



## **STRATEGIC PLAN 2016 - 2021**

*CO-CREATED BY SASKATCHEWAN FIRST NATIONS FAMILY AND COMMUNITY INSTITUTE INC. BOARD AND STAFF*

*September 28-30, 2015*

## The Journey Continues.....

In August 2014, the board and staff of Saskatchewan First Nations Family and Community Institute (SFNFCI) gathered together to create a 20 year vision designed to set the stage for the next several planning cycles. As a result, initial changes were made to the bylaws and approved by the board in August 2015 to accommodate some first steps towards creating this future which included changing the composition of the board to bring on expertise from other disciplines such as legal, accounting, marketing, HR or others as needed by the board.

In September 2015, the new board met for a 5 year strategic planning session to support the 20 year vision, resulting in an updated Vision Statement, Mission, Guiding Principles, and Values to guide the process; annual goals for the next 5 years based upon priorities; risk management strategies; and an agreement to set key performance indicators using a balanced scorecard approach.

Following is a summary of the planning process and the strategic plan that emerged from the process.

They reviewed the 20 year vision with the building blocks: Membership, Core Activities, Human Resources, Communication, Equipment, Technology, Building/Facility, Finances and Board/Governance at the 5 year milestones. There were no major changes identified although they acknowledged that the upcoming Federal Election may have an impact.



The Executive Director, Tischa Mason, presented a projected Human Resources plan based upon the Vision as information for the planning discussion. Given the high level projected increase in human resources, this was useful in setting the stage for expansion.



The Co-creators were then asked to identify words from the 20 year Vision that resonated with them in order to construct a new Vision Statement that was in alignment with and represented the impact they felt the Institute would have in the future.

PAST	NEW
VISION STATEMENT	
Excellence in Child and Family Services based on First Nations culture, tradition, and knowledge	<b><i>Be the leading, innovative, sustainable, holistic centre of research and professional learning to organizations serving children, youth and families.</i></b>

Working from the Vision, the group was asked what they felt the mission was for the next 10 years as the mission is most likely going to require updating after that time. A mission statement is shorter term and focuses on the practical implementation of the organization.

PAST	NEW
MISSION	
The Institute will conduct research, deliver training and develop policies and best practice standards to support First Nations CFS Agencies in Saskatchewan	<b><i>Our mission is to build capacity within organizations serving children, youth and families based on First Nation values.</i></b>

The next step was reviewing the Guiding Principles, again considering the future direction of the Institute. These were based upon defining the nature of relationships they believe are necessary to develop the Vision. SFNFCI will continue to not be regulatory in nature, nor mitigate the governments' duty to consult with the individually affected Child and Family Service Agencies.

PAST	NEW
GUIDING PRINCIPLES	
The work of the Corporation will be guided by First Nation cultures, languages and practices in relation to the caring, development and protection of children, families and communities.	<b><i><u>First Nation Government</u> Respecting First Nation governance and leadership and honouring First Nation Treaty and Inherent rights, language, land, customs and ways</i></b>
The traditional knowledge and the teachings of Elders will be respected and honoured by the Corporation.	<b><i><u>Youth</u> Respectfully engaging youth and honouring their voices in program development</i></b>
The participation of all Saskatchewan First Nation Child and Family Services Agencies in the governance and services of the Corporation will be encouraged, recognizing the autonomy of individual Agencies and the First Nations that created them.	<b><i><u>Elders</u> Actively engaging Elders and honouring their sacred teachings</i></b>

PAST	NEW
GUIDING PRINCIPLES CONTINUED	
The professional needs of the First Nation Child and Family Service Agencies will guide the governance, management, services and priorities of the Corporation.	<p><b><u>Community</u></b>  <i>Increasing the capacity of service organizations to improve the lives of First Nations on and off reserve</i></p>
The Corporation will report to the FSIN Legislative Assembly through the Health and Social Development Commission. The Corporation's mandate, standards, and operations will be consistent with the intent and provisions of the FSIN Indian Child Welfare and Family Support Act.	<p><b><u>Members/Other Organizations</u></b>  <i>Respectfully engaging those we serve to seek their guidance on the Institute's services</i></p>
The Corporation shall not be regulatory in nature.	<p><b><u>Government</u></b>  <i>Striving toward proactive relationships with governments</i></p>
The Corporation does not, in any way, mitigate the governments' duty to consult with the individually affected Child and Family Service Agencies.	<p><b><u>Employees</u></b>  <i>Respecting, supporting and valuing employees and their ongoing development in a safe, professional and ethical way</i></p>
	<p><b><u>Environment</u></b>  <i>Decreasing our carbon footprint by increasing electronic communication and information storage while protecting privacy and integrating resource efficient tools, equipment and facilities</i></p>
	<p><b><u>Professional Organizations</u></b>  <i>Creating respectful, collaborative relationships, clear communication, building confidence in our role as credible providers of professional services</i></p>
	<p><b><u>Funders</u></b>  <i>Maintaining respectful, transparent relationships with a diversity of funders with view to building autonomy and sustainability</i></p>

Then they created a set of values (foundational beliefs) inspired by First Nations Traditional Values to help them accomplish the 20 year Vision.

PAST	NEW
VALUES	
<u>Integrity</u> We are honest and unified in all our decisions and interactions	<u>Respect</u> <i>Having high expectations of staff and the Board regarding their commitment to the vision, mission, value and guiding principles of the Institute</i>
<u>Caring</u> We focus on the well-being of our children	<u>Love</u> <i>Demonstrating our belief (as professional services) that all organizations can and will succeed through their commitment to their communities</i>
<u>Respect</u> We honour children, ourselves and our partners	<u>Bravery</u> <i>Committing to create an innovative and sustainable approach to development and delivery of services</i>
<u>Accountable</u> We are transparent and responsible for our commitments to the Institute	<u>Wisdom</u> <i>Creating internal capacity through ongoing professional development</i>
	<u>Humility</u> <i>Acknowledging that we need to learn more about the ways in which to better support Child and Family Services organizations in their service</i>
	<u>Honesty</u> <i>Accepting that we have a requirement to be transparent and accountable to our members, communities, funders, stakeholders and each other</i>
	<u>Truth</u> <i>Developing measurable outcomes for organizational success and using them as key indicators of how we are fulfilling our vision and mission</i>

Themes and Priorities emerged as the work for the session was reviewed:

OVERARCHING THEME: GROWTH TOWARDS SUSTAINABILITY AND AUTONOMY		
SUB THEME	PRIORITY	TIME FRAME
<b>I. Ongoing Development of Board / Governance to support growth</b>	Set up Board Committees	Year 1
<b>II. Research / Development as Recognized Professional Learning Provider</b>	Training and Delivery of Culturally Relevant Standards and Practices	Year 2
	Become core training provider and government purchases from SFNFCI	Year 5
	Become a Professional Association	Year 5
<b>III. Expansion of Product Offerings</b>	Become an Accrediting Body	Year 5
	Standards Development	Year 1; complete by year 4
	Research Standards from a First Nations Lens	Year 2
<b>IV. Expansion of Organizations Being Served</b>	Become the central support for CFS agencies re insurance, liability, benefits, purchasing, etc	Year 5
	Establishment of Child Welfare Advisory Committees	Year 1
	Form a partnership with the university or other partner to research a potential expanded membership / organizational base	Begin research in year 1; complete by year 3

**OVERARCHING THEME: GROWTH TOWARDS SUSTAINABILITY AND AUTONOMY CONTINUED**

SUB THEME	PRIORITY	TIME FRAME
<b>V. Facility Expansion to accommodate growth</b>	Research Buy / Sublease / Lease to Own options to accommodate staff growth over 5 years and move into at least 6,000 sq ft	Year 1
	Need interim space for 1-2 years min	Year 1
<b>VI. Operations Expansion to accommodate growth</b>	Addition of 22 staff and furniture / equipment / technology to support expanded training, HR, policy, research, SDM, IT, support, procurement, finance, and maintenance functions	Years 1-5
	Bring research results to Membership	Year 1
	Research Business Intelligence System	Year 1
	Research Bulk Purchasing	Year 1
	Funding Research / Plan to support expansion	Year 1

I continue to be appreciative of being invited to facilitate this journey and look forward to its emergence.

*Monica Kreuger, President and Chief Visionary Officer, Global Infobrokers Inc., Home of the Praxis Group of Schools  
October 2015*