



# Strategic Plan 2018

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Family Centre Society of Southern Alberta  
Suite 225, Lethbridge Centre, 200 – 4 Avenue South  
Lethbridge, AB, T1J 4C9, Canada

Telephone: (403) 320 4232

Internet: [www.famcentre.ca](http://www.famcentre.ca)

Twitter: @FamilyCentre

Facebook: Family Centre in Lethbridge

Instagram: familycentreyql

## Table of Contents

Message from the Board Chairperson .....	2
Vision.....	3
Mission .....	3
Theory of Change .....	4
Core Services.....	4
Core Audiences.....	5
Organizational Structure .....	5
1) Board Governance .....	5
2) Organizational Chart .....	6
3) Service Locations .....	6
4) Community of Service Providers.....	7
Environmental Scan – P.E.S.T.E. Analysis Results .....	8
Environmental Scan – S.W.O.T. Results .....	9
Strategic Directions .....	10

This strategic plan is the result from a two-day Family Centre retreat that occurred on January 2 & 3, 2018. In total, 27 staff and 5 directors participated in this retreat.

## Message from the Board Chairperson

Strength and growth come only through continuous effort and struggle.

Effort and growth have been a theme for Family Centre over the past 3 years since our last strategic plan was developed. In the fall of 2017, we grew as we opened our third branch of Family Centre in the West of the city, within Coalbanks Elementary School. In addition to seeing new growth, we have been fortunate to also experience the strength that comes through effort as we have watched our programs shift into those meant to better serve the needs of children and families, and saw a substantial capital campaign come to fruition and completion. As we move forward to drive and embrace future strength through this strategic plan, Family Centre looks forward to completing our second accreditation with the Council on Accreditation, further targeting those in need of our support, building partnerships within our community, and strengthening the core of our organization.

Whatever strength, growth, effort or struggle the next 3 years brings, I am confident that the experience, professionalism, and innovation that our team brings to the table will ensure that Family Centre is able empower children and families through our programs, resources, and connections and that we are prepared to achieve the goals we have set out to accomplish in this strategic plan.

Sharon Rempel  
Family Centre Board Chairperson

## Vision

Family Centre's vision is:

**Healthy Children! Healthy Families! Healthy Communities!**

## Mission

This mission statement was developed at the strategic planning retreat and tries to capture what a visitor to Family Centre can witness happening on any given day. The statement was deliberately developed to be brief, use every-day language, and allow all employees to stand behind it.

After in-depth discussions at Family Centre's Strategic Planning Retreat on January 2 & 3, 2018, Family Centre's Board of Directors approved the following new mission statement (10 in favor, 2 abstain, 0 opposed) on January 15, 2018:

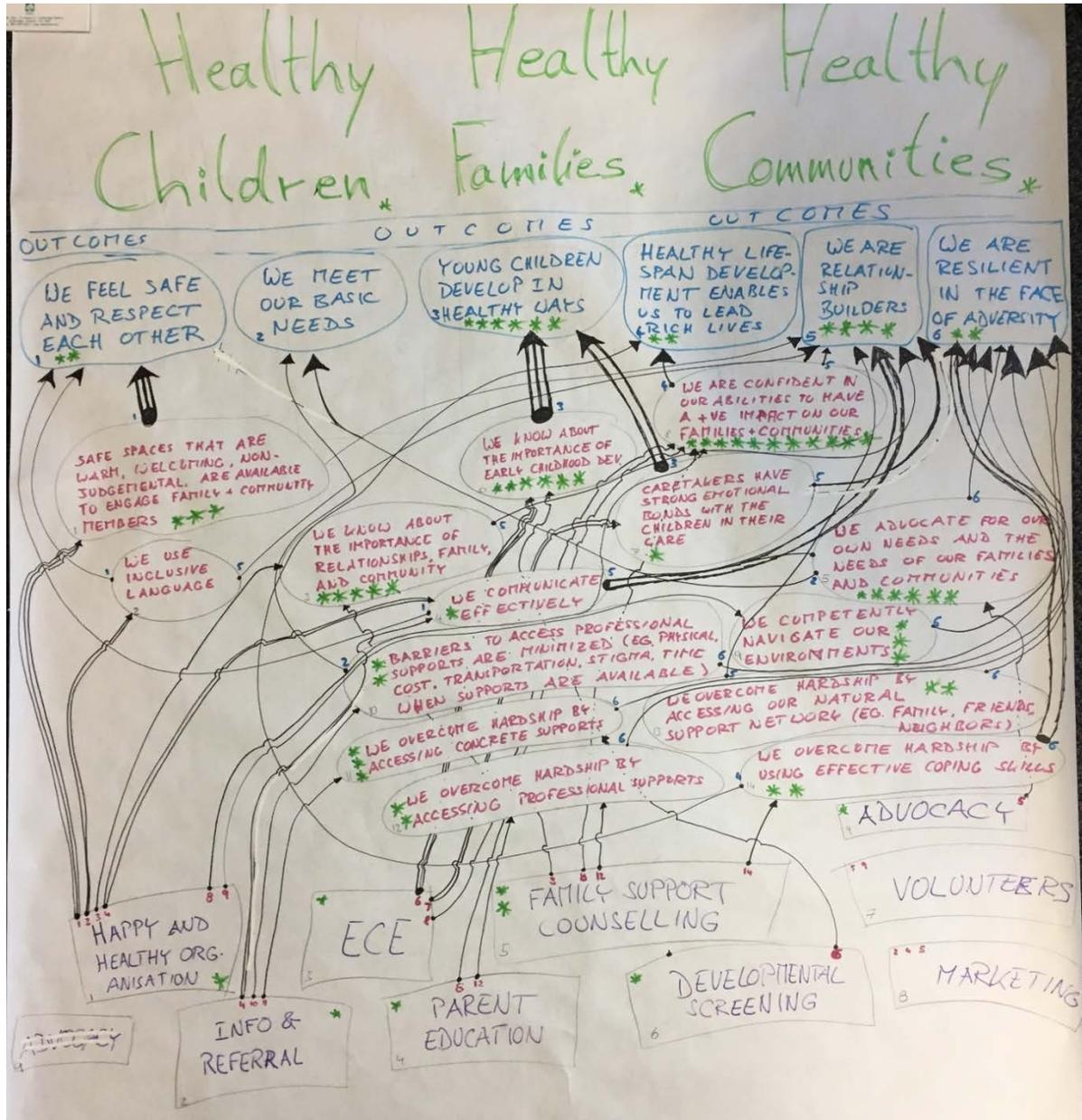
**Family Centre empowers children and families  
through programs, resources, and connections.**

This mission statement cannot capture all aspects and nuances of the work Family Centre does. It provides a starting point to explain what Family Centre does. A more complete explanation may touch on the following topics:

- **Definition of Family**  
A family is a social unit where participating individuals, often from more than one generation, provide mutual care and support. Families come in a variety of shapes and forms or legal arrangements, may involve individuals with varying sexual orientation, and involve individuals who are related through blood or choice.
- **Empower to accomplish what?**  
Family Centre may empower children and families towards many different ends. Children and families may, among others, aim to enjoy a high quality of life, meet the goals they set for themselves, develop in a healthy manner, overcome adversity, work through a difficult life transition, meet their basic needs, or build strong and respectful relationships within their family and community. Family Centre will meet clients where they are at, i.e. work with clients to address the goals identified by them from within their context. Using more technical language, "to empower" could be translated as "to build capacity".
- **Type of the organization**  
Family Centre is a registered charity operating under registration number 119157394 RR0001.
- **Geographic reach**  
Family Centre serves clients in Lethbridge and Southwestern Alberta.
- **Connections**  
Creating strong connections, interpreted as interpersonal relationships, is a critical part of Family Centre's work. This can involve relationships between clients and professional support staff, relationships among clients (minors or adults), or relationships of clients with their natural supports in their community. A second meaning of connections refers to the neural connections in human brains that are fundamental for healthy brain and personal development.

# Theory of Change

Family Centre is in the process of articulating an organizational Theory of Change, i.e. how Family Centre's activities create pre-conditions that will lead to the desired outcomes that will make Family Centre's vision reality.



## Core Services

Family Centre is a Parent Link Centre and offers a spectrum of universal programming and prevention and early intervention services to children and families:

1. Information and Referral
2. Early Childhood Development

3. Parent Education
4. Family Support, including Counselling
5. Developmental Screening

## Core Audiences

Family Centre has articulated a strategic focus on serving specific client groups with remarkable consistency. Already in 2009 and 2012, Family Centre identified the following audiences as the core of people to be served:

1. Families
2. Youth
3. Indigenous children and families
4. New Canadians
5. Persons with Disabilities

Family Centre will continue its focus on these core audiences.

## Organizational Structure

### 1) Board Governance

Family Centre operates under a Board of Directors, a governance board with the following responsibilities (as specified in Family Centre's Policy 2.01 Board of Directors):

- Provide oversight of the operations of Family Centre including finances, human resources practices, and legal compliance through Board and operational policies and monitoring organizational performance.
- Hire, monitor the performance of, and set remuneration for the Executive Director, and where necessary replace him or her.
- Research and develop advocacy positions and perform advocacy work on behalf of Family Centre.
- Engage in and support fund-raising activities.
- Represent the diverse interests of Family Centre's stakeholders.
- Set direction for Family Centre and approve the budget and business plan.

Directors do not involve themselves in decisions regarding management or day-to-day operations.



Figure 1: At Family Centre's strategic planning retreat, January 3, 2018

## 2) Organizational Chart

Family Centre is accountable to clients and funders in a structure that identifies three layers: Executive Director, Management, and Direct Service Delivery. The volunteer Board of Directors provides direction and oversight for the professional administration of the society.

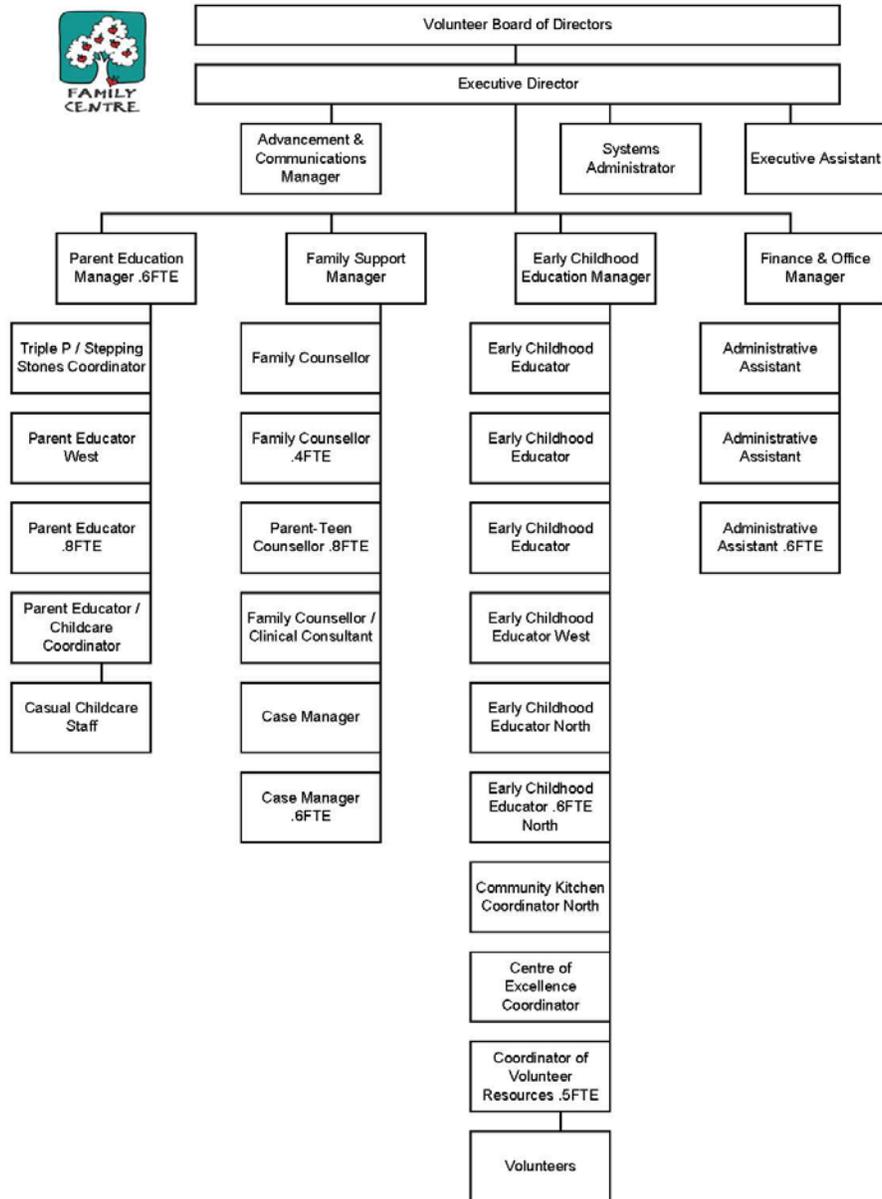


Figure 2: Organizational Chart of Family Centre (as of January 1, 2018)

## 3) Service Locations

Family Centre operates three locations to offer direct client services: It's main facility in downtown, a branch on the North side and a branch on the West side.

Family Centre Downtown is located in Lethbridge Centre. Here, Family Centre provides comprehensive services to clients in an accessible location and backbone services for the whole organization, such as finance and payroll, IT, volunteer coordination, leadership, advancement, and marketing.

Family Centre North pursues the following objectives:

- a) A Community Kitchen for individuals to learn how to prepare inexpensive, nutritious meals.
- b) Serve the clients of Interfaith Food Bank.
- c) Support clients to strengthen their family resources.

Family Centre and Interfaith Food Bank provide community kitchen services through a long-standing and deep partnership. The Interfaith Chinook Country Kitchen is located on the same site as the Interfaith Food Bank on the North side of Lethbridge.



Family Centre West is located inside the Coalbanks Elementary School of the Lethbridge Public School District No. 51 with a long term lease agreement, covering 25 years from 2017 until 2042. This branch pursues the following objectives:

- a) Provide resources predominantly to families who live west of the Oldman river.
- b) Function as a community hub in the Copperwood neighborhood, provide professional supports and strengthen natural supports for those caring for young children in this community.
- c) Work closely with the staff in the Coalbanks Elementary school to provide supports for the students of that school and their families.
- d) Offer services that create appreciative and respectful conversations between individuals who self-identify as Indigenous and those who do not self-identify as Indigenous.

#### 4) Community of Service Providers

Family Centre maintains contractual partnerships with several agencies in order to serve specific populations in smaller communities across southwestern Alberta:

- Crowsnest Pass Parent Link Centre
- Magrath FCSS
- Taber and District Community Adult Learning Association



Family Centre has contracts with service delivery agencies within Lethbridge to support families in their homes; with children in school; and from an Indigenous background:

- Parents As Teachers
- Making Connections, Lethbridge School District No.51
- Opokaa'Sin Early Intervention Society



In addition to these contractual partnerships, Family Centre collaborates with various service providers and branches of government in Lethbridge on a referral basis and through specific programs in order to meet the needs of our community. Family Centre is a key agency of the Lethbridge Early Years Coalition which works towards advocating for the needs of those taking care of young children.

## Environmental Scan – P.E.S.T.E. Analysis Results

POLITICAL	ECONOMIC
<ul style="list-style-type: none"> <li>• Upcoming election. As a not-for-profit, we depend on gov't funding</li> <li>• Are we recipients of political change (downward from government) or advocates for political change (influencers) and how does that impact operations?</li> <li>• New legislation (Labour, OHS, min. wage)</li> </ul>	<ul style="list-style-type: none"> <li>• Population we're working and connecting with might be feeling the effects of economy</li> <li>• Economy starting to rebound</li> <li>• Relative financial literacy levels in community</li> <li>• Opportunity for short term, flexible usage of unused commercial space</li> </ul>
SOCIO-CULTURAL	TECHNOLOGICAL
<ul style="list-style-type: none"> <li>• More residential neighbourhoods without businesses and support services</li> <li>• Lots of new Canadians</li> <li>• Growth of UofL, College, government organizations (can put a strain on us as well – more students seeking practicums, more people at certain times of year)</li> </ul>	<ul style="list-style-type: none"> <li>• Online registration</li> <li>• Use for professional development (webinars)</li> <li>• Negate... human connection and child development</li> </ul>
ENVIRONMENTAL	
<ul style="list-style-type: none"> <li>• Reduce use of plastics</li> <li>• Mindfully detach from companies with poor practices re: employees, environmental practices (i.e. nestle,) fair trade</li> <li>• Reduce paper waste – paper free</li> <li>• Location spread – FC foot print</li> <li>• Continue to use kitchen as example of stewardship and expand (garden, compost, recycling)</li> </ul>	<ul style="list-style-type: none"> <li>• Centre of excellence programming is a great example for using recyclables</li> <li>• Providing outside programming (weather, water, areas of city)</li> <li>• Share facilities with partner agencies to serve clients</li> <li>• Engage in community gardens</li> <li>• Located by two large reserves – possible program expansion.</li> </ul>

# Environmental Scan - S.W.O.T. Results

STRENGTHS (internal)	WEAKNESSES (internal)
<ul style="list-style-type: none"> <li>Knowledgeable team</li> <li>Strength of professional staff; good staff</li> <li>Relationship and reputation with community is strong</li> <li>Offer wide variety of programs and supports through different departments</li> </ul>	<ul style="list-style-type: none"> <li>Not having flexible overtime to schedule community events and activities</li> <li>Resource allocation issues</li> <li>Changing definition of family – been considered</li> <li>Available time to meet demands</li> <li>Loss of “homey” feeling with growth (loss of history?)</li> <li>Recognition of counselling resource in parent education</li> <li>Lots of change in the past six years with rapid growth</li> </ul>
OPPORTUNITIES (external)	THREATS (external)
<ul style="list-style-type: none"> <li>Partnerships</li> <li>Embrace new delivery models, be quality</li> <li>Review community needs and adapt</li> <li>Consolidate growth identity and develop existing strengths</li> <li>New Parent Link funding</li> <li>Increased number of families impacted due to multiple sites</li> <li>City is growing</li> </ul>	<ul style="list-style-type: none"> <li>Funding dries up / funding stability</li> <li>Misalignment between FC goals/activities and those of funders (outcomes vs. economies)</li> <li>Funding not sustain rapid growth – stretched staff asked to do more</li> <li>New employment standards</li> </ul>

## Strategic Directions

Family Centre will focus its efforts on the following strategic areas over the course of the next three years:

1. Organizational culture and employee satisfaction
2. Human resource sufficiency and deployment
3. Management of continued growth
4. Development of Best Professional Practices
5. Quality Programming – Specific, Inclusive, Consistent
6. Community Partnerships
7. Intentionally targeting the untargeted
8. Broadcasting resources and activities
9. Functional Space

Family Centre will report on progress towards these strategic directions on a quarterly basis to the Board of Directors and on an annual basis to all stakeholders. The table below identifies responsibilities within Family Centre for the strategic areas and approaches to assessing progress. Family Centre will articulate specific annual goals for the strategic areas in its annual Operating Plan.

Strategic Direction	Owner	Approach to Assessment
1. Organizational culture and employee satisfaction	Management Team	Staff satisfaction survey Turnover & retention rate
2. Human resource sufficiency and deployment	Management Team	Annual budget amount Staff costs / total budget
3. Management of continued growth	Management Team	Debrief of growth activities
4. Development of Best Professional Practices	Department Managers	Best practice is identified and articulated
5. Quality Programming – Specific, Inclusive, Consistent	Department Managers	Survey outcomes are articulated, analyzed, and used for planning
6. Community Partnerships	Department Managers	Attendance of community committees Breadth & depth of collaborative projects
7. Intentionally targeting the untargeted	Management Team	Target audiences are identified, articulated, measured
8. Broadcasting resources and activities	Communications Manager	Communication strategy is articulated, implemented, and improved
9. Functional Space	Management Team	Usage of space is tracked Spaces are continuously improved