



STRATEGIC PLAN

2020-2023





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Family and Community Support Services Association of Alberta (FCSSAA)

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Strategic Plan facilitated and prepared by:



INTRODUCTION

The Family and Community Support Services Association of Alberta (FCSSAA) is a member-driven organization comprised of local FCSS programs funded through a provincial/municipal government grant. The Association provides resources for local programs, advocates on their behalf, and creates opportunities for networking and sharing among its members.

The Association Board is comprised of a President, ten regional representatives comprised of elected officials and/or local FCSS board members, and four members from Directors' Network – the professionals working within local programs. The nature of the existing Board appointments result in regular turnover due to local committee assignments and annual elections at the regional meetings. This reality can be both positive and negative, but regardless, makes strategic planning that much more important for continuity purposes.

This strategic plan replaces a version created in 2019. The Association has experienced considerable change because of human resources, policy, and provincial shift in ideology. The onset of COVID-19 created an additional layer of change.

The FCSSAA Strategic Plan (2020-2023) builds on the positive work put into the 2019 version, provides updated information, and seeks to enhance clarity for the Association moving forward.

STRATEGY

Due to social distancing requirements resulting from COVID-19, the FCSSAA Board participated in the strategic planning process using Zoom technology. The Association contracted *bassa* Social Innovations Ltd. to facilitate the process and prepare the final strategic planning document.

The facilitated process began with distribution of an online survey one week in advance of the Zoom call. The survey sought to create a baseline understanding of the Board's core competencies and record of success on key activities. The Zoom session was held on Friday, June 19, 2020 with 18 participants in attendance (15 Board members and 3 staff). The session was generally broken into four sections:

1. Introductions and site overview
2. Competency and activity discussion on survey results
3. Vision and mission
4. Goals and strategic activities

A summary report was prepared in the format of a "*What We Heard*" newsletter to capture key discussion points leading to the development of this strategic plan. The two documents can be used to complement one another and provide context for the direction presented here.

FCSSAA BOARD AND STAFF

Participating Board Members:

Karen Rosvold, President
Debbie Wood – Directors’ Network
Dmitri Dimopoulos – Calgary/Bow River
Duane Didow – Northwest
Evan Woolley – City of Calgary
George Glazier – East Central
Gordon Thomas – West Central
Janet Wilkinson - Yellowhead
Judy Smith – Directors’ Network
Lisa Hannaford – Directors’ Network
Loraine Berry – Edmonton/Evergreen
Michelle McKenzie – South
Murtaza Jamaly – Northeast
Randy Ell – Directors’ Network
Vicki Van Vliet Vaitkunas – City of Edmonton

Participating Staff:

Melissa Kraft – Executive Director
Colleen Burton Ochocki – Project Coordinator
Judy Macknee – Executive Assistant

FCSSAA VISION

Alberta’s unique FCSS preventive programming is understood to be an essential service contributing to our quality of life.

FCSSAA MISSION

To be the voice of FCSS programs in the province. We support and strengthen FCSS programs through:

- 1. Promotion of evidence-based research*
- 2. Professional development*
- 3. Current tools and resources*
- 4. Communication and coordination*
- 5. Collaboration*

STRENGTHS, OPPORTUNITIES, ASPIRATIONS AND RESULTS (S.O.A.R.)

The S.O.A.R. approach is similar in style to a more popular strategic planning process known as the S.W.O.T. analysis. The appreciative style of S.O.A.R. replaces the negative aspects of weaknesses and threats with aspirations and results. The following chart outlines the broad perspectives and insights captured through workshop discussions.



FCSSAA GOALS AND STRATEGIES

The FCSSAA Board focused their attention on the goals and strategic directions identified in the 2019 Strategic Plan. The comments and discussion have led to the revised goals and strategies for 2020-2023, which are presented under the following four headings:

- M. Membership
- A. Advocacy
- R. Relationships
- K. Knowledge

Within each goal is a value statement, operational, and strategic objectives designed to help guide the actions of the FCSSAA Board and staff. Success indicators follow each set of objectives.

M - MEMBERSHIP

FCSSAA members value the **information, resources, and networking** available through the Association.

- The Program Advisory Team (PAT) meets regularly to address program concerns or questions from members.
- Metis Settlements are actively engaged with FCSSAA and regional meetings.
- The FCSSAA celebrates the achievements of its members through awards, recognition, and stories.
- FCSSAA facilitates members to share information, insights, and research to improve service delivery and advance FCSS outcomes.
- FCSSAA conducts an annual member survey to assess the extent to which they are meeting member needs, invite feedback and encourage active participation.
- The Association maintains an active website and social media channels.
- The Association supports regional meetings, mentoring and events to strengthen the FCSS network including strategies for enhancing participation (i.e. travel subsidies, etc.).

Success indicators:

- Members identify FCSSAA as a credible source for information.
- Questions, comments, or concerns related to FCSS are accurately and effectively addressed by contacting FCSSAA.
- Members rely on FCSSAA to support regional activities and meetings.
- Members use and contribute to the FCSSAA Resource Bank.
- Participation in FCSSAA activities have increased among Metis Settlements, remote and rural communities.

A - ADVOCACY

FCSSAA is a respected voice for **preventive social services and community development** in Alberta.

- FCSSAA Board members participate in regional meetings to deepen their knowledge and understanding of matters important to their members.
- The Association supports members to draft meaningful, accurate and timely resolutions for consideration at the Annual General Meeting.
- An advocacy strategy is developed annually to outline topics, ministries, organizations, and key messages.
- Key messages are used by FCSSAA Board members to communicate consistently with government.
- Monitor and assess provincial priorities to modify and amend strategies and key messages.
- Advocacy results and feedback are communicated to FCSSAA members.

Success Indicators:

- Members view FCSSAA as a credible and effective advocate for issues or concerns that affect them.
- Members feel informed about current advocacy efforts and can easily reference past reports.
- The FCSSAA Board meets quarterly with officials from the Province of Alberta.
- Members have access to FCSSAA key messages, tools, and resources for use in local and regional advocacy efforts.

R - RELATIONSHIPS

<p>FCSSAA collaborates with integrity and purpose with other organizations.</p>	<ul style="list-style-type: none"> • FCSSAA maintains focus on relationships with government ministries (in cooperation with funding ministry), the Rural Municipalities of Alberta (RMA), the Alberta Urban Municipalities Association (AUMA) and the Intercity Forum on Social Policy (ICFSP). <ul style="list-style-type: none"> ○ Regular presentations and attendance at partner events and functions ○ Regular items and updates on partner meeting agendas • Criteria exists to articulate FCSSAA values, roles, responsibilities, and areas of interest to determine future partnerships and collaborations that are meaningful to the Association. <p>Success Indicators:</p> <ul style="list-style-type: none"> • Members from partner organizations can identify and communicate accurate information about FCSS • Partner organizations seek out opportunities to involve FCSSAA
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K - KNOWLEDGE

<p>Albertans have a consistent and accurate understanding of FCSS.</p>	<ul style="list-style-type: none"> • In cooperation with the Province of Alberta, ensure clear and consistent orientation materials are available to elected officials, volunteers and professionals delivering FCSS programs, and support development of evaluation and standardized reporting tools and methods. • Annual conferences, meetings and learning events increase network among FCSS programs and enhance understanding. • The resource bank remains current and provides valuable information about preventive social services and community development. • Key messages are developed and used to extend beyond brand recognition to enhanced knowledge of preventive social services. • FCSSAA provides and promotes professional development activities to enhance knowledge and understanding of important trends and topics in community development (i.e. racism, discrimination, Indigenous teachings, homelessness, etc.) • Enhance the use of technology to improve access and regularity of education, training, and networking opportunities across the Association. <p>Success Indicators:</p> <ul style="list-style-type: none"> • Evaluations from conferences and professional development activities demonstrate growth in understanding and knowledge. • Access and submissions to resource bank materials are refreshed annually. • Increased number of programs and participants engaging in Association learning events and activities. • Summary assessment of FCSSAA issued resources, materials, advocacy information, and communications reveal a series of unified messages.
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FCSSAA OPERATIONS

The FCSSAA Board identified a few key operational strategies that had appeared in the 2019 Strategic Plan. These items have been moved out of the strategic initiatives and appear in this section dedicated to administrative and operational matters:

1. Development and maintenance of a three-year strategic direction
2. Development and maintenance of annual business plans which includes financial management strategies, budgets, investments, and grant management
3. Maintain current operational and administrative policies and practices
4. Ensure consistent human resources policies and practices including employee recruitment, retention, remuneration, and evaluation standards

SUMMARY

The FCSS Association of Alberta provides Albertans with a unified voice on preventive social services and represents local FCSS programs by bringing together provincial and municipal elected officials, volunteers, and practitioners. By nature, FCSS programs tend to work behind the scenes to affect wellbeing among individuals, families, and communities – seldom in the limelight, often building connections in community to create favourable conditions for success, and rarely boastful about their achievements. The FCSSAA serves an important function to educate and advocate on behalf of its network of members.

The 2020-2023 FCSSAA Strategic Plan was prepared during a particularly challenging period. Significant service level reductions resulted from changes to provincial funding and the globe is reeling from a pandemic that is altering day-to-day life, employment and economic realities, and social connection. Therefore, this plan is intentionally simple to help hit the M.A.R.K. – by focusing on **members, advocacy, relationships, and knowledge**. The use of an acronym and accompanying visuals will help Board members with recall and messaging.

The FCSSAA Board is comprised of dedicated community leaders. Membership includes elected officials, local volunteer board members and practitioners. There is representation from every area of the province, and from rural, remote, and urban centres. The 2020-2023 FCSSAA Strategic Plan is intended to create a foundation for continued forward movement. As community, economic and social conditions change over time, the Strategic Plan provides a source of reference from which decisions and adjustments can be made.

STRATEGIC OVERVIEW

2020 - 2023



FCSSAA ADVOCACY LOOP

