



FAMILY SERVICES OF THE NORTH SHORE

STRATEGIC PLAN

2018-2022

A young girl with long brown hair in a ponytail, wearing a light blue lace top and a pink tutu, is spinning in a grassy field. The scene is filled with many bubbles, and the background is a soft, golden sunset with bokeh light effects. A thick, wavy orange line curves across the middle of the image, separating the girl from the text.

WE WANT
TO CHANGE
THE COURSE OF
PEOPLE'S LIVES,
FOR **GENERATIONS**
TO COME.

Note from the President and Executive Director

We embark on this Strategic Plan from a position of strength and gratitude. Every year, the Agency assists more individuals and families in our community, from birth to end of life. Our programs and services are growing. Our work is evolving to meet the needs of those who seek our help. Our generous donors, funders, and volunteers are valued partners who make the North Shore a place where people can live full and meaningful lives.

Now, it's time to shift from tactical to intentional action. That's what this plan represents – and why we have taken the time to examine our core identity and strategic direction. As we look ahead to the next five years, we are committed to making a deep and lasting impact in our community. We want to change the course of people's lives, for generations to come.

Our strategic initiatives – where we'll invest time, resources, and energy – include a goal to reach 50% of all North Shore parents and their children before age three. The earliest years of human life are a critical time for healthy development. We want to ensure everyone can grow and thrive from a strong, supportive foundation.

We will work to dramatically reduce gender-based violence against women and all forms of abuse against children. Gender-based violence has an extremely negative, multi-generational impact. By expanding our services and developing new strategies, we will provide long-lasting support for vulnerable members of our community.

Other initiatives include new and holistic mental health services, stronger partnerships, expanding our physical presence in the community, creating new and meaningful volunteer opportunities, and more. Our goals are lofty, but tangible. We have clear and measurable plans to transform these strategies into realities.

Working more intentionally means listening closely to our community. Our strategic initiatives are a direct response to the needs of North Shore children, youth, adults, seniors, and families. At the same time, we remain committed to our core services. We will continue to meet the high demand for counselling services, Christmas Bureau hampers, Jessie's Legacy Eating Disorders Prevention and Awareness Program, and Companionship Community Care volunteer support services, among others.

Our foundation is solid and unchanging, and the future looks even brighter. We couldn't even dream of such ambitious targets, let alone chart a course to achieve them, without your sustained commitment.

On behalf of our Board of Directors and staff – thank you.

Neil Alexander

President, Board of Directors



Julia Staub-French

Executive Director





We listened.

WE LEARNED. WE ARE
RESPONDING TO OUR
COMMUNITY WITH
OPEN HEARTS.

Why we developed a Strategic Plan

In developing our Strategic Plan, we examined our core identity, strategic direction, unique advantages, and other big questions. We engaged staff, volunteers, community leaders, government, clients, and stakeholders in the process. We also conducted focus group sessions and interviews with varied and diverse community members. We gathered our best minds to distill the information and chart an intentional path forward.

This Strategic Plan reaffirms our identity and ensures our efforts match current community needs. This process helped us to set ambitious goals for growth, both in financial support and to more fully and equitably serve people where and when they need us. Ultimately, this plan is also for you. It's a transparent roadmap intended to help everyone see how we can work together to serve the community we all love.

Support for children, youth and families

Family Services of the North Shore (FSNS) is a non-profit, community-based agency. For over 60 years, we have provided a range of counselling, support, education, and volunteer opportunities for families and individuals. Our services are available to all residents of the North Shore regardless of race, gender, religion, culture, socio-economic status, sexual orientation, gender identity, or physical ability. FSNS serves the City of North Vancouver, the District of North Vancouver, the District of West Vancouver, the Village of Lions Bay, and the Bowen Island Municipality. When we are asked to serve communities beyond these borders, we are happy to expand our reach.

OUR VISION

A healthy community where everyone can live full and meaningful lives.

OUR MISSION

We are committed to making a deep and lasting impact in our community. Through counselling, support, education, and volunteer engagement, we will:

- Facilitate strong, caring connections between people in our community
- Listen and respond to the needs of the most vulnerable people in our community
- Develop new and innovative ways to approach mental health services

BY 2020
WE EXPECT TO ASSIST UP TO
20,000
FAMILIES &
INDIVIDUALS

Evolving to serve a growing community

For more than 60 years, North Shore children and families have needed our support. Our programs and services have always evolved to serve the community. In response, we developed a strong clinical counselling program. Our core work grew to include violence prevention and specialized trauma services, family preservation and support programs, and the *I hope family centre*.

Since the late 1980s, FSNS has offered the annual Christmas Bureau program, which provides holiday meals and children's toys to low-income families, seniors, and people with disabilities. We also developed outreach programs to serve isolated seniors, launched the Companionship

Community Care volunteer support services, and took the lead on one provincial initiative, Jessie's Legacy Eating Disorders Prevention and Awareness Program, and one regional initiative, Allies in Aging, which connects seniors aged 75+ across Metro Vancouver.

These are just some of the initiatives that have guided FSNS to date. Now, our North Shore community is evolving. We must listen and respond to the needs of our most vulnerable. The next five years will see significant changes, and we will serve with clarity and intention.

STRATEGIC DIRECTION

We recognize that the breadth and scope of our vision will take decades of energy and attention. This Strategic Plan will take time to execute. In order to focus our efforts and ensure we are engaging in meaningful, responsive work that truly serves our changing community, we have developed a strategic direction to guide our next steps.

Three lenses for our future

1

STRATEGIC ADVANTAGES

Our strategic advantages are those aspects of strength and value we have developed over the years to serve the community. We will leverage these to advance our mission and increase our impact:

- **Strong and credible community reputation and brand**

To engage individuals, families, and a full community in areas of vulnerability, a reputation of trust is essential.

- **Depth of relationships and network**

Providing supports for the entire community will take more than a single agency. We know that a robust network of relationships and partnerships will need to be supported and mobilized.

- **Value-based foundation and approach**

The work that we do, and the impact we care about, can only be approached through an informed, grounded, and value-based foundation.

- **Expertise**

We take pride in the level of knowledge and expertise we bring to our mission.

2

STRATEGY SCREENS

As we evaluate all emerging ideas and strategies for the future, we will use the following questions as a screen. These enable us to consider the most beneficial and effective priorities for our agency.

- **Is this sustainable?**
- **Will this have deep and broad impact?**
- **Does this respond to an unmet need?**
- **Does this engage our network and build community capacity?**
- **Are we challenging ourselves to be better?**

3

BIG QUESTIONS

Our five-year strategy seeks to address the following big questions to ensure the most robust and potent future possible for Family Services of the North Shore:

- **How do we build a strategy that adapts to our changing environment?**

We recognize that any significant approach to the care and development of people must respond to changes in demographics, resources, and social relationships. We will be attentive to the shifting social environment around us.

- **Where do we go, and with whom?**

We recognize that if we hope to achieve the kind of community impact that we envision, we cannot do this work alone. Our partnerships must be purposeful and must amplify the capacity and capabilities of people and organizations to serve the community.

- **How do we build capacity to respond to opportunities?**

We recognize that one of the pitfalls of having strong and well-performing programs is that we can become comfortable with the familiar and complacent in the status quo. We need to develop greater capacity to adapt, respond, evolve, and develop new abilities and approaches.

- **What size is best to accomplish the vision to which we aspire?**

We recognize that we cannot compromise what has brought us here, as we seek to advance our work and build new strengths. We will have to consider economies of scale. We will need to grow our community of supporters. We will need to break down silos of operation among service providers. We will need to expand our funding partnerships with our government stakeholders.

- **How do we strengthen our best practices and approaches?**

We recognize that our technique and approach must be grounded in ongoing learning about what makes people grow, develop, recover, heal, and change.



PRIORITIES FOR THE NEXT FIVE YEARS

From high-level, overarching strategies to tactical and tangible applications, we have identified three priority areas that will consistently guide our eight strategic initiatives. These priorities leverage our strategic advantages, apply our unique strategy screens, and seek to answer the big questions we face in the years ahead.

1

WE WILL FACILITATE STRONG, CARING CONNECTIONS BETWEEN PEOPLE THROUGHOUT OUR COMMUNITY

Strong, caring connections are the lifeblood of our community. Through new volunteer opportunities, partnerships, innovative programming, and training initiatives, we will encourage and uplift each other. We will serve where we are needed. We will help people to better understand each other's diverse needs and perspectives. As we establish and reinforce these bonds of connection, we will ensure that everyone feels valued, respected, and fully at home in our North Shore community.

2

WE WILL DEEPEN OUR COMMITMENT TO UNDERSTANDING AND RESPONDING TO THE NEEDS OF THE MOST VULNERABLE PEOPLE IN OUR COMMUNITY

A healthy community is fully inclusive. It's a place where everyone feels a sense of belonging, acceptance, and value. As we look ahead, we have deepened our commitment to understand the needs of those who are most vulnerable, in every part of our community. We will increase our capacity to serve those who are isolated, suffering, or unable to reach their full potential. Whether we are working with victims of abuse, new parents, children and youth, indigenous communities, people facing mental health challenges, seniors, or anyone else who needs care and support, our most important work will be to reduce vulnerability and promote wholeness.

3

WE WILL DEVELOP NEW AND INNOVATIVE WAYS TO APPROACH MENTAL HEALTH SERVICES

We intend to provide more robust, innovative, and accessible systems of support for the community's mental health needs. This will require us to expand our services and create new approaches that will guide our work. It will require strong partnerships, training initiatives, and strategic, collaborative relationships. We will also work to develop a common language and understanding of mental health throughout our community. Above all, we will listen, learn, and consistently search for ways to deepen our impact – ensuring we respond to the mental health needs of our entire North Shore community.

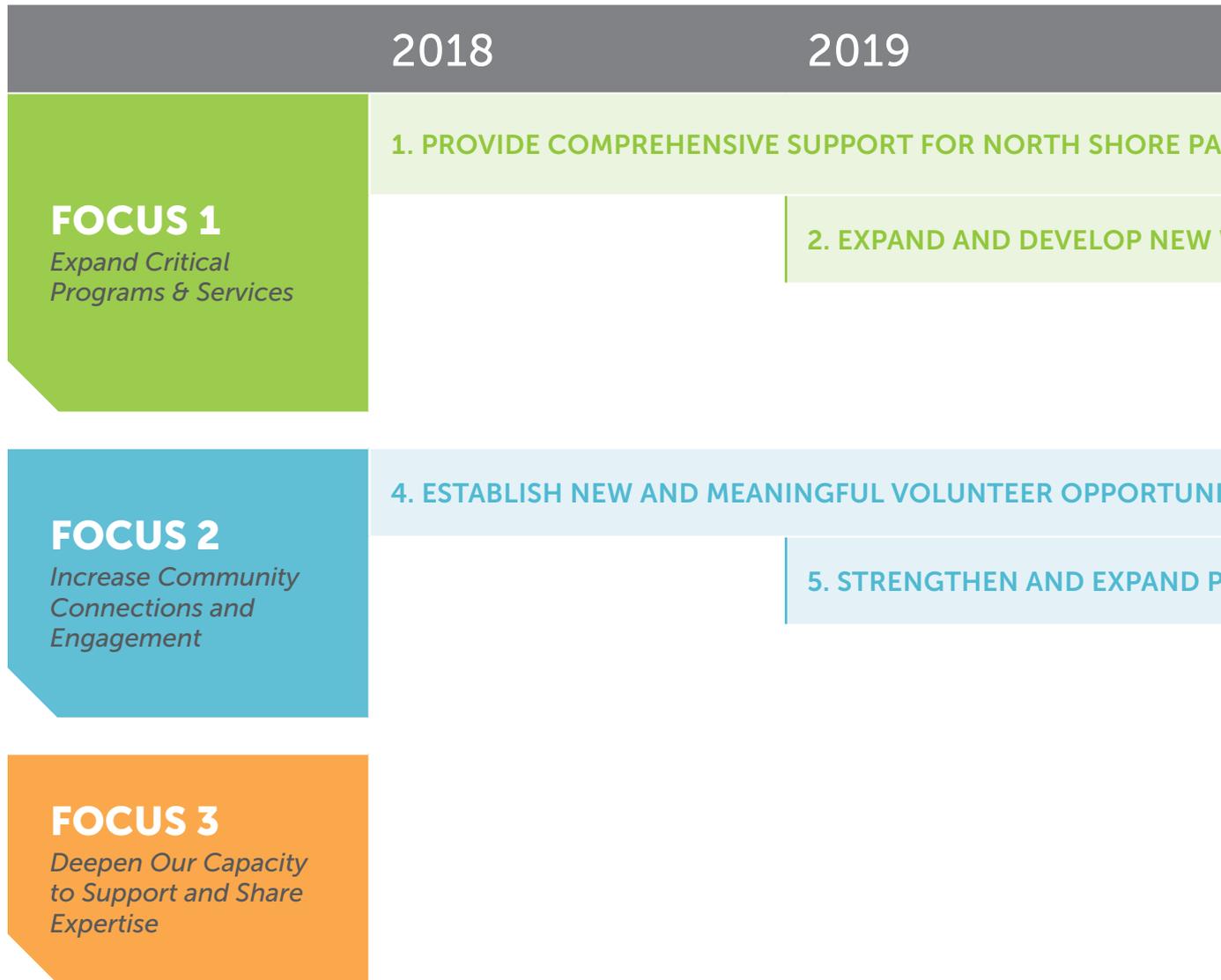


WE ARE *listening*
WITH OPEN MINDS
AND HEARTS, IN ORDER
TO UNDERSTAND WHAT'S
AT STAKE FOR THE PEOPLE
WHO LIVE HERE.

Julia Staub-French
Executive Director
Family Services of the North Shore

SEQUENCE OF STRATEGIC INITIATIVES

We have mapped the rollout of each strategic initiative across five years. These focus areas will expand and evolve well beyond 2022, and many timeframes will overlap. Course-correction is healthy. We will make thoughtful changes as we learn, apply our strategy screens, and develop greater capacity to serve our community. Together, these synergetic initiatives will reinforce our strong foundation. The five-year rollout will fortify the very core of the Agency, supporting long-term, sustainable growth across our most critical programs and services.



2020

2021

2022

FUTURE

RENDS OF CHILDREN AGES 0-3

WAYS TO SUPPORT VICTIMS OF GENDER-BASED VIOLENCE, TRAUMA, AND ABUSE

3. CREATE NEW AND HOLISTIC
MENTAL HEALTH SERVICES

TIES

PARTNERSHIPS THAT SUPPORT OUR STRATEGIC INITIATIVES

6. EXPAND OUR PHYSICAL PRESENCE
IN THE COMMUNITY

7. DEEPEN A CULTURE OF LEARNING AMONG ALL STAFF MEMBERS

8. DEVELOP NEW STRATEGIES TO
PROVIDE TRAINING IN OUR COMMUNITY

1 Provide comprehensive support for North Shore parents of children ages 0-3

Why it matters

Healthy human development depends greatly on good care during the critical earliest years of life, from pre-natal to age three. This is a time when both parents and their young children are most vulnerable. Many new parents are overwhelmed by the increased demands of caregiving, yet they find it difficult to reach out for help.

Our current programming through the *I hope family centre*, parent support programs, and counselling services has been extremely effective in supporting parents of children 0-3 years. However, we are only reaching approximately 20% of the parents and children in our community. Our aim is to increase our support so that 50% of parents and children have access to our programming through expanded services and innovative outreach strategies.

ANTICIPATED OUTCOMES

- Parents experience less stigma in seeking help, get the mental health support they need, and their mental health is improved
- Fathers' participation in programming increases by 50%
- Infants develop in healthy and safe environments, with secure attachments to caregivers

Success:

50%

of North Shore parents of children 0-3 experience FSNS support in their parenting.



2

Expand and develop new ways to support victims of gender-based violence, trauma, and abuse

Why it matters

Gender-based violence, trauma, and abuse, if left untreated, will cause significant and multi-generational negative impacts in people's lives.

To provide effective and long-lasting support for these most vulnerable members of our community, we will develop more robust and comprehensive strategies for prevention, early intervention, and specialized services for those experiencing violence, trauma, and abuse. This will require us to invest in research and development. We understand that we will need to design, pilot, and deploy new strategies, maximize our partnerships, and leverage our values to benefit our community.

ANTICIPATED OUTCOMES

- Reduction of multi-generational impacts of gender-based violence, trauma, and abuse
- Prevent abuse from occurring in the first place
- Children live healthy lives, where they are healed and safe from trauma and abuse

Success:
no waitlists
for trauma programs

Success:
30%
increase in referrals

3

Create new and holistic mental health services

Why it matters

Many of our community members are affected by mental health issues that create difficulties in their lives and families. The underlying cause of these issues are varied and complex. We aim to increase our clinical service capacity to reduce wait times and look more holistically at how we support people. We also aim to reduce vulnerability by minimizing barriers such as cost, transportation, location, language accessibility, and other systemic issues.

ANTICIPATED OUTCOMES

- Improved intergenerational mental health on the North Shore
- New strategies for prevention, early intervention, and deep intervention in mental health needs in our community
- Expanded strategies to address the root causes of mental health challenges in our community

Success:
Reduce time
on waitlists by
50%

4

Establish new and meaningful volunteer opportunities

Why it matters

We are part of a caring and generous community where people of all ages are moved to pay it forward, affecting individuals and families for generations to come. We have been engaging our valued volunteers for decades through our fundraising events and campaigns, Christmas Bureau, YouthLAB, Companionship Community Care, and other programs.

We aim to expand our impact through opportunities related to our strategic priorities and initiatives. Our vision of a healthy community where everyone can live full and meaningful lives is embodied in the dedicated volunteers who give their time, energy, and heart to understanding and supporting the needs of others.

ANTICIPATED OUTCOMES

- A more robust volunteer program is equipped to serve the community
- Volunteers are better able to reach the most vulnerable, especially people experiencing violence and trauma, and those in need of mental health services

Success:
Volunteers impact over

5,000

people per year

Success:
750-1,000
volunteers are working
with the Agency within
5 years



5

Strengthen and expand partnerships that support our strategic initiatives

Why it matters

Our community impact will not occur solely through the direct delivery of our own programs and services, but through the leadership and collaboration we exercise within the community, and among our partner agencies and supporters. Through the board and staff, we will develop more deliberate strategies to build, shape, and participate in meaningful and intentional partnerships to accomplish the impacts we seek.

ANTICIPATED OUTCOMES

- Fewer gaps in multi-organizational service to the community
- Greater ability to procure more long-term funding

Success:
every partnership
is vetted by effectiveness standards

6

Expand our physical presence in the community

Why it matters

Those who are vulnerable and most in need often face the greatest barriers to seeking help. These barriers include lack of transportation, child care, safety, family support, and other resources. In order to reach our entire North Shore community, we need to establish a greater physical presence in all neighbourhoods in our community.

ANTICIPATED OUTCOMES

- People can pursue wholeness and health without significant barriers to access programs and services
- Shared opportunities and advantages help to give everyone a more equal footing

Success:
FSNS presence
5 more spaces
in the community
in 5 years



7 Deepen a culture of learning among all staff members

Why it matters

Whereas our staff members excel in the skills of their profession, we intend to pursue a more intentional strategy to build our agency's capacity to learn, share learning, and advance the best practices in our field. We desire not only to exhibit best of class professional practice, but also to model and advance quality practice throughout the community.

ANTICIPATED OUTCOMES

- Improved stakeholder practices throughout the community
- FSNS staff have a deeper capacity to work effectively and advance the Agency's work
- Improved service quality across the Agency



Success:

30%

of staff are qualified to facilitate external training in key areas



Develop new strategies to provide training in our community

Why it matters

We recognize that our impact should not just be to community members, but also to the organizations, institutions, companies, and agencies that are employing and serving community members. To maximize our influence and extend our reach, we will develop training strategies that will bring our expertise and influence to those throughout our community.

ANTICIPATED OUTCOMES

- Increased capacity to serve the most vulnerable members of our community
- Higher professionalism and acuity of service among partner agencies





join us

ENSURING A HEALTHY
COMMUNITY IS THE
BEST INVESTMENT
WE CAN ALL HOPE
TO MAKE.

Our community is changing.

The needs of local families – which come in every shape and size – are shifting. We are listening with open minds and hearts, in order to understand what's at stake for the people who live here. The need to offer equitable, inclusive, and fully accessible programming has never been stronger. We will only achieve our strategic goals through expanded partnerships with government, donors, stakeholders, and community organizations. These generous and dedicated partners are essential to our success.

We are highly optimistic about the future. We also know what's at risk if we don't act. This plan sets high expectations – both for the Agency and for everyone who cares about our North Shore community. Meeting those expectations is a shared responsibility. Together, we can dramatically expand our capacity and act on behalf of the most vulnerable members of our community.

There is significant work to do, and it will take time. We won't see changes overnight. Transformational, multi-generational shifts require patience. But, we will have a major impact. After all, ensuring a healthy community is the best investment we can all hope to make.

Let's change lives together.

Volunteer with us

We're always eager to find volunteers for our wide range of programs and services – and *everyone is welcome*.

Do you have ideas for a new volunteer initiative?
We'd love to hear more.

Support us

Is there an initiative you would like to support financially?
We'd love to speak with you.

Connect with us

Would you like a tour of our organization?
We'd be happy to show you what we do.

Contact us: connect@familyservices.bc.ca
or [604.988.5281](tel:604.988.5281)





Family Services

NORTH SHORE

Changing lives together

The evolved FSNS brand represents our new strategic vision. We are changing lives together, for generations to come. The distinctive bands that encircle the heart are facilitating strong, caring connections across our community. These connections pull us together as one unified force.

A community is both a geographical place and an essential human experience. As we look ahead to the next five years, we are committed to making a deep and lasting impact in our community – in every sense of the word.

