



2015-2018 STRATEGIC PLAN

BUILDING FOR THE FUTURE

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EXECUTIVE SUMMARY

This strategic plan is a product of the LINX Connect Centre's desire to plan for future success and contains nine goals, developed through a rigorous process that included interviews with similar organizations across the province, discussions with the organization's major funders, staff and client interviews and surveys, and a facilitated strategic planning session for the board and management staff.

VISION Adults with developmental disabilities have opportunities to experience life to their fullest potential. They experience inclusion in taking an active and valued role in society and the opportunity to reside in a community of their choosing.

MISSION Through the connections to their community, Leduc LINX strives to enhance the quality of life for adults with developmental disabilities through education, employment, residential, and outreach services.

- GOAL:** The value of the programs and services offered by LINX are recognized throughout the region.
- GOAL:** Businesses and individuals understand where opportunities to fund the organization exist through financial or in-kind support.
- GOAL:** A cohesive communication strategy is used to maximize the resources allocated to communicating with external audiences.
- GOAL:** The LINX board of directors has full and diversified set of members that provide the skill sets the organization needs to succeed.
- GOAL:** The LINX board of directors understands its role and responsibilities and uses recognized good governance practices in its operation.
- GOAL:** LINX has the administrative staffing resources to achieve the goals and objectives identified within this strategic plan.
- GOAL:** Fundraising efforts provide increasing levels of support for programming and operation expenses.
- GOAL:** LINX operates a facility that meets its current and future demands that provides space for clients to operate enterprises and where the community can engage with clients.
- GOAL:** LINX has the resources and knowledge to operate in a competitive funding environment.

This plan was developed in August of 2015 and provides direction for the coming three years. In order to be most effective it should be reviewed and updated annually.

LINX recognizes the support of the City of Leduc in the development of this strategic plan.

SITUATIONAL ANALYSIS

The Leduc LINX Connect Centre assists adults with developmental disabilities in identifying and achieving their goals through a number of programs including:

- Employment Preparation
- Health and Nutrition
- Community Access
- Job Coaching
- Outreach
- Support Homes
- Respite

Governed by a board of directors currently comprised of six dedicated individuals, this non-profit organization values the worth and dignity of human beings, the full inclusion of all persons in the wider communities, all persons contributing as citizens to their communities, and working as a professional learning organization.

LINX finds itself at a crossroads. The organization enjoys strong success in its program delivery, to clients, recognized through independent audits, surveys, and the support of its major funder, the Province of Alberta's Persons with Development Disabilities program.

Yet despite this success, LINX is hindered by a lack of awareness amongst local stakeholders of its programs, successes, and mandate. These local stakeholders include municipal councils, the business community, and the public at large. While LINX is superb at achieving results for its clients, it is reluctant to self-promote these successes.

Additionally, the organization's resources, like many non-profits, are constrained. The board of directors recognizes the need for board recruitment and development efforts, fundraising is becoming a focus for the organization as it seeks to deliver more diverse programming and having just moved into a new space LINX already sees the need for an enhanced facility better suited to their growing client list and expanded programming.

Finally, the Province of Alberta itself has recently experienced a dramatic shift in governance and with that comes the potential for changes in the way programs like PDD are funded. According to the PDD web site:

The PDD program is being transformed to ensure that it achieves the best results for the people supported by the program and to ensure that people get the services they need... Staff, stakeholders and consultants have all recommended PDD take a more consistent, provincial approach to planning and delivering services. PDD staff are working with individuals, families and service providers to transform the PDD program.

While this changing landscape is still not fully understood, LINX realizes that planning for change now will better prepare the organization for long term continued success.



WHAT DO YOU LIKE BEST ABOUT THE LINX CONNECT CENTRE?

"The fact that I have an awesome coach and I'm getting the support I need."

Leduc LINX Connect Centre Client

COMMUNICATIONS AND STAKEHOLDER ENGAGEMENT

The Leduc LINX Connect Centre enjoys a tremendous amount of success in its program delivery and in achieving their clients' identified goals. Communicating more about their work, its positive impact on clients, and the value of LINX to the community as a whole, will encourage supporters to step forward and will help the organization to build awareness and support amongst potential funders.

- GOAL:** The value of the programs and services offered by LINX are recognized throughout the region.
- GOAL:** Businesses and individuals understand where opportunities to fund the organization exist through financial or in-kind support.
- GOAL:** A cohesive communication strategy is used to maximize the resources allocated to communicating with external audiences.

Objectives

Target Date

- | | |
|--|---------------|
| 1. Contract a consultant for the delivery of a communication strategy that helps LINX effectively communicate the value of its programs and services to external audiences, as needed. | Ongoing |
| 2. Determine appropriate metrics for measuring success on a program by program basis and create a system for tracking these metrics. | November 2015 |
| 3. Meet regularly with the staff of other organizations with similar aims to discuss challenges and opportunities, review and adopt best practices, and explore the potential for partnership. | Ongoing |
| 4. Annually, deliver presentations to targeted stakeholders to raise awareness of LINX and its impact on the community. | Ongoing |

Outcomes

- 1.1 A professionally developed communications strategy will ensure that the LINX Connect Centre is reaching the right audience with the right message effectively and efficiently. This will lead stakeholders and funders to a better understanding of the organization and its value, which may lead to increased support.
- 2.1 Funders and stakeholders will have a clear picture of the ongoing success of the LINX Connect Centre if they have precise and current information on the programs being offered and their impact on clients and the community as a whole.



HOW HAS LINX HELPED YOU?

“LINX has helped me to find a job, build my confidence and help with my anger issues.”

Leduc LINX Connect Centre Client

3.1 An ongoing relationship with other organizations will build LINX's knowledge base and provide opportunities to offer programs and services efficiently through partnerships.

4.1 Stakeholders are made aware of LINX, its important work, and its goals and objectives for the future.

BOARD RECRUITMENT AND DEVELOPMENT

The LINX board of directors has experienced some change recently and while the current board is dedicated and intelligent, it recognizes the need for recruitment of additional board members and education in board governance.

GOAL: The LINX board of directors has full and diversified set of members that provide the skill sets the organization needs to succeed.

GOAL: The LINX board of directors understands its role and responsibilities and uses recognized good governance practices in its operation.

GOAL: LINX has the administrative staffing resources to achieve the goals and objectives identified within this strategic plan.

Objectives	Target Date
4. Complete a board development workshop as provided by the Board Development Program offered by Alberta Culture and Community Spirit.	January 2016
5. Create a board recruitment strategy that includes a process for succession planning, recruitment of new members, and ensures the board has representatives to fill needed skill sets.	March 2016
6. Create board orientation binders so all board members have easy access to relevant information including meeting schedules, past minutes and agendas, a board member roster, financial reports, policies, strategies and plans, and ongoing commitments and agreements.	February 2016
7. Ensure proper staffing resources are in place, including the use of contractors where necessary, to provide adequate support for performance measurement, communications and fundraising.	July 2016

Outcomes

4.1 A board development program will assist the board in understanding its role, responsibilities and good governance practices.

5.1 A board recruitment strategy will allow for transition amongst board members and will ensure the board has the knowledge and skills it needs to make sound decisions.

6.1 Board orientation binders will ensure the board has the information it needs to operate effectively.

WHAT DO YOU LIKE BEST ABOUT THE LINX CONNECT CENTRE?

“LINX is a very great place to work at. The staff is terrific and treat the clients with lots of respect.”

Leduc LINX Connect Centre Client

7.1 With the proper resources, LINX can enhance its performance measurement, communication, and fundraising activities without further burdening existing staff.

ORGANIZATIONAL SUSTAINABILITY

The Leduc LINX Connect Centre operates in a financially prudent manner under good leadership, but changes in large portions of its ongoing funding from the Province of Alberta combined with a long term lease agreement mean fundraising will take on an even more important role in the organization’s future.

GOAL: Fundraising efforts provide increasing levels of support for programming and operation expenses.

GOAL: The Leduc LINX Connect Centre operates a facility that meets its current and future demands that provides space for clients to operate enterprises and where the community can engage with clients.

GOAL: LINX has the resources and knowledge to operate in a competitive funding environment.

Objectives	Target Date
8. The Board receives three proposals for contracted fundraising and grant writing activities and chooses a future course of action.	April 2016
9. Using key messages arising from the communication strategy, compelling presentations are made to three municipal councils and four potential sponsors for financial support of programming based on the organization’s immediate needs.	August 2017
10. Research and find an agency or company fully aware of current government procurement procedures including competitive bidding, proposal requirements, and TILMA guidelines used in securing funding from the Province of Alberta and have them assist with procurement negotiations.	February 2017
11. Annually, all board members and key staff members receive training in self-identified areas of weakness.	Ongoing

Outcomes

7.1 Having three competitive proposals for fundraising and grant writing activities will allow the board to gauge the value of contracting these activities rather than utilizing existing resources.

8.1 Consistent and persuasive messaging arising from the communications strategy will support LINX in their efforts to raise funds from a variety of stakeholders and will provide stakeholders with an understanding of the needs of the organization and how they can help.



HOW HAS LINX HELPED YOU?

“They supported me about wanting to live independently.”

Leduc LINX Connect Centre Client

- 9.1 A thorough understanding of government procurement will prepare LINX to respond to changes in provincial funding requests.
- 10.1 Identifying and filling knowledge gaps in areas of weakness will strengthen LINX while providing board and staff opportunities to serve the organization better.

MILESTONES

