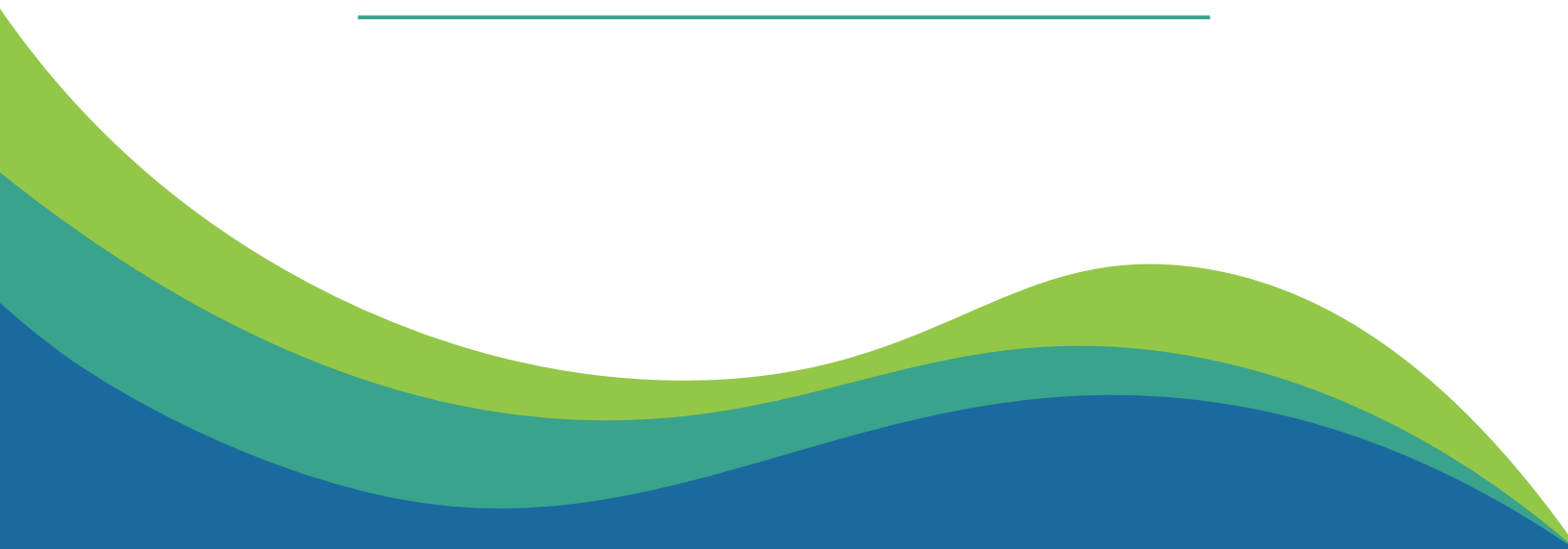




LEDUC LINX
CONNECT CENTRE

Strategic Plan
2026 – 2031



Message from the Board Chair & Executive Director –

It is with deep appreciation and great excitement that we present the strategic direction for the next chapter of LINX. This plan reflects not only the priorities of our organization, but the collective wisdom, passion, and lived experience of the people who make LINX what it is: our clients, families, staff, employers, community partners, and board members.

Over the past several months, we listened closely to 72 individuals from across our community. Through focus groups, interviews, surveys, and conversations, you generously shared your insights, your hopes, and your honest reflections. Your voices shaped every part of this plan. We are grateful for the trust you placed in us and for the clarity you brought to where LINX is strong and where we can continue to grow.

What we heard was both affirming and energizing. We are proud that LINX is recognized as a leader in inclusion, accessibility, and person-centred supports. We heard about the commitment of our staff, the safety and belonging our clients experience, and the strong partnerships that help drive our mission forward. We also heard a shared desire for increased youth services, expanded offerings, clearer communication about our work, and continued efforts to build a sustainable, resilient future for the organization.

This strategic plan is our roadmap to meet those opportunities. It strengthens our governance foundation, deepens our organizational capacity, expands our advocacy and community engagement, and ensures that our services remain responsive to the evolving needs of the people we support.

We want to acknowledge the extraordinary dedication of our staff, who bring compassion and innovation to their work every day; our board, who provide vision and steady leadership; our partners and employers, who help create meaningful opportunities; and above all, the individuals and families who trust us to walk alongside them.

Together, we are building a stronger, more inclusive future. One where every person has the opportunity to pursue their goals, their independence, and their place in the community.

Thank you for being part of the LINX community and for helping shape the path ahead. We look forward with optimism, determination, and a shared commitment to the values that guide us.

With gratitude,

Shannon Gray-Henry, Board Chair
Katie Porter, Executive Director



BOARD MEMBERS:



Pictured left to right: Ronald Kruger (Director), Taofeek Tijani (Director), Shannon Gray-Henry (Chair), Carrie-Sam Tkaczuk (Director), Leanne Millar (Treasurer), Susan Perry (Director), Jody Peters (Secretary), Perry Semrau (Vice Chair), Yael Witvoet (Director).

WHAT WE DO: OUR SERVICES

Established in 2008, Leduc LINX Connect Centre is a non-profit organization committed to enhancing the lives of individuals with developmental disabilities. LINX offers a variety of safe, engaging and flexible programming to individuals with developmental disabilities in the Leduc area.

Employment Program

More than 40 LINX clients participate in our Employment Program. Support levels vary based on the needs of the client and their level of independence. Services include:

- **Employment Preparation:** resume building, skill development, classes, and volunteer/work experience.
- **Employment Placement:** clients have meaningful employment and receive the support they need to maintain success.

Day Program

Over 50 individuals participate in the LINX Day Program, which offers classes focused on life skills, social engagement, creative expression through the arts, and overall well-being. The program also provides Community Access opportunities, allowing participants to connect with and contribute to the community through volunteerism and engaging activities.

Supported Independent Living

Nearly 20 individuals participate in LINX's Supported Independent Living (SIL) Program, which supports people to live independently and successfully. Staff provide one-on-one support with daily living skills, including household management, budgeting, meal preparation, grocery shopping, appointments, banking, and more; empowering individuals to thrive in their communities as independent adults.

Respite

LINX's respite program provides both daily (24 hours+) in the home of trained respite staff and hourly respite in the community or home of the individual. This service gives families and caregivers a chance to rest, recharge, or manage other responsibilities while the client receives safe, flexible and person-centered support.

Youth Program

LINX's youth program provides short term care for youth with disabilities, either in their own home or in the community. Caregivers get time to recharge, while youth enjoy safe, engaging activities designed to build skills and social opportunities. This program is open to families with Family Support for Children with Disabilities (FSCD) Agreements for in-home respite, community aid, and/or 24-hour respite.





WHAT WE HEARD:

COMMUNITY ENGAGEMENT RESULTS

The development of this plan was informed by input from a variety of stakeholders including clients, family members, employers, community partners, staff, and board members. Engagement activities included focus groups, interviews, surveys, and staff sessions. In total, we heard from 72 people from across the LINX community.

The following themes emerged:

- **LINX is widely recognized as a leader in inclusion and accessibility. Clients feel safe and supported, and staff are praised for their commitment to individualized care and advocacy.**
- **LINX excels at tailoring services to meet individual client needs. Using a person-centred approach, staff work collaboratively with clients to set and achieve personal goals.**
- **Staff retention has improved, contributing to continuity and quality of care. Staff are proud of recent achievements, including accreditation for Level 2 and Chamber of Commerce award nominations. There is enthusiasm for continued growth and innovation.**
- **There is a limited public understanding of what LINX does and of the value of the services it provides. Opportunities exist for increased community engagement and awareness efforts**
- **There is a strong demand for expanded youth programming and services, which presents an opportunity to increase LINX's offerings.**
- **Another area of potential growth is to broaden services to include individuals not eligible for current funding streams. It will be necessary to diversify revenue sources to serve these potential clients.**
- **Strengthening existing partnerships and exploring new ones can help LINX reduce existing challenges and barriers (such as the lack of transportation and the need for more paid employment opportunities) and create new opportunities for growth.**
- **Enhancing succession planning for the leadership team and the board will ensure ongoing sustainability and success for the organization.**

The complete What We Heard report is available on the LINX website.



OUR MISSION

Providing person-centered supports for individuals with developmental disabilities to pursue their goals, their independence, and their place in the community.

OUR VISION

A community where every person is supported, valued, connected and empowered.

OUR VALUES

Respect: We honour each person's rights, identity and voice.

Autonomy: People make their own decisions and direct their supports.

Belonging: Community is for everyone.

Collaboration: We work together with individuals, families and community partners.

CHARTER OF CLIENT RIGHTS:

The Charter of Client Rights has been developed to assert and promote the dignity and worth of all the people who use the services of the Leduc LINX Connect Centre (LINX). The Charter of Client Rights acknowledges that clients are first and foremost human beings with the same rights as every Canadian.

The Board of Directors of LINX endorses this Charter and affirms that every client has these rights:

- Right to be treated with respect.
- Right to freedom from harm.
- Right to dignity and independence.
- Right to quality services that comply with standards.
- Right to effective communication.
- Right to be fully informed.
- Right to make an informed choice and give informed consent to treatment.
- Right to support.
- Rights in respect of research or teaching.
- Right to complain.

The Charter of Client Rights is the basis of how LINX supports all of its clients.



STRATEGIC PRIORITIES: STRENGTHENING OUR FUTURE

LINX will work to ensure its long-term success and sustainability by continuing to build and strengthen its governance foundation and develop strategies for succession planning at all levels of the organization.

Goal 1. We recognize that good governance is crucial to ensure long-term success and work to improve existing policies and practices.

- Review and refine the board structure to better meet the needs of the organization. Consideration will be given to the creation of a finance committee and a parent advisory committee.
- Update and revise society bylaws and governance policies, with external support.
- Enhance board development activities to increase role clarity and expand governance skills.
- Develop and implement board recruitment and succession strategies.

Goal 2. We ensure our operations are resilient and can adapt to future challenges.

- Create a business continuity plan to prepare for potential challenges.
- Develop succession plans for all staff positions, with a focus on the Executive Director and senior leadership.

Goal 3. We develop ways to better measure, track, and communicate our impact.

- Identify key performance indicators and begin tracking them to allow for comparisons over time.
- Collect both quantitative and qualitative data about the impact of LINX services on its clients, their families, and the broader community.
- Provide regular reports to the board and community at large to enhance accountability.





CREATING ORGANIZATIONAL CAPACITY

LINX will grow its organizational capacity in order to maintain and expand programs and services.

Goal 4. We will create financial capacity.

- Allocate reserve funds to support new initiatives and maintain existing services.
- Explore ways to diversify revenue streams.

Goal 5. We will create staffing capacity.

- Evaluate current leadership structure to better align with strategic priorities and organizational needs.
- Identify and create additional positions.

Goal 6. LINX is an excellent place to work.

- Continue ongoing review of total compensation for staff, including PTO allotments.
- Review job descriptions.
- Develop and implement staff retention initiatives.



COMMUNITY AWARENESS AND ADVOCACY

LINX will increase advocacy and community awareness efforts, including bolstering partnership and networking initiatives, to foster a more inclusive community, develop new opportunities for clients, and garner additional support for LINX services.

Goal 7. We will create and carry out an advocacy plan.

- Identify advocacy goals and objectives.
- Outline board roles and responsibilities in advocacy efforts.
- Create opportunities for staff to participate in community engagement and outreach activities.

Goal 8. We will develop and implement a communications plan.

- With external support, develop a communications plan to refine what is communicated, to who, and by what methods.
- Create a social media strategy.
- Consider outsourcing some communications tasks.

Goal 9. We will strengthen existing partnerships and develop new ones.

- Host an annual event to celebrate and educate existing employers.
- Create capacity for staff to provide additional support to current employers and recruit new employers as needed.
- Continue to explore formal and informal partnership opportunities that will enhance LINX's services.
- Explore partnership opportunities to support client needs in areas outside of LINX's core mandate, such as transportation and housing.



LINX will continue to adapt and refine its services to meet the emerging and evolving needs of our clients and community.

Goal 10. We will conduct a service review to clearly define existing services.

- Clearly define LINX services so clients and their families understand what LINX can and cannot provide.
- Review service levels to ensure consistency across the organization.
- Review and update all service agreements, consent documents, and related documentation.

Goal 11. We will explore additional services.

- Explore ways to support services not covered by existing funding to meet client needs and wants.
- Investigate ways for clients to access other types of services (occupational therapy, social worker, psychologist) in the familiar environment of the LINX facility.

Goal 12. We will expand youth services.

- Develop and offer additional youth services at LINX to provide social and community engagement opportunities for individuals with developmental disabilities and assist with future transitions to LINX services.
- Increase ability to offer youth services.

CONTACT US



780-980-9423



info@linxconnect.ca



www.linx.ngo



106 – 5708 47 Street
Leduc, Alberta T9E 6Z9



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