



# **Community Living Burlington Strategic Plan 2023-2027**

# BACKGROUND

**The world experienced a lot of change from 2020-2022.**

Community Living's caring community faced the challenges of the global pandemic, and the associated social and economic impacts, with determination and love for one another. It was an isolating time for the people we support and their families and friends. Even with new restrictions and protocols, we found innovative ways to connect with one another, but we still have more connecting to do.

Restrictions have left some people we support, their families and staff feeling isolated. Inflation has strained our budgets. Challenges in recruiting and retention have made continuity of care and building relationships among staff teams, families and the people we support more challenging.

For Community Living Burlington, the pandemic created challenges and opportunities. This strategic plan outlines the ways in which we plan to face the challenges together and embrace new opportunity.

**In the spring of 2023, CLB community members came together to share their hopes for a new way forward for CLB.**

In a series of focus group sessions, interviews, online meetings, informal conversations and written submissions, the people we support, family members and employees shared their concerns, hopes and dreams for rebuilding our connections to one another and strengthening mutual and caring support throughout our community.

**Priorities for strengthening CLB and providing a safe and equitable community are becoming clearer.**

Since our spring engagement, the management team and the Board of Directors have worked together to identify the strategic priorities for 2023 to 2027 to support our community as we rebuild our connections, celebrate our gifts, and prepare for our bright future together. This plan is the result of that work.

# THEORY OF CHANGE

Theories of Change help explain what an organization does, the outcomes it aspires to achieve, and the impact it intends to make in the world. The links among these elements are an organization's **theory** about how it achieves its impact.

Theories of Change can be helpful to align stakeholders on the strategic pillars of an organization and help all members of the community see where their gifts contribute to the whole. They are useful as a framework for measurement and evaluation. Theories of Change start with **Intended Impact**.



## OUR INTENDED IMPACT

*Intended Impact describes what an organization hopes to achieve, by when and for whom. It is more specific than a mission and vision statement, and is intended as a rallying cry and commitment to progress.*

**Community Living Burlington enriches quality of life and promotes full and meaningful inclusion in our community of individuals who have a developmental disability.**

**By 2035, all people who have a developmental disability in our community will have timely access to person-centred programs and the supports they need for full inclusion and higher quality of life.**



# OUR THEORY OF CHANGE

*Theories of Change help explain what an organization does, the outcomes it aspires to achieve, and the impact it intends to make in the world.*

OUR WORK

## PERSON CENTRED SUPPORT

Service, support and inclusion for people who have a developmental disability, in supportive living and day service settings and in the broader community.

## COMMUNITY ENGAGEMENT

Facilitating community partnerships and support networks to promote meaningful inclusion and understanding.

## TEAM BUILDING

Recruitment, training, policy and practice that empowers and values our staff.

## SECTOR AND POLICY INFLUENCE

Facilitating the exchange and application of best practice. Identifying opportunities in policy and practice; engaging policy makers.

OUR OUTCOMES

The people we support have good quality of life, the opportunity to choose and reach their goals, and the social capital they need for meaningful inclusion.

CLB is a supportive, healthy work environment in which our team can thrive and do meaningful work.

Partners, funders and policy makers have the data, ideas and collaboration required to innovate and improve the sector.

# Community Living Burlington



## Theory of Change

# Strategic Priorities 2023-2027

Our conversations in the spring and summer of 2023 helped us validate our intended outcomes, confirm the core elements of our work, and share ideas for the future of Community Living Burlington. The list below outlines our strategic priorities for living into CLB's Mission and Theory of Change.

1. **Building Inclusive Community Culture:** pathways to learning and support.
2. **Strengthening and Supporting our Team:** employment and succession plans.
3. **Growing our Community:** building partnerships; enlisting champions.
4. **Targeting Communications:** making information flows accessible and timely.
5. **Learning for the Future:** understanding trends and preparing for change.
6. **Providing for the Future:** proactive financial management and resource development.
7. **Measurement and Evaluation:** understanding our progress and opportunity.

# Strategic Priorities 2023-2027

## 1. Building Inclusive Community Culture: pathways to learning and support

### Goal

By 2027, CLB will have built an inclusive and supportive community culture that reflects our values of inclusion, dignity, and accountability for all members of our community, including the people we support and their families, employees and volunteers.

### Strategies

We are focused on community culture because:

- The people we support name relationships as the most important part of their lives.
- We have a wealth of experience and the goodwill and support of our larger community to draw on.
- We believe that sharing ideas and supporting one another will improve care, resilience and inclusion.

**1.1** Build pathways for communication, collaboration and learning that meet the needs and celebrate the gifts of all stakeholders.

# Strategic Priorities 2023-2027

## 2. Strengthening and Supporting our Team: employment and succession plans.

Goal	Strategies
<p>By 2027, CLB will have built and implemented workforce and succession plans that ensure CLB is a supportive, healthy work environment in which our team can thrive and do meaningful work. Attraction, retention and employee satisfaction will be among the best in our sector.</p>	<p>2.1 Develop HR metrics to support the analysis of current state and help the board and management understand gaps and opportunities.</p> <p>2.2 Define and implement a five year workforce plan which incorporates talent pipelines, strategic education partnerships and succession planning and is based in trends in employee and the people we support demographics and external conditions.</p> <p>2.3 Develop and implement employee attraction, engagement and retention strategies.</p>



# Strategic Priorities 2023-2027

## 3. Growing our Community: building partnerships, enlisting champions.

Goal	Strategies
By 2027, CLB will have increased and deepened its partnerships with community champions, community organizations, educators, service providers and sector leaders. Reciprocal relationships with partners, funders and policy makers will promote inclusion and innovation in the sector.	<p>3.1 Map the landscape of potential partnerships with not-for-profit organizations, service providers and charities; identify learning and collaboration opportunities.</p> <p>3.2 Build a partnership engagement and management strategy, including resources (people and systems) and communications (messaging).</p> <p>3.3 Build a presence and connection with Burlington businesses, promoting opportunities for supported employment, corporate giving and volunteering.</p> <p>3.4 Build a diverse volunteer program to use and celebrate the gifts of CLB community members and the broader Burlington community.</p>

# Strategic Priorities 2023-2027

## 4. Targeting Communications: making information flows accessible and timely

Goal	Strategies
By 2027, CLB will be producing open and timely communication appropriate to its intended audience, so that all members of our community will know what they need to know and have options for sharing their ideas with others.	<p>4.1. Understand the communication needs of all stakeholders, including the people we support, families, employees, and the broader community. Determine the content, frequency and channels required.</p> <p>4.2 Build a communications strategy drawing on best practice in our sector: identify and acquire the resources needed for implementation.</p> <p>4.3 Achieve quick wins as part of a longer staged rollout of the comprehensive and multi-channel process.</p> <p>4.4 Implement active monitoring of communication channels to understand and improve engagement. Actively solicit feedback from users.</p>

# Strategic Priorities 2023-2027

## 5. Learning for the Future: understanding trends and preparing for change

### Goal

By 2027, the board and employees, having worked together to create a learning culture focused on the future, will understand the implications of changes in government funding (the Journey to Belonging) and changes in the needs and profile of the people we support in our community. Our learning will equip us for innovation and influence and ensure our service delivery is aligned with our partners.

### Strategies

- 5.1. Define the learning needs of board members and senior management. Examples include:
  - Trends in Developmental Services and Ministry funding
  - Best practices in serving our aging population
  - Understanding the needs of population we serve in the broader context in Burlington
  - Revenue and housing alternatives
- 5.2. Develop individual and group learning plans to include meeting presentations, reading, conference attendance.
- 5.3. Establish a process to support the board's learning and focus on the future, and gather feedback.

# Strategic Priorities 2023-2027

## 6. Providing for the Future: finance management and resource development

Goal	Strategies
By 2027, CLB will build the structure and processes required to ensure the agency can sustainably provide services required by the people we support.	<p>6.1. Build the board's understanding of public funding mechanisms.</p> <p>6.2 Map revenue and expense flows and clarify gaps. Clarify gaps in operating expense and capital (long term).</p> <p>6.3 Develop an asset management plan: understand the life cycle of assets.</p> <p>6.4 Strengthen governance, policy, process and management of financial resources to include fundraising, alternative revenue sources, major gifts and bequests. Establish regular reviews of asset and resource capacity and make course corrections.</p>

# Strategic Priorities 2023-2027

## 7. Measurement and Evaluation: understanding progress and opportunity

### Goal

In 2024, the agency will implement standardized measurement and reporting of progress on its intended outcomes, goals and strategies.

These evaluation tools will support collaboration and innovation, and be incorporated in performance management of the Executive Director and cascaded through the organization.

### Strategies

7.1. Engage stakeholders to understand their interest in measurement and evaluation of our progress. Enlist stakeholder support in developing indicators for each component of the Theory of Change and for progress on each strategic priority.

7.2. Develop an evaluation process (qualitative, quantitative) that includes stakeholder views and data.

7.3 Establish the frequency, content and channels for sharing measurement and evaluation results and acting on feedback, including but not limited to quarterly reporting to the CLB community.



## NEXT STEPS

Each year, the agency's operational plan, developed by the management team will include the ways the strategic priorities will be implemented, and the progress expected on our Intended Impact and Outcomes.

The board has realigned its committee structure and reporting requirements to strengthen its oversight role, and support implementation of the plan. Annual work plans for board committees will align with the agency's strategic priorities.

The board and management will work closely together to measure and evaluate our progress and share and celebrate with the wider stakeholder community.

### In the near term, we will focus on the following priorities

- Conduct communication needs outreach.
- Establish the board and senior management learning plan and begin implementation.
- Develop a Human Resource measurement system, establishing targets and reporting processes, developing workforce plans.
- Develop the Attraction and Retention Strategy.
- Build the partnership strategy, securing resources and identifying early wins.

The strategic priorities outlined in this plan suggest several potential new roles. The board and management will work toward funding a senior position focused on stakeholder engagement, and with responsibility for leading community culture and partnership development processes. Human Resource, Communications and Finance and Accounting roles may also require support and adjusted responsibilities. The management team will build these organizational design elements into its 2024 operating plan.



Thank you to the people we support, families, caregivers, employees and volunteers who shared their wisdom, hopes and dreams in this strategic planning process.  
Let's take the next steps together.

Burlington, Ontario