



Strategic Plan 2020-2023

For Approval

June 24, 2021

Introduction and Planning Process Overview

Important

These strategic directions are fluid and may change depending on unforeseen conditions. The board of directors and senior leadership staff team will regularly monitor their achievement and continued relevance.

Why strategic directions and why now?

Increasingly, leaders of high-functioning non-profit and public-sector organizations engage with key stakeholders to ensure that their strategic directions remain relevant to the communities and people they serve. By recognizing the potential to engage diverse perspectives in a strategic planning process, leadership is able to think holistically, ask tough questions, and bolster commitment by listening deeply to the people that benefit from, and are invested in, the success of the organization. Combining meaningful engagement with relevant information and evidence leads to long-lasting and effective strategic directions.

Planning Process

Before moving ahead with a new strategic plan, CCRC sought input from its board of directors and senior leadership staff team in December 2019. A subsequent engagement session was hosted with the remaining staff team in February 2020 to ensure that their voices, perspectives, and experiences could be captured and used to inform the creation of a new strategic plan. Based on this input, a draft set of strategic directions, values & principles, year one strategic activities and revised mission and vision statements was considered by the board and senior leadership team before being circulated to all staff for review and comment. A final, initial version was approved by the board on June 25, 2020, and a revised version was approved on June 24, 2021.

Because of COVID-19, it remains to be seen when the Strategic Plan will be circulated to selected external stakeholders for input.

IMPORTANT NOTE: These strategic directions are fluid and may change depending on unforeseen conditions. The board of directors and senior leadership staff team will regularly monitor their achievement and continued relevance. As part of this monitoring process, staff and stakeholders are invited to provide feedback at any time.

With this engagement process, CCRC is ensuring that the strategic plan has a solid foundation that is informed by the people whose work is ultimately shaped by the strategic directions set by the organization.

COMMUNITY COUNSELLING AND RESOURCE CENTRE

Strategic Plan 2020-2023

Mission (What we do)

CCRC offers counselling and support and resources to assist with personal well-being, access to housing, related financial management and connection with community.

Vision (Why we do our work, our aspirations)

CCRC helps people strengthen their lives and promotes community well-being.

Values (How we do our work - beliefs)

Social justice, trauma-informed, ethical, fun/humour, sustainable

Principles (How we do our work - guiding, developmental, measurable)

1. Client autonomy
2. Intersectionality & whole person approach
3. Innovation
4. Collaboration (with individuals & families; within and across agencies, systems, and policies)
5. Sustainability and growth
6. Healthy, welcoming, and strong team environment
7. Skilled management
8. Lean/efficient

Strategic Goal #1

Innovative and Quality Services with Reduced Wait Times

Year two strategic objectives

- 1.1 Provide access to timely services according to client needs and agency ability through a variety of delivery methods
- 1.2 All services under one roof (improved accessibility – single point access)
- 1.3 System change activities
- 1.4 Meet Accreditation standards as set out by the Canadian Centre for Accreditation

Strategic Goal #2

Staff, Student & Volunteer Well-Being

Year two strategic objectives

- 2.1 Team-building activities
- 2.2 Professional development
- 2.3 Emphasis on work-life balance
- 2.4 Emphasis on total compensation
- 2.5 Provide work-space and work practices to maintain staff, student, and volunteer well-being during pandemic

Appendix 1

Monitoring Progress

(Inspect what you expect...and change what needs to be changed)

CCRC proposes the following activities to support everyone to achieve the strategic plan goals:

- a) Creation of annual operational plan (by senior leadership team) that is linked to Strategic Plan and approved by board of directors.
- b) Creation of a dashboard/report template for progress reporting to, and conversation with board of directors. The purpose of the dashboard/report is to ensure achievement of, and any suggested revisions to Strategic Plan mission, vision, values, principles and strategic activities. Report will include numerical (including financial) and non-numerical targets and information. Report will be presented and discussed regularly and in-person.

Appendix 2

Fundraising and Communications

CCRC recognizes that fundraising and communications are essential overhead/operational activities that are necessary for achieving the strategic priorities.

Fundraising is defined as any activity to raise money or other resources, that is approved by the Agency and for which the Agency provides the administrative processes for collection. Such activities may take place on or off Agency property. Fundraising should reflect the values and expectations of the Agency. The Agency should be sensitive to the economic needs of our communities and consider the frequency and timing of fundraising and charity events so as not to overburden communities. In choosing fundraising activities, it is important to consider diversity, accessibility and inclusivity. In undertaking any fundraising activity, the event coordinators should reflect upon the following areas:

- Safety
- Voluntary participation
- Fundraising activity purpose
- Fundraising type
- Accessibility
- Accountability and transparency for funds