



BOUNDARY
FAMILY SERVICES

Enrich Your Life!

STRATEGIC PLAN

2024 – 2027



Boundary Family Services is a CARF accredited agency.

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INTRODUCTION

Boundary Family and Individual Services Society [shortened to Boundary Family Services, BFS] is a multi-service, non-profit community organization that was incorporated under the BC Societies Act on **March XX, 1976**. BFS will celebrate 50 years of service to the community and region in 2026. The organization provides a wide range of services to meet the needs and interests of children, youth, families and adults throughout the Boundary region with the main hub being the Glanville Family Centre in Grand Forks. BFS is dedicated to providing participants with high quality services using a person-centred approach that empowers them to define and set goals and assist them to build on their personal strengths and supports. The organization is well respected in the community, and client satisfaction surveys consistently indicate that programs and services are positively received and that service recipients would continue to seek services through BFS.

BFS is governed by a volunteer Board of Directors, which is representative of the community's diversity. Funding for the organization's programs and services is provided through contracts with several provincial government Ministries, funding organizations, community partners, and donations. An Executive Director and a Leadership Team lead and oversee BFS operations. Approximately 40 staff members deliver its programs and services.

BFS is a fully accredited organization under CARF, Commission on Accreditation of Rehabilitation Facilities. Accreditation is an organizational review to determine if program/services meet defined international standards of quality in health and human services. BFS has successfully met these standards every three years for the past 12 years.

The agency's last Strategic Plan covered the years 2021-2024. The plan was developed at the outset of the COVID-19 pandemic, which ultimately went on to change such things as the nonprofit funding environment and the rate and manner in which agency priorities were approached. Some of the accomplishments of the last strategic plan include a broadening of housing options in East and West Boundary as well as homeless prevention solutions to keep people housed, an increase in services to seniors through expanded United Way funding, and an increase in the number of collaborative projects with a variety of regional partners.

BACKGROUND TO THE STRATEGIC PLANNING PROCESS

As part of the Strategic Plan renewal process, a variety of approaches were used to collect information and develop ideas for this plan:

- The Executive Director and Board of Directors engaged with the consultant in a pre-planning session on November 20, 2023, to confirm the need, scope, and process for developing the Strategic Plan.
- Relevant reports, previous years' plans, and the Society's website were reviewed.
- Feedback and input surveys were initiated in January-February 2024 to elicit input from community and service user groups, agency staff, agency volunteers, and Board members. The survey asked about their perceptions of the organization and suggestions for future priorities. There were approximately 60 responses.
- On February 16th, the Board and Staff took part in a 4-hour facilitated session dedicated to developing the 2024-2027 Strategic Plan, including a renewal of the organization's Purpose, Vision, Mission, and Values.
- Following the planning day, the consultant met with the Executive Director and the Leadership Team to review the collated results and to set some further objectives and timelines for action.

Why a Strategic Plan and why now? (from Board-ED pre-planning session – November 2023)

- To meet a CARF requirement of renewing the Strategic Plan every three years
- To articulate Board priorities (including input from community, staff, volunteers) in realistic way
- To avoid mission drift and provide some guard rails for operations, recognizing that we cannot do it all
- To guide the Operational Plan through integrating some new Strategic Priorities
- To focus on the “why” of what we do and to stay on track
- to gain a sense of accomplishment and moving forward

What has changed in our environment since our last Strategic Plan was developed (2021-2023)?

- COVID-19 pandemic is over
- BFS now operates in MCFD’s Okanagan region
- Upcoming shifts in Federal funding re CPNP-CAPC
- Political climate has changed with respect to childcare, seniors and social enterprise; more opportunities in some areas than others
- Significantly more community partnerships and collaboration

Strategic Plan Length

This will be a three-year plan (effective April 1, 2024 – March 31, 2027) with regular monthly and quarterly reviews by the Board and Leadership Team along with an annual evaluation. It is to be understood that the Strategic Priorities, goals, activities, and timelines identified in this plan will be integrated into the organization’s annual operating plan over this 3-year period.

Highlights/Themes from the Community Feedback & Input Surveys (Jan-Feb 2024)

There were 50 responses to this survey. Survey questions focused on where community stakeholders/members believed there were current gaps in service or insufficient levels of service in the community that they thought BFS might address in this strategic plan, specifically in the areas of services to families, children, youth, adults, and seniors. The following is a summary of the top priorities that emerged from this community survey.

Services to Families	Services to Children	Services to Youth	Services to Adults	Services to Seniors
affordable housing	disability supports	counselling/therapy (including crisis),	affordable and/or supportive housing	daily living supports
family counselling	counselling/therapy (including crisis)	mental health and/or substance use treatment and supports	counselling/therapy	isolation/socialization supports
relationship counselling & supports	after school supports & programming	youth support groups	mental health and/or substance use treatment	counselling/therapy

Services to Families	Services to Children	Services to Youth	Services to Adults	Services to Seniors
Services critically needed in the West Boundary communities as follows:				
parenting education	early learning/childhood development; SLP and OT services		affordable housing	more supports in general

Highlights/Themes from the Staff/Board/Volunteer Input Surveys (Jan-Feb 2024)

There were approximately 10 responses to this survey. This group was asked to determine if the organization's Purpose, Vision, Mission, and Values Statements still reflected the needs and practices of the organization (comments made are reviewed further below in this document). They were also asked to name the organization's top strengths to be leveraged in this strategic plan, top weaknesses that needed 'shoring up', top strategic opportunities for the organization over the next 3 years, biggest challenges, risks, and threats to achieving new priorities, and to identify any new opportunities not considered earlier. The following is a summary of this survey input:

Top organizational strengths to be leveraged	Top organizational weaknesses to 'shore up'
<ul style="list-style-type: none"> - Diversity of programs and services across the lifespan are 'under one roof' - Staff/volunteers that are genuinely caring, open, committed and creative - Longevity and good reputation - Good advocate for housing and shelter operations - Partnerships with other community providers 	<ul style="list-style-type: none"> - Regularly evaluate effectiveness of programs and make changes where indicated - More robust, up-to-date, and interactive website - Better marketing/communication about services and staff changes with all stakeholders - More long-term program planning amongst programs

Strategic opportunities for BFS over next 3 years	Biggest challenges, risks, or threats
<ul style="list-style-type: none"> - Supportive/safe housing for youth - Seniors support services - Affordable and supportive housing - Food security - Marketing/communication of services - Address our aging office building, its limited space and accessibility - Focus on these gaps in the service spectrum: <ol style="list-style-type: none"> 1. groups for parents of teens (13-18) 2. attachment focused programming (groups and 1:1; all ages) 3. programs for teens and young adults 4. intergenerational opportunities (to learn from, influence and appreciate one another) 5. In-house professionals (e.g. counsellors, capacity to do assessments, nurses, physicians, etc.) 	<ul style="list-style-type: none"> - Funding sources weakening (in all issue areas) and our funding base is not very diverse - Aging building that won't meet our space, comfort, and accessibility needs going forward - Not able to keep up with the demand for services with limited staff capacity (i.e. growing no. in need; increased population; increased challenges people are facing) - People not wanting/unable to volunteer their time - Cost of living challenges experienced by participants as well as by some staff - Finding sufficient trained and experienced staff to fill vacancies; staff retention - Increased cost of materials/supplies (e.g. for building, operating)

6. Family counselling on site (accessible and affordable)	
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Non-traditional or “off the wall/out of the box” ideas worth exploring	Other ideas
<ul style="list-style-type: none"> - Board and ED should actively seek private donations (connect with philanthropy initiatives) - Social Enterprise that could employ youth and make profit for agency for other programming – for e.g. open a refillery (zero waste grocery store) 	<ul style="list-style-type: none"> - Always ask ourselves “why” are we or would we do this? (‘because we have always done it’ is not good enough anymore) - Partnering with someone to regularly source out new funding opportunities for us - Partner with Mental Health team to increase service capacity for men and for women

GUIDING DOCUMENTS

The work of any non-profit agency is guided by a set of documents, usually including elements such as a Purpose statement, Vision statement, Mission statement, and set service delivery Values and/or Service Philosophy, which help set priorities and remind the group of where they want to go. In the survey, staff and Board were asked to review the existing statements and offer up any suggestions that would strengthen the Statements to better reflect the purpose and work of the organization. The following proposed statements were offered for consideration and adoption at an upcoming Board meeting:

OUR PURPOSE (“Why we exist”):

Proposed version:

The Purpose of Boundary Family Services is to provide services that promote and develop healthy families and healthy communities in the Boundary area.

OUR VISION (“What we aspire to”):

Proposed version:

Together, we the citizens of the Boundary area can create cultures of health and well-being for ourselves and for our communities.

OUR MISSION (“How we accomplish our purpose”):

Proposed version:

We build partnerships and collaborations with families and community by delivering a range of services that enrich lives and transform our future for generations. We do this by:

- operating as a charitable institution (without profit to its members)
- promoting the health and well-being of individuals and families through facilitation and collaboration with other community organizations
- developing, facilitating, funding and administering programs and services, which provide support, counselling, recreation, rehabilitation and education, and a variety of housing solutions to families and individuals facing environment, economic, physical, emotional or cognitive challenges
- providing leadership that promotes a healthy community.

OUR VALUES/SERVICE PHILOSOPHY:

No proposed changes:

We ensure our services are accessible, responsive, collaborative and of high quality. We provide services in an integrated manner that promotes the self-determination of our participants. Our Board, Staff and Volunteers are respectful, competent and value the importance of confidentiality.

We support each other and work together in an environment of equality, warmth, respect and continuing professional and personal development. We value the service and dedication of all employees and volunteers and encourage each individual to discover her/his work-life balance.

We offer education to the community to promote wellness and we act as a catalyst for social change. We encourage individuals and groups to advocate for service to meet their needs and promote their well-being.

We foster integrity and respect within our organization and within the community by honoring diversity, building trust, encouraging participation and collaboration and operating in a manner, which is accountable and transparent.

We regularly reflect on our outcomes and ensure that they support our vision, mission, purpose and philosophy and that they fit within our actions.

We believe the well-being and healthy development of all children and families is the responsibility of the whole community. We encourage the Board, Staff and Volunteers to share this responsibility through education, promotion, prevention and service provision, and to recognize the inherent uniqueness and value of every person.

We value the voice of community.

STRATEGIC PRIORITIES 2024 – 2027 (see Appendix for detailed Work Plan)

1. Housing and Supportive Housing
2. Rebranding as Attachment-Focused Organization
3. Marketing and Communication of Services
4. Increased West Boundary Presence

CLOSING COMMENTS

Boundary Family Services is an organization with a strong history and solid reputation of serving children, youth, families and individuals in the Boundary area, adapting to the changing needs of the community for close to 50 years. Although faced with the ongoing challenge of increasing demands for service, without necessarily a corresponding increase in financial support from funders, the organization has a commitment to not just maintaining a high standard, but also to improving and expanding its service delivery. The 2024-2027 Strategic Plan is ambitious and will require participation from all levels of the organization. However, with a refreshed Purpose, Vision, and Mission, a strong and engaged Board of Directors, and a vibrant and committed staff team with both experience and expertise, and the opportunities presented by the new Foundry program contract, the organization is well positioned to succeed.

Approved by BFS Board of Directors on _____ [date].