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## SUMMER STREET STRATEGIC PLAN

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2023-2026  
JANUARY 11, 2023

### Vision

A community of champions.

### Purpose

At Summer Street we support and empower the workers and participants so that they may lead the quality of life they choose.

### Mission

At Summer Street we create and facilitate opportunities with people with intellectual disability, one person at a time. We strive to create opportunities that are mutually beneficial for participants and workers and the community. We champion inclusivity, and we believe that engaging all abilities benefits everyone.

### Values

Diversity, Equity, and Inclusivity  
Empathy, Compassion and Love  
Trust and Respect  
Honesty  
Innovation  
Success

### Priorities

#### 1. Livelihoods, Meaningful Employment, and Volunteer Contributions

**Strategic Promise:** *Summer Street will support opportunities for participants to earn minimum and living wage through meaningful livelihood and employment opportunities, and help participants engage in meaningful leisure, recreational and learning activities at Summer Street and in the community, that are critical to supporting the overall quality of life and health of the people it serves.*

## A. Social Enterprises:

Continue to expand social enterprises at Summer Street and in partnership with local businesses and organizations within the community impact sector.

- i. Expand opportunities for minimum and living wage positions within the social enterprises.
  1. Advocate for and with participants on issues pertaining to minimum and living wage within the social enterprise and community impact sectors.
  2. Map and assess minimum and living wage opportunities (economic impact) that workers receive within Summer Street and partner social enterprises.
  3. Support numerical and financial literacy of workers engaged in the social enterprises of the organization and partners, too.
- ii. Develop a minimum of five new partnerships for purposes of social enterprise development that provide solutions to local economic and social issues.

**Participant's one wish:** *"Keep working with Big Cove foods and do more catering."*

## B. Minimum and Living Wage

Engage with governments, businesses, and institutions to advocate with and find opportunities for the people Summer Street services to obtain minimum wage and living wage employment.

- i. Increase capacity of management, staff, and participants and workers in advocacy approaches.
- ii. Engage in lobbyist activities to influence minimum and living wages government, business, and institutional policies with participants and workers.

**Participant's preferred future:** *"Working in community and earning minimum wage and knowing Summer Street helped me get there."*

## C. Volunteerism, Meaningful Activities

Develop partnerships and relationships across the community that foster meaningful volunteerism opportunities and create relevant and engaging activities.

- i. Acknowledge and understand the desire and need for volunteerism and activity engagement in the community through one on one and small group conversations with participants.
- ii. Build a minimum of five new partnerships for meaningful volunteerism and community activity opportunities.

- iii. Work alongside Participant Council and other workers to establish a community calendar in 2023.

**Participant feels most included:** *"When you get notices about what is happening in the community."*

## D. Career Development

Increase job coaching and other career development supports to improve the employment, livelihood, and volunteerism efforts of participants.

- i. Provide opportunities for developing literacy and numeracy amongst participants and workers.
- ii. Provide career development supports, job readiness and job enhancement opportunities for participants and workers.
- iii. Develop five new partnerships with businesses and other organizations to provide on the job training for participants and workers.

**Participant's one wish:** *"Working in a job that I like in the community."*

## 2. Community Engagement and Education

**Strategic Promise:** *Summer Street will co-create community engagement and education opportunities to address stigma, inspire and demonstrate inclusion, break down barriers, and build a social and economic movement for inclusivity and belonging.*

### A. Storytelling and Education

Improving the focus on telling the story of Summer Street and the people it serves through the voices, sign language, art forms, and other methods of sharing.

- i. Dedicate resources (financial and human) to storytelling, communication, and awareness building within and outside of Summer Street.
- ii. Strengthen social media and traditional media outlet engagement and monitoring it through the next three years to illustrate an increase of engagement and readership by 50%.
- iii. Create new opportunities (a minimum of five per year) for Participant Council and other workers to engage in consulting and providing other educational opportunities to strengthen the inclusivity, safety, and sense of belonging for all abilities and people within businesses, government, and institutions.

**Participant's insight:** *"People can learn from us, we are caring and compassionate people."*

## B. Collaboration and Partnership

Strengthen collaborative efforts and partnerships with local and regional organizations regarding social and economic inclusion.

- i. Develop a partnership strategy for Summer Street with Participant Council.
- ii. Co-develop education and learning materials for consulting services and provide a minimum of three engagements per year (to be evaluated by the Participant Council as to effectiveness and effort).

**Participant's good day:** *"Going to meetings with other organizations and having my voice heard!"*

## C. Movement Building

Provide leadership to the social and economic inclusion movement locally through the Participant Council, workers, staff, management, and the board of directors.

- i. Build on the momentum of the strategic planning focus groups by re-engaging with focus group participants on their ideas and interest pertaining to Summer Street's leadership in social and economic inclusion and belonging.
- ii. Participate in a minimum of two events that celebrate social and economic inclusion per year.
- iii. Celebrate the successes, challenges, and learnings of the organization through online, in-person, and hybrid presentations, convenings, and workshops throughout northern Nova Scotia per year.

**Management's belief:** *"We are a community of champions!"*

## 3. High Quality Service Delivery

**Strategic Promise:** *In this time of shifting from organizational to individual funding, having the resources and supports to allow for high quality service delivery and innovation is critical for the organization's success and the wellbeing of the people it serves. Summer Street will provide high quality services, and will help people get to services outside of Summer Street, through a strong foundation of people planning, financial sustainability, and innovative operations within a safe, welcoming, and inclusive environment (infrastructure and space).*

## A. People and Financial Planning

Plan for the resources and supports required to ensure that the organization can provide the high level of quality services and experiences that it desires as outlines in the strategic plan, and its commitments to service delivery agreements with partners and stakeholders.

- i. Work alongside the government departments, local businesses, Summer Street Foundation and others to increase financial resources for the organization and the people it serves.
- ii. Create an operational plan (inclusive of people and financial planning) to meet the priorities of the strategic framework.

**Participant's one wish:** *"When Covid-19 goes away we go away together, [because we] have the resources to do what participants want to do!"*

## **B. Infrastructure and Space**

Map the assets of the organization to ensure that the infrastructure and the space required for high quality service delivery and participant and worker experience is available and accessible.

- i. Identify and map the infrastructure assets and space that the organization holds and has access to for the people it serves.
- ii. Create an infrastructure and space plan for the organization.

**Participant feels most included:** *"[Being in] the building and [with] the staff."*

## **C. Communication, Feedback and Trust Enhancing Activity**

Improve internal communication and commit to relationship building to strengthen the processes and quality of service delivery across the organization.

- i. Develop an internal communication strategy and plan to ensure that the Participant Council, Management, Staff, and workers are knowledgeable about the priorities, plans, initiatives, and overall wellbeing of the organization and the people it serves.
- ii. Create opportunities for feedback from participants, staff, management, and workers to ensure that the workplace culture continues to grow and thrive, and that high quality services are offered.

**Participant's feeling most included:** *"[When I am] involved in planning and organizing and hosting and working."*

## **4. Governance, Transparency, and Accountability**

**Strategic Promise:** *Summer Street will continue to provide exemplary, accountable governance through the board of directors and with the Participant's Council.*

## A. Bill of Rights

Strengthen commitment to the Bill of Rights and its role in governance.

- i. With the Participant Council commit to use of the Bill of Rights as a critical and innovation tool for accountable governance.
- ii. Annually, with the Participant Council, assess and ensure that the Bill of Rights addresses all appropriate issues and items that the vision, purpose, and mission of the organization and the people it serves, and update it if require.

***Participant's pride: "Bill of Rights!"***

## B. Participant's Council

Strengthen commitment to the Participant's Council and its role in governance.

- i. On an annual basis, engage the Participant Council in the annual strategic plan update and assessment.
- ii. Work with external organizations and institutions to foster a greater understanding and utilization of the Participant's Council in the overall governance innovation for the organization by sharing insights and learnings to the larger sector.
- iii. Explore new ways to engage the Participant's Council in the overall governance of the organization, strengthening the person-centred and participant and worker-driven mandate of Summer Street.

***Participant feels most included: "Being a part of the [participant] council!"***

## C. Economic and Social Impact

Explore the opportunity to clearly demonstrate the economic and social impact of Summer Street.

- i. Increase capacity to measure and quantify economic and social impact of the organization.
- ii. In 2026, share the economic and social impact of the organization through a social impact measurement report as described through the 2023-2026 strategic plan and its corresponding operational plans.

***Participant's idea of Summer Street's impact: "Summer Street helps me have a voice."***