

Canadian Association for Community Living – Clare Branch

STRATEGIC PLAN 2020

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May 25, 2020

VISION, MISSION AND VALUES

Vision

To inspire confidence and ensure inclusion.

Mission

We foster and promote accessible and responsive living, working and learning opportunities in service of adults with disabilities in the community of Clare; empowering self-advocates in achieving their individual potential for full community living.

Values

Every action statement, policy or publication will honour and promote the values and principles of

Respect

Culture

Equity

Moral Courage

Self-Direction

Learning Together

Community Support

Creativity

ACTION PLAN

Goal 1: New Agency and Rebranding

CORD/CACL Clare will present its new name, mission, vision values to self-advocates, employees, members, community partners and families at the AGM in July 2020.

Focus Area(s)

Publicity

Community partnerships

<u>Strategy:</u>	<u>Indicator of Success:</u>	<u>Evidence of Success:</u>	<u>Timeline:</u>	<u>Lead(s):</u>
Identify a bilingual Board member who will collaborate with the ED to work with local media and news outlets	Bilingual board member recruited at May 25, 2020 board meeting	Name noted in May 25, 2020 board meeting minutes	May 25, 2020 board meeting	The Executive Committee
Identify and contact media outlets to do interviews and articles	CEO to book interviews with local radio, print media, etc.; to be held after the July AGM	Completed interviews and articles that outline the M/V/Values of the "new/combined" agency	Interviews to be held and articles to be run July-September 2020	CEO/Board Member identified as responsible for media relations
Meet with Workers' Advisory Council to review plan and changes	Staff to meet over Zoom or conference call with Workers' Advisory Council to review new vision, mission	Meeting with self-advocates recorded; a list of who was present and minutes	By June 3, 2020.	Dominique Jaume, Job Coach

	and values and strategic plan			
Contact and inform community partners via letter	Community gov't, educational, vocational, and sister agencies are contacted by a member of the board	Letters / contact list developed and mailed	July 31, 2020	CEO
Decide new name as "Clare Inclusion"	Vote to be held at the Board meeting	Minutes of the meeting	May 25, 2020	Board of Directors
New Graphics to be designed	Graphic designer to be hired to work with the CEO/Exec Cte.	New logo approved	June 29, 2020	CEO

Goal 2: Leadership and Management Restructuring

Board members, volunteers, staff, and self-advocates/people with a disability are supported and empowered by engaging in professional and personal development opportunities.

Focus Area(s)

Recruitment –staff, volunteer and board

Board Training and Board Manual

Self-Advocate

Cultural responsiveness

<u>Strategy:</u>	<u>Indicator of Success:</u>	<u>Evidence of Success:</u>	<u>Timeline:</u>	<u>Lead(s):</u>
Create and regularly update an accessible Annual Board Calendar (Sept-Sept)	Board calendar is online and accessible to all Board Members and CEO; updated to include dates for meetings of the board, exec, HR and Finance Cte., date of AGM, significant program activities	Online 2020-2021 Board Calendar Email with link to online Annual Board Calendar sent to all board members	Sept 28, 2020	Pres/Sec of the Board and CEO
Develop a Board Orientation Manual	Revision of current orientation materials that include board members' roles and responsibilities; Board approves final draft	Exec Cte. Meeting minutes. Board meeting minutes of final draft approval Hard and electronic copy of manual	October 26 2020	President of the Board/Exec Cte.

<p>Revise current Board agenda/minutes template format to facilitate meeting management and reflect Robert's Rules of order</p>	<p>Standing agenda items listed under new business;</p> <p>Template includes key words and statements for standing items</p> <p>Exec members have better understanding of how to run an effective meeting</p> <p>Board members are aware of conflict of interest and their professional and ethical duties and responsibilities</p>	<p>Paper and electronic copy of revised meeting agenda and minute templates</p>	<p>Sept 28 2020</p>	<p>President/Exec Cte.</p>
<p>Revise volunteer orientation training materials and procedures to emphasize confidentiality, code of conduct and agency mission, vision, values</p>	<p>A new and straight forward volunteer orientation procedure is in place</p> <p>All staff are aware of and follow new volunteer orientation procedure as required</p> <p>Volunteers receive revised initial orientation materials prior to being involved in any agency activity</p> <p>Volunteers sign confidentiality and code of conduct agreements</p>	<p>Revised volunteer training materials</p> <p>Written volunteer orientation procedure</p> <p>Signed agreements are online. Annual meeting reports are online.</p> <p>List of volunteers who received initial orientation and staff responsible</p> <p>Annual meeting minutes</p>	<p>Jan 28, 2021</p> <p>Annual anniversary date of individual volunteers</p>	<p>CEO/HR Cte.</p>

	Staff to meet annually with program volunteers to review orientation materials	available in volunteers' files		
Revise and develop staff performance policies, procedures and tools (including job descriptions)	<p>Staff performance, policies and procedures are revised/developed for all current job positions and approved by the Board</p> <p>Each staff will be involved in the development of their learning goals and objectives</p> <p>The HR Cte. will develop a CEO evaluation tool and complete annually in consultation with the Board</p> <p>CEO performance review is completed annually by HR Cte.</p> <p>All staff performance reviews are completed as outlined HR policies</p>	<p>Updated staff performance policies, processes and tools (job descriptions)</p> <p>Meeting minutes indicating Board approval of policies, processes and tools</p> <p>Copy of completed staff-signed annual Staff Performance Review in individual staff files</p>	November 30, 2020	<p>CEO/Policy Cte.</p> <p>HR Cte/Board of Directors</p>

<p>Ensure ongoing Board recruitment and succession planning</p>	<p>Bilingual board recruitment presentation and guide available as facilitator tool (max 10 slides)</p> <p>3 community organizations and/or professional institutions (e.g., Lion's, banks, school board, university, board of trade) contacted/visited to promote new mission, vision values and recruit new members in both English and French</p> <p>All Work Placement/partners community clients encouraged to become involved at Board level</p>	<p>Contacted/ method of contact/ Facilitator</p> <p>Electronic copy of bilingual board recruitment letter template for Work Placement partners and community clients</p> <p>List of individuals interested in joining Board at AGM</p>	<p>Annually at end of each calendar year (December 31)</p>	<p>CEO/Exec Cte.</p>
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<p>Develop new self-advocate training program geared to meet individual needs/interests/skills</p>	<p>Comprehensive self-advocates training program is developed</p> <p>New training program is approved at Board meeting</p> <p>Individual self-advocate training sessions are led by interested self-advocates and supported by staff</p> <p>Self -advocates are encouraged and supported to learn governance skills</p> <p>New bylaw stipulating that a minimum of one Board member must be a self-advocate/person with a disability</p> <p>Revised bylaws reflect the new M/V/values of the agency and legal requirements to maintain status as a nonprofit charitable organization</p>	<p>Detailed outline of new self-advocate training program</p> <p>Meeting minutes referencing training program approved by Board</p> <p>Interested self-advocates plans are on file</p> <p>List of current self-advocates who are interested in sitting on the Board</p> <p>Name of self-advocate(s) on the Board</p> <p>Standing board agenda item to review/revise one bylaw per meeting</p> <p>Meeting minutes record revised bylaws</p>	<p>January 25, 2021</p>	<p>SA Advisor/CEO</p>
<p>Revise Board bylaws</p>	<p>Revised bylaws are approved by the Board</p> <p>Complete revised bylaws submitted to Registry of JS</p>	<p>New bylaws document</p> <p>Proof of Charitable Status</p>	<p>January 25, 2021</p> <p>Annual Retreat Review</p>	<p>Exec Cte./Board of Directors</p>

<p>Review the agency's programs, challenges, successes and governance practices.</p>	<p>Annual board review will be completed by all board members individually</p> <p>80% of Board and management staff attend annual retreat</p>	<p>Copy of 2020 final Board review</p> <p>February 2021 meeting minutes record presentation of Board review</p> <p>Invoices for retreat</p> <p>List of Board/management staff present</p>	<p>March 28, 2021</p>	<p>CEO/Exec Cte.</p>
<p>Restructure management team</p>	<p>Management team has been restructured.</p> <p>New job descriptions for manager and two coordinators; CEO job description reviewed and revised accordingly</p> <p>Job descriptions approved at a board meeting</p>	<p>Job description approval reflected in board meeting minutes</p>	<p>Sept. 28, 2020</p>	<p>CEO/HR Cte.</p>
<p>Ensure cultural responsiveness of all programming, recruitment, Board, policies, procedures and branding materials</p>	<p>All program, recruitment, Board, policies, procedures and branding materials are reviewed/revised as required</p> <p>All agency branding material values the</p>	<p>Report of review results</p> <p>April meeting minutes record presentation of report to the Board</p>	<p>April 27 2021</p>	<p>CEO/Exec. Cte.</p>

	<p>diversity of self-advocates/people with a disability, staff, volunteers and the community of Clare</p> <p>All branding materials are available in French and English</p>			
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Goal 3: Existing Projects

All projects are managed as per the parameters of individual contractual agreements and project management best practices.*

Focus Area(s)

Maison d'amis

Café

ACOA (Atlantic Canadian Opportunities Agency)

<u>Strategy:</u>	<u>Indicator of Success:</u>	<u>Evidence of Success:</u>	<u>Timeline:</u>	<u>Lead(s):</u>
Provide regular progress report to the Board on Maison d'amis	Small Options Home Cte. submit a monthly report	Monthly report received by Board	Monthly until building is complete	CEO/Fin Cte./Small Options Home Cte.
Complete café plan with Université St. Anne, AGÉUSA, CAB, Societé Acadienne and Municipality of Clare.	Finalized plan	Finalized plan, meeting minutes	September 27, 2021	CEO/Exec Cte. Ad Hoc Cte. to be struck September 28, 2020.
Complete upgrades for ACOA project	All quotes finalized and project end dates negotiated	Receipts, final reports, photos of completed work	January 25, 2021	Exec Cte./CEO/Fin Cte.

**Phases of project management include Project Initiation, Planning, Execution, Monitoring and Control, Project Closure.*

Goal 4:

The Agency will collaborate with community partners to ensure successful inclusion of self-advocates throughout the community of Clare.

Focus Area(s)

Support Networks

Transitioning

<u>Strategy:</u>	<u>Indicator of Success:</u>	<u>Evidence of Success:</u>	<u>Timeline:</u>	<u>Lead(s):</u>
Meet with family members of persons we serve to determine needs and outline current resources and identifying gaps in services.	Information sessions to be held with families and friends to identify what their needs are.	List of attendees; list of gaps; list of current resources	Report for AGM July 26, 2021	Program Coordinator
Develop concrete steps to ensure successful transition of self-advocates from the youth to the adult network of services.	Meetings to be held with education partners and identified parent groups. Agreement to be drafted that outlines planned steps in the transition process.	A strategy and action plan to ensure a successful process is in place.	September 27, 2021	CEO/Vocational Program Staff