

# **Strategic Plan 2019-2021**

## **EXECUTIVE SUMMARY**

# 1 Introduction

Community Living Elgin has been operating for sixty years, dedicated to improving the lives, education, employment and community integration opportunities for people with developmental disabilities, and more recently, supporting Early Years children. Approximately 230 adults, children and families across Elgin County are being supported to live, work and participate fully in community life.

In the past few years, the organization has undergone significant changes in terms of the role of the Executive Director, partnering with Community Living London on staff leadership dimensions, policy and sector changes by the Provincial Government, and a host of other considerations. With these significant changes, and anticipated future changes, the organization has identified the need and opportunity to develop a new Strategic Plan for 2019 to 2021.

The strategic planning process was developed in two parts. The first part involved the preparation of an Environmental Scan based on statistical, financial, staffing and other information, in concert with hosting six focus groups involving staff, advocates, family members and others.

The second part consisted of a Strategic Planning Workshop held on Friday evening October 19, 2018 and Saturday morning October 20, 2018 comprising five members of the Board of Directors and five senior staff.

The Strategic Planning Workshop was initiated with a presentation on the findings of the Environmental Scan; strategic and sector trends; and the preparation of a strengths, weaknesses, opportunities and threats assessment by the workshop participants. This work was followed by the review and further development of a Vision, Mission, and Principles and Values for Community Living Elgin. With the philosophical foundation established, the workshop participants worked collectively to formulate three Strategic Directions and eleven aligned strategies which were subsequently prioritized.

This document represents the Strategic Plan. It was reviewed by the workshop participants and a second draft prepared. The Board of Directors undertook a review and approved the Strategic Plan on November 21, 2018. With the Strategic Plan approved, management now has the responsibility to develop an implementation plan.

## 2 Vision

A Vision is like a horizon. It is a point in the future that has the capacity to galvanize the energy, spirit, and goodwill of all an organization's stakeholders to move towards it with common cause and purpose. As with a horizon, as one moves towards it, the horizon moves, which reflects the continuing change and evolution of the developmental disabilities and Early Years sectors.

The following Vision was prepared for Community Living Elgin.

***A community where all people feel included and can realize their potential.***

The following material provides some additional perspectives on the key themes within the Vision.

### **A community**

Identifies that it is the community where all people, no matter their abilities, perspectives and challenges, live, work and come together as citizens and contribute to the wellbeing of all its members.

### **Where all people**

All people are members of their community. They are to be treated equally, included, and be respected no matter the challenges they may face.

### **Feel included**

The first outcome of what Community Living Elgin envisions. That is, all people feel and are included, participate, contribute and are engaged fully in the life and work of their community

### **Can realize their potential**

The second outcome recognizes that all people have potential in terms of their skills, capacities and contributions. It is through the collective contributions that every community member makes, no matter their differences and abilities that allows a community to thrive.

### 3 Mission

A Mission Statement informs a reader of the fundamentals and essence of an organization as to its focus, priorities and outcomes. Every decision an organization makes, whether strategic or tactical, needs to align with and support its Mission. If the organization finds itself making a decision that does not align or support the Mission, the organization needs to ask why it would make such a decision or whether it is time to renew the Mission Statement.

The following Mission Statement was developed for Community Living Elgin.

***We provide supports that empower people with a developmental disability, Early Years children and their families to enhance their quality of life and life choices.***

The following material provides some additional perspectives on the key themes within the Mission Statement.

**We provide supports...** *Identifies the core activity and contribution of Community Living Elgin. It provides supports through programs, resources, education, connections and other actions that contribute to the realization of the goals and aspirations of the people supported.*

**that empower people...** *The supports provided by Community Living Elgin empower, help, facilitate and build capacity within the people and families supported, enabling the people supported to realize the outcomes that they wish to achieve within the community in which they reside.*

**with a developmental disability, Early Years children and their families...** *Identifies the primary groups of people that Community Living Elgin engages with and empowers. These involve adults with a developmental disability through the supports provided. It also involves children from birth to 6 years of age in the EarlyOn programs and services as an Early Years initiative. For both these groups, Community Living Elgin also provides supports to their parents, caregivers and family members to assist them in fulfilling their role and opportunities to support their children.*

**to enhance their quality of life and life choices...** *These phrases identify the key outcomes Community Living Elgin strives to support people to achieve. The first outcome involves continually working to improve the quality of life for them within their community through social, physical, educational, employment, independent living or through various Early Years programs and services.*

*The work of Community Living Elgin also involves empowering the people supported, and their family members, to be better prepared to make key life choices that will support them in achieving their goals.*

## **4 Principles and Values**

Principles and values have three roles within a Strategic Plan. First, they can further outline and define key themes within Mission Statement. Second, they define how the organization views and will interact with people, third they have the ability to identify the key accountabilities for the organization.

The following Principles and Values were developed for Community Living Elgin.

**We will...**

### **Dignity and Respect**

...treat all people with dignity and respect built on trust-filled relationships and equality.

### **Rights and Responsibilities**

...support all people to realize their basic rights no matter their skills and capacities, but equally, also ensure they understand their important responsibilities in fulfilling their role as a citizen.

### **Listening**

...listen to all of our stakeholders, giving them voice and input into the work of Community Living Elgin and the outcomes being realized.

### **Culture of Excellence**

...develop an organizational culture that is team-based, fosters innovation, practices evaluation and assessment, and continually creates opportunities for learning and development.

### **Individualized Relationships**

...treat each person as an individual with their own needs, aspirations and choices through personalized planning and continually expanding their opportunities.

### **Partnerships and Collaboration**

...pursue collaborative initiatives that leverage all the community's resources in better meeting the needs of all people in realizing their goals and aspirations.

### **Valuing Our People**

...value the work and commitment of our staff and volunteers in achieving the Mission of Community Living Elgin and the outcomes for all the people supported.

### **Accountability**

...be accountable for the decisions we make and the effective stewardship of the resources that are provided, acting with integrity in all that we do.

## 5 Strategic Directions and Priorities

Strategic Directions and Priorities identify the strategic actions the Board of Directors has identified as important in advancing the organization towards the achievement of its Vision and Mission during the 2019 to 2021 period.

Each of the Strategic Directions has a series of aligned strategies that identify specific areas of action. These strategies are also prioritized to assist management in developing the aligned implementation plan, as well as the use of the resources available.

The following Strategic Directions and Priorities have been identified for Community Living Elgin for 2019 to 2021 period.

### **1 Strengthening Our Human Resources And Culture**

- .1 To actively work in collaboration with our staff to significantly enhance the human resources capacities and operations within Community Living Elgin.
- .2 To build a growing culture of excellence and engagement that inspires innovation, participation, team-based solutions and strategies, and supports continual learning.
- .3 To establish Community Living Elgin as the lead agency and ensure the full integration of the EarlyON system across St. Thomas and Elgin.

### **2. Developing Our Next Generation Of Supports**

- .1 Building on the work completed to-date, to further develop the Passport Services strategy within Community Living Elgin to ensure an effective capacity and culture exists to be a leader in this service area.
- .2 To actively advocate, in partnership with Our Choice Matters and other service providers, to enhance the quality of life for the people supported, with a particular focus on: public transit services; funding and supports; partnerships; and citizenship / community integration.
- .3 To pursue innovative collaboration opportunities that lead to enhanced partnerships, joint ventures and other initiatives that better leverage all the community's resources in supporting people
- .4 To continually expand Supported Independent Living and employment supports, and to continually assess opportunities for new residential options.

### 3

#### Enhancing Our Capacity To Serve

- .1 To increase discretionary income by diversifying the organization's revenue streams, possibly considering: social enterprises; significant growth in fundraising; and implementation of fee-based services.
- .2 To revamp all our communication platforms and messaging, ensuring the use of the best channels for each target audience.
- .3 To explore and assess the potential benefits of alternative asset management approaches and investments.
- .4 To initiate a rebranding strategy for Community Living Elgin.

## Pride in our Past

Community Living Elgin was incorporated in 1958 as a result of parents and families advocating for community supports for their children.

Since those early days our agency has grown to provide a broad range of services and supports to over 250 families, 150 adults and 100 children. In addition, Community Living Elgin continuously advocates for the rights of all people with developmental disabilities.

Although Community Living Elgin has gone through many changes, our Mission maintains the same commitment to people with a developmental disability and their families...***We provide supports that empower people with a developmental disability, Early Years children and their families to enhance their quality of life and life choices.***

We look forward with anticipation to the next 60 years.



408 Talbot Street  
St. Thomas, ON N5P 1B8

519-633-9222

Fax 519-633-4392

[info@communitylivingelgin.com](mailto:info@communitylivingelgin.com)

[www.communitylivingelgin.com](http://www.communitylivingelgin.com)