

COMMUNITY LIVING

North Grenville

Inspiring Possibilities

Strategic Planning Retreat Report

October 2nd 2010



Table of Contents

EXECUTIVE SUMMARY:	3
BACKGROUND AND OBJECTIVES:	4
VISION MISSION AND VALUES	5
STEP 1: GROUNDING IN THE VISION MISSION AND VALUES AND EXPLORING MOMENTS OF SUCCESS	6
STEP 2: SCANNING STRENGTHS, OPPORTUNITIES AND RESULTS	7
Strengths:	7
Opportunities:	8
Results:	10
STEP3: SETTING A 5 YEAR GOAL	12
STEP 4: SETTING DIRECTION	13
STEP 5: REVISITING THE VISION, MISSION AND VALUES STATEMENTS	15
STEP 6: NEXT STEPS	16
RESOURCES:	17

Executive Summary:

On October 2 2010 board, staff and community stakeholders of Community Living North Grenville spent a day together exploring and revitalizing the organization's vision, mission and values and setting direction for the next five years. Participants shared stories of success and explored strengths, opportunities and results. They created a compelling image of the future to which the organization aspires– a 5 year goal that included increased accessibility and interdependence in the community. Changing attitudes, building an inclusive culture and a community support network and web based community participation were identified as areas of strategic opportunity to achieve the goal. The vision and mission were confirmed and the values statements were updated.



Background and objectives:

On October 2, 2010 community Living North Grenville convened a multi stakeholder strategic planning meeting. The one-day event was hosted by the president and the Executive Director, and was attended by staff, board members, community representatives, as well as persons served and their families. The objectives of the session were:

- to re-visit and validate the organization's mission vision and values
- to provide an opportunity for engagement with those statements in the context of the current environment and trends
- to take stock of the strengths and opportunities that are present for the organization today
- set direction for the next 5 years
- to strengthen understanding and deepen relationships among members of the staff, board, people served and their families and other community stakeholders

The session design was the collaborative effort of a planning team made up of board and staff members, the Executive Director and an external consultant from Innovation Partners International. The design was based on a SOAR planning approach, an application of Appreciative Inquiry that illuminates Strengths, Opportunities, Aspirations and Results.

The day was conducted in 6 steps:

Step 1: Grounding in the vision mission and values and exploring moments of success

Step 2: Exploring strengths, opportunities and results

Step 3: Setting a 5 year goal

Step 4: Identifying areas of focus over the next 5 years in pursuit of that goal

Step 5: Revisit/revitalize the vision, mission and values

Step 6: Next steps

Vision Mission and Values (current)

The guiding statements that were to be validated and possibly updated at the retreat are as follows:

Vision (what we most desire to create) : "Community Living North Grenville envisions a community in which all persons live in a state of dignity, share in all elements of living in the community, and have the opportunity to participate effectively."

Mission (our purpose – what we are here to do):

Community Living North Grenville is a local organization founded by families and friends of individuals with an Intellectual Disability. Community Living North Grenville advocates for, promotes and facilitates the full participation, inclusion and citizenship of people who have an intellectual disability.

To facilitate this mission, Community Living North Grenville will:

- Provide input to our provincial body (Community Living Ontario) that promotes positive change in public policy;
- Provide expertise, support (to individuals and their families), resources, information and education;
- Create and respond to opportunities for networking, actively supporting and partnering with those who share our vision;
- Build public awareness; and,
- Develop, nurture and support local community capacity and innovation.

Values

- Community means authentically supporting labeled people to establish their lives in the "community" as we know it;
- We involve a process of planning with people and not for people;
- All labeled people have every opportunity for choice of where they work, live, play;
- All children should be supported in the family unit and be provided with the opportunity for integrated education;
- "Service" to a labeled person means activities and support systems which increase the probability and/or quality of the person's participation in the community and its economy;
- A system to measure consumer satisfaction effectively be in place at all times;
- All labeled people have the opportunity to develop sincere relationships and connections in the community;
- Segregated service and supports not be supported unless consumer directed by informed choice;
- Supports and services be individualized, flexible and portable.

Step 1: Grounding in the Vision Mission and Values and Exploring Moments of Success

The group conducted paired appreciative interviews on the following questions:

1. When we are at our very best, our work creates more of what we most desire: all persons living in a state of dignity, sharing in all elements of living in the community, and having the opportunity to participate effectively." Think back over your involvement with Community Living North Grenville. Tell me a story about one of your *very best* experiences – a time when you have seen, or been part of creating **an experience** of the kind of community we seek to build.
2. What excites you about the vision, mission and values? What do you see in those statements that you want to be sure we carry forward with us into the future?

As a result of this exercise the following list of **conditions for success** was generated:

- support staff step back
- hooray! I am a person now
- forward motion
- our vision does not waiver – it is impermeable
- people served have opportunity to be the source of information / at the centre (this creates status)
- celebrating our success
- commitment, care and planning



Step 2: Scanning Strengths, Opportunities and Results

The group explored Strengths, Opportunities and Results in a World Café exercise. In this activity participants responded to a series of questions in small groups. Results were as follows:

Strengths:

- accepting
- accessibility to everything in the community
- accreditation survey
- approachable friendly easy to talk to (ED)
- availability of service
- awareness
- being open
- caring beyond
- caring neighbourhood
- choices
- commitment to people, willingness to persevere against odds
- communication
- community
- community connections
- diversity valued
- education
- enjoy
- everyone has a voice
- expected to enhance results
- family oriented
- family weddings, connections, inclusions
- fostering partnerships with schools and businesses
- fun
- goals are being achieved
- good people
- good representation in the community
- good reputation
- good team
- growth
- holistic approach family to individual
- inclusion successes
- independence beliefs
- individual care
- informed
- laughter
- leadership by anyone
- leadership of ED
- longevity but not stable
- not complicated
- open door policy
- open minded supportive board
- opportunity to discuss ideas to look for solutions
- participation
- personal rights
- persons served involvement
- planning with people not for people
- positive attitude
- positive connections/family involvement
- proud of staff
- sense of team/family
- smile
- success friendships

- support
- support staff are caring
- taking risk
- team with a # 1 goal (leadership)
- team with a common goal
- thinking ahead
- valued partnerships
- “Community”
- “out there”
- “remain grass roots”
- awareness
- flexible - work outside the box
- focus on interests & abilities
- forward thinking
- houses are homes
- houses look good
- individuality
- open to new ideas
- passion for our work
- persistent
- remember where we came from
- role models
- significant partner
- staff
- strong sense of people & community
- transition planning
- we are and have good neighbours
- accessibility to everything in the community
- calibre of new staff
- caring, love and commitment
- contributions
- dedication
- diversity of board
- employment in community
- energy
- friendly homes, well maintained
- friendships
- generosity of community
- goals are being achieved
- grey vs black
- invested in youth
- Marcus
- mentoring
- positive role model
- proud of our history
- respect
- SIL
- supporting passions
- teamwork
- thinking ahead
- Victor & Penny made it out on their own and we’ve made it with HOPE & STRENGTH
- visibility
- volunteers
- visions by ED
- welcoming

Opportunities:

- accessibility
- accountability
- accountability generating awareness
- accreditation survey (CARF)

- adapt to changes
- advocate and tell what we need and explain what we want
- be creative
- belonging
- capitalize on growing awareness of our presence in a positive interaction in the community
- changing landscapes – age of staff & people we support
- community involvement creative in creating opportunity
- connect with local politicians
- developing growing partnerships with volunteers especially youth
- educational growth
- employment
- employment individuality
- enthusiasm
- everyone knows your name
- increased accessibility
- increased co-op placement in high schools
- increased family involvement
- increased integration for students into main stream classes
- institutions closed in Ontario
- linking with other communities organizations
- local elections
- management succession
- more current activities
- more funding through accreditation
- most accepting communities
- multi cultural
- new ideas to stretch a frozen budget
- new responsibilities
- opportunities for changing government policies
- continual training for staff
- continue to be out there
- continuity & security
- create friendships
- determination
- develop stronger community partnerships
- exploring peoples talents
- feeling safe
- grow-build on strengths
- growing responsibilities
- if one door shuts, open another one
- in house volunteer
- opportunities for families to have different expectations hopes and dreams
- opportunities out of adversity
- opportunity for us to grow in our value system/friendships/diversity
- ownership
- participation from families
- partnership
- peer mentoring in high schools
- personal growth
- retirement
- social contacts/friends
- special Olympics
- teaching technology use it, support it, provide it for more independence
- to be challenged to step up
- volunteer opportunities
- well connected
- youth multi generational

Results:

- “people are missed”
- “when we know better, we do better”
- a place on council
- accomplishments
- all needs are met/recognized
- belonging to church family
- caring staff
- children in neighbourhood schools
- commitment by staff by people
- continually setting new goals
- dedication
- educating community in acceptance
- employment of people
- employment volunteers
- empowerment of people & their families
- feedback from family
- feel less vulnerable
- feeling proud
- feeling proud
- flexibility
- freedom of expression without retribution
- full participation as citizens
- growing number of people giving services and not just receiving them
- high “minimal standard”
- homes rather than group homes
- inclusion
- increasing natural supports
- individual success
- interaction with community
- integral part of the community without labelling
- meeting full potential of each person
- number of volunteers
- the result of Victor & Penny moving out of Easton’s Corners and moving into
- “Are the people we support happy”
- “I hope to work myself out of a job” Marcus
- accessibility awareness
- accreditation
- blend in
- CLNG provides a lot of leadership
- education + jobs = never give up
- education what we can offer community connections
- friendships
- giving back
- happiness
- homes that are well kept
- interaction/communication
- involved in community integration activities and events
- natural friendships occurring
- not a big turnover with staff – they are staying
- parents have found us
- people are more valued
- people come to us for employment supports
- people have fun
- people have jobs/friends have neighbours
- successful friendships
- visible in the community

- their Kemptville home together and making it for 1 year together
- people have their own stories of fun, success, happiness as part of a community
 - progressive
 - recognition (pancake breakfast)
 - RRC closed
 - smaller family homes
 - we are respected as an agency
 - we have an ED with perseverance
 - we can keep delivering service as finances diminish
 - open expression
 - our residences are homes
 - participation
 - partnerships in the community are growing in number and diversity
 - positive feedback
 - of their passion, their deepest convictions
- presence
 - providing service for ALL who need it
 - reassess and take risks
 - recreational activities in community
 - relationships
 - safe
 - safety and security
 - satisfaction
 - smiles
 - social activities
 - stronger communities
 - succeeding – positive feedback
 - successful community partnerships
 - surveys individuals
 - two way street – giving back
 - when a person chooses this service and/or expresses their contentment with it
 - when each person is living something

Step3: Setting a 5 year goal

The output of the conversations about Strengths, Opportunities and Results was used as a starting point for imagining the desired future (the goal) 5 years hence. Small groups engaged in a creative activity to generate compelling images of the future. They presented and discussed them, gathering key messages and themes from the images as input to the following goal statement:
5 years from now...

As a result of Community Living North Grenville's Leadership in educating and working with important people in our community, our community is one in which we can all depend on each other. Persons served are participating fully in our community through;

- **Community Leadership**
- **Political involvement**
- **Shared community resources**
- **Home Ownership**
- **Self employment**





Following the mapping of the system, five groups of participants drafted the following statements of direction. The statements are intended to reflect an image of the desired future in 5 years.

Changing Attitudes:

“A Community that does not see people with an intellectual disability as being different but rather a natural and respected part of our diverse communities”.

We will do this through public education, staff training, family involvement, local participation in community events and committees that affect the community at large, and local networking.

Inclusive Culture:

“In our community people will stay connected to natural supports. In our community people are enjoying relationships with their neighbours and with unpaid people.”

Community Service Network

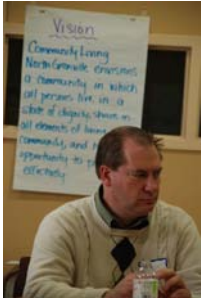
“We have a team in place that collaborates with civic leaders and community stakeholders to ensure services are welcoming and supportive to all”

Website:

“In our community families can meet, discuss, share and vent using www technology.”



Step 5: Revisiting the vision, mission and values statements



At the end of the day the group reviewed each of the guiding statements and expressed what they liked about the current wording and what they would wish for to make them even more inspiring, useful and current. There was general agreement that the vision and mission are on target but that the values needs updating. A sub group was struck to review the values statements after the session.

Likes

Wishes

Vision	
<ul style="list-style-type: none"> • perfect vision • “all” • goes with “inspiring possibility” • generic 	<ul style="list-style-type: none"> • shorter • effectively “to fullest extent to participate fully”
Mission	
<ul style="list-style-type: none"> • content is great 	<ul style="list-style-type: none"> • make the language plainer ie: citizenship do we all know what it means
Values	
	<ul style="list-style-type: none"> • remove “labelled” (a sub team was created to review this document in detail and update it based on the day’s conversations)

The revision of the values statement was completed following the retreat:

It is the belief (vision) of Community Living North Grenville "That all persons live in a state of dignity, share in all elements of living in the community, and have the opportunity to participate effectively."

With this statement in mind we believe that (values);

- * Community means supporting people to establish their lives in the "community" as we know it; the community at large will have an opportunity for shared responsibility in the lives of people we support;
- * We involve a process of life planning with people on an individual basis;
- * All people have every opportunity for choice of where they work, live, enjoy leisure time and retire;

- * All children should be supported within their family, where it nurtures well being and personal growth;
- * All children go with their friends to neighbourhood schools where they grow and learn together;
- * All people enjoy and exercise all the rights and duties of full citizenship.
- * All people have the opportunity to develop meaningful friendships and other naturally supportive relationships in the community;
- * All people have the freedom to participate in their communities through political and religious expression.
- * All people have access to comfortable and suitable homes that they can call their own;
- * All people will be treated with dignity and respect
- * All people live with a sense of security and freedom from harm;
- * All people have access to quality health care and adequate income
- * All people will be supported by competent and caring employees and volunteers, who are committed to quality improvement and accountability;

Step 6: Next Steps

- Revisit the vision and mission in light of the likes and wishes in case further “wordsmithing” is required
- ED and members of the board to further develop the strategic directions required to bring the 5 year goal to life
- Board approval of the strategic plan
- Communicate the outcomes of the planning day to stakeholders who were not present



Resources:

1. The Thin Book of SOAR by Jackie Stavros and Gina Hinrichs
2. “Celebrate What’s Right with the World” video by DeWitt Jones, www.starthrower.com
3. Appreciative Inquiry: Change at the Speed of Imagination by Bernard J. Mohr and Jane Magruder-Watkins
4. Strategic Planning with SOAR (article) by Tiny Silbert, Joanne Daykin and Catherine McKenna
www.innovationpartners.com