

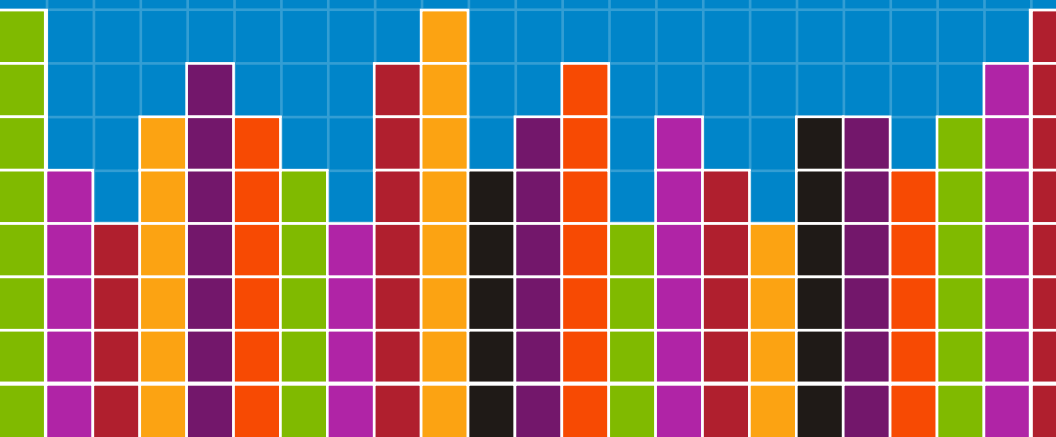
COMMUNITY LIVING
London



Inspiring Possibilities

STRATEGIC PLAN 2017 – 2020

Executive Summary



1 Introduction

Community Living London (CLL) has been using strategic planning as an important tool of governance and management since 1995. Four generations of strategic planning have been completed in 1995, 2003, 2010 and 2014.

In early 2017, the Board of Directors and the Executive Director identified the opportunity to undertake the next generation Strategic Plan for Community Living London. The need for a new Strategic Plan emerged from a series of considerations, involving the completion of the 2014 Strategic Plan's key Strategic Directions and Priorities, continuing changes in the operating environment and a host of other perspectives.

This document represents Community Living London's Strategic Plan for 2017 – 2020.

*“The staff go above and beyond to help me with anything
I may need.”
Person Supported*

2 Vision

A vision sets the aspirations and horizon towards which the organization and its stakeholders are working collaboratively with people supported, their families, staff, and partners. The Vision of Community Living London is the evolution of a community that is inclusive of all its members, that values equally all its members' potential to contribute, and where every person can aspire to realize their goals and achieve fulfilled lives.

Our Vision:

Valued People ● Inclusive Community

3 Mission

A mission statement is designed to inform the reader about the fundamentals and focus of the organization, providing insights as to the priorities, efforts and purpose. A new Mission Statement was developed in 2010 to reflect the changing operating environment and other perspectives, and was amended in 2017.

Our Mission:

Community Living London

We are dedicated to supporting people with developmental disabilities to live fulfilled lives in collaboration with families and the community.

The following points provide additional interpretation and perspective on the key themes within the Mission Statement:

Dedicated to supporting

CLL provides supports that enable the people with whom they interact to realize their goals and potential, and to lead fulfilled lives.

People with developmental disabilities

Identifies the people to whom CLL is committed to and provides supports for. The primary focus is on people with developmental disabilities. CLL's work also often engages their families who are part of the collaborative framework. They need supports involving education, respite and other services.

To live fulfilled lives

Defines the primary outcome that CLL strives daily to achieve for the people it supports and those around them. All the people supported have gifts, aspirations, goals and can contribute. But as with any person, it is their individual choice as to how they wish to participate in their community and the goals and aspirations they wish to pursue.

In collaboration with families and the community

Reflects a foundational perspective that CLL does not work alone, but draws on the resources, capacities, commitments and inputs of the families of those supported, the community, funders and others. It is through this collaborative framework and supports delivery strategy that the multitude of services and their quality, scope and benefits are achieved on behalf of the people supported.

“I like my house. I like going out with staff. I like going for walks and coffee at Horton donuts near my house and bowling on Wednesday night.”

Person Supported

4 Principles and Values

Principles and Values have three applications within a Strategic Plan. First, they provide an opportunity to further define and interpret various elements of the Mission Statement. Second, they identify how an organization will view, interact with and treat the people with whom they engage. Third, Principles and Values can identify key areas of accountability within the organization and contribute to the development and assessment of organizational priorities and outcomes.

We believe

- **That All People Have Inherent Value and Can Contribute**

Each person has inherent value and gifts, and can make meaningful contributions to their community.

- **That Each Person is Unique**

Each person we support is unique, and their needs must be addressed from a person-centered perspective, potentially within a life-long commitment.

- **In the Right to Make Informed Choices**

People with developmental disabilities have both the right to make informed choices and the responsibility to accept the outcomes of these choices without any prejudices being imposed.

- **In Being a Leader**

Developing a leading organization and being leaders is vital in meeting the evolving needs of the people supported.

- **In Fostering Support Networks**
 Dedicated and diverse support networks are instrumental in enhancing the quality of life for people supported.
- **That Quality Services Need to be Flexible and Responsive**
 Quality services for people supported will be flexible, responsive and based on evidence in order to effectively meet the differentiated and evolving needs and the changing realities of each person served.
- **In the Importance and Value of People Supported, Families, Staff and Volunteers**
 People supported, their families, staff and volunteers are all important and valued contributors in the delivery of quality services, as well as in the governance of Community Living London, and the achievement of its Vision and Mission.
- **In a Culture of Innovation and Learning**
 Developing an organizational culture that fosters innovation, continuous learning, the use of best practices and working collaboratively is important.
- **In the Equitable Sharing of Resources**
 We believe in the fair sharing of and access to all the community's resources through effective and active collaboration and partnerships in meeting the diverse needs of the people supported.
- **In Being Accountable**
 Community Living London is accountable to its stakeholders for the outcomes achieved for the people supported, the delivery of quality services, ensuring effective governance, acting with integrity at all times and being excellent stewards of its resources and legacy.

5 Strategic Directions and Priorities

Strategic Directions represent the priority action areas that Community Living London has identified as being key initiatives in the achievement of its Vision and Mission.

1. Achieving Exceptional Services:

- 1.1 Enhance existing and develop new services and supports that increase the diversity of day programs, new residential service options, employment and other areas of support that respond to the evolving needs of all people supported, with a particular focus on:
 - Transitional Aged Youth
 - People with exceptional support needs
 - Aging people supported and their families
- 1.2 Undertake the business planning and market assessments necessary to position Community Living London as a premiere and sustainable service provider within the evolving Passport Funding environment.
- 1.3 Continue to develop organizational strengths in terms of both crisis response and preventative planning services and capabilities.
- 1.4 Further develop an accountability framework which includes service quality metrics, to analyze and to make evidenced-based decisions for people, services and the organization as a whole.

“There are so many great programs and activities for everyone to find something they enjoy doing. We are a great team with people who are always there to listen and find a solution that is best suited for people supported as well as staff.”
Staff Member

2. Enhancing Our Culture Of Engagement:

- 2.1 Ensure all communications, materials, training, community connections and related engagement activities are aligned with and directly connected to the different generational and multi-cultural needs and access points across London.
- 2.2 Continuously strengthen overall community engagement activities in support of value creation for Community Living London, fund development, community supports, and our programs and services.
- 2.3 Continuously seek to be proactive in developing more comprehensive collaboration strategies and partnerships that increase the availability of and access to community resources for the people supported.

“The culture of Community Living London is a great strength. It is truly an organization that values the people we support and their families.”
Staff Member

“Chris has a full and wonderful life with a well-balanced social and physical activity. He loves his home and roomies! Just want to emphasize - Chris's care is beyond wonderful!”
Family Member

3. Building Our Capacities To Serve:

- 3.1 Continuously evaluate and develop marketing and communications strategies to ensure that they use the most appropriate communication channels, messaging, linkages and related strategies to maximize connectivity to all stakeholders.
- 3.2 Continue to make strategic investments in Community Living London's technology capabilities, both operationally and in support of enhancing the quality of life of people supported.
- 3.3 Community Living London will strive to reflect the broader community's cultural diversity in terms of staff, volunteers and the Board of Directors.
- 3.4 Ensure Community Living London is proactive in maximizing services and organizational integration opportunities that enhance the supports and services available to people supported, and the effectiveness and sustainability of the organization.
- 3.5 Continue to develop an innovative and expanded fund development program, focusing on differentiated strategies that align with various demographic audiences across targeted appeals, grants, events, and planned-giving approaches.

“CLL has dedicated and hard-working staff who focus their energy on supporting children and people and on advocating for the people they support in the community.”
Family Member

Planned Giving to Community Living London

What is Planned Giving?

With planning and financial advice you can have a big impact on your community. There are many ways you can support Community Living London.

You can use your will or insurance policy to make a lasting gift to help us inspire possibilities for everyone.

Planned giving to Community Living London is your commitment to a future where everyone is a contributing and valued member of their community.

Why Planned Giving?

There are many benefits of Planned Giving. The satisfaction of knowing that you are making a difference in the lives of people with developmental disabilities, the comfort of ensuring that your charitable choices are made now as too many people postpone or never realize theirs, and the peace of mind knowing that your wishes will be followed through are just a few of the rewards of this form of giving.

Moreover, there is a significant financial advantage to Planned Giving as it lowers your current taxes and/or lowers the taxes your estate will be required to pay.

For further information please contact the Development and Communication Department of Community Living London at 519-686-3000 or please consult your financial advisor to discover the benefits of Planned Giving.

CRA Charitable Registration Number:
(BN) 10808 7222 RR 0001

Pride in Our Past

Community Living London was incorporated in 1952 as a result of parents and families advocating for community supports for their children. Our services began with organizing classes for a small group of children with the assistance of volunteer teachers.

Since those early days our agency grew to provide a broad range of services and supports to over 1,000 people. In addition, Community Living London continuously advocates for the rights of all people with developmental disabilities.

Although Community Living London went through many changes and our membership has grown, our Mission remains the same. We are committed to working toward a future where all people are valued members of their community and they can contribute their talents and realize their dreams.



Inspiring Possibilities

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