

Community Living North Grenville: Nov. 14th Strategic Planning Day

Participating Board Members:

Steve Kohls (President)
Gord Sowten
Debbie Sabourin
Paul Jansen
Bill Patterson
Mary Alice Hossie
Diane Dewing
Fran Brauneisen
Jane Collings

Participating Senior Staff:

Sandra McNamara (Executive Director)
Brenda Dillabough
Jackie Ritskes
Kathy Botham
Nancy Fischer
Tracey Bennett
Brenda Seely
Krista Beaupre
Debbi Tryon

Highlight Notes:

CLNG Board members and senior staff gathered in the Grenville Mutual Insurance Community Room on Saturday, Nov. 14th, 2015, for a strategy development session facilitated by Rob Wood, President & CEO of 8020Info. This workshop followed an initial Board discussion on Oct. 21st as well as ample feedback received in advance from families, community partners, staff and Board members using an online input tool.

While additional follow-up work is required to produce final versions of CLNG's vision, mission, values and strategic priorities to guide the organization over the next three years, significant consensus was built around the strategic framework included here.

Note:

Full documentation of the planning session, including raw notes and material from various individual planning exercises, has been provided to the Board in a separate file. The summary highlights below are drawn directly from that outcomes report.

As well, compilation of all the online advance input received by the consultant was provided to workshop participants with their agenda package for the session and is available to the Board in the project file.

Contents:

Vision, Mission & Values	Page 2
Strategic Goals and Top Priorities	Page 4
Summary of strategic themes emerging from the advance input	Page 5



Outcomes: Reviewing Mission, Vision & Values

All strategy is framed by Mission: your purpose or reason for existing as an organization. Your ambitions and inspiration are described in your Vision. And your approach / service delivery is anchored by your Values.

As a key step before developing strategies and priorities, the group briefly reviewed the organization's Mission, Vision & Values for planning purposes.

General consensus was that the substance of these statements, presented below, provide a good basis for CLNG strategy development.

It was also noted that they **could benefit from some editorial polishing to express the mission and vision more effectively in plain language** and thereby enhance communication with the community. One other comment noted the value of emphasizing the importance and value of employment in the final documents.

Vision: It is the belief of *Community Living North Grenville* "that all persons live in a state of dignity, share in all elements of living in the community, and have the opportunity to participate effectively."

Mission: *Community Living North Grenville* is a local organization founded by families and friends of individuals with an Intellectual Disability. It will be guided by, adhere to and strive to achieve its Vision in all its actions. *Community Living North Grenville* advocates for, promotes and facilitates the full participation, inclusion and citizenship of people who have an intellectual disability.

To facilitate this mission, Community Living North Grenville will:

- Provide input to our provincial body (Community Living Ontario) that promotes positive change in public policy;
- Provide expertise, resources, information and education;
- Create and respond to opportunities for networking, actively supporting and partnering with those who share our vision;
- Build public awareness; and,
- Develop, nurture and support local community capacity and innovation.

Values:

- Community means supporting people to establish their lives in the "community" as we know it; the community at large will have an opportunity for shared responsibility in the lives of people we support;
- We involve a process of life planning with people on an individual basis;
- All people have every opportunity for choice of where they work, live, enjoy leisure time and retire;
- All children should be supported within their family, where it nurtures well being and personal growth;
- All children go with their friends to neighbourhood schools where they grow and learn together;
- All people enjoy and exercise all the rights and duties of full citizenship.
- All people have the opportunity to develop meaningful friendships and other naturally supportive relationships in the community;
- All people have the freedom to participate in their communities through political and religious expression.
- All people have access to comfortable and suitable homes that they can call their own;
- All people will be treated with dignity and respect;
- All people live with a sense of security and freedom from harm;
- All people have access to quality health care and adequate income.
- All people will be supported by competent and caring employees and volunteers, who are committed to quality improvement and accountability.

A Follow-up Task: Defining Success

It is the responsibility of governance to define success. What ends are to be achieved? Borrowing a question from the Carver Model, we might ask ourselves:

What outcomes are to be achieved ... ?

For whom ... ?

And at what level of worth, investment or cost to achieve them ... ?

Draft: Strategic Goals & Top Priorities 2016-2019

First the group worked through discussions that considered forces for change affecting CLNG, planning assumptions about the strategic landscape ahead, brainstorming to generate a diverse range of initial proposals for strategy development and an exercise to evaluate them. The group concluded with consensus around the following framework:

(Note: The statements below go a little beyond the exact wording posted on the session flipchart notes; they've been expanded beyond those bare bones as a draft for further review, but are based on those notes and other key points made during the discussion.)

1 Build our team as we adapt to evolving practices, becoming the best we can be.

Objectives:

- Develop an active culture of engagement to involve all staff and volunteers in designing organizational improvements and supporting each other through change.
- Support CLNG staff, volunteers and Board members to enhance their skills and make the best use of available tools (i.e. through professional development and training, cross-training and succession planning, using technology and so on).

2 Review & refresh our model of support to meet our community's changing needs.

Objectives:

- Assess and respond to the impacts and needs of increasing numbers of younger individuals as well as aging populations (individuals, their families, and staff).
- Prepare to respond effectively to the increasing number of individuals with more complex and challenging support needs and behaviours.
- Plan for expected local growth and new demands on the organization.

3 Enhance supports and options through partner and community connections.

Objectives:

- Consistent with our vision of improving community acceptance of integration, build and enhance strong community partnerships, and advocate in ways that advance employment, housing and other types of options for our people.
- Enhance relationships with funders & adapt to the new dynamics of direct funding.
- Pursue best use of communications, social media and networking techniques.

Highlights from the advance input

To help get the strategic planning session off to a fast start, 28 participants (families, partners, board and staff) contributed extensive advance input on several key questions related to the organization's future strategies and priorities. Below are some highlights and summaries used to stimulate the participants' thinking:

Strategies to respond to an evolving landscape of needs:

- Adjusting services, programs and approaches for supporting younger clients.
- Responding to evolving needs for supports, housing etc. as our individuals age.
- Completing a full transition to individual-centred approaches in providing supports.
- Providing more interesting and challenging employment opportunities for our people.
- Giving special focus to supporting increasing numbers of children with autism.

Communications, advocacy and partnerships:

- Making it a top priority to champion community acceptance of integration/inclusion.
- Stepping up our communication efforts, particularly with families, staff and partners.
- Developing closer, more effective cross-sector relationships with community partners.
- Advocating for a new / revised housing strategy with better options for our people.

Changing how we approach our work:

- Adapting our services, relationships and communications in a Passport world.
- Restructuring programs / realigning resources to better meet needs of individuals.
- Investing more heavily in technology and making more effective use of it.
- Getting out of "the transportation business" and finding a community solution.
- Becoming a more flexible, adaptable organization to cope with an uncertain future.

Funding and resources to meet future needs:

- Developing new sources of revenue beyond government funding... and fundraising.
- Preparing to streamline / optimize use of resources in a world of funding constraints.
- Planning for growth — more people needing services, and offering more services.

Ensuring our team is strong:

- Building our capacity and fostering a professional staff equipped with best-practices.
- Expanding staff training so we can better support people with mental health issues.
- Promoting a culture of engagement, openness to change, and the skills to manage it.
- Preparing for succession as older, experienced staff & board members retire / move on.