



# E3 Strategic Governance Plan 2018 to 2021

May 2018



Developed with assistance  
from CMCS Consulting Services



Actions to be taken by  
E3's Board of Directors  
to advance its  
leadership, oversight  
and self-management

# ABOUT THE PLAN



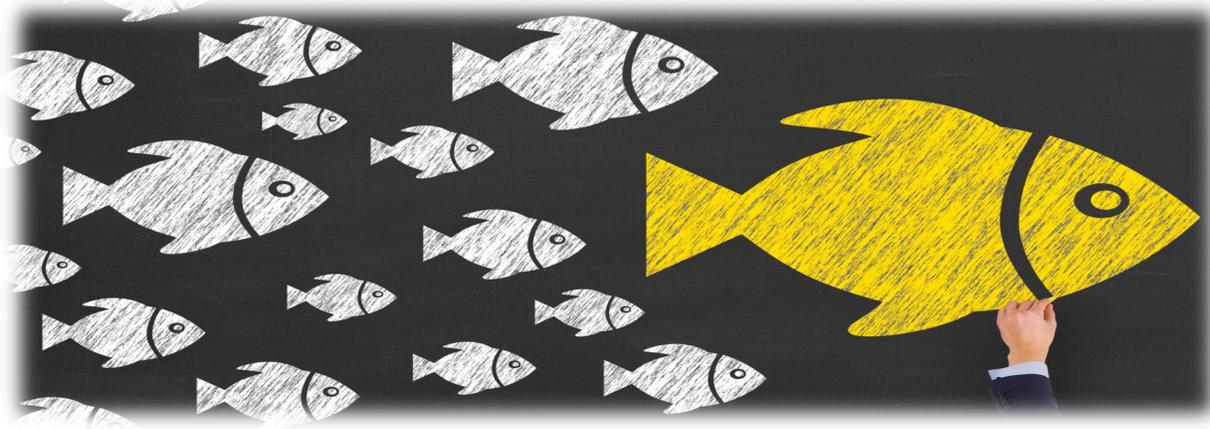
This plan for the Board of Directors of E3 Community Services was developed in the early months of 2018. It was part of a larger E3 strategic planning initiative that also involved the development of an operating plan to be implemented by E3's management team. The intent of both was to identify areas of focus for the work of the Board and the management team over the next three years.

Input to the Board plan came from two sources: an electronic survey completed by nine Board members and a focus group attended by eleven Board members and one former Board member. The focus group included: Dr. Peter Roberts, Sean Ainley, Matt Wells, Peggy Bayley, Dave Broomer, Sheri Bulfon, Mira Ortvad, Jennifer Robinson, Mary Jane Santori, Susan Kenney, Mark Redmond and Dr. Farel Anderson.

Discussion was structured around the three roles of a Board: Leadership, Oversight and Managing Itself. The question posed to Board members was: "What key actions should the Board take to enhance its work in governing the organization related to each of those roles".

The Board members' answers are found on the pages that follow. They were reviewed and adjusted at a meeting of the Board in March. Also contributing to that discussion were Jesse Matchett and Karen Willison. The final version was produced at the May 2018 Board meeting along with an implementation strategy.

## LEADERSHIP



The first of the Board's three areas of responsibility is **LEADERSHIP**. Leadership includes organizational positioning (vision, mission, values), direction (planning), profiling and promoting E3, advocating for its causes (e.g. with the community and government) and dealing with major problems / crises. Below are the actions the Board will undertake or will ensure are undertaken related to leadership.

## PROMOTION / OUTREACH

**Goal:** 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. The results of this higher profile may include more jobs for people supported by E3, more volunteering at E3 including at the Board level, more support for E3's causes and more donations.

Key actions:

1. Increase social media presence.
2. Sponsor community events and participate in community events organized by others.
3. Make presentations to the community including service groups, secondary schools.
4. Provide regular updates on developments to local media including newspaper and cable TV.
5. Encourage and facilitate a prominent role for people supported by E3 in promotion and outreach.
6. Develop and implement a professional marketing campaign using funds provided by the Board.

## **ADVOCACY**

**Goal: The Board fulfills its role as advocate by addressing pressing issues impacting on people served by E3, their families and those working for E3.**

Key actions:

1. Advocate with the Ministry of Community and Social Services for:
  - 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.
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.
3. Combine with other local, regional and provincial organizations as appropriate - e.g. OASIS, Community Living Ontario:
  - Become more informed about the advocacy efforts underway by these groups and participate in that way.

## **MISSION**

**Goal: The Board has added to the ways E3 fulfills its mission.**

Key Actions:

1. Provide leadership that results in:
  - Increased inclusion and community involvement for people served by E3;
  - Expanded E3 services to meet the needs of people who are waiting for service.

## **SUCCESSION**

**Goal: There is stability within the management team.**

Key Actions:

1. Improve succession planning for the CEO position:
  - Enhance the Board's ability to transition effectively should the CEO leave for any reason;
  - Support the work of the CEO in developing leadership candidates from within E3, including related to funding for training and development as needed.
2. Ensure the CEO has succession plans in place for senior management and other key positions.

## **E3 MEMBERSHIP**

**Goal: Strength in E3's grass roots membership.**

Key actions:

1. Increase the number of E3 members and their engagement in E3's work.

## OVERSIGHT



The second of the Board's three areas of responsibility is exercising **OVERSIGHT** of the work of the CEO. Board oversight focuses on organizational performance and its alignment with E3's mission. The Board determined that it should focus on issues related to finance and management reporting, along with providing input to services and staffing.

### FINANCE

**Goal: E3 continues to be fiscally responsible.**

**Key actions:**

1. Ensure E3 continues to:
  - Meet the requirements of its funders in managing its budgets;
  - Be financially sustainable;
  - Be in a position to handle a disruption in funding.
2. Address issues related to E3's surplus:
  - Develop and implement a policy related to accumulating and using surplus funds:
    - 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.
3. Support efforts to ensure that staff have all the training they need.

## **MANAGEMENT REPORTING**

**Goal – The Board has the information it needs to fulfill its oversight role.**

**Key actions:**

1. Reinststate 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.
2. Receive regular updates from the Director of Finance on the organization’s financial position:
  - Include potential liabilities that may encumber the organization, such as the terms of employment contracts.

## **SERVICES & STAFFING**

**Goal - E3 has the right services, staff are well-trained and have the opportunity to advance and compensation issues are being addressed.**

**Key actions:**

1. Communicate with the CEO of the following operational issues that are important to the Board of Directors:
  - 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.

## MANAGING THE BOARD



The third of the Board's three areas of responsibility is **MANAGING ITSELF**. This means addressing issues such as recruitment, size, orientation and training, structure and governing policies.

### ORIENTATION AND TRAINING

**Goal:** Board members are well-prepared to fulfill the requirements of the position.

Key actions:

1. Ensure that new Board members are provided a complete and effective orientation and training program on first joining the Board:
  - Include an in-depth explanation of what the organization does and of the role of a non-profit Board member.
2. Organize continuous educational opportunities on topics pertinent to the work of the Board.

### COMPOSITION

**Goal:** The Board reflects the community it serves.

Key actions:

1. When recruiting, ensure that the membership of the Board is representative of the community.
2. Investigate the pros and cons of dedicating a position on the E3 Board to a person supported by the organization.

## **BYLAW & POLICIES**

**Goal: The bylaw and policies of the Board are complete and are used to guide its work.**

Key actions:

1. Review E3's governance policies and update them as needed (strike a committee or task force if appropriate):
  - 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.
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 Not-for-Profit Corporations Act. Address issues that include Board size, attendance and Officer titles as part of this process.
3. Review the Board's position on the adoption and use of a Board model and determine whether change is needed.

## **STRUCTURE**

**Goal: The Board structure contributes to its efficiency and effectiveness.**

Key actions:

1. Review the role of the Executive Committee within the Board structure and adjust it as needed:
  - 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:
    - 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.

# IMPLEMENTATION & COMMUNICATION



Once they have been developed, strategic plans must be communicated and implemented. This last section describes how E3's Board of Directors will go about completing the actions contained in the plan and how it will communicate with E3's other stakeholders on the plan's contents and results.

On approval of the plan, the Board will create an implementation strategy that outlines who will be responsible for each action and when that action will be completed.

The strategic plan and the implementation strategy will be added to the Board's meeting agendas and progress will be discussed at each meeting of the Board.