



Strategic Plan 2019 - 2025



Letter from Janet

We all have hopes and dreams. Over 50 years ago, our founders, Jim and Adrienne Reese, dreamt of a faith-based organization that supported people who experience disabilities. At a time when most people with disabilities lived in institutions, the Reese's dream was different. Their dream promoted justice and valued people. Their dream was a dream given to them by God. Through determination and wise planning, they set a direction and achieved their dream: Christian Horizons came into being.

Today Christian Horizons also has a dream. Our dream is to see *people who experience disabilities belong to communities in which their God-given gifts are valued and respected*. To achieve this dream, we too need determination and wise planning. To achieve this dream, we need a clear strategic direction and we need to work together to make this dream a reality.

Through the input from people who use our services, families, employees, and community partners, we have set a clear strategic direction. Together we will work to support you to direct your own services, to achieve your goals, and to truly belong in the communities that matter to you. And we will do this in a way that reflects our core values.

As our founders took bold steps in faith towards a dream grounded in our belief that all people are loved and valued by God, we too need to take bold steps. Today is a new day. 2019 is a new year. It's a new year that begins our new direction and new strategic plan.

Join with us as we change the way we offer services to support you to live the life you dream of living.

A handwritten signature in blue ink that reads "Janet Noel-Annable". The signature is fluid and cursive.

Janet Noel-Annable



Outcome-Based Community Planning

Christian Horizons is committed to our vision of seeing *people who experience disabilities belong to communities in which their God-given gifts are valued and respected*. We know that everyone across all our communities is hard at work making this vision a reality.

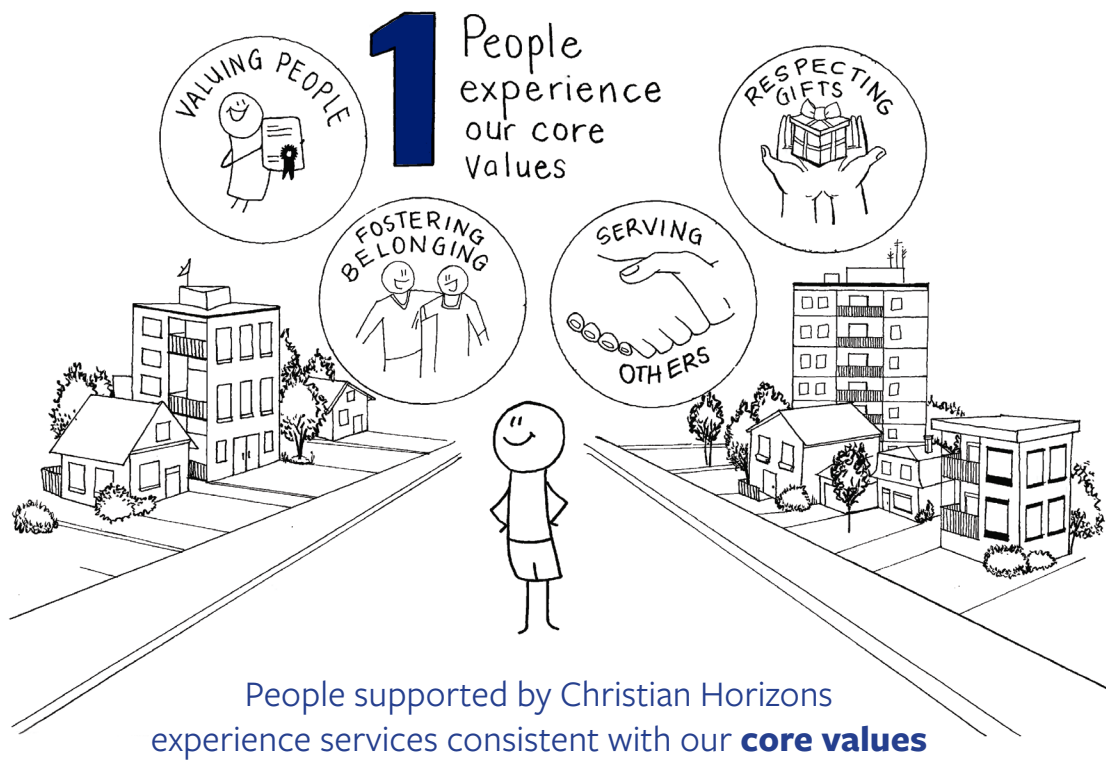
But how do we know what's working, and what's not? And how can we work together within communities to bring us closer to our vision?

The answer is Outcome-Based Community Planning — the structure for Christian Horizons Onward strategic plan.

Outcome-Based Community Planning is exactly as it sounds — using local community projects, supported by measurable goals, all aligned towards our strategic outcomes. It ensures that the important work being done in our communities and departments is aligned, creating better outcomes for you and bringing Christian Horizons closer to its vision.

Outcomes

As part of our Outcome-Based Community Planning, we worked together with you, your families, and our employees to develop four outcomes that will guide our work over the coming years. They are:



People **direct the services** they receive from Christian Horizons



3

People experience
growth and
development



People experience
services that support
their **ongoing growth
and development**

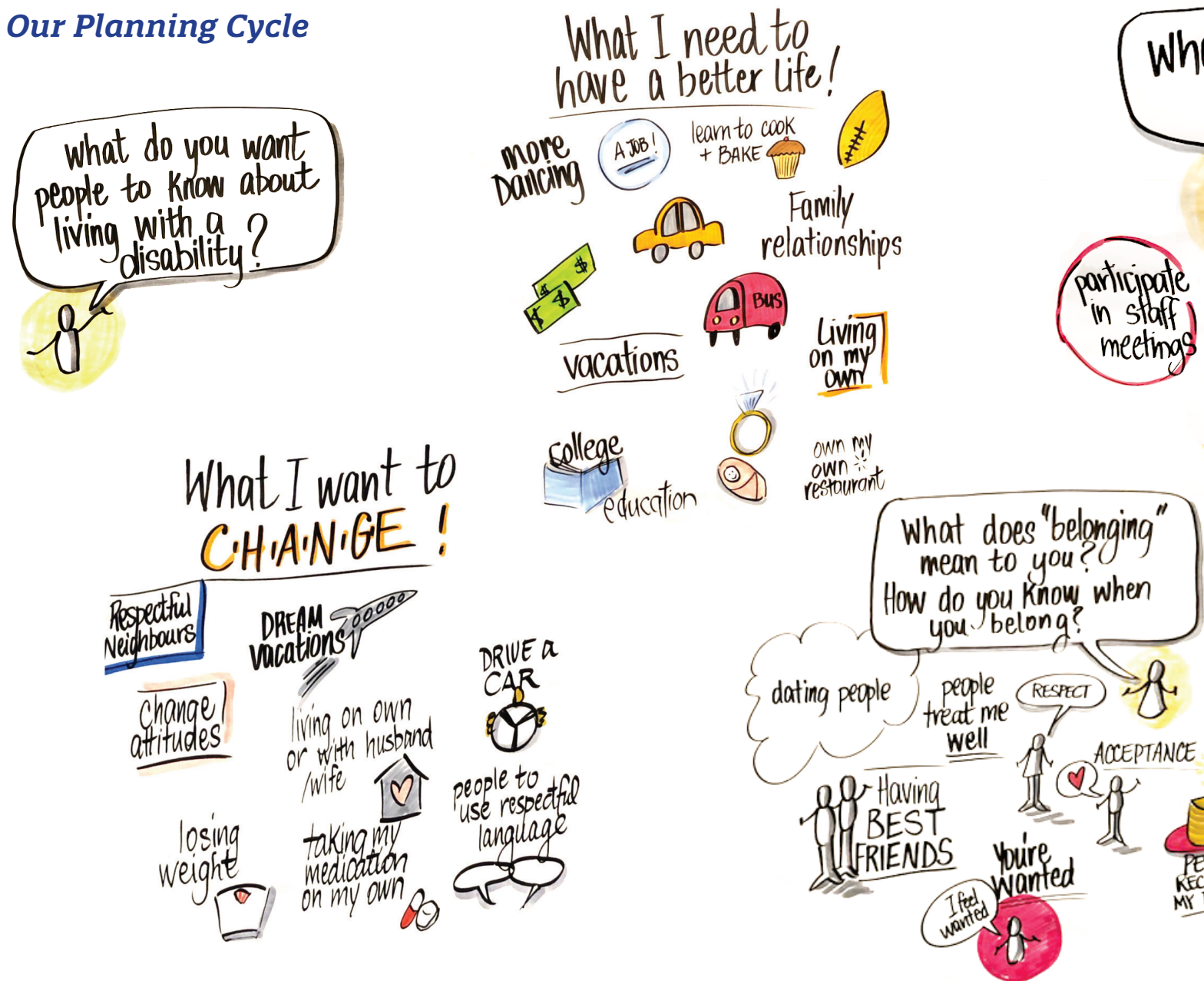
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People experience
communities
of belonging

**Communities
are welcoming**
of people who
experience disabilities



Our Planning Cycle



Connecting with Everyone Involved



What would it take to change?

More Funding





OUTCOME 1: People supported by Christian Horizons experience services consistent with our core values



As a Christian faith-based organization, the way we provide services is guided by our faith foundation which is described through our core values: *valuing people, fostering belonging, serving others, and respecting gifts*. In fact, what we do is so rooted in these values, that they make up the key parts of our vision where *people who experience disabilities belong to communities in which their God-given gifts are valued and respected*.

It is really important that everyone connected to Christian Horizons experiences our faith through our core values. This is because our faith is what motivated our founders to create Christian Horizons over 50 years ago and it is central to who we are as an organization today.

Some of what you're going to see:

We're going to invest in community leaders to ensure they have the tools, time, and training to support employees to demonstrate our core values in every circumstance.

- We will pilot a few new roles to help leaders have the time to do this.
- Community leaders will have the tools, resources and mentoring to do their job well.
- We'll create new ways to share our core values with our employees, so they know how to provide you with services that reflect what Christian Horizons is all about.

A new way moving forward

HERE  **THERE**

From community leaders spending lots of time on administrative tasks

To community leaders are well equipped to coach and mentor teams on how to support you




OUTCOME 2: People direct the services they receive from Christian Horizons

Self-directed services means choosing how you want to live and what services you will use to live your life. When we sought input on our Onward plans, we heard very clearly that you want to choose where you live and who you live with. We also heard that you want to make more choices, like where you work or how you spend your time. You also told us that you were interested in learning how technology can help you do more things on your own, and that you would like to provide more input to the organization. All these things have to do with directing your own services. So, we have used your ideas to create some really great activities to help you do this.

Some of what you're going to see:

- New Christian Horizons services for you to choose from — including different housing options.
- Together, we will look for more ways to connect you with other services available in your community.
- We're going to look into ways of helping you choose and pay for the services you want.
- We'll create more ways for you to participate in hiring employees.
- We will develop new methods to recruit employees passionate about our values and vision.
- We're going to create space for you and other people who use Christian Horizons services to develop self advocacy groups. These groups will provide ways for you to learn about advocating for your rights, choices, and responsibilities. The ideas, input, and concerns shared through these groups will shape organizational decisions.
- We'll try out some assistive technology to help you live the life you want to live.

All these things will help us realize our vision and support you to direct your own services.



A new way moving forward

HERE TO THERE

From doing things for you	—	To services led by you
From services focused on your daily living	—	To supporting you to achieve your goals and live the life you dream of living
From being all of your support	—	To being a piece of your broader support along with other community services, your family, friends, and assistive technology
From housing and support that is predesigned	—	To supports that you can choose to meet your needs



OUTCOME 3: People experience services that support their ongoing growth and development

Learning new skills, participating in new activities, and engaging in meaningful opportunities is an important part of everyone's life. It is through these things that you can achieve your goals. We are all growing and developing.

At its core, growth and development is about having meaning and purpose in your life — a meaning that sometimes encourages us to try new things and at other times to simply enjoy the things that make us who we are.

Some of what you're going to see:

- We're going to redesign our Personal Plan process, so a specifically-trained planner can help you make a plan about what's important to you and how you want to live your life.
- Your plan will include the growth and development activities you want to participate in.
- We'll work together with you to spend more time teaching you new skills and connecting you to existing skill development resources or meaningful activities in your local community.

This way, you can be well supported in achieving your growth and development goals.

A new way moving forward

HERE  **THERE**

From services focused
on your daily living

— To supporting you as you
achieve your goals and live the
life you choose





OUTCOME 4: Communities are welcoming of people who experience disabilities



Communities are at their best when every person can use their gifts to make their community a better place. This is a big part of what we call belonging. Belonging is more than going out and doing things in your community. Belonging is about using your skills and gifts to help your community. It's about making true friendships. When we give and receive help, when we invite and are invited, when we visit and are visited, we are experiencing belonging in our community.

We know that it's easier for anybody to belong when your community values and depends on your gifts. That happens when your faith community has ways for you to get involved. It happens when an employer hires you because you have great skills that benefit their business. It happens when clubs and community groups experience your ideas, gifts, and presence. And it happens when you can connect to services and supports available within your community. When these things are happening, your community is depending on you and the gifts you contribute.

Some of what you're going to see:

Our role at Christian Horizons is to support you to be a part of your community. We also work to support your community to be a welcoming place of belonging. We will do this by:

- Supporting you to strengthen your relationships and to use your gifts in your neighbourhood.
- We'll work along side communities offering advice, partnership opportunities, resources, and tools — communities like churches, schools, local government and employers.
- We'll use newspapers and social media to share positive stories of people belonging in their community.
- We'll work with government to ensure laws reflect equality and opportunity for people with disabilities.

We open the door for society to be inspired to foster belonging when we share stories of people of all abilities as valuable, contributing citizens.

A new way moving forward

HERE  **THERE**

From *being* the community
for people with disabilities

To nurturing communities
of belonging

PROMOTING COMMUNITIES WHERE EVERYBODY BELONGS

What motivates and guides us:

Our Core Values:

- Valuing People
- Fostering Belonging
- Serving Others
- Respecting Gifts

Where we're headed:

Our Vision:

People who experience disabilities belong to communities in which their God-given gifts are valued and respected

How we'll get there:

Our Outcomes:

- People experience services consistent with our core values
- People direct the services they receive from Christian Horizons
- People experience services that support their ongoing growth and development
- Communities are welcoming of people who experience disabilities

What we do:

Our Mission:

As an expression of Christian faith, we work together with people who experience disabilities to accomplish their goals and nurture communities where everybody belongs

