

# CanFASD Strategic Priorities

April 2020 to March 2023



# About CanFASD

The Canada Fetal Alcohol Spectrum Disorder Research Network (CanFASD) is a collaborative, interdisciplinary research network, working with collaborators, researchers and partners across the nation. It is Canada's first comprehensive national Fetal Alcohol Spectrum Disorder (FASD) research network focused on ensuring that research information is translated and disseminated to support those with FASD, their families and communities as well as practitioners, governments and all other stakeholders.

CanFASD works to create and sustain an effective research environment by connecting researchers, graduate students and practitioners from communities and institutions across Canada, and internationally. CanFASD research partners are currently leading 75 major projects related to FASD prevention, intervention and diagnostics.

CanFASD creates, nurtures, and sustains a collaborative environment and unique partnerships to be able to bring together many scientific, government and community viewpoints to address FASD, with a focus on ensuring that research knowledge is translated to community, practice and policy action. It works through cross-jurisdictional Research Leads and their respective networks that are focused on the areas of diagnosis, intervention and prevention and knowledge mobilization with special focus on child welfare and justice. The National FASD Database is a key cornerstone of the network and all areas of research.

## Vision

All Canadians are engaged and united with awareness, evidence and knowledge and are effectively addressing the complexities of FASD.

## Mission

CanFASD supports Canada's families, caregivers, individuals with FASD, practitioners and leadership across all sectors and at all levels, in addressing the extraordinary complexities of FASD.

The Network does this through facilitating and sustaining a national research collaborative that is focused on the domains of FASD prevention, intervention and diagnosis and by disseminating research based knowledge about FASD to those who need it.

## Values

Undertake, coordinate and facilitate research that is meaningful and applicable to families, governments, service providers and stakeholders.

CanFASD works collaboratively with partners and stakeholders.

To use appropriate language when communicating about FASD, recognizing the sensitivities and complexities of FASD.

CanFASD recognizes and values the critical importance that research contributes to informing policy and program development and delivery.

CanFASD engages Canada's diverse cultural groups as partners in working to achieve the vision and goals of the Network.

## CanFASD Goals

1. To be the centre of expertise on FASD in Canada and as such, the Network is engaged to inform policy, practice and decision making at the local, regional, provincial, national and international levels;
2. To effectively develop and foster relationships, research programs, and initiatives across the spectrum of FASD activity;
3. To facilitate and enhance productive linkages across jurisdictions, communities, cultures and disciplines related to FASD;
4. To ensure CanFASD is recognized as the source of accurate, research based information and knowledge that can address relevant questions about the prevention, diagnosis and intervention of FASD;
5. To disseminate research and evidence based knowledge about the prevention, prevalence, surveillance, diagnosis and treatment of FASD;
6. To build research capacity and knowledge across and within all communities;
7. Ensure that the voices of individuals and families living with FASD are incorporated into research development and conduct; and
8. The work of the Network leads to improved outcomes for people affected by FASD.

## CanFASD Outcomes

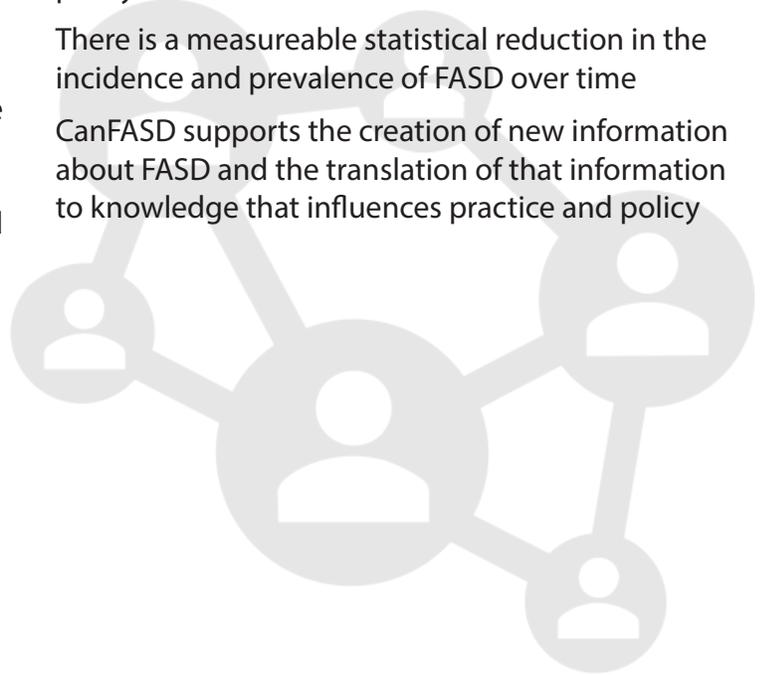
Systems engaged with FASD are stimulated to respond and take action

Research and outcome based information and knowledge on FASD is accessible and available in formats that are useable by those working to prevent and reduce the impacts of FASD

FASD knowledge is available to, and used by, policy decision makers at all levels

There is a measureable statistical reduction in the incidence and prevalence of FASD over time

CanFASD supports the creation of new information about FASD and the translation of that information to knowledge that influences practice and policy



## Purpose of the Strategic Plan

CanFASD has been developed and operates under an overall organization purpose and mandate. The CanFASD board has articulated the vision that will result from the work undertaken by the organization and a mission that describes how CanFASD as a whole will go about the business of achieving the vision.

The Strategic Priorities Plan (SPP) works within the organization vision, mission and mandate areas and provides direction from the Board of Directors as to the areas of priority, within a defined period of time, which will help to focus strategies and resources toward achieving the organizations goals. These priorities do not replace or supersede the ongoing operational work but rather identify those things that, in the view of the Board of Directors, are significant current priorities where focus and effort is needed to achieve results that most effectively contribute to reaching the overall organization goals and vision.

The SPP works to ensure alignment of strategies, resources and activities with the current priority issues and opportunities currently facing the organization. The Plan also ensures a positive level of engagement and accountability between the Board, Research Leads, Administration and CanFASD as a whole.

## Methodology

In the spring of 2019, the CanFASD Board of Directors made a decision to undertake an external stakeholder engagement process to support the renewal its strategic plan for 2020 to 2023. The Board of Directors determined that the use of a participatory approach was particularly important for this strategic planning process because the knowledge and experience of CanFASD key stakeholders was critical information needed to shape and inform the strategic plan. The key elements of the strategic plan renewal process included:

- Development of a plan to engage the CanFASD Board of Directors, their affiliates, and other key stakeholders in a participatory approach to solicit insights, opinions, and facts to inform and shape the strategic direction for 2020-2023.
- Analyze the resulting data gained from engagement with the CanFASD Board of Directors, their affiliates, and other key stakeholders.
- Undertake working sessions to present the resulting findings and themes from the engagement activities and facilitate a strategic planning session with the Board of Directors.
- Synthesize the results of the strategic planning session with the Board of Directors and develop a renewed CanFASD Strategic Plan.
- Engage an outside consultant (Objective Research and Evaluation) to undertake the engagement process and facilitate the data analysis and board working sessions.

## Engagement and Solicitation of Information

Key stakeholder groups included in this framework were:

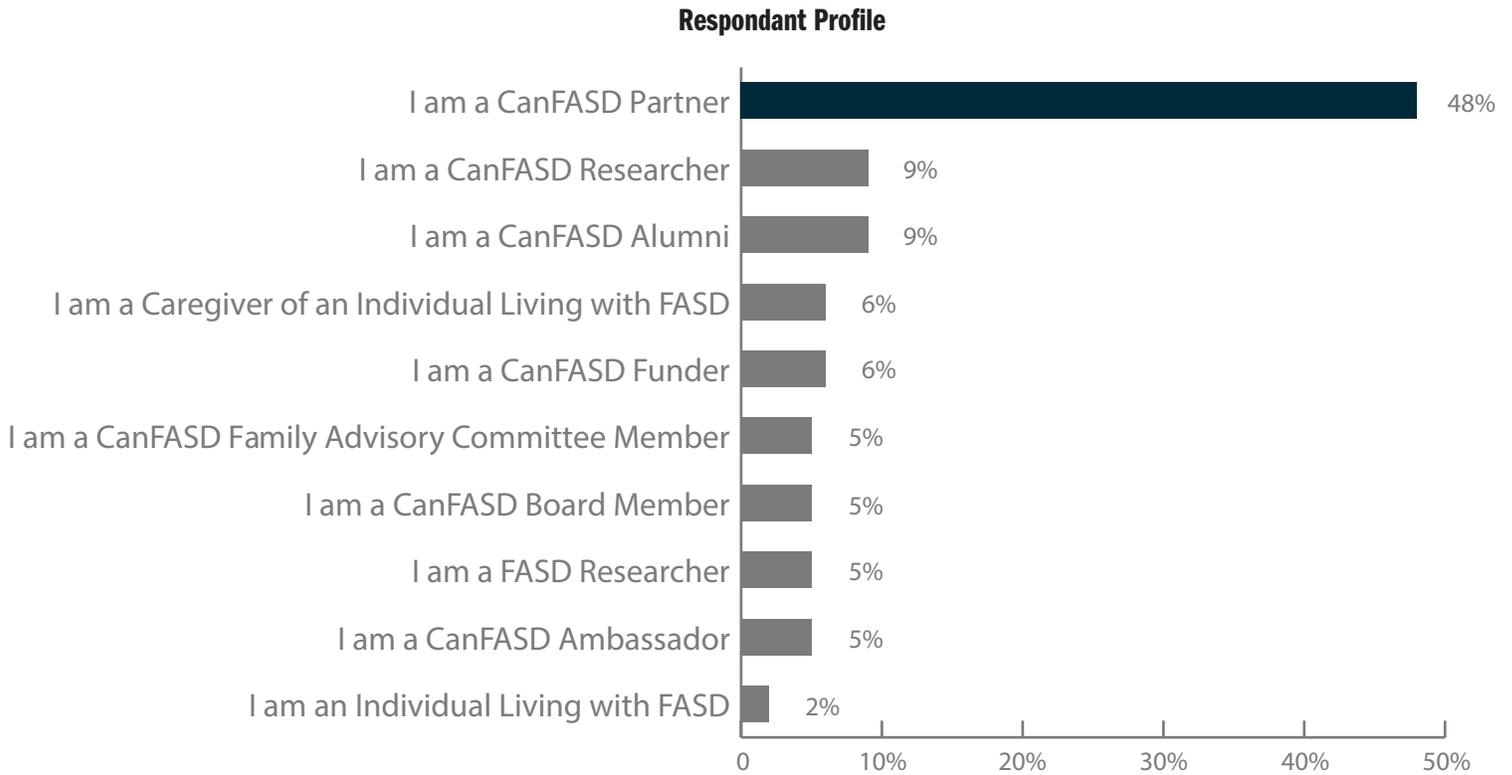
- Members of the CanFASD Board of Directors
- CanFASD Researchers
- Members of the CanFASD Family Advisory Committee
- CanFASD Alumni and Ambassadors
- CanFASD Partners and Funders
- Individuals and Caregivers with FASD

A mixed method approach was utilized to solicit information from these key stakeholder groups. This approach involved information collection through semi-structured telephone interviews and online surveys. The seven core questions, and prompts, posed to key stakeholders who participated in interviews are listed in Appendix 1.0.

Overall, 150 stakeholders provided information during this project. Thirty-one stakeholders (21%) provided this information during an interview. The remaining 119 stakeholders (79%) provided this information through survey processes. Sixty-seven of these stakeholders (56%) completed the full survey and 52 of stakeholders (44%) completed an abbreviated format survey

## Summary of Results

Almost half (48%) of the participants were CanFASD partners.



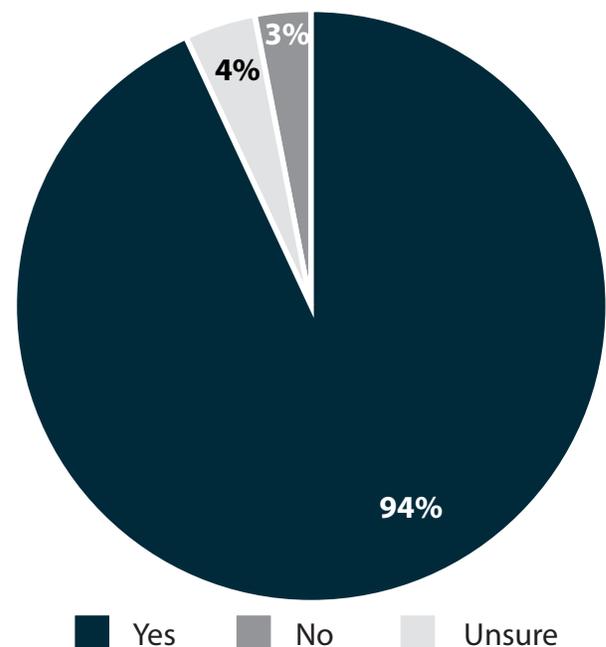
Nearly all stakeholders (94%) indicated that they endorse CanFASD's current vision.

One stakeholder said:



*Strong research on FASD leads to policy improvements that improve the lives of people with FASD.*

**Endorsement of CanFASD's Current Vision**



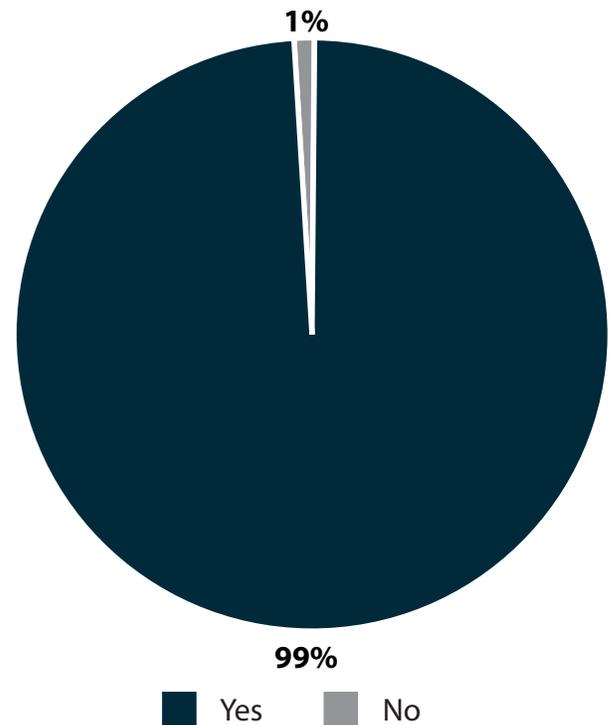
Nearly all stakeholders (99%) indicated that they endorse CanFASD's current mission.

### Endorsement of CanFASD's Current Mission

One stakeholder said:

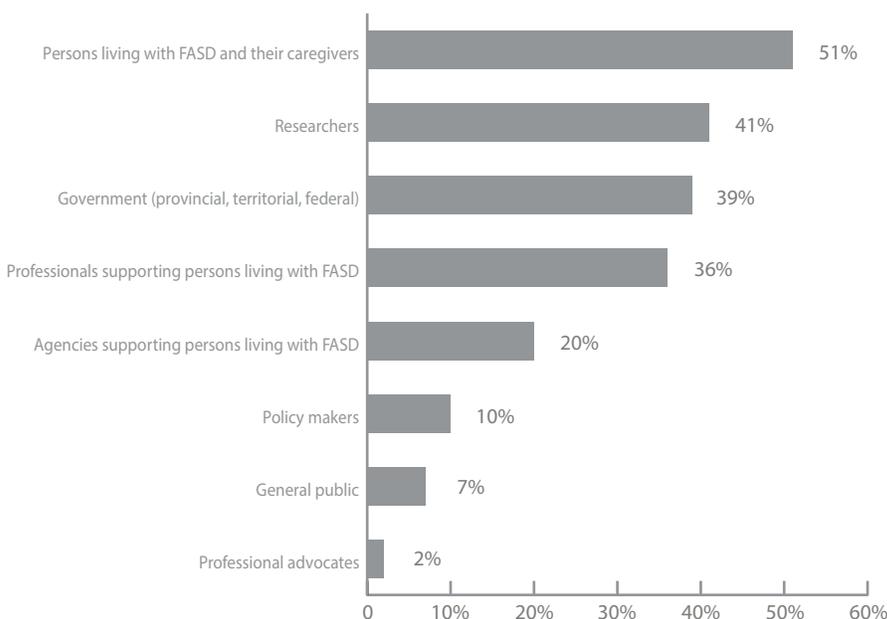


*CanFASD's research is of the highest quality and involves the voice of individuals with FASD and their families...I appreciate the ongoing effort to be inclusive.*



It was widely acknowledged that each key stakeholder group has a unique set of expectations, however, there was consensus that all groups view CanFASD as the primary trusted source of FASD research in Canada.

### Stakeholders Perceptions of CanFASD's Key Stakeholders



One stakeholder said:



*...all people, regardless of their background or relationship with FASD know that CanFASD is the place to go if they have research-based questions.*

## Summary of Stakeholder Perceptions of Strengths, Weaknesses, Opportunities, and Threats\*

### Strengths

- Consistent, high quality research
- Diverse expertise and experience
- Highly skilled researchers, leaders, and staff
- National focus and reach
- Demonstrated commitment to producing results that help those affected by FASD
- Collaboration and interdisciplinary practice
- Dedication, commitment, and passion
- Inclusion of caregiver voice
- Network of members coast to coast

### Weaknesses

- Limited profile to providers and caregivers
- Limited communication to public
- Limited diversity in network of members
- Funding restrictions and limitations
- Align infrastructure and staffing to achieve vision and mission
- Lack of activities in Quebec, Atlantic provinces, and territories
- Limited political power and authority to make lasting and sustainable change
- Absence of clear research mandate and focus
- Limited controlled studies

### Opportunities

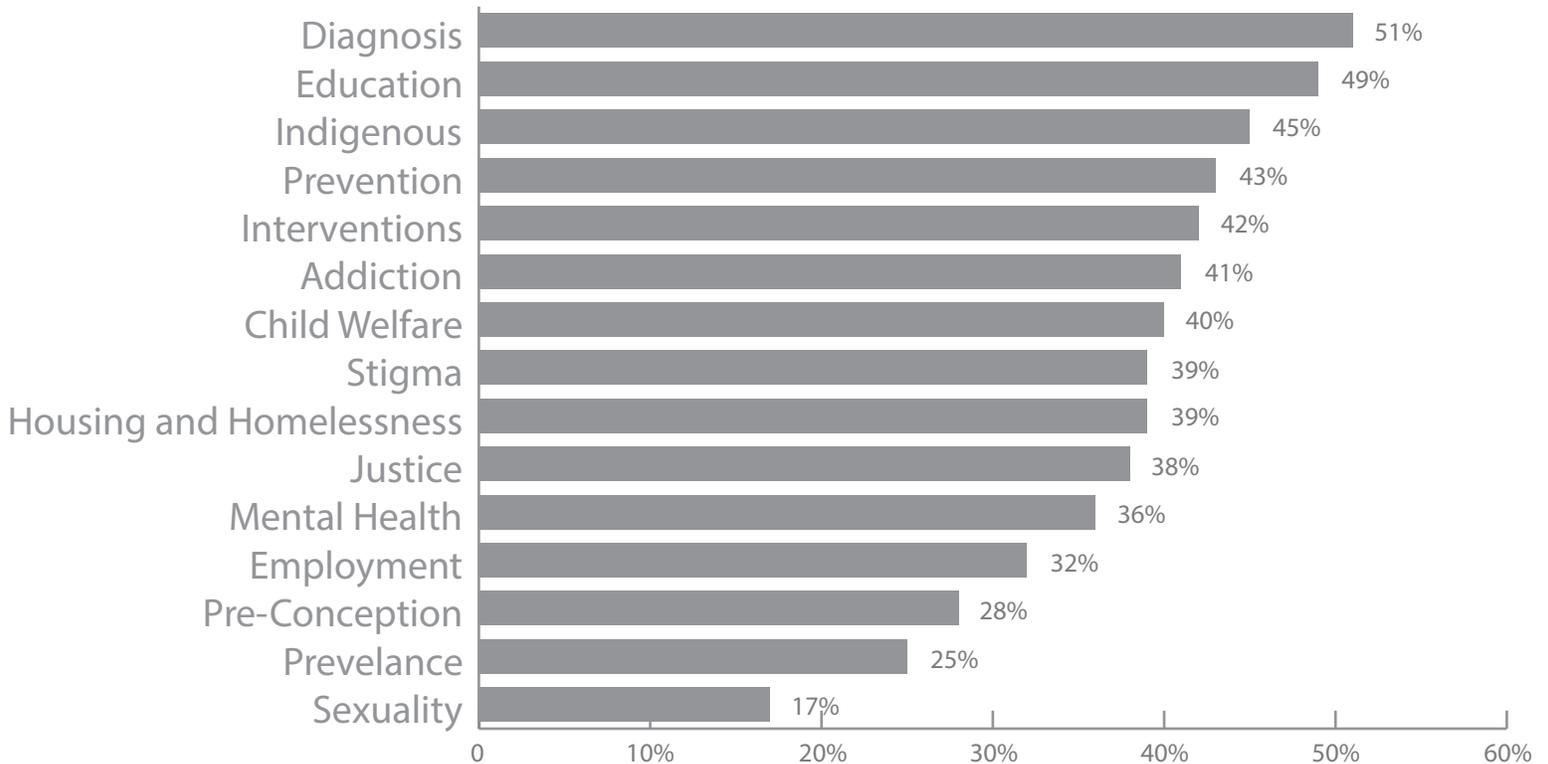
- Advocacy and strengthen the government's commitment to FASD
- Leverage interest in FASD research
- Strengthen policy agenda
- Seek new funding
- Develop a national FASD research strategy
- Increased communication with the public
- Educate and create awareness in the public and professionals
- Stimulate conversations that help people look at FASD differently in society

### Threats

- Stigma and misconceptions about FASD
- Frequent change in government support for FASD and political will
- Greater interest in and support for other disabilities
- Ongoing apathy toward FASD in general public
- Insufficient funding to accomplish the vision and mission
- Unexpected loss of researchers, leaders, and staff

\*not ranked in order

### Stakeholder Perceptions of CanFASD's Strategic Priorities for the Next Four Years



## Key Environmental Factors and Influences

### 1. Direction to increase scope as a national organization

CanFASD was created as a main focus of continuing government alliance of the four western provinces and three territories called the Canada Northwest FASD Partnership (CNFASDP). This Partnership has been working together since 1998 towards generating, supporting and stimulating research on FASD in Canada to inform policy and practice to improve outcomes for individuals with Fetal Alcohol Spectrum Disorder (FASD) and for the prevention of FASD. After eight years of increasingly successful and high profile operation, CanFASD became national charitable organization. The efficiency and effectiveness of the Network in achieving its goals and outcomes will be greatly enhanced by formally engaging all provincial, territorial and national jurisdictions in Canada. New Brunswick joined CanFASD in 2013 and discussions are ongoing with the remaining provinces, including Ontario, Québec, Nova Scotia, Prince Edward Island and Newfoundland and Labrador concerning joining the Network.

### 2. Defining role in international context

The Network is, and anticipates increasing opportunities for, working with international partners and stakeholders. Canada is a leader in FASD around the world and the increased profile, connections and exchange of resources supports the Network in achieving its goals in Canada and contributes to the resolution of FASD on a global level.

### **3. Network revenues and funding**

CanFASD has relied primarily on provincial government levels of funding for operational purposes and a variety of other sources for research, research coordination and knowledge translation. With respect to the increase in mandate and scope and the increasing opportunity for engagement by and of the organization, a stable and increasing level of funding is required by the Network to support the goals and priorities identified.

### **4. Alcohol continues to be an important issue**

The importance of alcohol as an issue in Canada has been recognized and highlighted by policy leaders in Canada, including in the 2015 Chief Public Health Officer Annual Report on Alcohol. The Canadian Center on Substance Use and Addiction (CCSA) published a large cost study in 2018 which showed alcohol as the most costly substance to Canadians, over all other substances combined. And Health Canada has signaled that alcohol is still important by asking to have the Canadian Low Risk Drinking Guidelines updated to reflect current research on the harms of alcohol consumption.

Consider cultural influences related to alcohol use in Canada and the differing perspectives on alcohol use while pregnant held by cultural groups.

This enables CanFASD to have a broader conversation with government about the effects of alcohol use prior to and during pregnancy, including FASD, and how to address this public health issue effectively and appropriately.

### **5. Influence of other substances**

The relationship and interplay between alcohol use and misuse and other substances (i.e. cannabis) is changing with respect to political, legislative, policy and practice environments. CanFASD will need to continually define and communicate the position that FASD research, policy and practice holds in relation to changing community, provincial and national perspectives.

The legalization of Cannabis in 2018 and the current and ongoing Opioid crisis in Canada has shifted public policy resources to address these needs. In doing so, may take the focus and priority away from the harms of alcohol. On the other hand, it may provide an opportunity to discuss alcohol use in combination with these other substances in prevention efforts and in addressing the substance treatment needs of individuals with FASD.

### **6. Working with Indigenous Communities**

Supporting Indigenous peoples and communities in the journey of healing from colonization, intergenerational trauma, and the interrelated social determinants of health requires support at many levels, ranging from the individual to the national scale. Moving forward requires an understanding of the systemic causes and issues underlying FASD in Indigenous communities. This understanding includes consideration of the historical and intergenerational trauma that underlie the risk of alcohol use in pregnancy and addressing and responding to the 2015 Truth and Reconciliation Commission's (TRC) Calls to Action #33 and #34. CanFASD is committed to aligning our research priorities and actions with those guided by the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) and TRC. Both outline the need for meaningful understanding of the impacts of colonization on Indigenous peoples, further engagement and reconciliatory relationship building, and integration of Indigenous values, knowledge, and worldviews into research, knowledge exchange, and policy action.

# Canada FASD Strategic Priorities

**2020-2023**

The work, effort and resource investments of CanFASD fall under the following five organization mandate areas:

1. Foster and support a collaborative research environment focused on FASD
2. Prevention – facilitating and supporting research that works to support the prevention of FASD
3. Intervention – facilitating and supporting research that works to inform and evaluate FASD interventions, with special emphasis on high risk populations including child welfare and justice populations.
4. Diagnosis – facilitating and supporting research that works to increase the accuracy and incidence of FASD diagnosis
5. Mobilizing knowledge – facilitating and supporting mechanisms to ensure that accurate and relevant information on FASD is available to those that need it

The Board of Directors carefully considered the results of the 2017 to 2020 CanFASD Strategic Plan, the changes in the FASD environment in each jurisdiction in Canada and internationally and the findings of the engagement process and identified the following priority strategies and actions 2020 to 2023. The priorities address key issues and/or opportunities that the board determined to have the potential to create positive results in working to attain the goals and outcomes of the organization within the five mandate areas.

It bears noting again that the strategic priorities listed in the 2020 to 2023 plan are not intended to represent or describe the entire scope of work of CanFASD. The strategic priorities are those areas that, in the view of the board, require specific attention and/or resource investments, over the period of the Plan to create the positive results anticipated.



# Strategic Priority Goals

2020-2023

## Priority Goal 1 - Increase and diversify the membership of CanFASD

### **Opportunity**

Membership in the Network is currently limited to some provincial and territorial government funding partners. Broadening the membership by identifying additional ways and means for organizations and individuals to be part of the membership of the Network will work to increase the involvement of all regions of Canada as members of CanFASD, which will enable the Network to take advantage of a pan-Canadian capacity for research, information, knowledge and systems of dissemination and work directly to achieve our vision of “all Canadians”.

### **Potential Strategies (tactics)**

- Clearly identify the benefits of participating as members in the Network
- Broader dissemination of information about the Network benefits and opportunities to all Canadian jurisdictions and regions
- Develop clear guidelines, processes, and options for new Network members other than provinces and territories
- Create alternative formats for regional participation and membership in addition to provincial and territorial governments
- Identify additional potential membership streams i.e. individuals with FASD, families and caregivers, FASD service practitioners, education institutions, allied organizations, researchers, etc.
- Develop a schedule of membership categories, benefits, fees, etc.
- Recruit members under the expanded membership framework

### **Measuring Success**

- Expansion of membership options available for stakeholders.
- Participation of a broader range of “members” in CanFASD.

## Priority Goal 2 - Communication to the public

### **Opportunity**

Accurate, timely and consistent information to the public will create the greatest benefit in increasing the awareness and support for FASD across Canada. This will also work to position CanFASD as the expert in Canada and the source to go to for relevant, evidence-based information and resources.

This Priority will result in more people accessing CanFASD information and resources, resulting in a better aware and informed public, which contributes directly to achieving the vision of the Network.

### **Potential Strategies (tactics)**

- Identify ongoing and time-specific opportunities within CanFASD for communication to the public
- Develop a communication plan to identify opportunities for communication and support consistent messaging to improve FASD initiatives
- Target messaging to specific populations including youth, families and caregivers, government, Indigenous individuals and communities, etc.
- Provide media awareness training for board members, researchers and the Family Advisory Committee members

### ***Measuring Success***

- Increased traffic on the CanFASD website, increased number of views, impressions and reposts on social media, increased number of online learners and increased number of external requests for information.
- Developing and implementing a CanFASD communication plan with a specific focus on reaching the general public.
- Increased public awareness of FASD.

## **Priority Goal 3 - Diversify funding sources and increase funding levels to the Network**

### ***Opportunity***

Provide additional stability by expanding the revenue streams to the organization. This will enable the Network to decrease operational risk, increase the ability to invest in broader areas relating to FASD and engage and influence an additional range of stakeholders and potential partners.

This Priority provides an opportunity to address the public and private balance of funding and support to the Network with a focus on effectiveness and sustainability.

### ***Potential Strategies (tactics)***

- Develop a comprehensive business plan including opportunities for building revenue streams
- Identify opportunities for product development and marketing
- Engage revenue development and fundraising expertise to provide information to the Board and Network administration
- Engage federal, provincial and territorial governments across a wide range of departments to assist in funding projects
- Explore the possibilities for base funding from Health Canada
- Engage the Ambassadors in identifying both the public and private opportunities

### ***Measuring Success***

- CanFASD establishes a broadened funding base that is a balanced mix of revenue from products and initiatives, project funding from multiple sources including government support and private fundraising.
- CanFASD has achieved increased organizational stability by decreasing specific areas of operational risk.

## **Priority Goal 4 - Provide leadership in the development of a National FASD Plan**

### ***Opportunity***

To encourage the Federal Government to recognize and support FASD prevention, intervention, diagnosis and knowledge transfer. To establish and build a working partnership with the Federal Government to establish a National FASD Plan that is evidence-based.

To create an opportunity to demonstrate pan-Canadian leadership in relation to the issues and opportunities presented by the mandate and capacity of the Network.

### ***Potential Strategies (tactics)***

- Identify effective points of contact across relevant departments of the Federal Government
- Confirm a plan for developing a National FASD Strategy including the role CanFASD would play and the resources that may be required

- Support current Network members, partners and stakeholders in advocating collectively for the National Strategy
- Undertake the role identified for CanFASD in implementing the plan for development of the National Strategy
- Undertake a strategic information/engagement analysis with the federal government to determine who needs what information and determine the best dissemination format(s)

#### ***Measuring Success***

- CanFASD leads the development of and a process of implementation for a federally funded pan-Canadian National FASD Strategy.
- Cooperation, collaboration and consistency across provinces and territories to improve policy and practice.
- Increase availability of resources to address FASD issues in Canada.

### **Priority Goal 5 - Create and support opportunities for workforce development in FASD knowledge**

#### ***Opportunity***

To increase the level of awareness, training and education of the Canadian workforce who work with individuals with FASD, their families, caregivers, agencies and organizations.

#### ***Potential Strategies***

- Continue the development and dissemination of evidence-based online education and training including those working in the education, social work, health, child protection, addiction, mental health, justice and solicitor general sectors
- Consider other strategies for disseminating information to professionals including written and online materials, hosting seminars and workshops and preparing sector specific briefs and discussion papers
- Support the Network's researchers and staff in providing information and presentations to specific professional sectors as appropriate
- Work with governments and other stakeholders to incorporate FASD into training policies

#### ***Measuring Success***

- That CanFASD contributes evidence-based education, training and resources to support an FASD-informed workforce that improves outcomes for individuals and families with FASD.
- More effective service delivery for individuals with FASD and their families.
- Identification of the governments that have made FASD training mandatory or required training for employees and contract agencies.
- Governments and other stakeholders to incorporate FASD content in training policies.

### **Priority Goal 6 - Influence government and private sector policy**

#### ***Opportunity***

To increase understanding and delineate the role that research plays in informing FASD policy and practice. To increase opportunities for CanFASD research and knowledge translation to influence positive policy change with respect to FASD supports, services, practice and funding.

#### ***Potential Strategies (tactics)***

- Review best practice information and identify effective processes of using evidence-based knowledge to create and change policy and practice
- Identify target sectors and respective policy and practice priority areas in which to collaborate on developing change strategies

- Implement evaluation strategies to measure the effect on influencing policy based on CanFASD's research-based knowledge and communication

### ***Measuring Success***

- CanFASD works with target sectors to use research and evidence to influence changes in policy and practice that support individuals with FASD and their families.
- Identified examples of policy change resulting from knowledge and communication influence.
- Levels of government and other policy-based organizations engage CanFASD for advice and participation in creating and revising policy.

## **Priority Goal 7 - Increase the ability of CanFASD to be relevant and work effectively with Indigenous Peoples**

### ***Opportunity***

To continue to support the Truth and Reconciliation Commission (TRC) Calls to Action, and in particular, those that relate to FASD.

To participate in meaningful engagement with Indigenous leaders, peoples, communities and research bodies and to learn from them the ways to appropriately and respectfully undertake research, share evidence and create positive change with respect to FASD in their communities.

### ***Potential Strategies***

- Adhere to CanFASD's Commitment to Indigenous Partnership, Reconciliatory Research, and Action
- Continue to work on TRC Calls to Action and determine the processes and opportunities for reporting progress
- Align research priorities and actions with those guided by the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP).

### ***Measuring Success***

- All CanFASD staff and Board of Directors participate in courses or workshops about reconciliation (i.e., the KAIROS Blanket Exercise), or cultural safety (i.e., OCAP, Indigenous Cultural Safety Training program) and contribute to building an iterative repository of knowledge enhancing materials.
- Annual report presented to the Board outlining all work and Indigenous-related activities within the Network.

## **Priority Goal 8 - Facilitate and support a positive and effective environment for FASD research capacity in Canada.**

### ***Opportunity***

CanFASD works collaboratively with partners and stakeholders to undertake, coordinate and facilitate research that is meaningful and applicable to families, governments, service providers and stakeholders.

### ***Potential Strategies***

- Consider a standing item on the Research Leads agenda to address ways and opportunities for CanFASD to facilitate and support research capacity.
- Continue to promote the Sterling Clarren and Claudette Bradshaw Awards.
- Work on developing relationships with research funding bodies including Canadian Institutes of Health Research (CIHR), Natural Sciences and Engineering Research Council (NSERC) and Social Sciences and Humanities Research Council (SSHRC)

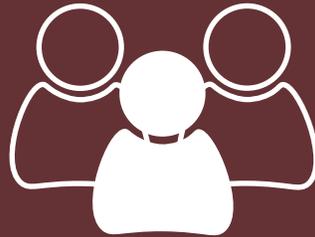
## Measuring Success

- Increased funding opportunities for FASD research in Canada.
- Increasingly comprehensive and effective networks in each of and across the CanFASD research areas.
- Insertion of FASD into other related research including child welfare, justice, substance use and addiction.
- Researchers see CanFASD as a credible and esteemed network to be associated with.



1

Increase and diversify the membership of CanFASD



2

Communication to the public



3

Diversify funding sources and increase funding levels to the Network



4

Provide leadership in the development of a National FASD Plan



5

Create and support opportunities for workforce development in FASD knowledge



6

Influence government and private sector policy



7

Increase the ability of CanFASD to be relevant and work effectively with Indigenous Peoples



8

Facilitate and support a positive and effective environment for FASD research capacity in Canada



# Glossary

**Driving forces or Environmental forces:** These are various, major influences, usually external to the organization, that should be considered when conducting an external analysis, especially environmental scan activity. There are numerous driving forces, and are usually organized into categories, including political, economic, societal, technological and environmental.

**Goal:** a specific accomplishment to be achieved at some point in the future. Planners often distinguish between several types of goals in the strategic planning process.

**Governance:** This term refers to the nature of the activities conducted by the Board of Directors, including clarifying the overall purpose of the organization; optionally the vision and/or values of the organization; establishing broad policies and plans for how the organization operates to that purpose; and monitoring the implementation of those policies and plans.

**Mission:** defines the business of the organization, how the organizations goes about the business and what the result of the “effort” will be (i.e. what our work is, how we go about our work and what the results will be broadly).

**Positioning statement:** Is a clear and concise description of the market(s) that the organization serves and how it wants the market(s) to perceive the organization. There can be a positioning statement for the entire organization or for each product, program or service.

**Priority (strategic):** The generic term sometimes used to refer to a major activity that should be undertaken as a result of the strategic analysis, for example, a strategy, goal or issue.

**Stakeholders:** Stakeholders are those people or groups of people who have a stake, or strong interest, in the operations, or affects of operations, of the organization. Usually the term is in reference to people outside the organization, for example, customers, clients, community members, investors, funders, collaborators and suppliers. However, Board members and employees also are stakeholders.

**Strategic:** A matter is considered to be strategic if it: involves strong input and support from leaders in the organization; was produced from careful consideration of the effects of potential changes in the external and internal environments of the organization; is based on the future of the organization; will have significant impact on the governance, leadership and operations of the organization; and will involve extensive use of the organization’s resources during implementation of the plan. Strategic matters are in contrast to operational activities.

**Strategic planning:** Process undertaken by an organization to clarify its overall organizational purpose, priorities to work toward that purpose and how each priority will be addressed. There are numerous models of strategic planning that can be used, depending on the culture of the organization and purpose of the planning. This is in contrast to a business plan which is focused on a particular product or service, or to a program plan which is focused on a particular program.

**Unique value proposition:** Is what an organization can concisely convey to its customers/clients about how it is fully capable of providing them a unique product, program or service that will indeed benefit them. There might have a proposition for the entire organization and for each of product, program or service.

**Vision (statement):** describes the future state that will exist when the organization has completed its work. The vision statement is written in the future present tense - as if the future state was now

# Appendix 1

The seven core questions, and prompts, posed to key stakeholders who participated in interviews were as follows.

1. Do you endorse CanFASD's current vision? If no, what do you believe CanFASD's vision should be?
  - What does CanFASD aspire to accomplish?
  - How things would be different because of CanFASD's activities?
  - How does CanFASD want to be seen by others?
2. Do you endorse CanFASD's current mission? If no, what do you believe CanFASD's mission should be?
  - What is CanFASD's purpose?
  - Who are the stakeholders that CanFASD wants to help?
  - How does CanFASD go about helping its identified stakeholders?
3. How does CanFASD's current mission or the mission that you proposed support CanFASD's vision?
  - Is CanFASD's mission aligned with CanFASD's vision?
  - Will accomplishment of the mission lead to actualization of the vision?
4. Are you familiar with CanFASD's values? If so, what are CanFASD's values?
  - What does CanFASD believe are the "right way" to go about pursuing its mission?
  - What thoughts and opinions guide CanFASD's daily conduct?
  - How does CanFASD determine what is "right" and "wrong" for their stakeholders?
5. Who are CanFASD's key stakeholders and what do they expect from CanFASD?
  - Who is CanFASD trying to serve and what are their expectations?
  - Who works with and for CanFASD and what are their expectations?
  - Who are CanFASD's funders and what are their expectations?
6. At present, what are CanFASD's greatest strengths, weaknesses, opportunities, and threats?
  - Describe CanFASD's strengths. How should these be leveraged to maximize CanFASD's impact?
  - Describe CanFASD's weaknesses. How should these be addressed to maximize CanFASD's impact?
  - Describe CanFASD's opportunities. How can CanFASD capitalize on these opportunities?
  - Describe CanFASD's threats. How can CanFASD minimize the impact of these threats?
7. What do you believe CanFASD's strategic priorities should be for the next four years?
  - What strategies or objectives will help CanFASD achieve its mission during this period?
  - How would you prioritize / rank order these strategies or objectives, year over year?
  - What are each stakeholder group's unique strategic priorities or needs?

The same seven questions were presented to stakeholders who completed surveys, without the prompts. Two surveys were administered. The first survey included all twelve questions. The second survey only included question seven. The second survey was required to increase the volume of stakeholder input regarding future strategic priorities for CanFASD.