



# Campbell River Family Services Society

## Strategic Plan 2022 – 2025

*Campbell River Family Services Society is grateful to operate on the unceded territory of the Liḡʷitdaḡʷ First Nation comprised of the We Wai Kai, Wei Wai Kum, and Kwiakah First Nations. We honour our relationship with all First Nations, Métis, and Inuit people who reside within this territory and beyond and whose presence – past, present, and future – we respect.*

## INTRODUCTION

Campbell River Family Services Society, a non-profit, charitable organization has been providing quality services to individual, children and families living in the Campbell River area since 1977. Campbell River Family Services is governed by a volunteer Board of Directors and is staffed by 33 qualified, dedicated individuals at all levels of the organization. The Board and Executive Director of Campbell River Family Services, with assistance from two staff representatives, has developed a new strategic plan to focus on how we can better meet the needs of the children and families we serve.

## MISSION, VISION AND VALUES

### **Mission**

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

### **Core Values and Beliefs**

*We believe that the family in all its forms, from individuals to extended families, is the foundation of our society. The well-being of all family members contributes to a healthy family, and therefore a healthy community. We believe that the well-being of families is both an individual and societal responsibility.*

*We believe that services to families should be based on the principles of social justice and respect.*

*We believe in accountability to our community through fiscal responsibility, professional standards, and ethical practice.*

### **Vision**

Because the Campbell River Family Services Society exists....

- Campbell River families have the resources they need to be healthy, strong, and resilient
- Campbell River has an organization that is stable, healthy, and able to provide important family programs and services.
- Campbell River is a strong, thriving, connected community where the well being of families matters.

## STRATEGIC PLANNING PROCESS

Due to the Covid 19 pandemic, the strategic planning process conducted in Fall 2021, was limited to a survey-based environmental scan, a review of the status of the previous plan, and two in-person working sessions for the Board, Executive Director, Manager of Finance, and two staff representatives. The effect of the pandemic on the process was two-fold; first, increased operational requirements limited the time and resources available for strategic planning, and secondly, the evolving nature of the pandemic created greater uncertainty about the future and made decisions about specific strategies and tactics for the next three years more difficult.

Despite less-than-optimal planning conditions and a low survey response rate, the Board was able to identify three areas of strategic focus to guide the work of the Campbell River Family Services organization going forward.

## STRATEGIC PLAN

<p><i>Strategic Priority:</i> <b>Exemplary Service to Clients</b></p> <p>Goal: Continued Responsiveness in Programming</p>	<p><i>Strategic Priority:</i> <b>Sustainability of Operations</b></p> <p>Goal: Increasing Our Revenue Stream</p>	<p><i>Strategic Priority:</i> <b>Enhancing Truth and Reconciliation</b></p> <p>Goal: More Inclusive and Culturally Diverse Environment</p>
<p><b>Strategies</b></p> <ul style="list-style-type: none"> <li>❖ Maintain effective relationships with other local agencies.</li> <li>❖ Assess the impact of pandemic and other social and economic changes on families.</li> <li>❖ Continue to utilize space on the basis of client and program needs.</li> <li>❖ Periodic assessment of the need for “historical” or “traditional” programs and services.</li> <li>❖ Exploring new service delivery models and locations.</li> </ul>	<p><b>Strategies</b></p> <ul style="list-style-type: none"> <li>❖ Diversify Funding Options by Locating New Sources of Revenue</li> <li>❖ Enhancing Fundraising Efforts</li> <li>❖ Providing Tax Incentives / Receipts for Donors</li> <li>❖ Continue to Utilize Grant Applications</li> <li>❖ Research a Fee For Service or Hybrid Program Delivery Model</li> <li>❖ Explore Opportunities for Joint Applications/Projects.</li> </ul>	<p><b>Strategies</b></p> <ul style="list-style-type: none"> <li>❖ Involving Elders as Advisors to Programs and Board.</li> <li>❖ Recruiting Indigenous Board Members and Employees.</li> <li>❖ Creating Relationships with Local First Nations Leaders.</li> <li>❖ Continued Training for Staff.</li> <li>❖ Using Indigenous Symbols, Artifacts, Signage and Artwork to make spaces more welcoming for Indigenous clients.</li> </ul>
<p><b>Accountability Reporting</b> <i>Executive Director to Board:</i> <i>Twice Annually</i></p> <p><i>Board to Society:</i> <i>Annually at AGM</i></p>	<p><b>Accountability Reporting</b> <i>Executive Director to Board:</i> <i>Twice Annually</i></p> <p><i>Board to Society:</i> <i>Annually at AGM</i></p>	<p><b>Accountability Reporting</b> <i>Executive Director to Board:</i> <i>Twice Annually</i></p> <p><i>Board to Society:</i> <i>Annually at AGM</i></p>

## CONCLUSION

The environmental scan conducted as part of the strategic planning process confirmed, in some respects, that some of the challenges identified in the prior planning cycle remain. Most notably, the evolving needs of families in the face of changing community dynamics, an uncertain economy, and the adequacy of facilities to meet programming needs emerged as concerns, much as they had previously. Recruitment to fill vacancies from impending retirements and the need to rebuild staff rapport and a sense of teamwork due to the disruption and isolation created by the pandemic also figured heavily in the feedback received.

Yet, as in the previous planning cycle, the greatest strengths of the organization were identified as the commitment, experience, and professionalism of the staff. Relationships and the reputation of the agency within the community were also affirmed as assets or strengths. The change in leadership at the executive level and the changes in the composition of the Board were also identified as creating opportunities for positive change moving forward. Not surprisingly, the people who devote their time and energy to Campbell River Family Services, whether as service providers, managers, or governors, continue to be the basis for the most optimism about its future.

The mission of **enhancing the well-being of families and individuals through the programs and services we provide** appears to be in good hands. With continued focus on exemplary service delivery, sustaining and enhancing revenue, and embracing truth and reconciliation, even an uncertain future looks full of opportunity for those served by Campbell River Family Services.

*“Our most basic instinct is not for survival, but for family.”*

*Paul Pearsall*

## **SURVEY: Creating Necessary Futures for Campbell River Families**

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**The Board and Executive Director of Campbell River Family Services is working to develop a new strategic plan to focus on how we can better meet the needs of the children and families we serve.**

**Please take a few minutes to answer these questions and return them **BY OCTOBER 15, 2021**, to either Executive Director Dawn Hamilton at [dawn.hamilton@crfs.ca](mailto:dawn.hamilton@crfs.ca) or Board member Julie MacRae at [juliemacrae5@gmail.com](mailto:juliemacrae5@gmail.com)**

1. **Strengths**: Tell us about the things that are going well with Campbell River Family Services from your perspective.
  
2. **Weaknesses**: Tell us about some things that we could be doing better or need to improve.
  
3. **Opportunities**: Are there some things happening in our communities that might help us serve our families better in the future?
  
4. **Worries**: Are there some things happening in our communities that will make it harder to serve our families and make them successful?
  
5. As an organization, we are working hard to honour our local Indigenous people and history and to **take action on Truth and Reconciliation**.
  - A.) As an organization, what should we be doing more of?
  
  - B.) As an organization, what should we be doing less of?
  
6. Is there anything else you would like the Board and Executive Director to think about, or know, as they continue their planning?

***Thank you for taking the time to share your thoughts with us.***