

K S C S

REIMAGINING OUR JOURNEY

Strategic Plan
2023-2028



Published March 2024

Ohén:ton Karihwatéhkwen

Akwé:kon énska entitewahwe'nón:ni ne onkwa'nikòn:ra tánon' teiethinonhwerá:ton ne **Onkwehshón:'a**. Tho niohtónhak ne onkwa'nikòn:ra.

Akwé:kon énska entitewahwe'nón:ni ne onkwa'nikòn:ra tánon' teiethinonhwerá:ton ne **lonkhi'nisténha Tsi iohontsá:te**. Tho niohtónhak ne onkwa'nikòn:ra.

Akwé:kon énska entitewahwe'nón:ni ne onkwa'nikòn:ra tánon' teiethinonhwerá:ton ne **Kahnekarónnion**. Tho niohtónhak ne onkwa'nikòn:ra.

Akwé:kon énska entitewahwe'nón:ni ne onkwa'nikòn:ra tánon' teiethinonhwerá:ton ne **Kentsonhshón:'a**. Tho niohtónhak ne onkwa'nikòn:ra.

Akwé:kon énska entitewahwe'nón:ni ne onkwa'nikòn:ra tánon' teiethinonhwerá:ton ne **Ohonte'shón:'a** tánon' **Ohtehra'shón:'a**. Tho niohtónhak ne onkwa'nikòn:ra.

Akwé:kon énska entitewahwe'nón:ni ne onkwa'nikòn:ra tánon' teiethinonhwerá:ton ne **Ononhkwa'shón:'a**. Tho niohtónhak ne onkwa'nikòn:ra.

Akwé:kon énska entitewahwe'nón:ni ne onkwa'nikòn:ra tánon' teiethinonhwerá:ton ne **Tionnhéhkwen**. Tho niohtónhak ne onkwa'nikòn:ra.

Akwé:kon énska entitewahwe'nón:ni ne onkwa'nikòn:ra tánon' teiethinonhwerá:ton ne **Kahihshón:'a**. Tho niohtónhak ne onkwa'nikòn:ra.

Akwé:kon énska entitewahwe'nón:ni ne onkwa'nikòn:ra tánon' teiethinonhwerá:ton ne **Kontírio**. Tho niohtónhak ne onkwa'nikòn:ra.

Akwé:kon énska entitewahwe'nón:ni ne onkwa'nikòn:ra tánon' teiethinonhwerá:ton ne **Otsi'nonwa'shón:'a**. Tho niohtónhak ne onkwa'nikòn:ra.



Ohén:ton Karihwatéhkwén

Akwé:kon énska entitewahwe'nón:ni ne onkwa'nikòn:ra tánon' teiethinonhwerá:ton ne **Okwire'shón:'a**. Tho niohtónhak ne onkwa'nikòn:ra.

Akwé:kon énska entitewahwe'nón:ni ne onkwa'nikòn:ra tánon' teiethinonhwerá:ton ne **Otsi'ten'okón:'a**. Tho niohtónhak ne onkwa'nikòn:ra.

Akwé:kon énska entitewahwe'nón:ni ne onkwa'nikòn:ra tánon' teiethinonhwerá:ton ne **lonkhihsothó:kon Ratiwè:ras**. Tho niohtónhak ne onkwa'nikòn:ra.

Akwé:kon énska entitewahwe'nón:ni ne onkwa'nikòn:ra tánon' teiethinonhwerá:ton ne **Kaié:ri nikawerá:ke**. Tho niohtónhak ne onkwa'nikòn:ra.

Akwé:kon énska entitewahwe'nón:ni ne onkwa'nikòn:ra tánon' tetshitewanonhwerá:ton ne **Shonkwahtsi:'a Tiekhehnékhka Karáhkwa**. Tho niohtónhak ne onkwa'nikòn:ra.

Akwé:kon énska entitewahwe'nón:ni ne onkwa'nikòn:ra tánon' taiethinonhwerá:ton ne **lonkhihsótha Ahsontenhnékhka Karáhkwa**. Tho niohtónhak ne onkwa'nikòn:ra.

Akwé:kon énska entitewahwe'nón:ni ne onkwa'nikòn:ra tánon' teiethinonhwerá:ton ne **lotsistohkwarónnion**. Tho niohtónhak ne onkwa'nikòn:ra.

Akwé:kon énska entitewahwe'nón:ni ne onkwa'nikòn:ra tánon' tetshitewanonhwerá:ton ne **Shonkwaia'tison**. Tho niohtónhak ne onkwa'nikòn:ra.

Ó:nen káti' tho niió:re ia'tetewawenniháhrho. Tóka' thé:nen saionkwa'nikónhrhen, í:se kí' né: ó:nen sasewakwatakohá:ton.

Ó:nen wetewarihwahhotón:ko nón:wa wenhniserá:te.

Ó:nen wetewarihwahhó:ton nón:wa wenhniserá:te. Eh káti' niohtónhak ne onkwa'nikòn:ra. Tho niiowèn:nake.



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ACKNOWLEDGMENTS

Many individuals have contributed to the process of this 5-year Strategic Plan. The individuals identified below were involved in the process and will continue to be ongoing.

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Dable Advisory & Consulting Services

Design & Layout:

KSCS Communications - Brooklyn Joseph, Skarahkotà:ne Deom, Tish Pungartnik and Katsi'tsaié:ri Paul

The KSCS Strategic Plan Committee (SPC) would also like to thank the KSCS Staff, Board of Directors and the Community for their time, effort, knowledge, and expertise in the 2023 - 2028 Strategic Plan.

Niá:wen

Executive Summary

Kahnawà:ke Shakotiiatákéhnhas Community Services (KSCS) is pleased to introduce our 2023-2028 Strategic Plan for the next five years to our employees, partners, and community.

Following an evaluation of the last Strategic Plan, KSCS concluded that aspects of the 2016-2020 Strategic Plan remained largely relevant. Moving forward in the development of this new plan, these aspects would offer a foundation for some continuity while incorporating adaptations.

In turn, with the assistance of Dable Advisory and Consulting Services, a strategic review was conducted. The review was comprehensive, involving input from the staff, management, Strategic Plan Committee, Board of Directors, Executive Directors Committee (EDC) and community members. The process also included secondary research to identify crucial issues and opportunities for the organization, with a focus on those with the most significant impact.

The strategic review yielded a series of actionable recommendations that formed the base for our five (5) Key Priority Area's (KPA), Goals, and Indicators of Success (IOS). This Strategic Plan focuses not only on **what** needs to be done but more importantly **how** we intend to do this by incorporating our Action Plan.

The Action Plans were created by multidisciplinary teams, emphasizing the initial two years and stand as a realistic extension of tangible steps of the overarching broad goals outlined in the Strategic Plan. Our Plans also emphasize the importance of community engagement, involvement and participation in the development and refinement of KSCS services.

KSCS' approach in the development of this plan has created a versatile framework that allows us to easily adapt to the evolving needs of the community. Throughout this Plan, KSCS underscores a firm commitment to operational excellence and sustainable growth.

The emphasis on adaptability, transparency, and continual improvement serves as the organizational compass, guiding KSCS to remain resilient and skilled in meeting the diverse needs, aspirations of the shared community vision, and ambitions of Kahnawà:ke.

This document is a living roadmap, open to continuous refinement, it encapsulates the organization's pledge to exceed expectations and uphold the highest standards in our service delivery.





Derek Montour

Executive Director

I am pleased to share with all of you our renewed and reimagined 5-year plan. Our next journey was informed by an evaluation of our last plan and a comprehensive Strategic Review. These exercises equipped KSCS with the insights and recommendations needed to refine and enhance our Plan. This involved identifying the most critical issues and opportunities for the organization and focusing on those that will have the greatest impact and meet the community's evolving needs, aspirations, and ambitions.

KSCS is in a place in which we can further develop and implement innovative services, build capacity, and engage/partner more with our community. Through our Plan, we hope to demonstrate the success that can be achieved for all, when we work together on this shared journey toward a better and healthier future.



Arlene Jacobs

Board Chairperson

On behalf of the Board of Directors, I am pleased to share this plan that was put together by the Strategic Plan Committee and the contributors who were involved in this process.

The Plan reflects the voices from the past and those of today. The honest feedback from our partners, the staff, and community reinforced the key beliefs of our previous plan and provided the necessary insight to help reimagine and further refine our priorities and goals.

The Board of Directors will work side-by-side with the Executive Director in the organization's ongoing effort to implement this plan that builds on the strengths of our mission and vision.

Terminology

Definition of terms used in strategic planning and the terms KSCS has selected for our 2023-2028 Strategic Plan

Strategic Planning

It is a **process** and **planning tool** that moves the organization's direction towards – **change** – to achieving the KSCS Vision. Strategic Planning provides a **roadmap** or pathway forward -for **change(s), growth, and development** – that will potentially improve the quality of life and **well-being** of Kahnawa'kehró:non.

Interchangeable terms:

- Strategic Direction
- Systems Change Approach
- Strategic Framework

Key Priority Areas

Key Priority Areas are focus areas that connect and link the KSCS vision and mission to achieve meaningful changes and **outcomes** for Kahnawa'ke and their families. These **Key Priority Areas** support the need for KSCS to work collaboratively over the next 5 years.

Interchangeable terms:

- Pillars
- Core Areas

Vision

The vision statement describes long-term **goals** and **aspirations** for the future.

A vision statement describes what an organization **aspires to be**, as opposed to what it is now. The vision statement captures the **changes** – the **outcomes and impact** you want to see accomplished – the future desired “end state”.

Mission

The mission statement is a broad and comprehensive statement that describes the overall **purpose** and direction of KSCS.

The Mission Statement clearly defines **what** the organization does, **why** it does it, for **whom** and **how**.

Cornerstones of Integrity

Values drive KSCS's organizational culture and highlights **how** and **why** KSCS provides programs and services.

Interchangeable Terms:

- Core Values
- Core Beliefs
- Values

Goals

Goals are broad or overarching **desired changes**. Goals reflect KSCS' (Mission) and Key Priority Areas. A goal is made up of one or more objectives.

Goals should be SMART (Specific, Measurable, Achievable, Realistic and have a Timeframe)

Objectives

Objectives are **action items, activities** or initiatives designed to achieve a goal. The objectives are activities/actions steps to achieve the goals within a fixed timeframe.

There can be multiple objectives per goal.

Indicators

Indicators are information that can be gathered and measured to assess if goals were met, and to what extent they were met. An indicator is a **marker/milestone** of accomplishment and **progress**. An indicator measures a program's **progress** towards identified outcomes. Indicators are specific, observable, and measurable accomplishments or **changes** that **shows the progress** made toward achieving an outcome.

Interchangeable terms:

- Key Success Indicators
- Key Performance Indicators
- Outcome Indicators
- Indicators of Change

Outcomes

Outcomes are the expected **change** intended by a program's activities. Outcomes are the **changes** or health/wellness impacts the "initiatives" aims to create. Outcomes are the changes to wellness in the organization, community, families, and individuals.

Interchangeable Terms:

- Intended outcomes
- Expected outcomes
- Ultimate Outcomes
- Expected results
- Intended results
- Impact



KSCS Locations





2009-2029 lakwaská:neks Tsi Naiohtónhake ne Kahnawà:ke

Nó-nen 2029 sheniohseratátie, akwé-kon ne Kahnawa'kehró-non ionkwatérien-tare tánon ieká:ien tsi ionkwa'nikonhraien-ta's tsi nahó:ten ionkwatérihwaíen-ni, ó-ni' tsi niionkwarihò:ten tsi tionkwehón:we. Tho ní:ioht tsi tewatathá:wi. Kanien'kéha ionkwáthare tsi ionkwanohsó-ton tánon ne kanatakónhshon. Tsi teionkwáthare ne onkwawén:na, tánon tewatsterísta tsi niionkwarihò:ten's, tho néntewe enionkwaia'tahnirónhake tánon tenwaterihwaré:ni tsi Kanien'kehá:ka nitewaia'tò:ten. Ne ionkwahá:wi tsi nahó:ten ionkwarihonnién:ni ne Kaianere'kó:wa, né:'e ne Skén:nen, Ka'satsténhsera tánon Ka'nikonhrí:io.

Akwé-kon skátne í:ken ne Kahnawà:ke, tsi ní:ioht tsi teiakwawén:rie, tsi ní:ioht tsi iohtentionhátie ne onkwakoráhtshera, tánon tsi ní:ioht tsi tionkwehtáhkwen ne onkwatóhnhets. Akwé-kon skén: nen tsi tetewatá:ká:nere, tánon tetewataterihwakweniénstha. Iotenatákweniens ne onkwaná:takon tánon iah káneka thé:nen teiótteron. Tewathatsiranorónhkhwa, lentewakón:táhkwe skátne enkénhake tsi na'tetewátere. Ratiia'tanó:ron tánon iakhiniáhé:sen ne thoti:ien's. Iethí'nikón:rare, iethinorónhkhwa tánon ioiánere tsi iethiiehiá:rons ne iethien'okón:'a. Iohahí:io tsi nia'onkwenonhátie, ionkwa'nikonhrakarí:te, ionkwata'karí:te tánon tewa'nikón:rare ne onkwatónhnhets. Wehnéhstha tsi ní:ioht tsi tionkwehtáhkwen nó:nen entewatia' taró:roke tánon eniakwarihóhetste tsi niionkwarihò:ten's.

Iakwatathá:wi tánon í:i tiakwanónhtons tsi ní:ioht tsi iohtentionhátie ne onkwakoráshera ne Kahnawà:ke. Nok ó:ni ne thé:nen aonte'shennaién:ta'ne ne ioiánere. Akwé-kon sha'tethonátte ne onkwehshón:'a. Onkwe'tà:ke nitewéththa ne onkwakoráshera, né:'e tewanónhtons tsi nonkwá:ti nia'onkwenonhátie. Iah ónhka tha'teietihá:ká:nere ne aionkhiatohnhisákten. Kén:en akwé-kon tkaniarotáhrhon. Kowá:nen ne onkwenhóntsa, tánon akwé-kon ne ón:kwe iakote'shén:naien ne aiontshenónnia'te. Akwé-kon ne Kahnawa'kehró-non ionkwatewéienston tsi nihotirihò:ten ne ákte' nithoné:non, nek tsi tionkwehtáhkwen ne í:i onkwanonhtonniónhtshera.

Iethirihwakweniénstha ne Ionkhi'nistéha Tsi Iohontsá:te. Iethirihwakweniénstha ó:ni' akwé-kon ne onkwehshón:'a ne skátne tewaná:kere tsi ní:wa tsi iohontsá:te. Etewanónhstha ne Onkwakeráshera, tánon í:i tsi nitewanonhtonniónhtshero:ten enwátston ne thé:nen ia'tenkarihwaién:ta'ne. Tewaná:ie tánon tiótkon ohén:ton ia'tetewaká:nere.

2009-2029 Shared Community Vision Statement

In 2029, Kahnawa'kehró-non know, understand and, live our roles and responsibilities as Onkwehón:we. Onkwehonenéha (Kanien'kéha) is the main Language of communication in the home and community. Through our language and the daily practice of our culture, we promote our strong collective identity. Kaianere'kó:wa, with its teachings of Skén:nen, Ka'satsténhsera, and Ka'nikonhrí:io, is our guiding principle.

Kahnawà:ke is a socially, politically, and spiritually unified community. All Kahnawa'kehró-non respectfully co-exist harmoniously and peacefully in a clean and safe environment. We are a community of close-knit families maintaining our connection with each other: where elders are admired, treasured, and called upon; and where children are safe, provided guidance, and loved. We are well on the path to a healthy mind, body, and spirit. We live and teach our spirituality through our ceremonies and festivals as a way of elevating our spirit.

Kahnawà:ke is an independent self-governing community in control of our opportunities. All people are treated equally. The people are the government and have a voice in the direction of the future. We are an economically self-sufficient community with an expanded Land base, where individuals are provided opportunities and encouraged to succeed. All Kahnawa'kehró-non are well and fully educated in mainstream and Onkwehón:we philosophies, confident in who we are. We live in respectful co-existence with the peoples of the world and Mother Earth. We protect and defend our determination and territory with decisions based on our principles. We are proud and confident about our future.



Ionkwaio'tátie

Ionkwaio'tátie' ne iaiakhi'nikonhrà:reke' tánon' taiakhihswanéta' ne ioiánere' tsi ní:ioht tsi aiakonnhétie'. Tóka' entitewatén:rohwe' tsi nentewatieránion' ne aioia'tahnirha'ne' KSCS tsi nihoti'nikonhrò:ten' ne skén:nen, karihwakwenienhsténhtshera' akénhake', tánon' í:i ionkwaterihwaién:ni ne akwé:kon skátne aionkwaio'ten' ne Kahnawà:ke katiohkwaién:ton'.

Our Mission

KSCS' mission is to encourage and support a healthy lifestyle by engaging with the community through activities that strengthen our core values of peace, respect, and responsibility with the collaboration of all organizations of Kahnawà:ke.

Ohén:ton lateiakwaká:nere

KSCS iehonáthre ne kahwatsire'shón:'a akwé:kon ata'karitéhtshsera' tsi nén:we ahontáthawe' ne Kahnawà:ke aioia'tanirónhake' tsi tawehniseratátie'.

Our Vision

Kahnawà:ke Shakotia'takéhnhas Community Services strives for a strong collective future for Kahnawà:ke by promoting and supporting a healthy family unit.



The Cornerstones of Integrity

The Cornerstones of Integrity are the core values of KSCS that describe our organizational culture, help determine our priorities, and guide how we conduct ourselves in our daily work.

lakwarihwakweniéhstha	Respect
lonkwaterihwaién:ni	Responsibility
lonkwarihwató:ken	Trust
lonkwaten'nikonhríson	Commitment

Introduction

Reimagining Our Journey

The following pages are the result of how KSCS reimagined the future and our role within it. This is a roadmap for our journey as we move towards 2028. The Strategic Plan is a culmination of the significant input, hard work, and dedication from KSCS staff. The Plan is to be a living document that is open to adaptations and will continually evolve and change to reflect how we are working to meet the needs of the community.

KSCS' Strategic Plan has five key priority areas (KPAs) that connect the vision and mission to meaningful and achievable outcomes:

- KPA Statement
- Goals
- Actions Items
- Indicators of Success





Kanien'kehá:ka Ways of Doing Things

Key Priority Area Statement

Actively encourage, build, and strengthen the Kanien'kehá:ka ways of doing things, by promoting and universally adopting the use of our language and cultural practices, teachings, and safety as a foundation of our daily service delivery.

Goal 1

Deepen our understanding of Kanien'kehá:ka ways, language, and culture, through continuous learning, engagement, and collaboration with knowledge keepers.

Action Items

1. Develop the Tsi Niionkwarihò:ten (Our Ways) Program and Team
2. Develop a Land-Based Healing and Training Program
3. Tsi Niionkwarihò:ten Staff Mentorship Pilot Project
4. Traditional Wellness Support Services for KSCS staff

Goal 2

Weave Kanien'kehá:ka culture into the standard practices of our services in a manner that aligns to KSCS' core vision by creating opportunities to empower our employees to actively engage in Kanien'kehá:ka cultural and language teachings and practices through partnerships.

Action Items

1. Make Tsi Niionkwarihò:ten onboarding sessions mandatory to all staff
2. Re-Implement Kanien'kehá:ka Growth and Empowerment Measure (K-GEM) Assessment Tool
3. Develop a Trauma-Informed Cultural Safety Training
4. Explore feasibility and complete needs assessment for adopting a Cycle of Ceremonies holiday schedule for staff



Goal 3

Enrich our offerings of Kanien'kehá:ka practices, focusing on providing a diverse range of culturally significant activities that preserve, promote, and celebrate our unique language, heritage, values, and traditions.

Action Items

1. Increase the number of males' groups offered to the community
2. Create a cultural-speakers calendar of knowledge holders (e.g.: based on Cycle of Ceremonies)
3. Increase interactions with the H.E.A.L. Center in Akwesasne
4. Discuss feasibility and organizational responsibility of increasing presence in High Schools (not just locally, but schools in the city where youth in the community attend) to offer cultural safety workshops of Kahnawa'kehró:non

Goal 4

Create a comprehensive communication plan that highlights the cultural practices (including language) offered by KSCS, utilizing diverse communication channels to effectively raise awareness and generate interest in these practices, while promoting well-being rooted in our traditions.

Action Items

1. Review 2020 KSCS Communications Plan to align with 2023 KSCS Strategic Plan
2. Educate and train staff on communications strategy and how to implement it
3. Create a communications toolkit: checklist of proper inter-organizational communications channels, request forms, protocols, etc.
4. Update KSCS' website
5. Communications Committee of Ambassadors (1 person from each department)



Indicators of Success

Traditional Practices Service Integration

Define and measure cultural practices that have been integrated into KSCS' services as well the cultural and language teachings or trainings being offered to employees.

Our Traditional Way

Measure the participation and satisfaction of employees with how we practice our traditional way within the organization. This measure will allow us to gauge our mutual level of respect, trust, and family collective mindset.

Service Satisfaction

Regularly survey community members, measure participation and satisfaction with the incorporation of cultural practices into services.

Partnerships with Cultural Institutions

Monitor the number of partnerships formed with cultural institutions, organizations, and knowledge keepers.

Participant Testimonials

Collect testimonials from participants who have engaged with our cultural practices.

Communication and Promotional Metrics

Track communication and promotional efforts, such as website posts, social media posts, or newsletter releases related to traditional practices.



Individual & Family-Centered

Key Priority Area Statement

Establish a fully individual and family-centered approach that is community-driven, with a primary focus on supporting and accompanying Kahnawá'kehró-non and their families throughout their journey.

Goal 1

Enhance knowledge and understanding of our clients by directly engaging them in evaluations and prioritizing service delivery based on their unique needs.

Actions Items

1. Development and implementation of a client satisfaction and feedback survey
2. Recruit an "Advocacy Worker" to inform on client rights and protocol
3. Work with the data strategy team (KPA 5) to improve data collection on client assessments and client feedback
4. Implement a standardized tool to measure changes in distress levels and well-being
5. Discuss with Onkwata'karihtáhtshera about implementing an Annual Community Meeting or General Assembly with all health and service organizations in Kahnawá:ke

Goal 2

Strengthen a culture of strong kahwá:tsire (family) by prioritizing positive and personal fulfillment, empowering, and engaging our people to lead healthy lifestyles.

Actions Items

1. Regularly enhance and promote KSCS' community events (i.e. : SKATNE calendar)
2. Create a database / manual for service providers highlighting how to access forms / funding



Goal 3

Regularly reassess and adjust our programming in a timely manner, implementing a streamlined approach to enhance our services in order to improve the overall client experience to effectively meet evolving needs.

Actions Items

1. Evaluate and reassess process for intakes
2. Identify and incorporate technology into intake process
3. Identify evolving needs by analyzing data from intakes
4. Engage with KSCS' service areas to understand existing barriers to implementing best practices

Goal 4

Create safe and secure spaces to promote trust and collaboration with Kahnawa'kehró:non to support their journey of self-empowerment.

Actions Items

1. Designate areas specifically meant for confidential discussions at satellite buildings
2. Promoting access to shared spaces with staff (i.e. : satellite workers can reserve spaces at KSCS' main building, KOC)
3. Respect of community members privacy, and decolonizing KSCS' process specific to providing care



Indicators of Success

Service Delivery Satisfaction Rate

Assess client satisfaction with services delivered based on their requests. This benchmark will reflect how well our organization is prioritizing and meeting client requests.

Supporting the Client Journey

If clients feel understood and their requests are prioritized, they are more likely to continue using our services, a rise in client retention can indicate success.

Increased Use of Services

An increase in the number of community members participating in health and wellness programs offered by KSCS.

Wholistic Health Indicators

Track wholistic health indicators to show the impact of the focus on healthy lifestyles.

Program Assessment Frequency and Results

Track the results, quality, and frequency of program assessments.

Safety Perception Surveys

Regularly collect data on perceived safety within the spaces provided by our organization. Improvement in these scores over time can suggest success in creating safe environments.



Community Engagement and Partnerships

Key Priority Area Statement

Enhance community engagement and impactful community-based partnerships by cultivating strong connections, encouraging active participation and collective initiatives for the wholistic betterment of Kahnawà:ke.

Goal 1

Create a strong sense of belonging and connection among community members through collaborative efforts, transparent communication, and innovative outreach strategies.

Action Items

1. Bring the KSCS Communications team up to date on advised outreach approaches and priorities towards partners
2. Create an Annual Plan (with budgets, resources, activity sheet) for outreach toward partners

Goal 2

Continuously expand and strengthen productive partnerships within our teams, community and other allies by implementing a proactive approach that includes targeted outreach and collaboration as a critical process towards the enhancement of our programs and services.

Action Items

1. Develop an inventory of internal and external partners and assess the strength of these relationships
2. Analyze data collected and create prioritized list of under-served service areas within the organization that would benefit from strengthened partnerships
3. Targeted outreach and intake (develop 'Organizational Ambassador' and 'Services Navigator' positions)
4. Evaluating "Success" of these initiatives



Goal 3

Measure community participation in programs and services to effectively evaluate the impact of our engagement efforts, ensuring transparency and accountability.

Action Items

1. Review existing intra-organizational information systems (i.e.: Penelope) and establish team to analyze this data
2. Understand the data system(s) other local organizations use to enhance information sharing and opportunities for collaboration
3. Share reports with community, defining successes, internal operating standards, sharing community events reviews, etc.





Indicators of Success

Engagement Satisfaction Survey

Regularly survey community members on their participation and satisfaction with community engagement efforts. Improved scores can indicate the effectiveness of these efforts.

Partnerships and Collaborative Projects

Monitor the number of projects or initiatives that involve community collaboration. Track the number of partnerships established over a given time period. An increase could suggest successful outreach and collaboration.

Partnership Satisfaction

Regularly survey partners to gauge their participation and satisfaction with collaborative projects. High or improving satisfaction levels suggest successful partnership development.

Program and Service Enhancements

Track improvements or expansions to our programs and services as a direct result of these partnerships. This could indicate the effectiveness of the partnerships in enhancing our work.

Community Impact Surveys

Conduct surveys to measure the perceived impact of our programs on the community. Improved scores can indicate that our efforts are resonating with the community.



Staff-Centered

Key Priority Area Statement

Prioritize our staff as the heart of our organization and proactively address KSCS' workforce needs by attracting and retaining highly qualified candidates who share our values and culture. We are committed to employee development, placing the well-being of our employees at the core of our efforts.

Goal 1

Develop a comprehensive staffing plan that effectively addresses the needs of our employees while cultivating a positive work culture centered on promoting employee engagement, collaboration, development, and well-being. By executing this plan, our objective is to establish KSCS as a sought-after employer and achieve organizational success, recognizing that our staff is our most valuable resource.

Action Items

1. Attraction, Recruitment & Retention
2. Employee Development
3. Succession
4. Streamlined Services
5. Employee Wellness & Workload



Indicators of Success

Employee Satisfaction Surveys

Regularly survey employees to assess their satisfaction with their work environment, culture, level of support and opportunities for growth. As well as their participation and satisfaction with wellness initiatives and benefits offering.

Training and Development Impact

Track the impact, participation and satisfaction of employees who participate in training and development programs.

Retention and Recruitment Metrics

Measure retention, promotion, time-to-fill, recruitment initiatives, new hires, and other related metrics.

Staff to Client Ratio and Workload Impact

Measure the number of staff members to the number of clients as well as the overall workload of staff.

Staff Initiated Collaboration

Monitor staff-initiated collaboration initiatives with external partners, such as educational institutions, industry associations, or community organizations.

Top Choice Reputation Rating

Evaluate the reputation of the organization as an employer of top choice locally and regionally to retain and attract talent.



Operational Effectiveness

Key Priority Area Statement

Implement and foster a culture of continuous improvement and innovation by promoting internal collaboration, communication and building trust between departments.

Goal 1

Establish a comprehensive performance evaluation system that encompasses measurable indicators of success, enabling us to accurately assess the effectiveness of our strategies, programs, and initiatives.

Action Items

1. Review existing processes
2. Inventory: evaluation tools currently available and tools to implement for programs (potential resource: Community Wellness Plan (CWP) summarizes measurement and evaluation tools used)
3. KSCS to become accredited through Accreditation Canada

Goal 2

Create a robust change management plan that strategically guides the organization through periods of transformation and adaptation. By effectively communicating the purpose and benefits of change and providing necessary training and support, we will empower our employees to embrace new strategies, technologies, and processes, fostering an environment that encourages innovation and continuous improvement.

Action Items

1. Research and implement a change management training session and change management tool for Directors, Managers, and Team Leaders
2. Incorporate "Initiates and leads change" as an aspect to be evaluated in the PMP Supervisor Tool
3. Develop and implement a digital "Change and Innovation" suggestion box and follow-up plan for suggestion(s)

Goal 3

Develop a comprehensive infrastructure plan that addresses current needs and anticipates future demands, with a focus on enhancing connectivity, sustainability, and the overall well-being of the community.

Action Items

1. Develop a comprehensive 10-year plan for KSCS' infrastructure and capital needs
2. Conduct needs assessment of future infrastructure needs
3. Develop partnerships with MCK's Capital Construction and Asset Management for expertise & guidance
4. Complete the expansion of Maintenance Team

Goal 4

Revise the vision and mission statement to create a clear and engaging message that resonates with all involved, while also establishing a framework to assess our contribution to supporting a healthy community.

Action Items

1. Gather notes of suggested changes from previous consultations regarding KSCS' vision and mission statement
2. Review purpose of vision, mission and how they link to the mandate prior to presentation to Board of Directors. Visit Board of Directors' responsibility regarding the mandate
3. Review, present, and discuss at Board of Directors meeting for input and approval
4. Communicate and validate with staff
5. Finalize and translate statements
6. Promotion and dissemination

Goal 5

Develop a Comprehensive Data Strategy that will enable KSCS to harness the power of data and transform it into actionable insights, leading to informed decision-making across all service areas and departments.

Action Items

1. Incorporate data strategies from the Community Wellness Plan into the strategic plan
2. How to see or use the aggregate data that other relevant organizations gather

Goal 6

Develop a funding allocation plan that optimizes the distribution of financial resources in alignment with our community's needs and partners, maximizes impact and value, and ensures accountability and transparency in resource allocation decisions.

Action Items

1. Create an understanding of community fiscal needs
2. Create database for internal and external funding allocations; visually map out KSCS' spending in a clear and effective way
3. Align funding based on CWP, on the funding allocation of other organizations and based on target groups
4. Identify future needs based on current community fiscal needs and predicted outcomes based on ongoing contracts / programs
5. Designate a portion of funds for unanticipated programs after organizing total funding allocations
6. Review and make recommendations for governance structure (for KSCS, Onkwata'karitáhtshera, and Comprehensive Community Plan)
7. Organize funding data with finance department to pull out correct budget allocation information
8. External and internal funding reports
9. Create an evaluation plan for funding distribution

Goal 7

Establish communication and collaboration practices across all service areas and departments within the organization, fostering a cohesive, integrated, and multi-disciplinary approach to service delivery, maximizing effectiveness.

Action Items

1. Review and implement internal communication aspects of the communications strategy
2. Establishing intraorganizational communication standards
3. Re-establishing job roles with the goal of promoting collaboration
4. Communications and collaboration needs assessment for each department

Goal 8

Continuously review and enhance policies and procedures to ensure that they are suitable, effective, and culturally safe across all service areas and departments within the organization.

Action Items

1. Develop use of SharePoint to implement a concise and user-friendly file management system
2. Create an inventory of existing policies and procedures across the organization
3. Discuss and develop the structure of a Business Analyst position
4. Revisit and roll-out the Global Policy Framework
5. Establish an internal Policy Revision Committee

Goal 9

Leverage technology, embrace innovation, and drive digitization within the organization to enhance operations, improve service delivery and create positive outcomes across all service areas and departments

Action Items

1. Research technological trends to improve overall effectiveness of work
2. Facilities acquisition of Capital and Assets Management software: Maximo
3. Acquisition of reMarkable tablets for counsellors
4. C 2 ticketing station at each building (x8)
5. Leverage existing high-end TVs by creating an internal channel for announcements, etc.



Indicators of Success

Cross-Departmental Projects/Initiatives

Measure the number and successful completion of projects/initiatives involving collaboration between different departments/service areas.

Streamline Policy and Procedures

Frequently review, assess and streamline policy and procedure across the organization and within departments. Measure the frequency, efficiency and effectiveness of policy application across the organization and within departments.

Impact of Change

Assess the level of employee acceptance and adoption of change by measuring feedback, surveys, or focus groups. This indicates the degree to which employees have embraced new strategies, technologies, and processes.

Alignment with Community Priorities

Evaluate the extent to which funding decisions align with the priorities and identified needs of the community. This can be measured through community surveys, consultations, or feedback mechanisms.

Technology Adoption Rate

Measure number of new technologies and digital tools adopted. This indicates the extent to which KSCS is embracing and effectively utilizing technology to improve our work processes.

Data Analysis Impact

Measure the impact of gathering and analyzing data within the organization over defined time period.

Infrastructure Development Projects

Track the number and progress of infrastructure development projects planned, undertaken and completed to address current needs and future demands.

Service Quality Indicators

Assess the quality of services using specific indicators such as wait times, service responsiveness, client outcomes.



Looking Forward

As KSCS continues to evolve, we will develop a greater strategic focus, leading to opportunities to build a thriving organization. The 2023-2028 Strategic Plan is developed to reflect the aspirations of community members and is critical for moving the organization forward in achieving its vision. This will be achieved by integrating the action items into the daily operations of KSCS and working in close collaboration with all key stakeholders.

The vision for KSCS serves as the foundation for tomorrow. It is important that KSCS builds a prosperous future for its employees, as they have a significant role in the overall well-being of the community.

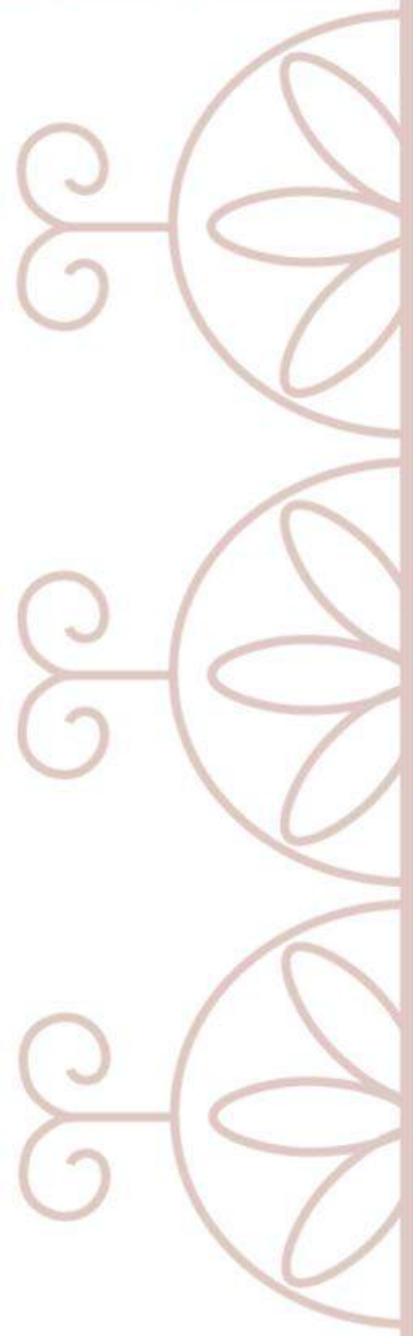
KSCS will maximize its resources, focus on the key initiatives, and ensure that the community's needs are addressed.

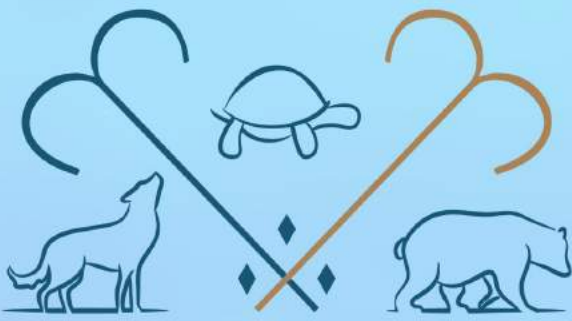
KSCS is on a reimagined journey that will be guided by competent and passionate employees. Aided by a strong planning approach, KSCS and its employees will continue to travel this journey together and pave the way for KSCS to evolve and ultimately better serve the community.



See our vision in action:

<https://www.youtube.com/watch?v=OgLaPicYk-g>





K S C S

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