SCCA Strategic Plan   2025-2027

March 2025

Southern Cortes Community Association

Southern Cortes Island Community Association

Table of Contents

Growing, Learning,
and Thriving Together

Over the past year, the *Southern Cortes Community Association* (SCCA) Board of Directors has taken a thoughtful look at our operations, programs, and community connections to make sure we are staying true to our vision and mission.

This review process has reminded us of the many ways we serve as a vibrant hub for our community. It has also strengthened our commitment to fostering a welcoming and thriving Cortes community culture. With renewed focus and pride, we are ready to fully embrace the many opportunities and challenges ahead.

Staying connected with our Cortes community—authentically and consistently—is key to our success. We are grateful to our staff, volunteers, board members, planning committees, advisors, and community partners. It has been this support and hard work that has made our past achievements possible and will help us realize our renewed vision for the future.

As we look ahead, we are committed to preparing for exciting new opportunities, while staying grounded in what matters most. As you will see, the plan that follows highlights important priorities, goals, and actions that will give us focus, direction and creative energy for ensuring future success.

We would love for you to join us on this journey into 2025 and beyond. Your feedback on this plan is encouraged and always welcome!

Sincerely,
SCCA Board of Directors (2024/25)

SCCA Mission

The SCCA nurtures a thriving Cortes community by embracing thoughtful stewardship and inclusive development. We ignite a spirit of enrichment through vibrant activities, uplifting the lives of residents and community organisations.

SCCA Vision

The SCCA is a stable and flourishing centre of community.

Organisational Values

01 *Community Wellness*

SCCA is dedicated to community wellness, which encompasses the vibrant promotion of mind-body activities and the improvement of overall well-being of Cortes residents, addressing physical and mental health, wellness, and social cohesion.

02 *Accountability*

SCCA Directors are both obligated and willing to accept responsibility for individual and Board actions, decisions, and outcomes, with a commitment to transparency and integrity.

03 *Sustaining Community Infrastructure*

SCCA ensures the long-term viability and maintenance of vital physical, social, and creative resources that support and enhance the well-being of the Cortes community.

04 *Stewardship*

SCCA is committed to Stewardship, where we take a dedicated and transparent approach to community programming, facility, and resource management, with a strong focus on accountability, ensuring long-term well-being and sustainability.

05 *Cooperation*

We embrace cooperation – the act of working together with fairness, maintaining openness for individuals, and fostering an environment where individuals feel the absence of judgement.

SCCA Indicators of Success

During the 2024 *Strategic Planning Retreat* the SCCA Board of Directors engaged in an exercise to outline the current state of the organization and to design a roadmap for the future. The final stage in the process was to consider what important steps/initiatives had to take place in order to move the SCCA from the **current state** to the **future/ideal state**. As a result of this work, the Board was able to identify a set of **key success indicators** designed to help prioritise goals for the next 1-3 years, and to serve as an annual accountability tool and report card.

Key Indicators of SCCA's Future Success

Stable Operations

SCCA operates with stable staffing, funding, and leadership. Systems and protocols are in place to ensure smooth functioning, even during challenges.

Vibrant Programming

A diverse range of consistent, relevant, and community-driven programs and events that are attended by a wide and diverse portion of the population. , addressing the needs of all demographics (seniors, youth, families etc.).

Engaged and Growing Membership

Membership levels increase and community members feel a strong sense of ownership and pride in the SCCA.

Strong Volunteer Base

A robust and diverse local volunteer pool actively supports programming, maintenance, and events, with effective coordination and recognition initiatives in place.

Sustainable Financial Strategy

The SCCA maintains a balanced budget, with diverse income streams, sufficient reserves, and the ability to fund staff wages, programming, and growth initiatives.

Cortes Community Impact and Connection

The Hall and grounds are fully utilized, and the SCCA is recognised as a vital Island community hub, meeting local needs and fostering rich involvement, resulting in greater community impact and connection.

FOCUS AREA: Internal Systems – Processes – Human Resources

GOAL

01

Develop a Professional and Effective HR Protocol

1. Establish a comprehensive and consistent hiring process that embodies transparency and accountability.
2. Ensure all HR processes meet legal requirements and prioritize fairness and respect.
3. Create protocols for recruiting employees, directors, and volunteers.
4. Implement a regular schedule for performance reviews that includes open channels for feedback.
5. Develop a clearly defined conflict resolution process.

GOAL

02

Foster a Positive Work Environment

1. Build professional HR systems that incorporate best practices for employment, using technology to create seamless and easily accessible HR processes.
2. Provide health and employment benefits to employees.
3. Prioritize health and safety as a core value for staff, board members, and volunteers.
4. Promote consistent office presence to support team cohesion and operations.
5. Implement the "Define, Attempt, Refine, Repeat" model to ensure continual process improvement.

GOAL

03

Strengthen Organizational Sustainability and Succession

1. Establish a succession plan to manage leadership transitions and workload distribution.
2. Ensure medium to long-term financial capacity and stability to pay regular core staff and to expand employment opportunities.
3. Document detailed job descriptions and comprehensive task lists for Hall Operations.
4. Regularly refine operational policies to adapt to changing needs and improve efficiency.
5. Maintain physical accessibility, including restroom facilities, to support greater inclusivity in operations.

FOCUS AREA: Outreach and Partnership

GOAL
01

Strengthen Community Engagement and Participation

1. Build consistent feedback loops through inquiry and surveys to improve programs and activities.
2. Promote every program and activity with engaging and consistent marketing.
3. Enhance the newsletter with engaging elements and relevant information.
4. Organize a membership sign-up contest or incentive to boost participation.
5. Attract board members by showcasing the value of SCCA's mission and initiatives.

GOAL
02

Build and Maintain Strong Partnerships and Collaborations

1. Partner with at least two local and remote sister organisations to exchange programming and event ideas.
2. Collaborate with local groups like *Whaletown Community Club* for joint event planning.
3. Maintain open and consistent communication with other organisations, committees, and stakeholders.
4. Respond promptly to requests for collaboration with other boards and committees.
5. Learn from successful partnerships outside Cortes to strengthen SCCA's programs and strategies.

GOAL
03

Enhance SCCA's Resilience and Outreach Efforts

1. Support and collaborate more effectively with other organisations.
2. Build community stewardship through outreach efforts that highlight the Hall's programs and services.
3. Ensure the Operations Staff have sufficient time for feedback collection and outreach.
4. Develop and sustain consistent marketing campaigns, even when program operations are running smoothly.
5. Solicit community support for SCCA's program offerings through regular engagement and outreach initiatives.

FOCUS AREA: Facility - Grounds - Maintenance

GOAL

01

Enhance and Maintain Facility Functionality and Sustainability

1. Form a maintenance volunteer group to engage community members in ongoing upkeep.
2. Establish a team of in-house volunteers to meet quarterly and set clear annual plans.
3. Proactively address maintenance needs to stay ahead of repairs and avoid emergencies.
4. Develop a reliable, routine maintenance schedule to improve efficiency.
5. Upgrade infrastructure to increase technical capacity, supporting long-term sustainability.

GOAL

02

Improve Accessibility and Usability of Facilities

1. Collaborate with housing and health initiatives to ensure our facilities support broader community needs (e.g. hosting or developing related spaces).
2. Direct willing and knowledgeable volunteers to specific, impactful tasks that align with accessibility and usability goals.
3. Enhance functionality and aesthetics in a way that is sustainable and self-sustaining.

GOAL

03

Create Beautiful, Vibrant, and Inspiring Grounds

1. Continuously improve grounds and facilities to evoke pride and a sense of belonging among users.
2. Foster transparency/accountability in grounds projects to build trust and support.
3. Design grounds and facilities to inspire greater community involvement and vibrancy.
4. Implement upgrades that balance functionality and aesthetics, emphasizing sustainability.

FOCUS AREA: Financial Management and Sustainability

GOAL

01

Develop and Maintain a Long-Term Sustainable Financial Plan

1. Create a comprehensive financial plan that includes secure and attainable funding sources.

2. Establish a capital campaign with annual, 2-year, and 5-year goals.

3. Develop specific funding goals for organizational expansion and facility improvement.

4. Implement a sustainable funding model that includes sales, services, and other revenue-generating initiatives.

5. Conduct an annual budget review to ensure financial adaptability and respond to shifting revenue streams.

6. Design a framework for legacy funding to encourage planned giving through wills or trusts.

GOAL

02

Expand Revenue Streams to Support Growth and Financial Security

1. Launch product sales (e.g., coffee mugs and other branded items) to diversify income sources.

2. Plan and execute quarterly fundraising events to engage the community and secure funds.

3. Establish a grant-writing team to pursue new funding opportunities, based on desired outcome or project.

4. Develop a business plan for tracking and improving revenue generation.

5. Pursue funding to provide for three full-time staff, including salaries, benefits, and cost-of-living adjustments.

6. Engage in community outreach to align revenue efforts with community needs and foster support.

GOAL

03

Strengthen Financial Management Systems and Transparency

1. Set up in-house bookkeeping and payroll systems to streamline financial processes.

2. Implement protocols for accountability and transparency in financial reporting and decision-making.

3. Track and report on in-kind contributions and their impact on the organisation's

financial health.

4. Maintain a responsive review system to quickly adapt to changing financial and operational needs.

5. Ensure financial resources are aligned with facility maintenance and ongoing programming needs.

6. Use transparent financial practices to build trust with the community and stakeholders.

FOCUS AREA: Programming

GOAL 01

Offer Reliable, Affordable Licensed Childcare and Preschool to Cortes Families

1. Develop and annually update a *Cortes Island Playschool* workplan.
2. Create and maintain a financially viable operation that addresses unique and changing needs of the Cortes community.

GOAL 02

Offer Consistent, Diverse, and Affordable Programming to Meet Community Needs

1. Facilitate SCCA-hosted annual events (seasonal) as community "gifts" to enhance social connection.
2. Develop and promote programming tailored to the needs of aging populations, youth, and families (e.g., after-school activities, seniors' programs, and inter-generational knowledge sharing).
3. Introduce new events and opportunities, such as career fairs, CV writing workshops, and skill-building sessions, to support those struggling with employment.
4. Create and/or support safe and engaging nightlife options, such as "Benji nights" , comedy events, and Moondance concerts to meet the community's demand for social and party opportunities.
5. Expand offerings with a focus on diversity and inclusivity, ensuring activities appeal to a wide range of interests and demographics.
6. Maintain programming attributes that prioritize affordability, relevancy, and consistency.

GOAL 03

Build Capacity and Infrastructure for Programming Growth

1. Assign Operations Staff to oversee and streamline activities, ensuring a functional and sustainable programming system.
2. Develop a promotions system to actively market programs and events to the community.
3. Collaborate with other organisations to encourage their involvement in creating and delivering programming.
4. Provide board and staff support for space and infrastructure to enable expanded programming.
5. Establish a route for expanded programming allows members and organisations to

propose and collaborate in the creation of new activities.

6. Regularly update and improve the Summer Youth Recreation Program to maintain engagement and relevance.

GOAL **Inspire Community Participation and Knowledge Sharing**

04
1. Inspire SCCA members to share their knowledge and skills by organizing and/or sponsoring community-driven activities.

2. Expand social connection opportunities by hosting events such as comedy nights, storytelling, and food-based gatherings.

3. Position SCCA as a resource to help the community generate income through programming-related jobs and initiatives.

4. Support and enhance community programming by maintaining open communication and inviting feedback from members.

5. Actively participate in community events to demonstrate leadership and foster engagement.

FOCUS AREA: Volunteer Capacity and Engagement

GOAL

01

Build a Strong and Diverse Volunteer Base

1. Establish a functional volunteer program to support the SCCA's goals, including community engagement and facility maintenance.

2. Create a volunteer phone tree to streamline communication and coordination.

3. Actively involve younger generations by identifying and addressing roadblocks to volunteering through outreach to schools and community groups.

4. Collaborate with the local school to encourage youth participation and create volunteer opportunities that align with their skills and interests.

5. Implement measures to track volunteer involvement, including participation by different demographics, to assess program success.

6. Foster volunteer teams for specific tasks such as maintenance, cleaning, and event support.

GOAL

02

Foster a Culture of Volunteerism and Community Ownership

1. Host regular workbee events and other collaborative activities to strengthen volunteer engagement and foster teamwork.

2. Ensure staff act as volunteer leaders, integrating volunteers as extensions of their roles, (such as Facility/Maintenance Coordinator) .

3. Organize fun and satisfying volunteer opportunities paired with social events, such as dances and meals, to retain interest and build camaraderie.

4. Develop initiatives that highlight the value of volunteerism, encouraging community ownership and stewardship of SCCA programs and facilities.

5. Actively recognize and appreciate volunteers through follow-up actions like thank-you notes, recognition events, and public acknowledgment.

GOAL

03

Increase Volunteer Capacity Through Organization and Support

1. Assign a dedicated Volunteer Coordinator responsible for organizing, supporting, and recruiting volunteers.

2. Develop a Volunteer Appreciation Program that includes regular events, such as dinners, social gatherings, and recognition ceremonies.

3. Create a large pool of regular, engaged volunteers to ensure consistent support

for tasks such as facility upkeep, event preparation, and programming.

4. Introduce a volunteer partnership program with local schools to build ongoing participation and a sense of community connection.

5. Offer clear roles and tasks (weekly or monthly) to make volunteer opportunities accessible and manageable.

6. Continuously evaluate and improve volunteer processes based on feedback from participants and community members.

Monitoring, Evaluation and Continuous Improvement

The SCCA Strategic Plan (2025-27) sets out distinct success indicators and strategic focus areas, with prioritized goals and actions for each area. The SCCA board is committed to monitoring, evaluating and reporting adherence to our organisation mission and mandate, as well as the key success indicators in order to ensure accountability. Monitoring and evaluating progress towards our success indicators is essential to provide transparency, inform effective decision-making and to enable continuous improvement.

01 MONITORING
Monthly & Annually

02 EVALUATION
Annually

CONTINUOUS
IMPROVEMENT **03**
Ongoing
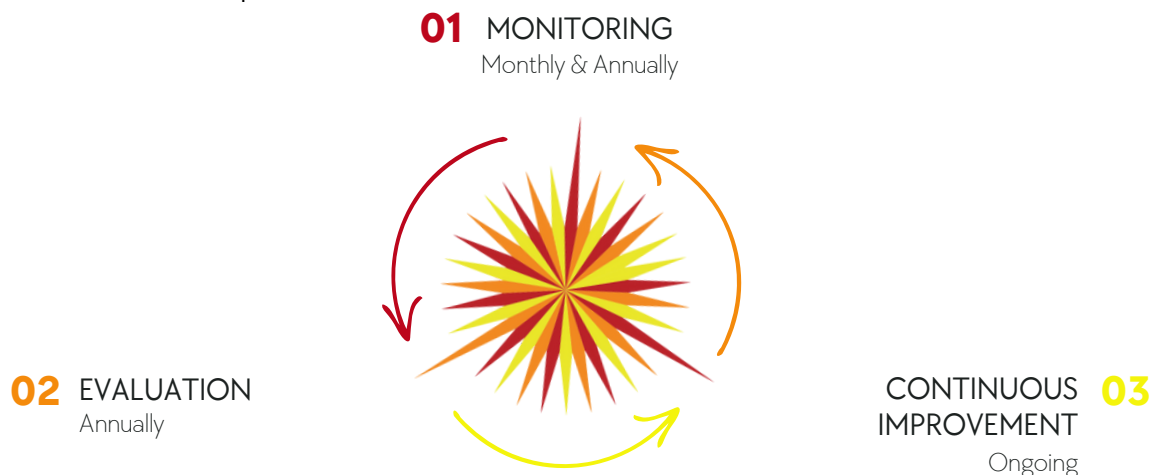
01   **Monitoring** is the continuous process of gathering data linked to the strategic focus areas and using it to make administrative decisions **on a monthly basis** at our Board meetings. These data are shared in publicly available meeting minutes, in our quarterly newsletters, and in our **Annual report to our community** at our **AGM**.

02   **Evaluation** is the **periodic/annual review** of progress against predetermined targets and goals set out in the Strategic Plan. It draws on monitoring data and engages all those invested in the SCCA (Board, Staff, Volunteers, Cortes Residents) in an inquiry process **(Fall Planning Retreat)** to determine overall effectiveness, efficiency, impact and sustainability. Findings help to refocus and update the Strategic Plan as necessary.

03   **Ongoing** consistent and reliable monitoring and evaluation provides our organization with a number of essential functions and benefits, including:
· Informing decision-making;
· Informing future action planning and prioritization; and
· Ensuring transparency and accountability to our members, volunteers, staff and the larger Cortes community by providing meaningful and timely information in an interactive way.

SCCA Contact Page

For Feedback and Inquiries

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