



2022/2023 INTERIM STRATEGIC PLAN

Executive Summary

This Strategic Plan is crafted to bridge the organization through the changeover of CEOs to allow sufficient time for consultation with Managers and the Board to establish Strategic Planning protocols for the future.

All strategic priorities are measured against our Purpose:

1. Providing childcare to children in the community through supervised, structured programs to help their personal development, and to advance education by operating programs and activities;
2. Assisting women and children who have experienced family violence and abuse move from crisis and instability to self-sufficiency, personal safety and stability by providing them with support programs such as transitional housing, counselling, support groups, and access to other community services;
3. Relieving poverty by providing low and moderate income families and those who are poor or needy with affordable housing and with programs to support them with life necessities;
4. Promoting health and wellbeing by providing respite services and resources to families of children with disabilities;
5. Promoting health and wellbeing by providing survivors of brain injury with housing and other support services to enable them to achieve their highest possible level of independent living, including assistance in daily tasks, health management, skills training, employment opportunities, and community involvement;
6. Relieving conditions attributable to being aged by providing specially adapted residential accommodation, incidental facilities, and support to seniors;
7. Providing youth in need who are young parents or at risk of homelessness with supports, mentoring and resources including counselling and advocacy to ensure their basic needs are met and to enable them to pursue education, employment and safe affordable housing;
8. Undertaking activities ancillary and incidental to the attainment of the above charitable purposes.

All strategic priorities are measured against our Vision, Mission and Values:

Our Vision: Abundant Life

Our Mission: Providing excellence in support, housing, education and community, we work together to restore hope and a future to those overcoming the challenges before them.

Our Values: Act justly. Love mercy. Walk humbly.

STRATEGIC PRIORITY 1 –Improved systems and administration for growth capacity

Objective – review and consider current systems to refine and improve with the objective of sustainable growth.

Background - The Cridge Centre has been growing at a pace that may not be sustainable with the current systems, administration, wages, and leadership structure. It is worth exploring and planning for growth by considering our capacity, funding, staff retention and leadership succession. In light of upcoming retirements of long-term managers and the imminent housing developments, it is imperative that the foundations must be strengthened for sustainable growth.

STRATEGIC PRIORITY 2 - Return of Oakwinds and Redevelopment of Hayward Heights

Objective – to strategize the return of Oakwinds townhouses with all improvements to full control of The Cridge Centre (December 31, 2025) including property management. Further, to finalize a project plan that will lay out the timeline and steps required to begin redevelopment of Hayward Heights, including all aspects of rehousing tenants and the timeline for steps to any funding, design, permits, demolition and re-construction deemed necessary.

Background – The Cridge Centre leased several acres of land to the Capital Region Housing Corporation circa 1985 on which the CRHC built approximately 50 townhouses. On December 31, 2025, the 40 year lease expires and the land returns to our control with all improvements. This will play significantly into expanding our portfolio of housing for our clients (through attrition) and also in the legally mandatory re-housing of tenants when Hayward Heights is redeveloped in the early 2030's. Hayward Heights, built in the late 1960's/early 1970's is 'tired' and does not meet any current standards of Accessibility.

STRATEGIC PRIORITY 3 – The Cridge Transition House for Women – Feasibility Study

Objective – in light of the funding initiative from the CMHC Women and Children Housing Initiative, explore the redevelopment of the CTHW to increase bed spaces and to diversify offerings

Background – Hill House, or as it is known now, The Cridge Transition House for Women, is currently a house in a residential area that is over 100 years old and is slowly coming to the end of its use. With the recent announcement of the CMHC initiative, funding may be available to review and plan for renewal. This will allow for increasing bed capacity, while also introducing the potential for onsite IPV/BI supportive housing. Since the property where CTHW is in an ideal location and the property is large enough to increase size, it is first prudent to explore the potential of this site.

STRATEGIC PRIORITY 4 – Macdonald House and Community Living BC Service Review

Objective 1 – to set forth clear direction for the future service provision of Macdonald House.

Background

Macdonald House, which currently serves housing and support for ten male survivors of brain injury is facing some pressures to clarify its purpose. We have several residents who have been at the house for over 20 years and are likely to remain there until they move to long term care. This has led the leadership team to question the purpose of MH moving forward; are we to focus on long term residency and care; or focus on transitional clients?

Objective 2 – To review CLBC work Program, to ensure fit within the stated purposes of The Cridge Centre for the Family.

Background

Community Living BC became a partner due to our work in brain injury services. This was a place where we could support survivors within the community at large. However, over the past years we have taken on more clients that have social and mental needs that do not necessarily align with brain injury. There is some question as to whether this service still fits the original mandate and if it is taking resources away from expanding BI programs and services? Moreover, with the emergence of Intimate Partner Violence / Brain Injury Services, would our resources and capacity be best focused in this area.

The above priorities and objectives will be reviewed and measured in concert with the Interim Strategic Implementation Plan.