



CFSD Strategic Plan 2026-2029



Introduction

The previous Strategic Plan for CFSD concluded on March 31, 2026. The updating of that plan began in the Fall of 2025. A facilitator led strategic planning discussions with Staff on September 30, 2025 and with the Board on November 8, 2025. A broader consultation with external stakeholders (funders, clients and community partners) was considered unnecessary due to recent engagement activities with these same groups as part of the accreditation process and ongoing quality assurance initiatives.

A draft Strategic Plan for 2026-2029 was presented to the Board's Governance Committee for consideration in January 2026, in advance of bringing a draft plan to the Board at its March 2026 meeting for approval. The board approved the plan on March 11, 2026.

Mission

We define the CFSD 'mission' as our purpose, mandate, and daily focus. Staff and the Board considered an amendment to the agency's Mission Statement to better reflect the reality of adding Safety Network Durham to CFSD.

Previous Mission:

We provide help, hope and healing to individuals, young parents, couples and families, regardless of beliefs. We do this through evidence-based psychotherapy and counselling, education and support.

Updated Mission:

We provide help, hope and healing to individuals, couples, and families, including young or vulnerable parents, and those with experiences of gender-based violence, regardless of beliefs. We do this through evidence-based psychotherapy and counselling, education, and support.

Values

Our 'values' are our guiding principles, which tell people what is important at CFSD. They provide a foundation for decision-making, for developing organizational culture, and as a touchstone for fairness. Values do not exist in isolation to each other, nor is one more important than the other. CFSD embraces the following core values as being foundational to our mission. Staff and the Board are able to provide multiple examples of how they are living into these values. No changes were proposed.

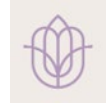
Inclusion: Creating spaces where all are welcome and accepted and feel that they belong.

Responsiveness: Anticipating and adjusting to the needs of the diverse communities we serve; seeking creative ways of thinking and adapting.

Collaboration: Working with our staff, board, clients and community partners to achieve shared goals and positive outcomes.



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Professional Excellence: Maintaining professional ethics and exemplary standards of practice; upholding a learning culture.

Strategic Priorities

The following strategic priorities and corresponding goals are proposed for the planning period (2026 to 2029) to further the CFSD Mission, while being true to our core Values. *(Note: the numbering system is used here for ease of identification, and not as an indication of importance).*

1. Advance an organizational culture that embeds and promotes diversity, equity and inclusion (DEI).
 - 1.1. Continue to develop cultural humility at all levels of the Agency (policy, governance, employment and service delivery), along with practices to promote this pursuit.
 - 1.2. Commit to continuous Indigenous-informed learning for all Board and Staff, to enhance cultural humility and inform decision-making.
2. Enhance service sustainability and organizational capacity.
 - 2.1. Communicate and leverage our strong, compelling identity.
 - 2.2. Explore, strengthen and expand funder and government relationships.
 - 2.3. Identify sustainable ways to increase support for staff development and wellness.

Implementation of Strategic Plan

Key responsibilities for implementation of this plan are as follows:

- Strategic priorities provide direction from the Board to Senior Management.
- Senior Management has the responsibility to interpret and operationalize these directives, work with others to establish goals, and report on progress.
- The Board will monitor the implementation of the Strategic Plan at regular intervals over the course of the Plan's three-year term. The Executive Director will report on the progress of the Strategic Plan quarterly to the Board, through the Annual Plan, the Executive Director Reports, and the Year-End Executive Director Report.



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Mission We provide help, hope and healing to individuals, couples, and families, including young or vulnerable parents, and those with experiences of gender-based violence, regardless of beliefs. We do this through evidence-based psychotherapy and counselling, education, and support.	Values We embrace the following core values as being foundational to our approach: Inclusion, Responsiveness, Collaboration, and Professional Excellence.
Strategic Priorities	
Advance an organizational culture that embeds and promotes diversity, equity and inclusion (DEI). Goals: • Continue to develop cultural humility at all levels of the Agency (policy, governance, employment and service delivery), along with practices to support this pursuit. • Commit to Indigenous-informed learning for all Board and Staff, to enhance cultural humility and inform decision-making.	Enhance service sustainability and organizational capacity. Goals: • Communicate and leverage our strong, compelling identity. • Explore, strengthen and expand funder and government relationships. • Identify sustainable ways to increase support for staff development and wellness.