COMMUNITY LIVING
Grimsby, Lincoln and West Lincoln
Inspiring Possibilities

Strategic Plan Dashboard 2023-2025

#	Objective	Key Results	2023	Jan-Mar	Apr-Jn	Jul-Sept	Oct-Dec	2024	Jan-Mar	Apr-Jn	Jul-Sept	Oct-Dec	2025	Jan-Mar	Apr-Jn	Jul-Sept	Oct-Dec	Comments
	Pillar #1							**Best in class practices to becoming a workplace of choice for the area's employees.**										
	Professional Development, Recognition and Career Pathways																	
1	Conduct Stay Interviews	ave 3/month annually	●	5-6 interviews conducted	3-4 interviews scheduled	theming mtg August	24 held in 2023 - themed	●	Interviews being conducted	Interviews being conducted	Interviews being conducted			Summary was created and findings analyzed				Interviews are reviewing on an on-going basis. Senior Management committtee will develop action plans for improvement and updating the interview. - Completed
2	Employee Communication Tools	have at least one ongoing feedback mechanism open; monitored monthly	●	town hall remains open	town hall remains open	town hall remains open	Engagement Committee Developed	●		Engagement Committee creating Survey	Engagement Committee Shared Sharing Survey Results and seeking feedback from focus groups			Communication Guide Drafted	Commuication Guide Rolled out			Communication Guide to be completed in March 2025
3	Define F/T & P/T Compensation Models	written model with examples shared						→		Financial review of MCCSS operational revenue increase.	Completed: Compensation evaluation and distribition to all emplyees.							Completed: Compensation evaluation completed and wage increases distributed. Further compensation structure to be finalize. - Completed
4	Redesign performance evaluation process	goal oriented annual reviews on every employee tied to succession planning - new forms, reviewed annually, land on the process and storage location								People and Culture evaulating current perf. App. And updating the process and content.		→		Model Finalised	Rolled out	Mid Year Check ins		Rolled out within first half of 2025 and trialing throughout the year
5	Recognition & Appreciation	every site has frogs - every leader group and team meeting starts with appreciation - thank you notes for every noteworthy event goes to the team with copies to sr. leadership. Annual event held for all staff with long standing employee awards. Send Out Cards to all employees for birthdays and anniversaries. Christmas cards to all staff and people supported, external stakeholders. Board and Ed Excellence awards being developed in 2023.	●	continues	starting to see pay it forward frogs come back to us - consider developing passport?	FROGS continue. Need to schedule something for fall for staff.	FROGS continue to be used and other appreciation actions to be developed	●				First Annual Staff Open House - Department education with staff actively involved.			Staff Appreciation Night	2nd Annual Open House		Measured separately - cards, awards, staff appreciation dinner as one. Frogs, appreciation moments, and thank you's as another.
6	Build succession plan	state the risks - immediate, develop a plan - within year one, develop a pool and training mechanism - within year 1-2 and ongoing and tied to performance assessments								In progress for year end.		→				Planning begins		Sr. Leadership will put time and effort to this in spring/summer 2025
	EDI Best Practices																	

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1	Co-design and define respectful workplace policy	solicit input from people supported, families, staff and design policy - within 6 months								EDI questions included in employee survey		Team Leads attending a Planning Day on Conscious Care	→		being drafted for fall launch			Draft guide to be shared at EDI in January 2025
2	Embed EDI policies into what we do	Ensure we have one key person in place who spans both the EDI and Policy committees											→	set in place. K. Lymburner				Completed
3	Train people we support on EDI principles	embed EDI into any training opportunities with people supported, for example, rights and abuse training. Don't miss an opportunity, if someone needs it, provide it.	●				●			Training for staff and people supported - Fostering Call-in Culture June Prid Month activities and contest to create Resource file from staff input		Created video made by people we support for Land Acknowledgement			looking to anti black racism training through external organization. a library is being developed of resources for staff to access to provide educational opportunities for people supported			New Rights training video developed - to include discussion on EDI principles
4	partner with external groups to teach us more, faster	quarterly - introduce a training session	●	Cultural Competency	LGBTQ	training attended - bystander		●	EDI Chair joined CLO COP		EDI Chair member of Niagara DEI Group				Scheduled August 19 and 29th. Launched racial slurs training for 8 people			
5	review all of our documentation with EDI in mind	include land acknowledgement to start each meeting - embed into agendas. Review website. Through plain language review, have EDI Committee apply their lens to all new forms, policies, processes.							→	going to update land acknowledgement to include the All Voices Untied Self Advocates and an EDI lens.	November 2024 - New Land Acknowledgement and Video completed and will be utilized moving forward from this date. In November we also send out messaging about not using the word Stakeholder and replace with "Key Constituents". To align with the word stakeholder being reflective of colonization. Always trygin to align with best practices with language becasue it matters.		Full policy update and effort made to ensure EDI lens on all language. i.e. no use of the word residential to support our allyship with Indigenious Peoples			Completed

Recruiting and Onboarding

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1	enhance the recruitment pipeline	implement software that expands our posting net and smooths out our processed	●	Talent Pool Builder	celebrated single digits	remains strong	vast reduction - 3rd party	●			Third Way consulting firm hired to evaluate hiring and retention process. People and Culture Dept. evaluating and developing process.			Interview Process Reviewed as a 1st stage - Managers now interviewing for their own roles	Process Reviewed as a 2nd Stage			
2	develop a new onboarding program - make it fun!	Put committee together to develop new and fun onboarding program before April 1, 2024.				P&C developed onboarding and offboarding checklist		●			Third Way consulting firm hired to evaluate hiring and retention process.			Interview Process Reviewed as a 1st stage - Adjustments to flow made	Interview Process Reviewed as a 2nd Stage - Further refinements to flow made			Use our 30 days more productively and in a creative way. Pre-materials provided and required. Standardize our orientations. HR Associate will build when this position starts in August
3	mentorship programs	Formalize a buddy system with a reporting process - tie in with 3-6-9 checkins. Assign buddy - Sharevision form - evaluation forms to measure success of mentorship program	●		draft sent to Senior Leadership								→					within 2025

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4	3-6-9 new hire check-ins	Every new hire gets a 3-6-9 month check in reported. Supervisor to meet with new hires at 3-6-9 month intervals - check lists and paperwork completed, systems comfort, job description, general sense of how the person feels about the job and provide notes in sharevision, acts on things that appear as gaps	●					→								Buddy System being Developed		
5	continuously improve by asking staff how its going	New Hire lists to be shared bi-weekly with Sr. Manager - to check in regularly with staff teams getting a feel for how things are going						→						3 Month Check in Survey Launched				Intranet being explored. Results of surveys indicate communications feel better.
	Strengthen Leadership																	
1	set up 360 degree leadership development reviews	Senior Management provided with training on 360 reviews. Complete reviews. Put 5-year process into place	●		currently underway			●			Currently seeking a new vendor - due within 4 years.	2nd set of 360s to launch						Working to find a new vendor for next round
2	revamp our policy library for clarity with correlating procedures for each area	Rrevamp the policy library, training received through charity Village in February and Surge Policy Pro In April. Identify maintenance and review procedures to keep current.	●		currently underway			●		New Policy library to launch in Policy Pro	Actively reviewing policies			Launching in 2025	1st stage review completed and launched			Completed
3	engage ongoing leadership training	Management provided ongoing leadership training	●					●		MCE	MCE trainingand development completed. 8 leaders particpated.	Retreat to be planned. Crucial converstaion training to be completed by year's end.		Leadership lunch n learns being developed bi-monthly and informal leaders session scheduled for February		July Informal Leaders Session - focused on trust, transparency, communications, holding ourselves to our commitments	Teams Retreat	Completed

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Pillar #2		**Partnerships for Housing and Transit**																
	Initiate, promote and participate in Community discussions about affordable housing and transit																	
1	connect with NRH	Check with them to see if there are any upcoming progjects for affordable housing. Perhaps for SIL program.						➡						joined supported housing action table for region				
2	connect with Habitat	get on a committee for immersion into housing efforts			reached out			🟢										completed
3	connect with CMHC -	invite these people to an open house or provide tours of our sites so they see the need. Develop a relationship with Habitat for Humanity.						➡				Defered to 2025						best for timing to align with the project plan for 41 livinginston - will be rolled into the 10 year housing plan
4	Connect with Chambers	We are already members with the three Chambers of Commerce and attend meetings periodically to do presentations.	🟢	ED attended event	ED attended event			🟢						attended chamber event				completed
5	meet with government officials	We are already members OASIS groups. E.D. sits on the Board of C.L. Ontario all of who advocate for Developmental Service agencies in the province and at the Provincial level. Perhaps need to connect with our MPP s and officials in our area	🟢	ED Met with local MPP - met several local MPs	ED & HR Director attended OASIS Conference	August - scheduled meetings with local councilors and MPP S. Oosterhoff		🟢	ED and Board Chair meeting with MPP		Building on connections through the summer.	🟢		presented at town council	met with MPP. Met with councillor			completed
	Share our housing and transportation hopes and needs with regional partners and government to find solutions																	
1	Build partnerships with NRT	Connect with them to share information with our constituents						➡	Attended NRT Communitee Public Transit Presentation Meeting		Participating in Municiple survey.	Defered to 2025						Remo to organize
2	Host Community Partner Open House	Host Open House	➡					➡			Participation in a working group.				schedule for September			Cyndi to organize
3	Look for more opportunities to expand our SIL programs with affordable housing		➡					➡							exploration meetings with two agencies			Monitoring in 2025

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4	work toward giving people we support choices in housing where possible												➡	🔺				10 year housing plan will roll into next strat plan
Work with local developers to share knowledge, gain insight & support them to create new options																		
1	NRH relationships to increase awareness of need and design solutions							➡					🔺					10 year housing plan will roll into next strat plan
2	rework internal housing strategy with the goal of reducing the number of supported people per home to four - eventually							➡	purchased new house				🔺					10 year housing plan will roll into next strat plan
3	connect with local development and homebuilder's associations							➡					🔺					10 year housing plan will roll into next strat plan
Explore other housing models with peers																		new section added due to some activities being scheduled
1	visit other agencies to explore their housing solutions		⬤		visit to Flesherton in June	tours of home for sale for ISR		⬤		plan more visits				Rygiel		Karis		completed

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Pillar #3		**Re-imagine and co-design community inclusion and choice in service delivery**																
Re-imagine and redesign ISP, policies and processes																		
1	strike a balance between existing day support programs and individual outings	offering many different options for people to choose from. Evaluating and offering choices based on evaluation and need.	●(green)		CPS Manager presented future plans to Sr. Leadership			●(green)	recruited new Adult case manager				▲(yellow)				to design a meet and greet room and build supports around	this may get rolled into next strat plan as we build toward J2B
2	co-design opportunities that take place in the community	look for community activities that people can participate in with support as required	●(green)		CPS Manager developing survey			●(green)					●(green)	SGL CPS Navigator	expanded NYC choices	Reconsidering employee		continues to be a work in progress
3	reinforce positive language	when reviewing policies ensure that we are not using any negative language and using plain language	●(green)	reinforced in all interactions	reinforced in all interactions			●(green)										completed
	reduce respite group six to 3 or fewer people	smaller and fewer group activities					➡(blue)					Exploring an adult respite program to pilot	➡(blue)					exploring as part of J2B
	identify a variety of activities and locations	search out community location to offer activities for all	●(green)				➡(blue)	●(green)					●(green)					completed
	offer and deliver more choice of activities to people supported in SGL services	people in SGL supported to plan and take part in activities of their own choice	●(green)	Community Navigator	piloting programs	recruitment plans for 2nd navigator, declaring 10 vacancies at a time		●(green)	info session held for SGL Team Leads				●(green)	SGL CPS Navigator				
4	explore development and execution of ISPs	ISP's developed with planning activities in mind					➡(blue)						▲(yellow)					will explore post restructure
5	build our community navigator position	Develop robust and busy position to serve all people we support	●(green)		piloting programs	2nd recruit		●(green)	Adult Case Manager work toward this		Initiating a CPS SGL Community Navigatorposition and purchased a van.		●(green)					completed
6	form committees with supported individuals and family members to discuss challenge of vs importance of, CHOICE	Family Advocacy/Advisory Committee Formed and mandate developed	➡(blue)					➡(blue)					➡(blue)					moving to next strat plan - working on family information sessions in the fall of 2025
Explore how providing purchased services can bring better life to people supported and community																		

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1	inform all staff and board members about our J2B initiatives and activities implemented	Share updates as received, seek updates annually, if none	●		information sent to all leaders early May		ED joined committees	●	board info shared	lunch and learn being developed	J2B Leaders conversations held this summer. J2B committee was formed with Board.	J2B meeting planned for December 2024	●	Leadership J2B update session				all leaders encouraged to share information as received
2	discuss purchased services approaches with other DS sector agencies	Once discussed, bring informaiton back to leadership group for potential implementation.					→	●	Board sub committee proposed			Board sub committee initiated	●					
3	analyze the current usage of passport of people supported	Budget for passports have been shared with all supervisors and homeshare family support. Now quarterly review to ensure that budgest are up to date.	●		new processes being set in place	# of FS individuals being moved to Finance for passport management	moved FS to finance successful	●		to explore how might we expand		ACM and CPS Manager teaching homes how to develop a passport program						Finance and Family Supports working together on this
4	create equal opportunities of choice for supported individuals who receive lesser passport funding	System to be developped in April 2023 to help to support this endover with support of Raya / Anu and Supervisor team.	→					→					△					
5	build a robust passport program to increase life in the community and assign an internal passport champion	Create an internal calendar of activities that outline opportunities within the community which can be supported by passport staff across all homes	→		new processes being set in place			→					△					will carry forward to new strat plan
	Build Community Partnerships																	this section is new - some inititaives were moved from other pillars that more appropriately belong in community partnerships
1	Connect with super school ?	Meet Mike Morris attending an event at the school - build a student program	●		met principal	DISRUPT event held in July		●	applied to grant									
2	Involve medical providers	make connections through MCCSS with hospitals to support			MCCSS met with medical providers - submitted our feedback and suggestions							ED and two managers attended a Health Care symposium. Information shared with families and managers.	●	ED joined Regional Health Advisory discussions				

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	Pillar #4								Explore new opportunities that will provide both sustainability and growth									
	Research new services																	
1	Explore regional and local need and training needed	Do a review of the last year of RMG names and needs.	●	meetings regarding host family services	discussed ISR with MCCSS	building behaviour training into MSYLP for capacity building		●	MYSLP applications beginning to build capacity				●	New program opened		exploring new program for children aging out		
2	Contact MCCSS about funding and interest in CLGLWL developing these programs	Discuss with MCCSS what they are looking to fund.	→			ISR being developed		●	purchase of home to build program					New program opened				within 2023-24. Built capacity at manager level through MYSLP.
3	Define CLGLWL staff and operational requirements	make comparators of cost, staff training needs, facilities - weigh up options	→									→	●	Operational Review completed by external consultant				within 2024
	Actively promote us in our community																	
1	develop a clear communications strategy and a plan with targets	Annual calendar created of events, media ops, social media posts - execute	●		social media committee met	social media visible		●			Board of Directors and executive management retreat to discuss New Strategic Plan.		●	New strat plan drafted				Social Media calendar developed and running well
2	create and share the CLGLWL story	assign one staff member to interview people supported once monthly, create story, share in insider and					→	●	Champion resigned	Recruit new Champion	moving to next strategy, starting to make grounds in fall 2025		●					
3	assign responsibilities for external communications	assign one staff member to develop a newsletter with assigned columns by Fall 2023					→											New community outreach fundraiser will develop
4	develop a youth strategy	explore with new school (Matt Morris) and Amy's team - find one champion, support the students	●		collaborating with CLO	DISRUPT! July 2023		△	applied for grant				△					need leadership here
5	enhance self advocacy strategy	Develop a plan with Amy by Summer 2023	●		new member! - heard plan from CPS Manager	new member! Member possibly nominated for CLO Council		●	Community Navigation ready to expand		moving to next strategy, starting to make grounds in fall 2025		●	more visible now				
6	develop a family strategy	create a call for parents invitation, bring them together to brainstorm topics, create monthly event by fall 2023						△	applied for grant				●			family info session to invite interest		moving to next strategy, starting to make grounds in fall 2025
	Research and develop new funding opportunity and build fundraising capacity																	
1	revive existing and develop a new funder base by creating and executing fundraising strategy	Hire a person by summer 2023. create goals for individual to work by	●		recruiting	Recruited - starts Aug 17, 2023		●	champion resigned	new champion recruiting			●	Dennis group helping with this				moving along well

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2	foster relationships and partnerships with regional colleges and universities		▲			Recruited -starts Sep 5, 2023		➡	job fairs being attended again									HR team is developing a new structure and will focus here when HR Associate position starts in September
3	source opportunities to increase grant writing, fundraising, events and major gifts	person hired by summer 2023 can get us started on this as well				Recruited - starts Aug 17, 2023	➡	●	applications to three grants		Proposals for Fund Raising Consultants Major Capital and 60th Anniversary	Reviewing Fund Raising Consultant Proposal and Contract	●	Dennis group helping with this				Have applied to several grants and been accepted to a few
4	create a private donorship program	person hired by summer 2023 can get us started on this as well	➡					➡					▲					later in 2024