



Strategic Plan

2022-2025



THE ASSOCIATION

The Family and Community Support Services Association of Alberta (FCSSAA) is a member-driven organization that serves local FCSS programs, directors, board members, elected officials, and staff.

The FCSSAA Board is comprised of board members and elected officials representing regions from across Alberta and members of the Directors' Network - professionals working within Alberta's local FCSS programs.

FCSSAA BOARD AND STAFF

The FCSSAA Board and staff participated in a full-day workshop on Thursday, April 28, 2022. This strategic plan represents their hard work, analysis, and consideration of member input.

Participating Board Members

Karen Rosvold, President
Brian Broughton - Yellowhead
Debbie Wood - Directors' Network
Duane Didow - Northwest
George Glazier - East Central
Gordon Thomas - West Central
Judy Smith - Directors' Network
Kourtney Penner - Calgary
Michelle McKenzie - South
Murtaza Jamaly - Northeast
Vicki Van Vliet Vaitkunas - Edmonton Evergreen
Wendy Robinson - Directors' Network

Participating Staff

Melissa Kraft - Executive Director
Colleen Burton Ochocki - Project Coordinator

Regrets

Loraine Berry - Edmonton Evergreen
Tara Gilchrist - Directors' Network

FCSSAA VISION AND MISSION

FCSSAA Vision

Albertans are stronger together

FCSSAA Mission

FCSSAA is a:

- ♦ True partner
- ♦ Information purveyor
- ♦ Relationship builder, and
- ♦ Connector

for our members, organizations, and partners.

FCSSAA Mandate

For the FCSS community in search of education, communication, and connection to help them achieve their full potential, the FCSSAA offers membership benefits that encourage growth, understanding, and development. We are driven by our commitment to provide intrinsic member value, information, and resources to promote our common cause and support our mutual interests. In so doing, we strengthen our members' capacity. We embrace our role as advocates and facilitators, driving systemic change so individuals, families and communities in Alberta are stronger together.

FCSSAA Target Audiences

- ♦ **Primary** - Local FCSS Programs (i.e. FCSS Directors, board members, elected officials, and staff) and Association board members and employees
- ♦ **Secondary** - Partner organizations (i.e. government departments, provincial and national organizations)
- ♦ **Tertiary** - Albertans that benefit from local FCSS programs and services

STRATEGIC OVERVIEW

Based on information obtained through the environmental scan and deeper analysis of the 2020 Strategic Plan goals, the FCSSAA Board resolved to consider changes that reflect member input, stated beliefs and objections contained within the Association bylaws, and member outcomes.

The following strategic overview emerged.

Strategic Focus: Member Services

NETWORK DEVELOPMENT

FCSSAA facilitates effective networking and communication among all Association stakeholders to achieve a "collaborative advantage".

PARTNERSHIP DEVELOPMENT

FCSSAA leads in the development and strengthening of strategic partnerships that support the delivery of preventative social services.

KNOWLEDGE DEVELOPMENT

FCSSAA will optimize knowledge creation, research, and learning opportunities to help local FCSS programs build capacity and achieve outcomes for their clients

Strategic Focus: Organizational Health

FINANCIAL SUSTAINABILITY AND RESILIENCE

FCSSAA builds and maintains financial resilience by growing the Association's resource capacity to meet its operational needs beyond membership fees and grants.

OPERATIONAL CAPACITY AND GOVERNANCE

FCSSAA has the capacity to serve as a hub or backbone organization to achieve operational excellence through investment in people, processes, and technology designed to strengthen local FCSS program outcomes.

OUTCOMES AND PERFORMANCE

FCSSAA collects, evaluates, and communicates member data, feedback, and information to understand the achievement of organizational strategies and outcomes, and to make data-informed decisions about member services.

NETWORK DEVELOPMENT

Strategic Focus - Member Services

Goal Statement:

FCSSAA facilitates effective networking and communication among all Association stakeholders to achieve a "collaborative advantage".

Network Development Strategies:

- ◆ Attract and retain members by articulating FCSSAA members benefits, delivering quality member services, and supporting local FCSS programs to effectively achieve FCSS prevention mandates and outcomes.
- ◆ Initiate, facilitate, and mediate connections to encourage more collaboration between Association members and partner organizations.
- ◆ Facilitate 'space' for FCSS members to share information, dialogue about challenges facing programs and communities, and engage in the creation of innovative and adaptive solutions.
- ◆ Communicate in a planned and coordinated manner to reach all target audiences.
- ◆ With local FCSS programs, identify factors that affect member capacity and their ability to deliver on FCSS outcomes, resources, technology, and leadership through an evidence-informed approach to assessing social needs and service delivery options.

Tactics:

- ◆ Identify, catalogue, and prioritize member benefits provided by the FCSSAA. Provide quality member communications to existing and potential new members.
- ◆ Engage in advanced planning for regional meetings to minimize travel requirements and maximize participation.
- ◆ Review and update terms and conditions related to Program Advisory Team.
- ◆ Redesign and launch new web-based platform to facilitate network development and information sharing tools for members.

Bylaw References:

Benefits: 1.1 1.2 1.3

Objectives: 2.1 2.2 2.5 2.6

PARTNERSHIP DEVELOPMENT

Strategic Focus - Member Services

Goal Statement:

FCSSAA leads in the development and strengthening of strategic partnerships that support the delivery of preventative social services.

Partnership Development Strategies:

- ◆ Leverage and maximize existing partnerships with the Government of Alberta and local municipalities that form the foundation of the FCSS program by ensuring a shared vision for prevention.
- ◆ Facilitate the connection of information and organizations to influence system change, advocacy, and innovation.
- ◆ Review existing partnerships for a more coordinated strategy of mutual support and cooperation toward addressing the unique needs of communities.
- ◆ Engage in a deliberate outreach to identify potential partners and establish formal relationships and collaborative structures to engage stakeholders in the private and non-profit sectors.

Tactics:

- ◆ Establish a partnership charter that outlines mutual benefits and desired outcomes resulting from a relationship with the FCSSAA.
- ◆ Assess current partnerships to determine the top five relationship priorities for the Association.
- ◆ Engage in meaningful dialogue with target partners to establish partnership objectives and processes.
- ◆ Generate an advocacy assessment and communications strategy to appropriately address urgent and ongoing concerns among members.

Bylaw References:

Benefits: 1.3 1.4

Objectives: 2.2 2.3 2.5

KNOWLEDGE DEVELOPMENT

Strategic Focus - Member Services

Goal Statement:

FCSSAA will optimize knowledge creation, research, and learning opportunities to help local FCSS programs build capacity and achieve outcomes for their clients.

Knowledge Development Strategies:

- ◆ Collaborate with the Government of Alberta to elevate the quantitative annual reporting results with qualitative examples to find emerging patterns for advancement or correction.
- ◆ Facilitate connection with Alberta's post-secondary institutions to increase research opportunities on the topic of prevention toward informed decision-making and program design to solve complex social and community issues across the province.

Tactics:

- ◆ Coordinate conferences, learning opportunities, regional meetings, board development, orientations, and member professional development sessions
- ◆ Convene an open invitation for Alberta's post-secondary institutions to learn about FCSS and explore potential research topics
- ◆ Generate a technology strategy to diversify training options to enhance professional development and reach a broader audience.

Bylaw References:

Benefits: 1.5

Objectives: 2.2 2.4 2.6

FINANCIAL SUSTAINABILITY AND RESILIENCE

Strategic Focus - Organizational Health

Goal Statement:

FCSSAA builds and maintains financial resilience by growing the Association's resource capacity to meet its operational needs beyond membership fees and grants.

Strategies:

- ◆ Develop an intentional revenue strategy that embraces a path to financial sustainability.
- ◆ Identify alternative methods to fund emerging programs and services to members.
- ◆ Generate an annual operating budget and reporting mechanism that articulates member benefits and the corresponding revenues and expenditures

Tactics:

- ◆ Review and prioritize the Association budget based on strategic priorities.
- ◆ Establish targets for new member and Associate member growth.
- ◆ Identify potential sources of revenue beyond member fees and government grant support

OPERATIONAL CAPACITY AND GOVERNANCE

Strategic Focus - Organizational Health

Goal Statement:

FCSSAA has the capacity to serve as a hub or backbone organization to achieve operational excellence through investment in people, processes, and technology designed to strengthen local FCSS program outcomes.

Strategies:

- ◆ Position the FCSSAA as a backbone organization to achieve collaborative advantage.¹
- ◆ The FCSSAA maximizes collective impact while acknowledging local autonomy and seeking to identify key patterns and trends affecting the social well-being across Alberta communities.

Tactics:

- ◆ Review and update operational strategies, policies, and plans on a regular basis
- ◆ Actively engage in Board and professional development
- ◆ Establish a mechanism to regularly 'monitor' progress and challenges being faced by FCSS programs

¹ Collaborative advantage is the condition whereby multiple organizations together achieve something that individual organizations could not achieve alone (Huxam, 2003).

OUTCOMES AND PERFORMANCE

Strategic Focus - Organizational Health

Goal Statement:

FCSSAA collects, evaluates, and communicates member data, feedback, and information to understand the achievement of organizational strategies and outcomes, and to make data-informed decisions about member services.

Strategies:

- ◆ The FCSSAA has a clear understanding of its operational targets and milestones including the relative health and capacity of its members to deliver on FCSS outcomes at a local level.
- ◆ Member services are targeted to areas of collective interest and need.

Tactics:

- ◆ Develop an evaluation framework for FCSSAA with corresponding member survey to assess annual performance standards
- ◆ Develop and provide internal and external data collection and evaluation support
- ◆ FCSSAA Board and Staff have access to developmental opportunities and resources to achieve organizational outcomes
- ◆ Build and maintain a healthy organizational and workplace culture
- ◆ Use data and evaluation results for decision making

BYLAW REFERENCES

Belief Statements (FCSSAA Bylaws - 1.0)

1. The value of prevention as a means of optimizing individual and community development
2. The importance of voluntarism and volunteers to create and nurture healthy and productive communities
3. The benefit to local communities and municipalities of mutual support and cooperation
4. The need and value of creating and sustaining open communications with and among each other.
5. The need to collaborate in the research and analysis of social concerns.
6. The importance of local autonomy for determining local service needs, priorities, and delivery mechanisms

Objectives (FCSSAA Bylaws 2.0)

1. To strengthen and maintain a structured system of networking and sharing of information and expertise amongst communities, boards, and staff
2. To investigate and pursue common issues and concerns affecting municipal preventive social programs and of the Boards and other groups duly appointed by a Local Authority to administer such programs
3. To advocate on behalf of local communities and programs to the general public, municipal governments, regional service/governance bodies, provincial agencies and authorities, and national agencies and authorities
4. To provide orientation and education to individuals, communities, boards, and staff via conferenced, training events, and newsletters
5. To provide assistance regarding concerns or issues of a local or regional nature, where possible, and when specifically requested, to individual FCSS Boards or other groups duly appointed by Local Authorities to provide preventive social programs.
6. To develop critical tools to assist communities and programs to meet local mandates and needs.