



# Strategic Plan

2020-2023

## Who We Are

Inclusion NWT is a non-profit organization registered under the *Societies Act* of the Northwest Territories and a registered charity under the federal *Income Tax Act*.

Founded in 1963 by a group of parents seeking supports for their children with intellectual disabilities, we continue to expand our services to include people with any disability and of any age, as well as services for families supporting a member with a disability.

Today, Inclusion NWT is directed by a volunteer Board of Directors and employs about 42 full- and part-time staff as well as many casual employees who provide services in eight different service areas. We strive to accomplish our mission by offering services and supports that facilitate inclusion in community-based activities directed towards meeting the employment, education, and social needs as identified by individuals and their families. We work in partnership with families, like-minded individuals, organizations, and governments to advance the inclusion of all in our community. Our goal is to help people with disabilities in reaching their potential and accomplishing their goals. We also provide information, education and training to community members and professionals about disabilities and the benefits of inclusion.

We are a member of the Canadian Association for Community Living (CACL), a national federation with associations in all provinces and territories. CACL comprises 420 local associations with over 40,000 members and is among Canada's ten largest charitable organizations.

## Mission

Meaningful lives, inclusive communities.

## Vision

Enabling persons with disabilities, and their families, to lead independent, meaningful and inclusive lives on the principles of respect, dignity, equality, diversity, justice and self-determination.

# Current Services

## Skills Training & Supported Employment (ST&SE)

Providing employment and life skill training and community inclusion activities for adults with intellectual disabilities. This includes providing paid employment opportunities (under **Business Services**) and social & recreational activities to increase opportunities to contribute to, and be included in, communities. The Youth Employment Services (YES group) focuses on increasing job readiness and employment experiences for those in young adulthood who are under or unemployed. The Odd Job Squad offers daily job opportunities, with job coach support, for individuals who have disabilities and are under or unemployed.

Also providing meaningful support and assistance to persons with intellectual disabilities in real job settings, wherein job coaches work with individuals and their employers on an ongoing basis to ensure a positive work experience that creates productive results for the employer

## Supported Living (SL)

Providing life skills support and inclusion activities for adults with intellectual and developmental disabilities and brain injury who choose to live in their own home. The levels of support are dependent on individual needs and range from a few hours a week to twenty-four hours a day.

## Family and Children

### Respite

Providing support to children and adults with any disability, and their families, by facilitating a break for both the family and the individual.

### The Family Project

Researching community needs, consulting with families, and developing services to meet the needs of families supporting an individual with a disability. This includes social/learning groups for family members and social groups for teens and young adults with disabilities, and their peers.

### Outreach

Providing individual support to adults and older adolescents who may be affected by FASD and other disabilities, with a focus on community inclusion activities and life skill development. Participants determine their focus and activities in consultation with facilitators.

## EmployABILITY

### EmployABILITY

Providing a full range of employment services to individuals with any self-identified disability. Services include assessment, assistance with accessing training and education, resume writing, job search skills, interviewing skills, career development assistance and job coaching.

### Ready, Willing and Able (RWA)

Providing job coaching and other direct supports for individuals with intellectual disabilities and/or autism spectrum disorder, leading to employment of at least 15 hours per week.

### **School to Work (S2W)**

A transition program designed to help high school students explore work options and develop good work habits and an understanding of how to be a good employee.

### **Literacy Outreach Centre (SOC)**

In partnership with Aurora College, providing inclusive community-based literacy activities to a diverse group of adult learners, with and without disabilities, who have low literacy levels. The Centre offers morning classes and afternoon outreach sessions through partnerships with other service organizations, and recruits, trains and pairs tutors with adult learners.

## Moving Forward

We believe that working with individuals with intellectual disabilities, and their families, is an on-going process and, as individuals move through life and development stages, new challenges and opportunities arise. As our services grow and mature, new and expanding needs are identified and addressed in order to fulfill our mission. In partnership with communities, families and individuals, we will continue to identify and act on strategies that contribute to the success of our organization and our vision.

### **Our priorities for 2020-2023 are:**

1. Repositioning the organization from a community association to a territorial advocate and service provider;
2. Improving the inclusion of individuals and families through a broadened range of skill and knowledge development;
3. Creating additional service options that reflect the life patterns of the general population;
4. Maintaining consistency between client & family needs, organization goals and funder requirements;
5. Creating programming and administrative space which will support the fulfillment of the organization's mission; and
6. Acting as a catalyst for discussions within communities and with various partners about supporting adults with intellectual disabilities in the NWT to be genuinely included in all aspects of living, learning and working

To achieve these priorities, Inclusion NWT must also create a foundation of resources and systems that allow the advancement of services.

### **Our operational initiatives are:**

1. Enhancing public awareness of the organization's mandate and services;
2. Identifying resources, including financial, human and in-kind, to ensure sustainable services that address lifespan needs; and
3. Supporting cross-service interaction and a single, consistent base of operations.

# Taking Action

Creating priorities that reflect the needs of those we support is only a first step. These priorities need to move from ideas to implementation. For each strategic priority and operational initiative, there are a series of actions that will turn the priorities into concrete services.

## Operational Initiatives

- 1. Enhancing public awareness of the Association's mandate and services**
  - 1.1 Develop a consistent communications approach and point of contact within the association
  - 1.2 Implement regular public communications on our services to enhance public awareness of our services and establish our identity as a single unified organization
  
- 2. Identifying resources, including financial, human and in-kind, to ensure sustainable services that address lifespan needs**
  - 2.1 Broaden the base of funding sources including own-source revenue
  - 2.2 Explore partnerships and other options for acquiring the skills, space and resources to support services and service change
  - 2.3 Ensure staff have opportunities to access information and professional development related to optimum client support
  
- 3. Supporting cross-service interaction and a single consistent base of operations**
  - 3.1 Pursue the co-location of all association services through a building renovation project
  - 3.2 Provide cross-service training opportunities

## Strategic Priorities

- 1. Repositioning the organization from a community association to a territorial advocate and service provider**
  - 1.1 Understand the practical and cultural context of working in a territorial environment.
  - 1.2 Assess the need for community involvement at the governance level.
  - 1.3 Build a policy framework that is inclusive of, and inviting to, all NWT communities.
  
- 2. Improving the inclusion of individuals and families through a broadened range of skill and knowledge development**
  - 2.1 Create and maintain specific services and options for adults who are currently underemployed as skills development, community inclusion and a bridge to further employment (eg Open Doors, transition mentorship).
  - 2.2 Expand short-term and part-time work opportunities for clients through the expanded use of one-on-one job coaches.
  - 2.3 Identify key partners in the NWT to assist us in communities.
  
- 3. Creating additional service options that reflect the life patterns of the general population**
  - 3.1 Increase the opportunities for individual choice and employment options by expanding the Skills Training and Community Inclusion service to reflect more standard work hours.
  - 3.2 Explore social and recreational options, in partnership with existing organizations, for adults of retirement age.
  - 3.3 Create options to further support young adults in secondary and post-secondary education.
  - 3.4 Explore innovative options in the supported living spectrum.
  - 3.5 Asses the service needs within all NWT communities.

- 4. Maintaining consistency between client & family needs, organization goals and funder requirements**
  - 4.1 Create a plan to support the concept of membership and active involvement by families in Board committees and positions.
  - 4.2 Conduct an annual Board review of the objectives of each service to ensure that they continue to be consistent with the organization's strategic direction.
  
- 5. Creating programming and administrative space which will support the fulfillment of the organization's mission**
  - 5.1 Identify options for improvement in programming and administrative space.
  - 5.2 Work with all stakeholders to explore opportunities for those options to become a reality.
  
- 6. Acting as a catalyst for discussions within communities and with various partners about supporting adults with intellectual and other disabilities in the NWT to be genuinely included in all aspects of living, learning and working**
  - 6.1 Support individuals with intellectual and other disabilities, and their families, in identifying and accessing services, funding and activities, and in receiving accommodations as needed