

STRATEGIC PLAN 2018-2021

Overall Strategic Direction

Every three years, Campbell River Family Services Society goes through a strategic planning process – the result of this process is a written Strategic Plan that sets the organizational direction for the next three years. The goals and priorities that are set in the Strategic Plan are based on taking advantage of identified strengths and opportunities and addressing weaknesses and threats. In late 2017, CRFSS underwent a facilitated strategic planning process that included the board of directors and organizational leadership and used input provided by staff members, community stakeholders and clients served by the organization.

Key Result Areas

The 2018-2021 Strategic Plan has identified a “strategic direction focussed on clarity, resilience, responsiveness and communication” based on 4 key result areas:

1. **Facility:** clarity on building plans, roles and responsibilities, staff needs and location issues.
 - a. **Goal:** Resolve New Building Project Inertia
 - b. **Goal:** Deconstruct Facility Issues
2. **Succession Planning:** HR policy, governance, staff and board transition plans, internal resilience.
 - a. **Goal:** Develop a succession/transition plan for senior management
 - b. **Goal:** Develop succession and recruitment plan for BOD
3. **Relationship Building:** communication, internal: staff/board relationships, clarity, trust, storytelling and reconciliation.
 - a. **Goal:** Build board/staff relationship
 - b. **Goal:** Understand the board’s role in Reconciliation
4. **Serving Community:** community engagement, full family support (dads, early years), responsiveness, access to services sooner, earlier intervention.
 - a. **Goal:** Improve capacity to respond to client needs
 - b. **Goal:** Model community collaboration