



Strategic Plan 2016 through 2018

July, 2015



Dear Reader,

On behalf of the Board of Directors of the Canadian Association for Supported Employment (CASE), it is my pleasure to present this strategic plan for 2016 through 2018.

This document is the culmination of several months' work by the association's leadership. We consulted with members, scanned our operating environment, and considered how we might best fulfill our mission and pursue our vision in the years ahead.

Publication of this document is the end of that planning process, but it's also an important beginning. In addition to reflecting our priorities, this plan puts forth our promise to members, to employers, and particularly to people with disabilities who seek employment to enrich their lives and their communities.

We look forward to sharing news about the results of our ongoing work in the months to come. Please keep in touch with our progress by visiting the CASE website <http://www.supportedemployment.ca/>.

I would like to also thank Patricia Evans, Principal Consultant with Patricia Evans & Associates Inc. for all her hard work guiding us through this strategic plan.

Tracy Williams

Tracy Williams
President, CASE Board of Directors

CASE Board members who participated in creation of this plan in the spring/summer of 2015 included:

- Tracy Williams, Manitoba, President
- Annette Borrows, British Columbia, Vice President
- Kathleen Moir, British Columbia, Treasurer
- Jennifer Gardner, Ontario, Secretary
- Garth Johnson, Alberta
- Sonia Deraiche, Quebec
- Chris Cook, Nova Scotia
- Collette Acheson, Yukon
- Sean McEwan, Alberta
- Joy McKinnon, Saskatchewan
- Jaret St. Andrassy, British Columbia
- Debbie Vaughan, New Brunswick
- Shelley Andrews, Newfoundland & Labrador
- Bryson Webb, Newfoundland & Labrador
- Denise McKee, NWT



Background to this plan

In early 2015, a task force of the CASE Board of Directors commenced work on a new strategic plan for the organization. The goal of the process was to generate a shared roadmap that we could follow to enhance our success as we work together over the next three years. Major steps in the process were as follows:

1. Review and revision to the CASE Mission, Vision and Values statements

These statements are the foundation of our strategic plan, and serve as a touchstone for evaluating the relevance of the balance of the plan.

2. Develop three-year strategic priorities

These priorities collectively encompass everything we will do over the next three years. They are statements of intended direction, and spotlight the major foci of our activities.

3. Consult with stakeholders

During the 2015 annual conference, we conducted an online poll to seek feedback on the draft Mission, Vision and Values statements and the three proposed strategic priorities. Results of this consultation (Appendix A) confirmed the alignment of planning outputs with preferences of conference attendees. We extend a special thanks to those who participated in the online survey.

4. Identify outcomes and activities

Immediately following the 2015 annual conference, we participated in a planning workshop where the balance of the plan was generated. Specifically, we identified objectives subsidiary to each of the strategic priorities; measurable outcomes that represent success for these objectives; and a list of potential activities that would achieve these outcomes. We also developed a preliminary list of Board members willing to serve as “champions” and “supporters” to implement the plan and monitor its progress. Figure 1 on the next page provides an overview of the major components of the strategic plan: the Mission, Strategic Priorities, Objectives and Vision that will guide CASE 2016 through 2018. The balance of this document provides further details of intended actions and outcomes.

Implementing the Plan

For each of the three Strategic Priorities, a number of Objectives have been identified. At least one member of the CASE Board of Directors has volunteered to serve as the *Champion* for this Objective. That means, they have taken on the responsibility to coordinate all the activities that will occur over the next three years related to that Objective, and to report quarterly to the Board on progress, barriers or when further direction is required. They will not be working alone: each Objective also notes *Supporter(s)*, other Board members who will share the planning and implementation work. Champions and Supporters are summarized by Strategic Priority in Appendix B.

Because CASE is a low-capacity organization (i.e., we do not employ any professional staff) the successful implementation of this plan depends entirely on the work of our board – volunteers. Keeping in mind that the CASE Board is comprised of people with full lives, employment commitments and other obligations, **every current and future CASE member is invited to consider how YOU will contribute to the success of this plan. Please don't hesitate to contact the Board to offer your assistance.**



Figure 1: CASE Strategic Plan at a Glance



The CASE strategic plan begins with and is grounded in statements of our shared Mission (our purpose and reason for being); Vision (the future that we exist to create); and Values (the non-negotiable tenets that guide our decisions and actions). These statements have now been approved by the CASE Board:

Our Mission: CASE works with supported employment service providers and employers to increase employment inclusion for Canadians with disabilities.

Our Vision is the equal representation of people with disabilities in a diverse and inclusive Canadian labour market.

In everything we do, CASE is guided by these values:

- **Diversity:** open processes and practices that foster understanding and inclusion
- **Collaboration:** effective partnerships to share knowledge, resources and opportunities
- **Empowerment:** inspiring employers and people with disabilities to mutually benefit from workplace inclusion
- **Innovation:** development, implementation and sharing of creative ideas that anticipate and respond to changing needs
- **Integrity:** interactions that are professional, transparent and ethical
- **Respect:** recognition of the value of others regardless of differences

Always keeping these foundational statements in mind, our Board of Directors has selected three Strategic Priorities which together encompass all the work we hope to accomplish over the next three years to bring our vision closer to reality. The three priorities are an inter-related set, as illustrated in Figure 2.

To enhance service to our members, we must improve our engagement with employers. And to do both of these, we must build our organizational capacity.

That being said, it will only be possible to build organizational capacity if we have more members, and we cannot attract and retain more members (including employers) if we do not continually enhance the value we provide them.



Figure 2: Inter-related strategic priorities