



COLLECTIVE IMPACT

SKÁTNE TEIONKWAKÀ:NERE

2024-2027 STRATEGIC PLAN

September 2023



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BACKGROUND & OBJECTIVES

BACKGROUND & OBJECTIVES

About Kahnawà:ke Collective Impact (KCI):

- Kahnawà:ke Collective Impact (KCI) is a movement to engage, facilitate, and support community stakeholders in long-term discussions, to identify and work towards our ideal social and economic future for our children and young people.
- KCI is a unique organization within the community - a grassroots organization with a long-term collaborative approach toward community change.
- In 2019, KCI identified 6 priority areas with the first 3 Action Teams launched in 2020.

Priority Area	Action Team
Language and Culture	Active
Food Sovereignty	
Wholistic Health & Wellness for Youth	
<i>Community Plan to fulfill our shared Vision</i>	Inactive
<i>Economic Development Strategy</i>	
<i>Kahwa:tsire - Resource for New and Expecting Parents</i>	

The objectives of the 2024-2027 Strategic Plan are to:

1. Ensure continued alignment between KCI's offerings and community needs
2. Plan for long-term sustainability
3. Address questions around roles & responsibilities, policies & protocols

Implementation of the Strategic Plan will enable KCI to achieve the following outcomes:

- ✓ Defined **role and purpose** in the community
- ✓ Re-assessment of **priorities** that were identified at during the Community Consultation 2019 Open House hosted at the Knights of Columbus
- ✓ Improved **governance** and **operating models**
- ✓ Enhanced **community engagement**



STRATEGIC PLANNING APPROACH

STRATEGIC PLANNING APPROACH

BDO's Approach

- BDO uses a progressive approach to strategy and operational planning by building a foundation of **common understanding** through **stakeholder engagement** and **research**.
- This approach encourages an **understanding of the current state** of the organization and supports each successive phase of the project.
- The priorities outlined in this document have been informed by a comprehensive process of gathering input from various stakeholders. BDO conducted **interviews, focus groups and consultation workshops** with internal and external stakeholders including Staff, Steering Committee, Round Table, and Community. Additionally, Community Members at large were engaged through a **survey** to ensure their perspectives were included in the strategic direction.
- Ultimately, the strategic planning process resulted in identification of :
 - 5 Strategic Goals
 - 16 Strategic Objectives
 - 56 Strategic Initiatives
 - 20 Key Measures of Success



COMMUNITY SHARED VISION STATEMENT

A Guide for KCI's Strategic Plan

- The development of the KCI Strategic Plan was guided by the **Community Shared Vision**.
- The community prioritizes strong **collective identity**, **harmonious co-existence**, with an emphasis on **holistic well-being** and KCI acknowledges its role in achieving this vision.
- This alignment with the Community Shared Vision was further reinforced through stakeholder feedback, particularly during the formulation of KCI's Vision, Mission, Values and Guiding Principles.
- By incorporating these insights, the Strategic Plan embodies the collective aspirations of the community and establishes a solid foundation for KCI 's future endeavors and opportunities for KCI to actively deliver the Community Shared Vision.

PROJECT APPROACH

The Strategic Planning process consisted of a 4-phased approach conducted over a six-month period. The approach ensured that stakeholders' feedback and needs were captured and incorporated throughout the process.



LAUNCH

E-SCAN

STRATEGY DEVELOPMENT

REPORTING



SWOT ANALYSIS

SWOT ANALYSIS

An overview of KCI's Strengths, Challenges, Opportunities and Threats is provided below with detailed analysis included in Appendix 1.

Strengths

- KCI's model is a great fit for this community
 - Passionate leadership and Action Teams
 - Strong Support Staff

Challenges

- Communications Challenges
- Leadership & Accountability Challenges
- Sub-optimal Operating Model
- Ambiguous Governance Structure

- Branding & Value Proposition
- Communication & Collaboration
- Operational & Governance Improvements

Opportunities

- Resource Constraints
- Community Perception
- Authority & Accountability
 - Societal Factors

Threats



VISION & MISSION

KCI'S VISION & MISSION



Vision

Forward-looking view of what we want to be in our ideal state

Aspirational | Challenging | Future-oriented | Memorable | Specific | Relevant

Kahnawà:ke is a thriving community and leader in supporting beneficial change practices. Kahnawà:ke Collective Impact, together with the community and its members are living enriched lives with uplifted minds, bodies and spirits by prioritizing wholistic wellness.



Mission

Concise explanation of our purpose

Factual | Current | Direct | Core | Objective

Kahnawà:ke Collective Impact supports grassroots movements and initiatives that address social matters requiring community attention. Kahnawà:ke Collective Impact utilizes sustainable and proven change efforts to bring community together, working hand in hand to overcome collective challenges.





VALUES & GUIDING PRINCIPLES

KCI'S VALUES



Values

Key principles that guide and direct us and our goals
Drives Behavior | Sources of Pride | Catalysts for Change

Values	Description
1. Peaceful, Respectful & Responsible	We make choices that prioritize the well-being of ourselves, others, and the environment. We preserve an optimistic future by ensuring that our actions leave a positive impact for the next seven generations.
2. Welcoming & Accepting	We are open and embrace diverse perspectives, promoting an atmosphere of inclusion where everyone is acknowledged and valued for who they are.
3. Encouraging & Inspiring	We motivate the community by supporting skill-building and contributing to community shared goals.
4. Collaborative & Action-Oriented	We work in harmony with partners and community members encouraging open communication and a proactive approach.
5. Attentive, Considerate & Positive	We nurture an environment of empathy and growth by being fully present and engaged, actively listening, and showing genuine interest in others' well-being.

KCI'S GUIDING PRINCIPLES

Sustainability



- We prioritize lasting change by considering the impact on peace, nature, and future generations.

Community



- We actively contribute to the well-being and success of the community by supporting a collective vision that unites diverse stakeholders towards shared goals.

Cultural Identity



- We honor and celebrate our unique cultural heritage, knowledge, and traditions, respecting “our ways” in all the work we do.

Inclusivity



- We nurture a welcoming environment, actively listen, and learn from various perspectives, promoting equity, removing barriers, and ensuring diversity.

Data-Driven Decision-Making



- We make decisions based on objective and quantifiable information and make informed, evidence-based choices when implementing community feedback.



STRATEGIC THEMES & GOALS

STRATEGIC THEMES & GOALS

Based on input from consultations, five themes were identified and leveraged to develop Strategic Goals.

	1	2	3	4	5
Themes	KCI Governance (TOR) & Operating Model	Staff Development	Purpose, Identity and Visibility	Community and Stakeholder Engagement	Measuring Impact
Goals	Improve KCI Governance and Operating Models	Promote Continuous Staff Development and Engagement	Reinforce KCI's Unique Identify and Enhance the Visibility of its Mission and Purpose*	Increase Community Engagement and Outreach	Enhance Community Impact*

* Updated as per staff feedback shared on July 12, 2023



STRATEGIC OBJECTIVES & INITIATIVES

STRATEGIC OBJECTIVES & INITIATIVES (1*/5)

Goal #1 : Improve KCI Governance and Operating Models

Description: Reaffirm effective governance and operating models through Terms of Reference (TOR) to ensure efficiency, relevance, consideration of traditional ways and opportunity for achieving optimal social impact.

Objectives	Initiatives
1) Review and update Terms of Reference to ensure clarity of roles, accountabilities and operating model.	a) Establish a committee to ensure TORs are reviewed & updated on a yearly basis b) Develop 1-pager simple documents (with visuals) c) Develop Action Team Strategies and Plans by conducting visioning Workshops with Action Teams to develop 3-year strategy d) Review governance structure and identify opportunities for improvement
2) Develop Standard Operating Procedures (SOPs) for key processes and activities by researching what other organisations have done and adapting them to KCI (for Support Staff).	a) Develop SOPs for Hiring b) Develop SOPs for Human Resource Management (including conflict management, disability and accommodation) c) Develop SOPs for Project Planning/Logic Models d) Develop SOPs for Digital archiving /Records Management e) Develop finance processes f) Develop administrative processes g) Explore other organisations who can help with backbone organization through collaboration

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STRATEGIC OBJECTIVES & INITIATIVES (1/5)

Goal #1 : Improve KCI Governance and Operating Models

Description: Reaffirm effective governance and operating models through Terms of Reference (TOR) to ensure efficiency, relevance, consideration of traditional ways and opportunity for achieving optimal social impact.

Objectives	Initiatives
3) Ensure an understanding of governance structure - education seminars for Steering Committee (SC), Round Table (RT) and Action Teams (AT).	a) Conduct annual refresher meeting with KCI & Community b) Develop onboarding documentation (for staff, SC, RT) c) Develop 1-pager simple documents (pictorial documents on KCI) d) Develop series of KCI informational videos on Governance, for SC, AT related to Initiatives, What is KCI, etc. e) Assess KCI binder relevance, examine digitization options (e.g., filing/scanning to a drive), and create a table of contents for crucial decisions (e.g., minutes, items, actions).
4) Modernize the archiving of documents and data.	a) Scan documents for digital archiving and procedures b) Minimize and organize paper copies

STRATEGIC OBJECTIVES & INITIATIVES (2*/5)

Goal #2 : Promote Continuous Staff Development and Engagement

Description: Invest in developing staff through training, mentorship, and career growth opportunities to ensure employee satisfaction, retention, and productivity.

Objectives	Initiatives
1) Foster a culture of open communication.	<ul style="list-style-type: none"> a) Implement regular staff feedback mechanisms (e.g., anonymous surveys) to assess staff satisfaction and identify areas for improvement b) Conduct One-on-one check-ins c) Provide talking circles/debriefs (minimum twice/year)
2) Promote collaboration to strengthen relationships within KCI.	<ul style="list-style-type: none"> a) Encourage staff to attend community events in support of other organizations b) Provide networking opportunities for all staff

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STRATEGIC OBJECTIVES & INITIATIVES (2/5)

Goal #2 : Promote Continuous Staff Development and Engagement

Description: Invest in developing staff through training, mentorship, and career growth opportunities to ensure employee satisfaction, retention, and productivity.

Objectives	Initiatives
3) Conduct internal staff development/training. Improve staff recruitment, retention.	<ul style="list-style-type: none"> a) Develop training materials/courses b) Establish self-evaluation system c) Assess training needs both in professional skills and traditional/cultural topics d) Establish a professional development fund to support staff members in attending relevant trainings, conferences, and workshops to enhance their skills and expertise e) Develop clear roles & responsibilities/job descriptions f) Streamline the onboarding process, materials, and manuals, ensuring an efficient and effective transition for new employees g) Develop employee benefits package

STRATEGIC OBJECTIVES & INITIATIVES (3/5)

Goal #3: Strengthen Organizational Identity and Visibility

Description: Reinforce KCI's unique identify and enhance the visibility of its mission and purpose.

Objectives	Initiatives
1) Developing a more effective communication approach.	<ul style="list-style-type: none"> a) Implement an education campaign on Collective Impact, KCI governance, processes, activities of Action Teams - e.g., Open House b) Develop a comprehensive social media strategy to increase the organization's online presence (and content), engage with the community, and share success stories and impact c) Establish partnerships with local media outlets to secure regular coverage and feature articles highlighting the organization's initiatives, impact, and community stories d) Attend community events as participants
2) Convey key objectives to community members.	<ul style="list-style-type: none"> a) Create a presentation about KCI to be delivered within the community b) Attend community events with pop-up stand as exhibitor c) Participate in community network spaces to keep people informed about KCI and its initiatives
3) Build a positive and recognizable community presence.	<ul style="list-style-type: none"> a) Launch a volunteerism campaign: showcase lifetime volunteers - acknowledge their contributions; share throwback pictures to promote community participation b) Promote collaboration to strengthen relationships with other community organizations

STRATEGIC OBJECTIVES & INITIATIVES (4/5)

Goal #4 : Increase Community Engagement and Outreach

Description: Create meaningful engagement opportunities for the community in order to better understand the current and future community priorities.

Objectives	Initiatives
1) Bring community members together more often and in an inclusive way.	a) Organize community events to attract and engage with all age groups; by providing spaces for diverse groups to converge and discuss ideas b) Develop a timeline/workplan of community activities & which KCI will participate in c) Develop procedures on how to engage with community events
2) Implement a continuous community feedback mechanism.	a) Collaborate with community events to get more information and feedback b) Explore options for continuous two-way communications to gather input and suggestions from community members c) Conduct community satisfaction surveys d) Develop, present and publish KCI Annual Report
3) Develop Volunteer Strategy & Program.	a) Create a list of short-term or project-based volunteers and their roles (goals, duties, timeline) b) Set specific and objective expectations for all volunteering activities c) Implement volunteer team building activities

STRATEGIC OBJECTIVES & INITIATIVES (5/5)

Goal #5: Enhance Community Impact

Description: Develop and implement updated measurement and evaluation systems to ensure impact.

Objectives	Initiatives
1) Conduct community consultation to assess current needs and priorities.	<ul style="list-style-type: none"> a) Conduct open house for the community to reassess priorities every 3-4 years. b) Hire local service providers to conduct community consultations
2) Develop and implement project/initiative evaluation framework to measure individual/social effect.	<ul style="list-style-type: none"> a) Present logic model /workplan to SC in the fall of 2023 b) Report the evaluation component of the logic model to the SC (specific to the project end) c) Share quarterly newsletter with the community d) SC to follow guidelines for reviewing projects/initiatives brought forth by actions teams
3) Develop a method of evaluation for the community to assess whether KCI remains in alignment with the community vision and KCI mission.	<ul style="list-style-type: none"> a) Contract local evaluation service providers to consult the community on impact and priorities every 3-4 years.



KEY INDICATORS OF SUCCESS

KEY INDICATORS OF SUCCESS (1/5)

Goal #1 : Improve KCI Governance and Operating Models		
Objectives	Initiatives	KPIs
1) Review and update Terms of Reference to ensure clarity of roles, accountabilities and operating model.	<ul style="list-style-type: none"> a) Establish a committee to ensure TORs are reviewed & updated on a yearly basis b) Develop 1-pager simple documents (with visuals) c) Develop Action Team Strategies and Plans by conducting visioning Workshops with Action Teams to develop 3-year strategy d) Review governance structure and identify opportunities for improvement 	<ul style="list-style-type: none"> a) % of Terms of Reference documents reviewed and updated b) Development and execution of Action Team strategies c) Compliance with SOPs, measured by the adherence to established guidelines (through audits or quality control assessments) d) Governance onboarding documentation, video & annual refreshers completed e) Successful modernization of document and data archiving system
2) Develop Standard Operating Procedures (SOPs) for key processes and activities by researching what other organisations have done and adapting them to KCI (for Support Staff).	<ul style="list-style-type: none"> a) Develop SOPs for Hiring b) Develop SOPs for Human Resources (including conflict management, disability and accommodation) c) Develop SOPs for Project Planning/Logic Models d) Develop SOPs for Digital archiving /Records Management e) Develop finance processes f) Develop administrative processes g) Explore other organisations who can help with backbone organization through collaboration 	
3) Ensure an understanding of governance structure - education seminars for SC, RT and AT.	<ul style="list-style-type: none"> a) Conduct annual refresher meeting with KCI & Community b) Develop onboarding documentation (for staff, SC, RT) c) Develop 1-pager simple documents (pictorial documents on KCI) d) Develop series of KCI informational videos on Governance, for SC, AT regarding Initiatives, What is KCI, etc. e) Assess KCI binder relevance, examine digitization options (e.g., filing/scanning to a drive), and create a table of contents for crucial decisions (e.g., minutes, items, actions). 	
4) Modernize the archiving of documents and data.	<ul style="list-style-type: none"> a) Scan documents for digital archiving and procedures b) Minimize and organize paper copies 	

KEY INDICATORS OF SUCCESS (2/5)

Goal #2 : Promote Continuous Staff Development and Engagement

Objectives	Initiatives	KPIs
1) Foster a culture of open communication.	<ul style="list-style-type: none"> a) Implement regular staff feedback mechanisms (e.g., anonymous surveys) to assess staff satisfaction and identify areas for improvement b) Conduct One-on-one check-ins c) Provide talking circles/debriefs (minimum twice/year) 	<ul style="list-style-type: none"> a) Employee engagement level (measured through active participation and feedback in group meetings or individual monthly check-ins) b) # of collaborative /supportive initiatives aimed at assisting other teams in achieving their objectives (ex: ceremonial support initiatives such as seeding events) c) Return on Investment (ROI) of staff development programs, measured by assessing the application of lessons learned & knowledge transfer to staff members who did not attend the trainings d) Staff retention %
2) Promote collaboration to strengthen relationships within KCI.	<ul style="list-style-type: none"> a) Encourage staff to attend community events in support of other organizations b) Provide networking opportunities for all staff 	
3) Conduct internal staff development/training. Improve staff recruitment, retention.	<ul style="list-style-type: none"> a) Develop training materials/courses b) Establish self-evaluation system c) Assess training needs both in professional skills and traditional/cultural topics d) Establish a professional development fund to support staff members in attending relevant trainings, conferences, and workshops to enhance their skills and expertise e) Develop clear roles & responsibilities f) Streamline the onboarding process, materials, and manuals, ensuring an efficient and effective transition for new employees g) Develop employee benefits package 	

KEY INDICATORS OF SUCCESS (3/5)

Goal #3: Strengthen Organizational Identity and Visibility

Objectives	Initiatives	KPIs
1) Developing a more effective communication approach.	<ul style="list-style-type: none"> a) Implement an education campaign on Collective Impact, KCI governance, processes, activities of Action Teams - e.g., Open House b) Develop a comprehensive social media strategy to increase the organization's online presence (and content), engage with the community, and share success stories and impact c) Establish partnerships with local media outlets to secure regular coverage and feature articles highlighting the organization's initiatives, impact, and community stories d) Attend community events as participants 	<ul style="list-style-type: none"> a) Brand awareness & perception, measured through surveys, market research, and social media clicks & mentions b) Stakeholder feedback on relationship strength, measured through formal or informal feedback mechanisms to gauge the effectiveness of relationships with other community organizations c) # of collaborative initiatives undertaken with other community organizations, showcasing active and two-way participation with partners d) Increase in the # of new members on SC & Action Teams
2) Convey key objectives to community members.	<ul style="list-style-type: none"> a) Create a presentation about KCI to be delivered within the community b) Attend community events with pop-up stand as exhibitor c) Participate in community network spaces to keep people informed about KCI and its initiatives 	
3) Build a positive and recognizable community presence.	<ul style="list-style-type: none"> a) Launch a volunteerism campaign: showcase lifetime volunteers - acknowledge their contributions; share throwback pictures to promote community participation. b) Promote collaboration to strengthen relationships with other community organizations. 	

KEY INDICATORS OF SUCCESS (4/5)

Goal #4 : Increase Community Engagement and Outreach

Objectives	Initiatives	KPIs
1) Bring community members together more often and in an inclusive way.	<ul style="list-style-type: none"> a) Organize community events to attract and engage with all age groups; by providing spaces for diverse groups to converge and discuss ideas b) Develop a timeline/workplan of community activities & which KCI will participate in c) Develop procedures on how to engage with community events 	<ul style="list-style-type: none"> a) Frequency of community events and feedback from attendees b) # of community members engaged in various activities /initiatives
2) Implement a continuous community feedback mechanism.	<ul style="list-style-type: none"> a) Collaborate with community events to get more information and feedback b) Explore options for continuous two-way communications to gather input and suggestions from community members c) Conduct community satisfaction surveys d) Develop, present and publish KIC Annual Report 	<ul style="list-style-type: none"> c) # of community members who actively provide feedback through the implemented community feedback mechanism
3) Develop Volunteer Strategy & Program.	<ul style="list-style-type: none"> a) Create a list of short-term or project-based volunteers and their roles (goals, duties, timeline) b) Set specific and objective expectations for all volunteering activities c) Implement volunteer team building activities 	<ul style="list-style-type: none"> d) # of volunteers recruited and retention %

KEY INDICATORS OF SUCCESS (5/5)

Goal #5: Enhance Community Impact		
Objectives	Initiatives	KPIs
1) Conduct community consultation to assess current needs and priorities.	<ul style="list-style-type: none"> a) Every 3-4 year- open house for the community to reassess priorities. b) Hire local service providers to conduct community consultations. 	<ul style="list-style-type: none"> a) Consultation participation rate b) Project evaluation guidelines/ framework developed, utilized and adhered to c) Pulse Check tool developed and % of stakeholders who actively use it
2) Develop and implement project/initiative evaluation framework to measure individual/social effect.	<ul style="list-style-type: none"> a) Present logic model /workplan to SC in the fall of 2023 b) Report the evaluation component of the logic model to the SC (specific to the project end) c) Share quarterly newsletter with the community d) SC to follow guidelines for reviewing projects/initiatives brought forth by actions teams 	
3) Develop a method of evaluation for the community to assess whether KCI remains in alignment with the community vision and KCI mission.	<ul style="list-style-type: none"> a) Contract local evaluation service providers to consult the community on impact and priorities every 3-4 years. 	



NEXT STEPS



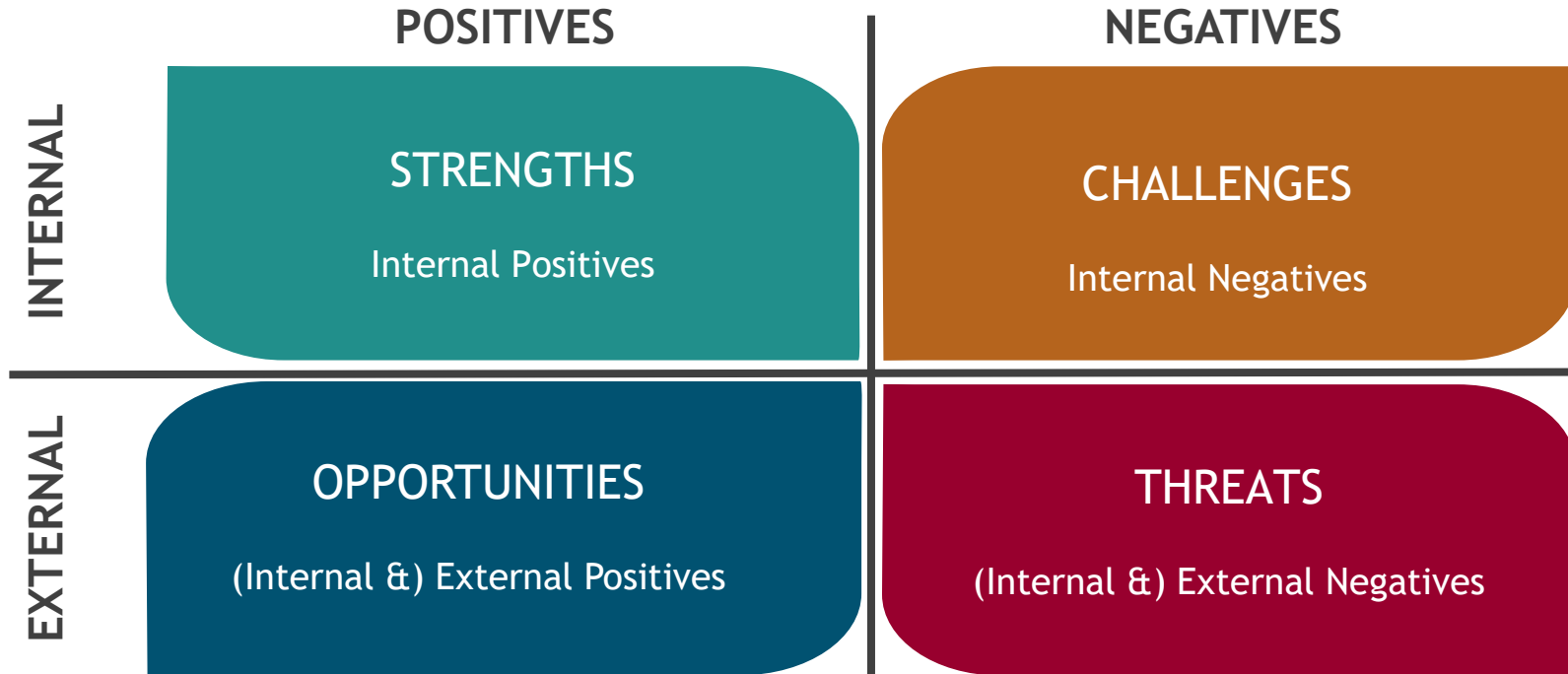
NEXT STEPS

- To ensure successful **strategy implementation**, in the upcoming weeks, KCI will work with BDO to:
 - Develop a **strategy roadmap** outlining responsibilities and target completion dates for each initiative
 - Prepare detailed **action plans** to deliver on Strategic Goals
- KCI leadership aims to conduct an **annual strategy refresh** to:
 - Monitor the progress of initiatives
 - Adapt the strategic plan in response to internal and external changes impacting the organization
 - Ensure sustained accountability for strategy delivery



APPENDIX 1 : DETAILED SWOT ANALYSIS

SWOT ANALYSIS



STRENGTHS

1. KCI's model is a great fit for this community
 - KCI garners more trust as it is not part of the other community organizations
 - KCI can engage a broader part of the community to create change vs limitations of a typical organization
 - It is a vehicle that engages community on important issues with an inherent flexibility
 - It endeavors to model cultural ways in becoming a united community; Lot of value in becoming one mind
 - Collaboration, openness and willingness to adapt to community needs
 - Inviting and welcoming; less red tape for projects than other organizations
 - A safe spaces for the community
2. Passionate leadership and Action Teams that held steady to original goal and promote continued dialogue
 - Diverse Steering Committee with deep expertise and knowledge and resources that can be leveraged to teach younger members
 - Variety of perspectives from different stakeholders
 - Promoting dialogue: reporting meetings, discussion between Steering Committee members
 - Round table is not directly involved with the Steering Committee, degree of separation
3. Strong Support Staff
 - Diverse group of individuals that complement each priority
 - Variety of skills and ideas
 - Open mindedness, trustworthiness
 - Willingness to try new things & collaborate
 - Ability to work under pressure together in a family-centric workplace

**Updated with outputs from Workshop #1*

CHALLENGES

1. Communications Challenges
 - Inconsistent communication between KCI Support Team, Steering Committee , Action Teams and Round Table
 - Limited external knowledge of what KCI does for the community and the Collective Impact model
 - Community perception of inherent bias weakens trust
2. Leadership & Accountability Challenges
 - Frequent leadership/direction changes
 - Lack of clarity around mandate and desired outcomes
 - Lack of accountability among stakeholders; no evaluation of projects and action teams despite requirement of collective impact model - data is an important component
 - Potential for inherent bias
 - Lack of knowledge about financial matters at Steering Committee - who is responsible to make sure \$ is used correctly?
 - Conflict of interest between Steering Committee and Actions Teams
 - Challenging inter-personal relationships: conflict management
3. Sub-optimal Operating Model
 - Some of KCI's current activities do not support the 3 priority areas; need to refocus on priority areas and align activities to vision
 - Minimal reporting and documentation processes
 - Lack of clarity around roles and responsibilities of leadership and staff; no job descriptions
 - Limited capabilities in areas of Stress management, Project management, Planning and Facilitation
 - Staffing challenges: staff size and recruitment are dwindling
4. Ambiguous Governance Structure
 - Because of the lack of clarity, lack of inclusion in participation/discussions, no explicit structure
 - Informal governance - fluid structure prevents momentum
 - Terms of reference, need to be reviewed, updated and enforced
 - Steering committee has no chair - need leadership

OPPORTUNITIES

1. Branding & Value Proposition
 - Increase Marketing efforts to create more awareness of collective impact model and Kahnawake governance
 - Leverage the organization's untarnished reputation to optimize community trust
 - Become a place people know and trust; become a skill-building center for community members; vehicle to empower community
 - Create more opportunities for community needs to be heard and considered; be versatile to suit the needs of the community as it evolves and progresses
 - Take lead in involving and engaging youth; provide opportunities, do outreach in schools, include in leadership spaces
2. Communication & Collaboration
 - Attend community events and activities
 - Increase communication to break down silos between Action Teams
 - Build bridges in the community; increase collaboration with more/all community organizations, and/or other small projects; enhance community partnerships
 - Bring back and forge a strong relationship with Tamarack
 - Consider offering training about conflict of interest so people know when to take off different hats
3. Operational & Governance Improvements
 - Need to find balance between flexibility and structure
 - Create additional positions and/or intern roles
 - Build critical mass by being more trauma-informed, operating with a more collective mindset, and moving to a more circular organizational structure
 - Leverage the Round Table to develop staff skills and capabilities
 - Identify method for external evaluation of KCI's progress

**Updated with outputs from Workshop #1*

THREATS

1. Resource Constraints
 - Lack of volunteers - it will be critical to reinforce the importance of volunteerism moving forward
 - Lack of core funding
 - Steering Committee fatigue due to conflict
2. Community Perception
 - Misunderstanding of KCI's purpose and mission; lack of community buy-in and limited awareness that KCI is behind a lot of things going on
 - People/organizations not willing to work with each other due to personal or ideological differences
 - KCI existing to serve based on community needs but not deciding what needs
 - No key indicators of success in the Community Vision Statement, can continue on in a loop indefinitely - KPIs should be in systematic order
 - Lack of community participation and/or engagement with Action Teams
 - Community complacency when there is no urgency/crisis; unwillingness or inability to see beyond what already exists
3. Authority & Accountability
 - Too much power given to Project Coordinators
 - Concern that KCI may become hierarchal and move away from grassroots - may be a perception of why projects are refused due to funding
4. Societal Factors
 - Lack of family units/values in community
 - Trauma
 - Western ways limiting the ways of working








**Updated with outputs from Workshop #1*



APPENDIX 2: COMMUNITY CONSULTATION & SURVEY RESULTS

COMMUNITY CONSULTATION - HIGHLIGHTS

Consultation featured a dozen very engaged participants from various organizations who engaged in a productive discussion that provided project team with:

- Input on Community Shared Vision (CSV), KCI Vision, Mission reflected in the presented statements
- Input on Strategic Themes & Goals reflected in the presented strategic initiatives. Input included:
 - Ranking **visibility in the community** and **measuring impact** as a high-priority themes  
 - **Communicating findings** being crucial 
 - **Grass-roots** as being a critical descriptor; important for remaining **accessible and approachable** 
- Other input and general feedback:
 - Suggestion to create a **volunteer strategy** to attract and retain additional capacity 
 - Confusion about what KCI is/does/wants to accomplish and the roles and responsibilities of staff 
 - Desire for KCI to take on a larger role in the community to **champion initiatives** (ex. CSV, Sustainability) 

WHAT WE HEARD : COMMUNITY CONSULTATION

Feedback on Community Shared Vision



Not part of everyday life. Unifying community is top priority, but not seen as actively implemented.



No measuring tool to track success; feels disconnected from everyone - no accountability.



Maybe the mistake is putting 2029 as a deadline! The date is distant which creates a lack of urgency.



KCI has more opportunities to impact the community. KCI has more ability to tap into the individuals and personally invite them to join action teams/ forums, monthly speakers, etc.



Cannot take it apart, needs to be considered as a whole!
To evaluate an initiative, need to determine if it relates somehow, if it does, then it's acceptable.

SURVEY RESULTS - STAKEHOLDER HIGHLIGHTS (1/3)

The surveys responses were grouped and analyzed by stakeholder group / involvement with KCI.

Stakeholder Group /Involvement with KCI	# of Responses
General Public / No Involvement with KCI	31
KCI Participant (at KCI events)	15
KCI Volunteer	3
Steering Committee Member	3
Staff Member	2
Total	54



Key survey takeaways:

1. Across all respondent groups, there is a great **divide on what Collective Impact means**.
2. Each individual respondent group validated that **KCI's current priorities are still relevant**.
3. The two largest and least involved respondent groups identified « **Social Media** » and « **In-person** » **as the most effective communication methods**.
4. Of the « **No Involvement with KCI**» group, **~29% mentioned that they would or are interested in volunteering with KCI**, demonstrating that there is untapped protentional and additional capacity in the community.
5. Of the « **KCI Participant** » groups, **~40% mentioned that they would or are interested in volunteering with KCI**, demonstrating that successful events are meaningful to the community.

The Survey results that were collected before the Community Consultation were shared with group for validation. We had significant discussion around the results. Eight (8) additional surveys were completed on the day of the Community Consultation (June 16, 2023) and are included in the above results and analysis.

SURVEY RESULTS - STAKEHOLDER HIGHLIGHTS (2/3)

Key takeaways from 15 respondents that previously participated in KCI events/activities:

Potential Gaps Or Underserved Populations
Elders (53.3%)
Youth (20%)
Families/At-risk Individuals (13.3%)

Best Communication/Collaboration Methods
Social Media (44%)
Emails (20%)
Physical Media (12%)

Best Practices to Measure and Communicate Progress
Increased Communication (20%)
Surveys (20%)
In-person Feedback Booths (20%)

Desired Outcomes and/or Impacts
Youth Empowerment (17.4%)
Community Engagement (17.4%)
Youth & Elder Connection/Family Repair (8.7%)

SURVEY RESULTS - STAKEHOLDER HIGHLIGHTS (3/3)


Key takeaways from 31 respondents with no previous involvement with KCI:

Community Priorities to Address
Language and Culture (25%)
Life Skills (12.5%)
Elders (12.5%)

Best Communication/Collaboration Methods
Social Media (47.2%)
In-person (22.2%)
Partnerships with Other Orgs (8.3%)

Best Practices to Measure and Communicate Progress
Surveys (29.4%)
Forums/In-person kiosks (17.6%)
Assessments (11.8%)

Willingness for Future Involvement with KCI
Yes (29.0%)
No (71.0%)



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