



# FAMILY SERVICE REGINA

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Strategic Plan 2013-2018

May 6, 2013

# Positioning Statement

Family Service Regina has developed the following Positioning Statement that is the primary framework for the programs, services and offerings that we provide and develop for the community.

Family Service Regina is a nonprofit organization, grounded in a history of responding to the needs of people in our community. We work with individuals, families and communities in all their forms, who are currently in distress or at risk.

Our name begins with ‘Family’ and we believe it to mean:  
 Two or more people, whether living together or apart, related by blood, marriage, adoption or commitment to care for one another.

We help people build on their strengths and move forward through counselling, education, support services and advocacy within a context of systemic change.

We believe that social well being depends on health in five main interconnected arenas.

<b>Individuals</b>	<ul style="list-style-type: none"> <li>Individuals must be physically and emotionally healthy and have the capacity to engage with others.</li> </ul>
<b>Families</b>	<ul style="list-style-type: none"> <li>Families must nurture children effectively and be safe, functional havens for their adult members.</li> </ul>
<b>Institutions</b>	<ul style="list-style-type: none"> <li>Institutions must function effectively and honestly.</li> </ul>
<b>Communities</b>	<ul style="list-style-type: none"> <li>Communities must be safe and functional.</li> </ul>
<b>Economies</b>	<ul style="list-style-type: none"> <li>Economies must work for the large majority.</li> </ul>

Family Service Regina is mission driven and outcome focused. Our purpose is not to deliver a particular set of services. Our purpose is to help achieve outcomes with individuals, families, institutions, communities and economies. ‘Outcomes’ refer to the impacts or end results of services on a person’s life. Outcome-focused services therefore aim to achieve the aspirations, goals and priorities identified by our clients – in contrast to services whose content and/or forms of delivery are standardized or are determined solely by those who deliver them. Outcomes are by definition individualized, as they depend on the priorities and aspirations of individuals, families and communities. Our services and programs are strategies to achieving our mission and impact for building healthy families and strong communities.

The value that Family Service Regina brings to our community is centered on continually offering, developing and evaluating our programs and services and create new opportunities that are relevant to building healthy families and strong communities. We are committed to creating safe, just and inclusive environments free from violence, neglect, prejudice and discrimination.

## VISION, MISSION AND VALUES

### Vision

A Vision identifies the horizon towards which all stakeholders of an organization move with common cause and purpose. It identifies the primary beneficiaries of the work of the agency and the outcomes or benefits those beneficiaries will realize.

The following Vision was developed for Family Service Regina:

Family Service Regina envisions a safe, inclusive and vibrant community in which all people are resilient, confident and filled with hope.

The following material provides some additional perspectives on the key themes within the Vision

- **Safe** – Safety is a fundamental human right and people are at the heart of making communities safer places in which to live, work, learn, travel and play. Everybody has a responsibility to promote and maintain their safety and the safety of others.
- **Inclusive** – An inclusive community is one where all people, regardless of any differences, have a sense of belonging and respect and are engaged in decision-making processes that affect their lives.
- **Vibrant** – A vibrant community is one that provides support to meet the basic needs of all members, promotes inclusion to enable all members to participate actively in social, economic, cultural and political life and promotes opportunities for the lifelong acquisition of knowledge and skills by all members.
- **Resilient** - The ability to cope with and bounce back from all types of challenges
- **Confident** - Feeling sure of yourself and your abilities
- **Hope** - a wish or desire for something and confidence in the possibility of its fulfillment.

### Mission Statement

A mission Statement informs a reader about the essence and fundamentals of an organization. In application terms, every operational and strategic decision an organization undertakes should align with its Mission. If a decision being considered does not align with the Mission, a question needs to be asked as to why such a decision would be made or whether it is time to reconsider the Mission.

The following Mission Statement was developed for Family Service Regina:

Family Service Regina strengthens individuals, families and communities through responsive leadership and innovative programs and services.

The following material provides some additional perspectives on the key themes within the Mission Statement

- **Strengthens** – Building on the resources and strengths individuals and families have within them, we collaborate with individuals, families and communities to create lasting change and measurable improvements in their health and wellbeing. Strong caring individuals and families are the basis for a strong, vital community.
- **Responsive Leadership** –We build trust and respect in our community and take action that will make a difference in the things that matter to our clients and to the community. We have a profound awareness of existing issues and anticipate issues that are still emerging with a call to take action that will make a difference. We build capacity to define opportunities and issues in ways that lead to effective action, we develop and maintain relationships that allow people to work together and share resources and to organize and engage the community to effect positive change.
- **Innovative Programs and Services** - Innovation is the process through which value is created and delivered to a community of users in the form of a new solution. Through identifying both the explicit and implicit needs of people we interact with and continually and proactively identifying emerging needs, we seek creative solutions to address them through program and service offerings to the community.

## PRINCIPLES AND VALUES

Principles and Values represent lenses through which the organization makes decisions. They provide the framework or key touchstones that must exist in order for decisions to be valid and to connect with what the organization believes in and its Mission.

The following Principles and Values have been developed for Family Service Regina:

<b>Family Service Regina commits to working in ways that demonstrate:</b>
<ul style="list-style-type: none"><li>• <b>Respect &amp; Dignity</b><ul style="list-style-type: none"><li>○ <i>We respect and show compassion for our clients, staff and volunteers. We have an appreciation of differences and a belief in the inherent good of each and every individual.</i></li></ul></li></ul>
<ul style="list-style-type: none"><li>• <b>Diversity</b><ul style="list-style-type: none"><li>○ We are inclusive and responsive to a diverse population</li></ul></li></ul>
<ul style="list-style-type: none"><li>• <b>Empowerment</b><ul style="list-style-type: none"><li>○ <i>We work from a framework of empowerment not rescue for our clients. We empower individuals and their communities to achieve the desired results to improve their quality of life</i></li></ul></li></ul>
<ul style="list-style-type: none"><li>• <b>Innovation</b><ul style="list-style-type: none"><li>○ <i>We provide client centered services, proactively identify emerging needs, and seek creative solutions to address them</i></li></ul></li></ul>
<ul style="list-style-type: none"><li>• <b>Accountability</b><ul style="list-style-type: none"><li>○ <i>We are accountable for our decisions and the use of resources provided to us, as well as being transparent and acting with integrity in all that we do</i></li></ul></li></ul>
<ul style="list-style-type: none"><li>• <b>Collaboration</b><ul style="list-style-type: none"><li>○ <i>We work together with the people and organizations we serve, our colleagues and our communities</i></li></ul></li></ul>

## STRATEGIC DIRECTIONS

Strategic Directions identify the first level in operationalizing an organization's Strategic Plan. They identify the priorities and higher level activities necessary to advance the organization towards the achievement of its Vision and Mission.

It is also important to recognize that Strategic Directions are not silos nor do they stand alone independently. There will be extensive integration between the Strategic Directions, both in terms of content and implementation timing, in order for the organization to move forward successfully.

The following Strategic Directions have been developed for Family Service Regina for the next three to five years.



1. Awareness and reputation:
  - Build awareness and trust within our community
2. Long-term viability
  - Create and sustain long term financial viability, foster innovation and enhance market relevance
3. Community Impact
  - Engage collaboratively and in partnership to address social issues to improve or maintain the well being of all in our community in a measureable outcome based focused delivery system
4. Organizational excellence
  - Be an employer of choice that develops and provides high quality and effective services and programs to meet the evolving needs of our diverse community