



# **Operational Plan 2019**

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## I. Introduction

We are pleased to present CCRC's Operational Plan 2019, describing our achievements in 2018 and outlining our key directions, activities and impacts for our programs and work for the coming year.

This plan is presented at a time of significant change for CCRC, as I retire in April 2019 following 18 years of service, and our Housing Resource Centre Manager, Rosemary O'Donnell and Credit Counselling Services Manager, Steve Wesley retire in May 2019, following 28 and 34 years of service respectively. We have engaged in a time of transition to move forward with these changes, celebrating the achievements of those leaving and welcoming new leaders to the agency.

Effective April 2019, Kirsten Armbrust will take the role of Executive Director, Jane Wilders returns to CCRC to take Kirsten's former role as Professional Counselling and Employee Assistance Program Manager, and Annie Hedden assumes a new role of Program Manager, Housing Resource Centre, Credit Counselling Services and Community Service Order programs.

- Our Plan reflects work on these changes and a continued commitment to service delivery, including specific plans to:
- Help over 6,500 households maintain and secure housing, strengthen relationships and gain control of their finances.
  - Increase integration of services for clients.
  - Review our Strategic Plan 2017-2020 and begin the process for a new plan to be completed in the spring of 2020.
  - Maintain standards for accreditation through the Canadian Centre for Accreditation (CCA).
  - Enhance our fundraising achievements through Juke Box Mania and work with our donors and supporters.
  - Enhance connections in the community through social media and other communications.

Our achievements are only possible through energetic commitments and strong team work of our staff, Board and volunteers. Thanks are extended to our Board of Directors for their leadership; our staff for their service to clients and the community; our Leadership Team (Kirsten Armbrust, Hanah McFarlane, Rosemary O'Donnell, Lynda Terry, Steve Wesley and Jason Stabler) for their vision and dedication; and, our many funders, donors and partners for their support.

Thank you for the opportunity to serve the community through CCRC!  
Casey Ready,  
Executive Director

## Operational Plan – 2019

### II. Agency-Wide

#### 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.

#### STRATEGIC PRIORITIES AND GOALS: 2017 – 2020

##### **1. Strengthen Sustainability**

*Continue Board commitment to resource development and fundraising*  
*Seek innovative, creative, resource development approaches that do not put vulnerable clients at risk*  
*Develop and manage resources to respond to pressing service needs while maintaining sustainable workloads*  
*Measure and communicate the impact of services*  
*Develop partnerships and collaborations that enhance services and are sustainable*

##### **2. Continue Client-Centred & Social Justice Approach**

*Advocate for clients' needs*  
*Reduce wait-times and increase access to services*  
*Deepen understanding and commitment to 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, Student and Volunteer Resources**

*Maintain a positive, caring culture*  
*Commit resources to maintain a skilled, competitive workforce*  
*Enhance opportunities for nimble, flexible action*  
*Enhance use of technology to support service delivery*  
*Enhance volunteer engagement*

## **VALUES**

We promote individual and community well-being through:

### **Respect**

Meeting people with caring, compassion, acceptance

### **Commitment to Clients**

Offering high quality, supportive, accessible, inclusive 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 to identify and respond effectively and ethically to emerging needs relevant to our mission

### **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, inclusive 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

## Operational Plan – 2019

### Strategic and Agency Leadership

Outcomes	QI	Activities	Who (Position)
Leadership is provided to CCRC so that its vision, mission, values and strategic directions are advanced	QI	<p><b>Transition to New Executive Director</b></p> <ul style="list-style-type: none"> <li>Work with Board in supporting the transition to a new ED</li> </ul> <p><b>Strategic Plan</b></p> <p>Initiate process to develop new Strategic Plan for 2021-2024.</p> <p>Implement Strategic Plan 2017-2020, including: <b><i>Strengthen Sustainability</i></b></p> <ul style="list-style-type: none"> <li>Support the Board in achieving its fundraising goals</li> <li>Engage in training on innovative resource development approaches</li> <li>Seek income through creative approaches, including grants, social enterprise and fees, including but not limited to tseap and DMPs</li> <li>Review and develop plans for sustainable staff workloads</li> <li>Measure and communicate the impact of services</li> <li>Develop partnerships and collaborations that enhance services and are sustainable</li> </ul> <p><b><i>Continue Client-Centred &amp; Social Justice Approach Goals:</i></b></p> <ul style="list-style-type: none"> <li>Enhance client services through integration of HRC, Credit Counselling &amp; CSO services</li> <li>Implement Equity Awareness and Action Plan goals for Year 1, including training opportunities, policies and other actions supporting</li> </ul>	<p>ED/Board</p> <p>Board, ED</p> <p>ED, FR Manager, LT ED, LT, FR Manager ED, LT</p> <p>ED, LT ED, LT ED, LT ED, LT</p> <p>Board, LT, staff Board, ED, LT</p>
Leadership is provided to CCRC so that its vision, mission, values and strategic directions are	QI		

advanced (cont'd)		
	<p>social justice and diversity for staff and volunteers</p> <ul style="list-style-type: none"> <li>• Continue services delivery in the County</li> <li>• Reduce and manage wait-times and increase access to services</li> <li>• Influence public policies related to clients' needs</li> </ul> <p><b>Invest in Staff, Student and Volunteer Resources</b></p> <p><b>Goals:</b></p> <ul style="list-style-type: none"> <li>• Implement training for Board, including Board Orientation</li> <li>• Complete Board self-evaluation</li> <li>• Review salary ranges and report to Board on comparisons</li> <li>• Complete ED performance review</li> <li>• Implement annual training plan for staff</li> <li>• Enhance technology and use of social media</li> <li>• Recognize and thank all volunteers, including at AGM</li> </ul> <p>Maintain accreditation standards with CCA</p> <p>Oversee agency fundraising, including direct mail</p> <p>Oversee Juke Box Mania</p> <p>Oversee human resource policies and issues</p> <p>Oversee financial planning, budgeting and reporting</p> <p>Complete tendering process for benefits plan</p> <p>Continue ED continuity plan</p>	<p>ED, LT ED, LT ED, LT</p> <p>Board, ED Board HR Cte, ED Board ED, LT ED, LT Board, ED, LT</p> <p>Board, ED, LT Board, FR Cte Board, Juke Box Cte Board, HR Cte Board, Finance Cte Board, Benefits Cte Board, ED</p>

<p>Leadership is provided for the day-to-day operations of CCRC so that its operating principles are maintained, the agency is well managed and uses its resources effectively and efficiently to meet its goals</p>		
	<p>QI</p> <p>Approve 2019 Operational Plan and Achievement of 2018 Plans</p>	<p>Board</p>
	<p>QI</p> <p>Improve format of Operational Plans</p>	<p>ED, LT</p>
	<p>QI</p> <p>Enhance service integration including integration of HRC, CCS and CSO teams and implementing Trillium grant if approved</p>	<p>ED, LT, Staff</p>
	<p>QI</p> <p>Manage annual budget and resources</p>	<p>ED, LT</p>
	<p>QI</p> <p>Maintain positive relationships with all funders</p>	<p>Board, ED, LT</p>
	<p>QI</p> <p>Continue plans to overcome UW funding cuts and sustainability issues</p>	<p>Board, ED, LT</p>
	<p>QI</p> <p>Participate in LHINs Leadership Council &amp; MCYS Kinark integration processes</p>	<p>ED, LT</p>
	<p>QI</p> <p>Maintain all accreditation standards</p>	<p>ED, LT</p>
	<p>QI</p> <p>Complete performance reviews for all staff</p>	<p>ED, LT</p>
	<p>QI</p> <p>Maintain continuity plans for LT and other required staff</p>	<p>ED, LT</p>
	<p>QI</p> <p>Maintain health and safety standards for staff, volunteers and clients including required staff training</p>	<p>Staff Health &amp; Safety Cttee</p>
	<p>QI</p> <p>Work with PYS on shared management of Reid St.</p>	<p>ED, LT</p>
	<p>QI</p> <p>Enhance team work through leadership team and staff meetings, Staff Day, staff training, United Way campaign, Social Committee work and a participative management style</p>	<p>ED, LT, Staff</p>



## Operational Plan – 2019 Communications

Outcomes	QI	Target Audiences	Tools	Activities	Who (Position)
Potential clients are aware of CCRC services and how to access them	QI	General public  Referral sources	Website Social media News releases Brochures Educational events Trade shows Advertising Media stories	<ul style="list-style-type: none"> <li>Enhance use of new website</li> <li>Share agency and service brochures with referral sources and potential clients</li> <li>Use Brand Identity messages in all communications</li> </ul>	ED, LT  ED, LT  All
Target audiences are aware of the impact of CCRC services and motivated to support the work of CCRC as donors, volunteers and ambassadors	QI	Adults who share social justice values and want to support their community  Local business owners  Funders	Website Social media News releases Brochures Advertising Media stories Direct mail Annual report Events	<ul style="list-style-type: none"> <li>Develop stories and service outcomes that define and measure the impact of CCRC services</li> <li>Communicate the impact of CCRC services <ul style="list-style-type: none"> <li>Develop presentations telling CCRC's story <ul style="list-style-type: none"> <li>Present to service clubs, municipal councils</li> </ul> </li> <li>Develop short videos telling CCRC story <ul style="list-style-type: none"> <li>Share through social media and website</li> </ul> </li> </ul> </li> <li>Use agency events (Juke Box, AGM) to tell CCRC's story</li> </ul>	ED, LT  ED, LT  ED, LT  ED, LT
CCRC has strong working relationships with local media	QI	Local media outlets (radio, tv, print)	Social media News releases	<ul style="list-style-type: none"> <li>Proactively share CCRC stories and commentary on relevant issues with media outlets</li> <li>Respond to media requests for information and comment</li> </ul>	ED, LT  ED, LT



## Operational Plan – 2019

### Program: Fundraising & Communications

**Note: This report copies 2018 Plan due to changes in staff**

**Program Impact: Enhance CCRC's ability to fulfill its mission in strengthening sustainability.**

<b>Outcome</b>	<b>Areas</b>	<b>QI</b>	<b>Activities</b>	<b>Who</b>	<b>Indicators</b>	<b>Outputs</b>
<b>Outreach</b>						
	<b>Events</b>		Organizing details for Juke Box Mania	FRM/JB Ctte	# Events annually	1
			Support 3rd party fundraising events	FRM/ BD	# Events annually	TBD
	<b>Corporate Giving</b>		Develop & steward corporate partnerships	FRM/BD/ ED	Juke Box Sponsors	17
				JBM	# Secured silent auction items to meet JBM goal	100 items
	<b>Grants</b>		Work with LT and staff to gain grants to support agency work	FRM/ED/ LT	# Trillium Grant # Other grants	1 2
	<b>Donor Relations</b>		Meet with donors to solicit advice and donations and for donor recognition	FRM/ED	# In-person meetings with donors	12
	<b>Growth</b>		Grow fundraising to meet emerging needs, including promoting 75 Fund	All	\$ raised – Juke Box \$ raised – direct donations	\$40,000 \$50,000

	<b>Board</b>		Board supporting fundraising	FRM/BS	% Board members giving a personally significant gift	100%	
	<b>Monthly</b>		Continue monthly giving program	FRM	# donors giving monthly	20	
			Stewardship of Monthly Donors	FRM/BD	# Thank you phone calls	All	
	<b>Planned Giving</b>		Identify and steward Planned Giving prospects	FRM	# Prospects engaged	3	
	<b>Print Material</b>		Annual Report	FRM	Annual Report to share with funders/donors	1	
	<b>Staff &amp; Volunteers</b>		Supervise contract staff, students and volunteers	FRM	# Active fundraising volunteers	5	
				FRM	# Students supporting FR	3	
	<b>Administration</b>						
	<b>Donations Admin</b>		Receive donations; manage donor database, tax receipting, recognition	FRM	Meet CRA guidelines	Met	
			Reporting & Monitoring	FRM	# FR reports to BOD annually	3	

## Operational Plan – 2019

### Program: Finance and Administration (FA)

Outcomes	QI	Activities	Who (Position)	Indicators	Outputs (#)
<b>Finance</b>	<b>QI</b>	Complete and monitor annual budget for the agency, design new templates	FA Manager	Budget completed and approved by Board.	
	<b>QI</b>	Complete multiple reports for all agency funders	FA Manager	Reports completed accurately and on time.	
	<b>QI</b>	Redesign Great Plains reports.	FA Manager Program/Admin Asst.	Provide quality information for Board and Managers. Redesign invoice templates in Great Plains.	
	<b>QI</b>	Cross train key elements of each position, i.e. funder reports, AR, AP, payroll & EAP backup	F & A Team	Increased functionality of the Finance Department during planned and unplanned absences.	
	<b>QI</b>	Explore and eliminate duplication, i.e. donation receipts (CiviCRM)	FA Manager Fundraising & Comm. Mgr.	No duplication of tasks.	
	<b>QI</b>	Continued re-organization of F&A Team	F & A Team	Create efficiencies in finance and admin.	
	<b>QI</b>	Re-organize banking processes utilizing RBC Express Management system	FA Manager	Reduce risk and allow for on-line approval with appropriate controls	

	<b>Q1</b>	EFT (Electronic Funds Transfer) processed directly through Great Plains Software	FA Manager & Finance Asst.	Eliminate duplication of task to create efficiencies and reduce risk.	
<b>Administration</b>	<b>Q1</b>	Update procedures manual for Reid St. and George St. reception positions.	Program & Admin Asst./ Finance & Admin Asst.	Continue to update as changes occur.	
	<b>Q1</b>	Website training and cross-training	FA Manager, Program & Admin Asst., Finance and Admin. Asst.	Completed training.	

### III. Program Plans

#### Operational Plan - 2019 Program: Professional Counselling

**Program Impact:** The Professional Counselling Team provides individual, couple and group counselling within Peterborough City and County. The general public has access to these services regardless of ability to pay. Our work improves clients' emotional well-being, teaches new skills and tools and promotes individual well-being, healthy relationships, and strong communities.

Outcomes	QI	Activities	Who (Position)	Indicators	Outputs (#)
Measurement of client outcomes in accordance with the standards set by the funders, and achievement of a high standard of client satisfaction	X	Continuation of outcome measurement processes. Counselors will have surveys filled in following 3 <sup>rd</sup> counselling session (for general counselling) at the end of counselling for Violence Against Women and EAP clients. Excellent clinical work as indicated by the outcomes.	Counselling Team and Administrative Assistant	Number of completed and tabulated client satisfaction Surveys, and results	Number of surveys completed with results compiled and meeting standards
Use made of the Operational Plan during the year by reviewing outcomes and progress	X	Distribute electronic copies to the team; annual review at Team Meetings	Counselling Team	Operational plan distributed and reviewed.	To be reviewed at a Team Meeting
Professional development opportunities customized to suit Team needs	X	Brainstorm requirements at Team meetings and proceed to arrange training as required; partner with other agencies to retain trainers	Counselling Team	Periodic revisiting of this at Team Meetings, trainings arranged	Several reviews and at least 1 Team training is to be held as well as use of webinars, DVDs and speakers during team meetings

Promotion of our programs in the community		Ensure groups are organized and marketed in a timely way. Maximize use of the website. Network with service providers; through meetings and tables as appropriate	Counselling Team	Timely group announcements. Website contains current offerings/info.	All groups are to be well publicized via email, fax, the website and social media
Advocate for clients as required		Advocacy letters, accompany clients to hearings, advocate to other agencies for clients.	Counselling Team	Clients are advocated for as needed	Team members will be able to respond to cite acts of client advocacy
Meaningful placement opportunities are provided to students		Recruit, accept, supervise, and train placement students Representation on Trent and Fleming placement/community advisory committees	Counselling Team Manager	Students complete placement tasks including intake, group facilitation and the provision of professional counselling.	Placement students successfully complete their placements
Positive partnerships with other agencies maintained.		Meet with other service providers to share knowledge of services and roles.	Counselling Team	Service partners and counselling team cross refer clients appropriately. Service partners and counsellors provide information on services upon request.	Staff attend Housemates meeting with PYS Team to respond to requests to attend meetings at other agencies, and invite other agencies.

Maintain connection with the rest of CCRC		Systems of communication are set up and opportunities for collaborations sought	Agency management and staff	Integrated knowledge by staff of agency programming; collaboration between programs	Share the 2 buildings and maintain integration at staff meetings and other communication opportunities Staff participate in agency wide committees Ongoing consultation with Leadership team
Opportunities to access increased and new funding are sought		Monitor the Ministry websites and other sources of funding	Manager, Professional Counseling	Proposals responded to as appropriate Consultation with the Manager of Fundraising and Communications re: opportunities	Number of proposals submitted
Counselling program meets accreditation standards	X	Review counselling and EAP policies and practices and adjust accordingly Participate in accreditation reviews of other agencies through CCA	Clinical team Manager of Professional Counseling	Program practices and policies will meet accreditation standards	Program will meet accreditation standards



**Program: MCCSS Counselling Therapy Services and Family Caregiver Skills Building and Support**

**Program Impact:** To improve outcomes for children with mental health concerns by providing professional counselling services in a seamless and timely manner to parents/caregivers, working in consultation with children's mental health services. Provide interim services to youth transitioning from EAP to children's mental health services.

<b>Outcomes</b>	<b>QI</b>	<b>Activities</b>	<b>Who (Position)</b>	<b>Indicators</b>	<b>Outputs (#)</b>
40 individuals are served through this program		Follow established Protocol with community partners in order to achieve target.	Counselling Team	Meet target	At least 40 clients served
Protocol is used effectively	X	Compile statistics, maintain communication with community partners (Peterborough Youth Services, Kinark, Family and Youth Clinic)	Manager, Professional Counselling	Stats gathered	Referrals received from community partners
Participate in Ministry directed process led by lead agency	X	Attend meetings with other core service providers among counties of CKL, Haliburton and Peterborough managed by Kinark as lead agency	Manager, Professional Counselling	Increased, knowledge of process and direction of initiative and role of lead agency	Meetings attended with other core service providers



### **Program: Employee Assistance Program (EAP)**

**Program Impact:** Professional services provided to EAP clients and customers to improve individual well-being, employee performance and organizational health.

<b>Outcomes</b>	<b>QI</b>	<b>Activities</b>	<b>Who (Position)</b>	<b>Indicators</b>	<b>Outputs (#)</b>
Partnerships within the EAP network and with EAP employers are strengthened to increase the visibility and value of the service		Ongoing involvement with national fseap  Ongoing communication with EAP counterparts in other agencies	Manager, Professional Counseling	Monitoring fseap network activities	Number meetings attended in person or via conference call  Collaborations/communications with fseap network
EAP is marketed to local organizations		Follow up on previous calls and any leads	Manager, Professional Counseling	Calls and contacts made	Number of proposals submitted
Excellent service is provided to our 6 local contracts for EAP Service		Maintain consistent contact with key company personnel and provide statistics in a timely way  Provide timely clinical support to employees  Provide on-site support (orientations, workshops, mediation) as requested.  Provide immediate	Manager, Professional Counseling Team	Contacts maintained, timely reporting completed, services provided.	New contracts obtained  Stats provided on a regular basis.  Regular communication maintained with management.  Clients served  Workshops, CIRs, orientations, health fairs and mediations provided.

		critical incident response (CIR) services			
Implementation of national outcome measures is achieved		Post surveys provided to clients at last session or by mail.	Counselling Team & Admin assistant	"post" surveys completed	Completed surveys
Increase visibility of fseap within Peterborough	x	Active membership in the "Health at Work" Committee  Promote fseap services at events targeted at management and HR professionals	Manager, Professional Counselling	Meetings attended with Health at Work Committee  Events attended	Meetings and events attended



**Program: MCCSS-Child Witness Program Peaceful Families**

**Program Impact:** Increases safety, decreases isolation, facilitates healing and strengthens attachments between mothers and children impacted by domestic violence or trauma by providing group support.

<b>Outcomes</b>	<b>QI</b>	<b>Activities</b>	<b>Who (Position)</b>	<b>Indicators</b>	<b>Outputs (#)</b>
Groups for women and their children (ages 4-16) who have witnessed or experienced violence in the home, so that the impact of the trauma is lessened		To serve 28 moms and 30 children through at least three group cycles) groups will continue to be held at George Street CCRC site, with activities adapted to that facility	Peaceful Families program coordinator and group facilitators, Manager, Professional Counseling	Clients served, groups run	At least 28 mothers and 30 children served through three group cycles
Strong and reliable partnerships with other service providers in the community are maintained to ensure that clients are well-served and appropriately referred		Maintain open dialogue with the social service, health and educational organizations to promote programs.	Manager, Professional Counseling in conjunction with the Counseling Team	Referrals are sufficient to run 3 cycles of groups	At least 28 mothers and 30 children referred



### **Program: CE LHIN- Caregiver and Senior Counselling**

**Program Impact:** Seniors and Caregivers are provided with professional counselling in the modalities of individual, couples, families and groups/workshops to improve emotional well-being, quality of life and to decrease isolation.

<b>Outcomes</b>	<b>CI</b>	<b>Activities</b>	<b>Who (Position)</b>	<b>Indicators</b>	<b>Outputs (#)</b>
Individual, couples or group counselling are offered to provide information and support to caregivers and seniors; at least 85 caregivers and 200 seniors are served through counselling and the Aphasia Day Program.		285 individuals or families will be served within a short-term, strengths-based model of service, either through office or home visits, the Aphasia Day Program, or group counselling	Counselling Team	Service targets met	At least 285 clients to be served
Two 7-week Caregiver Support Groups are offered serving 6-8 participants per group		Two groups run during the year	Counselling Team	Two groups run	Two groups run
Follow up Caregiver support offered on a monthly basis		Monthly ongoing	Counselling Team	Sufficient attendance to run group	Group run on a monthly basis
Older Adult support group offered on a monthly basis		Monthly ongoing	Counselling Team	Sufficient attendance to run group	Group run on a monthly basis
Strong and reliable partnerships with other service providers in the community are built to ensure that clients are well-served and are informed about available services		Maintain open dialogue with social service and health organizations that support caregivers and older adults.	Counselling Team	Referrals to the program are meeting service requirements	There are sufficient referrals to the program to meet service targets



**Program: Core Program funded through additional revenue sources (e.g. United Way, EAP, Donations and User Fees)**

**Program Impact:** Individual, couple and group counselling provided to improve emotional well-being and teach new skills.

<b>Outcomes</b>	<b>QI</b>	<b>Activities</b>	<b>Who (Position)</b>	<b>Indicators</b>	<b>Outputs (#)</b>
Professional confidential short-term services are offered to 500 people of all ages in Peterborough city or county, to contribute to personal and community well-being		500 people to be served through brief service, individual, couple and family counselling; outreach counselling in Havelock to be maintained  Provided professional intake services	Counselling Team	Number of clients served  Number of intakes completed	500 services provided
Strong and reliable partnerships with other service providers in the community are maintained.		Maintain open dialog with service partners,  Continue to keep community apprised of available services and any changes to same.  Distribute program brochures and posters, provide presentations, and respond to requests for information, ensure that the Professional Counselling Program portion of the website is up to date	Counselling Team	Appropriate referrals are received from community	500 services provided
Wait times average 4 months or less	X	Program planning to achieve this goal, as funding permits	Counselling Team	Wait time	Average wait time for year will be 4 months or

Single Session Therapy (SST) provided to Core and VAW clients Effective SST therapeutic outcomes	X	Team to attend training on SST Develop and implement system Single Session Appointments are offered to clients	Counselling Team	Appointments offered Positive outcomes on client satisfaction surveys	less 100 appointments offered based on April 1 start
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**Program: MCCSS- Violence Against Women (VAW)**

**Program Impact:** To empower women and children who have been impacted by domestic violence by promoting safety, healing and understanding of healthy relationships through professional counselling services.

Outcomes	QI	Activities	Who (Position)	Indicators	Outputs (#)
Individual and group, longer-term counselling is offered to at least 95 women who are survivors of domestic violence, and/or sexual abuse or assault. Counselling offered to 10 youth where the mother has experienced violence		To serve at least 95 women and 10 youth a year, providing 1045 hrs. of service	Counselling Team	Service provided as described	At least 95 women and 10 children served for 1045 hours of service
Strong and reliable partnerships are maintained with other VAW service providers in the community		Attendance at meetings such as PDAN & VAW/4 Counties meeting	Manager	Attendance at the meetings noted Referrals sufficient to meet targets	At least 95 women and 10 children referred
Provide a group on Healthy Relationships for women		Choices and Changes group run once per year	Counselling Team	Group runs as described	C & C run once
Provide a group for women survivors of childhood sexual abuse		Expressive Arts group run once per year	Counselling team and contracted Expressive Arts therapist	Group runs as described	A.T run once
Provide a group on healthy self-esteem for VAW clients	X	Redefining Me group run once per year	Counselling team	Groups run as described	R.M run once
The Professional Counselling Team is kept up to date on clinical issues in this area by ongoing training re treating	X	Training needs assessed and training taken	Counselling Team	Counsellors report and demonstrate good working	Number and types of trainings taken



trauma and abuse				knowledge in this area	
Services monitored via client satisfaction surveys.	X	Clients able to complete survey on-line or by hard copy; compliance and attention to surveys by counsellors	Manager, Professional Counselling, Team, Admin Assist.	Surveys made available to all VAW clients	Percentage of clients completing surveys
		Online survey link provided to counsellors on file opening to provide to clients			



### Program: MCCSS-Domestic Violence Community Coordination Committee (PDAN)

**Program Impact:** The Peterborough Domestic Abuse Network (PDAN) is a collaborative of local and regional organizations working together to enhance education and training to the community and promote healthy relationships in order to improve services for survivors and prevent domestic and relationship abuse in Peterborough City and County.

<b>Outcomes</b>	<b>Q1</b>	<b>Activities</b>	<b>Who (Position)</b>	<b>Indicators</b>	<b>Outputs (#)</b>
Management systems, including financial systems, are maintained in order to facilitate the functioning of the project		Coordination with PDAN coordinator and CCRC Financial Manager	Manager, Professional Counselling Finance Team and PDAN coordinator	Systems working smoothly	Projected budgets and year-end reports are successfully submitted
The Project Coordinator is assisted, as required, during the course of the Project		Make sure systems are working well and clear up any problems re flow of funding or other services required by Coordinator	Manager, Professional Counselling	Efficient functioning of CCRC responsibilities re: project	Project proceeds smoothly
Reporting to MCCSS is completed, as required, for last year's project and this year's base funding		Generate project interim and final reports, as required by MCCSS as well as base funding reports	Project Coordinator Manager, Professional Counselling	Reports filed in timely and accurate fashion	Reports completed and filed
The PDAN Coordinator receives a yearly evaluation, with the assistance of the PDAN Executive		Meet with the PDAN executive and the coordinator to conduct evaluation	Manager PDAN executive	Evaluation is performed in accordance with accepted norms and in a timely way	Performance Review evaluation written and signed off

### Programs: Fee Generating

**Program Impact:** Increased fees will be collected to off-set costs of underfunded programs. This is an ongoing initiative intended to generate income as a social enterprise endeavor. Service targets for funded programs will be maintained.

<b>Outcomes</b>	<b>QI</b>	<b>Activities</b>	<b>Who (Position)</b>	<b>Indicators</b>	<b>Outputs (#)</b>
Income generated by full fee paying (\$100/session) clients		Immediate appointments are offered to clients able to pay full fees	Manager, Professional Counselling Counsellors	Number of clients seen  Income generated	\$3000 or more/week will be generated
Income generated by VQRP (\$100/session) clients		Immediate appointments are offered to clients referred by Victim Services	Manager, Professional Counselling Counsellors	Number of clients seen  Income generated	\$5000 or more will be generated
Income generated by Health Canada's Non Insured Health Benefits (NIHB) program for those with status under the Indian Act (\$168.75/session)		Immediate appointments offered to clients who qualify for the program	Manager, Professional Counselling Counsellors	Number of clients seen  Income generated	\$6000 or more will be generated

## Operational Plan – 2019

### Program: Community Service Orders

**Program Impact:** Provide meaningful community service order placements and activities to help adults in conflict with the law build skills and respect for themselves and their community.

Inputs	Indicators	Units of Service
<ul style="list-style-type: none"> <li>• Clients</li> <li>• Community Partners</li> <li>• Skilled Staff</li> <li>• Ministry of Correctional Services and Community Safety (MCSCS)</li> <li>• Probation Office</li> </ul>	<ul style="list-style-type: none"> <li>• Number successful completions</li> <li>• New placements are developed</li> <li>• Increased use of social media to promote positive program image</li> <li>• Increased client engagement</li> <li>• Increased connection with other community justice service providers</li> </ul>	<ul style="list-style-type: none"> <li>• # successful client completions</li> <li>• # new placements</li> <li>• # existing placements contacted</li> <li>• # messages sent on social media</li> <li>• # community meetings attended</li> </ul>

## Operational Plan – 2019

### Program: Community Service Orders

<b>Outcomes</b>	<b>QI</b>	<b>Activities</b>	<b>Who (Position)</b>	<b>Indicators</b>	<b>Outputs (#)</b>
Clients develop community connections and self-respect while building skills and addressing risk factors		Assess and connect clients to the community by placing them in suitable activities and projects that benefit their abilities and interests	Program Coordinator	Number of successful completions	80
Maintain a diversity of placement opportunities to benefit clients' skills, availability, and allow for meaningful contribution to the community	QI	Source new placement opportunities to fill identified gaps (i.e. available times, locations, types of activity)	Program Coordinator	Number of new placements	3
		Contact existing placements to update information and confirm willingness to participate in the CSO program	Program Coordinator, CSO Student Program Assistant	Number of existing placements contacted	50

Promote services and expand opportunities for clients		Promote CSO program and positive image via email, social media (e.g. Twitter, Kijiji) and CCRC's updated website	Program Supervisor, Program Coordinator	Number of messages sent on social media	50
Promote services and expand opportunities for clients		Annual thank-you campaign to placements including client and program success stories	CSO Student Program Assistant	Mail-out distributed	100% of active placements
Ensure client commitment, support, and supervision to complete community service		Update with clients, placements and probation and complete progress reports on a monthly basis	Program Coordinator	Number of monthly client summaries	100% active clients
Maintain connections with other community justice service providers through OCJA membership		Maintain OCJA membership and attend OCJA meetings	Program Coordinator	OCJA meetings attended	2

## Operational Plan – 2019

### Program: Credit Counselling

Outcomes	AI	Activities	Who (Position)	Indicators	Outputs (#)
Clients are aware of all options available to them to resolve their financial problems		Counselling sessions	counsellors	# of new cases	550
Clients situation has been discussed and resolved through direct advocacy		Counselling and assessment sessions Creditor contact	counsellors	# of new client cases	10
Participants increase their understanding of personal finance and goals		Community workshops, group sessions and wellness fairs	Community education coordinator Program manager	# of workshops # of individuals # of fairs and individuals attending	20 200 5 1900
Clients debt payments and interest have been lowered and stabilized through DMPs		DMP assessment , proposals and communication with creditors	Counsellors	# of new and active DMPs	240
Continuing education credits achieved to maintain AFCC status		AFCC webinars	Counsellors	Certification retention	2
Continuing program effectiveness and sustainability		Increased integration with other George St. programs	Counsellors, manager, E.D.	Sustainability of programs	Ongoing
Community is aware of our services and contact information	x	Increased social media, enhance website, media exposure	Program staff and manager	Maintain steady flow of appointments	Ongoing



**Program: Housing Resource Centre**

**Program Impact: HRC services ensure that residents of Peterborough City and County have access to appropriate housing and services that support residential stability & wellness.**

<b>Inputs</b>	<b>QI</b>	<b>Indicators</b>	<b>Units of Service</b>
<ul style="list-style-type: none"> <li>• Service users</li> <li>• Community partnerships in multiple sectors</li> <li>• Service Delivery in Havelock</li> <li>• Coordinated Service System</li> <li>• Community wide referral network</li> <li>• Qualified Staff</li> <li>• Government, corporate and private funders and donors partners</li> <li>• Homelessness Stability Funds</li> <li>• Intake, Screening &amp; Data Management Tools</li> <li>• Website</li> <li>• Online vacancy listings</li> <li>• Established Policies &amp; Procedures</li> <li>• Efficient Administration</li> <li>• Effective Governance within Accredited Agency</li> </ul>	X  X  X  X  X  X  X  X  X	<p>\$ available for Core Services</p> <p># unique households served</p> <p># service contacts</p> <p>\$ available for HSF</p> <p>\$ available for HCRS</p> <p># households receiving monthly rent supplement</p> <p># households receiving fund allocations</p> <p>25% increase in the total County based households served (255 in 2019), reported by Township</p> <p>22% of total HSF funds allocated to County based households (\$16% in 2018)</p> <p># HBM Township residents served in Havelock</p> <p># HBM Township residents served in Peterborough</p> <p># integrated service initiatives / meetings</p> <p># of referrals received from CA partner orgs</p> <p># of SPDAT assessments completed</p> <p># and % of total supplements allocated to referred households to be collected &amp; reported of people referred to bi-name list</p> <p># of people receiving case management</p> <p># of workers providing and people receiving rapid rehousing &amp; outreach assistance</p> <p># of HRC student / youth placements Report on 6 QI processes or initiatives identified and improved</p>	<ul style="list-style-type: none"> <li>• # distinct households served</li> <li>• # Client contacts</li> <li>• # allocations - Housing Stability &amp; Energy Assistance</li> <li>• # of total households who received rent supplement</li> <li>• Average monthly supplement</li> <li>• # Client applications submitted for OESP</li> <li>• Average # vacancy listings email subscribers</li> <li>• # households receiving Housing Support &amp; Counseling</li> <li>• # Refugee Households served</li> <li>• # County residents served</li> <li>• % increase or decrease in County residents served</li> <li>• # Service Requests in Havelock</li> <li>• Total clients served from all partners at Hub</li> <li>• # HRC high needs clients receive HCRT supports to stabilize housing and services</li> </ul>



## Operational Plan – 2019

### Program: Housing Resource Centre

Outcomes	Activities	QI	Who (Position)	Indicators	Outputs
<p><u>Prevention of Homelessness:</u></p> <p>People living in Peterborough City and County who are experiencing housing instability will have equitable access to effective housing stability and <b>homelessness prevention services</b></p>	<p>Weekly Vacancy Listings, Housing Information Services</p> <p>Direction, Guidance, &amp; Assessment (Intake)</p> <p>Housing Counselling, Emergency Financial Assistance</p> <p>Rent Supplements</p>		<p>Team &amp; Manager</p>	<p>\$ available for Core Services</p> <p># unique households served</p> <p># service contacts</p> <p>\$ available for HSF</p> <p>\$ available for HCRRS</p> <p># households receiving monthly rent supplement</p> <p># households receiving fund allocations</p>	<p>308,000</p> <p>2500 unique households served</p> <p>5,700 contacts served</p> <p>\$400,000 HSF</p> <p>\$783,800</p> <p>325</p> <p>425</p>
<p>People living in rural County locations have more equitable access to housing security and HRC services</p>	<p>Implement a plan that significantly improves service equity between City and County clients of the HRC (255 or 8% of total in 2018)</p>	x	<p>Manager, Outreach Counsellor and Team</p>	<p>25% increase in the total County based households served (255 in 2019), reported by Township</p> <p>22% of total HSF funds allocated to County based households (\$16% in 2018)</p>	<p>318 county based households served</p> <p>\$80,000 allocated to County based households</p>
	<p>Continue to promote and provide Outreach services in Havelock and to Havelock residents requesting services in Peterborough</p>	x	<p>Outreach Counsellor</p>	<p># HBM Township residents served in Havelock</p> <p># HBM Township residents served in Peterborough</p>	<p>25</p> <p>25</p>

Outcomes	Activities	QI	Who (Position)	Indicators	Outputs
	Actively seek opportunities to provide integrated community services that create collective impact in County	X	Manager & Team	# Integrated service initiatives / meetings	3
<i>Homelessness Services:</i> Homeless people in the City & County will have equitable access to HRC services (Rent Supplements and Case Management) through HRCs partnership in the local community's Coordinated Access System (C.A.)	Establish HRC as a Community Access Point for CA to provide assessment and referral to community level supports, as per the requirements of the C.A. agreement.	X	Manager & Team	# of referrals received from CA partner orgs  # of SPDAT assessments completed  # of people referred to bi-name list	50  50  50
	Provide or ensure HRC staff receive ongoing training on common practices, assessment skills and process knowledge		Manager	CA Procedures documented  # of related training events attended by staff	3  2
	Implement a process to allocate 40% of available rent supplements to people referred by 'Bi-Name List' as per the principles and requirements of the C.A. agreement	X	Manager & Rent Supp Coordinator	Procedure documented  # and % of total supplements allocated to referred households to be collected & reported	1  Report actual #: 15 of total%
	Implement a system to provide Case Management to clients referred through	X	Manager & Housing Counsellors	# of people receiving case management # of workers providing	60

<b>Outcomes</b>	<b>Activities</b>	<b>QI</b>	<b>Who (Position)</b>	<b>Indicators</b>	<b>Outputs</b>
	C.A. and partners, as per the requirements of the C.A. agreement			and people receiving rapid rehousing & outreach assistance	3 workers 60 people served
	Help to inform local service system by reporting statistics that demonstrate community need, trends and service effectiveness		Manager or designate	Report distributed	n/a
Efficient & effective HRC Services are available to clients and the community	Recruit student placement and youth summer job participants to assist in service delivery and program effectiveness		Manager or designate	# of HRC student / youth placements	4
	Identify and Implement QI (Quality Improvement) Initiatives for HRC Intake, and service access for County residents	X	Intake Workers & Team	Report on 6 QI processes or initiatives identified and improved	6 initiatives reported



#### **IV. Monitoring and Evaluation**

CCRC uses a social impact and program outcome measures approach, developed through the United Way, to plan and evaluate our programs in this operational plan.

Our operational plan brings together the plans of all CCRC programs. Specific service plans and detailed statistics are also collected and monitored for our programs as required for various funders.

V. A.C.R.O.N.Y.M.S.

AFCC	- Accredited Financial Counsellor Canada	LHIN	- Local Health Integration Network
AGM	- Annual General Meeting	LT	- Leadership Team
AHAC	- Affordable Housing Action Committee	MAC/PAC	- Member/Partner Agency Council (United Way)
BIA	- Bankruptcy and Insolvency Act	MAG	- Ministry of Attorney General
BSW	- Bachelor of Social Work	MCYS	- Ministry of Children and Youth Services
C&C	- Choices & Changes	MCSS	- Ministry of Community and Social Services
C&FI	- Child & Family Intervention	MSW	- Master of Social Work
CCC	- Credit Counselling Canada	OCJA	- Ontario Community Justice Association
CCRC	- Community Counselling & Resource Centre	ODSP	- Ontario Disability Support Program
CCS	- Credit Counselling Service	OESP	- Ontario Electricity Support Program
CIR	- Critical Incidence Review	OW	- Ontario Works
CMHA	- Canadian Mental Health Association	PC	- Professional Counselling
CSO	- Community Service Order	PCCHU	- Peterborough County-City Health Unit
DMP	- Debt Management Program	PDAN	- Peterborough Domestic Assault Network
EAP	- Employee Assistance Program	PPRN	- Peterborough Poverty Reduction Network
EAF	- Emergency Assistance Fund	PHC	- Peterborough Housing Corporation
EEF	- Emergency Energy Fund	PRHC	- Peterborough Regional Health Center
FA	- Finance and Administration	PUS	- Peterborough Utilities Services
FSEAP	- Family Services Employee Assistance Program	PYS	- Peterborough Youth Services
FSO	- Family Services Ontario	QI	- Quality Improvement
FUSE	- Fund for Utility Services Emergencies	RD	- Resource Development
HCC	- Havelock Hub Collaborative	RSW	- Registered Social Worker
HHAO	- Housing Help Association of Ontario	SW	- Social Worker
HR	- Human Resources	SSW	- Social Service Worker
HRC	- Housing Resource Centre	UW	- United Way
HCRT	- Homelessness Coordinated Response Team	VAW	- Violence against Women
HSF	- Housing Stability Fund	VQRP	- Victim Quick Response Program
HSW	- Housing Social Worker	YCJA	- Youth Criminal Justice Act
LEAP	- Low Income Energy Assistance Program	YES	- Youth Emergency Shelter