



E3 Community Services

Educate
Enable
Empower

2018-2021 Strategic Governance Plan

Implementation Strategy Final – May 2018

1: Leadership			
Goal / Key Actions	Timeline	Responsibility	Progress
1. Promotion/ Outreach: E3's profile in the community is enhanced so there is a greater knowledge of E3 and what it does and so E3 benefits from that understanding in terms of involvement, co-operation, collaboration and support of community members.			
1.1 Increase social media presence.	Ongoing	Management leadership through CEO, all Board members as determined by Board	
1.2 Sponsor community events and participate in community events organized by others.	Ongoing	As above	
1.3 Make presentations to the community including service groups, secondary schools.	Ongoing	As above	
1.4 Provide regular updates on developments to local media including newspaper and cable TV.	Ongoing	As above	
1.5 Encourage and facilitate a prominent role for people supported by E3 in promotion and outreach.	Ongoing	Management leadership through CEO	
1.6 Develop and implement a professional marketing campaign using funds provided by the Board.	Management to determine timing of development of campaign, implementation to be ongoing	Management leadership through CEO, Board to support implementation	
Note: Management will take lead in promotion and outreach, will identify roles for Board members and for persons served by E3 and will provide consistent messages. Board will ensure responsibility is shared equitably among individual Board members.			

1: Leadership			
Goal / Key Actions	Timeline	Responsibility	Progress
2. <u>ADVOCACY:</u> The Board fulfills its role as advocate by addressing pressing issues impacting on people served by E3, their families and those working for E3.			
2.1 Advocate with the Ministry of Community and Social Services for: <ul style="list-style-type: none"> Relief for families from the requirements of Bill 148 related to individualized funding (e.g. Passport); Funding for services for those who are on waiting lists; Equality in wage levels for staff working in community living organizations across Simcoe County. 	Ongoing	Management leadership through CEO, all Board members as determined by Board	
2.2 Identify and act on other issues impacting on the lives of people E3 supports and their families that would benefit from advocacy – e.g. police, municipal government and hospitals.	Ongoing	As above	
2.3 Combine with other local, regional and provincial organizations as appropriate - e.g. OASIS, Community Living Ontario: <ul style="list-style-type: none"> Become more informed about the advocacy efforts underway by these groups and participate in that way. 	Ongoing	As above	
Note: Management will identify roles for persons served by E3 in its advocacy initiatives			
3. <u>MISSION:</u> The Board has added to the ways E3 fulfills its mission.			
3.1 Provide leadership that results in: <ul style="list-style-type: none"> Increased inclusion and community involvement for people served by E3; Expanded E3 services to meet the needs of people who are waiting for service. 	Ongoing	Management leadership through CEO, all Board members as determined by Board	
4. <u>SUCCESSION:</u> There is stability within the management team.			
4.1 Improve succession planning for the CEO position: <ul style="list-style-type: none"> Enhance the Board’s ability to transition effectively should the CEO leave for any reason; 	Dec 2019	CEO to put plan in place, report on status	

1: Leadership

Goal / Key Actions	Timeline	Responsibility	Progress
<ul style="list-style-type: none"> Support the work of the CEO in developing leadership candidates from within E3, including related to funding for training and development as needed. 			
4.2 Ensure the CEO has succession plans in place for senior management and other key positions.	Dec 2019	CEO to put plan in place, report on status	
Note: Based on concept that E3 will promote from within while acknowledging that a few key positions may require recruitment from outside			
5. E3 MEMBERSHIP: Strength in E3's grass roots membership.			
5.1 Increase the number of E3 members and their engagement in E3's work.	June 2019	Karen, Sheri	
Note: Develop and implement recruitment and engagement plan. Link to marketing plan, use of social media and website. Include recruitment of day care families. Revisit membership fees.			

2: OVERSIGHT

Goal / Key Actions	Timeline	Responsibility	Progress
1. FINANCE: E3 continues to be fiscally responsible.			
1.1 Ensure E3 continues to: <ul style="list-style-type: none"> Meet the requirements of its funders in managing its budgets; Be financially sustainable; Be in a position to handle a disruption in funding. 	Ongoing at each meeting	CEO and Director of Finance to report	
1.2 Address issues related to E3's surplus: <ul style="list-style-type: none"> Develop and implement a policy related to accumulating and using surplus funds: 	Policy development to be determined	Matthew, Sean, Director of Finance (consider	

2: OVERSIGHT

Goal / Key Actions	Timeline	Responsibility	Progress
<ul style="list-style-type: none"> Focus on prudent and effective use of surpluses – e.g. staff training, enhanced services; Ensure the policy meets the requirements of E3’s funders and of Canada Revenue; Ensure financial planning and reporting identifies the sources and use of surpluses; Explore the pros and cons of incorporating a foundation for holding and managing the surplus. 		creating ad hoc committee)	
1.3 Support efforts to ensure that staff have all the training they need.	Ongoing	CEO to identify ways Board can support	
Note: Consider alternative terms for “surplus” including “association-generated funds”.			
2. MANAGEMENT REPORTING: The Board has the information it needs to fulfill its oversight role.			
2.1 Reinstate the goal management system or develop and implement an alternative that provides the Board the information it needs to determine if the strategic plan is being implemented and if E3 is meeting its compliance responsibilities.	March 2019	CEO to develop reporting framework for Board’s consideration, including measures for determining and evaluating Board performance	
2.2 Receive regular updates from the Director of Finance on the organization’s financial position: <ul style="list-style-type: none"> Include potential liabilities that may encumber the organization, such as the terms of employment contracts. 	Quarterly reporting on pro forma balance sheet, twice yearly in person	Director of Finance	

2: OVERSIGHT

Goal / Key Actions	Timeline	Responsibility	Progress
	at Board meetings to update on financial status		
3. SERVICES & STAFFING: E3 has the right services, staff are well-trained and have the opportunity to advance and compensation issues are being addressed.			
3.1 Communicate with the CEO of the following operational issues that are important to the Board of Directors: <ul style="list-style-type: none"> • Providing Passport-funded supports to families in receipt of funding from that source; • Enhancing E3's efforts related to employment for people served by E3; • Making day, evening and evening activities organized by E3 available to the broader community; • Connecting with other community living organizations, Community Living Ontario and OASIS to share ideas including best practices; • Enhancing recruitment by emphasizing the merits of the Collingwood lifestyle; • Increasing E3's pay scale to more closely approximate that of other community living organizations in Simcoe County; • Staff recognition; • Adhering to the principle of hiring from within. 	October 2018	CEO to advise on which issues are addressed in strategic operations plan	

3: MANAGING THE BOARD

Goal / Key Actions	Timeline	Responsibility	Progress
1. <u>ORIENTATION AND TRAINING:</u> Board members are well-prepared to fulfill the requirements of the position.			
1.1 Ensure that new Board members are provided a complete and effective orientation and training program on first joining the Board: <ul style="list-style-type: none"> • Include an in-depth explanation of what the organization does and of the role of a non-profit Board member. 	To be determined	Mark, Jesse, Farel (others invited to join)	
1.2 Organize continuous educational opportunities on topics pertinent to the work of the Board	As above	As above	
Note: Orientation to include visits to various locations. Continuous learning to include presentations from staff at Board meetings, discussion of important topics such as risk			
2. <u>COMPOSITION:</u> The Board reflects the community it serves.			
2.1 When recruiting, ensure that the membership of the Board is representative of the community.	May 2021	Mira, Peter, Sean	
2.1 Investigate the pros and cons of dedicating a position on the E3 Board to a person supported by the organization.	As above	As above	
Note: Goals 2, 3 and 4 will be addressed together since they are interrelated.			
3. <u>BYLAW & POLICIES:</u> The bylaw and policies of the Board are complete and are used to guide its work.			
3.1 Review E3's governance policies and update them as needed (strike a committee or task force if appropriate): <ul style="list-style-type: none"> • Ensure the policies clearly define the Board's relationship with the CEO and Board members' relationship to each other; • Include a review of the Board's requirements related to attendance including the use of electronic platforms to facilitate attendance and voting; • Include policies that ensure Board members are familiar with its policies and put them into practice. 	May 2021	Mira, Peter, Sean	
3.2 Review the organization's bylaw to ensure it is up to date, continues to meet the needs of the organization, is compatible with the updated Board policies and takes account of recent changes to the Corporations Act as well as the pending	As above	As above	

3: MANAGING THE BOARD

Goal / Key Actions	Timeline	Responsibility	Progress
Not-for-Profit Corporations Act. Address issues that include Board size, attendance and Officer titles as part of this process.			
3.3 Review the Board's position on the adoption and use of a Board model and determine whether change is needed.	As above	As above	
4. STRUCTURE: The Board structure contributes to its efficiency and effectiveness.			
4.1 Review the role of the Executive Committee within the Board structure and adjust it as needed: <ul style="list-style-type: none"> • Address the need for transparency and for engagement of the whole Board based on complete information when dealing with issues of consequence; • Ensure there is clarity and agreement on those situations where the Executive Committee has the authority to act on behalf of the whole Board without its prior approval: <ul style="list-style-type: none"> • These situations may include when financial decisions need to be made quickly, when evaluating CEO performance and during the summer when the Board is not scheduled to meet. • Clarify the timing and extent of information-sharing in those situations where the Executive Committee acts on behalf of the whole Board. 	May 2021	Mira, Peter, Sean	

IMPLEMENTATION & COMMUNICATION

Goal / Key Actions	Timeline	Responsibility	Progress
1. Ensure the strategic plan is communicated and implementation strategy is followed and results communicated.			
1.1 Add the implementation strategy to the Board's meeting agendas, monitor progress at each meeting and adjust the plan as needed.	Ongoing	President re agenda, Board re monitoring	
Note: Consider reporting by exception – i.e. those actions that are not on track			