

## NORTH ROCKY VIEW COMMUNITY LINKS SOCIETY 2023 – 2025 Strategic Plan

### Community Links

Community Links is a non-profit registered charity that serves the North Rocky View Region including Airdrie, Beiseker, Crossfield, Irricana, Balzac, Kathryn and the surrounding areas in the County of North Rocky View. Community Links provides services and support across the lifespan from pregnancy and birth right up to seniors.

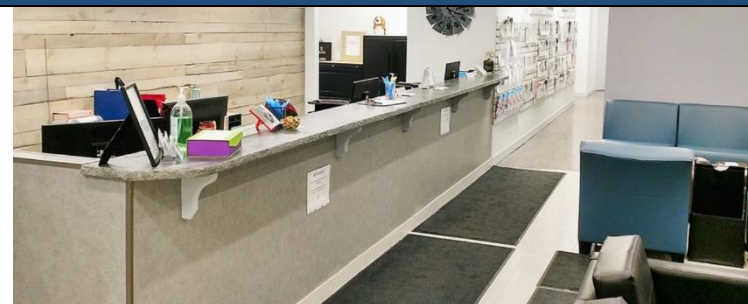
With an employee base of strong individuals, geography of strong communities and a history of strong results, Community Links is determined to continue to make a difference for the residents who are served through the multitude of services and programs.

The success of Community Links is strengthened by the continued support from communities, partners, funders, donors, and volunteers. We look forward to the future connections and links within the various communities we serve.



### History of Community Links

In May 2007, Community Links Leadership initiated discussions focused on the potential to amalgamate Airdrie Family Services Society and the North Rocky View Community Resource Centre Society into one unified, not-for-profit organization. Since the two agencies shared a common purpose to deliver services and programs to the residents living in our communities, the Board of Directors and Leadership Teams felt that this was a good direction to undertake. Both organizations provided substantial support in the communities; Airdrie Family Services Society began in 1982 and the North Rocky View Community Resource Centre Society began in 2001. With the amalgamation front and center, on August 21, 2007 the two agencies wrote a letter of intent. This letter began the process of the “Journey to One”, the amalgamation of two Societies for efficiency, effectiveness and sustainability. It initiated a collective strategy that would unite and define the mutual obligation of one Agency. By April 1, 2008, a new Agency, known as North Rocky View Community Links Society (Community Links) was formed. This positive, strategic and high-impact decision included re-engineering the organizational structure, while maximizing all skills and expertise from the combined employees to achieve a newly crafted Mission, Vision and Strategic Plan. It demonstrated a proactive approach that would serve as a mechanism to meet the needs of the rapidly growing communities we serve.




In April 2020, Community Links also became a Family Resource Network through funding from Children’s Services, acting as both the “hub” and “spoke” for the North Rocky View Region along with two external “spoke” partners Big Brothers Big Sisters and Closer to Home. The Agency has also been funded long term through various Family and Community Support Services, Alberta Health Services, United Way, community donors, corporate sponsorship and Foundations.

**NORTH ROCKY VIEW COMMUNITY LINKS SOCIETY**  
**2023 – 2025 Strategic Plan**

ORGANIZATIONAL HIGHLIGHTS-

**NORTH ROCKY VIEW COMMUNITY LINKS SOCIETY**  
**2023 – 2025 Strategic Plan**

VISION		MISSION
 CommunityLinks	Strong Individuals Strong Families Strong Communities	To inspire hope, support healthy development, strengthen wellbeing and resiliency by connecting individuals and families to services, supports, and resources in our communities
VALUES		
<p><b>Collaboration:</b> To achieve common goals and enhance the collective power of teamwork, we value collaboration, mutual support of each other and working together</p> <p><b>Integrity:</b> To strengthen the foundation for relationships and trust, we follow our guiding principles, ensure our services are confidential and our teams are honest and accountable in our day-to-day work</p> <p><b>Respect:</b> To treat people with dignity and respect while utilizing a non-judgmental approach and healing practices to create trusting, compassionate and enduring relationships</p> <p><b>Quality:</b> To provide outstanding services that deliver value, while engaging in an ongoing process of planning, assessment, implementation, evaluation and reporting</p> <p><b>Diversity &amp; Inclusion:</b> To create an open and welcoming environment where services, supports and resources are accessible and meet the diverse needs of individuals and families</p>		
GUIDING PRINCIPLES		
To achieve our Mission, Community Links: <ul style="list-style-type: none"> <li>• Undertakes a person-centered and preventative approach in providing programs and services</li> <li>• Values and appreciates staff and their feedback while supporting a healthy work environment</li> <li>• Encourages volunteerism within our agency and the community</li> <li>• Promotes wellness and a life-long learning process to inspire growth and development</li> <li>• Utilizes best practices in non-violence and trauma-informed approaches to advocate and ensure safety and security</li> </ul>		<ul style="list-style-type: none"> <li>• Navigates changing circumstances to complement existing services, advocate for policies and services, and build partnerships, networks and linkages</li> <li>• Provides oversight and accountability to all stakeholders through a governance model and strong teams</li> <li>• Acknowledges that everyone deserves support and welcomes all individuals and families</li> </ul>

## NORTH ROCKY VIEW COMMUNITY LINKS SOCIETY 2023 – 2025 Strategic Plan

### EXPECTED OUTCOMES

Organizational and governance outcomes focus on the results of the services and programming, which include:

- Sustained organizational funding
- Strengthened Board diversity, engagement and involvement
- Enhanced organizational diversity, effectiveness, efficiency and accountability
- Strengthened teams, including the Board, leadership, staff and volunteers
  - Programs are delivered by competent and knowledgeable staff
  - Services are consistently available, aligned, effective and accountable
  - Programs are culturally safe and inclusive
  - Integration of evidence-based programming
- Strengthened communication and engagement
- Integrated and sustained measurement, evaluation and quality assurance

Service delivery and program outcomes focus on how children, youth, adults, couples, families, and seniors experience change as a result of participating in Community Link's services and programming:

- Children, youth, adults, couples/families, and seniors are socially connected, linked to relevant resources and supports and supported as they navigate into and out of services
- Parents and caregivers are resilient, have knowledge about parenting, child development and healthy family functioning
- Children, youth, adults, couples/families, and seniors have increased access to:
  - the necessities of life, are physically and psychologically safe from abuse and neglect, and have sustained interpersonal connections and caring relationships with other individuals/peers, adults, family, and community
  - activities that reflect interests, needs, abilities and support people in meeting their developmental potential
  - activities that support growth, curiosity, critical thinking skills, life skills, the development of identity, as well as build self-confidence, self-awareness and self-esteem
- Infants, children and youth experience healthy social and emotional development

## NORTH ROCKY VIEW COMMUNITY LINKS SOCIETY 2023 – 2025 Strategic Plan

STRATEGIC FOCUS: ACCOUNTABLE, EFFECTIVE GOVERNANCE & LEADERSHIP				
For the 2023-2025 fiscal years, the focus of this strategic direction includes continuing to enhance the approach to Board engagement and involvement, business planning and direction setting, ensuring sound operational processes, team effectiveness and development, engagement and communication, measurement, evaluation and quality improvement, as well as a strong focus on organizational funding.				
Sub-objectives	Targets/Key Performance Indicators (KPIs)	Actions	Fiscal Year April 1st, to March 31st	Who <sup>1</sup>
<b>1.1 Board Engagement &amp; Involvement</b> <ul style="list-style-type: none"> <li>The Board will continue to work collaboratively with Leadership and to provide governance, oversight and ensure accountability</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly departmental reports pertaining to changing community needs will be provided as part of the ED report</li> <li>Yearly meetings with leadership team to review activities on the strategic plan</li> <li>Strengthen resource development capacity in board recruitment by ensuring consideration of the diverse nature of the community</li> <li>Conduct a documented review of current Bylaws prior to each AGM</li> <li>Chair -100% completion of Director’s annual evaluation with ED feedback</li> <li>ED- 100% completion of Chair’s annual evaluation- feedback from Directors and ED</li> <li>100% Board meeting, 80% Board committee meeting attendance and 80% participation at identified annual training</li> <li>ED annual assessment completed by Chair with feedback from ED, Leadership and Board</li> <li>100% of new/existing Board members receive orientation to the organization and its policies</li> <li># of tactical plan actions completed across the fiscal year</li> </ul>	<p><b>1.1.1</b> Continue to enhance strategies for Board engagement and involvement</p> <p><b>1.1.2</b> Evaluate the effectiveness of the ED</p> <p><b>1.1.3</b> Evaluate the effectiveness and engagement of the Board</p>	<ul style="list-style-type: none"> <li>Q2 of fiscal year</li> <li>Q2 of fiscal year</li> <li>Q2 of fiscal year</li> </ul>	<ul style="list-style-type: none"> <li>ED</li> <li>GC, Board Members, Leadership</li> <li>ED, Board Members</li> </ul>

<sup>1</sup> Note: Governance Committees (GC), Community Engagement/Fund Development Committee (CEFD)

**NORTH ROCKY VIEW COMMUNITY LINKS SOCIETY  
2023 – 2025 Strategic Plan**

<p><b>1.2 Organizational Funding:</b></p> <ul style="list-style-type: none"> <li>To ensure a fiscal funding strategy that is flexible and sustainable, achieving funder and donor satisfaction</li> <li>To ensure a fiscal funding strategy that is flexible and sustainable, which expands ongoing service composition and program delivery</li> </ul>	<ul style="list-style-type: none"> <li>Increase non-designated funds capacity by 10%</li> <li>Number of identified new funders (Individual, Corp, Public)</li> <li>100% of funders and donors in our sphere of influence are satisfied with program delivery, reporting and provide continued support</li> <li>90% of funders who receive a final report and require no revisions</li> <li>100% of projects fall within budget</li> <li>100% of designated funds are used for their intended purpose</li> </ul>	<p><b>1.2.1</b> Review, revise and implement a fund development strategy to ensure an expansion of funds, stability/sustainability and funder/donor satisfaction</p> <p><b>1.2.2</b> Develop a timeline, pipeline/deliverables commitment for Board and staff involvement in Fund Raising activities (review each committee meeting)</p> <p><b>1.2.3</b> Develop marketing strategy/documentation/tools to support strategy execution</p> <p><b>1.2.4</b> Ensure strategies are in place through CEFD Committee to evaluate, on a monthly basis, the effectiveness of the fund development strategy</p>	<ul style="list-style-type: none"> <li>Q1 of fiscal year</li> <li>Ongoing</li> <li>Ongoing</li> <li>Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>ED, CEFD, Leadership</li> <li>ED, CEFD, Board Members, Leadership</li> <li>ED, CEFD, Board Members, Leadership</li> <li>ED, CEFD, Board Members</li> </ul>
<p><b>1.3 Business Planning &amp; Direction Setting</b></p> <ul style="list-style-type: none"> <li>To continue to facilitate direction-setting, business planning and a decision-making process that includes financial oversight and a policy-based governance model</li> </ul>	<ul style="list-style-type: none"> <li>Strategic plan aligned with the needs of the community and requirements of funders and donors</li> <li>Expenditures for a specific category fall within 5% of the budgeted amount for that category as well as supported by sufficient revenue</li> </ul>	<p><b>1.3.1</b> Maintain strategic plan and conduct an annual review with the Board to ensure viability and relevance</p>	<ul style="list-style-type: none"> <li>Q1 of fiscal year</li> </ul>	<ul style="list-style-type: none"> <li>ED, Finance Manager, Board Members</li> </ul>

**NORTH ROCKY VIEW COMMUNITY LINKS SOCIETY  
2023 – 2025 Strategic Plan**

	<ul style="list-style-type: none"> <li>Maintain accurate, monthly financial statements and reporting systems, validated annually through an audit</li> </ul>	<p><b>1.3.2</b> Audited financial practices are aligned with financial policies</p>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>ED, Finance Manager, GC, Auditor</li> </ul>
<p><b>1.4 Strong Operational Processes, Programs &amp; Teams</b></p> <ul style="list-style-type: none"> <li>To maintain a process for ongoing program planning and delivery as per the existing and future needs of the community, funders, and donors</li> <li>To maintain strong team relationships, conduct performance conversations and develop plans focused on work-related objectives</li> </ul>	<ul style="list-style-type: none"> <li>Updated program plans in alignment with the strategic/tactical plans</li> <li>Annual and mid-year reports to funders</li> <li>10-12 leadership meetings</li> <li>100% of new/existing staff/volunteers who are orientated to the organization and its policies</li> <li>90% of new/existing staff/volunteers who: <ul style="list-style-type: none"> <li>are supported to undertake professional development in alignment with their role</li> <li>report they are satisfied with the engagement and functioning of the agency</li> <li>report the teams function effectively</li> <li>would recommend the organization to colleagues or other potential volunteers</li> </ul> </li> </ul>	<p><b>1.4.1</b> Assess and revise service and program planning and delivery in alignment with strategic plan</p> <p><b>1.4.2</b> Conduct activities to enhance relationships and provide support for staff/volunteers and for effective team functioning (e.g., team building, 1:1 meetings)</p> <p><b>1.4.3</b> Author annual and mid-year reports in alignment with funder and donor expectations</p>	<ul style="list-style-type: none"> <li>Q2 of fiscal year</li> <li>Ongoing</li> <li>Varies based on funder and donor deadlines</li> </ul>	<ul style="list-style-type: none"> <li>ED, Leadership Team</li> <li>ED, Leadership, Admin and Program Staff</li> <li>ED, Leadership, Admin Staff</li> </ul>
<p><b>1.5 Effective Engagement and Communication</b></p> <ul style="list-style-type: none"> <li>Continue to strengthen and build strong community relationships through engagement, collaboration and clear and transparent communication</li> </ul>	<ul style="list-style-type: none"> <li>Website analytics (# of unique visitors)</li> <li>Newsletters / program updates</li> <li>Reports to funders</li> <li>Community involvement &amp; engagement events</li> <li>Social media</li> </ul>	<p><b>1.5.1</b> Continue to implement a comprehensive strategy for community engagement</p> <p><b>1.5.2</b> Continue to ensure the growth and effectiveness of the approach to marketing and social media</p> <p><b>1.5.3</b> Measure the effectiveness of</p>	<ul style="list-style-type: none"> <li>Ongoing</li> <li>Ongoing</li> <li>Q3 of fiscal year</li> </ul>	<ul style="list-style-type: none"> <li>ED, CEFD, Leadership, Admin Staff</li> <li>ED, CEFD, Leadership, Marketing Consultant, Admin Staff</li> <li>ED, CEFD, Leadership,</li> </ul>

**NORTH ROCKY VIEW COMMUNITY LINKS SOCIETY  
2023 – 2025 Strategic Plan**

		engagement and communication		Marketing Consultant, Admin Staff
<p><b>1.6 Measurement, Evaluation and Quality Improvement:</b></p> <ul style="list-style-type: none"> <li>To support and maintain accountability mechanisms to report on strategic results and expected outcomes</li> </ul>	<ul style="list-style-type: none"> <li>Performance Measurement and Evaluation (PME) framework</li> <li>Tactical/monitoring plan</li> </ul>	<p><b>1.6.1</b> Revise, update and implement a PME framework</p> <p><b>1.6.2</b> Provide ongoing timely reporting to community, funders and donors</p> <p><b>1.6.3</b> Develop and align research strategy that informs a funding strategy, program planning and service delivery</p>	<ul style="list-style-type: none"> <li>Q3 of fiscal year</li> <li>Varies based on funder and donor deadlines</li> <li>Varies based on organizational need, funder and donor deadlines</li> </ul>	<ul style="list-style-type: none"> <li>ED, Leadership, Statistician</li> <li>ED, Leadership, Statistician</li> <li>ED, Leadership, Statistician</li> </ul>



**NORTH ROCKY VIEW COMMUNITY LINKS SOCIETY**  
**2023 – 2025 Strategic Plan**

STRATEGIC FOCUS: EFFECTIVE SERVICES & PROGRAM DELIVERY				
<p>For the 2023-2025 fiscal years, the focus of this strategic direction includes providing services and programming for children, youth, adults, couples, families, and seniors. The goal of these services and programming is to provide activities that inspire hope and support individuals, families and communities in key areas such as healthy development, wellbeing, and resiliency.</p> <p>Our services and programs include a person-centered, universal and/or targeted preventative approach that is intended to build protective factors primarily by developing natural, culturally relevant supports and creating a responsive and nurturing environment. More specifically, they are focused across the life span from pregnancy and birth to seniors, while utilizing best practices in non-violence and trauma-informed approaches to advocate and ensure safety and security. The goals of our services and programming include:</p> <ul style="list-style-type: none"> <li>• To facilitate social connections, inspire hope and provide supports that promote positive connections between children, youth, adults, couples, families, and seniors, volunteers, and communities</li> <li>• To build capacity and develop/strengthen caregivers and/or parenting skills, as well as building knowledge and resiliency that lead to the creation of safe, responsive and nurturing environments, healthy development and life skills</li> <li>• To promote and facilitate social, physical, emotional, cognitive, and spiritual wellbeing so that children, youth, adults, couples, families, and seniors are able to reach their full potential</li> <li>• To engage and support our diverse community population through inclusive approaches</li> </ul>				
Sub-objectives	Targets/KPIs	Actions	Timeline / Quarter	Who
<p><b>2.1 Program Area: Adults &amp; Families</b></p> <ul style="list-style-type: none"> <li>• To continue to provide and enhance programming for adults and families that inspires hope, supports healthy development, strengthens wellbeing and resiliency</li> <li>• To build awareness, knowledge and linkages to other services and supports adults and families may need</li> </ul>	<ul style="list-style-type: none"> <li>• # of unique adults who receive service from Community Links</li> <li>• # of adult contacts who utilize the various programs</li> <li>• # of referrals from Community Links</li> <li>• 75% of adults and families report (annually):               <ul style="list-style-type: none"> <li>○ an improvement in their confidence self-esteem and/or ability to address a problem or issue</li> <li>○ they are able to access community resources and aware of other services and resources available to them in the community</li> <li>○ an improvement in their knowledge of child/youth development, their parent/child relationship and their ability to parent their child</li> </ul> </li> </ul>	<p><b>2.1.1</b> To align with adults and families needs, update, revise and implement programs with a focus that is person-centered preventative, non-violent and trauma-informed</p> <p><b>2.1.2</b> Conduct ongoing program evaluation and quality improvement</p>	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>• ED, Leadership, Program Staff, Volunteer Coordinator</li> <li>• Statistician, Admin and Program Staff</li> </ul>

**NORTH ROCKY VIEW COMMUNITY LINKS SOCIETY**  
**2023 – 2025 Strategic Plan**

	<ul style="list-style-type: none"> <li>○ Community Links helped them to believe they have the ability to improve their life and be optimistic about their future</li> </ul>			
<p><b>2.2 Program Area: Children &amp; Youth</b></p> <ul style="list-style-type: none"> <li>● To continue to provide and enhance programming for children and youth that inspires hope, supports healthy development, strengthens wellbeing and resiliency</li> <li>● To build awareness, knowledge and linkages to other services and supports children and youth may need</li> </ul>	<ul style="list-style-type: none"> <li>● # of unique children and youth who receive service from Community Links</li> <li>● 75% of children and youth report (annually): <ul style="list-style-type: none"> <li>○ feeling good about their ability to solve problems, ability to take action towards improving their life</li> <li>○ they feel positive about themselves, know how to access community resources and know people they can rely on for help</li> </ul> </li> </ul>	<p><b>2.2.1</b> To align with children and youth needs, update, revise and implement programs with a focus that is person-centered preventative, non-violent and trauma-informed</p> <p><b>2.2.2</b> Conduct ongoing program evaluation and quality improvement</p>	<ul style="list-style-type: none"> <li>● Ongoing</li> <li>● Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>● ED, Leadership, Program Staff, Volunteer Coordinator</li> <li>● Statistician, Admin and Program Staff</li> </ul>
<p><b>2.3 Program Area: Seniors</b></p> <ul style="list-style-type: none"> <li>● To continue to provide and enhance programming for seniors that inspires hope, supports healthy development, strengthens wellbeing and resiliency</li> <li>● To build awareness, knowledge and linkages to other services and supports seniors may need</li> </ul>	<ul style="list-style-type: none"> <li>● # of unique seniors who receive service from Community Links</li> <li>● # of unique contacts with seniors who utilize the program</li> <li>● # of referrals from Community Links</li> <li>● 75% of seniors report (annually): <ul style="list-style-type: none"> <li>○ feeling better about their ability to solve problems, overcome life’s challenges, and indicate they are supported by Community Links</li> <li>○ they know how to access community resources and have people they can rely on for help</li> <li>○ Community Links helped them to believe they have the ability to improve their life, build resiliency and be optimistic about their future</li> </ul> </li> </ul>	<p><b>2.3.1</b> To align with senior needs, update, revise and implement programs with a focus that is person-centered preventative, non-violent and trauma-informed</p> <p><b>2.3.2</b> Conduct ongoing program evaluation and quality improvement</p>	<ul style="list-style-type: none"> <li>● Ongoing</li> <li>Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>● ED, Leadership, Program Staff, Volunteer Coordinator</li> <li>● Statistician, Admin and Program Staff</li> </ul>