

Community Living North Grenville is a local organization founded by families and friends of people with an intellectual disability. It will be guided by, adhere to and strive to achieve its Vision in all its actions.



Our Vision:

Community Living North Grenville believes that **all people should be respected, valued and included**. We all should live in a state of dignity and have the opportunity to share meaningfully in all aspects of community life.

Our Mission:

Community Living North Grenville advocates for, promotes and facilitates the full participation, inclusion and citizenship of people who have an intellectual disability.

Our Values:

CLNG is guided by a set of values summarized below:

- Providing person-centred supports and individual choices/opportunities.
- Dignity, respect, security/safety, access to health care and income.
- Rights/duties as citizens, meaningful friendships and community relationships.
- Family and community engagement.
- Comfortable and suitable homes that persons supported can call their own.
- Support from competent, caring and committed employees.

Building on Our Traditions

Community Living North Grenville has a long history of commitment and contribution to the Community Living movement. The organization's culture and identity have been shaped by the values and accomplishments of individuals, families and dedicated members of our community over time. CLNG will continue on this journey of positive social change, one that has its foundation in a shared vision of inclusion and citizenship.

Strategic Priority: Renew the Organizational Model

Review CLNG staffing and models to cope with emerging pressures.

This priority speaks to the need to adapt staffing and scheduling models, continue to enhance talent attraction and management practices, build CLNG's capacity to use technology, and pursue continuing organizational development and training.

- Enhanced approach to staff deployment and a renewed staffing model.
- Talent recruitment and management to attract, retain and mentor a strong team.
- Active training and development of staff to meet new and more complex needs.
- Continuing emphasis on person-centred supports and community focus.

Strategic Priority: Explore Integration with BACLA

Build on the Shared Leadership Model to advance integration

As a proactive initiative to integrate developmental services with interested partners and in anticipation of future government direction, this priority sets out steps to assess options and, if beneficial, pursue greater organizational integration.

Action Objectives:

- Explore vision and options that build on the current shared leadership model.
- Map potential organizational models and their implications.
- If proceeding further, determine an appropriate governance model.
- Negotiate resources, working in consultation with the Ministry and union leaders.
- If approved, develop a detailed transition and communications/engagement plan.

Strategic Priority: Connect and Communicate

Pursue initiatives to engage internal and community stakeholders

The pandemic led to a significant disconnect at many levels — between management and front-line employees, between CLNG and community partners, and among persons supported, families, caregivers and homes. This priority focuses on connections to strengthen supports for people, their families and caregivers.

- Continue to build relationships with persons supported and advocate for them.
- Develop plans to renew conversations and build relationships with other stakeholders — community partners, employees, families and caregivers for persons supported.

Strategic Priority: Transportation | Housing | Community

Collaborate with partners to address gaps in services/infrastructure.

Work with partners and advocate to bridge gaps in community infrastructure, services and opportunities (e.g. to improve public transportation services, access to technology, and housing opportunities). Seek out more opportunities in community settings for persons supported to enjoy activities aligned with their personal goals.

- Work with partners to bridge gaps in public/community transportation services.
- Research needs and advocate for affordable housing options and supports.
- Renew outreach to open up opportunities in the community for persons supported.



Other Important/Complementary Priorities:

- Continue financial accountability during future conditions of austerity & restraint.
- Review services in light of fee-for-service and alternative funding models.
- Proactively respond to growing needs for complex/specialized care.
- Continue to mature as an organization at all levels.
- Maintain alignment with Ministry of Children, Community & Social Services.

Appendix: Forces for Change & New Expectations

The core of strategic planning involves making decisions and choices to address the fundamental issues CLNG will face in the years ahead. This plan focuses on priorities where special attention, effort or resources are needed to succeed. Here are some pressure points:

- The number of people with **complex special needs** is growing, putting strain on the system.
- **Aging** (of persons supported, families/caregivers and employees) has many implications for supports and options needed.
- Increasingly, support **needs are overlapping** with health, long-term care, mental health, addictions, education, the justice system and other sectors.
- Many months of pandemic restrictions have had significant **impacts on connections**, communications and interactions with community residents and internally among CLNG employees. But the organization also found new and improved ways of communicating, plans for better infection control and so on.
- The pandemic has **reduced opportunities** for persons supported — fewer social activities and employment roles in the community. Challenges point to a need for a “**reopening**” **strategy** to reconnect with community, families, persons supported and employees.
- Significant **financial constraints and changes** in provincial policy can be expected.
- The government continues to show interest in options for increased **agency collaboration and consolidation**, and ways to reduce significant levels of cost for supporting people with complex needs.
- Planning discussions identified a number of needs related to **community services and partnerships** and **infrastructure gaps** such as the lack of public transportation services, affordable housing units or access to technology.
- The developmental services sector as a whole is facing widespread **shortages in workers** with training in the field.
- The organization places high priority on reaching out to people unfamiliar with disabilities to **reduce stigma** and to **educate partners on inclusion**.