



Canadian Paraplegic Association (Alberta)



FIVE YEAR STRATEGIC PLAN 2008-2012

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Acknowledgement

ReThink (West) Inc.

Development of the Strategic Plan was guided by the excellent consultant support of ReThink (West) Inc.



Thank You

Our deepest appreciation and thanks to the Alberta Lottery Fund who provided funding for this project.



A special thank you as well to everyone who participated in the many focus groups held throughout the province and for providing important feedback that helped to guide us in our deliberations and plans that will encompass the next five years

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Context

This Strategic Plan provides the policy context and broad directions for the Canadian Paraplegic Association (Alberta) for the coming five years, from 2008 - 2012. More detailed business or operational plans, budgets and performance management systems will fit into the framework defined in this document.

Please Note: Within the contents of the document, persons living with spinal cord injury and other physical disabilities are referred to as SCI and Canadian Paraplegic Association (Alberta) is referred to as CPA (AB).

Content is based on:

- Directions defined in the Business Plan as presented to the Board in June 2007
- Suggestions from Board of Directors and senior staff during interviews held in late October
- Deliberations at a Board/Management workshop held in Calgary on November 3, 2007, and many subsequent meetings with operational teams
- Eight regional stakeholder workshops
- Review and approval by Board of Directors at a meeting held on February 16, 2008

History

In 1945, the Canadian Paraplegic Association was legally incorporated as a national organization by paralyzed WWII veterans to provide services to spinal cord injured individuals. The charter of the national organization provided the structure by which provincial associations could easily be organized. Within the next three decades, the CPA would have an association in every province, with Alberta incorporating its own division in 1961.

Over the years, persons with other types of major mobility challenges recognized that the CPA (Alberta) service model could meet their needs and thus the mission of the Association was broadened to include persons with all types of physical disabilities. CPA (Alberta) is the only consistent Canadian service-provider addressing the entire continuum of services, from point of injury to transition back into the community, through to aging with a disability. CPA (Alberta) supports its clients through many difficult transitions, including relationships, sexuality, parenting, aging, recreation, education, employment and giving back to their communities. These services fall into one or more of CPA (Alberta)'s five core service areas:

- Rehabilitation Support and Service Coordination,
- Aboriginal Services,
- Peer Program,
- Community Development and Systemic Change,
- Information Services.



Mission
why we exist

To assist persons with spinal cord injuries and other physical disabilities to achieve independence, self-reliance and full community participation.

Vision
what we strive to accomplish

Albertans with spinal cord injury and other physical disabilities will enjoy optimal physical, spiritual, economic and emotional well-being within fully accessible and welcoming communities free of physical, attitudinal and systemic barriers.

This broad vision is shared in many respects with our partner organizations and agencies. Within this context, CPA (AB) strives to deliver the following **visionary outcomes**:

- Albertans with SCI and their families will be aware of and have access to CPA (AB) services and support
- Clients and their families will adjust more successfully to the personal effects of injury and disability
- Clients will achieve increased independence, self-reliance and community participation.
- Barriers to independence and inclusion will be reduced for people with SCI and other physical disabilities in Alberta communities
- CPA (AB) will be a stable and sustainable organization.

Client Orientation
who we serve

Our primary focus is responding to the needs of persons with SCI, their families and care giving networks. Where feasible, we extend services to others with related physical disabilities, particularly those living with mobility impairments.

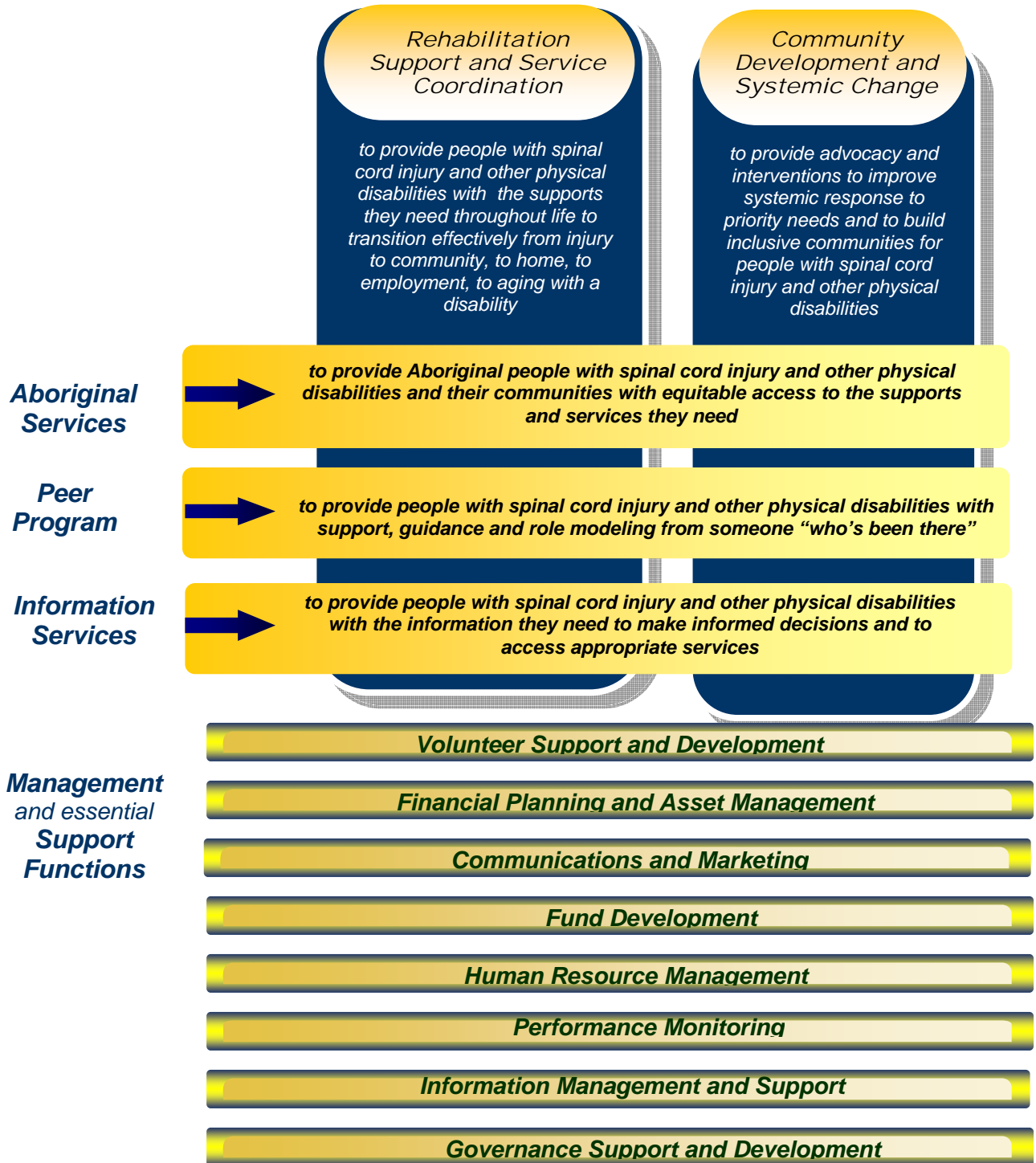
Positioning Statement
how we want to operate and be perceived

CPA (AB) is, and will be, respected as:

- **a consumer-driven organization** – an extended ‘family’ of which every person with a SCI is proud to be a part – ‘members helping members’
- **accessible and available to all in need** – serving Alberta’s diverse cultures with a presence in every region of our province
- **an effective service provider** demonstrating **impact** through the achievement of **positive outcomes** for individuals and the community
- **a dynamic, high performance organization** blending charitable and business models
- **a powerful and credible advocate** – rebuilding dreams by facilitating effective response to the priority unmet needs of persons with SCI
- **a recognized leader and trusted partner** in the rehabilitation and community development fields

In order to effectively respond to its mission and vision, CPA (AB) will focus its energies in five core service areas – summarized in the top half of the graphic below. Critical management and support functions are listed in the bottom half.

Core Activity Overview



Current Service Summary

Core Business: **REHABILITATION SUPPORT AND SERVICE COORDINATION**

Overall Goal: *Clients have the support they need after injury to transition effectively from hospital to community, to home, to employment, to aging with a disability.*

OUTCOMES Desired	ACTIVITY OVERVIEW	STRATEGIC PRIORITIES for this Function/Team
<p>Short Term:</p> <ul style="list-style-type: none"> • Clients, their families, hospital staff, other service providers and funders are aware of and access CPA (AB) services • Clients have increased knowledge of and access to a full range of key supports – personal, financial, spiritual, recreational, educational, employment • Clients identify rehabilitation and vocational goals and have the support and resources required to work towards goal attainment <p>Intermediate/Long Term:</p> <ul style="list-style-type: none"> • Clients and their families are better able to cope with the ongoing emotional and physical impact of their injury/illness • Clients achieve their rehabilitation and vocational goals • Clients successfully transition to appropriate housing in a community of their choice • Personal care needs of clients are met to the extent that they can feel safe and healthy at home • Clients are meaningfully involved in the community 	<ul style="list-style-type: none"> ▪ Marketing of services to health care professionals, persons with SCI/family members and other community agencies ▪ Relationship building with staff in acute care and rehabilitation hospitals, and continuing care health service system ▪ Relationship building with client/family as soon as possible after injury ▪ Timely newly injured client adjustment counseling and peer modeling ▪ Ongoing rehabilitation support & service coordination with injured clients and families consistent with their needs and goals 	<ul style="list-style-type: none"> ▪ Identify SCI stakeholders, collaboration opportunities, and initiatives. ▪ Investigate needs of persons with SCI 5 years or more after injury and develop appropriate program/service response – with particular emphasis on older persons (including focus groups with lapsed members) ▪ Investigate needs of newly injured seniors (with SCI) and modify current service response accordingly ▪ Develop resources and interventions that help clients prevent and reduce the medical complications associated with SCI such as pressure sores, bladder and bowel dysfunction, etc. – develop innovative solutions in conjunction with SCI Solutions Alliance ▪ Enhance our ability to work with and support newly injured persons and their families while in acute and rehab institutions ▪ Enhance CPA (AB)'s ability to address emotional and cognitive needs ▪ Identify best ways to optimize work of Client Service Coordinators to reduce role confusion and ensure best client outcomes (including review of title)

OUTCOMES Desired	ACTIVITY OVERVIEW	STRATEGIC PRIORITIES for this Function/Team
<ul style="list-style-type: none"> • Clients feel more empowered and achieve greater independence and self-reliance • Clients resume meaningful roles within the context of family • Family members recognize the important of client self-reliance • Clients experience improved social support/networking • Clients return to and sustain employment 	<ul style="list-style-type: none"> ▪ Regular follow up and reassessment with clients (through life cycles with SCI) 	<ul style="list-style-type: none"> ▪ Additional/priority effort and commitment to help clients access appropriate housing and attendant care ▪ Review current assessment tools and revise our assessment approach to make it more comprehensive and holistic (e.g. covering all life cycle phases, understanding client in family context, identification of risk factors)

Core Business: COMMUNITY DEVELOPMENT AND SYSTEMIC CHANGE

Overall Goal: *Inform and influence the development of interventions to improve systemic response to priority needs and to build inclusive communities.*

OUTCOMES DESIRED	ACTIVITY OVERVIEW	STRATEGIC PRIORITIES FOR THIS FUNCTION/TEAM
<p>Short Term:</p> <ul style="list-style-type: none"> • Community partners more aware of issues and trends related to persons living with SCI and other physical disabilities • Improve social attitudes towards people with SCI and other physical disabilities • CPA (AB) team more aware of challenges and better able to represent persons with SCI and other physical disabilities • Provincial minimum standards for barrier free access enforced in public structures • Increase opportunities for persons with disabilities to participate in activities outside of their home • Strengthen media relations in Calgary, Red Deer, & Edmonton 	<ul style="list-style-type: none"> ▪ Participate in the critical review of public policy and position papers as opportunities arise ▪ Research and develop position papers on priority issues that impact persons with SCI ▪ Inform and influence decisions at local, civic and provincial level, as they impact persons with SCI and other physical disabilities ▪ Liaise or develop partnerships with organizations, businesses and government with an interest in CPA (AB) priorities 	<ul style="list-style-type: none"> ▪ Develop key outcome indicators to demonstrate the impact of community development initiatives and interventions ▪ Collaborative initiatives designed to address the shortfall of accessible, affordable housing for persons with SCI and other physical disabilities in every major Alberta community ▪ Collaborative initiatives designed to address the shortfall of attendant care for persons with SCI and other physical disabilities in every major Alberta community ▪ Collaborative initiatives designed to address the shortfall of accessible, affordable transportation for persons with SCI and other physical disabilities in every major Alberta community

OUTCOMES DESIRED	ACTIVITY OVERVIEW	STRATEGIC PRIORITIES FOR THIS FUNCTION/TEAM
<p>Intermediate/Long Term:</p> <ul style="list-style-type: none"> • Decrease the number of persons with SCI and other physical disabilities living in long term care facilities by increasing the number of options for designated assisted living sites and home living supports • Increased uptake by housing developers to use minimum standards related to accessibility and visitability • Increased government and stakeholder support for, and commitment to, provision of key supports and initiatives related to full citizenship • Positive policy and systemic change • Barriers to independence reduced. • Persons with SCI and other physical disabilities able to participate in community activities to the level of their choice • Improved media relations in centers with a Community Development Coordinator 	<ul style="list-style-type: none"> ▪ Embrace opportunities for community presentations and consultations related to CPA (AB) priorities ▪ Social marketing ▪ Conduct accessibility audits ▪ Develop relationships with key media contacts in major centers in AB ▪ Engage with community partners and special initiatives where there is a clear connection with CPA (AB) priorities 	<ul style="list-style-type: none"> ▪ Inform and influence provincial standards and housing developers regarding the societal benefit of 'visitable communities' and universal design ▪ Access 'solutions funding' to extend community development staff or 'solutions coordinators' to every major community/region in the province ▪ Collaborate and participate with other community organizations working towards improvements to transportation, recreation, financial and employment/education for persons with disabilities in the province of Alberta

Core Business: **ODYSSEY PEER PROGRAM**

Overall Goal Provide support, Information, or guidance from someone “who’s been there” to help people with SCI and their families succeed in their community.

OUTCOMES DESIRED	ACTIVITY OVERVIEW	STRATEGIC PRIORITIES FOR THIS FUNCTION/TEAM
<p>Short Term:</p> <ul style="list-style-type: none"> • Newly injured clients and their families have a greater appreciation of issues, challenges, potentials and possibilities through peer mentoring • Clients have increased awareness of community resources • Clients have improved social support networks <p>Intermediate/Long Term:</p> <ul style="list-style-type: none"> • Clients and their families better able to cope with emotional and physical impact of their injury/illness • Clients better able to achieve rehabilitation, community participation and vocational goals • Clients achieve greater independence, self-reliance and community participation • Peer volunteers grow and meet their own goals through the experience of peer mentoring • Clients and families identify with and utilize Odyssey website • Peer conference to promote and increase awareness, education, and peer connections between clients and their families • Increased aboriginal client participation and satisfaction in peer activities 	<ul style="list-style-type: none"> ▪ Recruit, recognize and provide support and development for peer volunteers ▪ Peer matching/referral ▪ Peer meetings/events ▪ Celebrations of peer contributions ▪ Create opportunities for role modeling, mentoring, supporting and guiding people with SCI and their families at each transition point and throughout the journey from injury to full citizenship ▪ Odyssey Peer Program website (ongoing evaluation, growth, expansion of topics, and vignette development) ▪ Recruit and train facilitators for support group for family members of SCI clients 	<ul style="list-style-type: none"> ▪ Develop performance outcomes related to peer roles in community development and systemic change ▪ Strengthen Odyssey Peer Program branding to achieve consensus and support within entire staff team (including implications for website, tools and resources) ▪ Promote Odyssey Peer Program website and program as an educational resource ▪ Evaluate and improve peer events with view to expanding peer events/activities that interest clients and their families at each particular life stage ▪ Odyssey Peer Conference rotation throughout the province ▪ Expand peer program concept throughout regions ▪ Employ targeted efforts to place, train and support Aboriginal peers – customize current programs to increase appeal and effectiveness ▪ Development of Odyssey Peer Program website ▪ Financial support to continue/increase travel to clients in their communities. ▪ Create/establish family support group ▪ Secure sustainable funding for Odyssey Peer Program coordination ▪ Work with Rick Hansen Foundation to develop coordinated approach to management of Ambassador and Peer Programs ▪ Work with Aboriginal Services to form Aboriginal Peer Advisory Group and to explore options for peer events on reserves

Core Business: **INFORMATION SERVICES**

Overall Goal: *To provide people living with SCI and other physical disabilities, and the community at large with the information they need to make informed decisions and access appropriate services.*

OUTCOMES DESIRED	ACTIVITY OVERVIEW	STRATEGIC PRIORITIES FOR THIS FUNCTION/TEAM
<p>Short Term:</p> <ul style="list-style-type: none"> • Information provided on a timely basis • Individuals more aware of available community programs, services and resources • Increased awareness about SCI and other issues related to physical disability • CPA (AB) is the organization of choice for information about SCI and other physical disabilities, for individuals, community organizations and media • Internal communication is efficient and effective 	<ul style="list-style-type: none"> ▪ Spinal Columns (3 x per year) ▪ Wheel-E electronic newsletter (monthly) ▪ Website (including vignettes and video resources) ▪ Toll free help line ▪ Service brochures and CPA (AB) promotional items ▪ Database and resource directories ▪ Workshop and conference presentations ▪ Public service announcements ▪ Marketing of above to staff, partners, members and others with SCI ▪ Ongoing evaluation and improvement of above activities ▪ Distribution of Total Access ▪ Distribution of significant resources not prepared by CPA (AB): More Than One Way Video, Life After SCI, Life Interrupted ▪ Share relevant articles from other periodicals/sources through web links, republication or summary 	<ul style="list-style-type: none"> ▪ Develop strategy for effective and timely distribution of web based resources (e.g. vignettes and videos) to those without Internet access (e.g. patients and staff in hospitals and rehab centres) ▪ Evaluation of website to increase interactivity, user friendliness and compatibility with SCI Solutions Alliance Website ▪ Review existing promotional brochures to increase impact and cost-effectiveness ▪ Review and revise all communication vehicles to meet branding standards ▪ Update Community Resource Guides and Aboriginal Resource Guide – make available through website

Core Business: **ABORIGINAL SERVICES**

Overall Goal: To work within the Aboriginal cultural, financial, political and community structure, to achieve CPA (AB) program goals recognizing that Aboriginal clients typically must overcome much larger systemic and environmental barriers.

OUTCOMES DESIRED	ACTIVITY OVERVIEW	STRATEGIC PRIORITIES FOR THIS FUNCTION/TEAM
<p>Short Term:</p> <ul style="list-style-type: none"> ▪ Aboriginal clients transition more effectively back into their communities, maintaining a healthy lifestyle with support of Aboriginal program staff ▪ Aboriginal clients/families aware of and perceive value in accessing CPA (AB) services ▪ On reserve health center staff and Chief and Council aware of and seek assistance from Aboriginal program staff ▪ Aboriginal Clients receive appropriate personal, financial and spiritual support to assist overcoming barriers faced in their rehabilitation journey living on reserve ▪ Aboriginal program staff aware of all persons with physical disabilities living on-reserve ▪ Meeting(s) facilitated when required between client(s) and Chief and Council when they are released from hospital ▪ Staff who are knowledgeable about the complexities and challenges of federal jurisdiction over reserve services 	<ul style="list-style-type: none"> ▪ Aboriginal Rehabilitation Guide ▪ Build relationships with aboriginal organizations/ communities ▪ Collaborative plans (with health centres and bands) to address priority needs in each of the three treaty areas ▪ Lobby chief and council for funds to make the lives of band members better/improve accessibility ▪ Ensure rehabilitation support and service coordination available to First Nations, Metis, Inuit, status and non status clients in rural/urban areas ▪ Increase availability of disability supports for clients in Aboriginal communities ▪ Increase support to Aboriginal clients in accessing disability supports not available on reserve ▪ Provide culturally sensitive training for all CPA (AB) staff ▪ Seek innovative ways to transport clients on/off reserve 	<ul style="list-style-type: none"> ▪ Develop Aboriginal Services Business Plan to optimize impact at the client and community level – refine current operational plans accordingly ▪ Develop sub-strategy (as part of above plan) to significantly increase funding and other resources available for Aboriginal Program ▪ Research and develop cross cultural training tools for internal and external application ▪ Develop Aboriginal version of CPA ‘Helping Way Fund’ ▪ Identify opportunities for active participation in alliances and inter-agency initiatives that make a difference in the quality of life of Aboriginal clients with SCI and other physical disabilities ▪ Strengthen profile of aboriginal program with Federal Government program managers

Intermediate/Long Term:

- On reserve clients have increased access to key supports needed to achieve goals
- CPA (AB) program staff support clients to access supports off reserve necessary to help them achieve their goals
- Reserve health center staff supported in efforts to create more disability supports locally and to access support of other outside agencies
- Extreme transportation barriers overcome through individual support and advocacy for local improvements to transportation
- Staff develop relationships with clients which is valued like a family member allowing staff to be more effective in assisting client to achieve goals
- Clients participate in a meaningful way in their unique communities

- Build relationships with Federal government representatives and inform and influence program development
- Enable peer events on reserve and facilitate contact between Aboriginal clients who live in isolation

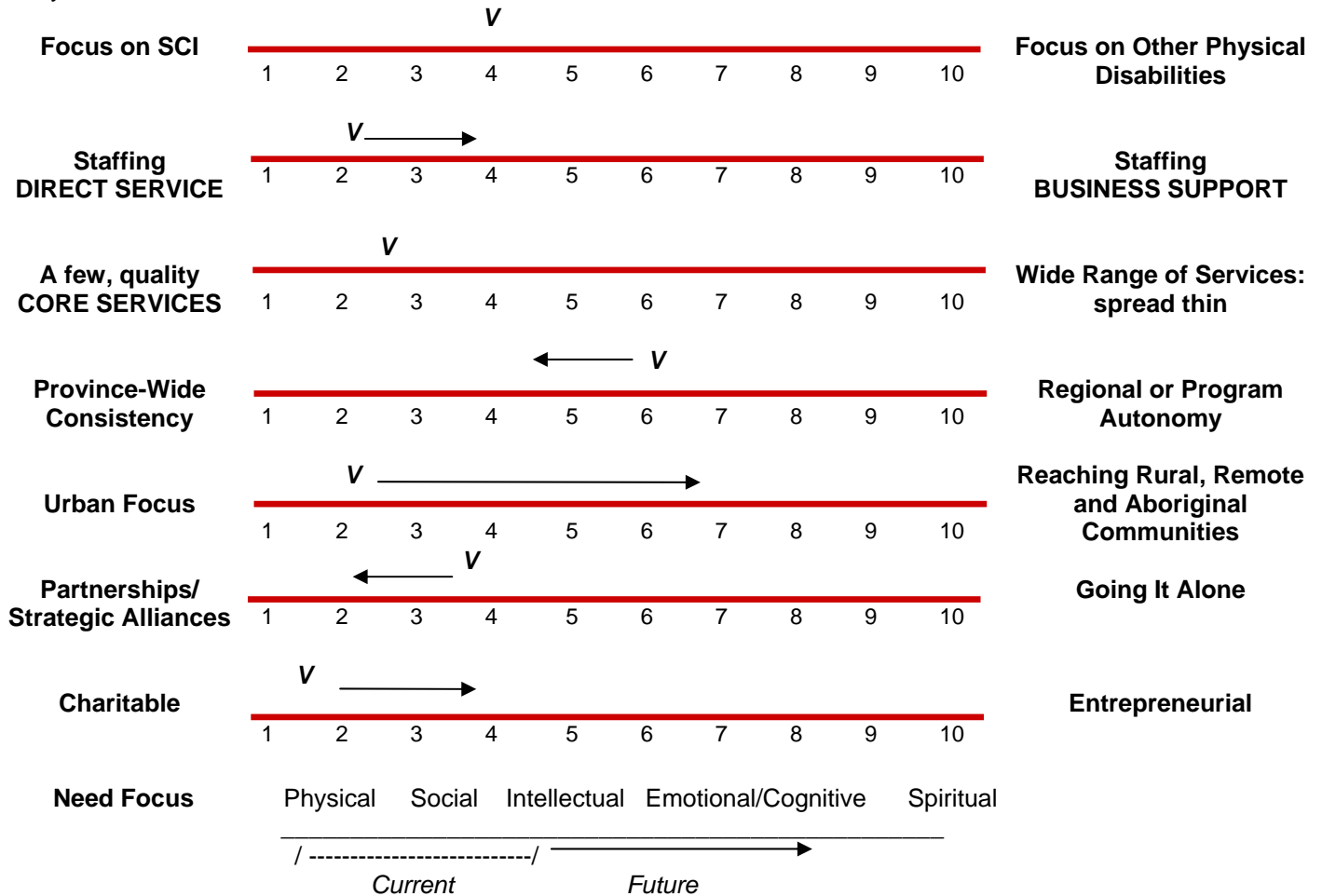
SUPPORT FUNCTION	OUTCOMES DESIRED	ACTIVITY OVERVIEW	STRATEGIC PRIORITIES FOR THIS FUNCTION/TEAM
Volunteer Support and Development	<p>Short Term:</p> <ul style="list-style-type: none"> • Volunteers have increased awareness and knowledge about SCI and related issues • Special events & organizational activities supported by effective volunteers <p>Intermediate/Long Term:</p> <ul style="list-style-type: none"> • Improved volunteer screening practices in place • Volunteers enhance skill sets through participation in CPA (AB) activities • Volunteers enjoy experiences with CPA (AB) • Volunteers feel appropriately recognized & appreciated for contributions to CPA (AB) 	<ul style="list-style-type: none"> ▪ Identify CPA (AB) volunteer needs/roles ▪ Develop and maintain volunteer tracking system ▪ Coordinate efforts throughout CPA (AB) to recruit, train, supervise, utilize, evaluate recognize, and celebrate volunteers 	<ul style="list-style-type: none"> ▪ Identify opportunities for rebuilding consistent, coordinated CPA (AB) volunteer program ▪ Review and update all volunteer support tools (including manual and related processes) ▪ Enhance CPA (AB) capacity to operate consistent province-wide volunteer program in incremental steps of improvement over 5 years. ▪ Explore opportunities to retain Volunteer Coordinator for CPA (AB)
Financial Planning and Asset Management	<ul style="list-style-type: none"> • Annual balanced budget • Funders report satisfaction • Board and management make timely decisions • No external audit findings • Maximized investment returns • Staff paid on time and accurately 	<ul style="list-style-type: none"> ▪ Prepare budget in conjunction with management team based on strategic and business plans ▪ Schedule, prepare and report to funders ▪ Provide monthly financial reports and analysis within 10 working days of month end ▪ Conduct regular cash flow analysis ▪ Prepare bi-monthly payroll, payment and remittance ▪ Prepare and submit annual T4 report 	<ul style="list-style-type: none"> ▪ Implementation of accounting practices to accommodate new funding opportunity and resulting contractual agreements with Rick Hansen Foundation/Alberta Government

SUPPORT FUNCTION	OUTCOMES DESIRED	ACTIVITY OVERVIEW	STRATEGIC PRIORITIES FOR THIS FUNCTION/TEAM
<p>Communications/ Marketing</p>	<ul style="list-style-type: none"> • CPA (AB) brand strengthened through consistent use of visual and messaging standards • Consistent look to all communication materials • Improved website • Improved internal communications • Intranet opportunities used to leverage communication capacity 	<ul style="list-style-type: none"> ▪ Oversight to ensure consistent application of branding, messaging, visual standards, and core service descriptions ▪ Management of the Information Services function ▪ Intranet management 	<ul style="list-style-type: none"> ▪ Consistent application of branding, messaging and visual standards ▪ Update Communications Strategy (both internal and external audiences) – including tangible action plans and resource requirements. ▪ Develop Communications Standards Manual (consistent with above Strategy)
<p>Fund Development</p>	<ul style="list-style-type: none"> • Increase special event revenue • Increase value of current corporate sponsorships • New corporate sponsorship secured • Sponsorship secured to allow for growth of Odyssey Peer Program videos • Successful mail campaigns with increased net revenues, number of donors and average gift • Sustained gaming revenues • Increased Foundation support 	<ul style="list-style-type: none"> ▪ Plan and execute existing special events (golf tournaments, Red Carpet Affair, Diamonds and Denim) ▪ Research and develop new special events in Calgary, Lethbridge, Medicine Hat and Grande Prairie ▪ Conduct corporate appeal pilot to past supporters with Fund Development video ▪ Conduct corporate face to face appeal pilot to potential new supporters ▪ Market and secure sponsorship for Odyssey Peer Program videos ▪ Develop, plan and execute annual mail appeal ▪ Schedule and complete gaming applications 	<ul style="list-style-type: none"> ▪ Build Fund Development Strategy – plan towards mature, relationship and pyramid based program ▪ Find creative ways to access fund development expertise to support Board, staff and volunteer roles ▪ Review event management to optimize both prospecting and stewardship benefits ▪ New events developed to raise revenues and profile ▪ Increase future revenues through Planned Giving

SUPPORT FUNCTION	OUTCOMES DESIRED	ACTIVITY OVERVIEW	STRATEGIC PRIORITIES FOR THIS FUNCTION/TEAM
Fund Development Cont'd.		<ul style="list-style-type: none"> ▪ Research potential foundations for support ▪ Develop proposals to support strategy implementation ▪ Develop and implement a Planned Giving program ▪ Explore and evaluate options for revenue generating business partnerships ▪ Seek project funding to implement a pilot 	<ul style="list-style-type: none"> ▪ Increase understanding of opportunities and challenges related to revenue generating business partnerships
Human Resource Management	<ul style="list-style-type: none"> • Staff have appropriate job descriptions • Staff are satisfied with their pay, benefits and human resource practices • Increase staff retention over five years • CPA (AB) receives enquiries about employment opportunities 	<ul style="list-style-type: none"> ▪ Update all job descriptions in conjunction with managers ▪ Review benefits package for most competitive rates upon renewal ▪ Develop innovative staff retention strategies ▪ Evaluate all job descriptions/position in relation to pay grid placement ▪ Review and revise pay grid as necessary ▪ Review and revise performance management system ▪ Incorporate 360 degree review process into performance management tools 	<ul style="list-style-type: none"> ▪ Job descriptions and pay placement is competitive within the sector ▪ CPA (AB) is recognized as a great employer ▪ Update performance management system to integrate new Strategic and Business Plans ensuring staff/teams deliver intended outcomes

SUPPORT FUNCTION	OUTCOMES DESIRED	ACTIVITY OVERVIEW	STRATEGIC PRIORITIES FOR THIS FUNCTION/TEAM
Performance Management	<ul style="list-style-type: none"> • Program performance evaluation process incorporates Strategic and Business Plan outcomes 	<ul style="list-style-type: none"> ▪ Quarterly HOMES surveys ▪ Annual surveys ▪ Outcomes evaluations 	<ul style="list-style-type: none"> ▪ Develop key outcome indicators for Community Development Team ▪ Evaluate initiatives and interventions based on new indicators
Information Technology and Support	<ul style="list-style-type: none"> • Staff have the required information technology resources to support their roles • Minimized down time • Security of information • Timely system response 	<ul style="list-style-type: none"> ▪ Develop IT capital replacement schedule ▪ Continual review of the most cost effective and current technology ▪ Develop a Disaster Recovery Plan 	<ul style="list-style-type: none"> ▪ Technology requirements are in place to support the associations activities ▪ Disaster recovery plan
Governance Support and Development	<ul style="list-style-type: none"> • CPA (AB) is governed by a committed, knowledgeable and appropriately skilled Board of Directors. 	<ul style="list-style-type: none"> • Submit funding proposal to allow for board development workshop • Review and revise orientation package • Review and strengthen committee structure to enhance opportunities for leadership engagement • Utilize information technology to facilitate Board and committee information exchange and decision-making processes • Increase Board awareness of programs and services so that they are better positioned as ambassadors and advocates • Support and encourage Board members to participate in all CPA (AB) events 	<ul style="list-style-type: none"> • Improve orientation for new board members • Board members have annual opportunity to develop new or enhanced skills • Leadership training is made available to emerging board leaders to serve on executive committee

Some of the most significant policies are often unwritten and invisible. They relate to assumptions about strategic options and alternatives. The following chart reflects debate on some of these critical 'decisions'. The V states the present status while the arrows point to the direction that we intend to move over the next five years.



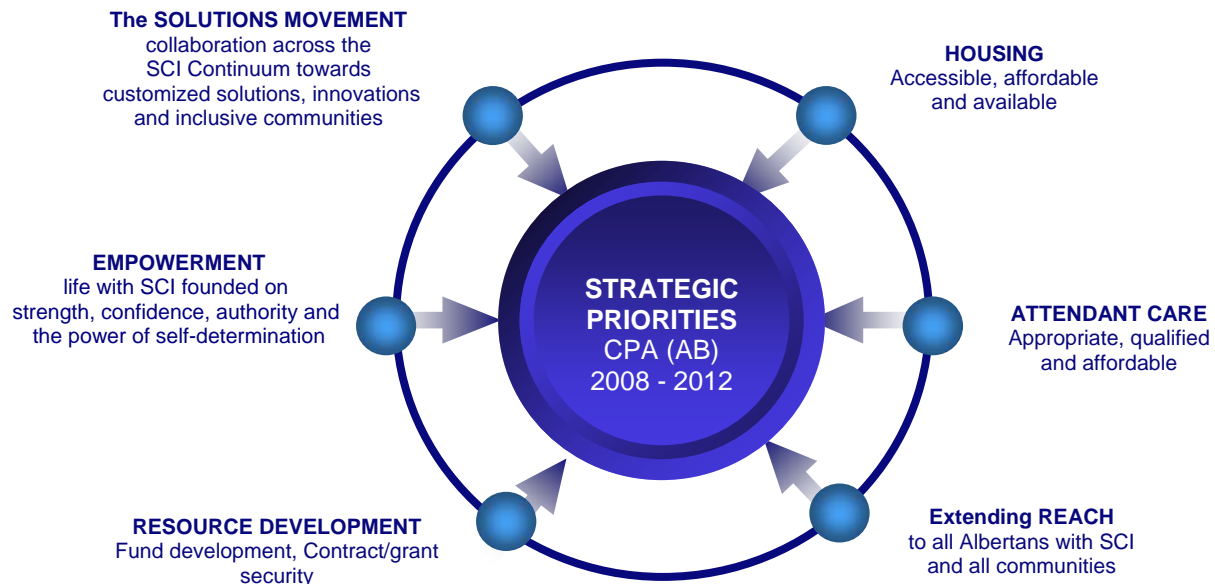
Stages of Life with Spinal Cord Injury

CPA (AB) has also been forced to carefully select the points along, or portion of the SCI Care and Support Continuum where it wants to invest energy and hopes to have the greatest impact. At present, CPA (AB) has an operational focus on the initial three years (after injury). Consultation related to the strategic plan reinforces the need for CPA to thoughtfully develop program responses that address the unique challenges encountered by persons with SCI at transition points along the life cycle.

TRANSITIONS – Times when CPA (AB) is likely most necessary:

- | | |
|--|---|
| <ul style="list-style-type: none"> • Discharge from hospital and/or rehab centre – often to a regional hospital • Return to community – various supports • Return to work, education, skills training • Community participation • Establishing or re-establishing their home base • Building relationships with significant others | <ul style="list-style-type: none"> • Reproduction/fertility • Parenting with a disability • Significant health problems – achievement of optimum health despite associated complications with SCI • Aging with a disability |
|--|---|

The Board assumes responsibility for establishing and/or approving the strategic priorities of CPA (AB). These strategic priorities represent issues, opportunities or challenges that will require significant effort and investment and will require input or collaboration from several internal teams.





CPA (AB) has limited human resources outside the rehabilitation support and service coordination team, therefore the following Task Teams that have been established to help accomplish the goals as outlined in this Five Year Plan:


- Information Services
- Peer Program
- Rehabilitation Improvement Committee
- Volunteer Support and Development
- Communications and Marketing
- Fund Development
- Human Resource Management


Outcomes and intervention strategies for each priority can be found in the tables following:


Strategic Priorities and Intervention Strategies

STRATEGIC PRIORITY	OUTCOMES DESIRED
<p>ACCESSIBLE, AFFORDABLE AND AVAILABLE HOUSING</p> <p>Why it's a priority:</p> 	<ul style="list-style-type: none"> ▪ More accessible and affordable housing options for people with SCI ▪ People with SCI able to live as independently as possible and with dignity in their 'community of choice' ▪ Visitable, universal housing design supporting social interaction in neighbourhoods and communities
<p>POTENTIAL STRATEGIES:</p> <ul style="list-style-type: none"> ▪ Work with partners to develop provincial strategy to address the affordable, accessible housing crisis – addressing urban, rural, and aboriginal reserve challenges ▪ Partner with Alberta Disability Forum Members to monitor percentage of new housing stock that a) meets visitability standards, b) is affordable, and c) is accessible to persons with SCI ▪ Develop and pilot innovative responses to housing crisis – including projects that demonstrate value of integrating housing and attendant care strategies ▪ Create demonstration project combining CPA (AB) offices, offices for related disability groups, community meeting space, accessible/ affordable housing, and attendant care options – possibility of integrated neighborhood services – possibly near a nursing school or teaching hospital to provide in-service learning opportunities ▪ Develop business case and feasibility study for accessible, affordable and visitable housing projects – combination of low rent and market, shared ownership (government, society), grant for down payment/revenue stream covers costs including mortgage ▪ Share Grande Prairie accessible housing model with other communities 	

STRATEGIC PRIORITY	OUTCOMES DESIRED
<p data-bbox="207 300 505 331">ATTENDANT CARE</p> <p data-bbox="250 346 462 378">Why it's a priority:</p> 	<ul style="list-style-type: none"> <li data-bbox="626 327 1438 386">▪ Stabilized, affordable and quality attendant care in all parts of the Province <li data-bbox="626 405 1398 491">▪ Equal playing field – persons with SCI have attendant support needed to participate fully in economic and social life of their communities
<p data-bbox="118 684 423 716">POTENTIAL STRATEGIES:</p> <ul style="list-style-type: none"> <li data-bbox="118 737 1455 835">▪ Work with partners to develop provincial strategy to address attendant care crisis in Alberta, develop a monitoring mechanism (quantity and quality), establish qualification/training standards, and develop relief pool for attendant respite and short term requirements <li data-bbox="118 854 1370 919">▪ Advocate (with partners) for policies that allow family members to be trained and paid as personal care attendants (PCA) through self-managed care <li data-bbox="118 938 1235 970">▪ Investigate CPA (Ontario) attendant service model with view to possible Alberta application <li data-bbox="118 989 1474 1054">• Develop model program that responds to needs of people with SCI (personal care attendant program); possible characteristics of the program: <ul style="list-style-type: none"> <li data-bbox="168 1073 1003 1104">- build capacity in community to provide customized care and services <li data-bbox="168 1123 1393 1155">- specialized training for PCA by CPA (AB) ensures there are enough people to address need/demands <li data-bbox="168 1173 1458 1239">- coordinated and effective service that pools resources in order to improve overall compensation/benefits for the worker; address wages/benefits with other partners <li data-bbox="168 1257 1011 1289">- will assess/review where members live to coordinate the PCA service <li data-bbox="168 1308 943 1339">- flexible responses are key for both the PCA and the SCI person <li data-bbox="168 1358 1360 1390">- a completed business case on the PCA Program will confirm best management/servicing strategies <li data-bbox="168 1409 1230 1440">- increase awareness of this goal for a PCA Program to everyone to look for opportunities <li data-bbox="118 1459 889 1491">• Consider partnerships with other PCA organizations/agencies 	

STRATEGIC PRIORITY	OUTCOMES DESIRED
<p data-bbox="203 300 513 331">EXTENDING REACH</p> <p data-bbox="250 367 462 399">Why it's a priority:</p> 	<ul style="list-style-type: none"> <li data-bbox="625 304 1437 403">▪ 100% of Albertans with SCI and/or their families will be contacted before discharge from in-patient rehabilitation and will be given opportunity of support from CPA (AB) <li data-bbox="625 424 1453 455">▪ CPA services known to and available in all Aboriginal communities <li data-bbox="625 476 1477 539">▪ CPA (AB) will be 'top of mind' for Albertans with SCI throughout their journey – the support to turn to during difficult transitions or crises <li data-bbox="625 560 1412 659">▪ Sufficient capacity in both Rehabilitation Support/Service Coordination and Community Development to meet needs and challenges
<p data-bbox="118 722 423 753">POTENTIAL STRATEGIES:</p> <ul style="list-style-type: none"> <li data-bbox="118 772 1365 871">• Establish formal agreement with all hospitals and rehabilitation centres throughout Province of Alberta; document roles, definitions, procedures for access, rights and responsibilities, distribution of CPA (AB) information materials, and desired outcomes for all involved <li data-bbox="118 892 1159 924">• Continue 'Operations Baseline' (program designed and implemented to reach 100%) <li data-bbox="118 945 1466 1008">• Establish strong communications strategies for increasing awareness, profile, brand, messages - specifically increased awareness of CPA (AB) programs and services and how to get involved and access benefits of CPA <li data-bbox="118 1029 1414 1127">• Work with people with SCI who have had injuries for 5, 10, 20, 30, etc. years to identify issues and support needs – develop CPA (AB) pilot that addresses these issues/needs with particular emphasis on transition periods when support most likely required <li data-bbox="118 1148 1484 1211">• Fully support efforts of SCI Solutions Alliance and SCI Translational Research Network to identify all people with SCI in Alberta (RH SCI Registry, SCI Portal, etc.) <li data-bbox="118 1232 1016 1264">• Position/locate CPA (AB) staff and services in all regions of the Province <li data-bbox="118 1285 1463 1348">• Expand initiatives that extend CPA (AB) services to rural and remote communities, with particular emphasis on Aboriginal Services <li data-bbox="118 1369 1002 1400">• Expand Peer programs to reach all regions and aboriginal communities 	

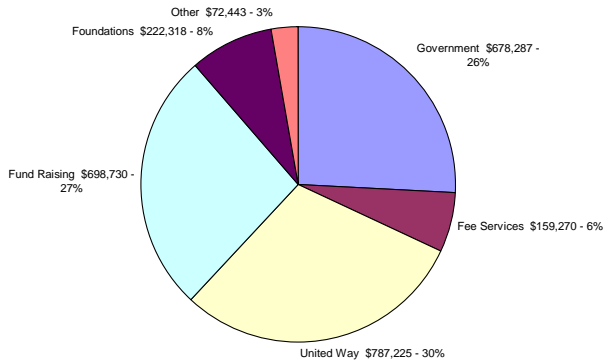
STRATEGIC PRIORITY	OUTCOMES DESIRED
<p style="text-align: center;">PERSONAL EMPOWERMENT</p> <p style="text-align: center;">Why it's a priority:</p> 	<ul style="list-style-type: none"> ▪ People with SCI have the strength and confidence to reach their potential ▪ People with SCI lead fulfilled lives with a strong self-image and sense of identity ▪ Decreased psychological barriers to inclusion and full community participation ▪ People with SCI have the information, authority and power to direct their own care, set their own goals, and select the most appropriate services ▪ All family members, caregivers, practitioners and professionals working in the SCI field or community, understand the importance of self-reliance and self-determination – with care, treatment and support services designed accordingly
<p>POTENTIAL STRATEGIES:</p> <ul style="list-style-type: none"> • Clearly define 'empowerment interventions' and related best practices appropriate to each CPA (AB) service and staff function • Develop training programs to build staff, volunteer and board member capacity to address the cognitive, emotional and spiritual needs of people with SCI • Work with Pacific Institute and other external partners to develop pilot program to be implemented in Alberta for people with SCI • Equip peer mentors with tools to inspire and support personal empowerment • Work with Alberta SCI Solutions Alliance to develop and validate innovations leading to significant breakthroughs in personal empowerment for people with SCI 	

STRATEGIC PRIORITY	OUTCOMES DESIRED
<p style="text-align: center;">THE 'SOLUTIONS MOVEMENT'</p> <p style="text-align: center;">Why it's a priority:</p> 	<ul style="list-style-type: none"> • An SCI Strategy for Alberta fully supported by all stakeholders • Customized solutions to address priority, unmet needs • Innovations identified and validated to improve quality of life for persons with SCI • Best practices identified and adopted along the SCI Continuum of Care and Support • Increased and seamless collaboration along the SCI Continuum to maximize outcomes and benefits to people with SCI • An effective five year pilot that ensures ongoing funding: self-sustaining revenue streams with a strong resource/asset base
<p>POTENTIAL STRATEGIES:</p> <ul style="list-style-type: none"> • Position CPA (AB) both as a strong leader in the Alberta SCI Solutions Alliance and as administrative secretariat • Work to achieve high levels of understanding and buy-in among staff, volunteers and board members (about the 'solutions movement') • Position CPA (AB) counselors, service coordinators, and community development coordinators as 'solutions coordinators' (in function, not necessarily name) • Leadership or participation in one major 'innovation' each year • Consideration of CPA (AB) management and co-branding of related programs (ie. Wheels In Motion, Ambassador) • Full engagement to ensure that Albertans with SCI have full access to opportunities to participate in appropriate clinical trials • CPA (AB) representation on National SCI Solutions Alliance 	

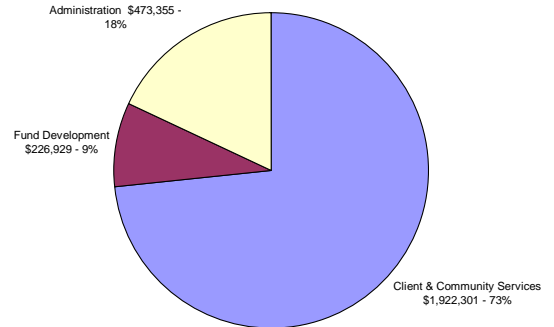
STRATEGIC PRIORITY	OUTCOMES DESIRED
<p style="text-align: center;">RESOURCE DEVELOPMENT</p> <p>Why it's a priority:</p> 	<ul style="list-style-type: none"> • Sustainable, diversified funding base capable of supporting growth needs of the CPA (AB) • CPA (AB) enjoys high brand recognition and high trust and credibility ratings in all stakeholder communities or categories • Leadership engagement in resource development policy, prospecting and cultivation • CPA 'top of mind' and 'Charity of Choice' for any donor, foundation, or corporation with an interest in people with SCI and other physical disabilities
<p>POTENTIAL STRATEGIES:</p> <ul style="list-style-type: none"> • Build Fund Development Strategy – towards a mature and integrated fund development program (relationship, donor pyramid based) • In this context, move aggressively towards major gift and planned giving program growth • Find creative ways to access fund development expertise to support Board, staff and volunteer roles • Review event management to optimize prospecting and stewardship benefits • Strengthen Board engagement and appoint complementary Campaign Cabinet • Strengthen staff engagement in fund development – offer FD 101 learning opportunity for initial awareness building • Provide effective grant management and stewardship to secure all current grant revenue streams • Maximize investment in 'Big Online' – a not for profit data base re potential foundation, corporate and/or government support • Strategy to secure and leverage new funding envelope provided by the 'solutions movement' • Investigate options for CPA (AB) line of business consistent with mission – develop entrepreneurial operations that add value to our services and make a sustainable contribution to 'bottom line' 	

The Board of Directors has an obligation to give guidance to CPA (AB) in matters of long term financial panning, budget development and resourcing. The charts below summarize a planned strategic shift over the five years of this Strategic Plan.

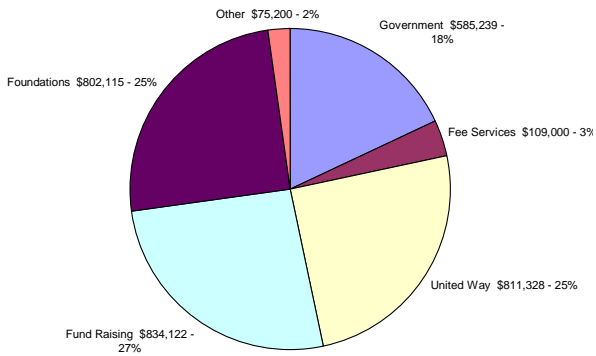
2007/08 Revenue Forecast \$2,618,273



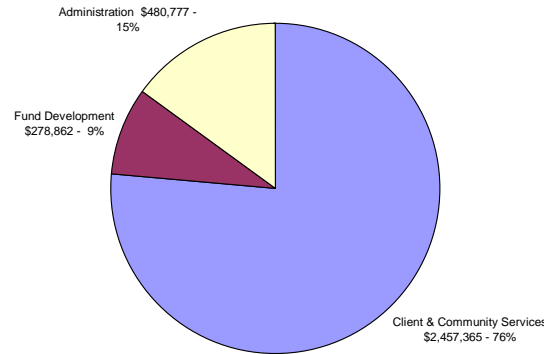
2007/08 Expense Forecast \$2,622,585



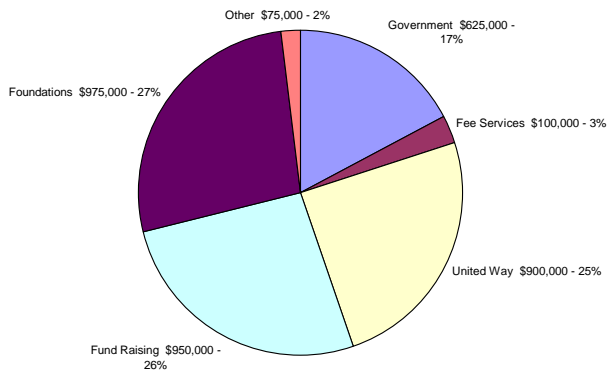
2008/09 Revenue Budget \$3,217,004



2008/09 Expense Budget \$3,217,004



2011/12 Revenue \$3,625,000



2011/12 Expenses \$3,625,000

