



# STRATEGIC PLAN

2020 - 2023

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## 1.0 Introduction

For over forty years, Chimo Community Services has served tens of thousands of individuals and families in need from all different backgrounds, age groups, and economic situations. Collectively, we have a vision for empowered communities free from injustice, violence, and crisis. Chimo prevents tragedies, saves lives, strengthens communities, and connects people with needed resources.

Due to the hard and dedicated work of Chimo staff and volunteers, the association has made an incredible difference in the community and in the lives of so many. The year 2019 brought much celebration and recognition for Chimo, with a nomination and win of the prestigious Richmond Chamber of Commerce Business Excellence Award for “Association of the Year”.

Chimo now has the unique opportunity to leverage past success and move forward in an effort to even *better* support our communities and clients. The time has come to ensure that the association has a focused, strategic plan in place to direct the work of the Executive Director and staff.

The environment in which Chimo finds itself is rapidly changing and demanding the best of associations to thrive. Since founding, the external landscape in the non-profit industry has changed exponentially. Competition is intensifying, the charitable funding pie is shrinking, the demographic of potential donors is changing, and much fundraising has moved online while being causes being spread via social media. Other well-funded non-profits have moved into Richmond and/or are gradually taking over services. These factors mean that to not just survive, but thrive, Chimo will need to become more competitive. For Chimo to keep up with these external challenges, we first need to look inward at the **foundations** of the organization to ensure they are strong and stable, while also building out our **programs** and offering unique services.

Over the past year, the Board of Directors has put significant effort into a robust strategic planning process. This included working with Blake Hana, previously Global Vice President of Developing Strategy with Accenture Consulting. Now a professor at UBC, Blake donated five months of his time to help Chimo develop a strategic planning process. Next, consultant Kathy Bright built on Blake’s work by facilitating three strategic planning workshops to develop the basis of the plan which the Board is now presenting.

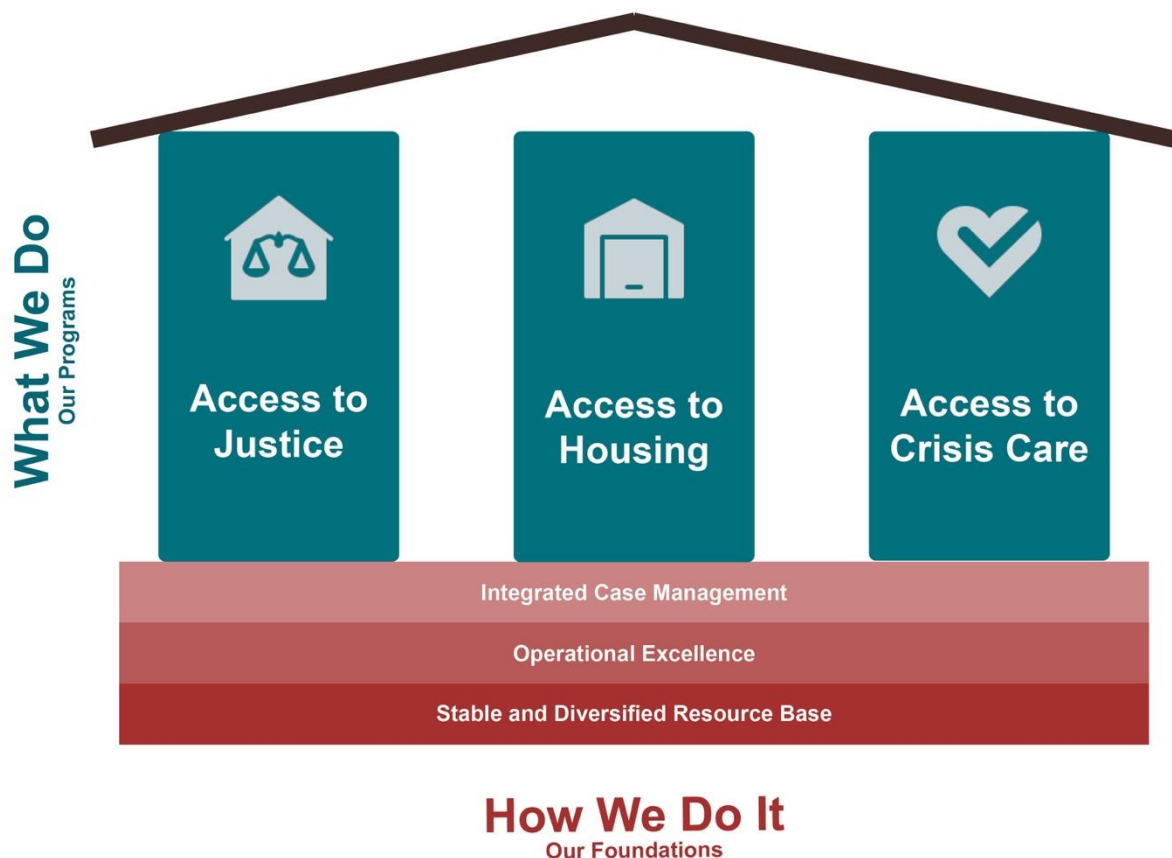
The purpose of this 3-Year Strategic Plan is:

- To provide an overarching structure to programs and a concrete direction for the association’s strengthening, growth, and development.
- To provide definite outcomes to work towards implementing over the next 3 years.
- To provide a framework that informs the Executive Director, managers, and staff as they work collaboratively on implementation.

## 2.0 Our Strategic House

At Chimo Community Services, we guide people through crisis by providing holistic, integrated services that create stability and change lives for the better. This is our strategic value and what drives the contents of this strategic plan.

As a part of the Board of Director's strategic visioning work, we have developed a 'Strategic House' to represent the elements of our 2020-2023 Strategic Plan and to guide areas of focus and goals over the next three years.



## OUR FOUNDATIONS

The way we do things at Chimo touches all aspects of our programs. These are the **foundations** of Chimo's 'Strategic House'. They represent the underlying supportive components to best-in-class delivery of services for our clients and for the community.

Without a strong, stable, and diversified resource base, Chimo would not exist nor be able to offer programs and supports to clients.

If the organization is able to reach a state of operational excellence as a well-functioning, efficient non-profit with a supportive work environment, programs can be elevated and delivered in an even more strategic and impactful way.

Lastly, integrated case management that allows for seamless intake and on-going monitoring of referral and service delivery across all internal and external programs. Achieving our vision for integrated case management will allow Chimo to become even stronger in the support of our community.

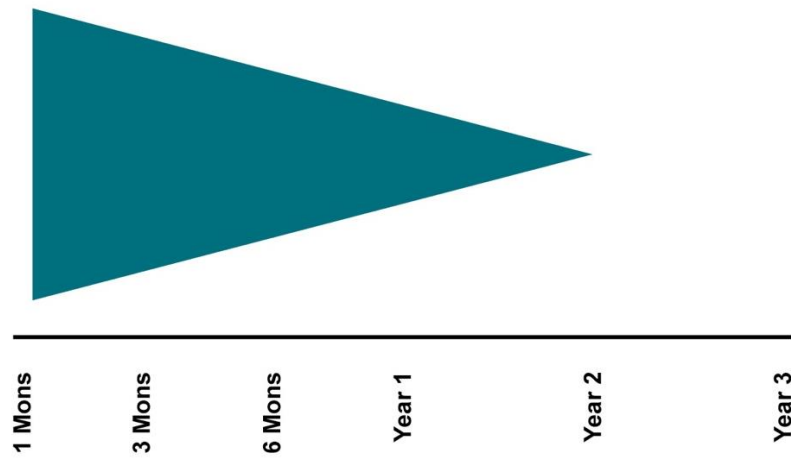
Chimo's plan for the re-laying and strengthening of each of these foundational pieces is outlined further in section 3.0.

## OUR PROGRAMS

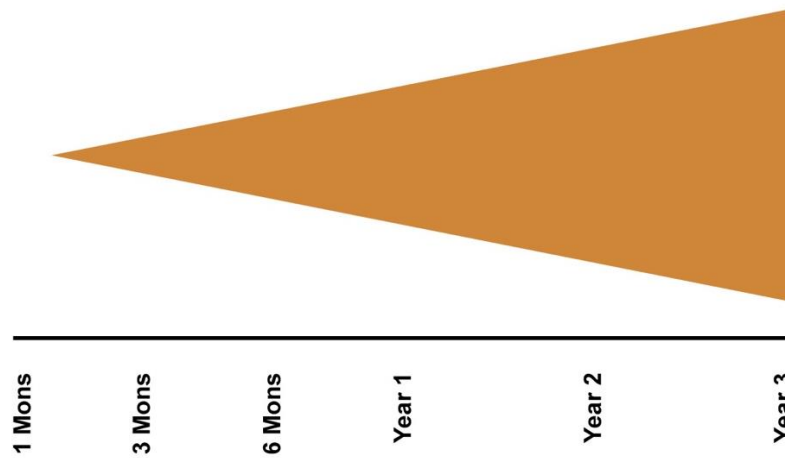
Over the next three years, Chimo will be focusing efforts on three main areas of service delivery for clients. In most cases this is re-focusing of current delivery and effectiveness of programs, with the goal of expanding all three areas. Chimo's vision for each of these program areas is outlined in section 4.0.

## OUR STRATEGIC TIMELINES

### Foundations



### Programs



## 3.0 Our Foundations

### 3.1 Stable and Diversified Resource Base

#### OUR VISION

We have a holistic funding platform hosted by an entrepreneurial fundraiser that continuously develops and expands opportunities across all funding modalities.

#### WHAT THIS LOOKS LIKE

- Clearly defined funding requirements and objectives.
- Bi-annual funding plans with specific funding goals.
- A fully developed marketing plan that defines reach, audience, channels, fundraising opportunities.
- Continuous relationship building and ongoing outreach to all past and present volunteers, community leaders, media outlets, businesses, other not-for-profits, foundations and corporate funding programs.
- Expanding the number, nature and reach of fundraising events to generate unrestricted funds.
- Expanding Grant requests.
- Development of a program to solicit businesses to sponsor events and/or programs.
- A program to ask businesses/schools to create and implement fundraising events on our behalf.
- A social enterprise committee to:
  - Reach out to various venture partners/foundations for support
  - Pioneer and establish programs which can generate organic cash inflows for Chimo

#### WHAT WE NEED TO ACCOMPLISH THIS

##### Goals

##### Year One

1. Define annual and increasing fundraising targets and objectives by March 31st, 2020.
2. Identify potential funders for meeting of those targets by end of 2020.

##### Year Two

1. Engage a professional Fundraiser to develop a comprehensive fundraising plan that includes:
  - a) Identifying opportunities for a self-sustaining funding model.

- b) Establishing ongoing relationships with present and past volunteers, business and community leaders, funders.
- c) Developing a marketing plan that defines reach, audience, channels, fundraising opportunities and evaluation of social media for fundraising programs
- d) Identify multiple channels for donations.
- e) Actively pursue Chimo being included in Estate Planning.



## 3.2 Operational Excellence

### OUR VISION

We are well-functioning, efficient, mission-driven organization -- all policies, procedures, hiring, on-boarding, training, job descriptions and processes align to our mission and support our 3 Pillars – Access to Justice, Access to Housing and Access to Crisis Care. We have a supportive culture and workplace environment that enables management, employees, and volunteers to fulfill the requirements of their roles.

### WHAT THIS LOOKS LIKE

- A respectful work environment where employees feel safe and supported and are trained in the function of their role.
- Staff, Managers, ED and Volunteers know what is expected of them and hold each other accountable in meeting the Key Accountabilities, Goals and Objectives of their role.

### WHAT WE NEED TO ACCOMPLISH THIS

#### **Our Goals**

#### Year One

1. Immediately ensure that a functional organizational structure is established based on and supporting the 3 pillars – Access to Justice, Access to Housing, Access to Care.
2. In the beginning of 2020, establish an HR Committee made up of the ED and two managers to review all requests for personnel changes, including but not limited to: promotions, demotions, terminations, discipline, job description updates. The committee will also audit all performance management evaluations on an annual basis to ensure consistency in the level of difficulty of goals and objectives, and the rating of the achievement (or lack thereof) of key accountabilities and annual goals and objectives.
3. Review all Policies and Procedures within the Relations with People section for relevancy and ensure compliance the current Collective Agreement and current legal framework including our funders by mid 2020. Update as required.
4. Rollout the performance management process that delineates each position's key accountabilities (identified in the job description), as well as annually established goals and objectives of the role. Hold each position accountable for achieving the requirements of the role by March 2020.

### 3.3 Integrated Case Management

#### OUR VISION

We provide seamless intake and on-going monitoring of referral and service delivery across all internal and external programs.

#### WHAT THIS LOOKS LIKE

- At intake, client needs are identified and they are assigned an O&A volunteer to provide support, and, when needed, make referrals to internal or external support service providers.
- Throughout all stages of support there is on-going monitoring of the timeliness of referrals, barriers to services, client progress and readjustment of program where required.
- Ongoing monitoring of client continues until the client is self sufficient.
- Reporting based on funder requirements.

#### WHAT WE NEED TO ACCOMPLISH THIS

##### **Our Goals**

##### Year One

1. Map integrated case management process across programs in the next 6 months to identify what resources are required including staff, financial, physical space, and records management.
2. Fine-tune record keeping system to facilitate seamless integrated case management practices by mid-2020.
3. Identify best in class integrated case management and conduct a gap analysis on current programming vs. best in class by the end of 2020.
4. Identify barriers and constraints and align training and support within the next year. Implement an integrated case management system that meet best practice goals by the end of 2020.

##### Year Two

1. Design and implement a system to close and identify gaps and continually monitor integrated case management by mid 2021.

## 4.0 Our Programs

### 4.1 Access to Justice

#### OUR VISION

We offer a Legal Access Centre that provides a suite of legal services for all who have limited income and who require support in accessing Family Law and Tenancy legal services. Our integrated case management ensures seamless coordination between all service providers.

#### WHAT THIS LOOKS LIKE

- Building on our existing legal services, within five years establish a new Legal Centre in a new location;
- The Legal Centre would be supported by one or more permanent supervising lawyers who would work with staff and resources to act as an entry point to access Family Law and Advocate services.
- There would be a dedicated intake process to define client needs, which internal and external resources are needed;
- Each client assigned a case manager who uses our integrated services model to ensure timely access to service providers, along with follow-up.
- Develop and offer a suite of legal services that could be provided through or by partnering with the following resources:
  - Virtual lawyers
  - Legal aid
  - Articling students
  - Access Pro Bono
  - Family law advocate and support line/
  - Ask an advocate web services
  - And a self-serve kiosk in our location for clients to use

#### WHAT WE NEED TO ACCOMPLISH THIS

##### **Our Goals**

##### Year 1

1. Define how we use and improve our operational excellence to plan and open the Legal Centre and develop clear work plan, targets, timelines, by July 31, 2020.
2. Identify needed resources and expertise (Manager, ICM, Supervising Lawyer, Staff for mid 2020.
3. By end of September 2020, review and implement integrated case management procedures (internal) as part of Legal Centre services.

4. Identify Legal Partners (Access pro bono, Legal Aide, Amici Curiae, Paralegals) who could provide legal services to client for end of September 2020.
5. Identify Funders (Law foundation, COR, MOJ, Others) and new corporate funding (ie local law firms) for end of September 2020.
6. Establish reporting metrics for legal services by end of year 2020.

## Year 2

1. Building on the results of 2020, develop operational, budget and staffing plans for the Legal Centre by the end of the 1st quarter 2021.
2. By mid 2021, develop and submit funding proposals and pitches.
3. Approach Funders for funding end of June 2021, but continual fundraising year out.
4. Envision and develop new client-focused website tools, including self-serve component, links and virtual meetings for distance client consultations for completion by December 31<sup>st</sup>.

## Year 3

1. Identify facilities needs to house Legal Centre by January 2022.
2. Building on the results of 2021, open the Legal Centre to assist clients at the end of 2022.

## 4.2 Access to Housing

### OUR VISION

We provide a multifaceted housing support network for those with immediate needs due to domestic disputes, interim housing for those transitioning due to domestic issues and lastly, a housing referral program individuals and families that do not qualify for traditional rental accommodation.

### WHAT THIS LOOKS LIKE

- Continuing to build upon the success of Nova House.
- Acquiring additional housing units to increase capacity for second stage housing.
- Chimo being the go-to referral service connecting clients with Landlords for affordable, safe housing. We provide Landlords with rental guarantee and wraparound services to housing clients to support a safe and economically achievable environment.

### WHAT WE NEED TO ACCOMPLISH THIS

#### **Our Goals**

##### Year One

1. Engage a Consultant to review existing housing inventory and research models for referral programs by mid 2020.
2. Develop a housing model based on the success of similar agencies by end of 2020 that increases density at Nova House and examines potential for increasing second stage housing capacity.
3. Review and implement integrated case management procedures (internal) as part of housing services by end of 2020.
4. Establish reporting metrics for housing services by end of year 2020.

##### Year Two

1. Develop a housing model based on success of similar agencies for housing referral for third stage housing in 2021.
2. Establish a network within the business community to establish an inventory of housing options by mid 2021.

##### Year Three

1. Develop a donor network specifically targeted at raising sufficient equity to acquire or develop at least 12 additional stage two dwelling units by end of 2024.

## 4.3 Access to Crisis Care

### OUR VISION

We support all who are experiencing difficulty meeting life's challenges. We provide a timely, multi-lingual, culturally sensitive, intake and referral process. Referrals are often multi-agency and involve referral to both internal and external programs. We provide consistent, ongoing, high quality care that supports individuals and families as they transition to stability.

### WHAT THIS LOOKS LIKE

- An intake process that facilitates timely referral to support services .
- Volunteers and staff are continuously trained to ensure that we maintain a high quality of care as defined by CAREF.
- Our integrated case management process ensures necessary service adjustments and timely follow-up are acted upon.

### WHAT WE NEED TO ACCOMPLISH THIS

#### **Our Goals**

##### Year One

1. Rent additional space to support our expanding programs within the next year.
2. Develop an intake process that is respectful of a client's privacy and have this intake process flow into the newly developed integrated case management process by mid-2020.
3. Review the feedback and mentoring process for volunteers and identify opportunities for improvement of services by end of 2020.
4. Establish reporting metrics for crisis care services by end of year 2020.

##### Year Two

1. Implement the process for continuous feedback and mentoring for volunteers by the end of 2021.
2. Develop and implement processes to monitor and report on client progress with both internal and external service providers, as well as develop client and volunteer feedback reporting mechanisms that will be used for evaluative purposes by end of 2021.

## 5.0 Next Steps

After the presentation of this plan by the Board, the Executive Director and Managers will roll-out the plan to their respective staff and begin collaboratively developing an implementation process for the work required to meet our strategic goals. It's vital that all levels of the organization become familiar with the strategic house, our foundations, our programs, and the goals they are being asked to meet within the timelines.

Managers will be tasked with developing implementation deliverables to be realized in the first three months, and the 6 month period that follows. These will be presented to the Board for review and discussion.

## 6.0 Conclusion

Given the level of commitment and passion demonstrated by staff and management, the Board of Directors has every confidence that Chimo's 3-Year Strategic Plan is achievable and can be accomplished through hard work and collective attention. With the strengthening of strategic foundations to ensure Chimo operates at best-in-class, followed by a focus on growth of Chimo's programs, the organization can become more competitive in the non-profit space to ensure longevity

Chimo has seen incredible success in the delivery of service to individuals, families, and communities over the last forty years. With the current environment we are presented with, it is now the time to leverage both past learnings and successes to ensure Chimo continues to be a pillar in the community for many years to come.