

Strategic Plan: 2012-2015



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Community Living Atikokan

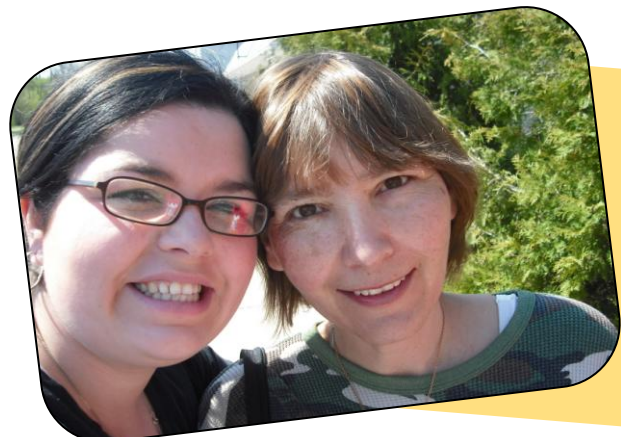
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BACKGROUND

Community Living Atikokan (CLA) is a community based organization dedicated to promoting the acceptance and value of all persons. We provide a full range of services to meet the varying needs of adults with an intellectual disability.

Originally incorporated in 1969 as the Atikokan & District Association for the Mentally Retarded, the name was changed in 1991 to the Atikokan & District Association for Developmental Services, and again in 2010 to Community Living Atikokan. Over the years as the goals of those receiving services evolve, our association followed suit to better reflect their aspirations.

It is our belief that all persons deserve respect and dignity, and have the right to be an integral part of their community. As a means of fulfilling this goal, CLA plays an active role in identifying the needs of those we serve, and providing support to enhance independence and growth. We offer this through residential services, supported employment, transitional assistance, as well as daily leisure and recreational programs.





SERVICE PRINCIPLES

At Community Living Atikokan, in working toward the common goals defined in the Mission Statement, each staff member has unique skills, values and a personal approach to attaining results. While methods of implementing the Mission Statement will vary, Community Living Atikokan provides essential guidelines in the form of three Service Principles:

- We will create services consistent with the needs of individuals. We will create opportunities for those in the individual's personal network to assist the person to define their support needs.
- We will create an environment where staff members see their role as supporting the needs and aspirations of the individual. We will empower staff as a team to be cohesive, highly motivated, focused, trained and committed to the Mission of Community Living Atikokan.
- We will integrate individuals into the larger community.

Since 1969, the association has served the needs of people with disabilities and their families through a wide range of community activities, projects and services.

The association has acquired a number of properties over the years, including several housing units, an apartment building, the training and leisure centre, and its current office space.

Over the years, the services provided have changed and resources have been used to develop opportunities for individuals with developmental disabilities to experience growth, quality of life, integration and equality within the community to their fullest potential. In contrast to earlier forms of services that emphasized standardized service options, CLA has moved to a more “person centered” model built around the unique values, priorities and preferences of each individual it serves.

Working closely with individuals and their families, the association assists people to design and shape supports that reflected their own sense of what was needed. While acting as a facilitator and even catalyst for the new arrangements, CLA never imposed options upon individuals or their families. Rather, the approach is to empower both the person and their family to decide as much about what was being planned as possible and to remain in charge of the new arrangement well past the point where it was launched.

At present, CLA supports five individuals in a group living arrangement, provides independent living support for 15 other individuals and employment support for many more. The association continues to be governed by a voluntary Board of Directors and is driven by the following mission:

Community Living Atikokan is committed to providing respect, supports and services to meet the diverse developmental needs of people within the community.

LOOKING FORWARD

CLA strives to be one of the front-running organizations in Ontario in person-centred development with many individuals and families benefitting from its contributions in this area. However, while much improvement has been made in the lives of people with disabilities and their families, challenges still remain. Despite efforts to encourage people to dream and “imagine better,” we still have a long way to go. These new arrangements have not significantly generated more socially inclusive choices for the individuals concerned.

More progress needs to be made in addressing the employment potential of our Members. An ongoing effort will be needed to raise consciousness, both within CLA and the community, about the benefits of person-centred options for both the individuals concerned and the community at large.

Looking ahead to the next three years, four strategic directions have been identified in planning for the future of Community Living Atikokan:

- ❖ Focus on program development
- ❖ Foster organizational development
- ❖ Human resources development
- ❖ Funding

These strategic directions are consistent with CLA’s mission and are grounded firmly in the association’s service principles.



STRATEGIC DIRECTIONS 2012-2015

STRATEGIC DIRECTION 1: Focus on program development

At CLA, we believe that the core of “person-centred support” is connecting people in community. People with disabilities have the right and the capability to be full citizens – that is, to fully participate in their communities. Yet few belong to any group other than disability-specific programs, which actually keep people segregated and prevent them from integrating into the larger community.

Since most organizations still operate on a service/program model, many people – including CLA staff, individuals and families – are unfamiliar with leading practices in social inclusion. Generating the kind of change that is needed will require a fundamental shift in the culture and a conscious change of direction.



Goal

CLA will reduce the current over-reliance on segregated services for people with disabilities by exploring and developing more socially inclusive personal lifestyle options, and connecting people in community one person at a time.



Objectives / Actions

1. To identify what segregated activities are currently happening with each individual within CLA and to develop new opportunities for community inclusion.
2. To reallocate some of the existing resources from the current programs into more community inclusive activities.
3. To use success stories as a key message in raising awareness, within CLA and the community, about progress in developing person-centered options, particularly those that challenge negative perceptions of people with disabilities.
4. To implement program changes to achieve the above goal and objectives.

"To me inclusion is belonging...being with everyone else, and feeling a part of what they're doing. It is acceptance, and knowing that you 'fit in'. You're no different than any of the others. You feel safe, secure, and strong there. You can be yourself."

— QUOTED IN "THUMBS UP! INCLUSION, RIGHTS AND EQUALITY AS EXPERIENCED BY YOUTH WITH DISABILITIES," BY CATHERINE FRAZEE

STRATEGIC DIRECTION 2: Foster organizational development

Organizational development is the process through which an organization develops the internal capacity to be the most effective it can be in its mission work and to sustain itself over the long term. This definition highlights the explicit connection between organizational development work and the achievement of organizational mission. This connection is the rationale for doing organizational development work.

At CLA, we will foster organizational development that involves focusing on improving the effectiveness of an association and the people in the association. We are guided in our organizational development work by a vision of an effective and well-functioning organization that can better achieve its mission.

Goal

We will improve organizational effectiveness by continuing to develop strategies that enhance CLA's ability to manage and adapt to ongoing change while remaining true to the association's mission.



Objectives / Actions

1. Strengthen a positive culture that rewards and encourages a collective effort.
2. The promotion of CLA that enables all of the association's relationships to be beneficial.
3. Effective communication by leadership of CLA in helping staff understand the company's overall mission, how they contribute to achieving key organizational objectives, and sharing information on both how the association is doing and how a staff member's own program is doing relative to strategic objectives.
4. Recognize employees and volunteers to say thank you for the education, training, skill and consideration put into their work everyday.
5. Find more ways to celebrate successes.



STRATEGIC DIRECTION 3: Human resources development



Human resource development is the framework for helping employees develop their personal and organizational skills, knowledge, and abilities. Human resource development includes such opportunities as employee training, employee career development, performance management and development, coaching, mentoring, succession planning, key employee identification, tuition assistance, and organization development.

At CLA, the focus of all aspects of human resource development is on developing the most effective workforce so that the association and individual employees can accomplish their work goals in service to our Members.

Goal

Community Living Atikokan will have many opportunities for human resource development, both within and outside of the workplace.



Objectives / Actions

1. Continuing and growing efforts to develop a learning organization, particularly related to training and staff development around our programs, self-directed services, individualized funding, aging service populations, technology and its applications.
2. Completion and ongoing implementation of a staff succession plan.

STRATEGIC DIRECTION 4: Funding

With the current economic conditions, CLA will examine a variety of revenue streams that would support our programs. We will look at a variety of funding sources, ones that had been used in the past as well as new sources including: provincial, federal and local sources, foundations, corporations, partnerships, in-kind donations and fundraisers.



Goal

To identify, assess and develop as viable, new sources of revenue that align with CLA's Mission and which are based on community needs, market transitions and opportunities.



Objectives / Actions

1. Pursuing new service additions that could be geographic, needs or skill-based, along with assessing "centres of excellence" opportunities.
2. The commercialization of non-core CLA services.
3. Developing and offering services that people are prepared to purchase aligned with the transition to individualized funding.