



STRATEGIC PLAN 2020 – 2025

Empowering Families to
Take Charge of Their Well-being

INTRODUCTION

This document sets out Free For All Foundation (FFAF) strategic goals for the next five years. It describes the organisation's vision, purpose and key goals that will be implemented to ensure it has the capability to achieve its purpose and vision.

The plan has one aim: to dramatically improve the lives of children, youth, seniors, and families. To achieve this, we will deliver outstanding services, responding swiftly and effectively to the needs of our clients. We will support and empower our clients and staff to ensure that significant and long-term changes occur. Our policies and practices will serve to ensure that our plans deliver favourable outcomes for our clients. To this end, this Strategic Plan provides three clearly articulated goals embraced by the organization to change the lives of our clients for the better. The plan will guide our work from 2020 to 2025 and was developed in consultation with our clients, supporters, volunteers, staff, Board members and a consultant.

The first goal focuses on the services we provide. These goals highlight the need to extend our services throughout the Region and improve outcomes for children, youth, seniors, and families. As we grow, awareness of the organization should increase to the point where it continues to be recognized as a trusted service provider attracting and fostering new clients, volunteers, donors, supporters, and partners.

The second goal relates to enhancing the organization's operational focus. This goal will improve our internal structure and the quality of our services, ensuring more effective and efficient processes for delivering our services. The emphasis of the third goal is to strengthen partnerships and leverage resources to avoid duplication of effort and to have greater impact. You can help by joining us to make this happen!



Dr. David Green
Executive Director, FFAF



OVERVIEW



Free For All Foundation (FFAF) is a well-established, community social service, non-profit organization and a registered Canadian charity which has been providing programs and services in the community for the past 19 years. The organization focuses on supporting youth, seniors, and families. Programs and services include wraparound counseling, education, scholarships, skills development, leadership, mentoring, wellness, recreational activities, and parenting support. The agency is well established in the community, and client satisfaction surveys consistently indicate that programs and services are positively received and that clients would recommend FFAF to others.

FFAF is governed by a strong volunteer Board of Directors, with funding for the work provided through contracts with several provincial and federal government Ministries, community partners, and through donations. FFAF is managed by an Executive Director and services are delivered by approximately 13 staff members and 47 volunteers.

Our first four-year Strategic Plan prepared in 2011 was refreshed in 2015 and reviewed annually. In 2020 that plan was again reviewed and updated, with the assistance of an outside facilitator, a board member, and the Executive Director. This document is the result of that review and update.

As part of the review and updating process, a variety of techniques were used to collect information and develop ideas for this plan. The Executive Director led the examination of relevant reports, previous years' plans, the agency's social media, and client satisfaction survey results, as well as feedback from partnering agencies. Staff and Board members participated and offered inputs.

As an established and mature organization, FFAF is in a position to move beyond just providing existing "core" services, and to take on a leadership role in the local social services sector, exploring innovative ways to improve its own service delivery and its own operations, while collaborating with partners to address some of the larger systemic issues that face the sector.

VISION

To empower marginalized youth, families, seniors to enhance their skills for success.

MISSION

Engage, nurture, and inspire residents to thrive through opportunities in education, employment, and wellness.

VALUES



- **Service Excellence** – We provide excellence in services and link clients for other appropriate resources in community.
- **Inclusive** – We welcome and value inclusiveness and are accessible to all.
- **Innovative** – We encourage critical thinking and creative solutions.
- **Expertise** – We take pride in the level of knowledge and expertise that drives our mission.
- **Integrity** – We speak and act openly and directly.
- **Collaboration** – We are committed to sharing information with funders, clients, staff, and the public.

CORE PROGRAMS & SERVICES



PROGRAM APPROACH



SWOT ANALYSIS



STRENGTHS

- Administrative capability
- Strong program operations
- Reputation as an innovative service provider
- Critical mass to operate programs
- Link to FFAF given its potential



WEAKNESSES

- Development capabilities
- Retaining professional staff
- Sub-par marketing
- The unrealized potential of Free For All Foundation



OPPORTUNITIES

- Geographic expansion
- Developing of social enterprise
- Targeting cooperation and individual membership
- Responding to the needs of families.
- Defining key outcomes & metrics
- Sectoral Consolidation



THREATS

- Changing funding climate
- Changing not-for-profit regulatory climate
- Change in Government

STRATEGIC GOALS & OBJECTIVES



- All Core programs are supported by staff and volunteers.
- FFAF will use promising practices to deliver these core programs.

Objective: 1 To be an organization of choice

- Developing a new marketing plan and strengthening current marketing to ensure that the community knows who we are, building on outreach and engagement practices.
- Embedding the stories and experiences of youth, seniors and families into the organization's advocacy, service planning and outreach.
- Actively leading, informing, and engaging in the shaping of a system that works to respond to the needs of youth, seniors, and families.
- Seeking opportunities to share our work and practices across a diverse range of stakeholders.
- Cultivating a culture of learning for youth, families, and seniors with a focus on continuous quality improvement and outcome-focused performance management in all areas of the organization.
- Promoting youth engagement and partnerships to strengthen programs and benefit youth.
- Promoting physical literacy and well-being.

Objective: 2 Develop new partnerships and enhance existing ones to leverage resources for impact

- Understanding, defining, rationalizing, and strengthening existing partnerships to assist FFAF in meeting the needs of those we serve.
- Formalizing all partnerships, focusing on defining responsibilities and accountabilities; identifying and capitalizing on efficiencies, avoiding duplication.
- Seeking out partnerships that will further our long-term strategic goals, including but not limited to those with educational institutions, funders, and donors.
- Volunteering to explore and foster philanthropy in the non-profit and public sectors to drive service delivery and excellence.
- Developing one (1) new partnership annually and two (2) initiatives that promote partnership with shared objectives.
- Sharing quarterly information with partners and identifying and engaging evaluation stakeholders.
- Encouraging Board members to join other boards.

Objective: 3

Maintain a strong, sustainable organization

- Implementing an organization structure that aligns with and supports future directions.
- Expanding and diversifying our funding base to increase funding/donations by 20% annually.
- Developing operating plans and budgeting strategies that support the mandate of the organization and are financially achievable and sustainable.
- Ensuring organizational approaches and practices that develop, retain, and attract talented people committed to achieving our vision.
- Evolving our governance framework to align with and support future directions.
- Investing in our engaged, highly capable, and knowledgeable staff by benchmarking existing positions to maintain a high-performance culture.
- Strengthening professional development opportunities and practices to enhance service excellence, increase retention of talented high-performing staff, and promote equity of opportunities for all staff.
- Implementing and maintaining a high functioning technology infrastructure to facilitate services coordination, support integration, and enhance staff efficiency, effectiveness, and communication through agency programs.

PERFORMANCE EVALUATION

Ongoing programs will be evaluated bi-annually. These evaluations will share:

- Plans for quality improvement that detail regular monitoring activities.
- Impact data showcasing the organization's promising practice and new approaches to service delivery through the design of a new data system.
- Improvements to the quality and consistency of client data through improvement in client output and outcomes.
- Policy changes, gaps, and improvement opportunities.
- Communication strategies comprised of annual public awareness campaigns and monthly public newsletters.

GUIDING PRINCIPLES

- We value the work of our member agencies and recognize the contribution members make to their communities and the people they serve.
- We deliver quality services in a professional manner with honesty and respect.
- We create strong and positive environment with partners and funders.
- We work collaboratively with our clients, staff and volunteers, value all input and support and promote open and honest communication.
- We are committed to best practices and seek to develop innovative solutions to better support our clients.

MOVING FORWARD

As we move forward into the execution phase of our strategy, the FFAF Board and senior leadership team commit to following a focused and structured approach toward implementing the changes required to achieve our goals and objectives.

Managing the change agenda, the reach of our vision, as well as the sheer number of strategic initiatives in our plan, suggests that we will be implementing change at FFAF way into the future. The accelerating pace of change in the world around us means that in some areas our organization will be called upon to embrace new ways of doing things rapidly and in quick succession. Continuous change will be an important element of our operating paradigm in the years ahead.

IMPLEMENTATION

We will implement our initiatives in discrete stages (or ‘waves’), avoiding a big approach. Each wave of implementation will be supported by an overall roadmap detailing the strategic initiatives that will be addressed at that stage, along with an indication of interdependencies and target timeline; this will ensure that all involved will have an opportunity to see what is being planned and when the changes will be introduced.

HOW WE DO THIS

As each strategic initiative is implemented, the Executive Director and leadership team will ensure that the critical steps have been successfully completed before the next objective is introduced. This will guard against bottlenecks and organizational fatigue.

MONITORING PROGRESS

The Executive Director and leadership team will track implementation status against the agreed project plans, using a simple-but effective status report template applied consistently across all the agency.

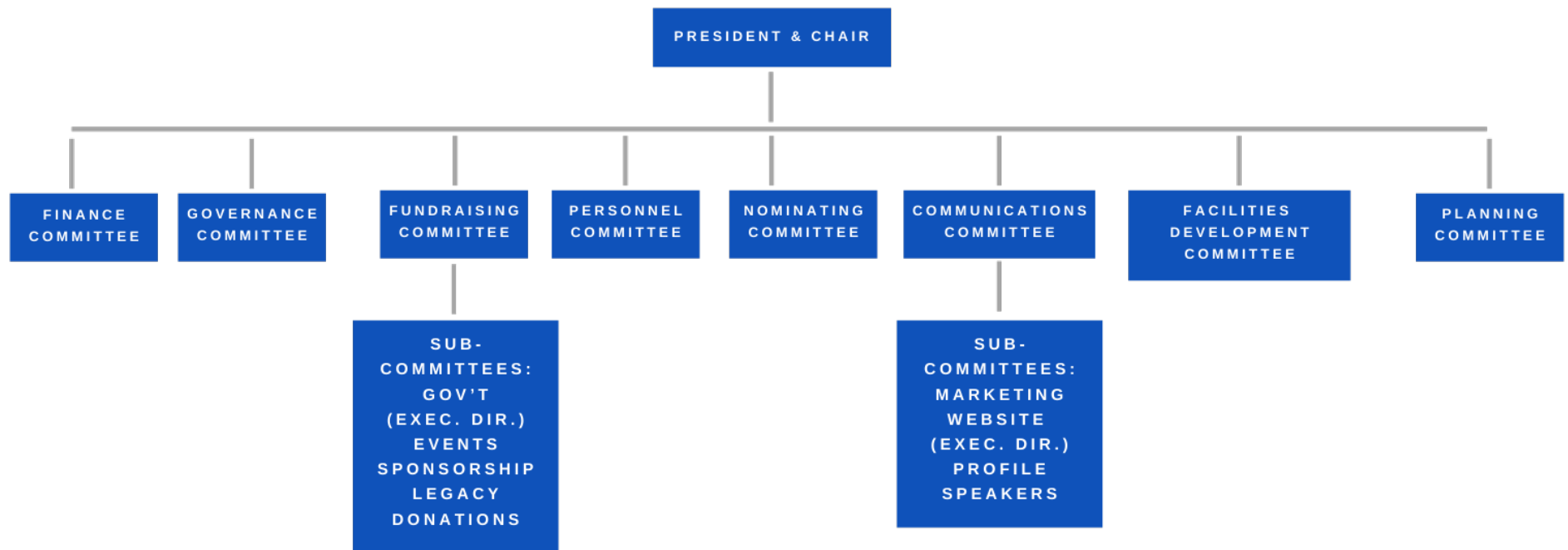
During execution, the team lead will identify roadblocks or unexpected issues impacting the implementation plan; senior leadership will be expected to respond quickly to address the identified impediments.

COMMUNICATION

We will deliver short, meaningful, and authentic messages to our stakeholders concerning the change program. Importantly, we will communicate in an interactive way — seeking input and ideas, rather than simply sending out communiqués.

This will provide valuable feedback to senior leadership concerning the benefits of the changes being introduced as we move forward, we see organization’s level of resilience and are we ready for the next wave of change.

FREE FOR ALL FOUNDATION BOARD'S COMMITTEE STRUCTURE





FINAL WORDS

While the Free For All Foundation provides youth, seniors and parents with many resources and supports and a host of interested, informed and dedicated individuals who offer a variety of programs and services, this Strategic Planning project uncovered a number of gaps in the paths that will lead youth to become productive citizens.

Some of these gaps will be closed, especially in the context of specific programs and services. However, we do need to step back and look at the larger picture. Several issues were identified, i.e., cross-organizational boundaries; the best solutions will come from looking at the problems and solutions in an integrated or systemic way. These solutions will require not only the commitment of people like the committee partners involved in this project, but employers, parents, educators, and governments at all levels.

Although only three potential goals are outlined in this document, readers are invited to consider how some of the other issues that project participants identified are relevant in their own context. Readers should think about how these might be addressed within specific programs and organizations they are involved with.

There are many opportunities for involvement, and we encourage all to help us act quickly: the benefits of finding good solutions will accrue not only to youth, but to everyone in the communities in which they live and work. They are, after all, our future.

As referenced earlier in the document, the project committee has committed to continue to work together and with other partners to see the three goals transformed into reality in the coming years. **If you are interested or know an appropriate agency that could be interested please feel free to contact our office at 905 499-4486.**

STRATEGIC PLANNING PARTICIPANTS

APPENDIX

Executive Board:

Lola Gayle, President & Chair
Andrew Cooper, First Vice-President
Jerry Adel, Second Vice-President
Winston Mapp Sr., Past-President
Dr. David Green, Executive Director

Directors

Kerry-Lee Crawford
Carla Morton
Vivian Johnson
Dave Yaciuk
Annette Morgan
Tianna Thomas
Nirma Jesuthasan

Youth:

Marcus Chamber
Brandon Gray
Katie Wilson

Staff:

Sheryl Thompson, Operations Manager
Taeghan Thomas, Program Coordinator
Brea Smikle, assistant Coordinator
Tanya Palmer, executive assistant
Aurila Thomas, Family Councilor

Volunteers/Planning Team

Rainford Cornish
Barbara McFarlane
Jaz Singh
Alicia Stevenson
Maxine Stewart
Anjana Thom
Ravleen Sodhi

Partnering Agencies:

Center for Education Training
Peel Leadership Center
Aspire For Hire
Hope Family Services
Sheridan College
Peel Police
Region of Peel Health Service
Punjabi Community Health Services
Peel District School Board
The Region of Peel
Knight's Table
Sai Dham Food Bank
Trillium Health Kids Fit
Windsor University
Humber College



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