

**Social Development Council
of Cornwall & area**
"building stronger communities"



**Conseil de développement social
de Cornwall et de la région**
"renforcer les communautés"

Strategic Plan 2018-2021

APPROVED: APRIL 17 2018



Social Development Council of Cornwall & Area	<h1>Strategic Plan 2018-2021</h1>
Implementation Date	Approved by majority vote of the board of directors, April 17 2018
Our Vision	Share and achieve innovation that supports a vibrant community.
Our Mission	To Collaborate with partners to incubate, connect and strengthen social development enterprises across Cornwall Stormont, Dundas, Glengarry and Akwesasne.
Our Impact	Align and connect to the community we serve in the advancement of: vibrant, inclusive, resilient and prosperous innovation.
Our Services	<p>The SDC accomplishes its mission in five ways:</p> <ul style="list-style-type: none"> • Strengthen and encourage civic engagement and proactive outreach; • Facilitate and link community resources; • Collectively sustain community based partnerships; • Leverage funding streams/sources; • Conduct, and map reliable data, analytics and research.
Our Goals: 2018-2021	<ol style="list-style-type: none"> 1. Develop, endorse and market non-profit incubation opportunities. 2. Develop and deepen relationships among the joint committees and partnerships to increase knowledge, effectiveness and capacity for collective action. 3. Conduct and collect data, research, and analytics locally, regionally, nationally and globally to make informed decisions and share trends. 4. Accelerate and strengthen vibrant community engagement. 5. Strategize funding opportunities to sustain the SDC, the partnerships and the projects.



Our Goals: 2018-2021

Goal 1: Develop, endorse and market non-profit incubation opportunities.

The SDC supports several different organizations and people with information, resources and administrative requests. Consequently, community-based projects come to life because of these partnerships. The SDC participates in different roles in the support it provides. In some cases, a member of the SDC completes the funding proposals as a partnership. Other times, external partners oversee projects financially administered by the SDC. Finally, some projects are external so the SDC role is minimal. The goal is to support the partnership needs to the best of our ability.

Strategies:

1. Provide strategic guidance and form partnerships to incubate opportunities that lead to vibrant outcomes.
2. Create formal agreements that clarify the role of the SDC.
3. Establish separate accounting/administrative budgets for each project/program.
4. Help people access funds and acquire in-kind contributions that promote community initiatives.
5. Link people to funding grants, establish partnerships and provide support as needed.
6. Share our successes with our partners and our community.



Goal 2: Deepen relationships among the joint committees and partnerships to increase knowledge, effectiveness and capacity for collective action.

The SDC fosters connections between joint committee members and community partnerships by sharing information and working together on issues of common interest. Over the past 10-years, the joint committees and partnerships aspired to invest in positive change. Over time, social trends have fluctuated but the outcomes continue to focus on mission-centred topics such as poverty reduction, employability, food security, information-sharing and project administration. The SDC will continue to support the core themes and encourage ideas to advance a vibrant community.

Strategies:

1. Establish new and leverage existing collaborative relationships that enrich the community.
2. Convene SDC members in cooperation with other existing infrastructure organizations and projects.
3. Develop a documented plan of action with recommendations for each project or joint committee and specify the role of the SDC.
4. Update the terms of reference for each project or joint committee and specify the role of the SDC.
5. Facilitate opportunities for on-going networking and information sharing around issues of common interest with the creation of a community hub model.
6. Facilitate a cross community volunteer recruitment prototype that embeds updates into the process.
7. Share our successes with partners and our community.



Goal 3: Conduct research and collect evidence based data to make informed decisions and share trends.

During the next several years, there will be an increasing need to check data and analytical research that address the changing needs of the community. To make informed decisions and advance further growth, the outcomes and recommendations need the support of the evidence.

Strategies:

1. Initiate local/regional/national/global evidence based and consortium data collection and research.
2. Merge existing data regionally, nationally, globally to make comparisons and spread innovation.
3. Report findings to the community partners and organizations.
4. Publicize the results using social media and other means to share the findings and educate the community.
5. Document the statistics and findings in a format that is easily identifiable and accessible.
6. Include the results to strengthen funding proposals.



Goal 4: Accelerate and strengthen vibrant community engagement.

The SDC plays a significant role in providing a framework, information and resources, education, administration and project management for people to get involved. Social development includes the diverse engagement of the community. To influence change, the SDC needs to start and support multiple opportunities.

Strategies:

1. Increase the capacity of the SDC to influence community development and change.
2. Promote network coordination to mobilize and strengthen a vibrant community.
3. Increase inter-agency coordination to include the complex issues and the celebrations.
4. Select annual priorities as mission-centred work and make targeted work plans with specific time lines.
5. Brand the SDC as a public champion to advance a vibrant community.



Goal 5: Strategize funding opportunities to sustain the SDC, the partnerships and the projects.

The SDC survives on time limited grants and funding through the City of Cornwall Department of Social Services and Housing. In addition, joint committee and community projects administratively align with the SDC to help sustain its operations. In addition, some substantial costs of running the agency (low-priced rent) come from in-kind contributions of the Counselling and Support Services of Cornwall and Area. The SDC continually must check the cost of doing business. Strengthening sustainable funding from private and public sectors remains an on-going priority.

Strategies:

1. Expand fund-raising opportunities and commit to short and long-term projects and/or events.
2. Explore cost-saving and in-kind contributions for a possible new site.
3. Create venues and innovation that increase funding opportunities for the SDC and its partners.
4. Secure sustainable, annual funding.
5. Share our successes with partners and our community.



About the Social Development Council's Strategic Planning 2018-2021 Process

The SDC 2018-2021 planning process began in May, 2017 and included:

- 1) Two Simple Questions – a member/community survey (May/June, 2017)
- 2) The AGM Engagement Workshop – data collection (June, 2017)
- 3) Data Summary and Review – SDC staff (June, 2017)
- 4) Personal interviews with specific board members – Alex de Witt (June- October, 2017)
- 5) Strategic Planning Committee Meetings – Alex de Witt, Patti Gauley, Sylvie Kinloch and Jody Souka-Marleau (June-October, 2017)
- 6) Strategic Planning Session – Board/Staff/Joint Committees (November, 2017)
- 7) Data Summary and Review – Jody Souka-Marleau (February, 2018)
- 8) Vibrant Community Roundtable – (February, 2018)
- 9) Documentation – (February –April, 2018)

The process intentionally gathered information from a variety of sources and people to plan the SDC's future direction. The overarching theme during the process was to describe a pathway that leads to a vibrant community.