

Community Living Iroquois Falls Intégration Communautaire



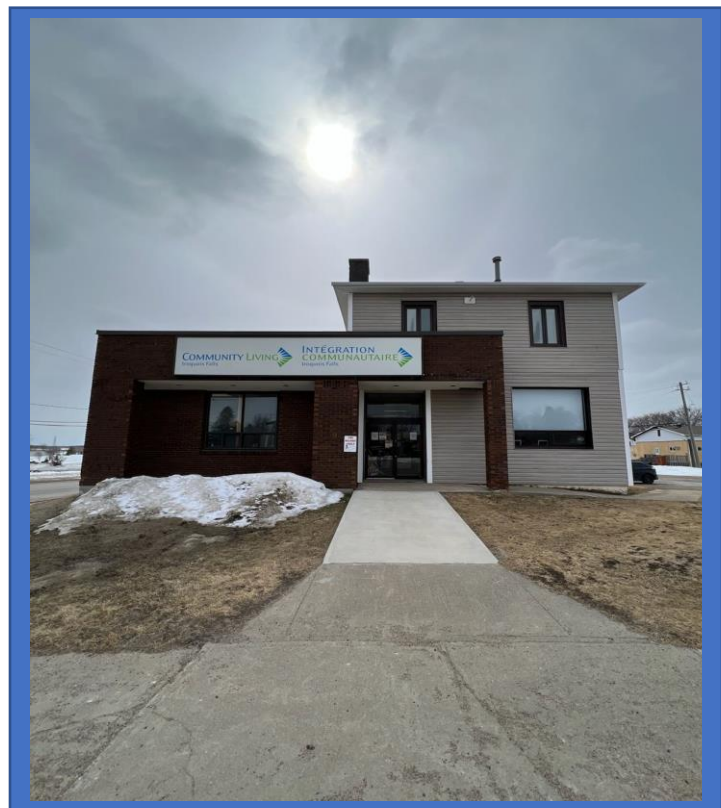
Strategic Plan 2022-2026

Acknowledgement of Traditional Land

We acknowledge that the lands on which the Community Living Iroquois Falls Intégration Communautaire (CLIFIC) office and residences are built on, are the traditional territories of many Indigenous Peoples whose presence here reaches back to time immemorial. We also acknowledge the enduring presence of all First Nations, Inuit and Métis Peoples, who continue to live here.

CLIFIC understands and respects that Indigenous Peoples from across Turtle Island have rich cultural and traditional practices and are the traditional stewards and customary keepers of the lands and water upon which our organization is built upon; we are grateful to have the opportunity to work on this land.

For this reason, we commit ourselves to gain knowledge, forge new, culturally safe relationships, and contribute to the healing, reconciliation, and decolonizing journey we all share together.



Message from the Board Chair and CEO

Community Living Iroquois Falls Intégration Communautaire (CLIFIC) has been operating for more than sixty years, dedicated to improving the lives, education, employment, and community integration opportunities for people with developmental disabilities.

In 1960, a group consisting of parents and interested citizens started an agency known as the Iroquois Falls Association for Retarded Children. On November 14, 1962, the Association was incorporated as a charitable organization known as the Iroquois Falls Black-River Matheson and District Association for Retarded Children. More name changes occurred throughout the years. In 1991 and to reflect the changes within, the organization became the Iroquois Falls Association for Community Living /l'Association pour l'intégration Communautaire d'Iroquois Falls.

By 1992, our agency opened two new group homes: Spruce Street Residence and Anson Drive Residence, supporting individuals with developmental disabilities. Anson was opened to welcome people returning from provincial facilities with roots in the community and surrounding areas.

What have we learned over the years? Although we are very proud of our progress, we realize that to move forward, we need to focus our efforts on the important things and what really matters. With this in mind, we sought to create a plan that is realistic and genuine as well as reflects the needs and priorities of those we serve.

We are pleased to present the 2022-2026 Strategic Plan for Community Living Iroquois Falls Intégration Communautaire's (CLIFIC). Entitled "*Inspiring possibilities*", our 2022-2026 Strategic Plan is the culmination of a year's worth of work and collaboration amongst our various stakeholders. We would like to express our sincere appreciation to everyone who gave their valuable time to assist us in setting our direction.

The plan outlines our strategic directives and how we plan to move closer to achieving our vision. While it is a 5-year plan, we are committed to refreshing the plan annually to ensure we stay on the right track.

CLIFIC's 2022-2026 Strategic Plan provides us with a clear direction to tackle the challenges we face and seize new and emerging opportunities! While we are proud of what we have accomplished over the past years, we recognize that important work lies ahead. Consistent with our commitment to supporting the quality of life of the people we serve and the constant growth of the communities in which we all work and live, this plan challenges us to focus our approach and resources in new ways.

Achieving our strategic goals will require our on-going commitment to work collaboratively with many stakeholders. That said, we would like to recognize the unrelenting

contributions made daily by our dedicated staff and all the individuals, families, volunteers, service providers, and community partners; we are forever grateful.

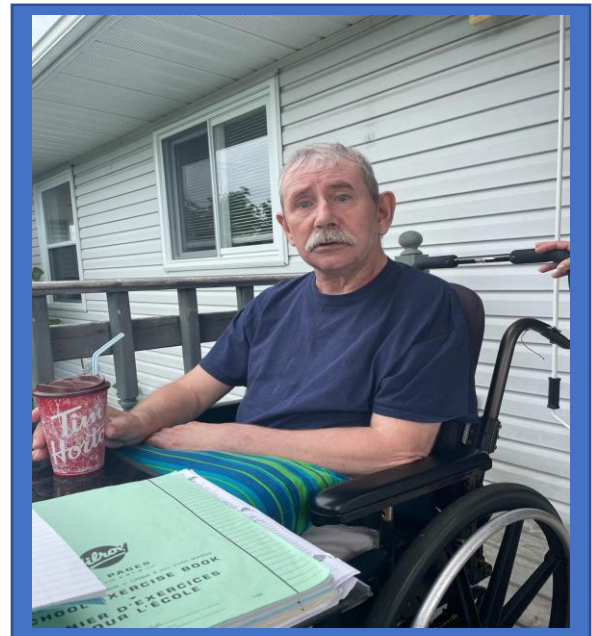
Sincerely,

Jackie Irvine
Board Chair

Lorraine Carrière
Chief Executive Officer

Table of Contents

02	Acknowledgement of Traditional Land
03	Message from the Board Chair and CEO
06	Introduction
07	Community Living Iroquois Falls Intégration Communautaire in Brief
09	The Need for Change
11	Our Approach to Engagement
11	2022-2026 Strategic Priorities
15	Moving Forward
17	Community Living Iroquois Falls Intégration Communautaire Strategic Plan 2022-2026: At-a-Glance



Introduction

Community Living Iroquois Falls Intégration Communautaire (CLIFIC) developed its previous 5-year strategic plan in 2014. At that time, six priorities were established:

1. Service Program Development.
2. Agency Accountability.
3. Strengthening Governance.
4. Securing a more client-centered, supportive, and conducive service environment.
5. Enhanced and Supported Independent living.
6. Board Recruitment.

Much was accomplished between 2014 and now. Despite a pandemic commencing in March 2020 and continued turbulent times, Community Living Iroquois Falls Intégration Communautaire (CLIFIC) has thrived. From March 2020 to the present day, CLIFIC focused almost entirely on this new reality. Ironically, this created an opportunity to assess and reconsider its direction with a new COVID-19 "lens."

Although it presented its challenges, the pandemic has enabled the organization to have an increased awareness of systemic barriers, while also recognizing that CLIFIC is moving forward more attuned to health, safety and risk. The pandemic forced many service organizations, including CLIFIC to adapt and pivot. This proactive response and growing awareness enabled CLIFIC to continue offering consistent, professional and supportive services to clients and their extend families.

Since 2014, there have been significant shifts at CLIFIC and in developmental services. At a local level, the organization saw changes in personnel, governance as well as client needs. At a provincial level, a new provincial government with new priorities signalled the need for creative thinking and innovative approaches to supports. Agencies face greater demand for services from people with a broad range of support needs. The developmental services sector is in the process of shifting its processes and potentially its funding model.

In late Winter 2021, CLIFIC began developing a new strategic plan. Development of the plan wrapped up in late 2021, just as the fourth wave emerged. The title of the 2022-2026 CLIFIC Strategic Plan, "*Inspiring Possibilities*" speaks not only to what we, CLIFIC, heard in our data gathering process but also provides the organization with the clarity it needs to stay on course. The 2022-2026 strategic priorities will guide our actions without hindering flexibility, innovation and service excellence. Although the future is constantly changing, we remain excited and passionate and are ready and committed to co-create it together.

Community Living Iroquois Falls Intégration Communautaire in Brief

Our Vision

That all persons live in a state of dignity, share in all elements of the community and have the opportunity to participate effectively.

WHAT WE ASPIRE TO BE AND DO

Our Mission

Community Living Iroquois Falls Intégration Communautaire (CLIFIC) is committed to provide bilingual individualized services to persons with a developmental disability, to facilitate full participation and inclusion in their community.

WHAT WE DO, WHO WE ARE



Our Service Principles

- Provide timely, efficient, and safe services.
- Develop individual programs based on:
 - The person's interest and motivation.
 - Assessment of strengths and weaknesses.
 - Realistic goals to enable successful inclusive living.
- Review acquisition of skills at regular intervals to evaluate outcomes.
- Act as a liaison when persons access social, vocational and medical resources.
- Ensure quality of service through regular reviews of procedures, policies, and fiscal responsibilities.
- Promote public acceptance and inclusion of people with a developmental disability into community life by:
 - Participation in community activities in sports and social events.
 - Encouraging community involvement in activities.
 - Encouraging volunteer participation.

WHAT GUIDES US AND OUR WORK

Our Framework

Our Governance:

A volunteer Board of Directors accountable to our clients, the community, and funders.



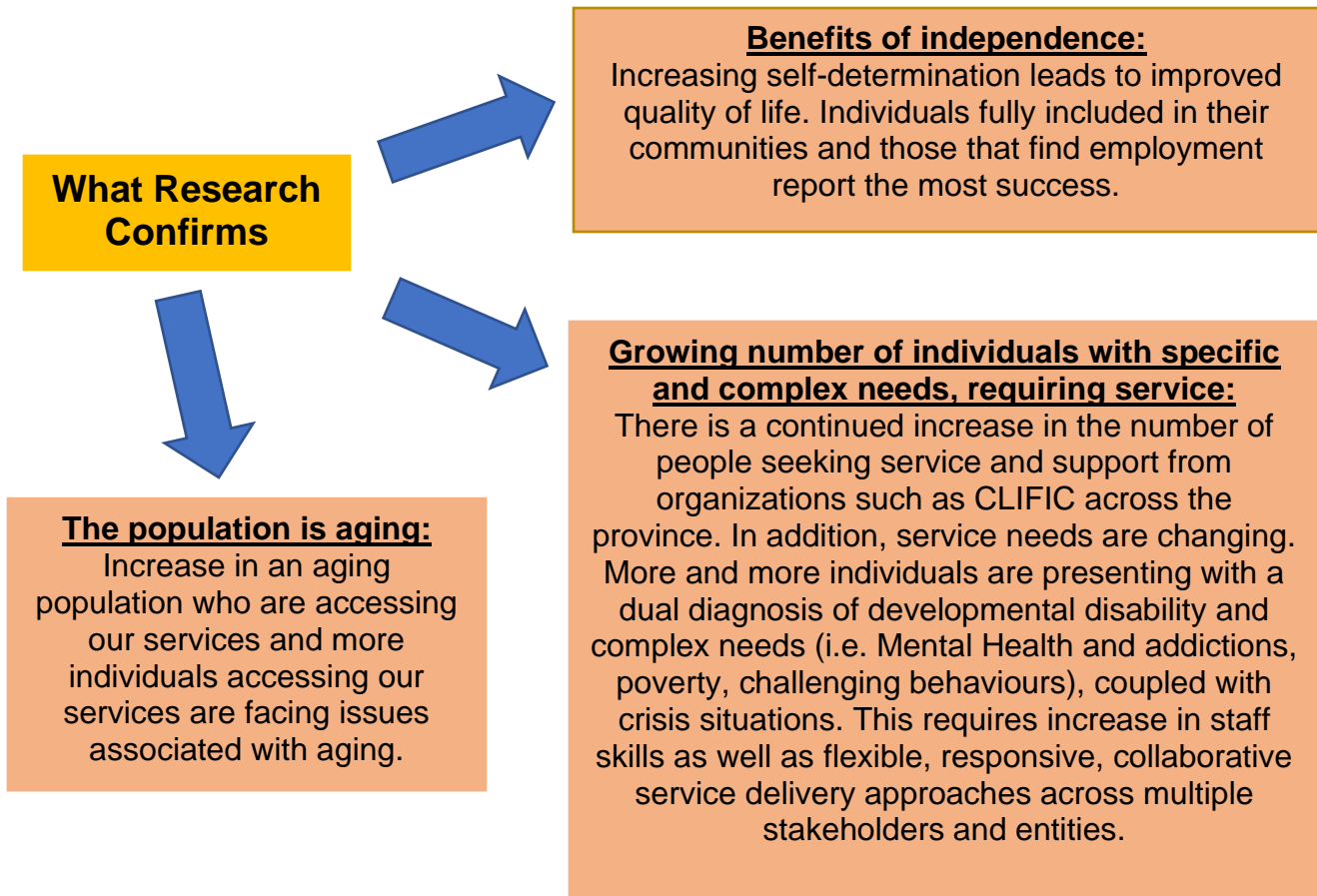
Our Funding:

Funding sources include the Ministry of Children, Community and Social Services- Developmental Services Ontario as a primary funder, as well as the corporate community, individual gifts and donations, as well as fundraising and special events.



The Need for Change- Reimagined Resiliency

Since opening our doors, the core purpose of CLIFIC are the people who choose to use our services and supports and our desire to empower them to dream their dreams, overcome their challenges, and reach their full potential. In turn, this means to constantly attain this, as an organization we need to strive to overcome complacency, familiarity, routine and staying within our comfort zone. There are many factors that have influenced our need for change.



COVID-19

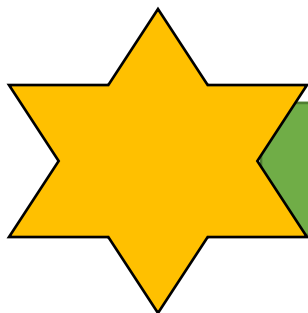
As previously mentioned, the pandemic forced CLIFIC to adapt and pivot in many ways. Throughout the past eighteen months, a growing awareness of systemic and service barriers along with the need to update its strategic plan has led Community Living Iroquois Falls Intégration Communautaire to reimagine itself as a resilient organization providing consistent, innovative, professional and supportive services to clients and their extend families.

Hence, the challenging years ahead for Community Living Iroquois Falls Intégration Communautaire will demand attention on strategic issues that include:

- Expanding, changing, and aging client base.
- Continued shift to focus on innovative and community-based services.
- Funding by the Ontario government that is not keeping up with the growth in client numbers, complexity of needs, and cost pressures (which may become even more extreme during Spring 2022 elections as well as in times of government deficits and spending restraint).
- Lack of clarity in provincial government policy changes and longer term directions in supports for persons with disabilities living in Northern Ontario under a new government (Spring 2022 elections).
- Increased expectations by clients, families and other key stakeholders for individualized services.

In light of the preceding and to create a truly, holistically, and genuinely grounded, meaningful path for the future, CLIFIC encouraged its stakeholders to take part in designing the organization's future direction: its Strategic Plan.

People who use services, their family members and supporters, employees of the organization, community partners and the Board of Directors all took part in developing this plan. They participated in e-surveys, e-appreciative inquiries, telephone and virtual consultations.

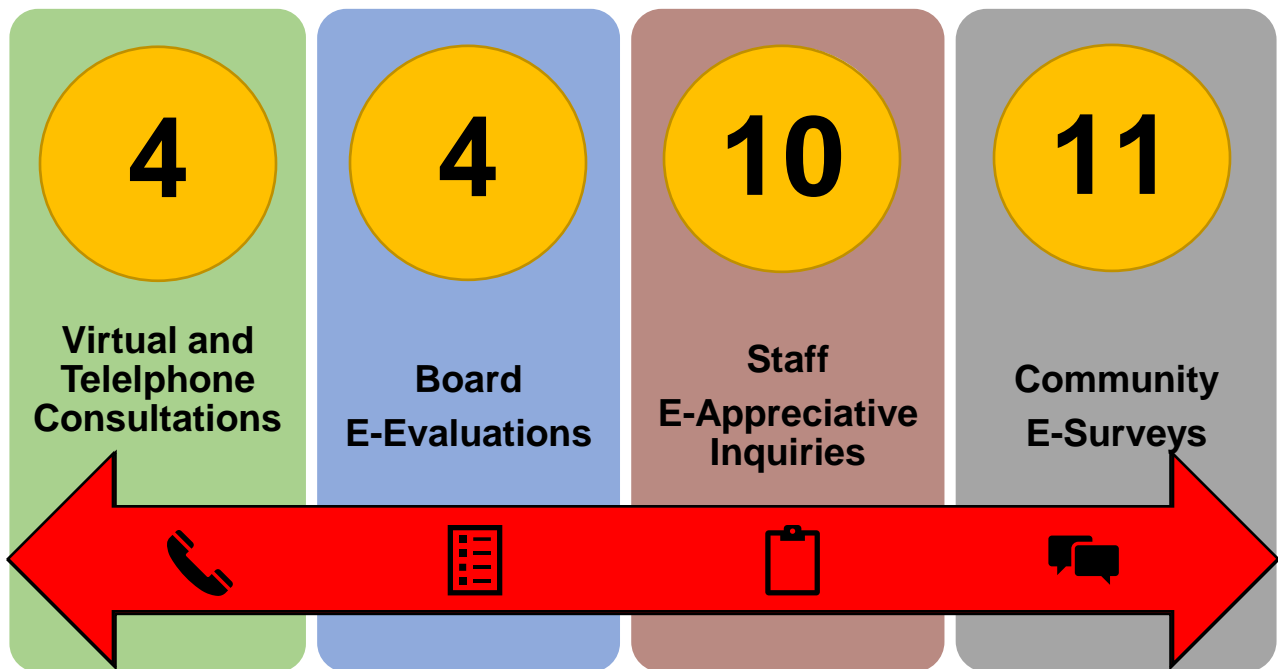


Their words, input, and insights are the foundation of the plan.



Our Approach to Engagement

In order to ensure adherence to COVID-19 best practices, a more innovative approach was created to gather qualitative data for the organization’s 2022-2026 Strategic Plan. Aside from research, review of the organization’s previous Strategic Plan (2014-2019), and an environmental scan, the following outlines the other key activities and accompanying quantitative results.



2022-2026 Strategic Priorities

In pursuing our overall and long-term ideal of “Inspiring possibilities” over the next five years, CLIFIC will pursue the following six strategic priorities; in essence, create goals and take actions that result in:

1. Providing more effective, innovative, inclusive, and client-focused programs and services.
2. Cultivating a workplace culture of support, respect, and leadership.
3. Strengthening and nurturing partnerships.
4. Ensuring organizational and resource alignment.
5. Expanding our presence in the community.
6. Infusing our brand with a spirit of technology.

Our six preceding strategic priorities focus our energy, momentum, and efforts forward as we bring our vision to life. Furthermore, our strategic priorities reflect our purpose, build on our assets and strengths, and align with the role we hope to be able to play in the lives of people who choose CLIFIC for services and supports.

1. Providing more effective, innovative, inclusive, and client-focused programs and services.

In order to attain this strategic priority, we will:

- Work to enhance the quality of life for our clients through high quality, effective services that meet client needs and desires.
- Expand our service capacity, response, and competency to meet the needs of individuals facing multiple challenges, such as mental health issues, substance abuse, poverty, and/or other complex issues.
- Serve as a strong advocate and catalyst for social change on behalf of individuals with disabilities.
- Recognise and uphold Human Rights.
- Continue to support client self-advocacy and remove systemic barriers.
- Improve the efficiency, timeliness and consistency of our internal processes used to plan, deliver and monitor person-centered plans, services and supports to our clients and families.
- Increase client involvement in meaningful programming and community involvement and CLIFIC operations, driven by clients' needs and desires (clients and families have ownership of the plan and the planning process).
- Focus on developing housing, respite and employment opportunities that reflect the diverse preferences and needs of our current and future clients, and that take risk into consideration.
- Drive service excellence by continuing to focus on improved client outcomes through the use of research, measurement, and reporting.
- Work with post-secondary and other research bodies, to develop new and promising approaches and practices, that can lead to better outcomes for people with multiple and complex needs.
- Expand strategic marketing of clients, programs and services.
- Be open, honest, and transparent with our communications to our clients and families.

2. Cultivating a workplace culture of support, respect, and leadership.

In order to attain this strategic priority, we will:

- Deliver excellence and quality in clinical governance and organisational leadership.
- Create a culture of organisational learning by making it common practice to engage our employees meaningfully and proactively in decision-making and development.
- Provide opportunities for personnel and volunteer development and growth by increasing capacity to deliver continuing quality training, experience, and development.
- Promote and embrace a value-driven culture where our people feel valued, and their health and wellbeing are supported.
- Create greater stability and sustainability and employee retention by regularly reviewing and improving organizational structures and processes like workplace wellness, staff recognition, and succession planning.
- Offer innovative learning opportunities for our employees to develop the mindset and skillset needed to be forward thinking, effective leaders, and competent service providers to our clients and families.
- Develop formal and comprehensive succession plans for the administrative leadership team and the CLIFIC Board of Directors.
- Hold regular staff meetings to discuss program and service issues as well as conduct face-to-face employee performance meetings to establish employee workplace goals.
- Conduct regular employee satisfaction surveys to measure success of CLIFIC.

3. Strengthening and nurturing partnerships.

In order to attain this strategic priority, we will:

- Support and actively engage in inter-agency planning and advocacy with the aim of building a truly inclusive community.
- Increase community and business involvement in CLIFIC.
- Increase our effectiveness of government and public advocacy.
- Create a space to foster cross-organization opportunities (i.e. identify and address service issues, workforce sharing, training).
- Use consistent language when communicating with families about supports and services available.
- Build relationships with Indigenous Peoples, organizations, and communities by aligning with the principles of truth and reconciliation and providing aligned supports and services in a culturally sensitive manner.

- Work more closely with organizations to align our complementary strengths and resources, so we can do more together than what can be done alone (i.e. expand the types of services offered).
- Ensure service provider planning is integrated and aligned.

4. Ensuring organizational and resource alignment.

In order to attain this strategic priority, we will:

- Continue to pursue expansion of our financial and human resource base to provide further stability and capacity.
- Maintain financial sustainability.
- Increase overall funding diversity and enhance advocacy with governments to secure appropriate supports and funding for the organization and persons with developmental disabilities.
- Undertake evidence-based financial and operational planning.
- Monitor Board processes and development to ensure effective governance such as fiduciary responsibility, and long-term stability of the organization.
- Regularly review organizational policies, processes, activities, and outcomes to maximize efficiency and effectiveness of Community Living Iroquois Falls Intégration Communautaire (CLIFIC) operations.
- Continue clear accountability to government, clients and families, and community supporters.
- Enhance our quality assurance practices through measurable outcomes.
- Use applied research to support development and implementation of best practices.
- Improve information and data management systems.
- Assess and manage risk.
- Enhance and expand all internal and external communications.
- Conduct an annual review of assets (i.e. facilities and equipment) in order to identify and prioritize the needs of the organization.

5. Expanding our presence in the community.

In order to attain this strategic priority, we will:

- Initiate the development of a volunteer program.
- Enhance relationships with our current community partners and stakeholders as well as establish relationships with future community partners and stakeholders.
- Pursue and invest in partnerships with other organizations and communities that can lead to more effective supports being offered and greater availability of specialized services.

- Develop a communication plan for developing or maintaining relationships.
- Ensuring participation, membership, and representation on various community boards and community committees.
- Promote the organization as a leader, willing collaborator and partner in providing responsive, innovative services and supports for people with complex needs.

6. Infusing our brand with a spirit of technology.

In order to attain this strategic priority, we will:

- Embrace innovation and continuous improvement that provides efficient, effective and value for our business technological processes.
- Integrate the best technology that aligns with person centred approaches.
- Strive to move towards being an e-based service provider (i.e. paperless).
- Increase the utilization of technology to increase the efficiency of the operations.
- Enable more effective information sharing and communication between people who use supports, families and supporters, the organization, specialists and experts, partners and community members.
- Simplify business functions, improve quality and better manage risk.
- Assess the value of hiring a technology and information resource person.
- Foster an organizational culture that encourages and embraces the use of technology.

Moving Forward

We are enthusiastic and eager to pursue and bring to fruition the strategic priorities that are presented in this plan. With this plan as our compass, the Board of Directors Community Living Iroquois Falls Intégration Communautaire (CLIFIC) commits to working with staff, clients and their families, funders, community and business partners in maintaining stability and client-focused services, coupled with potential growth. Both the Strategic Plan and the Strategic Implementation Plan will be updated and reviewed regularly to ensure we continue to stay relevant, on-track, and focused on the changing needs of our key stakeholders.

Significant work lies ahead to maximize our organization's potential, including the building of the increased partnerships needed to foster the broader inclusive community. It is our chance to reflect on the lessons learned and positive outcomes from the pandemic and commit to creating a new future for CLIFIC that embraces all that has emerged since March 2020 – for example, our ability to adapt, pivot, and change directions quickly, and provide innovative and supportive services remotely, the importance of recognizing the impact of trauma and the resiliency of our clients and families, our personnel, and our

community. With the development of our Strategic Plan 2022-2026, we find ourselves positioned to move forward into an unknown future with the confidence and competence that we can create space and design something better than what we had or even imagined.

It is now our time and responsibility to commit to action by setting out action plans to move forward. To maintain momentum, energy, and accountability to all of our stakeholders, we will commit to providing regular updates on our progress, successes and challenges, and will welcome stakeholder engagement at every opportunity.



Community Living Iroquois Falls Intégration Communautaire (CLIFIC) Strategic Plan 2022-2027 At-a-Glance



“Inspiring possibilities. Inspirant des possibilités.”