



Sunbeam Centre

Strategic Plan 2017 to 2020
June 2017



F.J. GALLOWAY ASSOCIATES INC.
Management and Planning Consultants

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1 Introduction

Since its inception in 1956 and incorporation with the Board of Directors in 1966, Sunbeam Centre has been recognized and valued as an innovative service provider that meets the needs of people with significant intellectual, physical, behavioural or emotional impairments. The agency has evolved significantly over its 60 plus year history, and has been one of the leading service providers in the Waterloo Region and south central Ontario.

Today, Sunbeam Centre operates in three significant service envelopes: the Developmental Services Resource Centre (DSRC); the Central West Region Branch Development Services Ontario (DSO); and as a Community Living organization for people requiring developmental services, covering day operations and programs along with extensive residential services involving 15 group homes for 75 full time residents. Also, Sunbeam Centre provides respite and other aligned services within its overarching responsibilities. All three areas have grown considerably over the last five to ten years. In this growth profile, there has also been significant changes within the Developmental Services and aligned service sectors based on changing Ministry of Community and Social Services funding, policies, and integration and shared services initiatives. The operating environment is expected to continue to change into the future, and Sunbeam Centre is uniquely positioned to be an active service provider and participant within these change processes.

Internally, the organization has also experienced significant changes. A new Executive Director has been recruited and is leading the organization. The Board has spent the last couple of years finalizing governance models, policies and directions within an extensive process. Sunbeam has also added new services, technologies and a host of other operational considerations. In this light, the Board of Directors and the Executive Director identified the timeliness of developing the next generation Strategic Plan for Sunbeam Centre.

In support of the new Strategic Plan's development, an Environmental Scan was completed. The Environmental Scan Report is available under separate cover and was utilized as a key resource in support of developing the new Strategic Plan. On May 5, and 6, 2017, sixteen members of the Board of Directors and senior staff participated in the development of Sunbeam's new Strategic Plan. The workshop opened with presentations on strategic and sector trends, the key results from the Environmental Scan and other background information. This was followed by the development of a Strengths, Weaknesses, Opportunities and Threats Assessment available in Appendix 1. With these two tasks completed, the workshop participants reviewed Sunbeam's Vision, Mission and Values, and then moved on to develop new Strategic Directions and strategies for achieving its Vision and Mission for the 2017 to 2020 period.

This document represents the Strategic Plan that emerged from the Strategic Planning Workshop and a Board and staff review. It is to be presented for Board approval in June 2017. With Board approval, management will be tasked with the responsibility to develop an implementation plan that could utilize the implementation template charts available within this document.

2 Vision

A Vision is like a horizon. It is a point in the future that has the capacity to galvanize the energy, goodwill and commitment of all stakeholders to work with common cause and direction. As with a horizon, as one moves towards it, it moves away which reflects in contemporary terms, the continuing change that occurs within Sunbeam’s operating environment.

Vision Statement was developed for Sunbeam Centre.

Inclusive communities where people of all abilities are valued.

The following material provides some additional perspective and insights on the key themes within the Vision.

<i>Inclusive Communities</i>	The long term goal, intent and purpose of all the work of Sunbeam Centre is designed to foster communities where all members have the opportunity to participate, are treated equally and are included in all dimensions of community life. Inclusive communities build on the capacities of every member, and respect every individual.
<i>Where People of all Abilities</i>	Inclusive communities do not separate people by ability. They accept every persons’ role, purpose and opportunity to contribute no matter their abilities and the supports they may need.
<i>Are Valued</i>	In inclusive communities, all people are valued and are equal, respected and engaged as full participants.

3 Mission Statement

A Mission Statement provides a reader an understanding of the essence and fundamentals of an organization. It establishes the primary focuses, priorities and intents of the agency. Mission Statements also are used to test all decisions of an organization, as every strategic and tactical decision needs to align with its Mission Statement. If decisions are being discussed at any level that do not align or support the Mission Statement, then the organization needs to ask why it would make such a decision or whether it is time to review its Mission.

The following Mission Statement was developed for Sunbeam Centre.

Providing innovative opportunities that enable the people we support to reach their goals and achieve recognition of their value in the community

The following material provides further perspectives and definition on the key themes within the Mission Statement.

Providing Innovative Opportunities

Sunbeam Centre provides opportunities that the people supported can engage in at whatever level of interest and capacity they wish. Sunbeam Centre is known for its innovation and needs to be increasingly innovative in all that it does.

That Enable

Sunbeam Centre focuses on supporting and enabling people to identify, apply and develop their capabilities and to realize their goals. Sunbeam does not direct or tell, but is a partner, working together with the people they support.

The People We Support

This phrase identifies the wide range of people Sunbeam engages with in delivering its supports. This could involve individuals with development challenges, autism, behaviour or other life challenges. It also involves their families, friends, and other service partners.

To Realize Their Goals

This phrase represents one of the two key outcomes that Sunbeam Centre is dedicated to achieving together with the people it supports. Sunbeam Centre recognizes that each person supported has goals, and the work of the Centre is to support their achievement.

Achieve Recognition of Their Value in the Community

All the people Sunbeam engages with live in a community. A key outcome of Sunbeam's work is to build inclusive communities where the people they support are accepted, active members and are engaged with as valued contributors.

4 Principles and Values

Principles and Values have three roles within a Strategic Plan. First, they provide the opportunity for further definition of key themes within the Mission. Second, they identify how the organization will engage with and treat people. Third, the Principles and Values can be used to define key organizational accountabilities.

The following Principles and Values have been developed for Sunbeam Centre.

We believe...

<i>Respect</i>	In treating every person with dignity and equality, honouring their rights as a person, and in building outstanding relationships based on trust.
<i>Excellence</i>	In providing programs and supports that are evidence-informed, flexible, responsive and meet the evolving needs of each person supported.
Value	That each person has inherent value and gifts, and can make meaningful contributions to their community.
In The Right to Make Informed Choices	That the people served have both the right to make informed choices and the responsibility to accept the outcomes of these choices without any prejudices being imposed.
Celebrating Our People	That the people supported, their families, staff and volunteers are all important and valued contributors in the planning and delivery of quality services, and the achievement of our Vision and Mission.
Innovation	In nurturing an organizational culture that is flexible, team-focused, celebrates success, encourages innovation and collaboration, and is driven by continuous improvement.
Evaluation	In continually evaluating the effectiveness of our programs, and the outcomes and benefits we achieve on behalf of the people and communities served.
Accountability	In being accountable for the decisions we make, the effective use of the resources provided, and to act with integrity in all that we do.

5 Strategic Directions

Strategic Directions represent the key priorities and actions that Sunbeam Centre believes it needs to undertake over the next three plus years in order to advance the achievement of its Vision and Mission. These Directions, and their aligned strategies, represent the Action Plan, and will need to be fully integrated into the annual budgeting, organizational performance, staff evaluation and other key governance and management activities.

The following four Strategic Directions and aligned strategies have been identified for Sunbeam Centre for the 2017 to 2020 period.

1 Evolving Our Current Services

- .1 To actively pursue opportunities, alone or through partnerships, to extend the availability and affordability of respite services for families and in exploring new residential models.
- .2 To develop strategies to improve and expand our services for priority groups, involving Transitional Aged Youth, high needs individuals and our aging service population.
- .3 To undertake a comprehensive review of our Day Programs focused on maximizing community partnerships and engagement, extending their time and locational availability, and to position the Centre to be an effective and sustainable operator within the expanding Passport framework.
- .4 To actively pursue opportunities to enhance service navigation and coordination activities for the people supported and their families.
- .5 To effectively respond to and implement funder initiatives associated with Developmental Services Ontario's new Pathway Services strategy.
- .6 To continue to engage in service opportunities for both current and new clients emerging from the province's Special Needs Strategy.
- .7 To develop opportunities to provide supports to people on wait lists via educational, short term or other services that respond to some of their needs, concerns and questions, working within partnerships wherever feasible.

2. Growing Our Reach

- .1 To develop an evaluation framework involving Growth Principles and Guidelines for assessing the benefits, needs and risks of emerging growth opportunities that focus on:
 - Sustainable funding, competitive realities and needs assessments.
 - Ability to sustain Sunbeam's current quality of care and service levels.
 - The impact and needs of broader geographical operations.
 - Administrative, communication and supervisory capacities.
 - Partnerships availability and contributions.
 - Fund development opportunities and needs.
 - Asset management and technology requirements and impacts.
- .2 To develop a Cultural Diversity Plan to ensure that the mix of clients, volunteers, staff and Board members increasingly reflects the diversity of the communities served.
- .3 To complete an organizational structure and integration review to determine the preferred organizational approach for Sunbeam Centre as a diversified services provider related to enhanced effectiveness and efficiencies and broadening service and geographic profiles.
- .4 To continue to actively pursue new partnerships and collaborations that go beyond the current norm and practices in order to achieve greater benefits and improved outcomes for the people supported and their families, as well as operational effectiveness.

3. Growing Our Culture of Excellence

- .1 To actively encourage, support and celebrate staff innovation and initiative in all dimensions of Sunbeam Centre's planning and operations.
- .2 To improve staff and volunteer orientation, training and retraining programs and recognition across all dimensions of Sunbeam Centre in alignment with the evolving needs of the people supported, the introduction of technology and the improved engagement and participation of staff and volunteers.
- .3 To ensure through training, supervisory sessions and other strategies, that there is greater consistency in the interpretation and application of Sunbeam Centre's policies and practices across the organization.
- .4 To continue to develop a broadly-based succession planning strategy that allows staff to participate in pathways to future leadership and personal growth opportunities.

4. Growing our Capacities to Serve

- .1 To develop and implement on a multi-year basis, an Integrated Technology Plan that maximizes opportunities to enhance client experiences, staff effectiveness, organizational productivity and improved communications, including necessary training and retraining components.
- .2 To continually upgrade an Integrated Management Information System and analytics capability that supports evolving programming planning and development needs, Board and management decision-making, and organizational outcomes measurement and compliance reporting.
- .3 To develop a Ten-Year Asset Management Plan that outlines the planned renewal and upgrading of the homes; assesses opportunities to provide more innovative and needs-driven day programs and services spaces; and analyzes the potential benefits of an integrated and enhanced administrative facility.
- .4 To complete a Branding Strategy review within a comprehensive Marketing Plan that builds greater community awareness, affinity and engagement for Sunbeam Centre.
- .5 To continue the current development of a comprehensive Fund Development Plan that builds on the Vision and Mission of Sunbeam Centre and the Strategic Directions.
- .6 To develop a comprehensive and diversified Annual Communications Plan involving all internal and external communication requirements of Sunbeam Centre, that effectively integrates with and responds to unique generational and cultural perspectives.

EVOLVING OUR CURRENT SERVICES

Sunbeam Centre is a valued and innovative service provider across multiple sectors, involving behavioural, developmental, Early Years and other services. However, government policies and priorities, client and family needs, technology and a host of other change perspectives are evolving within the operating environment. It is important for Sunbeam Centre to undertake a comprehensive review of its current supports and services to ensure that they are aligned with these evolving needs and changes.

.1 Respite and Residential Services

The first strategy is to examine opportunities, alone or with partners, to enhance the availability and affordability of respite services for families. From the focus groups and based on requests for this service, respite is highly valued and needed but has limited availability. Also, recent increases in respite service fees has made them less affordable for some families.

Respite is an area where considerable benefit can be provided to families. Sunbeam Centre needs to assess this service area to determine whether it can take a leadership role, through fund development, government funding or other sources, alone or in partnerships, whether it can enhance the range of respite resources available within its service areas.

A second dimension of this strategy involves assessing and acting upon potentially delivering new models of residential services that could be evolving. Taking leadership in this service will better support clients and is consistent with Sunbeam's legacy of innovation.

.2 Targeted Services Populations

The second strategy focuses on two funder priorities for service delivery, Transitional Aged Youth and high needs individuals. It also focuses on the reality of an aging client population and the specialized needs they have, involving Alzheimer's, geriatrics, behaviours, etc. Sunbeam Centre needs to assess whether its existing programs and services are as effective as they need to be in these areas, how resources can be repositioned to better respond to these service areas, and how the outcomes to be realized by the clients can be improved relative to their life experiences.

.3 Day Programs Review

The third strategy within the first Strategic Direction, is the need to undertake a comprehensive review of Sunbeam Centre's day programs. This is an area of high value to the individuals engaged with and their families. It is an area of widely different interests and levels of participation. However, there is a perspective from the focus groups and other sources, that the menu of activities to meet the diversified interests of the people supported needs to involve more partners and community resources in order to continually expand the activities menu, and to improve the quality and diversity of the experiences offered.

A further strategic consideration, is that as the Passport Program grows, the ability of Sunbeam Centre to be a leading provider of day programs will need to be undertaken differently relative to the Centre's ability to market, sell and better meet customer expectations as the Passport Programs will move this service area towards a more business-based, competitive model.

.4 Navigation and Coordination

The fourth strategy is to continue to grow Sunbeam's capabilities in service navigation and coordination in concert with funder resources and requirements. There is an increasing need to support people to source referrals, to become more educated on their needs and services, and to help them through their life challenges. Most people don't think of these types of services until they need them. As well, the service environment has become much more complex in multiple ways. A need exists to enhance service navigation and coordination for individuals and families in order to maximize the best outcomes for them and to provide comfort and hope.

.5 DSO Pathway Services

The fifth strategy reflects the need to align Sunbeam Centre's DSO work with the new Pathway Services emerging from the Ministry. This work will require new capacities, changing processes and related perspectives in order to effectively plan and implement these important changes.

.6 Special Needs Strategy

The sixth strategy focuses on the opportunities within the Province's Special Needs Strategy. Sunbeam has already developed a number of proposals for this area and more opportunities to improve and expand services within this strategy will evolve. This is an area of expertise and opportunity for the Centre that should be actively pursued but in alignment with its Growth Principles and Guidelines.

.7 Wait List Supports

The final strategy responds to the reality of the continuing growth in wait lists for services, particularly residential. With potentially 2500 people on the wait lists within the broader service area Sunbeam

supports (ie: Waterloo, Wellington, Halton, Peel, Dufferin, Central West), a question has emerged as to whether Sunbeam can deliver some short term services to support families who are struggling and may be despairing at their inability to achieve supports for their family members. Wait lists are a challenging perspective. They are also very dynamic as it is not a simple numerical order process in accessing service. Therefore, education, possibly referrals, supporting families through short term initiatives and other perspectives could be considered. In this way, Sunbeam Centre would be providing a real benefit to the individuals and families on wait lists, building greater affinity for the organization, and in the short term, enhance the life experiences of these individuals and their families in alignment with the Mission.

GROWING OUR REACH

Sunbeam Centre's geographical and services reach has grown considerably in the last number of years. Originally a Waterloo Region focused organization, it has now evolved into Dufferin, Wellington, Peel and other areas. Through the addition of Developmental Services Ontario, as well as the development and growth of the Development Services Resource Centre, the organization has expanded considerably both in terms of services scope and geography. Significant emerging opportunities for continued growth have also been identified in the Environmental Scan. Managing this growth, as well as cultural and other reach perspectives will be critical to Sunbeam's current and future positioning and value to the people supported and the communities served.

.1 Growth Principles and Guidelines

The first strategy within this Strategic Direction involves identified major new programs and services initiatives that will expand the geographic reach and scope of services provided by the organization. Currently, the organization has nine initiatives under development. Five of these initiatives have been approved, three are pending and one has a longer term perspective. Six of these initiatives involve services delivered outside the Waterloo Region which would intensify geographical expansion. These services could result in Sunbeam Centre reaching another 500 plus clients, involve potentially \$10 million per year and could have another 100 plus staff depending on scale and outcomes. These are significant growth parameters that need to be well planned in order to maximize the benefits for the people supported and to not place Sunbeam Centre at undue risk or becoming unfocused or lose its reputation for quality and caring.

In this light, Sunbeam Centre needs to develop a set of Growth Principles and Guidelines that effectively assess each new opportunity that emerges. These Growth Principles and Guidelines need to assess what the competitive impacts may or may not be, is Sunbeam the right supplier / provider, does Sunbeam have the Corporate Services capacities necessary to effectively foundation these initiatives, what are the governance impacts of becoming a much broader geographical organization; how does technology and communications capabilities need to grow, and a host of other considerations. This is a priority initiative that requires significant effort, planning and assessment as Sunbeam is currently considering significant organizational growth on a service by service basis rather than within a more integrated and deliberate evaluation and assessment framework.

.2 Cultural Diversity

The second strategy involves recognizing the changing cultural face of Canada. Almost 30% of Waterloo Region residents will not have been born in Canada in the near future. This percentage is much higher in the areas of Peel and parts of Dufferin. The reality is that Sunbeam Centre needs to prepare itself to be able to respond to language, cultural and other perspectives that may be different or unique from what it has experienced in the past. It will also be important for Sunbeam Centre to ensure that its clients, staff, volunteers and Board of Directors are reflective of the cultural diversity of the communities it represents.

In order to achieve these two perspectives, Sunbeam Centre needs to develop a longer term Cultural Diversity Plan that touches all dimensions of the organization, ensuring that all people have an equal opportunity for supports, and the organization is reflective of the communities it serves.

.3 Organizational Structure and Integration

The third strategy focuses on undertaking a comprehensive organizational structure and integration review within Sunbeam. Currently, the organization operates within three distinctive divisions and has an underdeveloped corporate services group. As the organization grows, the need to strengthen corporate services becomes increasingly apparent. Also, questions have emerged as to whether there are opportunities to achieve greater organizational integration horizontally across Sunbeam that would improve program effectiveness and operational efficiencies.

Some of the focus groups participants identified the siloization of the organization as a challenge, and had an interest in knowing what the whole of Sunbeam looks like. However, it is also needs to be noted that the DSO and DSRC are uniquely different operations and contractual relationships than with the Community Living portion of Sunbeam Centre. Therefore, this strategy will need to examine both the opportunities and risks in determining what the benefits could be. Also, these assessments need to consider the continuing growth initiatives of the organization which could be substantive and significantly impact its structure and systems.

.4 Partnerships and Collaboration

The final strategy within the second Strategic Direction is the need to continue to actively pursue partnerships, joint ventures and other collaborative initiatives that Sunbeam Centre has been known for over the years. The essence of this ongoing strategy, is to go beyond simple partnerships in order to achieve more comprehensive partnerships that bring greater integration, client benefits and operational efficiencies. Sunbeam leadership and more creative innovation by agencies and the increased use of the piloting of initiatives need to be considered.

GROWING OUR CULTURE OF EXCELLENCE

One of the most powerful and positive assets of Sunbeam Centre is its rich organizational culture of caring, engagement, innovation and excellence. Through the focus groups, these traits have been widely recognized and are highly valued by clients, staff, volunteers and funders. What is vital for Sunbeam Centre moving forward, is to ensure the preservation, and wherever possible, the enrichment of this valuable organizational resource.

.1 Innovation

The first strategy focuses on ensuring that Sunbeam Centre continually develops its organizational culture to inspire, encourage and recognize the value of innovative thinking, practices and approaches. Innovation is widely seen as a key success factor for the future of any organization. Innovation also improves

outcomes for the people supported, improves the morale and job satisfaction experiences for staff and volunteers, and delivers a range of other positive organizational outcomes.

Sunbeam needs to continue organizational opportunities that celebrate, inspire and encourage innovation across every dimension of the organization.

.2 Training, Development and Recognition

The second strategy focuses on the need for an integrated and comprehensive training program across Sunbeam Centre's operations. There is a good new volunteer and staff orientation program in place, and there is other training areas that are well developed and delivered. However, the focus groups have identified some gaps in training, particularly for technology and its early introduction. Also identified, was the training and supports necessary for an aging client population, involving Alzheimer's, geriatrics, behaviours and other skills perspectives.

It will be important to Sunbeam Centre to ensure that it has integrated, proactive, timely and targeted training programs and retraining opportunities that more effectively respond to changing client needs, better use and realize the potential benefits of the technology that has been invested in, and continue to enhance the quality and depth of its organizational culture.

Also, in growing a positive organizational culture, is the need to continually recognize and celebrate organizational 'wins,' both in the ongoing valuing of staff and volunteer contributions and for significant organizational achievements.

Sunbeam Centre has some recognition events that were identified in the focus group, but there is a general perspective, that because of the diversity of the organization and the uniquely different divisions and multiple locations, as well as other perspectives, that an in depth recognition program that celebrates staff and volunteers on an ongoing basis, would be beneficial to enhancing both Sunbeam's culture and outcomes.

.3 Policy Interpretation and Application Consistency

The third strategy involves the need for Sunbeam Centre to ensure that there is greater consistency in the interpretation and application of its policies. There has been some identifications made of inconsistencies, such as relief workers in some of the group homes. Inconsistent interpretations and applications of policies can eat away at an organization's culture and staff morale. Through supervision, training, and other tools, efforts should be made to ensure that enhanced consistency is achieved. This work will also become increasingly important as Sunbeam Centre continues to grow in service scope and geographic reach.

.4 Succession Planning

The fourth strategy in Growing A Culture of Excellence, is to continue to deepen wherever possible the succession planning initiatives within the organization. With an aging workforce, increasing challenges with securing qualified staff and other perspectives, succession at all levels of the organization cannot only allow for more in-house training and development, but also can significantly improve morale if people see a pathway forward for their own personal growth and advancement.

GROWING OUR CAPACITIES TO SERVE

One of the evident outcomes of the Environmental Scan is the reality that the corporate services dimensions of Sunbeam Centre have not kept up with the significant growth and diversification of the organization. Corporate services needs to have a higher level of capacity, engagement and support in order for it to fulfill its multiple roles in achieving increased organizational effectiveness and operational efficiencies. Significant work is required in this area, and this Strategic Direction is designed to advance the corporate services capacities, roles and functions in alignment with the growth of the organization.

.1 Information Technology

The first strategy is the need to have a multi-year Information Technology Plan. A Plan that directs investments, involves timely training and retraining, reduces manual and duplicative systems, and improves the overall information basis for program planning, management decisions and Board oversight, as well as responding to funder and other regulatory compliance requirements.

A more advanced and integrated approach to IT is seen as an important investment in enhancing overall organizational effectiveness, staff morale and organizational culture, organizational performance management and reporting on performance indicators, ensuring better social media and website presences and capabilities, and other key outcomes.

.2 Management Information Systems

The second strategy involves the need to upgrade and expand the overall Management Information Systems within Sunbeam Centre. Timely and comprehensive data has become more critical in a host of decision-making applications. These decisions involve services planning, geographic and a services growth, outcomes measurement, reporting to funders and the community, supporting management and governance decisions, such as the size of wait lists and their variability, and a multitude of other dimensions. Without an integrated and comprehensive approach for management information data, contemporary organizations struggle in their decision-making and compliance requirements, often resulting in more hand-based and duplicative systems that are inefficient and ineffective.

.3 Asset Management

The third strategy involves the need to develop a ten-year Asset Management Plan, a plan that formalizes capital investment perspectives for all the assets of the organization, whether vehicles, buildings, equipment, etc. Sunbeam Centre is an asset intense organization, and ensuring that there is an organized plan for the replacement of major systems over long time periods, updating and renewing residential and day program facilities, replacing aged facilities or facilities that are under-performing or not aligned with contemporary requirements, and a host of other considerations needs to be undertaken in a comprehensive and organized way. Asset management is a vital task of contemporary organizations when they have million of dollars in assets that need to be effectively managed, renewed, replaced, and / or repositioned and invested in, in order to maximize organizational outcomes and performance.

.4 Branding and Marketing

The fourth strategy focuses on the need to review the Sunbeam brand and to develop the marketing plans that are necessary to enhance awareness, support fund development and assist Sunbeam in becoming significantly involved in the evolving Passport Program.

Currently, the Sunbeam brand is well known in the Waterloo Region, though there is some challenges with it being identified with Sunbeam Appliances or Sunbeam Lodge. Outside of the Waterloo Region, the Sunbeam brand has little resonance or understanding. An in-depth assessment is required as to what is

the best brand going forward, especially when one looks at the potential strategic growth of the organization on a geographic basis, as well as the broadening scope of services. Also, with three distinctive operating units, does a two tiered branding strategy need to be considered to identify both the uniqueness and the specifics of each service, such as the DSO, and the fact that it is part of Sunbeam Centre. Some of the focus groups were evident in their reflections that few people know that some of these services are associated with Sunbeam Centre.

Brand is a core part of marketing as is messaging, channels, etc. Expanding social media, improving the website, undertaking other marketing tools to support both awareness creation and fund development are part of broader marketing initiatives that need to be strengthened and to evolve.

.5 Fund Development

The fifth strategy involves capitalizing on the current fund development planning that is occurring within the organization. Fund development will be an important strategy in diversifying income levels at Sunbeam, especially funding that could be used on a more discretionary basis than for core funding. Planned-giving, events, annual campaigns, social enterprise, and a host of other approaches could form part of this plan. They need to be considered in order to significantly increase the amount of fund development income that can be realized. It is generally seen that Sunbeam is not as strong in the fund development area as other organizations. However, Sunbeam has strong affinity groups that could create opportunities, a brand that could be leveraged, an expanding territory and reach, and a set of services that could be important supports for an enhanced fund development initiative and that generates income.

.6 Internal and External Communications

The sixth strategy within this Strategic Direction involves improving internal and external communications. With such a diverse organization in terms of programs and services, geography, locations and functions, effective and more targeted internal and external communications is vital. It is important to have multi-dimensional communication strategies as to channels messaging and engagement that recognize generational differences. Also, with the cultural diversity of the communities served, language alternatives and other perspectives also become important communication considerations.

An Annual Communications Plan that reflects the challenges and diversity of the internal and external environments of Sunbeam needs to be fully explored, developed and reviewed annually to ensure that its messages are timely, effectively received, input can be generated and outcomes realized.

Communications is often the glue or catalyst that holds organizations and their cultures' together, allows them to be more effective in their work, ensures that crises are better managed, and have other important impacts Sunbeam Centre needs to fully embrace advancing its internal and external communications capacities.

