



Catholic Family Services Peel-Dufferin

Executive Summary

Strategic Plan - 2015 to 2018

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1 Introduction

Catholic Family Services Peel-Dufferin (CFSPD) launched its services in the Region of Peel in 1981 with the opening of the office in Brampton and later in Mississauga. Since that time, it has extended its services to Orangeville and Caledon, has become the owner and operator of the Honourable William G. Davis Centre for Families in Brampton, and has expanded its services extensively, with a particular focus on counselling support services for multicultural communities.

The programs involve individual, couples and family therapy; Walk-in Counselling Clinic; Sistering; and community wellness programs, adults who have experienced childhood abuse; partner assault response; programs for children exposed to women abuse; Safer Families; and other programs and services that reach thousands of people annually.

In the last five years, CFSPD has become the owner and operator of the Honourable W. G. Davis Centre for Families, which is a significant building housing multiple service providers. The agency has also experienced shifting funding, increasing demand for services, changing demographics within the communities served and other organizational transitions that need to be considered in successfully moving the organization forward into an ever evolving future.

In the fall of 2014, the Board of Directors and the senior leadership identified the need and opportunity to develop a new Strategic Plan. The timing was appropriate in light of owning the Centre for three years, the new Executive Director being in place for over a year and the changes occurring in the operating environment. In support of the Strategic Plan's development, an Environmental Scan was completed that assessed financial, staffing, strategic trends and related perspectives of the organization, as well as completed a comprehensive set of interviews and focus groups that involved more than 100 stakeholders, including clients, partners, staff, the Board and others. This document is available under separate cover.

This document represents the Strategic Plan Executive. The full Plan is available under separate cover.

2 VISION

A Vision is like a horizon. It establishes a point in the future where all the stakeholders of an organization can move towards with common cause and focus in supporting the organization to realize its primary goal and purpose. Like a horizon, as one moves towards it, it also moves which reflects that the fact that the operating environment continues to change, and organizations need to be both aware of the changes and respond effectively on behalf of the clients and communities they serve.

The following Vision Statement was affirmed for the CFSPD.

An inclusive community of healthy individuals, strong relationships and resilient families.

The following material provides additional insights and perspectives on the themes within the Vision:

An inclusive community Identifies the importance of the community being inclusive, that is, accepting of all its members equally, and as vital contributors to the community's well-being.

Healthy individuals Identifies the importance of community members working collectively to ensure the physical, mental and social health of all its members so they can reach their full potential and be contributing members via overcoming their challenges and building on their strengths, gifts and opportunities.

Strong relationships Identifies that members of a community cannot live or be healthy in isolation. People need the opportunity to experience and build strong and lasting relationships, relationships that enhance their physical, mental and social well-being, as well as their ability to realize their goals and aspirations.

Resilient families Identifies that families are a vital foundation and relationships for all people. Ensuring families are resilient, and are able to adapt to their challenges and opportunities, is an important part of the Vision of CFSPD, as strong and loving families represent one necessary foundation in enhancing each individual's physical, mental and social well being.

3 MISSION

A Mission expresses to the reader the fundamentals and the essence of an organization’s role and purpose. Every strategic and tactical decision an organization makes needs to align with its Mission. If a strategic or tactical decision is being discussed that does not align with the Mission, the organization needs to ask why it would make such a decision, or whether its time to review the focus and purpose of the organization.

The following Mission Statement was affirmed for CFSPD.

To strengthen and enrich individual, family and community life.

The following points identify additional perspectives and themes within the Mission Statement.

To strengthen and enrich	Identifies the focus of CFSPD’s programs and services. Their intent is to provide the people served the tools and capabilities to overcome their immediate challenges and to pursue the realization of their full potential. Strengthening and enriching people to be resilient and proactive is a key dimension of CFSPD’s approach.
Individuals	CFSPD works with individuals in helping them to overcome barriers, and to realize better personal outcomes and quality of life.
Families	CFSPD recognizes the importance of families in improving the physical, social and mental well-being of people. The family can be a key relationship in strengthening individuals by providing understanding, support and love. Through strengthening families, CFSPD supports individuals and the community.
Community lives	Individuals and families live in communities. Communities need to be inclusive, supportive, create opportunities, treat people equally and be a positive force. Individuals also need to understand their responsibilities as members of their community. By strengthening communities, stronger families will emerge, and individuals will be able to improve their quality of life and better realize their potential.

4 Values

Values represent a key framework within which decisions are made by an organization, and outline how people are viewed and will be treated. They are important lenses through which all decisions should be assessed. They reflect the core beliefs that drive the organization each day.

The following Values have been identified for CFSPD.

Inspired by Catholic social tradition, we believe in...

Compassion	Treating all people fairly and with compassion, listening to and believing their stories, and respecting their human dignity.
Inclusiveness	Supporting people of all faiths, backgrounds and life experience to overcome their challenges and build on their gifts and opportunities.
Excellence	Ensuring all our programs and services are evidence-informed, continuously improved and evaluated, and meet the evolving needs of the people and communities served.
Collaboration	Actively working together with the whole community in more effectively and holistically providing the programs and services that enrich the quality of life of the people served.
Social Justice	Pursuing social justice for all people as equal members of their community, deserving of respect, support and love.
Accountability	In being accountable for the decisions we make, the use of the resources provided, and acting with integrity in all that we do.

5 Strategic Directions

Strategic Directions are the priorities that the CFSPD believes it needs to focus on for the next three to five years to actively work towards the achievement of its Vision, Mission and Values. CFSPD also recognizes that they operate in a dynamic and ever changing environment. It will be important to continually evaluate and assess the Strategic Directions and their aligned strategies on a progressive basis so that the organization always remains aligned and relevant with the needs and expectations of its stakeholders.

The following four Strategic Directions and connected strategies have been identified for CFSPD for the 2015 to 2018 period.

1 Achieving the Full Potential of the William G. Davis Centre for Families

- .1 To identify and prioritize the potential roles and functions of the William G. Davis Centre for Families, and the strategies necessary to achieve these outcomes as follows:
 - A potential social enterprise initiative, involving both shared services and being a social services hub.
 - A centre for social innovation and programs and services incubation.
 - Revenue generating opportunities.
- .2 To investigate alternative corporate structures for the Centre, and implement the preferred alternative that best supports the Centre's operations and long term sustainability and CFSPD's fund development initiatives, as well as ensures CFSPD's primary focus on its programs and services, including assessing the preferred facility approach relative to owning versus leasing.
- .3 To develop a brand and marketing strategy that clearly articulates the roles of the Centre and maximizes it's potential.
- .4 To complete a Ten-Year Building Condition Study and Capital Plan for the Centre, followed by the development of a strategy to generate the reserve funds necessary to support the ongoing functionality and sustainability of the facility.

2. Aligning our Programs and Services to Meet the Evolving Needs of the People and Communities Served.

- .1 To prepare a multi-year Programs and Services Development and Delivery Strategy that is based on evidence-informed, best practices, community consultation and priorities and related perspectives, ensuring the inclusion of the following dimensions:
 - Develop digital applications that enhance service quality and accessibility through modernization techniques and strategies. (e.g e-counselling)
 - Assess the need for and viability of increased geographically-based services delivery across Peel and Dufferin.
 - Evaluate how to enhance existing services in terms of both their quality, and funding levels and reliability.
 - Assess the feasibility of new and emergent service and program delivery initiatives.
- .2 To continue to build CFSPD's programs and outcomes assessment / evaluation and measurement capacities.

3 Building Our Organizational Capacities to Serve.

- .1 To develop a comprehensive Marketing Plan that effectively brands the organization and achieves significantly enhanced awareness and understanding of CFSPD, including the positioning of the Catholic name and tradition.
- .2 To develop strategies that effectively improve CFSPD's administrative infrastructure and processes, involving:
 - Staffing levels, and the clarity of their roles and functions
 - Systems, procedures and processes
 - Technology systems and capabilities
- .3 To undertake the development of succession plans for all leadership and speciality roles within the organization.
- .4 To develop and implement a staff and volunteer training and development strategy that aligns with both the service delivery needs and strategic directions of CFSPD.
- .5 To develop an annual Communications Plan that effectively responds to the informational and data needs of internal and external audiences, ensuring the use of multiple communication channels that respond to the differentiated generational needs of stakeholders.

- .6 To review and further develop the Board governance model, policies and practices.
- .7 To assess and develop strategies to enhance the strategic and management skills and capacities of the Senior Leadership Team.

4. Ensuring the Long Term Financial Health of Catholic Family Services of Peel-Dufferin

- .1 Based on sound research, appropriate consultation and other assessments, to develop a longer term financial funding model and diversified revenues mix, giving consideration to:
 - Fee for service initiatives
 - Enhanced and broadened fund development strategies
 - The potential application of social enterprise initiatives
 - Diversifying / broadening the mix of funder sources
 - The possible use of an endowment fund as a longer term stabilizing source of income