

# STRATEGIC PLAN 2011-2015

## EXECUTIVE SUMMARY

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*“African Community Services is very helpful, it is nice to see that someone cares and is available to help us”*

-Peel Community Participant

*ACS would like to gratefully acknowledge:*

*> The United Way of Peel*

*> The Region of Peel and*

*> OCASI*

*for their support in helping us develop this strategic plan.*

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## INTRODUCTION

As the newcomer population in the Peel region continues to grow there has been a corresponding increase in the need for services and resources required to support this group. ACS's mission is to improve the quality of life of members of the newcomer community in Peel by providing them with the support, information and services necessary for healthy integration into Canadian society. In the light of the growing needs of the newcomer community in Peel, ACS has focused its services towards meeting the needs of African and Black newcomer community members of Peel. The growth of ACS has been informed and directed by strategic plans created in 1997 and in 2003. Though the last strategic plan expired in 2007 the momentum created by the plan has continued to move ACS beyond 2007.

ACS has experienced a need to define new directions and goals for itself due to the changes in its community dynamics, funding structure and to ensure further growth in key areas. This need resulted in the development of its new strategic plan for the period 2011 to 2015.

The objective of the strategic plan is to inform and direct key stakeholders of the African Community Services (ACS) on vital goals and objectives to be accomplished during the period 2011 to 2015. The strategic plan document highlights the outcomes of the strategic planning review, consultations and outcomes.

## PROJECT METHODOLOGY

The following goals were established and implemented as part of the project activities:

1. Strategic Planning Committee- Develop an internal team, comprising of staff representing all programs and levels of agency structure to support and drive the strategic planning process.
2. Mission & Identity- Analyze ACS's current mission and branding (logo and agency name) with respect to its current and future goals and the strength of its brand equity in the community
3. Agency Operations- Review current governance process, organizational structure, program structures and administrative operations to

identify strengths and areas for improvement

4. Agency programs and Services- Review all agency program, services and activities with relation to current community needs and capacities
5. Environmental Scan- Conduct an environmental scan to identify current and potential future trends in the newcomer community of Peel region
6. Identify Potential Areas for Development – Highlight outcomes of all of the review to create an inventory of potential short, mid and long term goals for ACS
7. Prioritize Key Goals – Identify critical goals in relation to community needs and

ACS's growth potential and an action plan to achieve the key goals

8. Strategic Planning Document- Develop a plan document that outlines the road map for ACS to achieve its key strategic goals
9. Logic Models for Implementation- Develop logic models for action planning to implement each of the strategic goals
10. Evaluation Plan– Develop an evaluation plan and tools to evaluate the success of the implementation of strategic goals

# STRATEGIC GOALS

## KEY STRATEGIC DIRECTIONS:

1. INCREASING OPERATIONAL EFFECTIVENESS
2. EXPANDING & ENHANCING PROGRAMS & SERVICES
3. DEVELOPING LEADERSHIP IN SERVING THE AFRICAN COMMUNITY IN ONTARIO

## Increasing Operational Effectiveness

An organization's ability to deliver effective programs and services is largely dependant upon its organizational structure, administrative policies and practices, human resource capacity and management practices, effective governance and fundraising. ACS due to its experience of over 18 years of operation has developed key organizational competencies that have helped sustain its growth and existence. As ACS is looking to further its growth over the next four year period and manage challenges from changes to its funding structure, it is imperative for ACS to develop competencies and make changes to key areas of its operations. The following were identified as key sub goals to be accomplished:

- a. Create a new service-stream based integrated program structure that optimally aligns programs for operational & programming effectiveness
- b. Develop and implement a new fundraising strategy that will ensure increased, diverse and flexible funding for ACS
- c. Develop and implement a strategy for outcome based programming across all existing and new programs
- d. Enhance board governance through board action committees and enhance human resource management through a new performance management process and updating policies to meet current legislations

## Expanding and Enhancing Programs and Services

ACS has over the last 18 years continued to provide programs, services and activities that are not only relevant but also critical to the newcomer community in the Peel region. Recent changes to its funding structure have impacted its ability to continue these services at similar scale. The foremost task ahead of ACS is to ensure that all current programs, services and activities are sustainable through current and other potential funding. Once the sustenance of these programs, services and activities are ensured then ACS should focus on rebuilding its settlement services for francophone African and Black newcomers, besides its newcomer youth mentorship services. The following were identified as key sub-goals to be accomplished:

- a. Enhance equitable access to programs, services and activities
- b. Develop and offer diverse programming to increase youth client participation and enhance programming for seniors
- c. Ensure sustenance and expansion of the newcomer settlement and employment support programs
- d. Ensure the sustenance of the Women & Families program, Violence & Abuse Prevention program and Health & Wellness program

## Developing Leadership in Serving the African Community in Ontario

For over 18 years, ACS has built its expertise and capacity in serving the African newcomer community and while there are other community service providers who serve the African community yet the specialization that ACS has achieved is unparalleled. This unique capacity and competency must be used to further the growth of ACS. Developing ACS into a centre of excellence for services to the African community would help ACS attract vital resources that are critical for its growth and also ensure a position of leadership for ACS among newcomer service providers. The following were identified as key sub-goals to be accomplished:

- a. Develop ACS into a centre of excellence for services to the African community
- b. Develop and implement a strategy for advocacy and service partnerships

## IMPLEMENTATION TIMELINES

No	Strategic Sub-goal	Sep 2011 to Aug 2012	Sep 2012 to Aug 2013	Sep 2013 to Aug 2014	Sep 2014 to Aug 2015
1	Create an integrated program structure				
2	Develop and implement a new fundraising strategy				
3	Develop and implement an outcome based programming strategy				
4	Enhance board governance and human resource management				
5	Enhance equitable access to programs, services, activities and em-				
6	Develop programming to increase youth clients and seniors				
7	Sustainability and expansion of the newcomer settlement and employ-				
8	Sustainability of the Women & Families program, Violence & Abuse Pre-				
9	Develop ACS into a centre of excellence for services to the African				
10	Develop and implement a strategy for advocacy and service partner-				