



Community Living Ajax-Pickering and Whitby: 2018-2021 Strategic Plan

Process Overview

In March 2018, the *Community Living Ajax-Pickering and Whitby* board launched a process to develop a redefined mission and renewed long-term vision for the organization, together with service values and strategic priorities to anchor and guide CLAPW’s activities over the next three years and beyond.

The work involved several planning workshops with the Board; online surveys with a variety of stakeholders and partners; plus focus groups with supported people (self advocates from the CLAPW Heroes Group), families and caregivers, as well as management and staff (with representation from all areas and levels in CLAPW). Input was also received by email, all of which was incorporated into the planning process through August 2018.

In addition to a close look at CLAPW’s mission, vision and values, the review examined key issues, new trends, evolving expectations and forces for change requiring strategic choices by *Community Living Ajax-Pickering and Whitby*.

The needs of supported people are evolving, and as a person-centred organization, CLAPW will need to adapt in step with those trends. Strategy must also align with the province’s Transformation agenda and community partnerships. Many strategy sessions also explored the organization’s recovery from past challenges and recent progress made under new governance and leadership, which will be continued.

The following strategic plan is the product of that work.

Joe Visconti (Board Chair), Deborah Price, Moses Oke, Inez Curl, Lisa McNee Baker, Bernie Cork, Karen Chartier, David Sudbury, Lucille Curl, Christine Park, David Pugh.

Contents	
Process Overview	1
Mission	2
Vision	3
Defining Success	4
Service Values	5
Strategies:.....	6-9
• Housing	6
• Options	7
• Partners	8
• Trust & Confidence	9
Other Priorities	10
Implementation	12

Our Mission:



Community Living Ajax-Pickering & Whitby is dedicated to supporting people with developmental disabilities so they can live full lives and be effectively, safely and inclusively supported in their own communities.

We serve that mission by offering a broad range of personalized supports and services, closely aligned with their individual goals and choice of where they want to live, learn, work and enjoy their leisure time.

What this mission statement means in practice:

- CLAPW's purpose is to offer supports and deliver services in safe environments that help supported people live rich, satisfying, engaging and meaningful lives in a context of inclusion, dignity and respect.
- We empower supported people to make their own decisions (i.e. informed, self-determined choices about how to live their lives) and strive to offer personalized supports and services.
- To help meet their needs beyond the scope of services provided directly, the agency also engages with their personal circles of support and works within the broader service network available.
- Our work often involves educating the community, typically through the process of our work, rather than through cause or advocacy communications.



Our Vision: Inspiring Dreams, Possibilities and Inclusion

Community Living Ajax-Pickering and Whitby envisions a society where everyone belongs — living in a state of dignity, sharing meaningfully and safely in all elements of community life and having opportunities to participate effectively. In our future vision, there is genuine inclusion for all.

We see people pursuing their goals and dreams, well-satisfied with their lives. We strive to build a community where anyone with a developmental disability enjoys equal rights, respect and acceptance, a sense of self-worth, and opportunities for growth. In this future, the abilities, uniqueness and innate value of each person are celebrated, supported and acknowledged as essential to the completeness of the whole community. We will do whatever we can, within our means, to help make this vision a reality.

Our vision for CLAPW as an organization is to be a recognized and innovative leader in the delivery of services, offering a comprehensive spectrum of relevant supports and services to people with developmental disabilities. This cannot be accomplished without a close partnership joining staff and families in a circle of support around each person. We also aspire to be a model for quality, innovation and accountability in our service sector and across the organization.

Note: The timeframe for making significant progress on this vision is 5-10 years, powered by a shorter-term (3-year) strategic plan.

Defining Success:

External success should be measured by the extent to which CLAPW has achieved its mission — the tangible progress made in supporting people with developmental disabilities so they can live full lives and be effectively, safely and inclusively supported in their own communities. These outcomes are to be closely aligned with their individual goals and choice of where they want to live, learn, work and enjoy their leisure time.

Success in Providing Supports:

Supports will be well aligned, positioned and adapted to meet changing needs. This includes developing innovative supports with community partners/agencies.

Success as an Inclusive Community:

Through its day-to-day work and educational role, CLAPW will help its communities to become more inclusive — so that every person is valued and has opportunities to pursue their goals and achieve their full potential in a safe community environment.

Success as an Organization:

CLAPW will restore faith and trust in the agency by continuing to strengthen corporate governance practices, leadership and stability. This means acting with integrity, transparency and accountability across the organization.

Operational success will depend on effective management of the agency's human resources. Employees must have the tools to make a difference, be fully trained, well organized and have a full understanding of the individual people they support. Success will also depend on improved engagement and communications.

Opportunities will be identified for use of innovative supports, best practices within a holistic approach to services, and enhanced collaborative approaches well aligned with provincial priorities and local partners.

CLAPW will demonstrate optimal, cost-effective use of its financial resources, growing its performance capacity and impact while keeping pace with regional growth and ensuring the organization's long-term sustainability.

Service Values:



We believe in and make critical decisions based on the organization's core commitments to ...

- **A mission defined by a person-centred focus and culture of respect.**
CLAPW's fundamental purpose stems from the needs of the individual people we support, their dreams and their preferences. We take care not to impose our own personal notions of what makes a life fulfilling. At the same time, we remain ever-mindful of the safety and well-being of those we support. This includes being safe from harm or abuse of any kind, as well as empowering supported individuals to make choices within safe environments. Caring and respect are the foundations for all we do.
- **Purposeful pursuit of meaningful inclusion for those we support.**
The agency's commitment to access and inclusion flows from its response to an individual's dreams, goals and need for supports within an environment of understanding — one that makes everyone feel valued, wanted and socially accepted. Through our work, and by example, we help build a culture premised on these values: consideration of one another, recognizing each other's differences, and treating others the way we would wish to be treated.
- **Always acting with honesty, integrity, transparency and accountability.**
Honesty, integrity and transparency provide the foundation for trusted leadership and relationships. Accountability is not a one-time thing — it's an all-time thing, and applies across the organization. We believe in doing the right thing, whether it's noticed or not, even when it may be unpopular. Strong governance and leadership based on these principles will ensure the organization is capable, well managed and effective in providing services.

Strategic Priorities:

Study Potential Solutions to Meet Housing Needs

Investigate new housing models and pursue creative solutions to ensure supported people have access to adequate housing.

Action Objectives:

- Conduct an assessment of current and emerging needs for housing.
- Identify and evaluate successful supported-housing models and options implemented in other communities.
- Recommend priority options to be pursued, their implications, key decision makers, potential partnerships, resource requirements and timelines.

Timeline: 2019

Background:

There's a need for a broader range of supported living arrangements, especially for seniors. There has to be a better solution for elderly care in homes.

This initiative would involve looking at different types of innovative residential options, such as co-housing and intentional retirement communities, as they have done in other regions (e.g. Kitchener-Waterloo). Other factors to be considered include the climate for investment in the local housing market and implications for staffing.

It will likely take longer than three years to begin implementation of any new housing models. This goal is about doing the foundational work. In the interim, CLAPW will stabilize current options/facilities and work up its strategic options for future action.



Strategic Priorities:

Develop options for community participation

Expand the number and variety of activities available to meet the needs, choices and wants of supported people.



Action Objectives:

- Advance the development of and transition to a Community Activity Centre as a focal point to promote social inclusion and community participation. (This includes developing curriculum and transportation supports.)
- Continue to respond to the choices and needs of supported people, with active input from family members/caregivers as partners to ensure the design and ongoing operation of the Centre meets support needs.
- Expand the base of volunteers to offer more opportunities to participate in the community.

Timeline: 2018-2019 and on-going thereafter

Background:

This priority reflects a desire to respond to expectations for inclusion, particularly since the Ministry has mandated a transition from sheltered workshops.

The Community Activity Centre would serve as a sort of hub to help supported people gain exposure to a variety of activities, have better access to and increased involvement in their community, and develop as individuals. These activities would also respond to the goals identified in the various participants' person-centred plans, consistent with conditions set by the funder.



Strategic Priorities:

Re-establish strong relationships with strategic partners

Develop stronger partnerships for collaboration and coordination among families, staff, other service agencies and community organizations.

Action Objectives:

- Identify the range of partnerships to be pursued, starting with the most strategic. This includes partnerships key to funding and social inclusion opportunities.
- Develop and implement an intentional action plan to renew confidence in the organization and re-establish CLAPW's partnerships.

Timeline: 2018-2019 and on-going thereafter

Background:

Collaborative partnerships can offer both benefits and complications. They may lead to more inclusion, organizational credibility, sharing of expertise and a better case for pursuing funding opportunities. There may also be risks of mission drift, losing autonomy or profile, or resources being spread too thin to be effective.

Strategic Priorities:

Continue recovery of trust, faith and confidence in CLAPW

Restore the agency's reputation, culture and confidence in what we do.



Action Objectives:

- Continue to focus on quality improvement and meeting Ministry quality assurance standards. This also means “walking the talk” (building reputation through performance) and living true to CLAPW’s mission and vision.
- Engage with all stakeholders so we can move forward together as a group, all on the same page. This includes providing training and education for families.
- Take steps to fully become an employer of choice (which includes having a trusted environment, a positive culture with can-do attitudes, engaged employees skilled in core competencies, and a workplace that appeals to potential talent).

Timeline: 2018-2019 and on-going thereafter

Background:

CLAPW has been recovering and healing on many levels after a period of agency upheaval, turnover and change. It has made substantive progress over the past year, especially in re-establishing effective governance and leadership for the organization. Another significant sign of progress has been a vast improvement in compliance review results.

A major last step over the next three years will involve hiring a new permanent Executive Director, setting the stage for a strategic program of cultural renewal, further stabilization and alignment of the organization, strategic outreach and efforts to re-establish its brand/reputation.



Other Important Priorities:



The priorities identified in this strategic plan speak to areas where special attention, resources and effort are needed over the next three to five years.

In addition, there are several other important issues that were identified in the strategic planning process that will be addressed in the annual operational plans for the organization. These issues include:

Continuing to Mature as an Organization

Many of the initiatives begun over the past year will be continued to help CLAPW further develop as a strong mature organization. This means proactive governance and leadership at Board, Executive Director and management team levels — hiring a new permanent Executive Director will be a next step. Significant work on governance and by-laws has already been completed but will require ongoing monitoring.

Attention will also be given to enhancing internal capacity/infrastructure, efficiency and effectiveness, keeping pace with demands for supports, active staff renewal and training for staff and family members.

Alignment with MCCSS

It has been noted that CLAPW must ensure the agency, its programs and services are well aligned with the Ministry of Children, Community and Social Services to maximize support. Agency efforts to explore creative options for residential supports and living arrangements, for example, will be consistent with the provincial Transformation agenda.

(Other Important Priorities ... continued)

Fee-for-Service and Alternative Funding

The funding model in Ontario continues to evolve consistent with the Transformation agenda, with the introduction of Passport funding being the leading example. This emphasis on individualized, fee-for-service supports will bring changes in the future.

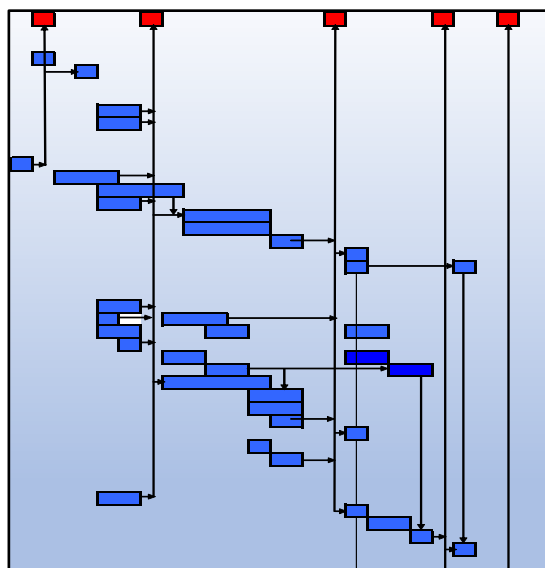
As part of its operational planning, CLAPW will need to reconfigure how it offers programs, services and supports in a “market” environment. As needed, it will also explore other potential sources of funding/revenue.

Increasing Demand for Complex Care

This is another area that requires attention in operational planning for both the long and shorter term. Issues relate to: facilities and training to provide more complex care, collaboration on Dual Diagnosis, Urgent Response, and specialist services currently provided in a limited capacity by CLAPW as it is primarily a generalist organization.



Implementation:



Strategy is activated through operational plans that provide more specific direction for the work and identify responsibilities and timelines — detailing who will do what by when.

Community Living Ajax-Pickering and Whitby will be developing **specific workplans** that respond to its future challenges and opportunities and translate the strategic priorities outlined above into ongoing activities and initiatives. Related best practices in the areas of change management, capacity building, partnership relations and policy development would also be employed.

It is expected that a high-level operational plan describing annual objectives and **implementation phases** will be presented to the Board at a later date.

A successful roll-out of this strategic plan will depend on **effective two-way communications** and related efforts to develop understanding of its implications, both by internal audiences at CLAPW as well as supported people, their families and community partners.

As with any well-managed implementation, progress on these strategic priorities will be reviewed regularly. **Operational plans will be updated** when necessary (as will the strategic plan itself, as appropriate from time to time).

This will help ensure the organization continues to anchor its activities in CLAPW's mission and vision, adapt to the latest evidence and best practices, and respond effectively to circumstances as they may change through 2021 and beyond.