



## **Alternatives Strategic Plan 2021-2025**

### **“Building Community for Belonging, Acceptance and Growth”**

Alternatives is a well-respected and effective non-profit organization which supports adults with intellectual disabilities, in the Peterborough area. Although Alternatives routinely does annual operating plans, the organization has never completed a strategic plan. This report documents work done by the Board and staff of Alternatives to develop a strategic plan during the September, 2020 through January 2021 period.

**OUR MISSION** Alternatives provides opportunities and outcomes for learning and skill development in the areas of employment, volunteerism, recreation, and community connections for people with developmental disabilities and other exceptionalities in Peterborough City and County.

### **Guiding Principles**

- **Personal Growth & Continuous Learning (at individual and organizational levels)**
- **Citizenship and Personal Agency**
- **Building Social Capital /Building Relationships**
- **Positive, Principled Leadership**
- **Honesty. Transparency, Integrity**

**Our Vision** Peterborough County will be a welcoming and healthy community in which adults with (intellectual) disabilities are active, contributing members

## Vision 2025 (Summary – What will have we achieved by 2025?)

Alternatives will:

- be providing services directed by individuals and more integrated in a community setting
- have both a unique community presence and will also be part of a network of community benefit organizations
- Build Braidwood Community Hub
- Build a system to measure impact of services
- Implement and evaluate a staff performance management system based on well researched options
- be sustainable and agile

**Strategic Directions and Action Plans** Alternatives is cognizant that because of the impact of Covid-19 and the impending “modernization” of Ontario’s Developmental Services and Employment Supports Systems, the organization will need to navigate in a chaotic and ever-changing environment.

The organization’s overall strategy for sustainability and for growing its impact has several features:

- Build on organizational strengths and successful approaches to employment, transitional planning and community participation supports,
- Improve capacity to learn from experience and demonstrate value (impact)
- Improve capacity for sound business planning (and decision making) in relation to existing services and potential new ventures Alternatives will be cautious in “scaling up” the volume of services in response to government initiatives so that expansions do not erode principles or the quality of services, organizational infrastructure and organizational culture.
- Continue to invest in partnerships and participation in networks where such participation is aligned with the impact that Alternatives wants to have and the organization’s sustainability.
- Continue to seek diversified sources of revenue. (Investigate two new sources of revenue, expand to include two new partnerships and 5 new organizations added to the existing network)

Alternatives has defined four broad strategic directions to shape its work in the next four years. In each case, the starting point is to build on strengths and the organization’s capacity for learning and innovation.

## **Strategic Direction#1 – Update/create Service Delivery Approaches to respond to (leading practice) trends in human services, market opportunities.**

### **Environment**

The Ontario government will soon launch its “modernization” of developmental services. Among other things, funders will be looking for more cost-effective services, evidence of impact and continuous quality improvement. It is likely that there will be more emphasis on personalized or person center services and increased use of community supports.

### **Actions**

1. Research, design and develop logic models for each service
2. Adapt service delivery approaches to fully utilize a person-centred approach
3. Develop and implement a systematic approach programme evaluation
4. Explore provision of supports to seniors with disabilities In particular, determine if methods used in “Building Bridges” (transitional Aged Youth) can be adapted to retirement planning.

### **Key Result Indicators - What Does Success Look Like?**

- Increase in evidence that Individuals are supported in community settings using “natural supports”
- Evidence that service/program decisions are made on a person-by-person basis using reliable evaluation data
- Assist Individuals in achieving personal goals. Individuals have more choice and control over their lives
- Individuals have expanded personal networks by increasing participation by one group or one individual relationship
- Develop and test 1 program for seniors

## **Strategic Direction #2 - Promote a positive community image of Alternatives & increase community engagement (e.g., volunteers, sponsorships and donations and partnerships and collaborations**

### **Environment**

- Increasing engagement of volunteers and “generic” organizations in supporting individuals
- Increasing community and business investment and sponsorships
- Working with other organizations to: a) increase capacity and operate more cost effectively and b) create a more welcoming community; reduce barriers to community participation and acceptance of people with disabilities as citizens

## Actions

- Raise awareness of Alternatives in the community
- Engage/Enlist people as volunteers and generic organizations in supporting individuals
- Working with other organizations to increase capacity and operate more cost effectively (Added)
- Create and sustain collaborative relationships in the community
- Promote/market Braidwood as a Community Hub and increase community use of the facility

## Key Result Indicators - What Does Success Look Like?

- Increase community use of Braidwood by 10 connections a year
- Participate in 2 community events a year to increase awareness
- Increase engagement of volunteers and “generic” organizations in supporting individuals. Obtain 6 volunteers per year
- Increase sponsorships and donations
- Partner with 1 community organization a year to share resources – offering services or receiving service.

## **Strategic Direction #3 - Develop a Sustainable Business Model (which supports Vision 2025 and the impact we want to have)**

### Environment

Alternatives is a relatively small organization. It has sustained operations over a long period of time through effective financial management and by offering services which yielded satisfaction and support from the Government, individual and their families. The pandemic caused a significant reduction in fee for service revenue. Government “modernization” initiatives suggest that there will be a reduction in the number of transfer payment organizations that are funded. Alternatives will need to be aware and responsive to changes and capitalize on the strengths and ensure sustainability.

### **Actions**

1. Understand “current reality”
  - Portfolio analysis
  - Build on Strengths
  - Competitive analysis
2. Understand and Assess Opportunities
  - Needs Analysis
  - Is the community Hub a revenue generator?

- Ask, “What has worked elsewhere?”

### 3. Develop Future Business Model for 2025 and Beyond

- Develop Business Plan
- New more and different marketing
- Reach out- broaden our network - forming new relationships

### **Key Result Indicators - What Does Success Look Like?**

- Each service
  - breaks even or generates a surplus
  - shows a clear contribution to Alternatives’ mission
- partnerships established to: create capacity/operating efficiencies and to expand community impact

**Strategic Direction #4 - Build sustainable organizational capacity to respond to some key human resources challenges and provide Alternatives with the infrastructure to undertake service development and community engagement activities.**

### Environment

Alternatives is a good place to work BUT the increasing demands to do “more with less “. The demands of working in a smaller scale organization where staff are called to take on multiple roles and may lack access to specialized resources AND the impact of the pandemic, all contribute to a stressful environment. It will be important to support staff wellness and to reduce the potential for burn out. In addition, it will be important to build on Alternatives track record as an employer by having an excellent performance management system.

Effective implementation of strategic directions related to service impact and effectiveness. Increased community engagement and organizational sustainability will require Alternatives to build its capacity in several areas.

### **Actions**

1. Continue to Support Staff Growth, learning and Wellness
2. Review Human Resource Practices and a establish a work plan for an enhance Performance Management System
3. Engage and Support Volunteers
  - Support effective Governance through Board development
  - Increasing the number of volunteers who can provide enrich supports for individuals without increasing demands on staff or creating an onerous infrastructure.
  - Develop a volunteer recruitment, training, management system

#### 4. Community Engagement – we need to improve on:

- Develop and implement a communication, promotion and marketing strategy
- Use technology to improve communications, information management and service delivery
- Programme Evaluation and Learning

#### **Key Result Indicators - What Does Success Look Like? (short term)**

- Staff wellness survey results; documented availability of mental health supports; linkages /participation in mental health in the workplace accreditation program
- Evaluation - Creation and use of organizational “dashboards” – Board and Operations
- Evidence of communications and community engagement capability – increase volunteers, donations and sponsorships
- Evidence of increased use of technology for individual support and program delivery

Use the COVID 19 pandemic as an opportunity for positive change and building Alternative’s resilience.

#### Activities

- Learn from experience so far and be proactive
- Review the impact of COVID now to better inform how we can move forward.
- What have we done to adjust and how is it working? If it is working well, should we continue to do it

#### Possible Outcomes

- Increased access and benefits to community delivered safely
- More “nimble” and adaptive organization
- Community understands how to produce and share good food regardless of the “new normal”

Look at how other organizations and areas have adapted that are further along in the COVID recovery process

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#### ***Message: Our Future, Lori McKee***

We are proud to introduce Alternatives Strategic Plan for 2021 through 2025. This plan represents a team effort, involving staff and the Board of Directors.

We have completed a very thorough and thought-provoking process in which we have created a 5-year vision for Alternatives Community Program Services. The strategic plan that you have just read, is a road map to becoming an even stronger agency that demonstrates our commitment to providing the best supports and services to people in our community. Our mission, vision and values will guide us in our achieving our goal of

enhancing citizenship and community belonging for all. Together, with our Board of Directors, Alternatives Community Program Services will put this plan in action. Alternatives will continue to have a strong connection with the community and continue to empower people to reach their full potential by providing services where people can experience full citizenship.

Acceptance Builds Community!

***Message: Mark Reesor, Board of Directors Chair***

As a Board of Directors, we are very excited by our newly developed Strategic Plan for Alternatives. This plan will act as a roadmap for Alternative for the next five years. At Alternatives, the board and staff have a strong history of working together to ensure our clients, our community, and our many partners are able to benefit from the many different and much needed service that Alternatives provides this community. The development of this Strategic Plan once again demonstrated the great working relationship shared by both the Alternatives' board and staff and our combined commitment to ensuring this strategic plan is adopted and implemented in the most effective manner. We are very proud of the work and services that Alternatives offer this community and are excited about our future as we work with the staff to implement this strategic plan.