





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	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	●						
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	●						
3	Define F/T & P/T Compensation Models	written model with examples shared						➡						within 2024
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						➡					➡	within 2025
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	●						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						➡						Sr. Leadership will put time and effort to this in spring/summer 2024 - considering to make this a facilitated effort
EDI Best Practices														
1	Co-design and define respectful workplace policy	solicit input from people supported, families, staff and design policy - within 6 months						➡						consider a survey - include individuals and do this at a team meeting -
2	Embed EDI policies into what we do	Ensure we have one key person in place who spans both the EDI and Policy committees						➡						Has been focused on education and awareness -- will move to policies as we build policies

On Target	
Slow to Start - requires commnet	
Concern - requires review	
Future Commitment	

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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 projects for affordable housing. Perhaps for SIL program.						➡						arranging for summer or fall
2	connect with Habitat	get on a committee for immersion into housing efforts			reached out			●						met with CEO - will collaborate
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.						➡						arranging for summer or fall
4	Connect with Chambers	Chambers of Commerce and attend meetings periodically to do presentations.	●	ED attended event	ED attended event			●						ED attending and bringing Sr. Leaders to select events
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 councillors and MPP S. Oosterhoff		●	ED and Board Chair meeting with MPP					OASIS messaging plus our own. Housing, Transportation, Collaborations with Healthcare, and staffing
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						➡						arranging next meeting for fall
2	Host Community Partner Open House	Host Open House	➡					➡						within 2024
3	Look for more opportunities to expand our SIL programs with affordable housing		➡					➡						within 2024
4	work toward giving people we support choices in housing where possible												➡	find options first - then explore
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							➡						arranging for fall

2	rework internal housing strategy with the goal of reducing the number of supported people per home to four - eventually									purchased new house						will follow through next strat plan and into 2030
3	connect with local development and homebuilder's associations															within 2024
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 Flesherston in June	tours of home for sale for ISR					plan more visits					SIL Manager, SGL Sr. Manager, Director of Services and ED attending some locations

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




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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.	●		CPS Manager presented future plans to Sr. Leadership			●	recruited new Adult case manager					
2	co-design opportunities that take place in the community	look for community activities that people can participate in with support as required	●		CPS Manager developing survey			●						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	●	reinforced in all interactions	reinforced in all interactions			●						not daycare
	reduce respite group six to 3 or fewer people	smaller and fewer group activities						➡						being built within 2024
	identify a variety of activities and locations	search out community location to offer activities for all	●				➡	●						Great repository being continuously developed
	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	●	Community Navigator	piloting programs	plans for 2nd navigator, declaring 10 vacancies at a time		●	info session held for SGL Team Leads					
4	explore development and execution of ISPs	ISP's developed with planning activities in mind					➡							will explore post restructure
5	build our community navigator position	Develop robust and busy position to serve all people we support	●		piloting programs	2nd recruit		●	Adult Case Manager work toward this					happening as programs are piloted
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	➡					➡						within 2024
Explore how providing purchased services can bring better life to people supported and community														
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			all leaders encouraged to share information as received
2	discuss purchased services approaches with other DS sector agencies	Once discussed, bring information back to leadership group for potential implementation.					➡	●	Board sub committee proposed					Board to explore sub committee




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				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 endovor with support of Raya / Anu and Supervisor team.												within 2024
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									within 2024
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					CPS Manager and ED working on this together
2	Involve medical providers	make connections through MCCSS with hospitals to support			MCCSS met with medical providers - submitted our feedback and suggestions									For this initiative it will be more along the lines of working with, rather than taking the lead

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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					
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					within 2023-24
3	Define CLGLWL staff and operational requirements	make comparators of cost, staff training needs, facilities - weigh up options	➡					➡						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	●		media committee met	social media visible		●						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				Community Outreach Champion was hired and left in 6 months - hiccup - recruiting again
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					
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					need leadership here
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				brief hiccup - but had been moving along well

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						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

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