



COUNSELLING AND SUPPORT SERVICES of S.D. & G.
SERVICES DE COUNSELLING ET DE SOUTIEN de S.D. & G.

2017 - 2022
Strategic Plan

Introduction

The Board of Directors and senior managers of Counselling and Support Services of SD&G met on November 29, 2016 at the Ontario Power Generation's Visitor Centre, Cornwall, to revise the agency's Strategic Plan.

This document is intended to reflect the input from the day and to provide the Board, Executive Director and staff key strategic areas of focus and "high-level" activity requirements.

It is also intended as a basis for operational planning and the ongoing Board monitoring of services and organizational responsiveness to evolving community needs and opportunities.

With this plan the Board of Counselling and Support Services of SD&G is setting its direction and establishing three (3) priority areas to 2022. With these revised strategic areas of focus the Board and Staff can continue to work towards a common Vision with newly defined milestones.

Note:

On October 18, 2016, the staff of Counselling and Support Services met, in a day-long session, to provide their insights, in advance of the Board's strategic planning deliberations.

The staff has a clear understanding of the importance of the strategic plan and the link between the priority areas within it and the operational adjustments that will be required because of shifts in strategic direction.

Two things stand out from the session:

1. A total cohesion of staff and a clear understanding and commitment to the organization's clients and Mission:
Counselling and Support Services SD&G empowers individuals toward a better well-being.
2. A total desire, on the part of staff, to be actively involved in the organization's future:
The agency is investing in itself; we would like to be involved in the investment.

MISSION STATEMENT (Revised)

Counselling and Support Services SD&G empowers individuals toward a better well-being.

VALUES STATEMENT (Revised)

We achieve our Mission by providing services and referrals that are consistent with our values.

We believe in:

- the dignity, worth and equality of all individuals
- advocating for the right of all individuals to self-determination and their ability to learn from life experiences
- advocating for the right of all individuals to live in safe, healthy and nurturing environments
- responding to and supporting those who are vulnerable and those who are in need
- providing inclusive access to our services and referrals to all individuals
- ensuring that French language services and referrals are available and maintained
- active collaboration with other agencies and services to support our clients
- broad local participation in responding to ever-changing local needs, setting our service direction and recommending program adjustments

Our Strategic Priorities - 2017 - 2022

Executive Director Recruitment, Management Continuity & Transition:

- To meet our changing organizational and client-service requirements through the recruitment and selection of an Executive Director.
- To effectively deal with senior staff changes through organizational transition management.

Organizational Governance, Services Change Management & Measures:

- To set and maintain client and funder service standards through organizational growth and adjustments.

Program Adjustment Based on Community and Funder Relations:

- To ensure client, community stakeholder and funder awareness and support of our ongoing and future delivery options by formally engaging them and using their input to set out service goals.

Key Result Area: Executive Director Recruitment, Management Continuity & Transition

Desired Outcome:

- To meet our changing organizational and client-service requirements through the recruitment and selection of an Executive Director.
- To effectively deal with senior staff changes through organizational transition management.

Measurable Outcome Required	Possible Activities	TIMEFRAME 2017-2022	Responsibility & Reporting Requirement
Establish a Succession/Selection Committee	Create a committee to facilitate the succession and selection of the Executive Director	April 2017	Board of Directors Centre York Centre
Harmonious internal relations with staff	Survey staff regarding leadership skills, strengths, attributes and what they would like to see in a future Executive Director	Sep 2017	Management Staff
Informed Decision Making	Create a list of skills, strengths and experience required for the Executive Director position	Oct 2017	Executive Director
Management Continuity	Review responsibilities of the Executive Director and make any necessary changes.	Oct 2017	Executive Director
Finalize a Hiring Plan	<ul style="list-style-type: none"> - Determine hiring process (Outsource/Internal) - Determine mentoring period (3-6 months) - Establish employment terms (contract, probation period, etc.) 	Nov 2017 to Jan 2018	Selection Committee Executive Director Selection Committee/HR
Hiring of New Executive Director	Interview and hire a new Executive Director and sign a contract.	June 2018	Selection Committee
Succession Plan for Management	Create a succession plan for short-term and long-term/permanent absences.	May 2017	Management Staff

Key Result Area: Organizational Governance, Services Change Management & Measures

Desired Outcome:

- To set and maintain client and funder service standards through organizational growth and adjustments.

Measurable Outcome Required	Possible Activities	TIMEFRAME 2017-2022	Responsibility & Reporting Requirement
Finalize Partnership Agreement	Establish a Service Integration Planning Committee (SIP) and sign a Partnership Agreement.	January 2017	Executive Director, Senior Management, Board of Directors (Both Agencies)
Selection of Project Lead	<ul style="list-style-type: none"> - Create the Request for Proposal - Create the Selection Criteria - Finalize Contract Terms 	March 2017	SIP Committee
SWOT (Strengths, Weaknesses, Opportunities & Trends) Analysis	Hold a staff retreat, including staff from both agencies with a facilitator to complete a SWOT analysis and team building	Sep-Oct 2017	SIP Committee
Finalized Transition of the New Entity	Implement the tasks as per the proposal by the Project Lead	March 2019	SIP Committee

Key Result Area: Program Adjustment Based on Community and Funder Relations

Desired Outcome:

- To ensure client, community stakeholders and funder awareness and support of our ongoing and future delivery options by formally engaging them and using their input to set out service goals.

Measurable Outcome Required	Possible Activities	TIMEFRAME 2017-2022	Responsibility & Reporting Requirement
Enhance Service Availability in the Counties of S. D. & G.	<ul style="list-style-type: none"> - Create Board committee focused on consultation and advocacy - Communicate with the municipal decision makers to determine their needs and what they can contribute. - Gather statistics regarding service availability and service gaps - Explore e-Counselling 	Fall 2019	Board of Directors Executive Director
Increased Awareness	<ul style="list-style-type: none"> - Research “Best Practices” for marketing - Physical presence at community events, school board, churches, etc. - New Signage on the building - Explore social media options and review the website - Engage staff in promoting the agency and ensuring consistent messaging 	Ongoing	Management Team & Staff
Successful Accreditation	Meet all criteria as outlined by CCA and have a successful onsite review.	July 2017	Board of Directors, Management Team and Staff