



Family Counselling Centre of Cambridge and North Dumfries

2022-2025



3 YEAR STRATEGIC PLAN

Towards a Clear Mission & Vision

IN MAY 2022, THE BOARD AND STAFF TEAM OF FAMILY COUNSELLING CENTRE OF CAMBRIDGE AND NORTH DUMFRIES (FCCCND) UNDERTOOK A STRATEGIC PLANNING PROCESS TO CLEARLY DEFINE FCCCND AS IT CURRENTLY EXISTS AND TO DETERMINE A CLEAR DIRECTION TOWARD A DESIRED FUTURE. PART ONE OF THE PROCESS WAS TO DEFINE THE CURRENT CONTEXT IN CAMBRIDGE AND WATERLOO REGION AND DEFINE THE ROLE OF FCCCND WITHIN THAT CONTEXT. DEFINING THE ORGANIZATION AND ITS ROLE IN COMMUNITY FRAMED THE MISSION OF FCCCND AND HELPED TO SET A CLEAR VISION FOR THE FUTURE.



VISION

We envision a community where emotional/mental health and wellbeing are prioritized and destigmatized.



MISSION

FCCCND provides a safe space where counselling and addictions services support the emotional wellbeing of people in Cambridge and North Dumfries.





VALUES



3

EXCEPTIONAL

We are an adaptable, progressive, and accredited organization powered by compassion, professionalism, and confidentiality.

INCLUSIVE

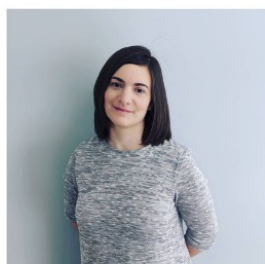
We provide a people centred approach where everyone can access services in an equitable manner.

COMMUNITY BASED

We are deeply connected to community; providing services based on community identified need, with an emphasis on facilitating individual reintegration.

ADVOCACY

We build capacity for clients to access services and capacity for system revisions.



EMPATHY

We care about everyone and promote wellbeing through all of our connections.



Start here

In every aspect of the plan, the board and staff agreed that two research projects are essential for moving forward in the most beneficial way for all of FCCCND stakeholders. These should be conducted to inform the activities on the following page.



Internal Program Review



Data collection and review of programs need to be assessed and evaluated. An ongoing plan for measurement and reporting need to be developed and implemented. The focus is on understanding client needs and where to prioritize services and work.

Environmental Scan / Gap Analysis

Understanding community needs, partner agency service specialties and priorities will help to assess gaps in service in Cambridge and North Dumfries. This will help FCCCND Board and CEO determine collaborations for the strongest possible services for the community.

It is understood that these two informational projects may require investment of funds and time but are necessary for forward momentum.



THE PLAN

To drive our mission in order to achieve our vision we will focus on:

- Sustainability
- Partnerships
- Advocacy
- Visibility
- Services
- EDI



Our plan will address these key facets of our work through the lens of our Values.

Breaking Down the Plan

Value	Year 1	Year 2	Year 3
Exceptional	<p>INTERNAL REVIEW</p> <ul style="list-style-type: none"> • Assess all programs • Design clear measurements • Check alignment with mission • EDI assessment <p>Fundraising Plan</p>	<p>Adapt services based on EDI Learning</p> <p>Establish program impact statements</p> <p>Expand fundraising and donor program</p>	<p>Streamline program expertise to support service direction</p> <p>Implement collaboration/merger</p>
Community Based	<p>ENVIRONMENTAL SCAN</p> <ul style="list-style-type: none"> • Community Services • Alignments and Gaps with FCCND program areas • Existing and potential partnerships 	<p>Revise and assess community partnerships to build forward based on environmental scan (this will factor into the place/space decision)</p>	<p>Implement collaboration/merger</p>
Empathy	<p>Internal Review as above</p> <p>Physical space and location planning</p> <p>Maintain and measure existing programs and services</p> <p>Learning Space and Creation implementation- to include research and development and community information sharing</p>	<p>Service measurement</p> <p>DECISION LOCATION AND SPACE</p> <p>DECISION COLLABORATION/MERGER</p> <p>Learning space continued</p>	<p>Streamline program expertise to support new service directions</p>
Inclusive	<p>Professional Development and Policy</p> <ul style="list-style-type: none"> • Territorial Acknowledgement • Inclusive Practices 	<p>EDI Policies and Practices integrated into all programs and services</p>	<p>EDI Work continues</p>
Advocates	<p>Advocacy Plan</p> <p>Communication Plan</p> <p>REBRAND</p>	<p>Implement and Revise plans as needed</p>	<p>Continue plans</p>





Appendix A-How We Got Here

FCCCND is part of a regional counselling network with a current mandate to serve the communities of Cambridge and North Dumfries. Two surveys were conducted in April 2022, one targeted the Board and Staff team and the second gathered input from key community partners. A preliminary conversation with board and staff were conducted on April 27th to deep dive into aspects of the results. To set the context for this strategic plan the surveys asked participants to describe how Cambridge and North Dumfries communities are changing and how these changes are affecting the services at FCCCND. *Five core areas* rose to the surface:

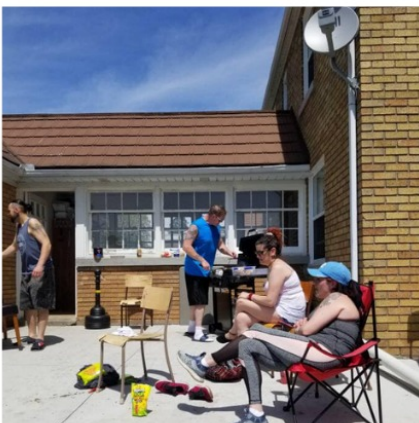
1-Financial Divide

2-Cultural Diversity

3-Growing Rates of People with Mental Health and Addictions Needs

4-Service Delivery Options... In-Person, Virtual, Telephone or Hybrid

5-Funding Environment



Deep Dive Into the 5 Core Areas

8



1. **Financial Divide** – there is a growing divide between the haves and have nots. This growing divide translates into several aspects of the Centres work. Counselling can cost upwards of \$100 per hour which is not accessible for a major portion of the people of Cambridge and North Dumfries. Inability to access affordable services adds to disproportionate representation of underprivileged experiencing mental health and addictions crisis.
2. **Cultural Diversity** – growing diversity of the populations in the community is requiring a diversified approach to mental health service promotion and practice. Diversifying expertise and cultural understanding becomes a staffing challenge for a smaller organization.
3. **Growing rates of people with mental health and addictions needs** – the number of people needing counselling and/or addictions treatments is growing quickly causing waitlists for services, especially among those also facing financial constraints
4. **Service Delivery options ... in person / virtual / telephone/ hybrid** – the pandemic has caused every organization to reconsider how they provide services and each client to assess how they can best access services. There was a shift from in-person services to virtual services. As we move forward out of the pandemic it is important to consider the best means for FCCCND to deliver services and meet service users' needs.
5. **Funding Environment** – healthcare funding is evolving, and the new Ontario Health Team model is in development. Nonprofit funding resources are generally unable to meet the needs of community organizations in an environment where demand for services is increasing exponentially. Sustainability of organizations is top of mind throughout the sector. FCCCND is in a positive financial position due to the sale of the building. It is important that the investment of these funds contributes to the sustainable mission and vision of the organization.



WE ASKED: How Would You Describe FCCCND?

Across all contributors, respect was voiced for the historic services provided by FCCCND. Recognition and appreciation also focused on the more recent contribution to the community of Addictions Treatment and Residential Services.

There is consensus that FCCCND is a valued asset to the community and that there is growing need for the services provided by the Centre. Focus is given to the Centre's Counselling and Addictions Services. There is also an emphasis on the community-based approach and collaboration with partners. FCCCND is seen not only as a service provider but a conduit to other services in the community. FCCCND is described as providing support through mental health promotion, prevention and treatment.



THE COMMUNITY HAS
THE ANSWERS
WE JUST HAVE TO
FIND THEM



HOW WOULD YOU DESCRIBE FCCCND - YOU CAN ENTER MULTIPLE TIMES

Who/What is FCCCND?



WE ASKED: What Role Does FCCCND Play in the Community?

When asked the above question, the list of services shared was extensive. Framing these within the areas of promotion, prevention and treatment, the following were referred to:



PROGRAMS/SERVICES

Promotion:

Community
Education
Advocacy

Prevention:

Referral Service
Housing Service (For
Recovering Individuals)
Women Helping Women
Anger Management
Seniors Outreach

Treatment:

Mental Health Counselling
Children's Emotional Programming
Employee Assistance Programs (Addictions Treatments)
Partner Assault Response (PAR)
Crisis/Trauma Therapy
Eating Disorders



Those Served by FCCCND Encapsulate the Breath of Community

Described in the Surveys as:

Seniors

Individuals

Municipality

Trauma Survivors

Vulnerable

Employers

Children &
Youth

Families

Community Partners

In addition to direct services, there was significant discussion from board staff and community partners of the importance of collaboration and referral services to and from other community partners.



Appendix B-SWOT ANALYSIS¹²

Strengths:

- Local community-driven organization
- Person centered
- No dropped Service Users
- Good system navigation
- Adaptability
- Capacity to add services
- Wide breadth of services that are innovative and evidence based
- Can work in a hybrid environment
- Has been around longer than well known organizations (Tim's)
- High trust with a strong track record
- Able to take risks
- Strong community partnerships
- Specialized field

Weaknesses:

- Funding
- Counselling contracts
- Merger Culture
- Privatization Pending
- Ministry of health funding
- Market size
- Larger Organizations can draw in clients



Join us in working **TOWARDS GROWTH**

Yesterday, Today and Tomorrow

Threats:

- Outdated/aging internal systems
- Payroll
- IT/data storage
- Donations
- Small image
- Fundraising
- Low Volunteer turn-out
- Lack of volunteer supports
- Capacity issues
- Waitlists
- Low pay
- Staffing needs
- Lack of counsellors
- Physical space in our women's house
- Reputation needs to be improved
- Website is outdated
- Lack of reserves
- Little EDI representation (equity, diversity, inclusion)
- Limits to accessibility
- Not leveraging partnerships to greatest benefit



Opportunities:

- COVID has provided unique opportunities
- Smaller relationships can be formed
- EDI training is becoming more readily available for staff and volunteers
- Counselling + Mentorship
- Diversity
- Hybrid formatting
- Outreach through Ayr for growth
- Addictions
- Partnerships with other organizations
- Housing and community integration
- Advocacy
- Becoming an information hub
- Education and working upstream
- Drug prevention classes
- Addictions classes
- Mental health classes
- Public training
- Gambling is on the rise in online markets
- Cannabis consumption since legalization
- Building an ambassador's board of regional and municipal counsellors
- Ability to create a new and different look
- To build funds
- More attractive
- Fundraising opportunities

Appendix C-Points of Concern

Moving Forward

13

Two items of concern appeared frequently in the surveys and in the discussion with board and staff related to *collaborative approach* and *financial sustainability*.



Financial Sustainability

There was a unanimous declaration that there was far greater need than there are funds to meet those needs. There was no question about growth potential for folks in need of services but major concern about where sustainable funding might be tapped. A desire to focus on the most vulnerable with the implication being that these are the individuals with little or no funds to afford the services without help.

Collaborative Approach

There were multiple perspectives raised on the merger of the KW counselling services. Every community partner recognized the challenge and encouraged further discussion. Concerns were raised about organizational capacity and sustainability and partners referred to a need to avoid the threat of being 'pushed out' or 'overshadowed'.

An alternate collaborative approach was raised in the form of a holistic individual health and wellbeing network.

Direct quote from Partner Survey:

"More and more, government funding in particular is focused on region-wide services, not city-specific ones. Having services and a presence in Cambridge is very important, but could be done as part of a partnership or merger with a KW agency that would help to build capacity and sustainability. I would prefer to see a better model established for regional services (beyond "Wednesdays we're in Cambridge") than see FCCND cling to an unsustainable independence."