

CONNECTING



HORIZONS

Strategic Plan

Annual Plans

2021-2024

October 2021

Prepared by

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Connecting Horizons's strategic plan was developed in collaboration with the Connecting Horizons team, committees, volunteers, representatives from local organizations, and dedicated community members.

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Funding for the strategic planning process was provided by Step by Step and CIF.

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Strategic Orientations

ENGAGE

Through consultations, Connecting Horizons continues to build grassroots initiatives to understand the needs of families and individuals living with disabilities, and increases awareness to engage leadership, community members and other organizations to support its mission to help meet those needs.

COLLABORATE

Building on existing collaborations with MCK and the EDC, Connecting Horizons participates on boards of other organizations, develops partnerships, and shares the needs to increase funds for its operations and services for people within the community

PROMOTE

Using existing media within the community as well as social media, Connecting Horizons promotes itself and the people it works with to increase understanding of people living with disabilities and their inclusion in all



Overview of Three-Year Implementation Plan

	ENGAGE	COLLABORATE	PROMOTE
OBJECTIVES	<p>To engage the community in reflecting on disabilities, needs, accessibility and inclusion.</p> <p>To engage Connecting Horizons' members and solidify CH's structure and clarify the roles of its members.</p>	<p>To increase collaboration within the community leading to increased services and funding.</p>	<p>To increase awareness around CH, specifically, and inclusion, in general.</p>
ACTIONS			
YEAR 1	<ul style="list-style-type: none"> ● Conduct an updated needs assessment to identify the gaps in services in Kahnawake through a community-wide consultation with all families and individuals living with disabilities ● Organize regular meetings to reflect on inclusion and Connecting Horizons' projects with leadership, persons living with disabilities, and volunteers to maintain engagement ● Engage with funders (new and existing) in reflecting on how their projects can support CH's mission 	<ul style="list-style-type: none"> ● Request to have a permanent seat at the EDC table enabling collaboration with all other orgs in Kahnawake ● Share the findings from the needs assessment with organizations in the community ● Seek a renewed commitment from leadership and the EDC ● Create partnerships with other organizations to: <ul style="list-style-type: none"> ● Apply for funding to support CH's mission, hire more staff, and implement projects ● Implement recommendations from building accessibility assessments 	<ul style="list-style-type: none"> ● Determine if new funding permits the hiring of a communications officer or outsource to a part time resource ● Create and implement a communications plan ● Share findings from the needs assessment with the community at large

	ENGAGE	COLLABORATE	PROMOTE
YEAR 2	<ul style="list-style-type: none"> Engage members and volunteers in reviewing the structure established in 2019 Engage members and volunteers in defining roles and responsibilities of each while considering the roles that need to be filled Engage new volunteers to contribute to Connecting Horizons' (CH) mission 	<ul style="list-style-type: none"> Continue to create partnerships with other organizations to develop <ul style="list-style-type: none"> Projects to increase inclusive educational opportunities Projects to increase inclusive employment opportunities Respite care within the community Reflect on the housing needs are start developing long-term, concrete projects to meet needs Develop a continuum of services for individuals 	<ul style="list-style-type: none"> Conduct consultations to establish common definitions and solicit testimonies Create informative videos in collaboration with families and individuals living with disabilities Develop informative webinars or web-series on inclusion in Kanien'ké:ha and from a cultural perspective
YEAR 3	<ul style="list-style-type: none"> Provide training to volunteers to support the needs of individuals in the community Create a "Care-squad" to offer direct services to individuals with special needs 	<ul style="list-style-type: none"> Identify new building projects and recommend a universal design to ensure accessibility Continue to use voluntary committees to develop partnerships and implement projects, while reflecting on whether CH's structure remains the most appropriate way to achieve the vision and mission 	<ul style="list-style-type: none"> Increase advocacy for the establishment of new laws to ensure inclusion throughout Kahnawake Evaluate the actions completed throughout the strategic plan and begin a new strategic planning process

Detailed Annual Plan for YEAR 1: 2021-2022

Strategic Plan Year 1: Engage, Collaborate and Promote					
	Objectives	Actions	Timeline	Resources	Expected Outcomes
ENGAGE	To increase understanding of the specific needs by engaging those living with disabilities	<ul style="list-style-type: none"> Conduct an updated needs assessment to identify the gaps in services in Kahnawake through a community-wide consultation with all families and individuals living with disabilities Organize regular meetings to reflect on inclusion and Connecting Horizons' projects with leadership, persons living with disabilities, and volunteers to maintain engagement Engage with funders (new and existing) in reflecting on how their projects can support CH's mission 	<ul style="list-style-type: none"> November 2021 to March 2022 Monthly from November 2021 to November 2022 Ongoing 	<ul style="list-style-type: none"> Coordinator Researcher or consultant to conduct survey and interviews and analyze data 	<ul style="list-style-type: none"> Persons living with disabilities are consulted Needs are identified Leadership understands the needs and is engaged and committed to meeting the needs New volunteers understand the needs and are committed to supporting inclusion 20% increase in the number of volunteers
	To clarify the roles of its CH's members	<ul style="list-style-type: none"> Review the 2019 structure and assess what is working and what is not Reengage with the sub-committees to mobilize volunteers and clarify their roles Develop pamphlets for volunteers and distribute at booth at Business Complex 	<ul style="list-style-type: none"> November 2021 to January 2022 December 2021 Monthly starting in December 2021 	<ul style="list-style-type: none"> Coordinator A space to meet Graphic artist or communications firm 	<ul style="list-style-type: none"> Members and volunteers understand CH's structure Members and volunteers understand their role New volunteers are recruited and have a clear understanding of their role

Strategic Plan Year 1: Engage, Collaborate and Promote					
COLLABORATE	To increase collaboration within the community leading to increased services and funding.	<ul style="list-style-type: none"> Request to have a permanent seat at the EDC table enabling collaboration with all other orgs in Kahnawake Share the findings from the needs assessment with organizations in the community Seek a renewed commitment from leadership and the EDC Create partnerships with other organizations to: <ul style="list-style-type: none"> Apply for funding to support CH's mission, hire more staff, and implement projects Implement recommendations from building accessibility assessments 	<ul style="list-style-type: none"> November 2021 March and April 2022 April 2022 to June 2022 June 2022 to November 2022 Ongoing 	<ul style="list-style-type: none"> Coordinator Coordinator and volunteers One new employee Coordinator, engineer (?), volunteers 	<ul style="list-style-type: none"> The EDC remains informed about inclusion and the work CH is doing CH is aware of new projects in the community and may collaborate to ensure inclusion is considered The EDC is aware of the needs of those living with disabilities New funding is made available through partnerships 50% increase in the number of buildings that are more accessible
PROMOTE	To increase awareness around CH, specifically, and inclusion, in general.	<ul style="list-style-type: none"> Determine if new funding permits the hiring of a communications officer or outsource to a part time resource Create and implement a communications plan Share findings from the needs assessment with the community at large Set up a booth at Business Complex Start a podcast 	<ul style="list-style-type: none"> June 2022 June 2022 to November 2022 June 2022 Monthly 	<ul style="list-style-type: none"> Coordinator Communications firm or person Video/newsletter Podcast specialist or firm 	<ul style="list-style-type: none"> Professional communication strategies implemented 95% of people who pass by the booth know about CH Increased awareness of what disabilities is and the needs within the community. CH Podcast

Detailed Annual Plan for YEAR 2: 2022-2023

Strategic Plan Year 2: Engage, Collaborate and Promote					
	Objectives	Actions	Timeline	Resources	Expected Outcomes
ENGAGE	To increase volunteer engagement	<ul style="list-style-type: none"> Engage members and volunteers in defining roles and responsibilities of each while considering the roles that need to be filled Engage new volunteers to contribute to Connecting Horizons' (CH) mission Hire a volunteer coordinator 	<ul style="list-style-type: none"> November 2022 November 2022 to November 2023 	<ul style="list-style-type: none"> Volunteer coordinator 	<ul style="list-style-type: none"> Existing volunteers will feel more engaged 5 new volunteers participate in committee meetings
	To clarify the roles of its CH's volunteer members	<ul style="list-style-type: none"> Engage members and volunteers in reviewing the structure established in 2019 Clear structure is communicated, and old volunteers are encouraged to return 	<ul style="list-style-type: none"> November 2022 December 2022 to February 2023 	<ul style="list-style-type: none"> Volunteer coordinator 	<ul style="list-style-type: none"> Existing volunteers understand the structure Volunteers who left return
COLLABORATE	To increase the number of concrete projects to increase involvement of community organizations and peoples living with disabilities	<ul style="list-style-type: none"> Continue to create partnerships with other organizations to develop <ul style="list-style-type: none"> Projects to increase inclusive educational opportunities Projects to increase inclusive employment opportunities Respite care within the community Reflect on the housing needs are start developing long-term, concrete projects to meet needs Develop a continuum of services for individuals 	<ul style="list-style-type: none"> At each EDC meeting November 2022 to November 2023 November 2023 November 2023 	<ul style="list-style-type: none"> Committee of volunteers and coordinator Coordinator 	<ul style="list-style-type: none"> 12 people living with disabilities are enrolled in a training program 12 people living with disabilities are employed within the community Project proposal for respite care Project proposal for housing projects Continuum of services

Strategic Plan Year 2: Engage, Collaborate and Promote

PROMOTE	To promote a common understanding of disabilities and increase awareness about disabilities	<ul style="list-style-type: none"> • Conduct consultations to establish common definitions and solicit testimonies • Create informative videos in collaboration with families and individuals living with disabilities • Develop informative webinars or web-series on inclusion in Kanien'ké:ha and from a cultural perspective 	<ul style="list-style-type: none"> • December 2022 to January 2023 • January 2023 to April 2023 • April 2023 to September 2023 	<ul style="list-style-type: none"> • Coordinator • Comms officer or firm • Comms officer or firm 	<ul style="list-style-type: none"> • People living with disabilities will be consulted • The community has a common understanding of disabilities • Increased awareness of disabilities and CH

Detailed Annual Plan for YEAR 3: 2023-2024

Strategic Plan Year 3: Engage, Collaborate and Promote					
	Objectives	Actions	Timeline	Resources	Expected Outcomes
ENGAGE	To engage the community in training activities around disabilities	<ul style="list-style-type: none"> ● Provide training to volunteers to support the needs of individuals in the community ● Create a “Care-squad” to offer direct services to individuals with special needs 	<ul style="list-style-type: none"> ● November 2023 to February 2024 	<ul style="list-style-type: none"> ● FNRAEC ● Volunteer coordinator 	<ul style="list-style-type: none"> ● 8 volunteers have the skills to care for individuals living with disabilities ● Care-squad
	To determine the best structure to allow CH to achieve its mission	<ul style="list-style-type: none"> ● Assess whether or not CH’s partnership are sufficient to fund CH’s operations and ensure it achieves its mission ● Reflect on whether CH’s structure remains the most appropriate way to achieve the vision and mission 	<ul style="list-style-type: none"> ● September 2024 to November 2024 	<ul style="list-style-type: none"> ● Evaluator ● Governance consultant or firm 	<ul style="list-style-type: none"> ● New governance structure ● New funding opportunities
COLLABORATE	To continue collaborations within the community to improve accessibility and services	<ul style="list-style-type: none"> ● Hire a “secret shopper” to assess building accessibility ● Identify new building projects and recommend a universal design to ensure accessibility ● Continue to use voluntary committees to develop partnerships and implement projects ● Offer a training program for caregivers within Kahnawake ● Continue continuum of services and assess its effectiveness ● Create new partnerships with outside service providers for services not available within Kahanwake and see if they can offer them within Kahnawake 	<ul style="list-style-type: none"> ● November 2023 ● November 2023 to January 2024 ● Ongoing meetings with EDC ● November 2023 to February 2024 	<ul style="list-style-type: none"> ● Volunteer or new employee ● Volunteers ● Coordinator 	<ul style="list-style-type: none"> ● 40% increase in the number of accessible buildings ● 4 new partnerships established ● 8 new caregivers trained ● Continuum of services leads to increase in services offered locally
PROMOTE	To advocate for new laws and promote inclusion at all levels	<ul style="list-style-type: none"> ● Increase advocacy for the establishment of new laws to ensure inclusion throughout Kahnawake ● Evaluate the actions completed throughout the strategic plan and begin a new strategic planning process 	<ul style="list-style-type: none"> ● March 2024 to November 2024 ● September 2024 to November 2024 	<ul style="list-style-type: none"> ● All volunteers, members and coordinator ● Consultant 	<ul style="list-style-type: none"> ● One new law increasing accessibility is enacted in Kahnawake ● Strategic plan evaluation