



2022-2025
STRATEGIC
PLAN

PREPARED
UNDER THE
GUIDANCE &
EXPERTISE OF



SUPPORTED
THROUGH
FUNDING FROM



United Way
British Columbia

Working with communities in BC's
Interior, Lower Mainland, Central
& Northern Vancouver Island



2022-2025 STRATEGIC PLAN

What is Strategic Planning?

Timing of Strategic Planning?



The purpose of strategic planning is to define the organization, build team alignment and decision-making capacity to be ready for the future and take advantage of opportunities to grow or become better at what you do.

As the current housing projects near completion and we emerge from COVID-19, the timing is right to evaluate what has been accomplished by the Society and what the next steps are for us in the community. You cannot move forward without knowing the past.



2022-2025 STRATEGIC PLAN

Who We Are

Lower Similkameen Community Services Society (LSCSS) is a non-profit organization bringing programs, services and opportunities to people in the communities of the Similkameen.

Our Mission

Lower Similkameen Community Services Society (LSCSS) is committed to provide, facilitate and promote excellent programs that enhance quality of life by improving the social conditions, housing, health and education of our citizens.

Our Values

We offer client-centered services and programs that embrace:

- Independence
- High quality of care
- Safe and healthy community
- Promoting good physical and mental health
- Building community ties
- Creativity
- Enabling Canadian standards of living



Planning Process

STEP ONE

Planning & Stakeholder Identification

- Outline goals with Board planning committee
- Identify stakeholder segmentation
- Prepare stakeholder questionnaires
- Format in-person planning sessions

STEP TWO

Research & Analysis

- Circulation of stakeholder questionnaires
 - Program clients
 - Society members
 - Community
- Collect and summarize survey responses
- Share summary with planning committee

STEP THREE

In-Person Planning Sessions

- Planning Steps
 - Review Surveys
 - Look back at history
 - Envision the future
 - Brainstorming and SWOT analysis
 - Set goals, objectives, and priorities
- Create pillars and measures for success

MOVING FORWARD

Wrap-Up & Implementation

- Production of printed plan with goals and timelines
- Input from Frank Growth Solutions on achievable execution of plan
- Informal check-in after 6-months to review
- Annual review of key objectives and measurables



Survey Responses

Clients

What do you VALUE most about the work we do?

- Inclusivity and variety of programs (specifically families & housing)
- Friendly, helpful and compassionate staff

What should we do MORE of?

- Affordable housing for families
- Art, Cooking Classes, Activities for Children, Outings for Seniors
- Trauma counselling
- Links to local resources

How can we IMPROVE what we do?

- Reduce staff turnover

How should be measure SUCCESS?

- Adequate funding for programs/services and staff retention
- Number of community members looking to access services
- Meeting the needs of all community members needing assistance
- Increased wellness: literacy, health, population growth, and income

Community & Membership

What do you VALUE most about the work we do?

- Diversity of services for a small community
- Resourceful, empathetic, knowledgeable staff

What should we do MORE of?

- Counselling for women, men and families
- Snow Angel program
- Support for the elderly
- Focus on The Arts

How can we IMPROVE what we do?

- Perception of organization as judgemental

How should be measure SUCCESS?

- Greater awareness of society offerings around community
- More housing for people who need it
- Helping more seniors, marginalized people, and new parents
- Helping feed the poor



Survey Responses

Clients

How might the Society help impact the community in the next 5 to 10 years?

- Attract and retain more families
- Tighter-knit community
- More supportive housing for seniors
- More services in community; less need to travel to Penticton
- Daycare & Activities centre
- More offerings for caretakers, care aids and more co-programs

What comments would you like to add?

- Thankful for your services
- Better website: up to date information & links
- Newsletter for programs & what's happening
- Community events: activities, fitness, trips, entertainment

Community & Membership

How might the Society help impact the community in the next 5 to 10 years?

- More seniors able to stay in their own homes
- Healthier pregnancies
- Better mental health
- New families will feel valued
- Moms with young children will not feel isolated
- More social housing

What comments would you like to add?

- Thanks for all you do!
- Professional boundaries between staff & clients
- Staff evaluations

Staff & Board

What wishes to you have to enhance the Society? Programs & Services

- More Indigenous partnerships
- Financial planning teaching budgets/saving
- Neighborlink/volunteer network
- Expanding options to participate
- Senior engagement in day programs
- Ride service for people accessing programs
- More Youth and Teen activities
- Intergenerational activities
- Childcare
- Completion and occupancy of new buildings

Administration & Promotion

- Consistent social media promotion
- Increase community awareness
- Annual Open House



S
T
R
E
N
G
T
H
S

- Resilient, adaptable, caring team
- Clients who want to use our services
- Housing projects --> long-term sustainable funding
- Good, established culture at 310 Veterans office
- Financial health in equity & cash flow
- Dedicated Board Chair
- Efficiency of umbrella model
- Well-located
- Huge variety of funded programs

W
E
A
K
N
E
S
S
E
S

- Staff - overworked, aging, short-staffed, burnout, high turnover
- Limited resources to address increasing contract requirements & training
- Inability to offer full-time employment
- Lack of qualified staff to hire in the area
- Lack of succession planning - board & staff
- Leadership training
- Poor onboarding/training - board & staff
- Unreliable funding for projects
- Admin overhead on contracts too low

O
P
P
O
R
T
U
N
I
T
I
E
S

- Future development of vacant lots, Society owned real estate
- Expanding, programs/services & housing
- Volunteers
- Government funding for transportation (potentially BC Transit)
- Unique demographic & economy that provides opportunity for service development & delivery
- Donations
- Reputation/proven track record
- New housing to bring new families
- Expanding career opportunities/employment in community
- Funding leading to more/expanding programs (post-COVID)

T
H
R
E
A
T
S

- Inability to find staff
- Increasingly sophisticated requirements by funders for risk management, quality reassurance, & information management
- Lack of stable funding
- Aging volunteer population
- Trend to urbanize/centralize funding, population, services
- Changes in Government/Ministry roles & responsibilities/priorities
- Limited home support services
- Public Relations perception/Loss of credibility (Cactus/Quail)
- Hub & spoke model funding
- Lack of IH support for transition planning of housing clients



2022-2025 STRATEGIC PLAN

*Envisioning
the
Future*

Robust, stable funding; form strategic partnerships for economic development

Increase visibility & involvement of LSCSS; encourage volunteerism by housing residents

Outreach programs; encourage volunteerism and involvement of housing residents

Ongoing policy & procedure updates; risk management

Culture of transparency; board oversight, not hands-on

Decrease workload, improve training, develop succession planning

Ambrosia as a wellness centre & community hub; service for new Canadians

Improve/expand: mental health, child & family, transportation

New building & Increase in staff, stable admin & leadership



Strategic Plan

The LSCSS board, management, and housing teams spend two days reviewing survey responses, evaluating what has been accomplished, completing a SWOT analysis and formulate new objectives.

The results are this plan for implementation.

Human Resources

We identified the resilience and caring ways of our staff and board as a major strength of the organization.

- Encourage a culture of empathy, efficiency, adaptability, humour and transparency across all sites **1**
- Team concept across staff, board and volunteers **1**
- Hold staff / board events **1**
- Review of financial responsibilities between board and staff **1**
- Recruit and retain staff **1**
- Lighten workloads and increase capacity of admin **1**
- Improved onboarding, training and orientation for board and staff **1**
- Competitive wages for excluded staff - collective agreement being negotiated **1**
- Explore, and where possible create and promote career opportunities **2**
- Wellness **2**
 - Promote/support work/life balance
 - Manage extended health costs
 - Safety, minimum injury, LTD
 - Workshops
 - Encourage physical fitness, gym, mental health
- Succession planning Staff & Board **2**
- Nominating Committee: **2**
 - Ensure a well informed and diverse representation including people who are familiar with Society's operations and have a good understanding of Board fiduciary responsibilities and time commitment.
 - Review bylaws for nominating committee appointments and eligibility.
- Volunteer appreciation events **2**

Asset Management

Our assets provide necessary services for our community and revenue to help us carry out our work.

- Ensure all housing communities are fully occupied **1**
- Assess Society's bankable equity and assets **1**
- Review investments for ROI **1**
- LSCSS move to Ambrosia **1**
 - Osyoos Credit Union office rent at Ambrosia
- 310 Veterans **2**
 - New uses / tenants
- Capital planning **2**
- Maintain Society reserves **2**
- Conduct housing needs assessment **2**
- Development of vacant lots **2**
- Strive to ensure that the Society's offices at Ambrosia are a community hub - welcoming a diversity of people, providing a diversity of services and resources, reducing stigma for those entering. **3**

Financial Health

Ongoing financial health is needed to allow us to remain a vital provider of services to our community.

- Revenue generation: **1**
 - Continue seeking donations
 - Continue grant applications while Covid monies are available
 - Establish rental revenue from 310 Veterans
 - Professional management of cash assets / investments
 - Keep up with market rental rates staying current with what is happening elsewhere
 - Ensure 100% occupancy
- Continue to maintain and seek long term contracts with housing ministries **1**
- Increase Society revenue streams and reserves: **1**
 - Admin revenue
 - Donations
 - Investments
 - Investigate social enterprise opportunities
- Maintain cash flow **2**
- Plan and host fundraising events **2**
- Increase capital assets **2**

Services & Programs

We will continue to provide services and programs that are community led and relevant to those we serve.

- Maintain adequate staffing **1**
- Inclusivity **1**
 - LGBTQ2 Community
 - Indigenous relations
 - New Canadian
- Child/family programming **2**
- Transportation **2**
- Mental Health **2**
 - Discussion groups and circles
- Child care **2**
- Commercial size kitchen to handle the food service plans and needs of the Society **2**
- Seniors **3**
- ESL and related outreach for new Canadians, visitors and foreign farm workers **3**

Administration

Due care and diligence will always guide our society in reducing risk, having clear and fair policies and managing information technology.

- Review, update & implement risk management: **1 2**
 - Systems
 - P & P
 - Risk assessment
- Security - physical & digital **1 2**
 - Staff turnover & security (keys, passwords)
 - More sophisticated IT management
 - Move to the cloud
- Refining / simplifying procedures for treasurer **1**
- Develop staff signing structure to reduce board involvement ie ED / financial officer **1**
- Emergency planning: **1**
 - Pandemics
 - Environment
- More involvement of accountant for quarterly financial review and report to board **2**
- Policy framework **2**
 - Society
 - Board
 - Operational
- Keep P & P up to date and annual review **2**
- Asset management system - housing, real estate **2**

Community

By actively seeking strategic alliances and integration of services we will create a community hub of support within our community.

- Clarify communication responsibility of board and staff **1**
- Develop advertising & marketing strategy with one person in charge: **1**
 - Reaching / finding clients who need / want services
 - Cohesive messaging
 - Communication with all local businesses
 - Newsletters
- Develop strategic partnerships **1**
 - Dedicated employee/needed resources and possible board support to develop partnerships
 - Including OneSky, SCH, ONSN, Village, Library, RDOS, USIB, Service orgs, LGBTQ2 community, Senior centre
- Events: **2**
 - Cultural fair
 - Open house & events - community welcome
- Encourage Society programs delivering service together ie tots / seniors **2**
- Support out of town service providers with local space **3**
- Look at partnerships for other housing: **3**
 - Mental health
 - Group homes

The Strategic Plan was developed with generous support from United Way BC Community Fund



Working with communities in BC's Interior, Lower Mainland, Central & Northern Vancouver Island



Strategic Priorities



Human Resources



Asset Management



Financial Health



Services & Programs



Administration



Community





We identified the resilience and caring ways of our staff and board as a major strength on the organization

Top Priorities

- Encourage a culture of empathy, efficiency, adaptability, humour, and transparency across all sites
- Cultivate a team concept across staff, board and volunteers
- Host staff & board events
- Review financial responsibilities between board & staff
- Recruit & retain staff
- Lighten workloads and increase capacity of administration
- Improve onboarding, training, and orientation for staff & board
- Competitive wages for all staff, collective agreement being renegotiated

Secondary Priorities

- Explore, and where possible, create career opportunities
- Wellness
 - Promote & Support Work-Life balance
 - Manage extended health costs
 - Safety, minimal injury, LTD
 - Workshops
 - Encourage physical fitness, gym, & mental health
- Succession planning for board & staff
- Nominating Committee:
 - Ensure well-informed and diverse representation, including people who are familiar with Society's operations and have a good understand of board fiduciary responsibilities and time commitment
 - Review bylaws for appointments and eligibility
- Volunteer appreciation events





Our assets provide necessary services for our community and revenue to help us carry out our work

Top Priorities

- Ensure all housing communities are fully occupied
- Assess Society's bankable equity & assets
- Review investments for ROI
- LSCSS admin move to Ambrosia
 - Osoyoos Credit Union rent at Ambrosia

Secondary Priorities

- 310 Veterans - new uses & tenants
 - Capital planning
 - Maintain Society reserves
 - Conduct housing needs assessment
 - Development of vacant lots
-
- Strive to ensure that the Society's offices at Ambrosia are a community hub - welcoming a diversity of people, providing a diversity of services and resources, reducing stigma for those entering.





Ongoing financial health is needed to allow us to remain a vital provider of services to our community

Top Priorities

- Revenue Generation:
 - Continue seeking donations
 - Continue grant applications while covid monies exist
 - Establish rental revenue for 310 Veterans
 - Professional management of cash assets & investments
 - Keep up with market rental rates, staying current with what is happening elsewhere
 - Ensure 100% occupancy
- Continue to maintain and seek long-term contracts with housing ministries
- Increasing Society revenue streams:
 - Admin revenue, donations, Investments, etc
 - Investigate social enterprise opportunities

Secondary Priorities

- Maintain cash flow
- Plan and host fundraising events
- Increase capital assets





We will continue to provide services and programs that are community led and relevant to those we serve

Top Priorities

- Maintain adequate staffing
- Inclusivity:
 - LGBTQ2 community
 - Indigenous relations
 - New Canadians

Secondary Priorities

- Child & Family programs
- Transportation
- Mental Health
 - Discussion groups & circles
- Child care
- Commercial size kitchen to handle the food services plans and needs of the Society

Also Important

- Seniors
- Support and outreach for new Canadians, visitors and foreign farm workers



Due care and diligence will always guide our Society in reducing risk, having clear and fair policies, and managing information technology

Top Priorities

- Refining/simplifying Treasurer procedures
- Develop staff signing structure to reduce board involvement (*i.e.* - *ED & Financial Officer*)
- Emergency planning:
 - Pandemics
 - Environmental

Secondary Priorities

- Review, update and implement risk management:
 - Systems
 - Policies & Procedures
 - Risk assessment
- Security & Digital :
 - Staff turnover & security (keys, passwords, etc)
 - More sophisticated IT management
 - Move to the cloud

Also Important

- More involvement of Accountant in quarterly financial review and report to the board
- Policy framework:
 - Society
 - Board
 - Operational
- Keep P&P update with annual review
- Asset management system - housing, real estate





By actively seeking strategic alliances and integration of services we will create a community hub of support within our community

Top Priorities

- Clarify communication responsibility of board & staff
- Develop advertising & marketing strategy with one person in charge:
 - Reaching/finding client who need/want services
 - Cohesive messaging
 - Communication with all local businesses
 - Newsletters
- Develop strategic partnerships:
 - Dedicated employee/needed resources and possible board support to develop partnerships
 - Including OneSky, BCH, OSNS, Village, Library, RDOS, LSIB, USIB, local Service Organizations, LGBTQ2 community, Senior Centre...

Secondary Priorities

- Events:
 - Cultural fair
 - Open house events - community welcome
- Encourage Society programs delivering services together (*i.e. tots/seniors*)

Also Important

- Support out of town service providers with local space
- Look at partnerships for other housing:
 - Mental health
 - Group Homes



Follow-Up

Now that the plan exists implementation, follow-up and reporting measurables become important.

Evaluating where we are will be an integral part of staff and board meetings going forward and part of the annual review.

