

CAMPBELL RIVER FAMILY SERVICES SOCIETY

2026 – 2030 STRATEGIC GROWTH PLAN

SUPPORTING STRONG, HEALTHY, AND RESILIENT FAMILIES



CAMPBELL RIVER
FAMILY SERVICES SOCIETY

MISSION STATEMENT

We enhance the well-being of families and individuals through the programs and services we provide.

VISION STATEMENT

Because CRFSS exists:

❤ Families have the resources they need to be healthy, strong, and resilient

🏠 Campbell River has a stable organization providing essential family services

🤝 Campbell River is a thriving and connected community



OUR STRATEGIC PLANNING PROCESS

In late 2025, the Board of Directors authorized the organization to undertake an internal strategic planning process to guide the future direction of CRFSS. Recognizing the importance of inclusive engagement and responsible stewardship of resources, the Board supported an internally facilitated process that drew on the organization’s leadership capacity while prioritizing meaningful input from key stakeholders.

The well-being of families in Campbell River is shaped not just by the programs and services CRFSS provides, but also by the conditions in which families live, learn, and grow. Addressing these social determinants of health—through access to safe spaces, supportive relationships, and community resources—is central to creating strong, resilient families and is a guiding principle of this strategic plan.



ENVIRONMENTAL SCAN (DECEMBER 2025)

 BOARD & MANAGEMENT

 STAFF

 COMMUNITY PARTNERS & FUNDERS

In December 2025, three environmental scans were conducted using anonymous surveys based on the SWOT (Strengths, Weaknesses, Opportunities, and Threats) framework. Surveys were distributed electronically to three primary stakeholder groups: the Board of Directors and management, organizational staff, and community partners and funders. This approach provided stakeholders with the opportunity to share candid perspectives on CRFSS's strengths, areas for growth, emerging opportunities, and potential external challenges. Participation rates were strong across all groups, providing valuable feedback to inform the planning process.



REVIEW & WORKING SESSIONS (JAN–FEB 2026)

The results of the environmental scans were compiled and reviewed to identify common themes and areas of alignment among stakeholder perspectives. In January and February 2026, the Board of Directors met with members of the management team and two team leaders to collaboratively review and refine these findings. Through a series of working sessions, participants explored key themes, aligned stakeholder insights, and identified priorities for the organization’s future direction.

This collaborative and participatory process reflects CRFSS’s commitment to transparency, engagement, and shared leadership. The insights gathered through stakeholder participation helped ensure that the resulting plan reflects both the internal experience of staff and leadership and the perspectives of community partners and funders.



REVIEW

STRATEGIC PRIORITIES ESTABLISHED

As a result of this process, the Board identified four key areas of strategic focus to guide the work of CRFSS moving forward. These areas form the foundation of the organization's strategic priorities, goals, and strategies outlined in this plan and will help guide organizational decision-making, planning, and resource allocation in the years ahead.



**"STRONG PARTICIPATION ENSURED DIVERSE
PERSPECTIVES INFORMED THIS PLAN."**



THE FOLLOWING STRATEGIC PRIORITIES REFLECT THE KEY AREAS OF FOCUS IDENTIFIED THROUGH THE STRATEGIC PLANNING PROCESS AND WILL GUIDE CRFSS'S WORK, DECISION-MAKING, AND RESOURCE ALLOCATION OVER THE COURSE OF THIS STRATEGIC PLANNING CYCLE.

KEY PILLARS

- 💰 FINANCIAL SUSTAINABILITY & STEWARDSHIP
- 🧭 SUCCESSION PLANNING & LEADERSHIP CONTINUITY
- 🌱 WORKFORCE SUSTAINABILITY & ORGANIZATIONAL CULTURE
- 🤝 COMMUNITY PARTNERSHIPS & SYSTEM COLLABORATION








THESE PRIORITIES GUIDE ORGANIZATIONAL DECISION-MAKING, PLANNING, AND RESOURCE ALLOCATION.

FINANCIAL SUSTAINABILITY & STEWARDSHIP

STRATEGIC INTENT (GOAL):

Ensure long-term organizational stability through responsible financial management, diversified revenue sources, and proactive fiscal planning.

STRATEGIC OBJECTIVES/CORE STRATEGIES:

-  Strengthen revenue diversification to reduce reliance on any single funding source, including the development of grant writing capacity.
-  Implement ongoing financial forecasting and scenario planning to anticipate potential funding shifts.
-  Regularly review program budgets to ensure alignment with funding realities, community needs, and organizational capacity.
-  Maintain appropriate operating reserves to support organizational stability during periods of sector uncertainty.
-  Align staffing models and facility utilization with sustainable financial projections.
-  Review facility needs and lease sustainability on an annual basis.
-  Maintain a commitment to hosting one annual fundraising event to support organizational sustainability and community engagement.

ACCOUNTABILITY REPORTING







Executive Director to the Board: Twice Annually
Board to Society: Annually at AGM

SUCCESSION PLANNING & LEADERSHIP CONTINUITY

STRATEGIC INTENT (GOAL):

Build leadership capacity and organizational resilience through intentional succession planning at both governance and operational levels.

STRATEGIC OBJECTIVES/CORE STRATEGIES:

-  Develop and regularly review an Executive Director succession plan.
-  Conduct ongoing review of management and administrative positions to ensure alignment with evolving organizational needs and financial sustainability.
-  Identify and mentor emerging leaders within the organization to support leadership development and continuity.
-  Strengthen board recruitment, orientation, and ongoing development practices.
-  Document critical organizational knowledge and key operational processes.
-  Establish cross-training practices to support service continuity and organizational resilience.

ACCOUNTABILITY REPORTING






Executive Director to the Board: Twice Annually
Board to Society: Annually at AGM

WORKFORCE SUSTAINABILITY & ORGANIZATIONAL CULTURE

STRATEGIC INTENT (GOAL):

Foster a healthy, inclusive, and accountable organizational culture that supports staff well-being, professional growth, and service excellence.

STRATEGIC OBJECTIVES/CORE STRATEGIES:

-  Strengthen cultural safety, humility, and inclusivity practices across all programs and services.
-  Support staff wellness and psychological safety within the workplace.
-  Provide regular professional development opportunities aligned with service standards and emerging community needs.
-  Enhance internal communication practices to promote clarity, collaboration, and shared understanding across teams.
-  Monitor employee engagement and satisfaction through structured feedback mechanisms.
-  Provide at least three structured staff recognition opportunities annually (e.g., service milestones, peer recognition, or values-based awards).
-  Include recognition of staff contributions as a standing agenda item at team meetings and annually at a Board meeting.

ACCOUNTABILITY REPORTING







Executive Director to the Board: Twice Annually
Board to Society: Annually at AGM

COMMUNITY PARTNERSHIPS & SYSTEM COLLABORATION

STRATEGIC INTENT (GOAL):

Strengthen collaborative relationships with organizations and partners that align with CRFSS’s mission in order to enhance coordinated service delivery and contribute to a resilient community ecosystem.

STRATEGIC OBJECTIVES/CORE STRATEGIES:

-  Maintain active participation in community planning initiatives, including collaboration with the City of Campbell River and other nonprofit or community organizations whose missions and values align with those of CRFSS.
-  Build reciprocal partnerships with Indigenous organizations, schools, health providers, and community agencies.
-  Increase the visibility of CRFSS programs and organizational impact within the community.
-  Formalize partnership agreements, where appropriate, to clarify shared goals, roles, and responsibilities.
-  Invite a minimum of two to four community partners, sector leaders, or community members annually to present at Board meetings.
-  Seek collaborative funding opportunities that expand community impact and shared benefit.

ACCOUNTABILITY REPORTING

Executive Director to the Board: Twice Annually
Board to Society: Annually at AGM

CONCLUSION

As with previous strategic planning processes, the environmental scans conducted for this plan reaffirmed several consistent themes. Financial sustainability, the evolving needs of families and the community of Campbell River, uncertain political and economic conditions, and the ability to meet client needs within the constraints of our facilities remain ongoing considerations. Not surprisingly, stakeholders continue to identify CRFSS’s staff as the organization’s greatest asset, demonstrated through their dedication, expertise, and commitment to service. Further, CRFSS is recognized as a pillar in the community, with long-standing positive relationships and strong partnerships. Moving forward, CRFSS will continue to focus on its mission—‘enhancing the well-being of families and individuals through the programs and services we provide’—by implementing the four strategic priorities outlined in this plan, ensuring the organization remains responsive, resilient, and community-centred despite the challenges ahead.

