

# Smithers Community Services Association



## Strategic Plan 2023 to 2026



*Prepared by Best HR Consulting*

# Our Vision, Mission, and Values

## Our Vision

To create a diverse and inclusive community where every individual is embraced and empowered.

## Our Mission

We are dedicated to cultivating safe and inspiring environments, that promote community service and Reconciliation. We strive to enrich the lives of individuals from all walks of life, fostering a brighter future for everyone.

## Our Values



We are passionate about ensuring everyone has access to safe, affordable, and dignified housing. We work to address housing challenges, advocate for equitable policies, create sustainable solutions, and provide complimentary services that enhance quality of life.



We are committed to promoting fairness and justice in all aspects of our work. We strive to eliminate systemic barriers and create equal opportunities. We actively seek out and embrace diversity in all its forms, fostering an environment that values and celebrates unique contributions.



We are unwavering in our commitment to honesty, transparency, and ethical conduct in everything we do. We hold ourselves accountable to the highest standards of integrity, ensuring that our actions align with our words.



We strive for fair application in our employment practices, workplace culture, programs, policies and staff relationships with equity-seeking clients or marginalized community groups.



We work collaboratively and seek to engage First Nations and Indigenous persons as partners and rights holders in the decision-making process, fostering meaningful dialogue and decolonization.



We embrace a culture of continuous improvement and creative thinking. We are passionate about finding new and better ways to solve problems, drive progress, and make positive ongoing impacts in the community.



We lead by example, demonstrating trauma-informed principles in our own behaviour and fostering a culture of empathy, safety, and trust within our organization.

## Our Strategic Focus and Principles

### Four Strategic Pillars



### Key Operating Principles



## Strategy # 1: Human Relations

### Goals

- 1.1 • Foster a supportive environment where staff can voice concerns and challenges.
- 1.2 • Ensure a fair and competitive hiring process with a clear compensation strategy.
- 1.3 • Conduct annual performance review with feedback and opportunities for growth.
- 1.4 • Follow well-defined policies and procedures to benefit staff and clients.
- 1.5 • Ensure information flow and share access among managers.
- 1.6 • Review and explore opportunities to increase a competitive benefit package.
- 1.7 • Review existing and develop an effective and efficient HR system.
- 1.8 • Enhance the leadership team and internal succession planning through training and coaching.
- 1.9 • Explore and accommodate flexible work schedules for remote situations.
- 1.10 • Develop a recognition and appreciation program for volunteer and staff contributions.
- 1.11 • Diversify internal communication channels through feedback loops.
- 1.12 • Provide employee assistance programs with counseling and resources.
- 1.13 • Organize wellness activities and events to promote health and balance.
- 1.14 • Lead a peer support network and mentoring program.
- 1.15 • Pursue ongoing learning and development on diversity, equity and inclusion topics and issues.

### Outcomes

- *Strengthened internal communication and processes.*
- *Implement empathic leadership model and follow human resources best practices.*
- *Enhanced employee engagement and benefits, and stronger, positive Workplace Culture.*



## Strategy # 2: Community Engagement

### Goals

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2.1

- Ensure an open-door policy for all staff, clients and community members.

2.2

- Cultivate a diverse staff, board, volunteers, and clients to represent the community.

2.3

- Practice and promote culturally responsive and anti-oppressive practices and programs.

2.4

- Pursue ongoing learning and development on diversity, equity, inclusion and decolonization topics and issues at the community level

2.5

- Increase SCSA visibility in the community through expanded Board and staff engagement.

2.6

- Increase community advocacy role in various areas including housing and homelessness.

2.7

- Enhance branding power through events, social media, website presence, and Public Relations.

### Outcomes

- Collaborative engagement with local Nations and support of Indigenous peoples.
- Increased diversity within staff, Board, and volunteers.
- Stronger knowledge, understanding and empathic support of marginalized and diverse groups.

## Strategy # 3: Sustainable Growth

### Goals

3.1

- Expand services to surrounding rural areas.

3.2

- Focus on leadership within the sector and expanding potential housing projects.

3.3

- Renovate existing spaces to provide more shared space that adds value to programs and clients.

3.4

- Create networking and mentoring opportunities with industry experts.

3.5

- Enhance and expand volunteer programs and opportunities for community involvement.

3.6

- Update the website to meet the needs of the agency and all agency programs.

3.7

- Implement a comprehensive CRM for property management.

3.8

- Provide information and collaborate with organizations providing funding sources and financial literacy training.

3.9

- Promote media arts as a tool for digital storytelling and expression.

3.10

- Collaborate with community settlement services and career development organizations.

### Outcomes

- *Enriched and expanded program offerings and delivery through internal and external collaborations.*
- *Diversified financial sustainability.*
- *Updated website, information, and program accessibility.*

## Strategy # 4: Service Value

### Goals

- 4.1 • Offer a comprehensive referral system for diverse needs that adapts with growth
- 4.2 • Expand services to surrounding rural areas.
- 4.3 • Handle special cases and requests with respect and confidentiality.
- 4.4 • Make information about the selection process for housing publicly accessible.
- 4.5 • Implement client feedback and evaluation system to measure satisfaction and impact.
- 4.6 • Respond and adapt program design to meet changing needs and interests.
- 4.7 • Apply quality assurance and improvement process to ensure excellence and accountability.
- 4.8 • Build and expand on strategic alliances with social housing.
- 4.9 • Enhance digital literacy through training.
- 4.10 • Expand engagement with potential and existing tenants.
- 4.11 • Explore opportunities for different avenues of internal and external digital communication.
- 4.12 • Assess the current IT infrastructure and update data management for digitization.

### Outcomes

- *Updated organizational technology practices.*
- *Strengthened internal and external communication through technological updates.*
- *Enhanced service quality and delivery.*