

FUSESOCIAL

2020-2023 STRATEGIC PLAN



DATE: NOVEMBER 9, 2020

INTRODUCTION

FuseSocial is a leader in Fort McMurray Wood Buffalo social profit community. FuseSocial is committed to strengthening the capacity of all social profit organizations in the community through education, development, innovation, research, and collaboration.

FuseSocial is a trusted leader in the Fort McMurray Wood Buffalo social profit community. FuseSocial is dedicated to strengthening the capacity of all social profit agencies and works tirelessly to ensure that these agencies are heard, understood, and provided with exceptional program and services. Specific programs and services offered include:

- Leadership and educational programs
- Volunteerism programs
- Shared services
- Knowledge generation and social innovation programs

FuseSocial also plays an active role in the continued development of the Fort McMurray Wood Buffalo social profit sector by participating and leading various community initiatives aimed at identifying social needs and building sustainable, community-based solutions.

STRATEGIC PLAN

The FuseSocial Board of Directors and Senior Directors crafted this strategic plan after extensive consultation with a diverse array of community stakeholders who have a vested interest in the development and ongoing improvement of the Fort McMurray and Wood Buffalo social profit community. FuseSocial will implement initiatives between 2020 and 2023 to achieve the objectives and outcomes outlined in this plan.

VISION, MISSION, AND VALUES

VISION

A thriving Wood Buffalo with remarkable and sustainable social profits.

MISSION

To strengthen the Wood Buffalo social profit sector.

VALUES

FuseSocial Board members, leaders, and staff share a core set of values. These values guide Board members, leaders, and staff as they deliver programs and services to the Fort McMurray Wood Buffalo social profit sector.

FuseSocial is...

- Bold
 - Take calculated risks, challenging the status quo, and leading with courage and confidence.
- Accountable
 - Act in a way that ensures our organizational goals are justified.
- Inclusive
 - Foster an environment that ensures all people feel welcome, engaged, and valued.

- Collaborative
 - Build reciprocal relationships and bring people together to co-create meaningful social change.
- Agile
 - Adapt quickly and intentionally in the face of changing social conditions and needs.

Through the enactment of these values, FuseSocial Board members, leaders, and staff hope to serve as guides, mentors, and role models to others within the Fort McMurray Wood Buffalo social profit sector.

STRATEGIC OBJECTIVES AND ASSOCIATED OUTCOMES

FuseSocial will achieve the following strategic objectives and outcomes between 2020 and 2023.

STRATEGIC OBJECTIVE #1

LOOK INWARD – PRIORITIZE THE DEVELOPMENT OF OUR BOARD MEMBERS, LEADERS, STAFF, AND VOLUNTEERS.

ASSOCIATED OUTCOMES

Achievement of this strategic objective will result in the following outcomes.

- Improved capacity to foster and sustain cohesive relationships amongst Board members, leaders, staff, and volunteers
 - Achievement of this outcome will ensure that FuseSocial is able to retain its Board members, leaders, and staff, be consistently viewed as an employer of choice within the Wood Buffalo social profit sector, and purposefully build relationships with volunteers. Maintaining Board members, leaders, staff, and volunteers will allow FuseSocial to pursue its goals without the disruptions that accompany turnover. Further, productivity and morale will remain high which will increase FuseSocial's capacity to contribute to meaningful change within the social profit sector.
- Improved knowledge, skills, and abilities amongst Board members, leaders, staff, and volunteers
 - Achievement of this outcome will result in improved bench strength amongst FuseSocial Board members, leaders, staff, and volunteers. This improved bench strength will translate into greater efficiencies which will in turn allow FuseSocial to develop and implement a larger number of programs and services. These changes will ensure that Board members, leaders, staff, and volunteers are placed in the best position possible to achieve positive results and the needs of the community will be consistently met in the process.

STRATEGIC OBJECTIVE #2

BE SUSTAINABLE – ENHANCE THE MANAGEMENT OF OUR HUMAN AND FISCAL RESOURCES.

ASSOCIATED OUTCOMES

Achievement of this strategic objective will result in the following outcomes.

- Increased funding diversity
 - Achievement of this outcome will increase the range of funding sources that FuseSocial utilizes to generate reliable and sustainable funding. Through this work FuseSocial will expand its fiscal resources. With

greater fiscal resources FuseSocial will be well positioned to maintain its current program and service offering and develop new programs and services required within the community.

- Increased human resource capacity
 - Achievement of this outcome will ensure that FuseSocial has an adequate volume of Board members, leaders, staff, and volunteers available to provide programs and services to the community. Human resource deficits and limitations will be eliminated and FuseSocial will be well positioned to meet the steadily rising demand for support within the social profit sector. Finally, Board members, leaders, staff, and volunteers will not be overtaxed and forced to operate beyond their capacity to provide this support.

- Improved resource utilization
 - Achievement of this outcome is predicated on a clear understanding of the needs within the social profit community and FuseSocial's role in meeting these needs. Through social research and innovative practices FuseSocial will generate this understanding. This understanding will shape how FuseSocial utilizes its resources and maximize positive impact on the social profit community.

STRATEGIC OBJECTIVE #3

HAVE IMPACT- FOSTER A NETWORK OF RELATIONSHIPS THAT ENABLE SOCIAL CHANGE.

ASSOCIATED OUTCOMES

Achievement of this strategic objective will result in the following outcomes.

- Increased commitment to transparency and sharing amongst leadership within the social profit sector.
 - Achievement of this outcome will lead to increased trust between leaders in the social profit sector. With increased trust, leaders will collaborate and share information and resources freely. Once this practice becomes the norm leaders will create sustainable solutions that benefit Wood Buffalo residents.

- Improved ability to work collaboratively in formal and informal ways to achieve common goals and outcomes within the community.
 - Achievement of this outcome will directly stimulate social innovation and result in a greater collective impact across the community. Organizations within Fort McMurray Wood Buffalo will be better equipped to leverage their collective resources to effectively respond to needs in the midst of an everchanging, dynamic social, economic, and environmental landscape.

- Improved local accountability for change and community-level improvement
 - Achievement of this outcome will increase accountability at the local level and consistently create opportunities for organizations within and outside the social profit sector to connect and exchange knowledge and resources.

- Improved system capacity and sustainability
 - Achievement of this outcome will enable the community to draw upon their collective knowledge and experience to identify needs and gaps, and help build sustainable, long-term wellness solutions.

- Improved focus on the unique needs of the people who use programs and services

- Achievement of this outcome will ensure that the social profit community engages the people who are most knowledgeable about their experiences and needs – Wood Buffalo residents themselves.

STRATEGIC OBJECTIVE #4

BUILD CAPACITY- DELIVER BEST IN CLASS PROGRAMS AND SERVICES.

ASSOCIATED OUTCOMES

Achievement of this strategic objective will result in the following outcomes.

- Improved leadership capacity within the social profit community
 - Achievement of this outcome will help to ensure that social profit agencies in the Wood Buffalo social profit sector develop and deliver programs and services that are aligned with residents' expressed needs. Doing so will increase the likelihood that these programs and services will be utilized, and that positive, lasting changes will occur.
- Increased access to a talented and sustainable pool of volunteers within the social profit community
 - Achievement of this outcome will enable volunteers within the community to have more opportunities to contribute their knowledge, skills, and experiences to the betterment of the community. This will result in increased feelings of fulfillment and contribution amongst volunteers. Volunteers help social profit agencies increase the reach of their programs and services and the number of people in need served.
- Improved functioning within social profit organization Boards and operational teams
 - Achievement of this outcome will allow social profit agencies to govern and operate more efficiently and effectively. Through good governance and strong operations social profit agencies will be able to utilize and deploy their resource in a more strategic manner. These improvements will result in less duplication of services, fewer gaps in services, and more Wood Buffalo residents with social needs receiving the services that they need to thrive.