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1 INTRODUCTION

Community Living Cambridge, for many decades has been a primary provider of supports and services to individuals with an intellectual disability, their families and the Cambridge and area community. It provides employment, residential, day program, community and other services and supports to over 500 individuals and their families. The organization is a not-for-profit, community organization dedicated to the full integration, citizenship and participation of the people it supports into their communities and in realizing their individual goals.



The organization has grown over the years in the development of its programs, facilities, capacities and leadership. It has used strategic planning as an important governance and management tool in continually moving the organization forward as a vital resource to people with developmental disabilities, their families and the community. In the summer of 2017 the Board of Directors and the Executive Director identified the opportunity to refresh the 2015 to 2017 Strategic Plan.

A Strategic Planning Workshop was held on Saturday October 14, 2017 with thirteen Board members and senior staff to 'Refresh' the Strategic Plan. The workshop focused on the development of new Strategic Directions, Strategies and Priorities for the 2018 to 2020 period.

This document reflects draft Strategic Plan that emerged from the Strategic Planning Workshop. It will be further reviewed and developed by Community Living Cambridge. Once approved by the Board of Directors, the senior management team will develop an implementation plan, using the implementation chart templates available within this document. With the implementation plan finalized, full implementation of the Plan and the continuous reporting on the progress being undertaken will commence in January 2018.



2 Vision

A Vision is like a horizon. It has the potential to galvanize the energy and commitment of an organization's stakeholders to work with common cause and purpose towards a desired outcome. Like a horizon, as one moves towards it, it moves further away, reflecting the constant presence of change within the operating environment that the organization needs to adapt to an ongoing basis.

The following Vision was developed for Community Living Cambridge.

**People empowered
through opportunities and supports
to realize their dreams**

The following material provides some additional perspectives and insights on the key themes within the Vision:

People empowered	All people living within a community need to be empowered in order to be full citizens. This term reflects the importance of inclusion and integration of everyone, including people with disabilities, their families, volunteers, staff and citizens.
Through opportunities and supports	Identifies how people are empowered via a community that creates opportunities and supports. Citizenship comes first and then there needs to be recognition that some people need additional support to fully express their citizenship.
To realize their dreams	Every person has hopes and aspirations, dreams and opportunities. All people need to have equal opportunities to realize these dreams.



3 Mission

A Mission informs a reader about the essence and fundamentals of an organization. In application terms, every strategic and operational decision an organization undertakes should be aligned with and be supportive to its Mission. If an organization finds that it is considering a decision that is not aligned or affirming of its Mission, then it needs to ask why it would make such a decision, or whether it is time to review the Mission.

The following Mission Statement has been developed for Community Living Cambridge.

Journeying together, we create opportunities to support people with developmental disabilities to realize their citizenship and aspirations.

The following points provide some additional perspectives on the main themes within the Mission:

- | | |
|--|--|
| Journeying together | Community Living Cambridge does not simply provide supports. It engages with the people it supports through their life journey. People who have developmental disabilities benefit from a partner who walks the journey with them, providing the supports that allow them to realize their dreams. |
| We create opportunities | The role of Community Living Cambridge is to create, on an evolving and innovative basis and within the resources available, the types of supports and opportunities that empower people with a developmental disability to realize their citizenship and aspirations. In this role, the Association is an enabler, facilitator, evaluator and an opportunities creator. |
| To support people with developmental disabilities | Identifies the primary audience that Community Living Cambridge supports and works with on a daily basis. In achieving this outcome, the Association also works with parents and family members, friends, partners and the community, bringing together all the necessary supports and opportunities that benefit a person with a developmental disability to realize their aspirations. |



To realize their citizenship and aspirations

These points identify the two key outcomes that the work of Community Living Cambridge focuses on. The first involves supporting people to be full citizens of the community, to be accepted, integrated and valued. Citizenship comes first and supporting citizenship is simply a means to ensuring full acceptance as a citizen.

The second perspective is the realization of their aspirations. Every person, no matter their ability, has hopes and aspirations. Because one has a developmental disability does not diminish the presence of or the importance of having aspirations in ensuring an enriched quality of life, being respected and valued, and being a citizen in the community in which they live.



4 Principles and Values

Principles and Values have three roles within a Strategic Plan. First, they have the opportunity to further define and describe key themes within the Mission Statement. Second, and possibly most importantly, they identify how the organization views, values and will interact with people. Third, they have the potential to be key accountability dimensions of the organization.

The following Principles and Values have been developed for Community Living Cambridge.

We believe...	
PEOPLE FIRST	In the importance of ensuring that the people we support are always our first priority, fully accepted and valued.
CHOICE	In working tirelessly to ensure the people supported have meaningful choices in their lives.
DIGNITY	In treating every person with dignity and respect as a basis to develop trusting and lifelong relationships.
CITIZENSHIP	That every person is a citizen of the community in which they live, and to achieve this, some people need support to effectively be accepted as a valued citizen.
COMPASSION	In working with people on the basis of compassion and empathy for the challenges, experience and the aspirations they hold.
ENGAGEMENT	In the importance of engaging all our stakeholders in the planning and decisions we make, and being innovative and leaders in collaboration and partnership approaches.
CULTURE	In continually developing an organizational culture that inspires innovation, team approaches, flexibility and continuous improvement within a dynamic learning environment.
ACCOUNTABILITY	In being accountable for the decisions we undertaken, the effective use of the resources we are provided, and acting with integrity and transparency in all that we do.
SUSTAINABILITY	In ensuring that within our decisions and strategies, the sustainability of Community Living Cambridge is preserved as the basis to continuously engage with and effectively support people through their life’s journey.



5 Strategic Directions

Strategic Directions identify the priorities and strategies that the organization feels are vital to be pursued in realizing its Vision and Mission over the next three years. They also represent the first level in operationalizing the Strategic Plan's implementation.

The following three Strategic Directions and aligned strategies have been developed for Community Living Cambridge for the 2018-2020 period.

1. Delivering Innovative Programs

- .1 To develop and implement an Organizational Performance and Outcomes Reporting model for Board assessment and other reporting applications (Dashboard).
- .2 To develop a Board Policy for reviewing the programs offered by Community Living Cambridge once every five years for needed changes, relevancy and practicality.
- .3 To continually explore with the people supported, their families, the boarder community and through partnerships, innovative program and service solutions that effectively respond to the evolving expectations and needs of the people supported.

2. Engaging With Our Community

- .1 To undertake the annual development of a comprehensive and integrated Marketing and Communications Plan that responds to the communication preferences of the differentiated audiences that engage with Community Living Cambridge.
- .2 On an ongoing basis, to actively undertake community and corporate collaborations and partnerships that effectively support Community Living Cambridge's strategic directions the people supported.
- .3 To pursue outreach and advocacy initiatives, alone or with partners, that enhance the opportunities and benefits for the people supported at community, provincial and other levels.
- .4 To communicate and connect with special needs students and their families while in secondary school, to become involved with active individualized planning and potential programming that meets their current and future interests through Community Living Cambridge's fee for service model.



3. Optimising Our Resources

- .1 To continue to explore Community Living Cambridge’s lands, buildings and work sites to identify alternative opportunities that will enhance asset utilization and funds availability, involving:
 - Ownership and lease options
 - Staff work arrangements and locations
 - Partnership potentials
 - Other asset development and maximization strategies
- .2 To develop a comprehensive Fund Development Plan for Board consideration and direction, involving:
 - Planned-giving
 - Corporate sponsorships
 - Events and activities
 - Other sources of funding
- .3 To continue to explore opportunities to diversify Community Living Cambridge’s funding resources, potentially involving:
 - Consulting services, such as for Transitioned Aged Youth Services.
 - Fee for service opportunities and growth
 - Social enterprise initiatives
- .4 To actively undertake human resource development initiatives that enhance staff recruitment and retention, and organizational culture and performance, involving:
 - Alternative staffing scheduling models (work from home as a potential option for some office-based positions)
 - Succession planning for key leadership, specialized and other relevant positions

The **FIRST STRATEGIC DIRECTION** focuses on the important need for Community Living Cambridge to continually develop and transition its programs and services through innovation, best practices and ongoing assessment. There are significant transitions occurring in the operating environment, including Transitional Aged Youth, Passport / fee for service / direct funding, residential and other services. To remain relevant, and to better serve the people supported, Community Living Cambridge needs to continually renew and refresh its programs based on emerging needs, best practices and ongoing innovation.

The **first strategy** focuses on the need to create a performance management system for Community Living Cambridge. The importance of having outcomes, measuring their results and reporting on these results continues to grow, both from funder and compliance perspectives, but also from a community development and engagement perspective. It is also vitally important to have performance measures



and outcomes that support fund development, interactions with the people supported and their families, partners and other groups.

What is needed, is for Community Living Cambridge to develop a performance management program, often called a 'dashboard'. The dashboard would have Key Performance Indicators, (KPI) identified and which would be measured. The application of the KPI would involve regular reporting to the Board, possibly quarterly. KPI results would also be utilized in reports to funders, the Annual Report of the organization and other applications.

The **second strategy** is intended to ensure that the programs and services of Community Living Cambridge are constantly reviewed, updated, continuously improved, reflect new and emerging trends and other relevant perspectives. This strategy focuses on ensuring that in the Board Policies there is a clear indication for the Executive Director to facilitate a review of every program and service of the organization once every five years that confirms the program's relevancy, practicality and any need for changes as required. These reviews can be undertaken on a cyclical basis in terms of a certain number per year. It is also possible that some reviews may need to occur more frequently as government policy, funding, the needs of the people supported and other perspectives emerge into the operating environment.

The key consideration in this strategy is to create the policy framework, and then to ensure that the Board Policy is fully implemented with monitoring reports to the Board on the review results, transitions, further needs, etc.

The **third strategy**, articulates the vital importance of Community Living Cambridge consistently exploring and engaging with the people supported, families, the broader community and partners to ensure that its program and service solutions meet the changing needs and expectations of the people supported. Particularly, this work needs to focus on emerging trends, consultation, the application of best practices, and understanding how the operating environment and the community are changing. This initiative will be important to engage in all service areas. Also, of particular importance, is to continually develop innovation platforms for program renewal and development, building on the distinct advantages and strengths that Community Living Cambridge has so as to ensure that these assets and positioning opportunities not only continue but are also continually enhanced, broadened and used effectively in achieving its mandate and positive outcomes for the people supported.

The **fourth strategy** identifies the importance of Community Living Cambridge initiating engagement with special needs students in secondary schools several years before they graduate through the 18 to 21 years of age period. This engagement is seen as an effective service to support them and their families in planning for their transition to the adult services sector. It is also a strategy that will enhance Community Living Cambridge's linkages and connections with them in terms of identifying fee for service opportunities as the Passport and related programs expand, as well as to develop stronger relationship with them and their families that could result in a better understanding Community Living Cambridge when they move into the adult sector.



The **SECOND STRATEGIC DIRECTION** speaks to the fundamental need for Community Living Cambridge to continually grow and expand its engagement with the broader community. Community Living Cambridge is all about people living in the community as citizens and being fully integrated. There exists a strong need to create awareness, support and acceptance for the people supported and the work of Community Living Cambridge.

The **first strategy** in support of this Strategic Direction is to develop annually, and to provide budget support for a comprehensive and integrated Marketing and Communication Strategy. A strategy is needed that communicates the value of the organization, its needs, the great stories and the need for full citizenship and integration of the people supported. This work needs to be undertaken in a way that uses variable communication channels, marketing tools and other approaches that align with the generational differences in terms of how people receive, assess and respond to marketing and communications information. The importance of this strategy touches multiple dimensions of the organization, from brand support and development, to promoting programs and services, to significantly supporting and growing fund development activities, to enhancing volunteer recruitment, to facilitating the Community Living Cambridge's advocacy work, and in supporting long term organizational sustainability.

The **second strategy** involves actively pursuing increased community and corporate collaborations and partnerships. Partnerships have been undertaken over many years by Community Living Cambridge. However, in the future, the range of partnerships, their depth and intensity and the scope of what they deliver will likely need to be increased in order to access all the resources necessary to undertake the work of Community Living Cambridge in achieving community integration and other key outcomes.

The **third strategy** focuses on advocacy initiatives, whether for an individual supported within the local Cambridge community, provincially or at other levels. These initiatives could be undertaken alone by Community Living Cambridge or in concert with other local / regional groups or provincial bodies. The role of advocacy is key in educating communities and people on the needs of the people supported, integration and on the importance of their full citizenship.

The **THIRD STRATEGIC DIRECTION** involves **OPTIMISING OUR RESOURCES**. Community Living Cambridge has significant land, facility and related assets. It also has a strong and capable workforce and would benefit from more diversified funding that allows for increased discretionary allocations. All these perspectives will allow the organization to be more effective in responding to the emerging needs of the people supported, and to improve the organization's performance outcomes, relationships and capacities.

The **first strategy** involves continuing to assess the lands and buildings of Community Living Cambridge to determine whether there are partnerships or other initiatives that would allow the maximization of the use of these assets to the benefit of the people supported, the community and Community Living Cambridge. This initiative moves beyond the previous Strategic Plan's perspective in that it needs to look at the possible reallocation of work sites utilization for staff, new trends related to staff working at home,



continuing to explore innovative ownership and leasing models, and continuing to pursue partnerships and other strategies that could maximize the use of these resources.

The **second strategy** is intended to position fund development in Cambridge Community Living as a more present and profound dimension of its functional activities. Currently, fund development work tends to be more ad hoc with no particular plan. This strategy focuses on the development of a Comprehensive Fund Development Plan by staff who would then bring it to the Board for assessment, direction and approval. The Plan will need to identify the key elements of fund development activity that will maximize opportunities for Community Living Cambridge; the cost to implement the plan in terms of staff and resources; anticipated returns; risk / reward perspectives; and other key dimensions. The plan will need to consider a broad range of fund development activities, including planned-giving, corporate sponsorships, events, annual campaigns and other possible fund generating activities.

The **third strategy**, focuses on diversifying the discretionary funding resources of Community Living Cambridge. Much of the government's funding today is highly prescriptive and targeted leaving little opportunity to fund new initiatives, research or to upgrade activities, facility and related activities. To this point, three initiatives have been identified for investigation. However other initiatives should be considered as they are identified and emerge into the operating environment.

The first initiative involves the possibility of providing consulting services to other agencies working with families who have a Transitional Aged Youth. Community Living Cambridge is considered a leader in this dimension of service, and has a significantly high proportion of engagement with the population. As a result, there could be consulting opportunities that emerge with revenue generating opportunities.

The second initiative would be to continue to expand the fee for service opportunities both within and outside of the Passport Program. The Passport Program could be repositioned over time but the context of direct funding to the people supported and / or their families continues to grow. Positioning the organization to be a strong player in this more market-based environment will be vital and could generate important funding resources.

The third initiative involves continuing to assess social finance opportunities as a revenue generator for Community Living Cambridge, potentially working with the people supported. The current initiative with the students at Wilfrid Laurier University is a potential foundation upon which to better understand and possibly activate this revenue generating strategy.

The **fourth strategy** reflects a need to actively work on the human resource capacities of the organization. One key area of concern is the recruitment and retention of frontline staff, particularly in the part time dimensions. This has become an increasing sector phenomena and could have direct impacts on the ability of Community Living Cambridge to be effective in its work going forward. Two initiatives are identified



The first initiative involves assessing staffing scheduling model alternatives to determine whether more part time positions can be created through the week instead of on weekends and during day time hours. This would require a significant transition for all the staff but may be a way to assist people who are currently trying to assemble full time positions but can only access work on Friday night and weekends.

The second initiative focuses on the continuing need for succession planning as the workforce ages. Community Living Cambridge will experience a number of retirements at managerial levels over the next five or so years. An important strategy for the organization is to identify and to train staff who could move into managerial roles over time.



6 Implementation

6.1 Work Program

The following charts provide a framework for developing the implementation plan for Community Living Cambridge's 2018 to 2020 Strategic Directions.

The implementation plan represents a roadmap that guides the specific activities undertaken in support of the Strategic Directions and their various strategies. However, this roadmap must also remain flexible as change continues to evolve within the operating environment and other impacts will occur that will adjust/amend priorities, methods and activities.

In terms of setting priorities, the following two level priority setting framework is provided for consideration:

A Strategies within the various Strategic Directions that are the highest priority and need immediate initiation, though they may take a shorter or longer time to be completed. Also represent objectives that may need to be completed before other objectives can be initiated, as the follow-up objective may be dependent on the outcomes of an A priority objective.

B Strategies that are dependent on another objective to be completed first or can be initiated in the second or third year of the Strategic Plan's implementation as they may not have imminent requirements

6.2 Strategic Plan Review

A three-part Strategic Plan review process is identified for the Community Living Cambridge:

- Quarterly, the Board and senior staff should complete a review of the A priorities on the following:
 - Actions taken
 - Barriers occurring
 - Recommendations on revisions and new inputs
 - Other key information
- Every year, the Board and senior staff should allocate a block of time to review and update the Strategic Plan relative to the A and B priorities as to the key inputs, changes in the operating environment, and make appropriate adjustments to the timing, tasking and related dimensions of the Strategic Plan's implementation.



- Every three years, the Board and senior staff should engage in a full review process similar to their current initiative in order to ensure the relevancy, timeliness and scope of the Strategic Plan in moving the Community Living Cambridge towards the realization of its Vision and Mission.
- Also, the Board should report on the progress being made on the Strategic Plan at its Annual General Meeting, in its Annual Report and newsletters, and on its website.

Community Living Cambridge should consider updating the Strategic Plan each year by adding a third year and dropping the first year in order to keep the Plan dynamic relevant and on point.



Priority / Task	Project Lead / Team	Due Dates mm/dd/year	Approval Requirements	Metrics
Strategic Direction No. 1: Delivering Innovative Programs				
A	.1	To develop and implement an Organizational Performance and Outcomes Reporting model for Board assessment and other reporting applications (Dashboard).		
A	.2	To develop a Board Policy for reviewing the programs offered by Community Living Cambridge once every five years for needed changes, relevancy and practicality.		



Priority / Task	Project Lead / Team	Due Dates mm/dd/year	Approval Requirements	Metrics
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A	.3	To continually explore with the people supported, their families, the boarder community and through partnerships, innovative program and service solutions that effectively respond to the evolving expectations and needs of the people supported.		

Strategic Direction No. 2: Engaging With Our Community

A	.1	To undertake the annual development of a comprehensive and integrated Marketing and Communications Plan that responds to the communication preferences of the differentiated audiences that engage with Community Living Cambridge.		



Priority / Task	Project Lead / Team	Due Dates mm/dd/year	Approval Requirements	Metrics
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A-B	.2	On an ongoing basis, to actively undertake community and corporate collaborations and partnerships that effectively support Community Living Cambridge's strategic directions the people supported.		
A-B	.3	To pursue outreach and advocacy initiatives, alone or with partners, that enhance the opportunities and benefits for the people supported at community, provincial and other levels.		



Priority / Task		Project Lead / Team	Due Dates mm/dd/year	Approval Requirements	Metrics
B	.4	To communicate and connect with special needs students and their families while in secondary school, to become involved with active programming that meets their current and future interests through Community Living Cambridge's fee for service model.			
Strategic Direction No. 3: Optimising Our Resources					
A-B	.1	To continue to explore Community Living Cambridge's lands, buildings and work sites to identify alternative opportunities that will enhance asset utilization and funds availability.			



Priority / Task		Project Lead / Team	Due Dates mm/dd/year	Approval Requirements	Metrics
A	.2	To develop a comprehensive Fund Development Plan for Board consideration and direction			
A-B	.3	To continue to explore opportunities to diversify Community Living Cambridge's funding resources.			



Priority / Task		Project Lead / Team	Due Dates mm/dd/year	Approval Requirements	Metrics
A-B	.4	To actively undertake human resource development initiatives that enhance staff recruitment and retention, and organizational culture and performance.			



