



PARTNERS Family Services Inc. Agency Profile

September 2017

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VISION

Caring for People / Bridging Resources/ Building Hope

MISSION

We are committed to nurturing positive choices that sustain safe and healthy individuals, families and communities through support, education, and partnerships.

VALUES

CARING through compassion and empathy

COMMITTED to safe and healthy individuals and families

ACCOUNTABLE in taking responsibility for our decisions and actions

RESPECTFULLY treating people with dignity and respect

Purpose

The purpose of the PARTNERS Family Services Inc. Agency Profile is to (a) capture the history and current operations of the agency through examining funding, staffing, programming and the communities the agency serves and (b) compile comprehensive information on the demographics and social infrastructure on the communities the agency wishes to serve to inform decisions made regarding future programming.

Objectives

1. The Board of Directors will have sufficient information about the agency and client population to make informed decisions regarding the future direction of the agency.
2. Agency funders will have access to comprehensive information regarding the agency and clients served that is reflective of their investment in the agency
3. Community will have access to a comprehensive report on the agency as whole that is reflective of the investment the community has made in the agency

Method

Information and data for this profile report was compiled from: agency program reports; agency statistical reports; agency financial records; agency employment records; Ministry of Social Services contracts; Ministry of Justice contracts; Community Needs Survey Results; and PARTNERS Family Services Inc. Strategic Plan (2013).

Demographic information for Community Profiles was obtained from: Statistics Canada; individual town councils or administration and Saskatoon Health Region. Note that not all information for each community was available at time of completion of this profile.

History



PARTNERS Family Services Inc., formerly known as PARTNERS for Rural Family Support, is a charitable, non-profit organization consisting of concerned individuals working together to identify, develop, improve, and maintain support of families in Humboldt and surrounding rural communities.

This grassroots organization originated in 1997, when one of Humboldt's mental health workers received a phone call from a woman who was looking for a support group for survivors of family violence. Each agency she called told her the closest group was in Saskatoon.

The mental health worker phoned the Saskatoon Family Support Center. With their help a support group was offered in Humboldt. The response was overwhelming and within three hours there was enough women to offer the first group. At a meeting of community workers in November 1997, it became evident that a partnership was required to supplement and complement services already existing in our rural area.

A partnership with The Centre for Rural Studies and Enrichment, the Universities of Regina and Saskatchewan, and Central Plains Health District enabled a research project entitled, "Domestic Violence and the Experiences of Rural Women in East Central Saskatchewan." The project report recommended that family abuse information be made more readily accessible to families in rural communities.

In June 2001, PARTNERS facilitated a Stake Holder's Action Meeting where we looked for help in generating a framework for action. Since then, various groups and sectors have worked together to develop solutions and responses to the issue.

The PARTNERS for Rural Family Support Centre opened its doors in September of 2001 and has since integrated more extensive partnering with the Departments of Justice, Health, Education, Social Services, Mental Health Services, RESOLVE Saskatchewan, local and regional organizations and agencies, as well as the religious community.

The Centre has offered support groups for many survivors of family violence in the rural Humboldt area since its inception in 1997. Requests for services have increased steadily and programs have been implemented and delivered to meet those needs depending on funding availability.

In celebration of the 10 year anniversary of the organization, a conversation café was conducted with various stakeholders involved with PARTNERS for Rural Family Support. Two questions were posed to the participants: firstly how has PARTNERS contributed to the community over the last 10 years and secondly where does the community see the organization in the next 10 years? From the results of this process rebranding of the organization and intensive proposal writing resulted in the organization becoming significantly funded through the Ministry of Social Services, Child and Family Services for the Child and Family Services Program and the Ministry of Justice and Attorney General for the Family Violence Outreach Program.

Current Funding

PARTNERS Family Services Inc. receives the majority of its funding from the Ministry of Social Services, with additional funding from the Ministry of Justice, Justice Canada and grant programs. Currently, the agency is in its third year of a three-year funding agreement with both the Ministry of Social Services and Ministry of Justice. Both current funding agreements end March 31, 2018.

Funding Source	Salary and Benefits	Non-salary	Total
Ministry of Social Services Family Support – Parent Aide	\$98,050	\$25,804	\$123,854
Ministry of Social Services Family Support – Diversion	\$32,474	\$8,468	\$40,942
Ministry of Social Services Family Support – Triple P	\$53,659	\$19,156	\$72,815
Ministry of Social Services – Counselling, Support and Education	\$76,934	\$27,963	\$104,897
Ministry of Social Services – Leadership	\$46,406	\$999	\$47,405
Ministry of Justice IVA – Family Violence Outreach	\$37,108	\$13,362	\$50,470
Community Initiatives Fund – Community Outreach Initiative	\$17,546	\$7,454	\$25,000
SaskLotto Fund – Rainbow Coffee and Women’s Creative	0	\$2,000	\$2,000
TOTAL	\$362,177	\$104,706	\$466,883

PARTNERS Family Services Inc. has an operating budget of \$509,180 for the 2016-2017 fiscal year. Funding from the Ministry of Social Services combined contracts accounts for 77% of the operating budget. Funding from the Ministry of Justice contract accounts for 10% of the operating budget. The remaining 13% of the operating budget comes from sources such as grant program income, donations, rental agreements, etc.

Fundraising

PARTNERS Family Services has a long history of fundraising to support operations. Over the past 15 years, fundraising initiatives have included bake sales, BBQs, dinner theatres, etc. Though small in scale, these fundraisers were critical to maintaining the organization’s operations.

In 2014, PARTNERS Family Services hosted its first Community Rising Gala featuring Theo Fleury as keynote speaker, as well as a supper and silent auction. The Community Rising Gala not only raised significant funds for the organization, but was also critical in establishing the agency's profile in the community, clarifying who PARTNERS Family Services is and what supports and services were provided.



Following the 2014 Gala, the agency held a second Community Rising Gala featuring Amanda Lindhout and the Walk a Mile in Her Shoes March to End Violence against Women and Girls in 2015. The agency was again able to raise significant funds and further established PARTNERS Family Services as a professional organization. The addition of the Walk a Mile in Her Shoes March to End Violence against Women and Girls allowed the agency to engage the community in education and awareness around family violence and was instrumental in educating the community about the work PARTNERS Family Services does.



With the establishment of a reserve fund, the decision was made by the Board of Directors to not host a Gala in 2016, but to proceed with the 2nd Annual Walk a Mile in Her Shoes March to End Violence against Women and Girls. This smaller scale fundraiser was well received by the community with feedback indicating that the event was fun and easy to participate in, well organized and educational.



Plans for future years have not be established at this time, though PARTNERS Family Services Inc. recognizes that it is crucial to ensure the agency maintains reserve funds in order to be fiscally responsible going forth.

Fundraising Event	Profit
2014 Theo Fleury Gala	\$30,500
2015 Amanda Lindhout and WAM Gala	\$37,000
2016 Walk a Mile In Her Shoes	\$8,000
TOTAL	\$75,500
<i>Current Internal (Unrestricted) Reserve Funds Balance = \$55,211 as of October 31, 2016</i>	

Current Staffing

PARTNERS Family Services Inc. employs a total of 10 staff in a combination of full time, part time and casual positions.

Position	Hours per Week	FT/PT/CASUAL
Executive Director	37.5	FT
Family Support Services Coordinator	32.5	FT
Support Services Coordinator	37.5	FT
Office Coordinator	32.5	FT
Triple P Coordinator	26	PT
Bookkeeper	20	PT
Family Support Worker	0-29	Casual
Family Support Worker	0-29	Casual

Family Support Worker	0-29	Casual
Family Support Worker	0-29	Casual

PARTNERS Family Services employs staff with a variety of educational and employment backgrounds. Staff have education in humanities, social work, addictions, counselling, early childhood education, service coordination, victims services, etc. and bring with them years of experience in working with children, youth, women, men, and families in a variety of settings including education, childcare facilities, shelters, government, counselling and crisis centers.

PARTNERS Family Services has committed to the professional development of agency staff through both formal and informal training opportunities including conferences, workshops and training certifications. Staff have received training in the following areas:

- Domestic Violence Risk Assessment
- ODARA (Ontario Domestic Assault Risk Assessment)
- ASIST (Applied Suicide Intervention Skills Training)
- VTRA (Violence Threat Risk Assessment)
- Mental Health First Aid
- Trauma Informed Practice
- Brief Focused Counselling Skills – Cognitive Behavioral Therapy, Solution Focused Therapy and Narrative Therapy
- Triple P Accreditation
- Canadian Centre for Child Protection Sexual Abuse Prevention
- Working with Resistant Families

Note that this list is not exhaustive.

Community Development

PARTNERS Family Services Inc. has a long history of being actively involved in community initiatives in Humboldt and Area. The agency actively seeks out opportunities to partner with other local organizations in service delivery, programming, and community based projects. PARTNERS Family Services is active on the following local committees:

- Interagency – quarterly information sharing with other local organizations
- Humboldt Community Health Council – lead by the Saskatoon Health Region to provide input into services offered in Humboldt and Area
- KidSport – financing for sports and recreation for low income families
- JumpStart – financing for sports and recreation for low income families
- Rural Early Years Coalition – advisory group for delivering early years programming in rural area within Saskatoon Health Region

Local community partnerships and initiatives include:

Organization	Program/Event/Initiative
Humboldt and District Community Services (HDCCS)	HUB Suicide Response Protocol
Humboldt Regional Newcomers Centre (HRNC)	HUB Back to School Drive Winter Preparedness Clinic
SaskCentral Victims Services (VS)	Training/Resources development Suicide Response Protocol
Saskatoon Health Region (SHR)	Community Outreach Initiatives (Wynyard and Wakaw) Rainbow Coffee Wynyard Community Health Council Wakaw Community Health Council Health and Wellness Community Info Brochure Mental Health First Aid
Saskatoon Health Region – Mental Health and Addictions Services (MHAS)	Rainbow Coffee HUB Suicide Response Protocol
PFLAG	Rainbow Coffee LGBT youth night
Saskatchewan Pride Network (SPN)	Rainbow Coffee
Humboldt Good Neighbor Store	Client Supports
Community Gathering Place	Youth Drop In program
Humboldt Housing Authority	HUB
RCMP – Humboldt	HUB
St Peters College	Rainbow Coffee LGBT youth night
Carlton Trail College	LGBT Youth Night Early Years Speech and Language- info night Essential Skills Program Triple P Seminar hosts
Ministry of Social Services – Child Protection	HUB Rural Communities Information Session Anger Management
Humboldt Cooperative Daycare	Triple P program partner
Humboldt and District Kinettes	Christmas Cheer Campaign
Safe Communities Humboldt and Area	Suicide Response Protocol Home Alone Program Winter Preparedness Clinic
Big Brothers Big Sisters	Suicide Response Protocol
Horizon School Division	Rainbow Coffee ASIST Training VTRA Training School presentations
Humboldt and District Food Bank	Emergency food hampers

In the past three years, PARTNERS Family Services has also joined provincial boards and advocacy groups within the province to increase the profile of the agency, develop relationships with other service providers in the province and engage in dialogue at the provincial government level.

Currently, PARTNERS Family Services is a member of the following provincial agencies:

- Family Service Saskatchewan – Board member
- Provincial Association of Transition Houses Saskatchewan – Board member and staff advisory council member
- Sexual Assault Services of Saskatchewan – Board Vice Chair
- STOPS to Violence – Board member

The Executive Director is the sitting member on each board. Provincial initiatives the agency has been involved in include:

Organization/Board	Initiative/Event/Program
Sexual Assault Services of Saskatchewan	Development of provincial framework for sexualized violence Sexual Assault Awareness Week
STOPS to Violence	Provincial Violence Prevention Initiative Don't Be That Guy Campaign
Provincial Association of Transition Houses Sask	Best practices for gender diverse seeking shelter and services Violence Against Women Awareness Week White Ribbon Campaign Don't Be That Guy Campaign
Family Service Saskatchewan	Walk In Counselling Working Group MLA Reception

Current Programming Model

PARTNERS Family Services Inc. is in its 16th year of operations. Currently, the organization is funded through the Ministry of Social Services and Ministry of Justice for core programs, while also relying on income from grants such as the SaskLotto Fund and the Community Initiatives Fund. Current programs include:

Family Support – Funded by the Ministry of Social Services Child and Family Programs Unit, this program provides intensive in home family support for families with involvement or at risk of involvement with child protection

Triple P – Funded by the Ministry of Social Services Child and Family Programs Unit, this program is a parenting education course. Parents and caregivers engage in practical strategies for parenting through one to one, groups, seminars or online programming.

Counselling, Support and Education – Funded by the Ministry of Justice Child and Family Programs Unit, this program provides drop in support, education and resources in the areas of parenting, housing, income, food security, etc.

Children Exposed to Violence Program – Funded by Justice Canada, this therapeutic group and individual programming focuses on working with children 7 – 14 years’ old who have been exposed to interpersonal violence. Individual counselling services will also be available to youth 14-24 years old. Parents of all participants under the age of 18 will be required to attend a 2-hour information session on the impact of family violence on children and family units.

Interpersonal Violence and Abuse (IVA) Outreach – Funded by the Ministry of Justice Interpersonal Violence and Abuse Unit, this program provides crisis intervention, short term counselling, prevention, intervention and post-vention services for individuals and families who are or are at risk of experiencing interpersonal violence and abuse.

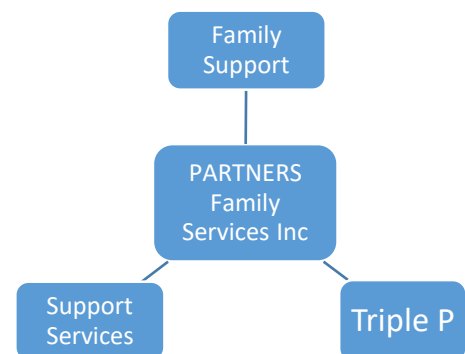
Community Outreach Initiative – Funded by the Community Initiatives Fund, this program offers support, education and referrals in the communities of Wakaw and Wynyard one day per week in partnership with Saskatoon Health Region.

Rainbow Coffee – Funded by SaskLotto Fund, and in partnership with Saskatoon Health Region Mental Health and Addictions Services, this program provides a safe space for LGBTQI youth and their allies to come together and socialize and learn in a nonjudgmental environment.

Women’s Creative – Funded by SaskLotto Fund, this program is a bi weekly drop in program to come and engage in creative and artistic projects in a safe environment to reduce isolation for women with barriers to participation in recreational activities.

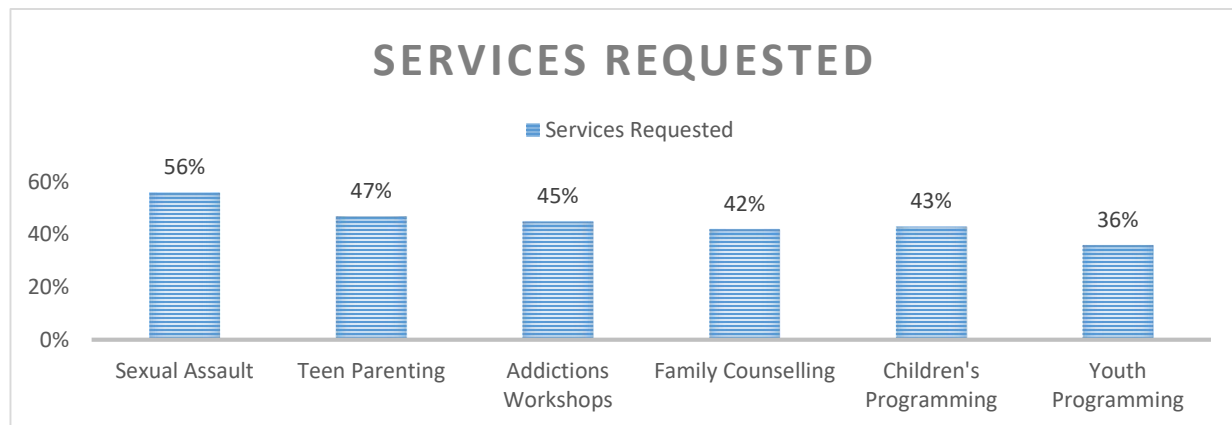
PARTNERS Family Services Inc. also offers a range of other group programming including Anger Management, Domestic Violence Support, Women’s Wellness, and other programs that support safe and healthy individuals, families and communities.

Over the past three years, the agency has focused on establishing its core programming and disengaging from initiatives that fall outside the organization’s resources and mission. This has resulted in PARTNERS Family Services Inc. being able to organize services into three core braches:



Future Programming

A Community Needs Survey was conducted in July and August of 2016 via an online survey. Participants were asked 20 questions on a range of topics including the accessibility of the agency, satisfaction with services, competency of staff, and what if any services they felt were missing from Humboldt and area. Participants identified the following gaps in programming:



Services as identified by survey participants all fall into the scope of programming PARTNERS Family Services may consider providing in the future, if the agency is able to secure additional stable and ongoing funding for these programs. PARTNERS Family Services Inc may also explore entering into partnerships with other community-based organizations or service providers (i.e Saskatoon Health Region) to deliver programming.

As the agency explores its avenues for growth in the coming years, it will need to take into consideration programs and services that already exist; programs and services identified as needed by the community; and available funding sources before moving ahead with expanded programs.

Statistics and Outcomes

Prior to 2012, the statistics and outcomes of various projects and services provided by PARTNERS Family Services compiled inconsistently. Prior to 2012, it is very difficult to get an accurate picture of the level of service that was provided due to missing or incomplete data reports. Most evidence of service provision prior to 2012 is reported in program reports, which consist primarily of anecdotal evidence of success (i.e statements made by clients who participated in programs). While this information is valuable in that speaks to the spirit of the agency (helping people), it makes it difficult to capture a long term picture of growth for the agency.

Beginning in 2013, and fully implemented for the 2014-2015 fiscal year, PARTNERS Family Services implemented a comprehensive stats tracking format to be completed by all employees. This new data allowed the agency to capture significantly more information about the work being done, including client contacts, referrals, case planning, domestic violence support, etc.

Based on the most accurate data available, the following is a snapshot of the use of PARTNERS Family Services programs from 2014-2016 fiscal years:

Service Areas	2014-2015 Fiscal Year	2015-2016 Fiscal Year	% Increase In Service
Safety Planning to leave IVA	14	66	372%
Transportation to Shelter	2	7	250 %
Emergency Supplies	46	37	-19 %
Advocacy Services	8	56	600%

Family Violence IVA Support	21	86	310 %
Referrals	508	1354	167 %
Family Support	1068 hours*	1567	47%
Triple P	0	190 families	NA

*Note: PARTNERS Family Services Inc. did not secure the contract until October of 2014. This data is adjusted to reflect the number of hours that would have been completed in 12 months based on available information

While statistics for the 2016-2017 year will not be available until April 2017, midyear progress reports indicate that PARTNERS Family Services will again experience an increase in all areas of programming as indicated above.

In previous years, PARTNERS Family Services did not have a method in place for tracking the outcomes of its programs (outcomes defined as the results or consequence for the client after participating or engaging in programming). Desired outcomes for programming are outlined in the Ministry of Social Services contracts and are as follows:

Program	Program Outcomes
Counselling, Support, Education	<ul style="list-style-type: none"> - Individuals and families can identify their strengths, skills, stresses and risk areas - Individuals and families have established and are using a support system that relies less o intensive services from MSS and other human services - Individuals or families are successfully managing the identified need(s)
Family Support – Parent Aide	<ul style="list-style-type: none"> - Parents have increased knowledge of healthy parenting - Parents have increased community ties - Parents exhibit healthier parenting behavior - More children are returned to parents - Fewer children of the parents are placed in out-of-home care at a later date
Family Support – Diversion	<ul style="list-style-type: none"> - Parents have increased knowledge of healthy parenting - Parents have increased community ties - Parents exhibit healthier parenting behavior - More children are returned to parents - Fewer children of the parents are placed in out-of-home care at a later date
Family Support – Triple P	<ul style="list-style-type: none"> - Children are cared for in their own homes - Families will receive culturally appropriate services - Individuals and families have established and are using a support system that relies less on intensive services from MSS and other human services - Children and youth develop physically, intellectually, psychologically and socially in home, school and community - Individuals and families have improved access to community supports and services that increase their developmental opportunities and increase quality of life

	<ul style="list-style-type: none"> - Families can identify and use formal and informal community resources - Families can effectively communicate, problem solve and resolve conflict - Parents have improved knowledge of child development and interact with their children to enhance development and early learning - Families develop alternate coping skills
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In October 2016, PARTNERS Family Services implemented a tracking tool to measure the outcomes of its programs in order to ensure that the desired outcomes as stated by the Ministry of Social Services are being achieved. The agency will be able to report on its outcomes as of April 1, 2017 to both the Ministry of Social Services and the community as a whole.

The Ministry of Justice contract does not have defined outcomes for the Interpersonal Violence and Abuse Family Violence Outreach program. In October 2016, PARTNERS Family Services, with input from the Interpersonal Violence and Abuse unit, developed the following program outcomes:

Program	Program Outcomes
Interpersonal Violence and Abuse – Family Outreach Program	<ul style="list-style-type: none"> - increased awareness in Humboldt and area of interpersonal violence and abuse supports and services available locally and provincially - increase knowledge through presentations and workshops on the impacts of interpersonal violence and abuse on individuals, families and communities - reduce the impact of interpersonal violence and abuse on the individuals, families and communities that access our services - reduce the number of incidents of interpersonal violence and abuse for the individuals, families and communities that access our services - increase the overall wellbeing of those who have experienced interpersonal violence or abuse by offering comprehensive and holistic supports and services that meet the clients goals for wellbeing

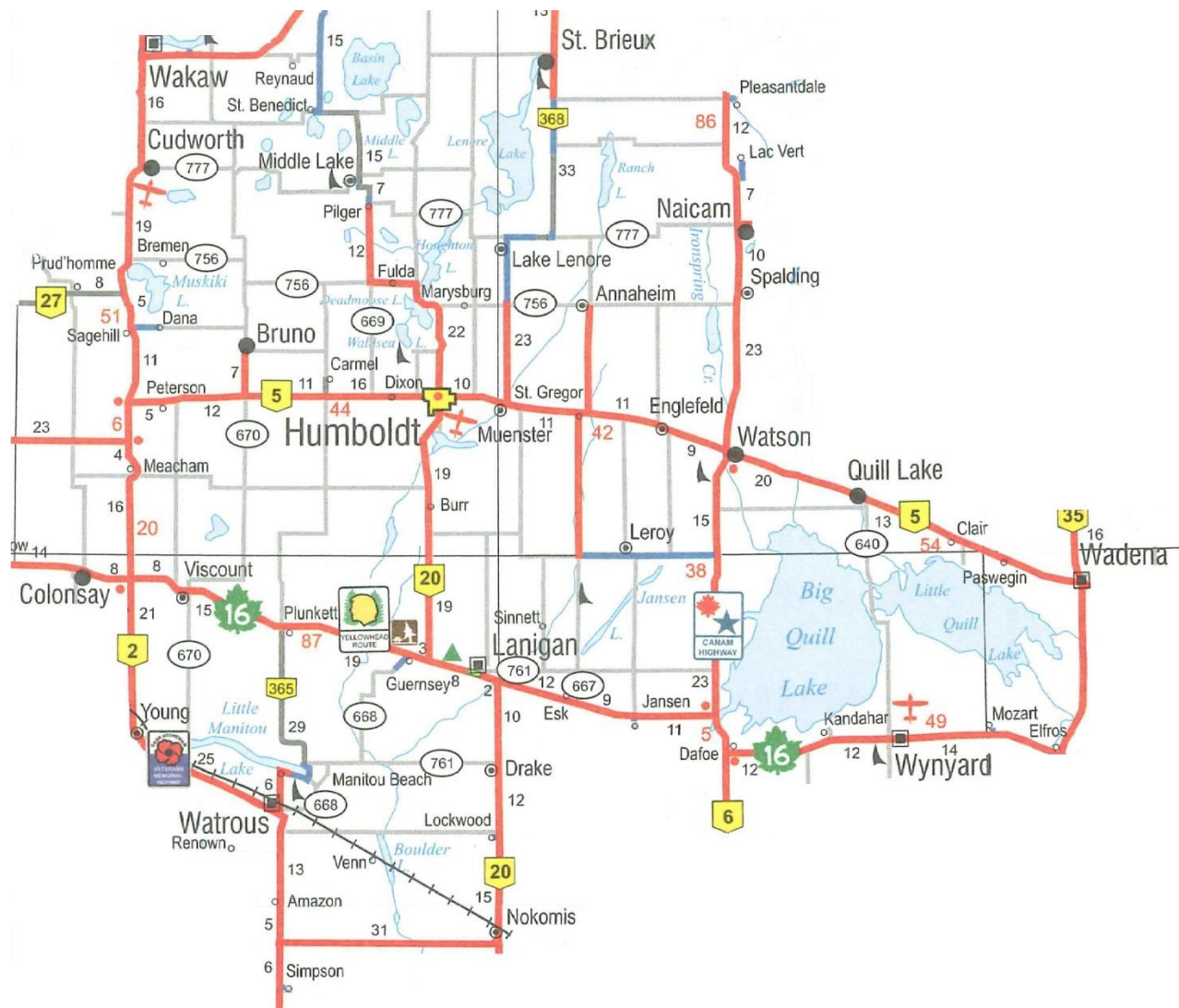
At the time the program outcomes were developed, the agency also implanted a tracking tool to measure the outcomes of this program. PARTNERS Family Services will be able to make its first report on the program outcomes to both the Ministry of Justice and the community as a whole as of April 1, 2017.

Service Zone

Communities Within 100km radius of Humboldt						
Wakaw	Prud'homme	Carmel	Spalding	Wadena	Esk	Watrous
Cudworth	Sagehill	Dixon	Pleasantdale	Elfros	Lanigan	Manitou Beach
Bremen	Dana	Lake Lenore	Lac Vert	Mozart	Leroy	Lockwood

Reynaud	Peterson	Naicam	Watson	Wynyard	Sinnett	Venn
St Benedict	Bruno	Annaheim	Quill Lake	Kandahar	Guernsey	Amazon
Middle Lake	Fulda	St. Gregor	Clair	Dafoe	Muenster	Nokomis
Pilger	Marysburg	Englefeld	Paswegin	Jansen	Burr	
Meacham	Viscount	Plunkett	Drake	Colonsay	Young	

PARTNERS Family Services is based in Humboldt, SK and strives to service Humboldt and the surrounding rural communities within a 100km radius. There are 42 rural communities within this 100km radius zone and they are:



Note that PARTNERS Family Services does not service a zone a full 100km to the west. PARTNERS Family Services will reach communities approximately 60km from Humboldt in this direction. PARTNERS Family Service zone is a total of 43,000 square kilometers.

Some of the communities PARTNERS Family Services Identifies as being within the agency's service zone also fall into the service zone of other Family Service organizations – specifically, Society for the Inclusion of Good Neighbours (SIGN) based in Yorkton, SK and Northeast Outreach and Support Services (NEOSS) based in Melfort, SK.

Communities that are also served by SIGN include Wadena, Wynyard, Kandahar, Drake, Watson, Quill Lake, Elfros, Mozart, Clair and Watson.

Communities that are also served by NEOSS include Naicam, Lac Vert, Pleasantdale and St Brieux.

Community Profiles

Communities within the service zone of the agency have been broken down into 5 categories: Humboldt, North, South, East and West. Data for this section has been compiled from Statistics Canada Census 2011, Saskatoon Health Region and individual town administration offices.

Terms

Population: Total number of individual persons whose primary residence is in the geographic area

Average Family Income: Median income of families composed of two parents living in the same household with children

Lone parent families: Families of a single parent and children living in one household

Low income: Percent of families whose income falls below the income threshold – identified as half the median Canadian income after tax.

Housing affordability: Percentage of families that spend more than 30% of income on housing

Not completed high school: Percentage of adults who have not completed high school or other formal training

Employment Rate: Percentage of labour force that is employed

Unemployment Rate: Percentage of labour force that is unemployed and looking for work

NA: Census data for this category is not available

For comparative purposes, the following data table applies to Saskatchewan:

Population	Average Family Income	% Low Income	% Lone Parent Families	% who have not completed high school	Housing Affordability %	Employment Rate %	Unemployment Rate %
1,098,352	75,412	12.8	49,490	20.9	20.4	65.1	5.9

For comparative purposes, the following data applies to Canada:

Population	Average Family Income	% Low Income	% Lone Parent Families	% who have not completed high school	Housing Affordability %	Employment Rate %	Unemployment Rate %
35,151,728	70,336	14.2	1,612,805	17.3	25.2	60.9	7.5

Humboldt

Population	Average Family Income	low income %	Lone Parent families %	not completed high school %	Housing Affordability %	Employment Rate %	Unemployment Rate %
5,869	71,979	11.2	11	27.1	18.4	59.3	5.2

North Service Zone

Community	Population	Average Family Income	low income %	Lone Parent families Total	Not completed high school %	Housing Affordability %	Employment Rate %	Unemployment Rate %
Wakaw	922	47,680	3.4	30	NA	NA	NA	NA
Cudworth	814	55,808	4.7	20	46	11	98	2
Reynaud ¹	598	61,568	3.8	5	NA	NA	NA	NA
St Benedict	84	48,512	NA	5	NA	NA	NA	NA
Middle Lake ²	241	65,408	NA	10	30	--	48.7	0
Pilger	65	NA	NA	NA	NA	NA	NA	NA
Fulda ³ Marysburg Carmel Dixon	935	95,360	2.7	20	20	0	81.1	0
Lake Lenore	284	83,200	3.6	10	17	0	70.2	0
Annaheim	210	71,424	NA	5	NA	NA	NA	NA
St Gregor ⁴	97	71,424	--	5	0	--	53.8	0

¹ Reynaud is considered part of the Three Lakes No 400 zone which includes Bethany

² Income and housing data suppressed to meet confidentiality requirements

³ Fulda, Marysburg, Carmel and Dixon are considered part of the Humboldt No 370 zone which also includes Burton Lake and Moseley

⁴ Income and housing data suppressed to meet confidentiality requirements

Social Infrastructure and Human Services

Communities in the North Service Zone are part of the Saskatoon Health Region, Horizon School Division and the Saskatoon branch of Child and Family Programs and Income Assistance. Social infrastructure in the immediate vicinity of these communities include:

- Wakaw Primary Health Care Centre – Wakaw, SK. Primary and emergency health care as well as Mental Health and Addictions Services
- Cudworth Health Centre
- Wakaw School – grades Kindergarten to 12
- Cudworth School – grades Kindergarten to 12
- Annaheim School – grades Kindergarten to 12
- Middle Lake School – grades Kindergarten to 12
- Wakaw Recreation Centre
- Cudworth Community Hall
- Cudworth Housing Authority
- Middle Lake Medical Clinic

Note that this list is not exhaustive, but reflective of the most commonly accessed services across all demographics.

The following human service organizations/programs serve the North Service Zone:

- Child and Family Programs – Child protection services are covered by the Saskatoon Rural Unit. Worker is present in the community as needed.
- Income Assistance – Income assistance such as Saskatchewan Assistance Program, Saskatchewan Assured Income for Disabilities, Transitional Employment Program, Provincial Training Allowance, etc. are administered from the Saskatoon office. Worker is present in the community of Wakaw one day per month
- Food Banks – Wakaw Lions Clubs provides emergency food hampers for low income families in need for Wakaw, Cudworth and Reynaud. The other communities may access the Humboldt Food Bank once per month
- Service Clubs – multiple service clubs exist within the Zone, including Lions/Lionesses, Knights of Columbus, Catholic Women's Leagues, etc. These service clubs take on a variety of community initiatives throughout the year
- Mental Health and Addictions Services – Individuals in the North Service Zone are primarily served by Mental Health and Addictions based in Wakaw. They may also seek services in Humboldt or Rosthern.
- Crisis Services – there are no after-hours services available in this Zone. Those experiencing crisis may call either Prince Albert Mobile Crisis or Saskatoon Mobile Crisis; however, workers will not attend these communities. Those who are in need of immediate assistance are attended to by RCMP
- Shelters: The closest shelters to these communities are in Melfort and Prince Albert
- Humboldt Regional Newcomers Centre – Based in Humboldt, this non-profit agency offers supports and services to New Canadians

East Service Zone

Community	Population	Average Family Income \$	low income %	Lone Parent families %	not completed high school %	Housing Affordability %	Employment Rate %	Unemployment Rate %
Englefeld ⁵	285	78,598	3.5	5	29	--	82.4	0
Naicam	661	52,032	3.0	15	40	23	48.4	10.6
Spalding ⁶	244	50,304	NA	10	29	--	21.7	0
Pleasantdale ⁷	76	NA	NA	NA	0	--	55.6	0
Lac Vert ⁸	596	69,632	3.5	5	42	0	68.8	0
Watson	697	55,680	2.3	15	NA	NA	NA	NA
Quill Lake	387	51,890	3.9	15	22	15	49.3	0
Clair ⁹ Paswegin	368	55,680	4.1	15	NA	NA	NA	NA
Wadena	1288	49,280	4.9	35	NA	NA	NA	NA
Elfros ¹⁰	90	43,136	NA	0	30	--	70	0
Mozart	25	NA	NA	NA	NA	NA	NA	NA
Wynyard	1798	55,808	4.6	75	24	23	57.5	6.2
Kandahar	20	NA	NA	NA	NA	NA	NA	NA
Dafoe	15	NA	NA	NA	NA	NA	NA	NA
Jansen ¹¹	96	53,248	NA	NA	14	--	86.2	0

⁵ Income and housing data suppressed to meet confidentiality requirements

⁶ Income and housing data suppressed to meet confidentiality requirements

⁷ Income and housing data suppressed to meet confidentiality requirements

⁸ Pleasantdale is considered part of the Pleasantdale No 368 zone which includes Chagoness, Kinistino 91A, Kipabiskau, and Silver Park

⁹ Clair and Paswegin are considered part of the Lakeview No 337 zone which also includes Hendon and Tornea

¹⁰ Income and housing data suppressed to meet confidentiality requirements

¹¹ Income and housing data suppressed to meet confidentiality requirements

Social Infrastructure and Human Services

Communities in the East Service Zone are part of the Saskatoon Health Region, Horizon School Division and the Melfort branch of Child and Family Programs as well as Yorkton branch of Child and Family Programs. Income Assistance is part of the Yorkton service zone. Social infrastructure in the immediate vicinity of these communities include:

- Wadena Hospital – Alternating emergency services with Wynyard Hospital. Also provides primary care
- Wynyard Hospital – Alternating emergency services with Wadena hospital. Also provides primary care and Mental Health and Addiction Services
- Wynyard Health Clinic
- Wadena School – grades Kindergarten to 12
- Wynyard Schools – grades Kindergarten to 12

- Watson School – grades Kindergarten to 12
- Quill Lake School – grades Kindergarten to 12
- Englefeld School – grades Kindergarten to 12
- Carlton Trail College
- Wynyard Community Centre
- Wadena Community Centre
- Watson Community Centre
- Quill Lake Community Centre
- Senior Centre
- Wynyard Housing Authority
- Wadena Housing Authority
- Spalding Seniors Centre

The following human service organizations/programs serve the East Service Zone:

- Child and Family Programs – Child protection services are covered by the Melfort branch of Yorkton Rural Unit depending on community. Workers are available in community as needed
- Income Assistance – Income assistance such as Saskatchewan Assistance Program, Saskatchewan Assured Income for Disabilities, Transitional Employment Program, Provincial Training Allowance, etc. are administered from the Yorkton office. Worker is not present in these communities.
- Food Banks – Wynyard Food Bank serves Wynyard, Quill Lake, Elfros, Mozart, Dafoe, and Kandahar. Wadena Food Banks serves Wadena, Clair, Paswegin. All other communities may access Humboldt Food Bank.
- Service Clubs – multiple service clubs exist within the Zone, including Lions/Lionesses, Knights of Columbus, Catholic Women's Leagues, etc. These service clubs take on a variety of community initiatives throughout the year
- Mental Health and Addictions Services – Individuals in the East Service Zone are primarily served by Mental Health and Addictions based in Wynyard. They may also seek services in Humboldt. Note that children seeking mental health services in this Zone must see a clinician in Humboldt or Lanigan
- Crisis Services – there are no after-hours services available in this Zone. Those experiencing crisis may call Saskatoon Mobile Crisis; however, workers will not attend these communities. Those who are in need of immediate assistance are attended to by RCMP
- Shelters: The closest shelters to these communities are in Yorkton and Melfort
- Humboldt Regional Newcomers Centre – Based in Humboldt, this non-profit agency offers supports and services to New Canadians
- Humboldt and District Community Services – Based in Humboldt, this non-profit agency offers supports and services to individuals and families with disabilities.

South Service Zone

Community	Population	Average Family Income	low income %	Lone Parent families %	not completed high school %	Housing Affordability %	Employment Rate %	Unemployment Rate %
Watrous	1900	66,304	3.2	60	25	36	59.6	7.9
Manitou	314	61,312	6.6	5	NA	NA	NA	NA
Lockwood ¹²	15	NA	NA	NA	NA	NA	NA	NA
Drake ¹³	197	62,720	NA	5	26	--	50	0
Venn ^{14 15}	135	86,784	NA	NA	0	--	100	0
Amazon ¹⁶	224	85,248	NA	0	NA	NA	NA	NA
Esk ¹⁷	220	84,224	NA	5	33	0	74.4	0
Lanigan	1377	86,784	2.6	40	22	11	53.9	6.8
Leroy	450	80,640	5.7	15	50	0	78.3	0
Sinnett ¹⁸	502	88,832	4.0	10	NA	NA	NA	NA
Guernsey	97	61,952	NA	5	NA	NA	NA	NA
Muenster	430	77,056	1.2	15	51	15	60.9	0
Burr ¹⁹	480	85,760	2.1	5	23	0	90.9	0
Young ²⁰	244	57,472	NA	15	26	--	47.9	0
Nokomis	404	51,371	1.3	10	32	0	38.8	15.6

¹²Family composition data suppressed to meet confidentiality requirements

¹³Income and housing data suppressed to meet confidentiality requirements

¹⁴Venn is considered part of the Wreford No 280 zone that also includes Ambassador, Hatfield, Undora and Watertown

¹⁵Income and housing data suppressed to meet confidentiality requirements

¹⁶Amazon is considered part of the Wood Creek No 281 zone which also includes Wood Creek

¹⁷Esk is considered part of the Prairie Rose No 309 which also includes Prairie Rose

¹⁸Sinnett is considered part of the Leroy No 339 zone which also include Romance and Shady Grove

¹⁹Burr is considered part of the Wolverine No 340 zone which also includes Attica, Bay Trail, and Wolverine

²⁰Income and housing data suppressed to meet confidentiality requirements

Social Infrastructure and Human Services

Communities in the South Service Zone are part of the Saskatoon Health Region, Horizon School Division and the Saskatoon branch of Child and Family Programs and Income Assistance. Social infrastructure in the immediate vicinity of these communities include:

- Watrous Hospital – primary health care services as well as Mental Health and Addictions Services
- Lanigan Hospital – primary health and emergency services as well as Mental Health and Addictions Services
- Nokomis Primary Health Care Centre
- Leroy Heath Clinic
- Watrous School – grades Kindergarten to 12
- Lanigan schools – grades Kindergarten to 12

- Drake School – grade 1 to 12
- Nokomis School – grades Kindergarten to 12
- Muenster School – grades Kindergarten to 12
- Carlton Trail College
- Lanigan HUB Youth drop in
- Lanigan Community Centre
- Lanigan Recreation Centre
- Watrous Recreation Centre
- Seniors Centers
- St Peters College

The following human service organizations/programs serve the South Service Zone:

- Child and Family Programs – Child protection services are covered by the Saskatoon Rural Unit. Workers are available in community as needed
- Income Assistance – Income assistance such as Saskatchewan Assistance Program, Saskatchewan Assured Income for Disabilities, Transitional Employment Program, Provincial Training Allowance, etc. are administered from the Saskatoon office. Worker is not present in the community of Watrous one day per month.
- Food Banks – Lanigan Food Bank serves Lanigan, Guernsey, Drake, Leroy, Esk, Amazon, and Jansen. Watrous Food Bank serves Watrous, Manitou. All other communities may access Humboldt Food Bank.
- Service Clubs – multiple service clubs exist within the Zone, including Lions/Lionesses, Knights of Columbus, Catholic Women's Leagues, etc. These service clubs take on a variety of community initiatives throughout the year
- Mental Health and Addictions Services – Individuals in the South Service Zone are primarily served by Mental Health and Addictions based in Watrous and Lanigan. They may also seek services in Humboldt. Note that children seeking mental health services in this Zone must see a clinician in Humboldt or Lanigan
- Crisis Services – there are no after-hours services available in this Zone. Those experiencing crisis may call Saskatoon Mobile Crisis; however, workers will not attend these communities. Those who are in need of immediate assistance are attended to by RCMP
- Shelters: The closest shelters to these communities are in Melfort and Saskatoon.
- Humboldt Regional Newcomers Centre – Based in Humboldt, this non-profit agency offers supports and services to New Canadians
- Humboldt and District Community Services – Based in Humboldt, this non-profit agency offers supports and services to individuals and families with disabilities.
- Big Brothers Big Sisters – Based in Humboldt, SK this non-profit agency pairs children and youth with adult mentors.

West Service Zone

Community	Population	Average Family Income	low income %	Lone Parent families %	not completed high school %	Housing Affordability %	Employment Rate %	Unemployment Rate %
Bremen ²¹ Sagehill Dana Peterson	467	77,568	6.5	10	NA	NA	NA	NA
Prud'homme	167	67,840	NA	5	NA	NA	NA	NA
Bruno	611	77,056	2.6	20	NA	NA	NA	NA
Viscount	185	72,832	NA	5	23	0	86.5	0
Plunkett ²²	60	NA	NA	NA	25	--	44.4	0
Colonsay ²³	451	81,152	4.5	15	19	--	78.4	0

²¹Bremen, Sagehill, Dana and Peterson are considered part of the Bayne No 371 zone which also includes Muskiki Springs and Totzke

²²Income and housing data suppressed to meet confidentiality requirements

²³Income and housing data suppressed to meet confidentiality requirements

Social Infrastructure and Human Services

Communities in the South Service Zone are part of the Saskatoon Health Region, Horizon School Division and the Saskatoon branch of Child and Family Programs and Income Assistance. Social infrastructure in the immediate vicinity of these communities include:

- Colonsay Medical Clinic
- Viscount Medical Clinic
- Bruno Medical Clinic
- Colonsay Recreation Centre
- Viscount Recreation Centre
- Seniors Centers
- Bruno Friendship Centre
- Colonsay School – grades Kindergarten t 12
- Viscount School – grades Kindergarten to 12
- Bruno School – grades Kindergarten to 12

The following human service organizations/programs serve the South Service Zone:

- Child and Family Programs – Child protection services are covered by the Saskatoon Rural Unit. Workers are available in community as needed
- Income Assistance – Income assistance such as Saskatchewan Assistance Program, Saskatchewan Assured Income for Disabilities, Transitional Employment Program, Provincial Training Allowance, etc. are administered from the Saskatoon office. Worker is not present in these communities.

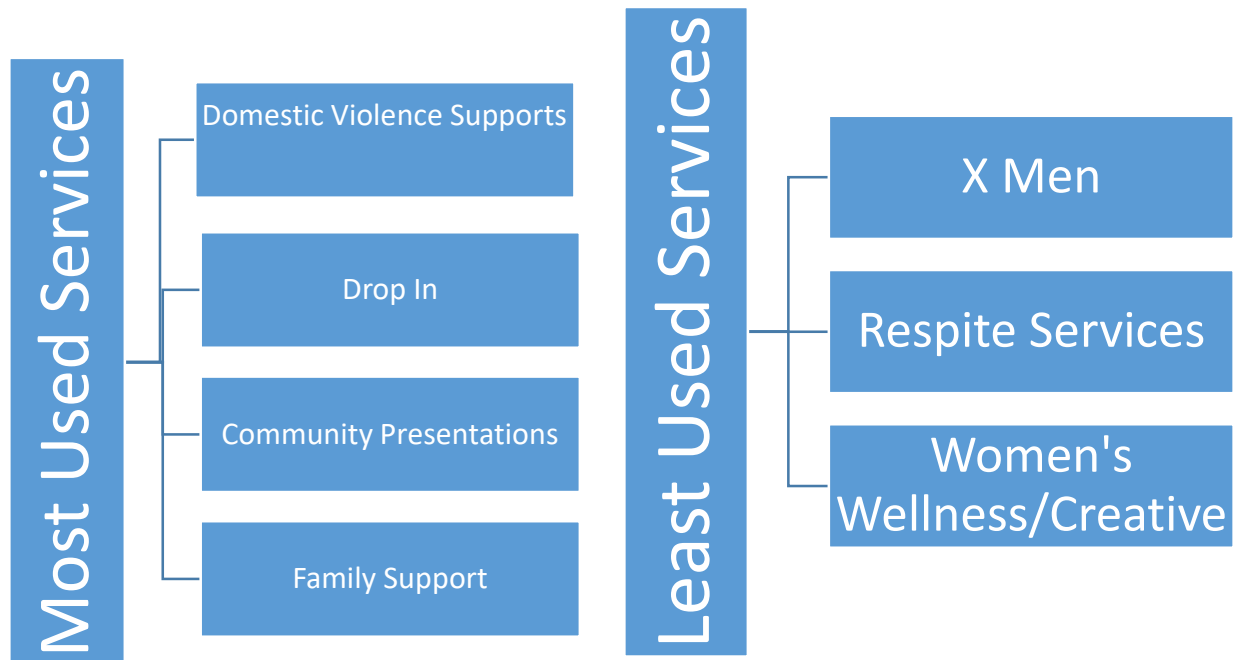
- Food Banks – Colonsay Food Bank serves Colonsay, Plunkett and Viscount. All other communities may access Humboldt Food Bank.
- Service Clubs – multiple service clubs exist within the Zone, including Lions/Lionesses, Knights of Columbus, Catholic Women's Leagues, etc. These service clubs take on a variety of community initiatives throughout the year
- Mental Health and Addictions Services – Individuals in the West Service Zone are primarily served by Mental Health and Addictions based in Lanigan and Humboldt
- Crisis Services – there are no after-hours services available in this Zone. Those experiencing crisis may call Saskatoon Mobile Crisis; however, workers will not attend these communities. Those who are in need of immediate assistance are attended to by RCMP
- Shelters: The closest shelters to these communities are in Melfort and Saskatoon.
- Humboldt Regional Newcomers Centre – Based in Humboldt, this non-profit agency offers supports and services to New Canadians
- Humboldt and District Community Services – Based in Humboldt, this non-profit agency offers supports and services to individuals and families with disabilities.
- Big Brothers Big Sisters – Based in Humboldt, SK this non-profit agency pairs children and youth with adult mentors.

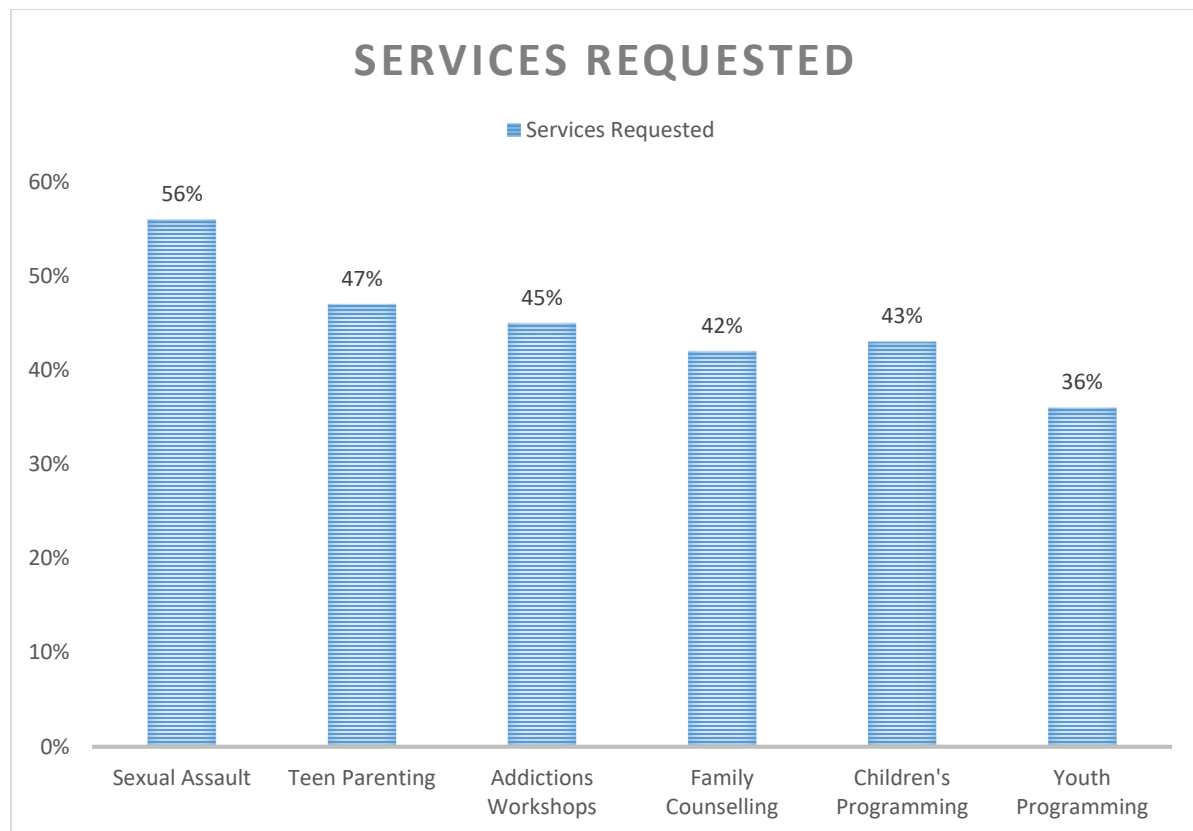
Appendix I

Community Needs Survey Results

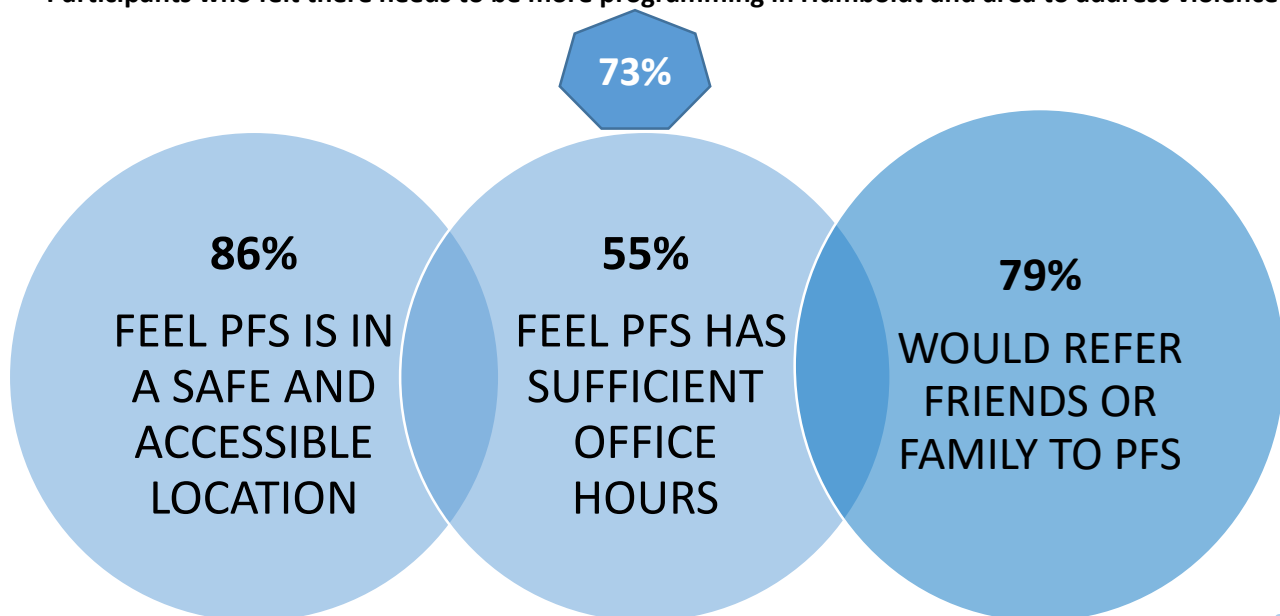
PARTNERS Family Services Inc. conducted an 18 question survey from July 8, 2016 to August 25, 2016. Surveys were completed online and participants were reached in person through our office, through social media (Facebook, website, Twitter) and through email distribution.

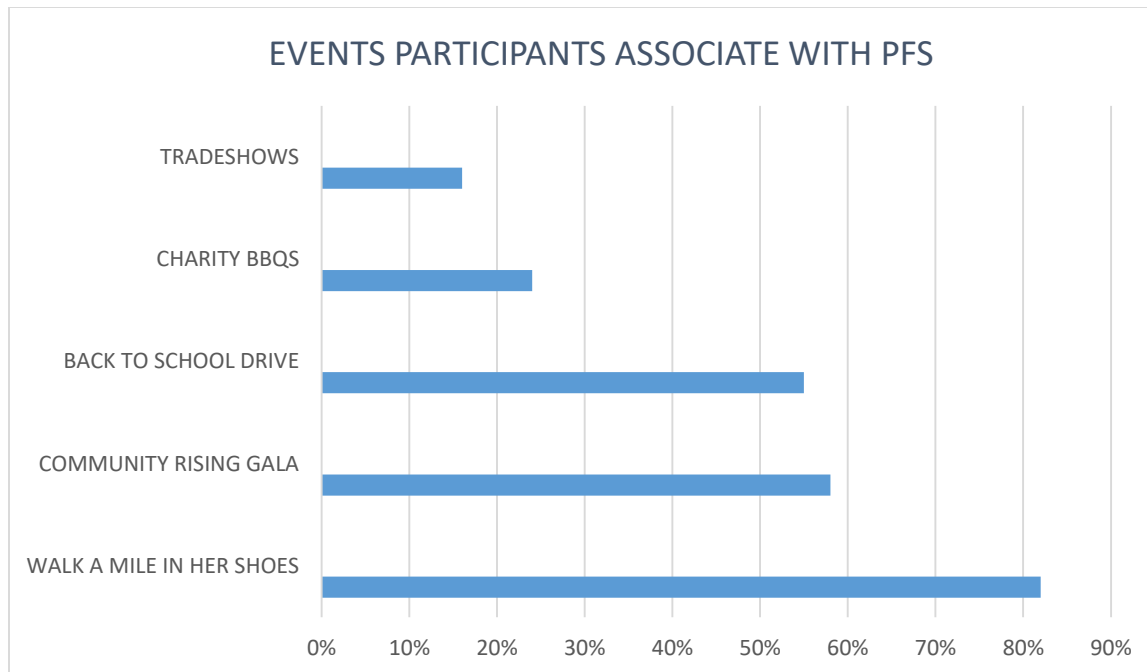
TOTAL # OF SURVEY PARTICIPANTS: 67





Participants who felt there needs to be more programming in Humboldt and area to address violence:





7.61_{/10}

- AVERAGE SCORE OF PARTICIPANT WHO FEEL PFS DELIVERS ON OUR MANDATE

7.4_{/10}

- AVERAGE SCORE OF PARTICIPANTS ON WHETHER PFS IS MEETING THE NEEDS OF VULNERABLE PEOPLE IN HUMBOLDT AND AREA

8.1_{/10}

- AVERAGE SCORE GIVEN BY PARTICIPANTS WHEN ASKED HOW THEY FEEL PFS DOES USING FUNDRAISED DOLLARS TO DELIVER PROGRAMS IN THE COMMUNITY

90%

OF PARTICIPANTS BELIEVE PFS IS AN ESSENTIAL ORGANIZATION FOR HUMBOLDT AND AREA

Appendix II

PARTNERS Family Services Monthly Statistical Reports

Department

Employee

Mar-15

		Female #	Male #	Month End Total	Cultural Status	Month End Total
CLIENTS Section A	ADULT (18 years +)	871	528	1399	Aboriginal	248
	YOUTH (12-17 years)	17	3	20	Caucasian	685
	Children (under 12 years)	31	14	45	Immigrant	95
	Unknown	3	10	13	Unknown	148
	TOTAL	922	555	1477	TOTAL	1176

Referred From:		Month End Total	Referred To:		Month End Total
CLIENT REFERRALS: FROM AND TO Section B	Self	291	Internal / PARTNERS F.S.		129
	Family/Friends	16	School		3
	School	81	Counsellor		36
	Church/Clergy	3	Public Health		6
	Employer/Co-worker	1	Hospital/Doctor		10
	Poster/Brochure	0	Mental Health		19
	Social Media	2	Addiction Services		4
	Internal/PARTNERS F.S.	1	Victim Services		2
	Public Health	0	Crisis Line		5
	Doctor/Hospital	2	Child Protection - S.S.		16
	Mental Health	0	Income Support - S.S.		90
	Addiction Services	0	Financial		22
	Victim Services	0	Legal		20
	Child Protection - S.S.	4	Police		14
	Income Support - S.S.	4	Housing		22
	Legal	3	Shelter		3
	Police	9	Childcare		29
	Corrections	0	Sexual Assault Services		2
	Shelter	0	Food Bank		42
	Housing	0	Non-profit/Other		27
	Triple P	0	Programming		7
Total		417	Total		508


Monthly Caseload Section C	Files active as of April 1, 2014	Month End Total	79	Month End Total	0
	New Files Opened	19		0	
	Closed Files	12		0	
	TOTAL Active Files at March 31st, 2015	85		0	
Staff Activities: Section D			Month Meetings		Month End Total
	Case Conferences	12	CONTACTS: Section E	Telephone	1233
	Training	22		Office Appointment	79
	Meetings	87		Email	378
	Public Education/Presentations	56		Walk-in	1214
	Media Contacts	34		Home	
	Other (specify)	16		Other In-Person Contact	86
				Accompaniment	3
	Total	227		Total	2993

SERVICES : Section F			Month End Total		Month End Total
	Supportive Listening	450	Outreach		107
	Social Services Admin.	454	Sexual Assault/Abuse		6
	Assist with paperwork/Personal Fax	83	Safety Planning		14
	Community Contact	135	Transportation-General		9
	Advocacy	8	Transportation-Shelter/safe place		2
	Family Violence / IVA Support	21	Emergency Supplies/Food		46
	Follow-Up	15	Phone Use Out/in		119
	Information/Referral	505	Other Services (specify)		48
	Programming				
Total		1671	Total		351

Programming: Section G	Program	# Of Adults	# of Children	Total Hours
	Parent and Tot	117	170	188
	Women's Wellness	65	14	10
	X-Men	49	0	28.5
	Women's Creative	72	1	33
Totals		303	185	259.5

Appendix III

PARTNERS Family Services Monthly Statistical Reports

Department	ALL		Employee	Yearly STATS 2015-16		Date
						
CLIENTS Section A		Female #	Male #	Month End Total	Cultural Status	Month End Total
	ADULT (18 years +)	1002	750	1752	Aboriginal	410
	YOUTH (12-17 years)	50	18	68	Caucasian	1090
	Children (under 12 years)	34	14	48	Immigrant	34
	Unknown	15	0	15	Unknown	324
TOTAL		1101	782	1883	TOTAL	1858
Referred From:			Month End Total	Referred To:		
CLIENT REFERRALS: FROM AND TO Section B	Self		114	Internal / PARTNERS F.S.		38
	Family/Friends		181	School		2
	School		12	Counsellor		15
	Church/Clergy		1	Public Health		4
	Employer/Co-worker		6	Hospital/Doctor		15
	Poster/Brochure		1	Mental Health		43
	Social Media		3	Addiction Services		13
	Internal/PARTNERS F.S.		10	Victim Services		6
	Public Health		2	Crisis Line		70
	Doctor/Hospital		3	Child Protection - S.S.		24
	Mental Health		1	Income Support - S.S.		54
	Addiction Services		2	Financial		10
	Victim Services		5	Legal		27
	Child Protection - S.S.		8	Police		16
	Income Support - S.S.		8	Housing		24
	Legal		3	Shelter		6
	Police		30	Childcare		7
	Corrections		0	Sexual Assault Services		5
	Shelter		0	Food Bank		35
	Housing		3	Non-profit/Other		13
	Triple P		7	Programming		24
	Total		400	Total		477
Monthly Caseload Section C			Month End Total			Month End Total
	Current Active Files		940			0
	New Files Opened		87			0
	Closed Files		38			0
TOTAL Active Files at month end		1065			0	
Staff Activities: Section D			Month Meetings			Month End Total
	Case Conferences		28	CONTACTS: Section E	Telephone	2511
	Training		37		Office Appointment	357
	Meetings		106		Email	3411
	Public Education/Presentations		63		Walk-In	1276
	Media Contacts		78		Home	53
	Other (specify)		40		Other In-Person Contact	12
					Accompaniment	8
	Total	352	Total		7628	
SERVICES : Section F			Month End Total			Month End Total
	Supportive Listening		498	Outreach		56
	Social Services Admin.		536	Sexual Assault/Abuse		9
	Assist with paperwork/Personal Fax		221	Safety Planning		66
	Community Contact		439	Transportation-General		18
	Advocacy		56	Transportation-Shelter/safe place		7
	Family Violence / IVA Support		86	Emergency Supplies/Food		37
	Follow-Up		275	Phone Use Out/In		312
	Information/Referral		1354	Other Services (specify)		32
	Programming		207			
	Total	3672	Total		537	
	Programming: Section G	Program	# Of Adults	# of Children	Total Hours	
Parent and Tot		39	62	94.5		
Coffee Club		10		6.5		
X-Men		48	0	20.5		
Women's Support		34		12.5		
Women's Creative		51	0	27.5		
Totals		182	62	161.5		

Three-Year Strategic Action Plan



FINAL

March 3, 2017

Prepared by:



E-mail: info@schollie.com

Website: www.schollie.com

Vision:

Caring for People/Bridging Resources/Building Hope

Mission:

We are committed to nurturing positive choices that sustain safe and healthy individuals, families and communities through support, education and partnerships.

Values:

Caring through compassion and empathy.

Committed to safe and healthy individuals and communities.

Accountable in taking responsibility for our decisions and actions.

Respectfully treating people with dignity and equality.

Strategic Priorities:

Staff

Board

Marketing & Communications

Programs & Services

Financial Stewardship

Partnerships

Strategic Priority: **Staff**

Objective / Outcome: PARTNERS Family Services' has qualified, professional, and engaged staff. Staff are advocates of the organization and its clients.

Task / Action Steps	Responsibilities	Timeline
1. Provide adequate staff training / professional development.	Executive Director	Ongoing
2. Provide adequate resources for staff to do job.	Executive Director & Board	Ongoing
3. Continue to provide competitive payroll and improve competitiveness of staff benefits in comparison to similar rural communities.	Executive Director & Board	Within 6 months (addition of RRSP package)
4. Ensure there are clear avenues of communication between staff and board.	Board	Within 1 year

Evidence of Success

- Staff have appropriate qualifications.
 - All staff are trained in ASIST and Domestic Violence.
 - Number of training programs / professional development courses offered and attended.
 - PARTNERS Family Services participates in Provincial Family Services Board Employee Salary & Benefits review.
 - RRSP package in place for staff in addition to benefits package.
 - Decreased staff turnover.
 - Staff feedback / satisfaction.
 - Exit interviews: reasons for leaving organization not related to pay, benefits, stress, etc.
 - Communication avenues (including grievance procedures) between staff/Executive Director and board are clearly articulated.
-

Strategic Priority: **Board**

Objective / Outcome: PARTNERS Family Services' has a skilled and diverse board that advocates on behalf of the communities in its service area.

Task / Action Steps	Responsibilities	Timeline
1. Board Governance and Training: <ul style="list-style-type: none"> a. Develop and implement board orientation package b. Annual board training c. Bylaws d. Formally adopt and implement governance model e. Board reviews 	<ul style="list-style-type: none"> a. Board b. Board Chair / Vice Chair c. Board d. Board e. Board 	<ul style="list-style-type: none"> a. Ongoing. Review annually b. Within 1 year. Annually c. Review annually d. Within 6 months e. Annually
2. Develop and implement an annual board & staff social / appreciation event.	Board	Within 1 year
3. Support positive agency culture.	Board	Ongoing
4. Completion of Board Composition / Skills Matrix.	Board	Within 1 year
5. Develop and implement an organization recruitment and succession plan.	Board / Executive Director	Within 1 year
6. Ensure there are clear avenues of communication between staff and board.	Board	Within 1 year

Evidence of Success

- Formalized board orientation package.
- Annual training session for board.
- Board self-assessment.

- Staff feedback / satisfaction.
- Formal recruitment and succession plan.
- Smooth board transitions.
- Communication avenues (including grievance procedures) between staff/Executive Director and board are clearly articulated.

Strategic Priority: **Communications & Marketing**

Objective / Outcome: Our communities support what we do.

Objective / Outcome: PARTNERS Family Services is recognized locally, regionally, and provincially as a leader in providing rural services.

Task / Action Steps	Responsibilities	Timeline
1. Continue to build and maintain relationships with clients, communities, partner organizations and government.	Board / Executive Director / Staff	Ongoing
2. Tap into resources in the rural areas of our service area to improve marketing & communications in rural communities.	Executive Director	6 months to 1 year
3. Branding. <ul style="list-style-type: none"> a. Revisit branding once every 2-3 years to ensure it is still fresh, relevant. b. Revisit Vision Statement so it is an end result e.g. to be a leader in the delivery of rural programs. c. Continue to provide signature community event / fundraiser to build community awareness. 	<ul style="list-style-type: none"> a. Executive Director b. Board / Executive Director c. Board / Executive Director 	<ul style="list-style-type: none"> a. 2 to 3 years b. Within 3 months c. Annually

4. Share our accomplishments and outcomes by posting annual reports on website.

Executive Director / Staff

Annually

Evidence of Success

- Increased organizational awareness in outreach communities.
- Number of presentations about PARTNERS Family Services made to stakeholders.
- Increased drop-in numbers in outreach locations.
- Increased referrals in outreach locations.

Strategic Priority: Programs & Services

Objective / Outcome: To provide quality programs & services.

Task / Action Steps	Responsibility	Timeline
1. High quality program measurement & reporting.	Executive Director / Staff	Ongoing
2. Create business cases for growing and/or expanding programs and services.	Executive Director	Ongoing / as needed
3. Identify ways to increase the provision of the organization's current programs throughout PARTNERS Family Services' service area.	Board / Executive Director / Staff	Within 2 years
4. Engage in strategic dialogue with partners.	Board / Executive Director / Staff	Ongoing

Evidence of Success

- Continued and increased funding / support for programs and services.
 - Increased program delivery in outlying communities.
 - Achievement of desired client outcomes as described in Ministry contract.
 - Number of clients helped. Number of clients in program(s). Number of clients graduating from program(s).
 - Staff buy-in for growing and expanding programs & services.
 - Level of client satisfaction.
 - Number of presentations delivered in outlying communities.
 - PARTNERS Family Services' attendance at community and interagency meetings throughout the service area.
-

Strategic Priority: Financial Stewardship

Objective / Outcome: Enhanced funding levels and diversified sources to deliver quality programs & services.

Objective / Outcome: Transparent and accountable financial reporting.

Task / Action Steps	Responsibilities	Timeline
1. Maintain relationships with current funders.	Board / Executive Director	Ongoing
2. Investigate potential new sources of sustainable funding.	Executive Director	Ongoing
3. Continue to build community fundraising support. Host annual fundraising / awareness campaign reflective of trends in client needs.	Board / Executive Director	Ongoing
4. Provide and share clean audited financial statements.	Executive Director	Within 1 month of 2016 AGM Annually thereafter

Evidence of Success

- Diversified donor sources.
 - Annual revenue.
 - Meeting fundraising goals.
 - Ongoing / increased communication with funders.
 - Number of new funders.
-

Strategic Priority: Partnerships

Objective / Outcome: Better resource utilization and a strong voice for Community Based Organizations in our region through partnerships.

Task / Action Steps	Responsibilities	Timeline
1. Work with other Community Based Organizations to provide shared board training.	Board	Annually
2. Increase networking opportunities so we all have a better understanding of what each organization does.	Board / Executive Director	Ongoing
3. Work with other agencies in our service area and across the province.	Board / Executive Director	Ongoing
4. Host an annual open-house event and invite other agencies and boards to attend.	Board / Executive Director / Staff	Annually

Evidence of Success

- Host at least one board training event annually where other Community Based Organizations have been invited to attend or share resources.
 - Increased understanding and cooperation between PARTNERS Family Services and other agencies and organizations.
 - PARTNERS Family Services are invited to attend other Community Based Organizations board training programs.
 - Leveraged resources and advocacy by working with other agencies.
 - Attendance at open-house event. Increased attendance in years 2 and 3.
-