



# Sointula Resource Centre

Dedicated to helping Malcolm Island thrive

## STRATEGIC PLAN

*Next Steps*  
2023 - 2028

February 2023

## **ACKNOWLEDGEMENT**

The Sointula Resource Centre Society (SRC) acknowledges the contributions of our founders, funders, community, volunteers, and Board to our valuable and resilient Centre. Over 20 years these contributions have allowed us to serve the community and support its well-being.

The SRC acknowledges the Finnish Settlers' vision of a place of harmony, and the Kwakwaka'wakw First Nations who inhabited these lands as part of their traditional territory. We raise our hands in gratitude for our presence here today. Thank you, Kiitos, Gilakas'la

## SOINTULA RESOURCE CENTRE: SUMMARY AND OVERVIEW

### ABOUT

#### Sointula Resource Centre Society

We are a registered non-profit organization of volunteers, staff & a Governance Board, all of whom work together to fulfill the purpose of the society.

**“The Sointula Resource Centre is a non-profit organization dedicated to ensuring the residents and visitors of Malcolm Island have access to information and support services to make life here viable and sustainable. We offer a variety of support to meet the needs of our changing community.”**

**([www.sointulainfo.ca](http://www.sointulainfo.ca))**

### PURPOSE

#### Sointula Resource Centre Society

The Sointula Resource Centre Society is a non-profit organization founded in 2002.

The purposes of the Society are:

- 1. To provide improved access to information and resources for residents and non-residents alike**
- 2. To provide and maintain a central location for gathering and dissemination of information, products, and resources of and to businesses, organizations, and individuals.**
- 3. To participate and partner in the ongoing creation of positive and sustainable economic, social, and environmental conditions.**



## VISION, MISSION, VALUES

### VISION

#### Sointula Resource Centre Society

SRC is an inclusive, accessible, safe, and sustainable location for community social supports and economic development projects.

#### FIVE YEAR STRATEGIC VISION 2023 – 2028: “Next Steps”

#### Sointula Resource Centre Society

Create fiscal stability, supporting and developing critical programs and services.

“Create, support, grow, serve.”

### MISSION

#### Sointula Resource Centre Society

“The Sointula Resource Centre is a non-profit organization dedicated to ensuring the residents, visitors, and organizational partners of Malcolm Island have access to information and support services to make life here viable and sustainable. We offer a variety of support to meet the needs of our changing community.”

### VALUES

#### Sointula Resource Centre Society

Inclusion, accessibility, sustainability, respect, wellness.

## EVALUATING FINDINGS KEY SERVICE AREAS & PROGRAM LINES 2002 – 2022

### FINDINGS – BOARD & STAFF INQUIRY

In October 2022 the SRC Board and staff went through a comprehensive service delivery assessment. The key outcomes of the inquiry process highlighted visions of a bright long-term sustainable future but also was punctuated with concerns around items such as financial sustainability, staff and volunteer demands and pressures of public expectation. A chronic lack of capital and operation funding for critical services was flagged as the biggest threat to the organization. Overall, there is a great deal of pride and a sense of accomplishment as the centre is crucial to community information management and social services.

This strategic plan aims to address the critical concerns around core funding and set a stable foundation for social services, food security, housing, development of the learning and the arts, visitor services and overall prosperity on Malcolm Island. The SRC is a model for rural communities and is breaking trail in rural social support services.

Access to technology and online support for the most vulnerable in the community was identified as a key service for the centre. Without this service the community including seniors and lower income people and families would be negatively impacted.

### SOINTULA RESOURCE CENTRE - KEY SERVICES

FACILITY & INFRASTRUCTURE	COMMUNITY SERVICES	VISITOR SERVICES
<ul style="list-style-type: none"> <li>• Community access computers</li> <li>• Bulletin boards</li> <li>• Community market &amp; garden stand</li> <li>• Local art &amp; merchandise display</li> <li>• Office services (printers, computers, hardware)</li> </ul>	<ul style="list-style-type: none"> <li>• Online application support</li> <li>• Community information website</li> <li>• Online community calendar</li> <li>• Monthly newsletter</li> <li>• Annual Malcolm Island brochure/map</li> <li>• Event sponsorships &amp; in-kind supports</li> <li>• Event facilitation</li> <li>• Networking</li> <li>• Socialization for vulnerable people</li> <li>• Seniors Support</li> </ul>	<ul style="list-style-type: none"> <li>● Destination BC Visitor Services Contract</li> <li>● Production of Malcolm Island brochure</li> <li>● Free bike program</li> <li>● Provision of community information</li> </ul>

**SRC SWOT ANALYSIS:  
STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS**

**CAPITAL & OPERATIONS**

**Strengths**

Location  
Trusted authority  
Quality and accuracy of provided information  
Computer access and technology  
Office administration  
Project development and networking  
Personalized assistance  
Focal point for visitors and the community

**Weaknesses**

Communication of the value and scope of services; fees and costs  
Potential for actual or perceived competition with private businesses  
Overtaxed staff  
Building condition  
No facility for bikes  
Lack of WiFi access points

**Opportunities**

Expansion of food security and related services  
Donor Expansion  
E-bike program  
Pavilion marketing and events  
WiFi services and hotspot  
Service delivery under contracts with businesses

**Threats**

Future lease availability and conditions  
Unfulfilled building remediation requirements  
Long term funding of operations  
Long term availability of qualified staff  
Being viewed as a complaint department  
Absconded bikes

## FINANCE GOALS – FUNDING FOR CORE SERVICES

Goals #1 and #2 are intended to address short and long-term funding issues.

- GOAL #1: BUILD A FINANCIALLY SUSTAINABLE ORGANIZATION - CAPITAL**  
Plan for and fund infrastructure & capital improvements of existing facility
- GOAL #2: BUILD A FINANCIALLY SUSTAINABLE ORGANIZATION - OPERATIONS**  
Fund operations & staffing needs to support existing services

### STEPS & APPROACHES:

#### Infrastructure & Capital Funding

- 1.1 Obtain grants for technology upgrades (short term)
- 1.2 Increase accessibility to the Centre for people with limited mobility (short term)
- 1.3 Finance interior office improvements (medium term)

### STEPS & APPROACHES:

#### Operational Funding

- 2.1 Create and implement a staffing plan covering job descriptions, compensation, allocation of program funds and reporting structure (short term)
- 2.2 Fund an information technology (computer, internet) assistance and instruction program (short term)
- 2.3 Explore social enterprise models (medium term)
- 2.4 Explore 'unrestricted' general revenue through taxation model (long term)

## **PARTNERSHIP & COMMUNITY GOALS – EQUITY, DIVERSITY, INCLUSION**

These goals relate to the conversation about the ‘need for more meaningful connection, greater shared efforts, and better communication,’ both in the Malcolm Island Community and with the larger Regional District, indigenous communities, and the Province. The goal is to create stronger partnerships to share and leverage resources.

### **GOAL #3: EXPAND PARTNERSHIPS IN COMMUNITY AND REGION TO SUPPORT THE UNDERSERVED IN RURAL BC**

Optimize community resources by fostering better local connections and sharing with all segments of society.

#### **STEPS & APPROACHES:**

- 3.1 Create a communications plan (medium term)

## **VISITOR SERVICES GOALS**

Malcolm Island sees a short and intense influx of tourists during the summer months. There is opportunity in increasing visitation to the island, especially in off-and-shoulder season months.

Doing this well and connecting it to retail sales and events at the SRC will help secure revenue. This is in alignment with social enterprise/sustainability planning happening with many non-profits.

### **GOAL #4: DEVELOP FURTHER VISITOR SERVICES CAPACITY & SERVICES**

Expand the hospitality programs & services under the umbrella of Visitor Services.

#### **STEPS & APPROACHES:**

- 4.1 Support retail, food and art sales, e.g. grow Saturday markets (short term)
- 4.2 Promote community events, including off-season events, to visitors (short term)
- 4.3 Provide travel agent and local concierge services (medium term)
- 4.4 Find a better management system and work with external agencies to improve the free bike program (short term)



## DEVELOPMENT GOAL – CREATE AN ARTS AND LEARNING HUB ON MALCOLM ISLAND

There is an opportunity to become an arts and learning hub that would support both destination tourism and local interests.

### **GOAL #5: BECOME AN ARTS & LEARNING HUB**

Create an arts and learning hub to attract destination visitors, support arts and learning in the community and create new relationships

#### **STEPS & APPROACHES**

- 5.1 Develop a business plan for ‘The Sointula Centre.’ The hub would be a non-profit enterprise under the SRC that would arrange, offer and coordinate facility (Heritage Halls/Pavilion) rental, catering and accommodation packages for multi-day events throughout the year, such as workshops, conferences, arts residencies and career or safety training, using 100% local resources (medium term)

## SUSTAINABILITY GOAL – FOOD SECURITY

Food security and food resource management in rural communities is emerging as a critical health and welfare priority.

### **GOAL #6: FOOD SECURITY**

Further the Food Security Network on Malcolm Island

#### **STEPS & APPROACHES**

- 6.1 Expand and create food supply and distribution programs in partnership with local suppliers, focusing on the local food-insecure population (short term)
- 6.2 Become a learning hub for food security issues (medium term)

## **SUSTAINABILITY GOAL – OWN THE SRC FACILITY**

The current rental status of the facility, challenges regarding tenant improvements and issues with building sustainability and disabled access are limiting factors for the long term effectiveness of the SRC.

**GOAL #7: OWN THE BUILDING THAT HOUSES THE CENTRE**  
Create equity and stability for many years to come by owning a building

### **STEPS & APPROACHES:**

- 7.1 Plan a capital-raising campaign
- 7.2 Form a long-term partnership with a funder or funders
- 7.3 Investigate the market and reach out to property owners

This is a long term proposition but is not conceived as wishful thinking, given that the SRC has been providing essential services – many of which are provided by public agencies elsewhere – continuously for twenty-one years