoke hired Christina Benty and Susan Clovechok to facilitate the Strategic Planning Process, and prepare the final report.

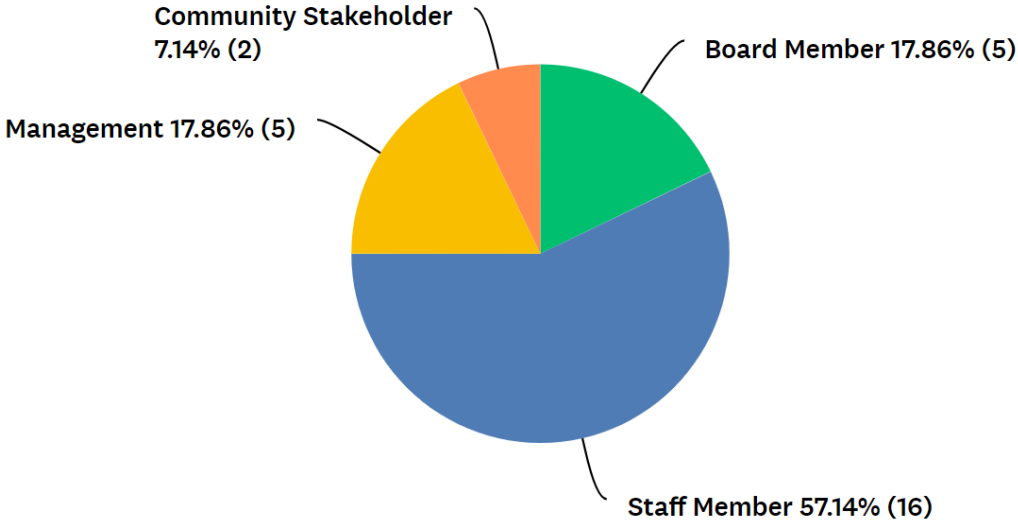
The following table outlines the work that was undertaken to deliver this strategic plan.

Phase #	Section	Action	Responsible	Completion Date
1	ED Interview	Schedule Meeting	Susan	10/22/21
1	Sign final contract		Susan, Christina & Sheena	10/29/21
1	Document Review	Annual Reports	Susan & Christina	11/30/21
		Current Strategic Plan	Susan & Christina	11/30/21
		Website	Susan & Christina	11/30/21
		Other documents	Susan & Christina	11/30/21
1	System Inquiry Survey	Develop questions	Christina	12/01/21
		Input into Survey Monkey	Susan	Dec 6., 2021
		Send to Sheena for validation and Distribution	Susan	12/13/21
		Distribute final approved survey	Sheena	12/15/21
1	System Inquiry Check-in	Organizational Snapshot - check in	Christina	01/10/22
		Prepare report content	Susan	01/31/22
		Format report	Susan	02/15/22
		Send Draft report to Sheena for Comment	Susan	02/15/22
2	Asset Management Workshop	Facilitation	Christina	01/25/22
		Prepare report content	Christina	01/31/22
		Format report	Susan	02/15/22
		Send Draft report to Sheena for Comment	Susan	02/15/22
3	Strategic Planning	Board Survey	Susan	03/31/22
		Staff Survey	Susan	03/31/22
		External stakeholder survey	Susan	
		Client Survey	Susan	03/31/22

Phase #	Section	Action	Responsible	Completion Date
		Workshop - Staff	Susan & Christina	04/22/22
		Workshop - Staff & Board	Susan & Christina	04/23/22
3	Final Report & Presentation	Draft Report	Susan & Christina	05/13/22
		Draft Report to Sheena for comment and validation	Susan	05/13/22
		Final Report Presentation	Susan & Christina	05/19/22
		Final Report for publication	Susan	05/25/22
NEW	WORKPLAN (addition to contract)	Work with ED to define scope of work		

Three online surveys were made available to Community Connection Revelstoke staff, board and stakeholders as defined by the Executive Director.

1. Board Assessment – 4 of 6 board members completed (67%)
2. Staff Survey – 10 staff members completed (100% - Leadership staff)
3. 2022 Strategic Planning Survey – 28 individuals completed the survey.



Questions designed to obtain respondents’ perspective on the Strengths, Weaknesses, Opportunities and Threats.

Two (2) Strategic Planning workshops were held on April 22, 2022 and April 23, 2022.

The April 22<sup>nd</sup> workshop was with Staff and the April 23<sup>rd</sup> workshop was with Board members. The following board members and staff participated:

The 1<sup>st</sup> draft document was prepared and reviewed with Staff on May 11<sup>th</sup>, 2022.

The 2<sup>nd</sup> draft document was presented by the Consultants to the Board of Directors at their May 25th board meeting.

- The final document was adopted by the Board of Directors at the May 25, 2022 Board Meeting.

## MISSION – VISION – VALUES

A mission statement summarizes the goals and values of your company, whereas a vision statement is a snapshot of your company a year or a decade from now; it is an inspiration - targeted more at employees than at customers - that will guide your strategic planning.

### MISSION

During the Organizational Assessment workshop in January 2022 it was clear that both the board and the staff believed that the current Mission Statement was essentially accurate however all agreed that it lacked inspiration therefore during the Strategic Planning workshops both staff and board members agreed that adding the word THRIVE would capture the feeling of the Mission's intent.

**Community Connections Revelstoke Society supports individuals and families in our community to thrive by providing and advocating for accessible, responsive social services.**

### VISION

Having a vision statement is important because it gives direction to the organization. It gives employees a sense of what they are working towards and what they need to do to achieve their goals. Without a vision statement, employees feel that there is no direction in the organization and that they are spinning their wheels. During the Organizational Assessment workshop in January 2022 the expressed significant discomfort with the current Vision Statement:

**By 2022, Community Connections will continue to be recognized by our community, the region, and the province as a leader for the provision of quality, responsive and socially just social services.**

Although the board indicated that they were satisfied with the Vision Statement they agreed that it was important that staff could get behind it and therefore indicated a willingness to consider alternatives. At the May 25<sup>th</sup>, 2022 Board Meeting the CCR Board adopted the following Vision Statement:

**People belong and are supported by our high quality, responsive, and socially-just services.**

### VALUES

Values are a set of statements identifying the principles by which we live and operate. Since values often strongly influence both attitude and behavior, they serve as a kind of personal compass for employee conduct in the workplace.

These help to determine whether an employee is passionate about work and the workplace, which in turn can lead to above-average returns, high employee satisfaction, strong team dynamics, and synergy.

Community Connections Revelstoke's current Value Statement is:

**In Providing our services we value:  
Diversity • Belonging • Individuality • Respect • Human Dignity  
Relationships • Connection to Community • Individuals & Families**

During the strategic planning workshop with staff it was agreed that the current CCR value statement wasn't identifying the principles by which staff wished to operate. During the strategic planning workshop with the board members it was recommended and agreed that staff would participate in a facilitated workshop to identify clear value statements by which they would like to see the organization operate and that staff would then present the values statements to the Board for adoption.

The following word cloud is a representation of the adjectives provided by both staff and board in the strategic surveys and a values survey that was completed by staff.



**SWOT**

The following table was created from the Strategic Planning survey results. Duplicates and similar content were edited.

Strengths
Programs - Client Centred Services
Adaptability
Advocacy
Access
Assets
Board of Directors
Building reputation and capacity for community
Caring

Commitment to community  
Organization values and beliefs  
Community connections / relationships  
Dedicated and experienced staff  
Executive Director inclusive & empowering leader  
Grant writing  
Financial Stability  
HR Great employer in terms of wages, benefits, job flexibility  
Use of technology  
Leadership Team  
Growing  
Innovative  
The integral role we play in the community  
How we treat people  
Tenacity – showing up  
Passion - Innovation  
Freedom to chart our course  
Flexibility  
Inclusion  
Commitment to each other -staff support each other  
Compassion  
Community support – Relational organization  
Free to fail  
Courage  
Curiosity  
Ownership - Acknowledge our weaknesses

## Weaknesses

Adequate clinical supervision  
Administrative systems are weak & cumbersome  
At times lack of direction from directors.  
Availability/retention of qualified staff  
Changes, unsettling the clients  
Communications strategy  
Community image- undefined role in town  
Consistent organizational structure  
Continues program creation without the backbone of a solid structure for other programs.  
Discrepancy of wages  
Donations shared equally for programs  
Donor retention and communication  
Funding vulnerability  
Getting everyone to share the vision  
Growing too fast  
High staff turnover  
Interdepartmental communication  
Lack of clear asset management plan  
Lack of culturally sensitive programming  
Lack of departmental strategies/work plans  
Lack of experienced leadership  
Lack of internal structure



Lack of staffing  
Lack of transportation  
Unclear hiring process  
Support for diverse abilities  
More youth engagement  
Not always a cohesive team  
Not enough counsellors  
Not living up to our values  
Perhaps a better handover process for one staff are away but i think this is a staffing issue.  
Perhaps too many plates spinning with all the programming offered  
Physical space  
Professionalism could be improved  
Program service delivery spaces for persons served is not prioritized.  
Saying yes to every grant funding opportunity  
Some staff do not share an understanding of non-profit structure and management.  
Tainted past  
Trying to do to many things  
Very little recognition or positive feedback  
We over-use trendy social work language  
Lack the proof in the pudding  
We take on too much. Too many programs  
Direct and influence our budget  
Staff diversity  
Need to learn to foster a culture of adaptability

## Opportunities

A leader to provide all social services to the city of Revelstoke in a meaningful way.  
Access to PC and printer by clients, including support  
Address poverty and the obstacles that are mounting for individuals and businesses with the rise of everything making this town a hard place to afford to live.  
Adopt a senior  
Another Social Justice Advocate  
Clearly communicate what we do, how we do it and why, so that the community understands when and how to utilize our services.  
Community daycare  
Community drop in People need a place to go to talk to someone, feel safe and asking difficult questions  
Continue to grow counselling services as we get funding and find staff  
Decrease our turnover rate and increase the longevity of employees. Thus increasing the level of experience and knowledge of our front line staff that are responsible for the day to day operations of our programs.  
Fee for service counselling  
Food Bank, well and healthy feed are less sick.  
Hire more Social Justice Advocates!  
I think we should likely maintain status quo after a period of growth  
Increase donor retention, create gift guide for donations.  
Increase in wages and benefits package due to inflation and cost of living  
LGBT specific programs and support  
Long term housing support, emergency shelter support programs  
Meals for Group Homes and other vulnerable clients

Mental Health Services

More housing programs, property services, tenant support and development

More robust Emergency Shelter

More SJA

Organizational and Community Communications- education about our services for potential clients, community/donor impressions and for changing the narrative around poverty and greed

Provide support services in response to the needs of local individuals and families.

Recognize the system is broken and advocate for those in need that the system isn't serving properly.

Safe injection site

School lunches

Staff daycare

Strive to provide a 'one stop shop' for those living and dying

Support ALL people

Support for single parents

Support vulnerable individuals in the community (ie) homeless and needy, adults with diverse abilities

Support workers to cover the many Outreach client needs

Supporting children and families

Supportive Housing

Switch from service delivery to service connection, living up to our name "community connections" and literally connecting people to services in the community.

Women's Centre

Youth Centre

Narrative shifting – what needs to change – what is no longer true

Letting go of things that no longer make sense

Competition – if other organizations existed, that would provide clients with options and we could focus better on fewer things

This could also help us resist complacency

## Threats

Government program funding restrictions

Funding insecurity

Housing (staff)

Liability – Risk management

Gentrification

Normative discourse – use of binary lenses – marginalized folks being categorized and labeled

Upcoming elections

Competition

Pandemic

Natural disasters – climate change -

Patriarchy – 'us and them' thinking

Inflation

Staff retention

Privatization of social services

Partners in the community stop working with us

Nuclear war

## STRATEGIC AREAS OF FOCUS

During both strategic planning workshops staff and board members agreed that there were five (5) areas of strategic focus that were required to enable Community Connections Revelstoke to achieve their mission.

### 1. SUSTAINABILITY (PROGRAM, STAFFING AND FUNDING)

#### GOAL

Community Connections Revelstoke Society is sustainable due to excellence in program delivery, human resource practices and financial planning and management.

#### STRATEGIC INITIATIVE AND ACTIONS

Action	By Whom	By When
Engage in an asset management specialist to do preliminary infrastructure assessment and identify areas of risk.	Executive Director Finance Director	31/05/22
Develop and adopt Asset management policy. Include Asset Sustainability and Capital Reserve.	Finance Director Board of Directors	31/03/23
Develop a long-term financial strategy (5 yr plan). Each budget process to be a 5 year financial plan.	Finance Director	31/01/23 On-going
Develop an investment policy. <ul style="list-style-type: none"> <li>• Reserve funds</li> <li>• Endowment funds</li> <li>• Legacy gifts and donations</li> </ul>	Finance Director Board of Directors	31/01/23
Develop a program review and assessment process (this Action overlaps with service excellence and supports the sustainability of CCR)	Quality Assurance Manager	31/12/22
Embed the organization's values into the culture. <ul style="list-style-type: none"> <li>• Hiring process</li> <li>• Performance reviews</li> <li>• Celebrations and awards</li> </ul> <p>This supports staff attraction and retention. Get the right people into the right jobs so that programs are sustainable, organizational knowledge is maintained and program stability is experienced by the client. (This priority overlaps with organizational values and intraorganizational narrative)</p>	Executive Director Human Resources Manager Leadership Team	31/12/25
Hire or contract a communications/grant writing position. This position would be responsible for website maintenance, brand management and developing internal and external communications and grant writing.	Executive Director	30/09/22

## 2. SERVICE EXCELLENCE

### GOAL

CCR is committed to providing excellent services and will not sacrifice quality for quantity.

### STRATEGIC INITIATIVE AND ACTIONS

Action	By Whom	By When
Conduct an internal services and service level review and evaluation process: <ul style="list-style-type: none"> <li>• What services do we provide?</li> <li>• WHY do we provide this service?</li> <li>• Do we have the authority, the acceptance, and the ability to deliver each service in a high-quality manner?</li> <li>• What level are we providing this service? Is it needed – desired - sustainable?</li> <li>• What should we stop doing?</li> </ul> Design a change management strategy to facilitate any service level changes Streamline Internal Processes (What would make this easier and still achieve the objectives of the program?)	Quality Assurance Manager	31/12/25
Create schedule for review	Quality Assurance	31/12/22

## 3. INTRA-ORGANIZATIONAL NARRATIVE

### GOAL

We have an internal ecosystem that creates a culture of belonging, celebrates past successes, growth and embeds the organizational values.

### STRATEGIC INITIATIVE AND ACTIONS

Action	By Whom	By When
Internal Reputation and Narrative Shifting: <ul style="list-style-type: none"> <li>• Invest in social engagements</li> <li>• Staff and board tours to anchor the overarching mission of CCR</li> <li>• Provide opportunities to showcase the work of other departments</li> <li>• Cultivate an environment of appreciation</li> <li>• Be intentional about celebrating successes</li> <li>• Integrate language and attitude into HR policies and practices.</li> </ul>	Board of Directors Executive Director Leadership Team	31/12/25

*Key Performance Indicator* – staff retention, staff satisfaction surveys, performance appraisals (values)

## 4. ORGANIZATIONAL VALUES

### GOAL

The CCR will identify and define our values, and they will serve as a filter for all our decisions including work plans, staff evaluations, hiring practices, and Board attraction and retention.

### STRATEGIC INITIATIVE AND ACTIONS

Action	By Whom	By When
Senior staff will dedicate three 90-minute working sessions to identify and define our organizational values.	Executive Director	31/12/22
Present the value statements to the Board as a team (use your creativity).	Leadership Team	31/02/23
Define how CCR will embed the values into program evaluations, staff evaluations and staff hiring practices.	Human Resources Manager	31/12/22
Design a process and a schedule to ground truth the values (How are we doing? How can we do a better job embedding the values into organizational behavior).	Executive Director Quality Assurance Manager Human Resources Manager	30/12/22
Introduce and test drive the values across the organization.	Executive Director	30/04/23
Encourage teams within the organization (including the Board) to create team charters that reflects the new values.	Leadership Team Board of Directors	30/06/23

## 5. ADVOCACY

### GOAL

The CCR will become more visible in the community by raising our profile and expanding our engagement.

### STRATEGIC INITIATIVE AND ACTIONS

Action	By Whom	By When
Quarterly Community News	Communications	30/9/22 ongoing
Monthly newspaper article	Communications	30/9/22 ongoing
Annual presentation to Mayor & Council (prior to budget process in case there is a financial ask)	Board Chair Executive Director	Annually (Nov)
Annual presentation to CSRD (prior to budget process in case there is a financial ask)	Board Chair Executive Director	Annually (Nov)
Make the AGM and open invitation to the entire community to showcase the work that you do. Make it an event.	Board of Directors Executive Director	Annually