

# **INTERIOR COMMUNITY SERVICES**

## **3-YEAR STRATEGIC PLAN**

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# INTERIOR COMMUNITY SERVICES

## 3-Year Strategic Plan

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**Strategic Goal #1:** To create a cutting edge system to deliver high quality services to individuals and families; services that are accessible and reflect the diversity of our clients' needs..... Error! Bookmark not defined.

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## **MISSION**

Interior Community Services (ICS) enriches the lives of individuals and families by providing integrated family support, individual life skills development and safe nurturing home environments designed to assist people to live to their potential in the community.

## **VISION**

ICS is an organization that:

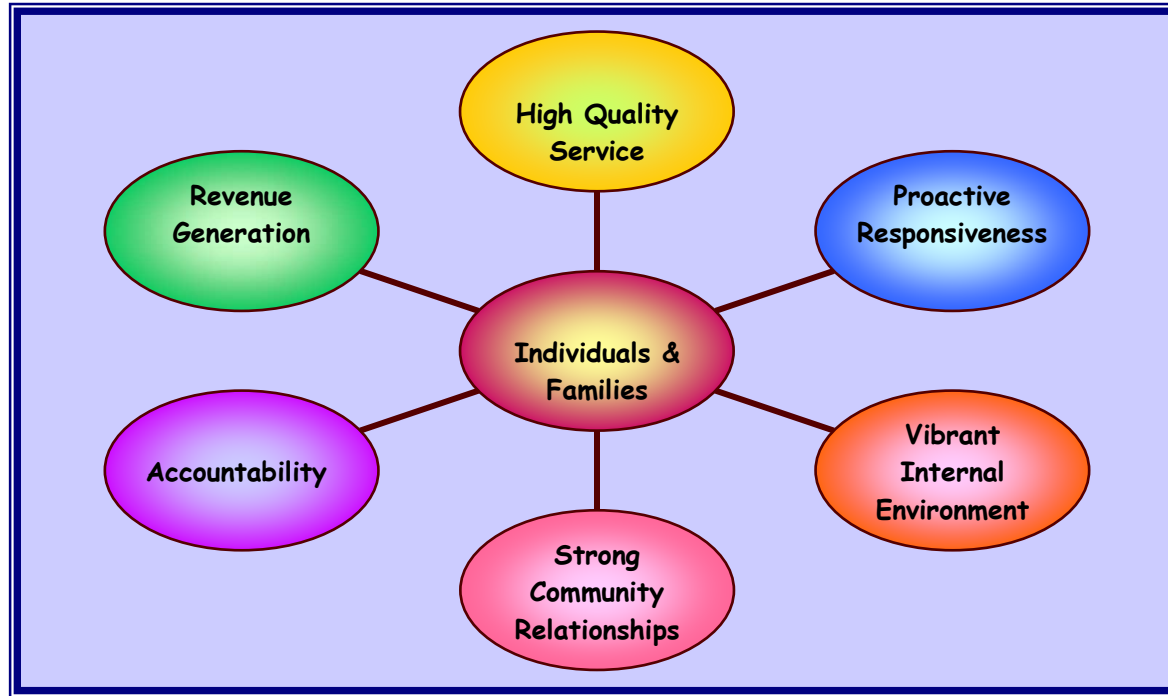
- ❖ Delivers high quality, accessible services that reflect the diversity and continuum of client needs.
- ❖ Proactively and innovatively responds to changing needs and trends.
- ❖ Is a leader in building and maintaining strong, open and collaborative community connections.
- ❖ Values and honours its diverse staff and supports their continuous learning.
- ❖ Is accountable to clients, funders, employees and the community.

## **VALUES**

At ICS we value:

- ❖ **Strength:** The capacity of individuals and families to build on their inherent gifts and abilities.
- ❖ **Diversity:** Respect for the culture, ethnicity, heritage, spiritual beliefs, values, sexual orientation, ability, age and gender of every person.
- ❖ **Community:** The ability of the collective to envision possibilities beyond those we could achieve alone.
- ❖ **Self Determination:** The power of individuals to create a path constructed from their choices, desires, will and experiences.
- ❖ **Initiative:** The embracing of opportunities for continuous learning, evolution of thinking and ownership in fulfilling our vision and mission.
- ❖ **Stewardship:** We are accountable for upholding the trust to wisely use the gifts of staff and the contributions of funders, to their maximum potential.
- ❖ **Respect:** The foundation on which all of our relationships are formed and nurtured.

**STRATEGIC MODEL**



**STRATEGIC GOALS AND OBJECTIVES**

Strategic Goals	Objectives
<p><b>1 Create a cutting edge system to deliver high quality services to individuals and families; services that are accessible and reflect the diversity of our clients' needs.</b></p>	<p>1.1 Formalize a process for researching and developing best practice and programming            1.2 Identify process for reviewing and reaffirming the agency's mission/vision and value statements and staff's commitment to them.            1.3 Respond to issues regarding "lack and use of space" for service provision            1.4 Maintain 3-year accreditation            1.5 Continue to increase access to services            1.6 Continue to ensure all staff are qualified and provided with adequate orientation and core training</p>

Strategic Goals	Objectives
	<p>1.7 Continue to ensure relevant cutting edge and research based staff training opportunities are available to all staff and the community (other agencies, individuals, families)</p> <p>1.8 Continue to provide supportive and competency based supervision to staff on an ongoing basis</p> <p>1.9 Continue to review and assess client and community needs</p>
<p><b>2 Create a relationship with the community that reflects integrity and accessibility, creates knowledge and understanding, and invites stakeholder involvement and feedback.</b></p>	<p>2.1 Continue with marketing a recognizable and consistent public image / make ICS a household name</p> <p>2.2 Maintain &amp; increase the volunteer program</p> <p>2.3 Maintain &amp; improve community communication processes &amp; systems</p> <p>2.4 Sponsor / participate in community events</p> <p>2.5 Continue and expand annual community events</p> <p>2.6 Develop an evaluation process for community relations/awareness activities</p> <p>2.7 Develop an ICS ambassador orientation package/manual for all staff</p> <p>2.8 Continue to develop community partnerships &amp; collaborations</p>
<p><b>3 Improve responsiveness and become more proactive to changing needs and trends</b></p>	<p>3.1 Continue to identify service needs and gaps</p> <p>3.2 Create, provide and take advantage of opportunities for growth and new programs with a focus on addressing community needs</p> <p>3.3 Develop &amp; implement a three phase treatment program for youth</p> <p>3.4 Create and enhance knowledge among staff and community about current issues in which ICS is involved</p> <p>3.5 Seek funding for supported and affordable housing for people of all ages</p> <p>3.6 Take the lead in CLS innovations</p> <p>3.7 Explore the possibility of providing increased support to foster parents</p> <p>3.8 Develop &amp; foster partnerships with other agencies that have also identified similar service gaps &amp; needs</p>
<p><b>4 Create a vibrant internal environment that invites all staff to take</b></p>	<p>4.1 Enhance the climate of commitment, belonging, safety, respect and appreciation among staff</p>

Strategic Goals	Objectives
<p><b>ownership and participate in the development of ICS</b></p>	<p>4.2 Continue / increase staff participation in all levels of planning and decision making            4.3 Sponsor and organize annual staff events            4.4 Continue to encourage participation in the ICS Wellness Committee            4.5 Continue to enhance communication throughout the agency            4.6 Create a more positive, welcoming and client-friendly environment            4.7 Continue the critical incident response team            4.8 Research, implement and ensure that all programs have the resources required to do their work, and that communication systems work consistently and well</p>
<p><b>5 Improve our accountability to clients, funders, employees and community</b></p>	<p>5.1 Audit financial statements annually            5.2 Adhere to contractual requirements            5.3 Increase the diversity of Board Members to include clients served            5.4 Obtain stakeholder feedback on current services            5.5 Produce Annual Report for AGM            5.6 Maintain /strengthen fiscal responsibility beginning at the program level            5.7 Maintain publication of ICS complaint process, mission statement and values            5.8 Ensure adherence to CARF standards and maintain accreditation            5.9 Complete staff evaluations annually            5.10 Operationalize an HR package to ensure completeness of staff personnel files            5.11 Develop a proactive "Information Technology" support plan            5.12 Review Strategic Plan semi-annually            5.13 Continue to utilize HOMES to monitor service effectiveness, service efficiency and service access            5.14 Improve quality of content of quarterly and annual reports            5.15 Conduct monthly supervision meetings with individual staff</p>
<p><b>6 Establish an alternate source of revenue that will enable the agency to respond to emerging community needs</b></p>	<p>6.1 Investigate social enterprise and other funding possibilities            6.2 Increase internal capacity for proposal writing</p>