



Strategic Plan 2021 to 2024

MESSAGE FROM KFP LEADERSHIP

We are pleased to share with you the 2021-2024 Strategic Plan that will guide how Kootenay Family Place (KFP) will continue to support efforts to strengthen the range of services provided for children, youth and families in the West Kootenay Boundary region.

Kootenay Family Place is steered by the input provided by staff, Board, clients and the community, and we appreciate that you found the time to share your thoughts and perspectives as we developed our priorities for the next three years. Although circumstances may shift over the next few years, we remain committed to being flexible and responsive to KFP's evolving needs. As we progress with our Strategic Plan, we will keep lines of communication open and hope to continue receiving your feedback on how to deliver services best in the future.

This past year has been one of profound change for KFP and the community: first the onset of a 'once in a generation' global pandemic required us to make rapid changes to how we worked and delivered our services; second, we said goodbye to our long-term Executive Director in the spring of 2021.

Although we faced many challenges over the last year with the global pandemic, we demonstrated our collective strength, and the dedicated and resourceful staff at KFP successfully navigated the new normal. Together, we worked hard to accomplish our mission and goals.

In 2022, Kootenay Family Place will be celebrating its 50th anniversary. Since its inception, KFP has continuously evolved to respond to community needs, trends and priorities. The continued success of our organization has been a direct reflection of the collective efforts made by the compassionate team of professionals at Kootenay Family Place. We look forward to continuing to support the well-being of present and future generations.

Thank you,

Lynnene Lewis & Sally Bojecho
Co-Executive Directors

Rebecca Vassilakakis & Marissa Carrasco
Co-Chairs, KFP Board of Directors

"We may not have it all together, but together we have it all" ~ Author unknown.

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Introduction

Kootenay Family Place (KFP) has been providing a constellation of services for children and families for nearly 50 years. We are an important and unique organization that remains committed to meeting the evolving needs of our community, including expanded services for newcomers to Canada and working with the provincial government to increase childcare spaces. In addition, over the past year we have provided vital pandemic supports.

KFP is committed to taking a ‘big picture approach’ to helping families with what they need, while at the same time looking inward to ensure stability and reinforce our foundation.

As an organization we are dynamic and flexible and understand that to be effective means being able to pivot and meet our clients’ evolving needs.

At no point in our history has this been more evident than during the past year and a half with the COVID-19 pandemic. Like all client-focused

organizations, we had to respond to an unprecedented global pandemic,

which required our Board and staff to take into account the safety of our families, staff and volunteers while continuing to provide vital services to the community. We succeeded!

KFP needs to be able to continue to ‘pivot’ to change with the times.
Staff survey respondent

We continue to respond to the challenges and limitations imposed on our organization during this unprecedented time. Although we see the light at the end of the tunnel, we know that anything can still happen and we must be ready to respond to the ever-changing environment that we face, whether this be another public health crisis or the devastating effects of climate change.

Despite the limitations that the pandemic created in our service delivery model, we continue to work to meet our families needs, support our staff to be safe, and ensure that we are an integral part of our community’s response to the growing needs faced by many children, youth and families in the West Kootenay Boundary Region.

However, we also must be ready to respond to internal changes within the organization, as happened in early 2021 with the retirement of our long-serving Executive Director. After 14 years of leadership, the Board and senior staff were faced with the task of determining a way forward for our senior executive position. In keeping with our commitment to innovation, flexibility and creativity, we have adopted a co-management model that builds on our internal management capacity, harnesses the institutional history and expertise of our managers, and provides a seamless transition for our staff, clients and the community.

We are proud of our history, and the work of our staff, Board and volunteers. We attribute our success to our ability to creatively respond to the changing needs of our communities, combined with our organizational effectiveness and strong board governance. Relationships are central to our work, and we understand that social connections and strong supports are essential to strong families and communities.

Context

Our work continues to change and evolve, and like all forward thinking and adaptive organizations, we understand that to continue to be successful, we need to build on what is working, boldly address our challenges and actively seek out new opportunities to better serve our community. The following information is based on input from our staff, community stakeholders and the Board:

Strengths	Challenges	Opportunities
Our People The success of KFP can be found in its people - we have highly skilled and passionate staff who are committed to our mission and meeting community needs. Staff are supported by a strong leadership team and an engaged and supportive Board that provides meaningful oversight and supports a culture of excellence, innovation and accountability.	Succession Planning Retirements of long-serving staff and Board members along with staff turnover pose a risk of losing important program and organizational knowledge. Developing effective transition processes for senior staff and the Board will be critical to our continued success.	Leadership Development & Transition Successful leadership transition will provide the stability and innovation required to respond to growing and complex demands on the organization. The opportunity to mentor staff into leadership positions will allow for the growth of staff and the organisation, which in turn will contribute to effective external recruitment for key staff and Board positions.
Reputation & Relationships We have a strong history and reputation with the families we serve, our fellow service providers, funders and the public. We have fostered important community partnerships and we offer a positive, and capable outward facing identity.	Balancing Internal & External Demands Building and maintaining partnerships requires time from senior management. Internal systems, programs, and managing and support staff also require increasing attention. KFP is at a critical juncture in the development of our internal systems, and we need to attend to this work while balancing our external demands.	Community Partnerships/Networks Being strategic with our existing relationships and targeting new ones that will facilitate sharing resources, services and expertise will allow us to better serve the community while also enhancing and streamlining our administrative systems.
Quality Programs & Services We make a difference in the lives of children, youth and families with a wide array of critical and accredited programs and services. We offer family centred services using a multidisciplinary approach that provides the residents of the West Kootenay Boundary Region with accessible and effective supports when they need them.	Consistent & Adequate Funding While the needs of children and families are increasing and becoming more complex, our funding is not keeping pace with the current needs, let alone providing for future needs. Our staff are working at capacity, the demand for our services continues to increase, and we do not have the funding to adequately address these program deficits.	Post-Pandemic New Normal We can continue to innovate and explore new ways of delivering services, the use of technology to serve rural and isolated families, and more outreach to access hard to reach families. At the same time, we can play an expanded leadership role in the sector and build our government relations capacity to advocate for enhanced funding for the children, youth and families of the West Kootenay Boundary Region.
Organizational Capacity We have been providing effective services to people in our region for 50 years, we have strong funding relationships, financial reserves, and effective programs. Accountability, transparency, and responsible stewardship have been cornerstones for the agency.	Limited Risk Management Our constrained administrative infrastructure has resulted in limited capacity to develop up to date systems in some agency areas, in particular our financial policies and practices, require updating and streamlining to ensure ongoing financial and legal compliance.	Finance Department We can engage with our partners and other experts to develop shared services that will allow us to streamline our internal operations and maximize our resources in the areas of finance, procurement and others as identified through this collaborative process. At the same time, we can free up resources to build the internal financial controls and systems to ensure that we have financial efficiencies and mitigate related risks.

Strategic Direction

Mission Statement

Kootenay Family Place is a registered non-profit organization with charitable status whose staff is passionate about serving the needs of children, youth and families throughout the West Kootenay Boundary region. We are a family of qualified professionals striving to develop and provide a constellation of relevant services to our ever changing and diverse communities.

Our Purpose

- To serve children, youth and families in the West Kootenay Boundary region.
- Offer a gathering place that connects families to each other and familiarizes them with all aspects of Kootenay Family Place.
- Provide quality Child Development services for children and their families.
- Continue to create safe, welcoming spaces, programs, education and support to children, youth and families – in all their diverse forms.

Our Vision

- Services to families, children and youth in the West Kootenay Boundary area are coordinated.
- All young children in the catchment area receive the supports and services they need for a healthy start in life.
- Services are focused on intervening early in life and/or in the challenges faced by individuals and groups in the area.
- All of our programs are accessible to everyone who needs them.
- Children, youth and families are supported in developing tools to advocate for themselves and explore resource options.
- Communities are informed and aware of the entire constellation of our programs.
- The organization has a diverse funding base that contributes to its financial security and stability and is able to support and enable staff to function optimally.
- We work in partnership and collaboration with the people and organizations of the West Kootenay Boundary region in order to support the community in accessing the services they need and to advocate on their own behalf.
- Kootenay Family Place is innovative, inclusive, and cohesive in-service planning and delivery and seen as a leader and mentor in rural service provision.

Our Commitment

KFP will build on current programs, based on priorities established in consultation with the community and the service network. It will diversify its funding, services, volunteer, and staff base in order to provide a wide range of quality services and programs in the West Kootenay Boundary Region.

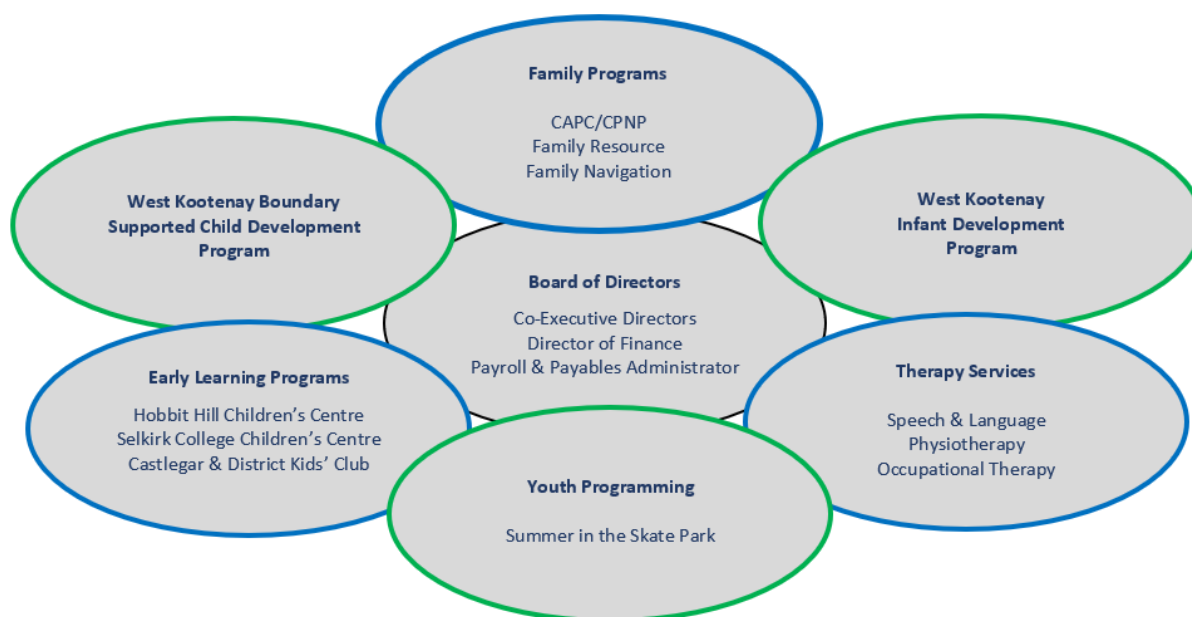
Values Statement

Kootenay Family Place exists to provide quality programs that meet the Society's mandate of serving the needs of children, youth and families in the West Kootenay/Boundary Region. KFP strives to be informed of and responsive to the typical, unique and varied challenges that this target population encounter. Kootenay Family Place adheres to a system of values and perspectives that guide all interactions with its clients, their families, and other service providers. All employees within KFP will demonstrate these values through their interactions with all stakeholders.

These values include:

- Belief in the capacity of people to grow and change.
- Commitment to work in a mutually respectful partnership with persons served and their families.
- Commitment to work in partnership with other professionals and stakeholders involved with persons served.
- Belief in the importance of limit setting and the least intrusive and appropriate interventions based on the strengths and needs of the client served and his/her/their family.
- Respecting the individual dynamics of every client.
- Respect for the funding agency and adherence to their expectations.
- Equal opportunity for growth and development of all children, youth and families.
- The acceptance of and respect for the unique and diverse requirements, values, and goals of individuals and families.
- Teamwork in all facets of the life and services of the organization and respect and appreciation for participants, volunteers and staff.
- Professional conduct and respect for privacy.
- Positive relationships with partners and community through education, cooperation and communication.
- The creation and maintenance of safe environments for all participants and staff in all programs.
- Kootenay Family Place supports rights and abilities of each individual to make healthy choices for themselves. The right to self-determination for families is integral and is fostered in all relationships with those we serve.
- Kootenay Family Place is committed to the goal of effecting individual change among clients, recognizing the unique capacities and strengths of each individual. We work with a focus on integrated, multidisciplinary approaches and foster effective interagency efforts that support individual choices and encourage the healthy development of the client.

Our Programs and Services



CHILD DEVELOPMENT SERVICES

We believe that all children, including those with delays, disabilities or special needs can benefit from participation in comprehensive, fully integrated programming, in a supportive setting which emphasizes each child's unique worth as an individual and as a member of the peer community, while recognizing and providing for individual needs.

Early Learning Programs

We have three childcare facilities serving the West Kootenay Boundary region. All of Kootenay Family Place's Early Learning programs are fully inclusive and have access to a range of Early Intervention Programs to facilitate the successful inclusion of children requiring additional supports. Our Centres enhance the lives of children and families by providing a caring, supportive environment that celebrates family diversity.

Infant Development Program

The Infant Development Program (IDP) serves children from birth to three years of age who have a developmental delay or disability or are at risk for a developmental delay. The program is voluntary, free of charge, and family centered. To qualify for service the child must reside within our catchment area and the child's parent/caregiver must consent to referral and service.

Supported Child Development Program

The Supported Child Development Program (SCD) is a community-based, family-centered, child development program that is grounded in the belief that inclusion is the most important principle in supporting children to actively participate in a full range of programs. Families participate on a voluntary basis. The Supported Child Development Program assists families and care givers with extra support needs to access childcare. Supports include training and information for families and childcare providers, specialized resources and equipment, referrals to other services, and additional staffing to ensure children may participate fully with their peers.

THERAPY SERVICES

Kootenay Family Place's Therapy Programs are family-centered services that focus on a child's strengths and support families in making informed decisions about their child's growth and development.

Speech and Language Therapy (SLP) work with children and their families on a wide variety of communication skills.

Physiotherapy (PT) assesses and provides strategies for children, birth to 5 years, with developmental delays, neurological, musculoskeletal, and growth-related conditions.

Occupational Therapy (OT) assist children, birth to 5 years, to fully to fully participate in their daily activities – self care, play, fine motor skills, feeding.

FAMILY PROGRAMMING

Community Action Program for Children (CAPC)– is designed to help families address the health, behaviour, and developmental needs of their children.

Beautiful Beginnings – Canada Prenatal Nutrition Program (CPNP) - supports mothers and parents to be as confident and well informed as possible. The drop-in provides an opportunity for learning and engagement with relevant topics and most important, a chance to connect with other new parents in the community. Participants can also access a wide array of material supports/resources and one-to-one supports.

Family Resource Drop-In Program – is a drop-in program for families and caregivers of preschool children. The program offers a safe, age-appropriate environment for children and families, and a space for parents to connect with other families.

Family Resource Navigation and Support – provides a Family Connections Coordinator and Family Resource Navigators to assist and connect families to the programs and services they require. These supports are based on The Ministry of Children and Family Development's Early Years Framework that outlines that 1) early years services should be welcoming to all families, 2) providing family navigation services builds connections and deeper understanding between service providers and families, 3)

services should provide opportunities for parents to share experiences and build connections which ultimately reduces social isolation, 4) services should focus on addressing the expected and the unexpected challenges that a family may face, and 5) services work to remove barriers to access for families.

Conversation Club – is a safe, welcoming space for immigrants and refugees to network, make connections and enhance their conversational English.

YOUTH PROGRAMMING

Summer at the Skate Park - Kootenay Family Place's Summer at the Skatepark offers youth free skateboard coaching at Castlegar Rotary Skatepark each summer through the months of July and August. The coaches provide instruction in skateboarding skills such as stance, carving, stopping, falling safely, transition skateboarding and some basic flatland tricks. The program also offers free skateboards, helmets and pads for youth to use.

Strategic Priorities

High quality effective programs and services

- Early Learning Programs
- Neighbourhood House
- Early Intervention
- Youth
- Brand Recognition

Organizational capacity and financial sustainability

- Physical & Financial Sustainability
- Staff Structure & Capacity
- Governance

Priority # 1: Provide high quality effective programs and services to the residents of West Kootenay Boundary Region

Goal 1.1: Work with our government partners to facilitate the development of a Universal Childcare System in BC to access to increase accessible childcare spaces across the region.

1. Oversee the successful implementation of expanded childcare spaces through the new Castlegar and District Kids' Club.
2. Continue to provide leadership and expertise on collaborative childcare efforts in the region and across the province.

Goal 1.2: Expand Neighbourhood House (NH) staff resources in order to better meet the needs of families and provide accessible community programming.

1. Access funding to move NH staff from part-time to full-time to better serve existing families, including adding an outreach component to the programs.
2. Explore ways to further provide services and supports to immigrant and refugee families in the region.
3. Work with Columbia Basin Trust to obtain a 2-year grant for food security programming.

Goal 1.3: Work with our government and community partners to understand the increasing need for Early Intervention Services in our region.

1. Work with the Ministry of Children and Family Development and others to explore ways to expand speech language services and address the waitlists in all early intervention areas.

Goal 1.4: Work with the City of Castlegar and our partners to expand youth programming.

1. Work with the City of Castlegar to explore ways to invest KFP trust money to enhance current youth programming.
2. Explore ways to better utilise existing KFP facilities for expanded youth programming.
3. Work with our partners to determine ways to develop work experience opportunities for youth.

Goal 1.5: Increased brand recognition for KFP across the region.

1. Use KFP's 50th Anniversary to increase awareness and leverage funding for programs and services.
2. Build the capacity of staff and volunteers to be ambassadors for KFP to achieve its mission and increase community understanding.

Priority # 2: Increase organizational capacity to effectively respond to community needs.

Goal 2.1: Enhance the financial and physical sustainability of KFP through innovation, efficiencies and fiscal stewardship

1. Conduct a comprehensive finance review and develop a streamlined and effective finance system for KFP.
 - i. Finance positions are defined and streamlined.
2. Maximize efficiencies in the coordination of resources and services with community partners.
 - i. Resume a leadership role with KOOP and the development of a shared service model that will support enhanced financial and administrative practices.
3. Work with Columbia Basin Trust on a two-year non-profit sustainability project that will see the complete renovation and improvement of both the KFP and Hobbit Hill buildings.

Goal 2.2: Build staff structure and capacity to address organizational growth and continue to allow for professional service delivery and community leadership.

1. Build a staff structure that supports role clarity, addresses succession planning and supports administrative growth.
 - i. Review staffing structure and role clarification and update job descriptions.
 - ii. Build a succession plan/process for key senior staff positions.
 - iii. Explore ways to expand administrative support across agency.
2. Commit to staff wellness through strong human resource practices, training and building a culture of support
 - i. Develop a post-pandemic staffing strategy that includes enhanced staff orientation and mentoring for new staff, regular joint meetings, team building opportunities and joint planning where appropriate.
 - ii. Provide diversity/anti-racism/indigenous reconciliation training to all staff across the organization.
 - iii. Work with the Wellness Staff Committee to explore ways to better support staff to balance the demands of the job with overall health and wellness.
 - iv. Provide supervisor and managers with training on how to effectively supervise/manage staff.

Goal 2.3: Increase Board capacity to effectively govern

1. Enhance Board functioning through an effective recruitment and on-boarding process
 - i. Develop a standardized board recruitment process and ensure that it is implemented on an annual basis.
 - ii. Work with the Co-Executive Directors to develop a timely and comprehensive orientation process for all new board members.
2. Offer training and support to Board members to enhance their understanding of their governance roles.
 - i. Review board governance roles and develop board committees to support the work.
 - ii. Conduct an annual board review and Co-Executive Director performance review.

- iii. Ensure the board participate in diversity and Indigenous awareness and reconciliation training.
 - 3. Work with senior staff to explore how the Board can support KFP advocacy efforts with the government around funding levels and supports.
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