

ACTION FOR HEALTHY COMMUNITIES



2015-2025 STRATEGIC PLAN



TABLE OF CONTENTS

Introduction.....	2
Purpose of This Strategic Plan.....	2
Our Mission	2
OUR VALUES	2
Objects (Objectives).....	2
Our Vision.....	2
Strategic Direction	3
Performance Indicators	6
Appendix A: AHC’s Community Development Model	10
Appendix B: AHC’s SWOT Analysis	12



INTRODUCTION

Action for Healthy Communities (AHC) is a registered not-for-profit organization with charitable status. Since 1995, the organization has worked with Edmonton residents to strengthen community capacity and build healthier and stronger communities. AHC plans expand their reach to communities outside of Edmonton in the coming years.

AHC adopts a more broadly defined concept of community health. As described by the World Health Organization: “Health is a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity”. AHC further includes social economic and cultural determinants of health, such as:

- Food & nutrition
- Physical fitness
- Mental health
- Neighbourhood support
- Financial security
- Spirituality
- Heritage & culture
- Recreation
- Healthy environment
- Meaningful occupation
- Social networks
- Social integration
- Family environment
- Anti-violence
- Affordable housing
- Education opportunities

AHC has five major programs: (1) Settlement; (2) Community Capacities; (3) Employment and Life Skills; (4) Healthy Living; and (5) Volunteer Program. AHC will continue to work with individuals, groups, partners, stakeholders, and funders to ensure its programs effectively address the diverse needs of communities in which we work. To build each program AHC draws upon a specially-designed model for community development, as well as staff expertise. See Appendix A for AHC’s Community Development Model.



PURPOSE OF THIS STRATEGIC PLAN

The Board of Directors and Staff of AHC developed this strategic plan through several planning sessions. The plan was developed to ensure we are leveraging our strengths and opportunities while mitigating our weaknesses and threats. See Appendix B to review AHC's SWOT Analysis.

AHC's Strategic Plan is and will continue to be used as tool for: continuous planning; program management and evaluation; and communication. This is an updated working version of the Society's Plan for the next 10 years: Apr 1, 2015 – Mar, 31 2025. It will be updated by the Board of Directors and staff annually to reflect and guide the evolution of AHC programs.

OUR VISION

Active individuals and groups committed to using their skills, knowledge, culture, and values to build a stronger and healthier society.

OUR MISSION

Action for Healthy Communities Society of Edmonton is committed to fostering individual and group participation and action to improve the comprehensive and holistic health of diverse communities.

OBJECTIVES

To build the capacity of individuals and groups to improve their lives and communities through a unique community building process, including support, mentoring and training.

OUR VALUES

As an organization, AHC will achieve its vision through steadfast adherence to its core values:

Collaboration – We encourage community members to work together toward common goals based on shared concerns and values.

Participation – We are dedicated to a process that fosters community participation in activities that improve health and wellbeing.

Personal Development – We believe that continuous reflection and learning is essential for self-motivation and reaching potential.

Respect – We recognize and honour the diverse needs of all communities.

Excellence – We strive for high quality programs to the communities we serve to achieve successful outcomes.



STRATEGIC DIRECTION

The following are AHC's Goals to achieve its vision over the next 10 years.

Goal 1: Increase AHC's unrestricted funding base to \$500,000 by 2020

Description: AHC's primary funding source is from the public sector. We will pursue more unrestricted funding to reduce risk and further stabilize the financial health of the organization.

Actions

- Develop a 5-Year Business Plan to support funding growth/implementation
- Develop strong business partnerships
- Start a social enterprise (e.g. After school program or Training consultation)
- Strengthen fundraising activities (e.g. donors and events)

Goal 2: Continue to deliver quality programs that adapt to the diverse needs of our communities

Description: AHC will sustain the quality of our existing programs while pursuing opportunities to expand our support to other populations facing barriers. We will evaluate all programs to ensure they meet high quality standards and align with our mission and vision.

Actions

- Develop a performance measurement system
- Strengthen recruitment and maintenance of volunteer base (e.g. training, appreciation and management)
- Create a program to prevent chronic illness across Canada (i.e. Public Health Agency of Canada)
- Diversify programs to support other populations facing barriers such as more counselling programs (e.g. multicultural - mental health and employment counselling)
- Create cross-sector partnerships with educational institutions, businesses and non-profits to run new programs



Goal 3: Enhance AHC's brand and public image

Description: AHC will develop its brand with the intention to increase the awareness of our organization. We want AHC to be an Edmonton household name with a reputation for quality programs.

Actions

- Develop marketing plan
 - Explore creating a viral YouTube video
 - Explore creating an AHC song to bring exposure
- Hire full time Marketing/Communications Coordinator
- Strengthen social media and marketing presence by focusing on Twitter, Facebook, written publications, public speaking engagements and advertisements (e.g. TV or radio)

Goal 4: Promote sustainable growth

Description: AHC's leadership will ensure growth initiatives: meet the organization's mission and vision; do not compromise the quality of existing programs; and contribute to the stability of the organization. As part of this goal, AHC will continue to plan for the purchase of a facility to help us become more financially sustainable.

Actions

- Create a business plan for purchasing our own facility
 - Use funds from our Social Enterprise to buy facility
- Develop Ad Hoc committee for facility purchase
- Purchase facility
- Identify champions for AHC to leverage potential funding opportunities
- Grow reserve fund
- Use unrestricted funds to sustain Executive Director and Financial Manager positions and to hire a full time Marketing/Communications Coordinator, Fund Development Coordinator and Administrative Assistant



Goal 5: Strive towards excellence in Governance

Description: AHC will continue to build the strength and diversity of the Board and Staff to ensure they are responsive to the present and future needs of the organization.

<p>Actions</p>	<ul style="list-style-type: none">• Develop succession plan for Executive Director and Accountant• Develop organizational policy manual - update and consolidate existing policies.• All Board Members participate in board development training• Recruit a lawyer onto the Board• Create an employee recruitment, evaluation and retention plan
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PERFORMANCE INDICATORS

To monitor its pursuit of strategic goals, AHC has identified a number of performance indicators. These are aligned with AHC's five core businesses and will serve to measure progress toward its goals over the next 10 years.

A brief word on performance indicators:

- Performance indicators do not determine good or bad performance wholly by themselves. Missed performance targets can be the result of extenuating factors, such as changing environmental conditions or faulty assumptions in planning, in addition to poor performance. But performance indicators do allow organizations to gauge their progress against their strategic goals and identify operational areas that require more intensive investigation.

For each performance indicators listed in the table below, a target to be met within the 10-year measurement period will be established and reported on. The Board will review performance indicators and targets on an annual basis to ensure progress continues apace and to assess the ongoing relevance of the targets.

Goal 1: Increase AHC's unrestricted funding base to \$500,000 by 2020			
Actions	Performance Indicator	Target Completion	Responsible
1. Develop a 5-Year Business Plan to support funding growth/ implementation	100% completion	December 2015	AHC Staff Member and Board Members (for approval)
2. Develop strong business partnerships	Develop one new business partnership per year for the next five years	Annually	AHC Staff Members, Board Members and Volunteers
3. Start a social enterprise (e.g. After school program or Training consultation)	Social enterprise set-up and producing income	December 2016	Volunteers
4. Strengthen fundraising activities (e.g. donors and events)	Two major fundraisers per year that raise over \$30,000 each	December 2020	Board Members and Volunteers



Goal 2: Continue to deliver quality programs that adapt to the diverse needs of our communities			
Actions	Performance Indicator	Target Completion	Responsible
1. Develop a performance measurement system	100% completion and roll-out	March 2016	AHC Staff
2. Strengthen recruitment and maintenance of volunteer base (e.g. training, appreciation and management)	Completion of Volunteer Plan	December 2015	AHC Staff
	Active volunteers base of 1000	December 2020	AHC Staff
3. Create a program to prevent chronic illness across Canada (i.e. Public Health Agency of Canada)	Program initiated	December 2015	AHC Staff
4. Diversify programs to support other populations facing barriers such as more counselling programs (e.g. multicultural - mental health and employment counselling)	Implement one new program per year that responds to needs of communities	Annually	AHC Staff
5. Create cross-sector partnerships with educational institutions, businesses and non-profits to run new programs	Develop one new partnership to support each new program	One per new program	AHC Staff

Goal 3: Enhance AHC's brand and public image			
Actions	Performance Indicator	Target Completion	Responsible
1. Develop marketing plan	100% Completion	September 2015	AHC Staff
2. Hire full time Marketing/ Communications Coordinator	100% Completion	December 2016	AHC Executive Director/Board Members
3. Strengthen social media and marketing presence by focusing on Twitter,	2000+ followers on Facebook and Twitter	December 2017	Communications Coordinator



Goal 3: Enhance AHC’s brand and public image

Actions	Performance Indicator	Target Completion	Responsible
Facebook, written publications, public speaking engagements and advertisements (e.g. TV or radio)	Two written publications per year	Annually	AHC Executive Director/ Communications Coordinator
	Two public speaking engagements per year	Annually	AHC Executive Director/ AHC Staff/ Board Members

Goal 4: Promote sustainable growth

Actions	Performance Indicator	Target Completion	Responsible
1. Create a business plan for purchasing our own facility	100% Completion	December 2015	AHC Staff/Consultant
2. Develop Ad Hoc committee for facility purchase	Committee set-up	December 2015	Board Members
3. Identify champions for AHC to leverage potential funding opportunities	Champions identified	December 2015	Board Members/Executive Director
4. Use unrestricted funds to sustain Executive Director and Financial Manager positions and to hire a full time Marketing/Communications Coordinator, Fund Development Coordinator and Administrative Assistant	Funding sustained for Executive Director Position	December 2016	Board Members/Executive Director
	Funding sustained for Financial Manager	December 2016	Board Members/Executive Director
	Funding for full-time Marketing/Communications Coordinator	December 2016	Board Members/Executive Director
	Funding for Fund Development Coordinator	December 2017	Board Members/Executive Director
	Funding for full-time Administrative Assistant	December 2018	Board Members/Executive Director



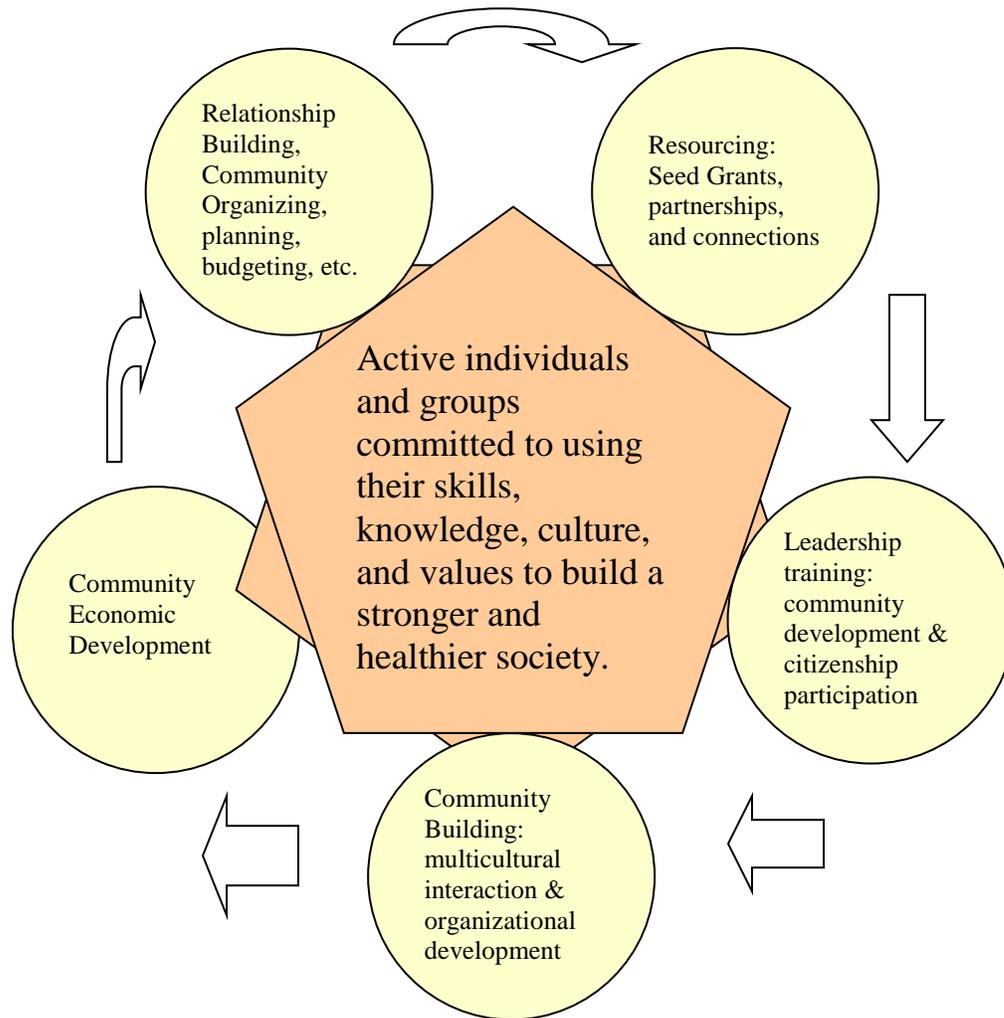
Goal 4: Promote sustainable growth

Actions	Performance Indicator	Target Completion	Responsible
5. Grow reserve fund	Reserve fund is \$500K	December 2020	Board Members/Executive Director
6. Purchase facility	Facility purchased	December 2025	Facility Committee/Board Members/Executive Director

Goal 5: Strive towards excellence in Governance

Actions	Performance Indicator	Target Completion	Responsible
1. Develop succession plan for Executive Director and Accountant	100% Completion	December 2015	Personnel Committee
2. Develop organizational policy manual	Policy Manual created	December 2015	Policy Committee
3. All Board Members participate in board development training	All Board Members attend one Board Development session per year	Annually	Board Members
4. Recruit a lawyer onto the Board	Lawyer on the Board	December 2015	Board Members
5. Create an employee recruitment, evaluation and retention plan	100% Completed	June 2016	Personnel Committee with participation from AHC Managers

APPENDIX A: AHC'S COMMUNITY DEVELOPMENT MODEL



APPENDIX B: AHC'S SWOT ANALYSIS

The following chart identifies AHC's existing strengths that need to be maintained, built upon or leveraged and AHC's existing weaknesses that need to be remedied or stopped.

Strengths	Weaknesses
<ul style="list-style-type: none"> ◆ Staff: experienced, diverse, passionate, dedicated, well-trained, educated, knowledgeable Executive Director ◆ Governance/Board: highly qualified, dynamic, active, supportive ◆ Volunteers: strong presence ◆ Social Capital: staff connections in the communities; strong relationships within non-profit sector and public funders ◆ Funding/Financial: stable and long-term funding, relationship development with funders, working toward social enterprise, transparent financial statements ◆ Organizational Experience: over 20 years of experience and expertise in capacity building and community development work ◆ Physical Resources: office space, equipment, access to meeting rooms ◆ Programs: positive outcomes, participatory approach, diverse and innovative programming ◆ Culture: adaptive organization, shared values among staff and AHC organizational culture, harmonious working environment ◆ Policies: Good bylaws and policies in place (e.g. financial and personnel) ◆ Human Resources: Lower employee turnover than in the past; good benefits, and stable core staff 	<ul style="list-style-type: none"> ◆ Resources: limited access to technology or resources to introduce new technology to enhance efficiency in the organization (e.g. software or funds to train staff), process to sustain volunteer base and manage volunteer relationships ◆ Public Funding: restricted funding - most funding is tied to a specific project, uncertain funding for certain positions like Executive Director and Accounting, funds for institutional strengthening and other operational costs, dependence on funders' objectives/ limitations ◆ Non-public funding base: corporate relationships and funding, limited success with fundraising initiatives, board connections to business world, experience amongst board and staff to conduct business ◆ Human Resources: Staff development/career progression opportunities, no formal succession plans in place for key roles such as Executive Director and Accountant ◆ Brand Awareness: Social media presence to communicate the organization's value to the community and to promote events and programs, recognition amongst non-target populations and corporate world ◆ Governance: slow process to make decisions amongst board and staff

The following chart identifies AHC's potential opportunities and threats. Opportunities will need to be prioritized and optimized, and threats will need to be countered or minimized.

Opportunities	Threats
<ul style="list-style-type: none"> ◆ Demand: great need for programs that improve physical, mental and emotional health; continuous flow of new people (immigrants) to Alberta who want to find a sense of belonging and community in their new home ◆ Funding: new government sources for funding, government priorities in line with mandate (e.g. capacity building) ◆ New Partnerships: corporate funders and individuals, non-profit, educational institutions ◆ Growth: motivation amongst staff and board for social enterprise; opportunity to share our existing community building and education institution model to have a larger impact on communities and enhance our visibility ◆ Employee Attraction: non-for-profit can be an attractive employer to recent post-secondary graduates - opportunity to provide internships for short-term employment ◆ Marketing: using social media to promote ourselves 	<ul style="list-style-type: none"> ◆ Funding: Uncertainty of sustainable funding, loss of funding during economic downturn, increasing funding demands to acquire matching funds from other donors (e.g. corporate, individuals, etc.) ◆ NGO organizational challenges: staff and Board Member turnover, shrinking volunteer base, ground for training staff who leave for higher salaries, cannot provide competitive wages ◆ Rental market: loss of rental property when lease up for renewal, availability of rental property, increasing rent