

COMMUNITY LIVING MANITOULIN STRATEGIC PLAN

SPRING 2019- WINTER 2021

INTRODUCTION

Community Living Manitoulin (CLM) has a long history on Manitoulin Island. The original Hope Farm was founded in 1950 by a grass roots organization of parents of children with developmental disabilities who wished to maintain their children's rootedness in their community. To this day, CLM continues to be an organization that is rooted in its community and continues to integrate its members into the community through programming and services.

CLM services the entirety of Manitoulin, providing developmental services through a range of services and under the auspices of public funding through the Ministry of Children, Community and Social Services. As an incorporated not-for-profit organization, we offer residential and community services to adults with developmental disabilities.

CLM currently operates 4 group homes, a Supported Independent Living program, a Life Skills program, a Respite program and a Supported Employment Program.

CLM serves over 60 individuals with developmental disabilities and employs close to 60 staff members. The organization is led by a volunteer Board of Directors who oversee a management team who report to the ministry and oversee the residential and community programming staff.

CLM is pleased to present our strategic plan for the period of 2019-2021.

This strategic plan was undertaken at the behest of the Board of Directors in the Spring of 2019 and reflects on the policies of the organization and new political realities which will impact the organization over the next 3 years.

The board of directors and staff of CLM participated in an afternoon planning session which provided feedback on the organization's current strengths and weakness and which formed the basis for this strategic plan moving forward.

Mission Statement

Created in 2012 and reaffirmed during the strategic planning process in 2019.

CLM advocates for, promotes, and facilitates the full participation, inclusion, and citizenship of people who have a developmental disability.

Vision

Developed in 2012 and reaffirmed and expanded upon during the 2019 strategic planning process.

CLM envisions a society where everyone belongs, has equality, respect and acceptance. This gives people a sense of self-worth and opportunities for growth. The gifts, uniqueness and innate value of each individual are celebrated, supported and acknowledged as essential to the completeness of the whole community.

We achieve these goals by:

- Providing a safe, respectful and nurturing environment,
- Promoting community inclusion through social, recreational, work, and volunteer opportunities.
- Developing opportunities, supports, and resources for individuals, families and caregivers,
- Developing advocacy and community partnership arrangements,
- Providing safe options of lifestyle and accommodations.

People have the necessary empowerment and are free to:

- Enjoy and exercise all the rights of citizenship,
- Enjoy the ability to make individual choices in safe, self-defined terms,
- Enjoy friendships and other naturally supportive relationships,
- Enjoy a sense of security and freedom from harm,
- Enjoy an individualized level of supports and care that meets each person's needs,
- Enjoy the opportunity and freedom to contribute to, and participate in their community,
- Enjoy the opportunity of doing real work for real pay; fair recognition of accomplishments and the right to eventually retire.

Goal Statement

Created in 2012 and reaffirmed during the strategic planning process in 2019.

CLM pursues the goal 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.

Values

CLM understands that individuals with developmental disabilities and their families have hopes and dreams like all people and that they are in the best position to understand what their needs are and how they should be met. As an agency committed to helping those it serves to achieve their dreams, CLM upholds the following core values. These values were identified in 2012 and affirmed and expanded upon during the 2019 strategic planning process.

- HONESTY and INTEGRITY – We act with honesty and integrity in everything we do.
- RESPECT and SENSITIVITY – We respect the rights of all individual and those who work within and who come in contact with CLM and we pledge to treat them with respect and sensitivity.
- PRIDE and FULFILLMENT – We take pride in our organization and strive to create an atmosphere of fulfillment in all we do.
- INCLUSION – We strive to fully include Individuals in our community.
- TRANSPARENCY and ACCOUNTABILITY – We accept responsibility for our actions. We are open and transparent.
- OPEN COMMUNICATION – Everyone is encouraged to openly share his or her opinions and views respectfully.
- TEAMWORK – We are supportive of each other's efforts, loyal to one another and care for each other personally and professionally.
- PURPOSE – We are committed to providing Individuals with opportunities for a meaningful and independent life.

Strategic Directions and Objectives

Through the strategic planning process and through a process of prioritization, the board has identified the following 5 key strategic directions.

1. Increase and strengthen Relationships, Collaborations and Strategic Alliances
2. Continually Enhance the Quality of Our Supports and Services for Individuals
3. Invest in and Develop Best Practices in Staff Development and Employee Wellness
4. Strengthen Financial Stability and Sustainability
5. Enhance Governance and Organizational Oversight

Strategic Direction #1

Increase and strengthen Relationships, Collaborations and Strategic Alliances

- CLM will explore shared services and the possibility of the amalgamation of administrative operations with other organizations with the goal of creating financial efficiencies that will allow funds to be directed toward services.
- CLM will develop and implement a communications and marketing plan to target specific audiences, including: families of individuals supported, schools/colleges, workplaces/businesses/employers to raise awareness of our programs and services and increase opportunities for the people we support; this plan will include enhancing social media communications and the development and publication of an annual report.
- CLM will put a focus on building relationships with key stakeholders including elected officials, Ministries, funders, child protection and other community based organizations and services

Strategic Direction #2

Continually Enhance and Improve Individual Supports and Services

- CLM will explore new housing opportunities, including family homes, and service expansions, including marketing and fee-for-services within the Passport program and increase the Employment Services and Volunteer Opportunities programs
- CLM will investigate tools for measuring Personal Outcomes Measures (POMs)
- CLM will explore the implementation of a client information management system

Strategic Direction #3

Invest in and Develop Best Practices in Staff Development and Employee Wellness

- CLM will explore the creation of development plans for employees, that includes professional development/training needs and opportunities for staff that will lead to better retention rates and morale amongst part-time staff which will also increase embodied knowledge and skills to better serve and support individuals served.
- CLM will evaluate employment data and the recruitment processes and implement policies and practices that better allow for successful recruitment and retention of well-qualified staff.
- CLM will encourage and support staff to improve reporting and communications between all levels of the organization

Strategic Direction #4

Strengthen Financial Stability and Viability

- CLM will explore new avenues for diversified funding, including new fundraising opportunities and grant-writing opportunities and collaborations with other organizations
- CLM will create a comprehensive infrastructure plan that will allow for improved infrastructure budgeting
- CLM will create a comprehensive technology plan that will allow for improved technology budgeting
- CLM will seek to improve internal financial reporting processes

Strategic Direction #5

Enhancing Board Governance and Oversight

- The Board of CLM will oversee the review and dissemination of the CLM's organizational chart, supporting and helping to enforce the organizational definition of roles
- The Board of CLM will develop succession planning for board members and executive positions and pursue best practices for board diversity
- The Board of CLM will pursue developmental sector specific board training
- The Board of CLM will regularly review and update all governing documents, including by-laws, policies and procedures and ensure these are disseminated organization wide

