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**Executive Summary**  
**Strategic Plan 2019 to 2021**  
**October 2018**



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# 1 Introduction

FuseSocial is a social profit agency located in the Regional Municipality of Wood Buffalo, including Fort McMurray. The organization was formed in 2013 as an amalgamation of Leadership Wood Buffalo, Volunteer Wood Buffalo and Non-Profit Sector Link Wood Buffalo. The rationale for this important amalgamation was “by forming one agency, the Vision was to familiarize collective impact, collaboration and social innovation while continuing to deliver our great programs.” This was an amalgamation of three philosophically and practically, like-minded organizations.

FuseSocial has now been operating for five years and has continued to deliver volunteerism, leadership development and other programs, as well as to pursue initiatives involving research and social innovation. However, as often occurs with new and growing organizations, FuseSocial has also faced its share of challenges.

FuseSocial has used strategic planning as an important governance and management tool in undertaking the key decisions and directions the organization has pursued. In 2015, the organization completed a Strategic Plan, which was refreshed in 2016 and 2017.

In the spring of 2018, FuseSocial, with new Board members and Executive Director, identified that it was an opportune time to undertake the next generation of strategic planning. In support of this initiative, the facilitator undertook a series of environmental scan tasks involving seven interviews with key informants, as well as a survey distributed to approximately forty social profit agencies within the Wood Buffalo area. The survey and interviews focused on identifying the key strengths and challenges of the organization, and recommendations on its future priorities and directions. This information was consolidated and became an important resource in the Strategic Planning Workshop held on September 28 and 29, 2018 involving the Board of Directors and senior staff.

This document represents the Executive Summary of the Strategic Plan. It was approved by the Board of Directors at their October 2018 meeting.

## 2 Vision

A Vision is like a horizon. It represents a point in the future that is visible to stakeholders and causes them to work collectively to reach the common objective together.

The following Vision was developed for FuseSocial.

**A thriving Wood Buffalo with remarkable social profits.**

## 3 Mission

A Mission defines to a reader the essence and fundamentals of an organization as to what it does, its purpose and focus. Every strategic and tactical decision an organization undertakes needs to align and be supportive to its Mission. If an organization is faced with a decision that does not support its Mission, it needs to ask why it would make such a decision or to assess the need for a new Mission.

The following Mission Statement was developed for FuseSocial.



## 4 Values

Values have three roles within a Strategic Plan. First, they provide the opportunity to further describe themes within the Mission Statement. Second, they identify how FuseSocial will engage with people. Third, they provide a possible platform upon which to develop organizational accountabilities.

The following Values have been developed for FuseSocial.

<b><i>Relationships</i></b>	<b>We believe...</b> in growing relationships with all social profits built on trust, respect and the achievement of mutual benefits on behalf of Wood Buffalo residents and the broader community.
<b><i>Innovation and Excellence</i></b>	<b>We believe...</b> in constantly pursuing and promoting a culture of excellence in all that we do.
<b><i>Collaboration</i></b>	<b>We believe...</b> in the need for active collaboration and partnership initiatives that leverage resources and deliver enhanced benefits for all the people and the communities served.
<b><i>Capacity Building</i></b>	<b>We believe...</b> In the importance of continually building the capacity of the social profit sector to meet the evolving needs of residents and the community.
<b><i>Commitments with Results</i></b>	<b>We believe...</b> in making commitments that lead to the achievement of positive results.
<b><i>Diversity and Inclusion</i></b>	<b>We believe...</b> in building on the strengths and diversity of our community, and ensuring all are included and treated equally.
<b><i>Communications and Transparency</i></b>	<b>We believe...</b> in open and transparent communications with our partners, stakeholders and the community.
<b><i>Accountability and Stewardship</i></b>	<b>We believe...</b> in being accountable for the decisions we make, being effective stewards of the resources provided to us, and acting with integrity in all that we do.

## 5 Value Proposition

A Value Proposition delineates the first level of how FuseSocial undertakes achieving its Mission, and the value it will bring to the people it engages with, principally the social profits in Wood Buffalo.

The following Value Proposition has been developed for FuseSocial.

**We help strengthen social profits through education, development, innovation and collaboration opportunities that are accessible and relevant.**

## 6 Strategic Directions and Priorities

Strategic Directions and Priorities represent the Board’s directions to management in moving the organization forward in realizing its Vision and Mission. For FuseSocial, four Strategic Directions and a series of aligned strategies / objectives have been developed.

The following Strategic Directions and Priorities have been developed for FuseSocial for the 2018 to 2021 planning period. Some of these initiatives need to move forward more quickly to overcome the immediate challenges and concerns being experienced, while others can be pursued over a longer time frame.

### 1. Strengthen Our Community Relationships and Engagements

- 1.1. To actively deepen our working relationships and contacts with social profits, funders and other community stakeholders.
- 1.2. To strengthen our collaborative activities through improved listening, understanding and more peer-based relationships.
- 1.3. To actively facilitate and / or participate in sector networks, planning tables and related community focused initiatives and events.

### 2. Focusing Our Role and Services

- 2.1. To clearly define the roles and scope of FuseSocial’s services.
- 2.2. To continually improve our programs, particularly related to:
  - a. Leadership development
  - b. Volunteerism
  - c. Support services
- 2.3. To reconvene our community partners to explore the viability of the Strategic Road Map.
- 2.4. To collaborate with our community partners on the need and value of future research initiatives

### 3. Advancing Our Strategic Communications

- 3.1. To communicate the input and results of our strategic planning process, and clarify the role and priorities for FuseSocial.
- 3.2. To consistently celebrate, our successes and the successes for social profit partners.
- 3.3. To significantly improve our programs and services communications, outreach and interactions with our social profit partners and the community.
- 3.4. To improve consultation with our social profit partners in developing our programs and supports, and in developing our organizational roles and outcomes.

### 4. Strengthening Our Capacities To Serve

- 4.1. To undertake the development of a comprehensive set of organizational policies and procedures.
- 4.2. To explore organizational design and development opportunities, ensuring internal accountabilities and capabilities.
- 4.3. To improve our organizational outcome measures and reporting.
- 4.4. To implement best practices in diversifying our Board and staff to better reflect the community.
- 4.5. To continue to build a culture of transparency, innovation, follow-through and being an effective learning organization.