

Community Action & Engagement



RECOVERY, RESILIENCE & RENEWAL

ORGANIZATIONAL STRATEGIC PLAN 2023-2026



Sunshine Coast
Community Services
Caring since 1974

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FOREWORD

It is almost impossible to fully capture the diverse contributions made by so many as part of developing this 2023-25 Strategic Plan. Over the course of several months in 2022, Sunshine Coast Community Services Board Directors, staff from all programs and external voices offered suggestions and innovative ideas on how to build on the impact we've had in supporting our community's most vulnerable.

These voices also emphasized the resilience demonstrated by our people during the pandemic and shifting environment as we emerge from the more visible aspects of COVID-19. Housing, food security, mental health, inflation and labour shortages are a few of the key challenges we are faced with. While the 2023-25 Strategic Plan does not purport to solve all of these, it does provide a strong roadmap and focus to prioritize our efforts and investments, building clearly on the prior plans and actions already in place.

We would like to thank everyone who contributed to creating this plan - directly and indirectly. We believe it is a strong reflection of the passion and commitment shown everyday by our staff and volunteers. Working together, we will continue to make a difference now and for years to come.



A handwritten signature in blue ink, consisting of a stylized 'J' followed by a horizontal line.

Jason Winkler
President, Board of Directors



A handwritten signature in blue ink, featuring a stylized 'C' and 'L'.

Catherine Leach
Executive Director, SCCSS



EXECUTIVE SUMMARY

This section provides a brief synopsis of the Strategic Plan developed by the Sunshine Coast Community Services Society (SCCSS) in 2022 to guide its work for the next three years, a time of recovery and readiness for change. The planning process to create it was informed by deep organizational listening, a community survey and research on global and local conditions.

The plan is grounded in our commitment to the vision and mission articulated five years ago and the values that inspire all aspects of our work. The Strategic Directions and Strategic Objectives were identified specifically to demonstrate our deep commitment to our people, community and the opportunities ahead created by our new building.

OUR VISION

Our work is based on a vision of an engaged, healthy and thriving Coast.

OUR MISSION

We contribute to the achievement of this vision by fostering social equity on the Sunshine Coast by creating opportunities for people to achieve their full potential.

OUR VALUES

Our work and this plan are most importantly values-based. While our Board and staff work from a broad foundation of personal and professional values, the following values highlight our organizational focus:

- Interdependence
- Diversity
- Compassion
- Respect
- Social Justice

OUR STRATEGIC DIRECTIONS

The Strategic Directions that guide us for the next 3 years shine a light on 'growth' of SCCSS's biggest asset – our people – and support the organization to learn its way into the transformation anticipated with the new building. They also highlight what is needed to support programs and clients to find their footing as the community as a whole prepares for a post pandemic time. And ultimately, the plan anticipates community needs that might emerge in the transition to the new building in three years time.

Honouring our people

STRATEGIC
DIRECTION

1

Strategic Objectives

- 1.1 Develop a sustainable staffing model
- 1.2 Create capacity to assess the impact of change on our people
- 1.3 Grow organizational compassionate listening capacity
- 1.4 Expand opportunities for input into decision-making

Stewardship of the new building development process

STRATEGIC
DIRECTION

2

Strategic Objectives

- 2.1 Develop and execute a plan for a positive, efficient and sustainable transition to the new building
- 2.2 Foster open and regular dialogue and communication with all stakeholders
- 2.3 Mark our transitions through ceremony and acknowledge and celebrate our contribution to our communities.
- 2.4 Foster community engagement in program planning for the new building

Innovation from strength

STRATEGIC
DIRECTION

3

Strategic Objectives

- 3.1 Innovate in response to opportunities that emerge in the design phase
- 3.2 Support co-learning among board and staff members to deepen understanding of our core work
- 3.3 Deepen capacity for cross program collaboration
- 3.4 Apply innovative solutions to enhance communication and organizational efficiency

Leveraging leadership to support social justice

STRATEGIC
DIRECTION

4

Strategic Objectives

- 4.1 Deepen relationships and foster partnerships with the shíshálh Nation
- 4.2 Embed diversity and inclusion
- 4.3 Develop capacity to link a social justice lens to our work
- 4.4 Promote the role of multisectoral collaboration in fostering systemic change
- 4.5 Enhance resilience amongst people we serve
- 4.6 Engage board members in building external relationships

Further detail on the intentions behind each Strategic Direction is provided on pages 18-19.



THIS PLAN

With intention and focus, this plan sets forth the direction of the Sunshine Coast Community Services Society (SCCSS) for the next three years, a time of recovery and readiness for change. SCCSS is a community-based organization that has been providing services for people on the Sunshine Coast since 1974. With a history as a caring, committed and flexible non-government organization overseen by a volunteer board of directors, SCCSS employs more than 85+ professional staff and works with 175+ volunteers. We provide services through more than 30 programs all along the Coast in four key areas: Community Action and Engagement; Together Against Violence; Child and Family Counselling; and Family, Youth and Children's Services.

This plan represents a strategic reset informed by deep learning through organizational listening and research on local and global conditions. The plan demonstrates a capacity to learn from the challenges faced during the pandemic, be transformed by it and strengthen our organizational capacity for sustainable resiliency practices.

This document begins with an overview of the planning process undertaken. A summary of what was learned through the process is then presented. The elements of our previous plan that continue to inspire us - Vision, Mission and Values - are outlined. The Strategic Directions and Strategic Actions for the next three years discerned through this rich process are then introduced.

PLANNING PROCESS

In April 2022, SCCSS set out to create a three-year plan to learn from the pandemic experience and deepen organizational capacity for sustainable resiliency practices. Recognizing a need for a reset at this time, we wanted to reflect on what has been learned and explore how best to address organizational stress, support staff resiliency and ensure organizational sustainability.

The planning process was designed to take best advantage of the deep professional experience of our people and our organizational culture which centres on supportive relationships, safe connections, and trauma-informed, strengths-based practices. The intention of the process was to create a transitional plan focusing on pandemic recovery while beginning a purposeful conversation about plans to move to the new building.



The process intentionally placed the greatest weight on the needs of our people at this time and their experience of the community needs. The planning process involved pre-planning dialogue with a board/staff strategic planning committee, listening sessions with Board members, Senior Leadership Team (SLT) and staff, a community survey, a review of external conditions, and a strategic planning workshop for both Board members and the SLT. A fulsome community engaged planning process will be undertaken in three years once we are in the new building.

STRATEGIC PLANNING COMMITTEE

Composed of both Board, SLT and staff representatives, the Strategic Planning Committee gave overall direction to the process. The membership of the Committee is outlined in *Appendix 1*.

The Committee invited Dr. Kathleen Coyne, the consultant who had assisted with the previous planning process, to submit a proposal. On receipt of the proposal, the Committee reviewed it, asked for changes and approved the process. They reviewed all information gathering processes and tools. Committee members who are also Board members reported regularly to the Board on the progress of the planning process, as did senior leadership representatives and staff. The Executive Director and Strategic Planning Committee reviewed drafts of the plan prior to presentation to the Board of Directors.

LISTENING TO OUR PEOPLE

In order to ground the plan in the experience of our people – both staff, leadership and board members – the planning process started with a deep organizational learning process. We wanted particularly to better understand the impact of the last three years on our people, hear from them ideas of how we can best recover from this difficult time and identify organizational support needed to make the move to our new building a positive, energizing experience.

To support this in a consistent way, we set out to further strengthen our capacity for listening. A Compassionate Listening Workshop was held for senior staff and Board members who volunteered to be listeners. The listeners then offered individual 30-minute listening sessions to their colleagues to give them opportunities to talk about their experiences in the past few years, express their feelings and values and offer ideas of how to move forward in a good way. All staff and Board members were offered the opportunity to sign up with a ‘listener’ and the majority participated in this opportunity.

Every time I walked away from a listening session I was awed by people's commitment, passion, compassion and resourcefulness. I felt inspired and it enlivened my desire to learn more.

STAFF LISTENER

COMMUNITY RESEARCH

Community research involved an overview of current demographic data and a partner survey. The community survey was undertaken to provide an opportunity for our partners to express their thoughts about the needs of the community. The survey was sent to approximately 50



representatives of partner organizations. It invited open ended responses about community strengths and vulnerabilities, ways SCCSS can support community recovery and opportunities for partnerships. The response rate was about 20 percent, a rate typical for an online survey. The results were summarized and sent to the Board and SLT prior to the Strategic Planning Workshop. A copy of the survey is provided in *Appendix 2*.

SCAN OF LOCAL AND GLOBAL ENVIRONMENT

A review of local child and youth development indices and Statistics Canada data on the impact of the pandemic on the socioeconomic conditions in our country was undertaken. An Internet search of issues specific to the sector was also conducted, as well as an exploration of ways to support recovery in communities and organizations.

STRATEGIC PLANNING WORKSHOP

A full day planning workshop was held on October 26, 2022 attended by Board members, the Senior Leadership Team and two representatives of the Compassionate Listeners group. Prior to the workshop, attendees received summaries of the findings of the listening sessions and the community survey. The session included an in-depth presentation on the Compassionate Listening sessions held with all staff. A brainstorming of current local and global conditions provided the foundation for subsequent research.

SLT and Board members participated in World Café style discussions on key elements of organizational development. This was followed by a process to identify and prioritize Strategic Directions. The Strategic Actions were drawn from the results of the discussions as well as the analysis of other information gathered.

FINALIZING THE PLAN

The Board of Directors reviewed the plan in detail in December and approved the final version in January 2023. The Plan was then operationalized by the Executive Director and SLT with the development of a Business Plan and Monitoring and Reporting Plan.



WHAT WE LEARNED

This section summarizes the learnings from the three different stages of the research process. It highlights a convergence of the experiences of our people with the conditions in communities locally and around the world. It gives clear insight into the directions needed within our organization and community.

LEARNING FROM OUR PEOPLE

Overall, our listening sessions and ongoing commitment to listening to our people yielded new knowledge and deepened our relationships. As one listener expressed it “I have been here for over 30 years but I learned so much from my colleagues by listening in this way.” This learning can be grouped in three categories: pandemic recovery, move to the new building and organizational resiliency.

Pandemic Recovery

One thing we learned through this process is that staff generally feel gratitude and appreciation for the support they received through these past three difficult years. Board members honored the Senior Leadership Team for its full-on commitment to supporting staff during this difficult time. Many staff noted that they felt valued in their work and that the importance of their work to the community was validated. It is clear that the approach followed over the past two years fostered organizational strength and resilience during a very challenging time globally.

Having the program open allowed staff to see how important the program is in times of isolation and disconnection. But most importantly this experience showed that, in a time of crisis, SCCSS paid attention to the connection of work life and personal life allowing for a sustainable response to what was happening.

LISTENING SESSION REPORT



Equally, however, our staff and Board members also felt overwhelmed by the enormity of the situation and powerless, vulnerable and sometimes isolated. The pandemic placed significant stress on clients and staff alike including fear about the risks of illness and potential loss of income, social isolation from day to day supports and concern about the increased care needs of family members including children and elders. The implementation of COVID 19 health measures resulted in important changes in how SCCSS offered its support to the community. The need for services continued but how the services were delivered changed. The process to do so was time consuming and complex.

Staff members had to work from home while their family members were also working or going to school from home, adding additional family responsibilities. The uncertainty of the time was very stressful for staff members and their families as it was for their clients. Adding to these challenges was a significant cost of living increase which continues to the present.

While protocols created to respond to health protocols were good, they also created some confusion. It was difficult to balance the volume of work that had to be done with the processes needed to achieve agreement on how best to do the work during this complex time. Some staff members felt disconnected and were concerned that they were not receiving all the information they needed to do their jobs fully. They described gaps in information flow and in how staff and clients interacted with our systems, process and procedures.

Now, transitioning from working at home to working in the office is also creating challenges.

New Building

What staff members shared when asked about their feelings about moving can be summarized as 'extreme excitement' in terms of what it can do for the organization and what it can do for the community. There is a belief that the new space will allow for greater connection and deeper relationships between colleagues and programs.

That said, there is also uncertainty about when it will happen, how it will happen and how it will impact programs. Essentially, there is discomfort with not knowing. In particular, staff members wondered if some programs might be lost in the shuffle and how programs offered in different geographic locations will be supported. Some worry that programs will be more



at arms length, others that the timeline will affect their ability to serve their clients in the best way possible. Others expressed concern about the impact on other programs of SCCSS being in the housing business.

Staff expressed a need for relationship building to support healing of the trauma of isolation and pressures the pandemic placed on internal relationships. Staff also stressed the need for more communication about the move and support to be provided for the move. They are excited about the possibilities for new technology in the new building and stress the importance of technology training to ensure everyone has full access.

Board members embraced the excitement of the new building along with a desire to ensure that housing is a priority congruent with values of social equity. There was also some anxiety regarding the success of fundraising to date and our readiness for making the building a reality. Board members involved in the listening sessions indicated that they would like to learn more about our programs and be able to articulate how programs relate to the SCCSS mission and core values. Related to this, Board members would like to know how SCCSS measures program impact and identifies top priorities.

They would like to play a leadership role in recognizing individual and group efforts within the organization. They seek to promote visibility of the organization as a leader in social reform and as a model for other organizations.

This was also supported in the listening sessions with staff who highlighted the extent to which opportunities arise when there is collaborative creativity internally and with external partners.

Organizational Resilience

It is clear that the approach followed over the past two years fostered organizational strength and resilience during a very globally challenging time. The things that the organization did that were identified as supporting organizational strength and resilience include:



- SLT efforts to keep people connected
- our focus on letting staff know that they are valued
- our commitment to clear organizational values
- acknowledgement of the organization's role in and responsibility to the community
- the structure of the work provided a life raft for staff
- new opportunities emerged when changes happened; and
- the new building tethered people in a feeling of hope.

The strengths give guidance on what to do more of as we continue to plan for an uncertain time. Some specific suggestions for how SCCSS can support recovery include:

- articulate respect and acceptance for divergent views within the organization
- foster empathy and understanding for those who are apprehensive about the anticipated organizational changes
- rebuild relationships strained by the trauma of isolation and pressures of the pandemic
- implement systemic changes that better support staff in their work with clients; and
- generate greater clarity in the flow of organizational information.

These suggestions strongly resonate with what was learned about pandemic recovery more globally.

COVID has helped us become better, let go of the bad and look to the good.

BOARD MEMBER

COMMUNITY RESEARCH

SCCSS serves a large geographic region with a dispersed population of 32,000 people living along a 100 km strip of Coastline. In recent years, the demographics of the community have changed, with many retired people moving to the area and the proportion of youth under 25 years of age decreasing.

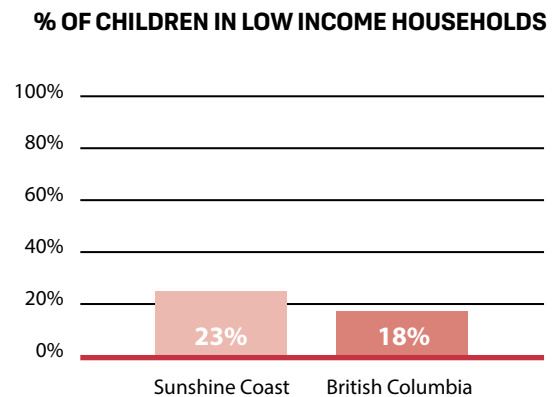
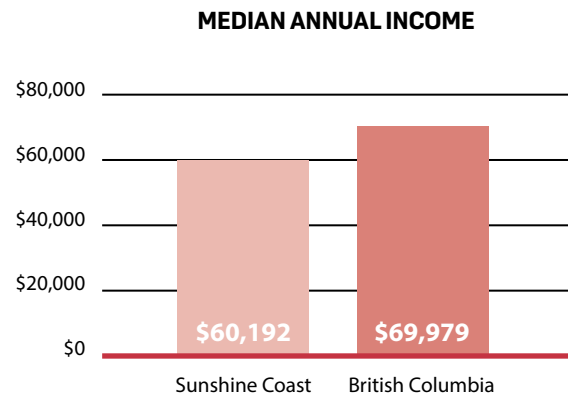
The median income of the people living on the Coast (\$60,192) is significantly lower than that for British Columbia as a whole (\$69,979). Particularly significant to our work is the rate of child poverty. Again, significantly more children per capita live in low-income households on the Coast than in British Columbia as a whole.

Locally, housing availability and affordability continue to stress people of all income levels. The 2021 Poverty Reduction Strategy indicated that Sechelt ranked third in Canada for residents spending more than half their income on rent. Homelessness increased by 40 percent from 2018 to 2020. The waiting lists for housing at that time included 300 seniors for 150 seniors housing units and 100 applicants for 40 new supportive housing units.

Despite these local challenges, we also live in a community that is marked by strength and resiliency. Community survey respondents noted that our communities are resilient, creative, compassionate and innovative. Volunteerism is high. Where community-wide solutions are needed, organizations and businesses collaborate and work together to support each other and find collective solutions.

The most frequently noted vulnerability during the pandemic was access to housing. The dramatic increase in cost of home ownership and the limited availability and cost of rental housing made living on the Coast unsustainable for many people. Some respondents specifically noted that there is a lack of supportive housing and resources for people with mental health and addictions issues. Social isolation and food insecurity for seniors and people with disabilities were also highlighted.

However, respondents also indicated that information about what does exist is limited. Specifically, they indicated that the public has a very limited awareness of SCCSS and the services we offer. They suggested that community wide communication about our work should be strengthened.





SCAN OF LOCAL AND GLOBAL ENVIRONMENT

Undoubtedly, we are planning within a rapidly changing socio-economic environment. The last three years have been a time of unprecedented change globally, nationally, provincially and locally. Although the changes are interconnected, a review of the following key areas of change have implications for this planning process: economic uncertainty, political conflict, climate change and community wellness and social cohesion.

Economic Uncertainty

Economic uncertainty will undoubtedly affect poverty levels, the costs of providing services, cost of living for our staff and our capacity to generate funds to support programs. In 2022, the cost of living in Canada increased by 6.9 percent. Consumer inflation is at a 30-year high and has outpaced wage growth. Housing costs play a big role as the cost of home ownership increased dramatically during the pandemic. Similarly, the cost of a tank of gas is very high and volatile. The cost of basic groceries is also at an all time high.

Volatility remains in the labour market as well. Although there were many people who lost employment because of the pandemic, employment levels have essentially returned to pre-pandemic levels. However, Statistics Canada advises that labour market imbalances will persist as employers and workers continue to adjust.

There is a high demand for workers as job vacancies in the third quarter rose over 60% compared with pre-pandemic levels, reflecting increases in all provinces and most industrial sectors. However, the lasting impacts of the pandemic on work are likely to exacerbate existing inequalities.

The economic uncertainty is disproportionately impacting vulnerable groups. Lockdown measures earlier in the pandemic had a higher impact on newcomers and many Canadians in racialized communities who are more likely to work in high-contact settings. As well, although job recovery strengthened for many diverse groups in the second half of 2021, there

were impacts on job quality that are important to consider. In January 2022, members of groups designated as visible minorities were more likely than those who did not identify as a visible minority to report that they were planning to leave their job in the next 12 months, and to cite low pay as their main reason for doing so.



The pandemic also impacted job satisfaction. A survey by Ottawa-based Abacus Data found that 34 per cent of employed Canadians feel “burned out.” People forced from their jobs in certain sectors began to rethink whether they are compensated fairly, whether it’s meaningful and fulfilling work and whether certain types of jobs are more stressful and not really worth it. Many people are re-thinking their lives and where and how they want to work.

On the Sunshine Coast the situation is very similar but exacerbated by the high cost of housing and limited access to quality child care.

Climate Change

Clearly, climate change is on people’s minds and particularly causing stress amongst youth. While environmental catastrophes are now common occurrences around the world, they have hit British Columbia particularly hard in the last four years.

Several interior communities have burned down completely. Two interior communities were devastated by flooding in 2021. Large swaths of agricultural land were submerged in floodwaters and production capacity significantly impacted. Forest fires and corresponding air quality changes affect every community in British Columbia each summer, particularly here on the Coast, on the receiving end of smoke from the North, South and East as well as local forest fires. Much of the Sunshine Coast is under water restrictions for long periods. There is no doubt; climate change is impacting us where we live. Now more than ever, there is a need for emergency preparedness at all levels.

Political Conflict

National issues that could change our capacity to serve our community include political uncertainty and deep political divides among Canadians. In particular, protests against pandemic restrictions and responses to these protests indicate growing divisions among Canadians. Police-reported hate crimes have increased by 37 percent and anecdotal reports of abusive behavior on the part of members of the general public continue to occur.

With the possibility of a change of government in three years comes the possibility of changing social and environment priorities. Global conflict may compel us to offer safety and security to those fleeing war conditions in their home countries. But deep partisan divides make it more challenging for governments to work together to address these issues.

Community Wellness and Social Cohesion

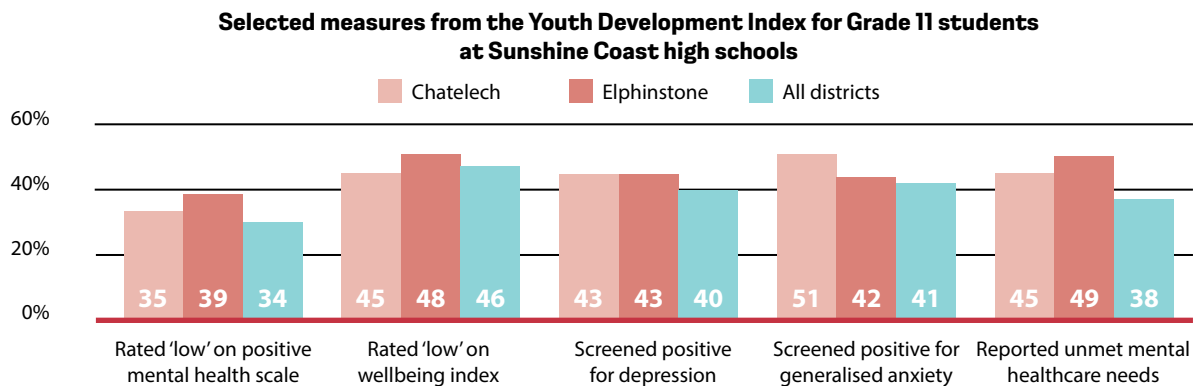
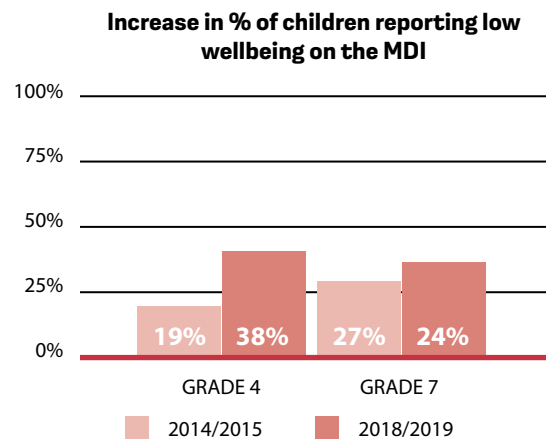
The past three years have also had an unprecedented impact on public health and social cohesion and these impacts are likely to be felt for some time. Although many health measures have now been discontinued the impact on the health care system continues to be high.

Screening and treatment for various illnesses have been delayed resulting in increase in numbers and severity of illness in the future. Although there is limited data on our collective health status and social connectedness at this stage in the pandemic, there is evidence that mental health levels have not recovered to pre-pandemic levels. A 2021 British Columbia Nurses Union report indicated that: "A staggering 82% of nurses reported their mental health had worsened since the pandemic, and 65% said their physical health had declined." A recent report by the BCCDC on the Impacts of the pandemic on youth advises that:

The immediate adverse effects of COVID-19-related response measures on young adult health and well-being, and on the social determinants of health, are increasingly evident in survey findings from BC and Canada. These data forecast serious challenges that need to be addressed to prevent unintended long-term consequences of COVID-19 for young adults and our broader society.

At a local level the mental health status of school age children has been lower than in other school districts for some time. The MDI middle years Development Index shows that the percent of children on the Sunshine Coast reporting low wellbeing in Grade 4 and Grade 7 increased from 2014/2015 to 2018/2019 by 19 percent and 7 percent respectively.

Similarly, the YDI youth development index reports for Elphinstone and Chatelech 2021/2022 shows that Grade 11 students on the Sunshine Coast are more likely than those in other communities to experience unmet mental health care needs.



At a community-wide level, there has been a significant increase in opioid related overdoses and deaths since the pandemic began. However, services to meet these growing needs have not expanded to match this need. Community and government agencies responsible for youth mental health indicate that staff shortages have impacted their ability to carry full case loads. They attribute the shortages to being unable to fill positions because interested qualified staff are unable to secure affordable housing and childcare on the Coast.

A January 2022 article in the Globe and Mail cited a senior labour leader as suggesting that “rebuilding cohesion between workers, employers and state governments will last years after COVID 19 brutally exposed societal rifts and inequalities.” What is needed is a way to rebuild trust and inclusion of everyone. A McKinsey 2021 Business Report advises that organizations make a concerted effort to retain staff by investing in a fulfilling employment experience and meeting new expectations of autonomy and flexibility.



LINKING THIS LEARNING TO OUR PLAN

So, what does all this mean for this strategic planning cycle? Some general conclusions that can be drawn are that economic and social volatility will continue for some time. Our people will continue to be impacted and we want to be there for them. An organization that will be well positioned to attract and retain staff is one that is responsive and that focuses on building trust and supporting dialogue. Services that SCCSS provides are much in need as the community rebuilds its capacity for connectedness. SCCSS's longstanding focus on food sustainability and emergency support to those experiencing trauma, particularly women and children, will need to be enhanced by more investment in housing, mental health and prevention.

Our new building will allow us to respond fulsomely to these needs. Our commitment to focus on inclusion, equity and social justice will contribute significantly to addressing the inequality that has existed for some time but laid bare by pandemic conditions.

The plan that follows highlights how we will strategically put these principles into action.



GROUNDING IN OUR COMMITMENT

We intend to respond to the issues identified with a clear grounding in our values. This plan re-affirms our commitment to the vision and mission articulated five years ago and the values that inspire us in all aspects of our work. The existing vision, mission and values have currency and robustness to guide us through the next three years. The values were particularly honoured in listening sessions where Board members, SLT and staff alike spoke of how the values provided a strong foundation to support them through the past three years.

OUR VISION

Our work is based on a vision of:

An engaged, healthy and thriving Coast.

OUR MISSION

We contribute to the achievement of this vision by:

Fostering social equity on the Sunshine Coast by creating opportunities for people to achieve their full potential.



OUR VALUES

Our work and this plan are most importantly values-based. While our Board and staff work from a broad foundation of personal and professional values, the following values highlight our organizational focus.

INTERDEPENDENCE

We recognize that our wellbeing is connected with the wellbeing of others and with our natural environment.

COMPASSION

We intentionally nurture individual and collective well-being, belonging and contribution.



SOCIAL JUSTICE

We believe everyone should have equitable access to community resources and opportunities.

DIVERSITY

We acknowledge and honour the fundamental value and dignity of all individuals.

RESPECT

We believe respect is the foundation for our relationship with each other and with the land.

STRATEGIC DIRECTIONS

The Strategic Directions developed through this process to guide us for the next 3 years shines a light on the 'growth' of SCCSS's biggest asset – our people – and supports the organization to learn its way into the transformation anticipated with the new building. They also highlight what is needed to support programs and clients to find their footing as the community as a whole prepares for a post pandemic time. And ultimately, the plan anticipates community needs that might emerge in the transition to the new building in three years time.

1

STRATEGIC DIRECTION: HONOURING OUR PEOPLE

SCCSS intends to maintain its focus on the people who make us who we are. We are aware of the additional stress our staff have felt over the past 2.5 years and have endeavoured to reinforce our sustained commitment to their success and well-being. We have made significant strides in recent years in bringing wages in line with the labour market, however, we recognize that there is still work to do with this. In these next three years, we will build on this commitment by further embedding our values at every level of our human resource management processes. Clearly, the success of each staff member is the success of all and, when viewed in this way, is visible in our organizational culture and reflected in services to our participants.

Strategic Objectives

- 1.1 Develop a sustainable staffing model
- 1.2 Create capacity to assess the impact of change on our people
- 1.3 Grow organizational compassionate listening capacity
- 1.4 Expand opportunities for input into decision-making

Delivering on this Strategic Direction will help ensure we have the human resource capabilities and capacity to support the immediate and urgent needs of the most vulnerable in our community. In addition, these strategies help foster resilience and strengths to adapt to new demands and unanticipated challenges. Having the right people at the right time is essential to SCCSS's mission.

2

STRATEGIC DIRECTION: STEWARDSHIP OF THE NEW BUILDING DEVELOPMENT PROCESS

Our Board and staff are very excited about the possibilities that are emerging as we anticipate our move to a larger, more purpose-built space. We especially want to ensure that the process of moving is efficient, transparent and aligned with our values.

Strategic Objectives

- 2.1 Develop and execute a plan for a positive, efficient and sustainable transition to the new building
- 2.2 Foster open and regular dialogue and communication with all stakeholders
- 2.3 Mark our transitions through ceremony and acknowledge and celebrate our contribution to our communities.
- 2.4 Foster community engagement in program planning for the new building



The key outcome of this Strategic Direction is sufficient space that was designed specifically for our programs and that expands our capacity to serve our communities. However, there are qualitative outcomes as well. Specifically, we will know that this Strategic Direction is fully achieved when all stakeholders are engaged in an inclusive and celebratory transition process.



STRATEGIC DIRECTION: INNOVATION FROM STRENGTH

It is clear that the approach followed over the past two years fostered organizational strength and resilience during a very globally challenging time. The listening sessions underscored the importance of honouring the quality of our programs and particularly maintaining the friendliness and small town feel of many programs. We intend to build from these strengths with a readiness to respond to opportunities that emerge and proactively position SCCSS to meet future community needs.

Strategic Objectives

- 3.1 Innovate in response to opportunities that emerge in the design phase
- 3.2 Support co-learning among board and staff members to deepen understanding of our core work
- 3.3 Deepen capacity for cross program collaboration
- 3.4 Apply innovative solutions to enhance communication and organizational efficiency

Delivering on this Strategic Direction signals our confidence in our people and responds to the organizational desire for more opportunities for creativity and collaboration. Fulfilment of these objectives will result in integrated programs and enriched work environments.



STRATEGIC DIRECTION: LEVERAGING LEADERSHIP TO SUPPORT SOCIAL JUSTICE

SCCSS is in the unique position of having a key leadership role in the community, deep program knowledge of social justice and many staff members with lived experiences of the issues our community faces. Clearly, inclusion is our journey. In this three-year re-set period, we will leverage our skills, experience and relationships to be intentional about developing a deeper understanding of diversity and inclusion internally and promoting social justice throughout the community.

Strategic Objectives

- 4.1 Deepen relationships and foster partnerships with the shíshálh Nation
- 4.2 Embed diversity and inclusion
- 4.3 Develop capacity to link a social justice lens to our work
- 4.4 Promote the role of multisectoral collaboration in fostering systemic change
- 4.5 Enhance resilience amongst people we serve
- 4.6 Engage board members in building external relationships

SCCSS has a leadership responsibility as the largest social service agency on the Coast. First and foremost, fulfillment of this Strategic Direction will result in SCCSS being more active in reconciliation activities on the Coast. Our knowledge of individual and collective resiliency practices will be woven throughout our programs. Overall, we will come to know ourselves by the depth of our understanding of and commitment to diversity and inclusion.

WHAT WILL BE DIFFERENT?

SCCSS and our entire community has come through a very difficult time over the past three years. There is still economic and social uncertainty ahead. The Strategic Directions and Objectives outlined in this plan mean that we go into the next three years strengthened by what we have learned, experienced in supporting resiliency and recommitted to our values and what we offer. The new building means that we can expand our readiness to serve our communities in creative and responsive ways. The SLT and staff will identify tangible action to fulfill each objective and regularly monitor our collective progress. With the Board, SLT and staff working together as one, we expect to be so much closer to our collective vision of:

“An engaged, healthy and thriving Coast.”

APPENDIX 1 STRATEGIC PLANNING COMMITTEE MEMBERSHIP

Linda Wortman, Board Member

Penny Stewart, Board Member

Catherine Leach, Executive Director


Petra Haas, Finance Director

Lynn Mackay, Director Clinical Supervision and Program Evaluation

Andrea Hobbs, Volunteer Coordinator

APPENDIX 2 COMMUNITY SURVEY

Please **CLICK HERE** for a copy of the survey, or see copy attached to the printed version.



Every year, we support our Sunshine Coast community members through our programs and services:

Community Action & Engagement

- Arrowhead Clubhouse
- Better at Home
- Client Navigator
- Community Services Thrift Store
- Food Bank
- Keeping People Housed
- Legacy Housing
- Volunteer Program

Together Against Violence

- Thyme Second Stage Program
- Yew Transition House
- Women's Counselling
- Community Based Victim Services (CBVS)
- CBVS Youth Outreach
- Police Based Victim Services
- Women's Outreach Program

Family, Youth & Children's Services

Youth

- Youth in Transition
- Youth Outreach

Support Services

- Supported Services to Children
- Circle of Support
- Kids in Motion

Early Intervention

- Infant Development Program
- Physiotherapy Services
- Supported Child Development Program

Family Resources Programs

- Bellies and Babies
- Child Care Resources & Referrals (CCRR)
- Parent-Tot Drop-In
- Perinatal Substance Use Support

Child and Family Counselling

PEACE

- Sexual Abuse Intervention Program (SAIP)
- Community Mental Health Services (CMHP)
- Family Preservation and Reunification
- Family Support Services



Email info@sccss.ca

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Learn about our milestone community project Building Together, and how you can help make a difference.



buildingtogether-sccss.ca