



FAMILY SERVICE
THAMES VALLEY
RENEWING HOPE. TRANSFORMING LIVES.

Strategic Plan

2022

2027



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Gratitude

Developing a new strategic plan is the collaborative work of many hands. We are grateful for the time and insights shared by our clients, community partners, funders, volunteers, Board of Directors, staff, and management team.

We especially highlight the work of Nathan Leili, an Ivey Business School student who supported the development of this new plan and whose invaluable contributions shaped this project. We are grateful to Frank Pyka, retiring Executive Director, and Shannel Butt, retiring Board Chair, for their work to shepherd this initiative. We also thank the Canada Life Internship Grant whose funds supported us to invite Nathan into this important work.

To all who have participated in this strategic planning process, a heartfelt thank you. Family Service Thames Valley's (FSTV) new strategic plan is stronger because of your contributions.





A Message from the Executive Director and Board Chair

We are delighted to share Family Service Thames Valley's (FSTV) new strategic plan.

The strategic plan names the future we most deeply desire for FSTV, the positive impact we seek to achieve in the lives of clients and families, and secures our future as a leading provider of services for persons with developmental disabilities and individuals, couples, families. In short, this document gives voice to who we are and what we are becoming.

This new strategic plan is the culmination of many months of learning, analyzing, dreaming, writing, and now, action. Though developed during the tumultuous COVID-19 pandemic, this planning process was an opportunity for FSTV to reflect, discern, and choose our desired future.

This new plan represents an important 'reset' for FSTV as we make a strategic choice to realign more closely with our mission and mandate. In so doing, we also realign the diverse programs and teams within the FSTV fold,

reconnecting ourselves as one organization with a shared focus, shared values, and shared goals. Indeed, connection is a central feature of this new plan as we continue to deepen and strengthen our relationships with one another, clients, partner organizations and allies, funders, and the wider community. Through this new plan, we wish to emphasize the importance of alignment, connection, adaptability, resilience, and impact: At FSTV we are tallawah: strong, fearless, and mighty.

We are privileged to accompany people in some of the most challenging times of their lives. As we work to renew hope and transform lives, we will deepen our call to service and values-centered servant leadership. We look forward to realizing the goals of this plan and creating a bright future together for FSTV and those we serve.

Sincerely,

Nicola Memo
Executive Director

Kim Fraser
Chair, Board of Directors



FSTV's Vision, Mission, & Values

Vision, mission, and values are cornerstone elements of any organization. Vision names the desired future and impact of an organization. Mission articulates the organization's purpose, what it does to bring that vision to life. Values refer to the timeless, foundational principles that are the organization's bedrock guiding its decisions and actions.

As FSTV developed its new strategic plan, we took time to reconnect with, re-emphasize, and be rooted in these foundational elements.

VISION:

Renew hope & transform lives

MISSION:

Empower people to face life challenges

Together, FSTV's vision, mission, and values shape what we will focus on and steer us toward a future of renewed hope and transformed lives.

VALUES:

Compassion & Respect

We are compassionate and respectful.

Integrity

We act with integrity.

Excellence & Innovation

We strive to provide exceptional service.

Collaboration

We collaborate with those we serve, our colleagues, and our community.

Social Justice

We believe in creating safe and inclusive environments.





FSTV's Strategic Priorities

Our new strategic plan names the priorities and goals FSTV will pursue to empower people to face life challenges as we renew hope and transform lives. In the coming years, FSTV will focus its efforts and resources in five key areas:





PRIORITY:

Our People & Expertise

GOAL:

to sustain FSTV's capacity & expertise to serve

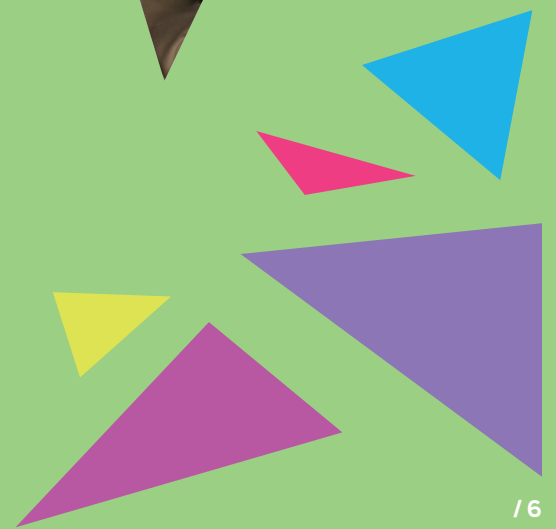
STRATEGIES:

- Bolster FSTV's expertise to serve target populations
- Sustain FSTV's leadership capacity through succession planning, strengths-based talent management, and professional development
- Strengthen FSTV's mission-driven workplace culture through an emphasis on wellness, employee development, and engagement
- Conduct regular assessments with clients, partners, and funders
- Integrate deeper cultural awareness into the fabric of FSTV, including programs and services, organizational policies, procedures, physical space, and recruitment strategy
- Enhance FSTV's governance through processes, succession planning, and leadership development



EXPECTED OUTCOMES:

- The voices of clients and the community are at the centre of FSTV's work
- Enhanced depth of expertise for target populations (i.e., adults with developmental disabilities, families, couples)
- Stronger, healthier, mission-driven organizational culture marked by high morale and engaged, skilled, passionate, and impactful employees
- A diverse, inclusive organization where clients, staff, volunteers, and the community feel a strong sense of acceptance and belonging
- FSTV is employer and service provider of choice





PRIORITY:

Our Family

GOAL:

to deliver accessible, client-centered services where clients feel they belong

STRATEGIES:

- Ensure diversity, equity, inclusion, and belonging are at the centre of FSTV's work
- Invest in operational processes and technology
- Expand community engagement and communications about FSTV programs and services
- Collaborate with sector partners to reduce barriers to accessibility and reduce overlaps and gaps
- Implement annual client satisfaction survey



EXPECTED OUTCOMES:

- Clients experience safe, inclusive environments where they feel welcomed, respected, supported, valued, accepted, heard, known, and a sense of belonging
- Enhanced availability and responsiveness of services when clients are in need
- More effective and efficient 'back office' services that support a welcoming, culturally appropriate, high quality, and seamless client experience
- Systemic change marked by reduced siloes, greater accessibility, and bridged service gaps across the sector



PRIORITY:

Our Impact

GOAL:
to demonstrate impact & improve operational efficiency & effectiveness by leveraging FSTV's data

STRATEGIES:

- Explore alternative tools to measure client outcomes and develop baseline metrics
- Update data management and technology systems
- Use client feedback and outcome measures to identify needed areas of advocacy and collaboration with partners



EXPECTED OUTCOMES:

- Greater recognition of client's progress and areas for further growth
- Deeper integration of evidence-informed and culturally-responsive practices
- Expanded capacity to demonstrate impactful, efficient, and cost-effective programs and services that support stronger client outcomes
- Continuous improvement as an agency leading to more effective supports for clients
- Demonstrated transparency, credibility, and commitment to client-centered service
- More targeted advocacy across the sector to identify where resources are most needed and can be most effective and efficient
- Clients have the tools they need to expand their capacity for resilience in the face of adversity and life challenges



PRIORITY:

Our Resources

GOAL:

to secure FSTV's financial future through strategic collaborations and investments

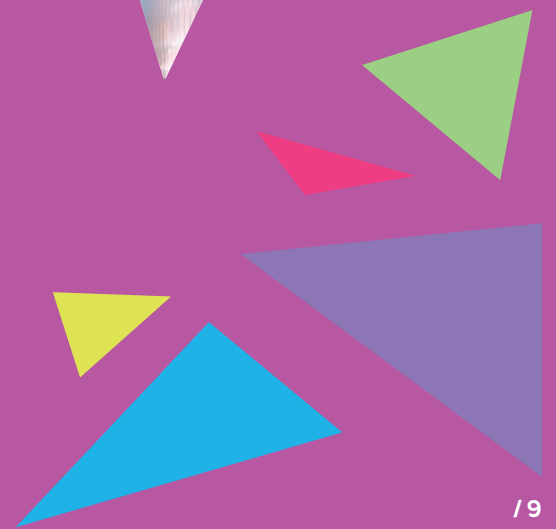
STRATEGIES:

- Enlarge FSTV's revenue base to ensure core operations are managed to a revenue critical mass
- Expand FSTV's fundraising initiatives
- Explore potential strategic collaborations
- Invest in strategic marketing to raise FSTV's organizational profile and broaden our revenue base



EXPECTED OUTCOMES:

- Increased financial sustainability accompanied by a mission-driven approach to budgeting
- FSTV has the funds needed to support core operations, manage the agency within its means, and buffer against future financial headwinds
- FSTV is a more stable place of generativity for staff, volunteers, and clients
- FSTV staff are fairly compensated for their skills and expertise
- Clients, partners, funders, and the community know the value of their investment in FSTV





PRIORITY:

Our Accountability

GOAL:

to secure FSTV's organizational health through intentional risk management

STRATEGIES:

- Identify and implement risk management processes across the agency
- Apply a risk management lens to FSTV's operational policies, procedures, and financials
- Apply a risk management lens to FSTV's governance



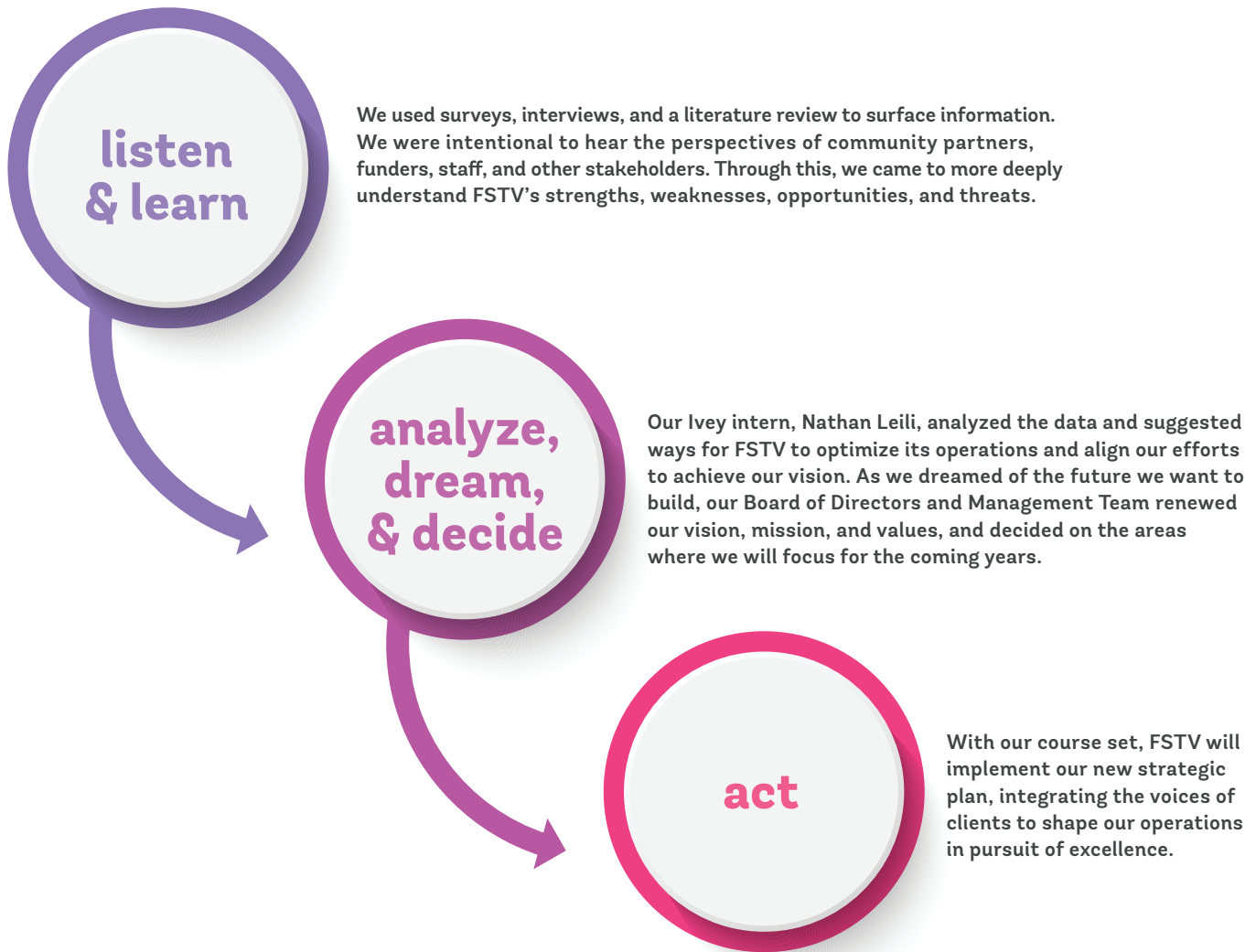
EXPECTED OUTCOMES:

- Mitigated risks leading to proactive decision-making and greater organizational stability, health, and excellence
- Enhanced stewardship of FSTV's human, financial, and capital resources to maximize efficiencies, effectiveness, and proactive responses through human-centered risk management
- Stronger 'back office' functions that support transparency, accountability, and enhanced credibility for clients, the community, and funders
- Enhanced safety and security for clients that demonstrate commitment to client care
- Effective governance supported by aligned Board structures and processes
- FSTV is a stronger, more proactive agency with respect to both operations and governance
- Clients, partners, funders, staff, and the wider community know they can count on FSTV



Our Strategic Planning Process

FSTV took time over a period of about six months to listen, learn, analyze, dream, and decide. Our planning involved:



We look forward to actioning our plan and achieving our goals as we empower people to face life challenges, renew hope, and transform lives.



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