



**Catholic Family Services of Durham**  
**Services à la famille catholiques de Durham**

# **STRATEGIC PLAN**

2016-2021

## **Our Mission**

Catholic Family Services of Durham is dedicated to strengthening the emotional, relational and social well-being of individuals and families, regardless of beliefs, through support, counselling, and education.

## **Statement of Values**

Catholic Family Services of Durham holds the following values:

- Provide services with regard for the dignity, freedom and equality of all persons;
- Serve with a spirit of compassion;
- Serve with a commitment to excellence and integrity.

## **Statement of Philosophy**

We are committed to serving in a spirit of mission with Christ and in accordance with the teachings of the Catholic Church. Catholic Family Services of Durham has a special commitment to those experiencing difficulties in our community; we stand in solidarity with them, counsel them and collaborate with them so they may overcome obstacles to their personal growth and well-being.

## **Overview of the Catholic Family Services of Durham (CFSD) Strategic Plan**

This strategic plan is the result of consultation and feedback from the community, clients, and staff as well as discussions among the Board of Directors that began at a board development day/strategic planning session held on January 16, 2016. Based on the feedback received, it is clear that CFSD's strengths lie in the dedicated staff, range of services offered, and our commitment to the community. This plan aims to build on the areas where we have experienced success and to create growth in new areas for the agency.

We have taken a different approach to this plan from our previous strategic plans. This plan will focus less on the day-to-day workings of the organization, which is currently thriving under the leadership of the Executive Director<sup>1</sup>, and will focus on overarching priorities and plans to move the agency forward over the next five years.

We recognize that the strength of CFSD depends on being accessible and responsive to the community we serve which means planning for ways to adapt and grow. This plan draws upon the need for the organization to continue with the practices that have proven successful as well as create future opportunities to grow and develop to better serve the needs of the Durham community. To achieve this, this plan focuses on the following four areas:

- 1) Collaboration and partnerships
- 2) Brand Development
- 3) Increase Executive Director and Member Capacity
- 4) Financial resources

These four areas touch either directly or indirectly on all facets of the work done by CFSD and attention to each area equally is crucial to the development of the plan overall.

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<sup>1</sup> The Executive Director at the time of the writing of this plan is Elizabeth Pierce BSW, MSW, RSW

## 1) Collaboration and Partnerships

One of the main strengths of CFSD is the people. The quality of counsellors on staff and their dedication to the organization and helping those in need in the community, along with the Executive Director, provide timely access to quality counselling and workshops.

To enhance the responsiveness to clients we plan to focus our energy over the course of this plan to building our network and profile in the community. The purpose of this is to discover partners with whom we share common goals and create formal structures for working collaboratively. This may take the form of bi-lateral partnerships, existing collaborative groups and new combinations of service providers who collaborate for a specific purpose.

This process begins with identifying specific partners based on our agency's needs. It will also require that we assess the state of existing partnerships and our current network to understand how our current structure is aligned with our future needs.

We will continue to participate in the external community and attend faith-based meetings to explore where possible partnerships could develop. After identifying key partners, those that already exist and others with whom we would like to partner, we will need to have a clear understanding as to how the partnership could benefit ours. Once this is determined, we will reach out to the organization.

The success of this work will be determined not only in the connections that are formed but also in the follow-through. The nature and duration of the partnerships will vary; however, a clear understanding of what the agency can offer and a plan to fully utilize that partnership for the benefit of CFSD is necessary for success.

Examples of some of the benefits such partnerships may offer are: access to expertise in building projects, access to advice from those who have successfully obtained grants, access to advice on trends in government, facilitation of contacts in government, partners who would be suitable co-tenants for the Hope Centre, etc.

The measured success in the development of partnerships will be not only be in the connection that is made but in the on-going benefit to the agency. There will be instances where contact with a prospective partner is made but it becomes clear that the agency is not in a position to assist CFSD for a variety of reasons; this is natural and to be expected. However, to make the initial contact only to have the lines of communication go stale will mean that no plan or growth can flow from it. Board members and the Executive Director will be responsible for the initial outreach and on-going contact with the partner agency.

The paramount consideration before a prospective agency is approached is that their work and values are consistent with the values held by CFSD which are outlined in the preamble to this strategic plan.

## **2) Increased Recognition of our Brand**

Increasing our brand recognition in the community is inextricably linked to our collaboration and partnership goals. The more quality networks we establish in the community, the more our brand will be become known, and vice versa. Brand recognition is necessary to raise the profile of the organization to ensure that the broader, non-client community has a better understanding of who the agency is, what we do and what it means, and does not mean, that we are Catholic.

As part of this goal, we will attempt to establish additional key media relationships that are invested in promoting the agency's work. We will continue to highlight the agency's work to parish communities who are interested in supporting the various functions of the agency and we will continue to promote the vision of the Hope Centre.

Our Executive Director is already active with speaking about the agency to key stakeholders, community parish based groups and community agencies. This work will continue as will the relationships with the various media outlets that are willing to report on and promote the agency's work.

Members of CFSD's Board of Directors come from a variety of professional and personal backgrounds. Many already have relationships with other agencies and can rely on these pre-existing relationships to spread the word of the work of the agency.

Also, as discussed above, Board members are behooved to approach new prospective partners with a clear plan for benefit in mind. This will assist in increasing the likelihood of key partnerships being formed and will increase the recognition of CFSD's brand. Board members will meet regularly with these community members and agencies, both pre-existing relationships and new contacts, throughout the year. Even if new partnerships are not formed, these meetings will inevitably increase recognition of the agency's brand in the broader community in a positive way.

### **3) Increase Executive Director and Member Capacity**

Returning to the premise that the CFSD's strength is its people, this is especially so when referring to the Executive Director. Although some degree of managing the day to day functions of the agency is a necessary role of the Executive Director, we will strive to raise this role to one of a high level overseeing of the functions of the operation along with community involvement. This will allow for the Executive Director's full potential and contribution to the organization to be realized.

Staff Managers have been selected which will assist in this endeavor. However, we plan to continue to try to find ways for the Executive Director's time to be best utilized which will in turn assist in the growth of the agency. This will create more opportunities for employees and the organization as a whole and increase the agency's exposure in the community.

Plans to achieve this goal will include exploring the development of a formal volunteer program or the possibility of hiring an office manager or additional staff if funding can be raised or otherwise secured.

The members of the Board of Directors come from a variety of backgrounds, both personally and professionally. Their expertise and experience will need to be fully known in order to tap into their full potential for the agency. We will continue to conduct self-assessments for board members and strive to use the expertise and experience of our Board members to continue to move the organization forward.

### **4) Financial Resources**

As a not-for-profit organization, financial resources are often a main area of discussion when planning for the future growth of the agency. Some of the identified areas for potential resources (in addition to our core funding) were identified:

- a. Commitment to fundraising;
- b. Generating money from our main fundraising event (Heart to Heart Gala) and building on this event;
- c. Commitment to annual funding;
- d. Increasing donations – enhance on-line donation capability, expand credit card acceptance;
- e. Define and implement the capital campaign;
- f. Establish a major gifts program;

- g. Establish a specific dollar amount as a goal and map out routes to achieve this goal; and,
- h. Find new/different sources of funding.

These identified areas support a multifaceted approach to increasing financial resources. Over the next several months, emphasis will be placed on the Capital Campaign, allocating funds for the purchase of a new building.

## **Conclusion**

In order to ensure the growth and development of CFSD, the focus over the next five years will be in the four identified areas: Collaboration and Partnerships, Brand Development, Increase of Executive Director and Member Capacity and Financial Resources. Success in each of these areas individually and combined will ensure not only that those in need in our community are well-served, but that as a growing and evolving agency we will continue to adapt, thrive and serve the Durham community for years to come.

## **This Strategic Plan was Developed By**

Members of the Governance Committee

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Marc Poupart  
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