



2016-2019 Strategic Plan

Goals, Background and Key Strategies

Developed by ACS' Strategic Plan Oversight Committee (SPOC); Approved by ACS Board of Directors – February 25, 2016

Our Vision

Justice, opportunities and equitable access for all.

Our Mission

Fostering community well-being and social justice through positive action and leadership.

Our Values

Our employees and volunteers share basic values, related to our vision and mission, which are evident in all our initiatives and in the way in which we work. We value:

- people in all their diversity, individuals, families and communities;
- treating each person with dignity, respect, fairness, courtesy and compassion;
- empowerment of people so they can achieve their goals;
- each other and the work we do;
- excellence, professionalism and accountability in service;
- service provided in a timely, courteous and friendly manner
- results and outcomes that are effective and efficient;
- personal and corporate integrity, ethics and responsibility;
- creativity, ideas, learning, change, innovation and entrepreneurship;
- a non-adversarial, non-confrontational, cooperative approach;
- partnerships with individuals, organizations, communities and governments; and
- public confidence in our work.

Goal: To champion a specific social justice issue by focusing on a liveable wage campaign

Background: ACS' daily work with clients and our community is based on a foundation of championing social issues. These include reducing domestic violence, enhancing literacy, reducing homelessness, reducing poverty and securing human rights. Our agency has historically benefitted from shining a light on a particular issue and focussing strategic efforts and identified resources to increase the rate of progress on improving or mitigating a social issue. A recent example was ACS' homelessness initiative that was laid out in the 2011-2014 Strategic Plan.

The foundation of the liveable wage campaign is that household poverty can be mitigated by providing an adequate wage. Through the work of Vibrant Abbotsford an education and awareness campaign to promote liveable wages is underway. As a large employer and highly connected community advocate striving to become a Living Wage employer, we could lend significant momentum to this social cause.

Achievement of this goal will contribute to the mitigation of family poverty and improve the lives of our community members.

Key Strategies:

- Increase the minimum wage of ACS staff and ACS contractors towards the Fraser Valley liveable wage
- Coordinate and collaborate with, for instance, Vibrant Abbotsford to increase the number of employers providing a liveable wage.

Goal: To increase community awareness of services, donor engagement and advocacy campaigns by leveraging the ACS brand.

Background: ACS has a brand developed from decades of delivering core community services to Abbotsford while also testing new best practices. The brand involves these advantages: being a large organization with respect to retaining highly skilled staff and strong administrative support services; the flexibility and innovative culture to be responsive to the programming and client services needs of the community; and establishing and enhancing partnerships that lead to community action and change.

Achievement of this goal will ensure that all community members can find Abbotsford Community Services in order to access services or to support our initiatives.

Key Strategies:

- Expand ACS Ambassador program to target specific markets
- Design and implement a marketing strategy to increase community awareness
- Design and implement a marketing strategy to increase donor engagement
- Design and implement a marketing strategy to increase advocacy campaigns by leveraging ACS brand
- Develop and deliver a promotional campaign to target specific markets

Goal: To increase dollars raised with an emphasis on “where most needed”.

Background: ACS has strong, diverse and stable funding to cover the majority of our core operating and service deliverables. ‘Where most needed’ funding, also called discretionary funding, is revenue that isn’t tied to a specific service contract and has been given by a donor or comes via an unrestricted revenue stream to be used ‘where most needed’.

ACS has a multi-stepped process involving stringent assessment criteria to allocate “where most needed” dollars. Requests come from programs with a short-term gap in funding, or that require seed money for a new initiative. When a request is related to a short-term funding gap, advocacy to funders is usually also incorporated into this process.

Increasing ‘where most needed’ funding refers to increasing the absolute amount of that funding, but also increasing the diversity of the revenue streams that contribute to that funding.

Achievement of this goal will ensure that we maintain and enhance our ability to serve the community’s needs with responsive and innovative services and programming.

Key Strategies:

- Secure a social enterprise opportunity
- Increase planned giving contributions
- Increase number of discretionary donors or, increase donation per donor

Goal: To strengthen our capabilities in quality assurance, IT, marketing, and fund development.

Background: Abbotsford Community Services history has always involved growing as it accommodates new service needs and/or funding opportunities. The past 5 years have been no exception with significant increases in the agency's overall budget, the number of program locations, and the number of staff.

Parallel to this recent growth have been stressors on a number of infrastructure items:

- The incorporation of a greater range of IT supports but also a consequent vulnerability to digital information loss or damage.
- The need to broaden awareness about our agency's increased services in an environment where there is greater competition for our community's attention.
- An agency commitment to explore best practices, but staff asking for a less time intensive, more stream-lined quality improvement system.
- The need for "where most needed" dollars for programs in order to designate additional core funds to support infrastructure?

Achievement of this goal will increase the ability of Abbotsford Community Services to demonstrate and share the impact of delivering on our mission as an agency that fosters community well-being and social justice through positive action and leadership.

Key Strategies:

- Develop a cyber-security framework and determine if needed staff and resources are in-place.
- Assess staff and resource capacity for the development and implementation of an enhanced marketing strategy.
- Strengthen our capabilities in order to enhance our quality assurance system, and assess needed staffing and resources
- Strengthen our capabilities in order to enhance our fund development campaign(s) and assess needed staffing and resources