



**Community Counselling
& Resource Centre**

Strategic Plan

2013 - 2016

**Approved by CCRC Board of Directors
May 30, 2013**

**Draft - Achievements to date
March 30, 2016**



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VISION, MISSION, VALUES AND OPERATING PRINCIPLES

Community Counselling and Resource Centre's *Strategic Plan 2013-2016* reinforces its Vision, Mission, Values and Operating Principles, as follows:

VISION

CCRC exists to make a positive and lasting difference in people's lives

MISSION

CCRC helps people strengthen their lives and promotes community well-being. We do this through services that offer counselling, support and resources to assist with personal well-being, credit and financial management, access to housing and connection with community.

VALUES

We promote individual and community well-being through:

Respect

Meeting people with caring, compassion, acceptance

Commitment to Clients

Offering high quality, supportive, accessible, and integrated services

Commitment to Community

Addressing issues including those related to poverty and social justice which affect our clients, through involvement in partnerships, education and advocacy

Leadership

Providing expertise and support to identify and respond effectively to emerging needs relevant to our purpose

Volunteerism

Recognizing the importance of volunteerism

OPERATING PRINCIPLES

CCRC has an ongoing commitment to strengthen its service capacity by:

- Maintaining a client-centred focus
- Ensuring services respond to changing needs
- Offering services that are accessible, affordable and integrated
- Creating partnerships that benefit clients and enhance services
- Advocating about priority policy issues that affect clients
- Maximizing financial stability and accountability
- Being a desired place to work and volunteer

STRATEGIC PRIORITIES AND GOALS: 2013- 2016

CCRC's *Strategic Plan 2013-2016* sets forth three strategic priorities to guide the work of the agency over the coming years, goals to follow these priorities and an initial list of next steps to fulfill these goals.

CCRC is committed to moving forward in the following areas towards its vision and mission:

1. Strengthen Sustainability

Goals:

Increase Board commitment to resource development and fundraising
Develop and manage resources to respond to pressing service needs
Develop a sustainable fundraising plan
Measure and communicate the impact of services

2. Deepen Client-Centred & Social Justice Approach

Goals:

Advocate for clients' needs
Focus on diversity and inclusivity
Address social injustices related to client needs, such as poverty and violence
Influence public policies related to clients' needs

3. Invest in Staff and Volunteer Resources

Goals:

Maintain a positive, caring culture
Commit to leadership and skills training
Enhance opportunities for nimble, flexible action
Enhance use of technology to support service delivery
Enhance volunteer engagement

Steps to Move Forward

Goals (2013 – 2016)	Achievements to March 2016	Achieved?
<ul style="list-style-type: none"> • Strengthen sustainability - develop and manage Board resources <ul style="list-style-type: none"> ○ Review Board governance and responsibilities ○ Ensure we have the committees needed to address strategic directions (eg. Do we need a finance committee? Risk management committee?) ○ Program Managers to present to Board at least annually 	<ul style="list-style-type: none"> • Reviewed options for separate fundraising Foundation, decided to maintain current structure • Revised committee structure to match strategic goals – added Finance Committee, increased role of RD committee • Done 	<p style="text-align: center;">Yes</p> <p style="text-align: center;">Yes, but needs further review</p> <p style="text-align: center;">Yes</p>
<ul style="list-style-type: none"> • Strengthen sustainability – resource development <ul style="list-style-type: none"> ○ Complete goals in Trillium project (2012-2015) ○ Create sustainable resource development & communications plans ○ Develop new branding messages ○ Increase volunteer engagement in fundraising ○ Explore options for collective impact 	<ul style="list-style-type: none"> • Completed, with full report Trillium in • Completed 5 year RD and communications plans • Completed new Brand Identity and logo • Increased FR volunteers from --- to --- • Completed research and training for LT on collective impact • Developed proposals to UW for collective impact, not funded • Initiated and developed pilot Havelock Hub 	<p style="text-align: center;">Yes</p> <p style="text-align: center;">Yes</p> <p style="text-align: center;">Yes</p> <p style="text-align: center;">Ongoing</p> <p style="text-align: center;">Yes</p> <p style="text-align: center;">No</p> <p style="text-align: center;">Yes</p>

<ul style="list-style-type: none"> ○ Explore opportunities for social enterprise (eg. EAP,DMP) ○ Showcase the success and community impact of programs 	<ul style="list-style-type: none"> ● Enhanced marketing and profile of fseap ● Increased fseap from --- to --- contracts ● Continue DMPs with challenges from competitors ● Increased profile with new brand and logo ● Increased social media presence ● Increase profile through 60th anniversary events 	<p>Yes Yes Ongoing</p> <p>Yes & Ongoing</p>
<ul style="list-style-type: none"> ● Strengthen sustainability – resource management <ul style="list-style-type: none"> ○ Ensure programs are managed within resources available ○ Review program mandates, focus delivery on clients in most need ○ Review workflow patterns to ensure efficiencies ○ Adjust services to address funding constraints, deficits and wait times ○ Consider the impact of waiting lists 	<ul style="list-style-type: none"> ● (65,816) deficit in 2013, 1,613 surplus in 2014, 96,401 surplus in 2015 ● Most program mandates determined by funders, streamlined all programs in 2015 following cut in UW funding ● Reviewed administrative processes and processes by program ● Streamlined all programs in 2015 following cut in UW funding ● Special initiatives in Counselling to address wait lists 	<p>Partly</p> <p>Yes</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>
<ul style="list-style-type: none"> ● Deepen client-centred & social justice approach - advocate for clients’ needs <ul style="list-style-type: none"> ○ Continue training and proactive advocacy role on poverty, diversity and other issues affecting clients 	<ul style="list-style-type: none"> ● Less work on this at Board/staff level as focused shifted to fundraising ● Staff continue to be involved on a variety of social justice initiatives 	<p>Needs further attention</p>

<ul style="list-style-type: none"> • Invest in Staff and volunteer resources - maintain positive culture <ul style="list-style-type: none"> ○ Build on strengths of a positive, respected, caring Staff ○ Provide training to assist Staff in serving increasing complexity of clients (esp. mental health) ○ Review Staff compensation in relation to sector ○ Continue role in training, developing students ○ Celebrate successes 	<ul style="list-style-type: none"> • Staff teams hold training session • Regular speakers at staff meetings • Limited training budgets • Not completed, limited funds to bring about change • Reviewed and improved benefit plan • High level of student involvement • Celebrated Erica Fund, 60th anniversary, new logo 	<p>Needs more attention</p> <p>Needs more attention</p> <p>Yes</p> <p>Ongoing</p>
<ul style="list-style-type: none"> • Invest in Staff and Volunteer resources <ul style="list-style-type: none"> ○ Address issue of operating as a “thin” organization ○ Enhance opportunities to stay “nimble” as an organization ○ Find creative ways to provide administration and back-office support ○ Increase technology training and resources 	<ul style="list-style-type: none"> • Commitment by board to increase sustainability • Training for leadership team on social innovation & social impact • Recovery plans re UW funding • Development of Havelock Hub • Integration work, connecting with other agencies re back office work • Improved computers for all staff • Increasing social media role 	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>

<ul style="list-style-type: none">○ Address challenges of working from two sites○ Increase accessibility at both sites	<ul style="list-style-type: none">● Exploring chairlift for Reid St	Ongoing Ongoing
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Appendix 1

Strategic Plan Creation Process

Community Counselling and Resource Centre (CCRC) undertook a strategic planning exercise in the fall of 2012 with the following goals:

- To review action on strategic commitments in its 2009-2012 Strategic Plan.
- To assess changes in community needs and funding trends.
- To determine directions CCRC can take to enhance its sustainability.
- To revise strategic goals as needed.

Key questions posed for this planning process were:

- How can CCRC be more sustainable?
- How do we best define our agency and broad program roles in the community?
- What challenges and opportunities do our programs face due to changing trends in community needs, funding patterns and other services? (For example, impact of Family Health Teams, for-profit competitors, growing complexities of client issues, other).
- What directions could CCRC take to enhance our revenue? (For example, fundraising, government funding, EAP, Debt Management Programs, other).

The review process took place from September 2012 to May 2013, involving the CCRC Board, Executive Director, Managers and Staff. This included discussions among the Board, Executive Director and Managers at 3 Board meetings through the fall, a facilitated input session involving all Staff and the Board in April and a facilitated session with the Board and Executive Director in early May.

Dawn Berry-Merriam of the Peterborough Social Planning Council (PSPC) attended the Board meeting in October 2012 to present information on demographic trends in the community. Alicia Doris and Jonathan Bennett of Laridae Communications facilitated the Staff input meeting in April and the session with the Board in early May. They used a 'kitchen table' approach at the meeting with all Staff, allowing Staff to have input while Board members listened

Information considered in preparing this plan included a review of action taken on the 2009-2012 Strategic Plan, a report on the Staff 'kitchen table' consultation written by Laridae Communications and a Quality of Life Report prepared by PSPC. This information is available on request from CCRC.