
Camphill
Communities
Ontario

*Growing
Community
Together*

2012-2016 Strategic Plan

Prepared with the help of CMCS
Consulting Services

Forward

The Camphill Communities Ontario 2012-16 strategic plan was developed in three stages.

First, the Board of Directors, along with the Executive Director and Administration Office Manager, met on April 19, 2012 to produce a first draft of the plan. Discussion covered both the organization's positioning statements (its vision, mission and values) and strategic directions. The six strategic directions were each accompanied by goals and key steps.

Attending from the Board were Directors Ron Parsons, Janet Scarfe, Barry Marynick, Kevin Jackson, Jansje Holmes, Hugh Forrest, Susan Graham-Clay and Paige Souter. Staff were Larry Palmer and Sandra Mucci.

Then the Board asked a selection of stakeholders to review and comment on its work. This group included companions, co-workers and volunteers. Three Board members attended to listen to the input and to add their perspective. Two of the three offered a family point of view as well. The stakeholders came together on May 1st and engaged in thoughtful discussion that resulted in a number of recommendations for change.

On May 26th the Board convened again, and considered the ideas of the stakeholder group. In the end the Board adopted many of the stakeholders' suggestions, confirming the quality of input provided.

Camphill's 2012-16 strategic plan will be implemented by developing and using a multi-year work plan that documents the directions, goals and key steps on a year by year basis. It will also include indicators of success, timelines and resources needed. The work plan will identify responsibility for action, which will fall either to staff through the Executive Director, or to the Board.

To initiate the implementation process, the Executive Director agreed to create the first draft of the work plan and forward it to the Board for refinement and approval. The Board also decided to include the plan as an agenda item at its meetings, to ensure progress is monitored.



Positioning Statements

Vision

A community where people of diverse abilities enjoy quality of life and personal growth in a rich social and cultural environment.

Mission

Camphill's mission is to enrich society by creating meaningful opportunities to live, learn, and work together.

Values

Camphill Communities Ontario values:

- 1. People of all abilities**
- 2. Embracing the spiritual dimension of human beings and Anthroposophy as an approach to life.**
- 3. Community-supported teamwork**
- 4. Biodynamic agriculture and gardening and the development and care of our land**
- 5. Independence, interdependence and personal responsibility**
- 6. Feeling at home**
- 7. Developing social capabilities and relationships**
- 8. Security and safety of person**
- 9. Collaboration and partnerships with other organizations and individuals in the community**
- 10. Being an evolving, multifaceted organization**
- 11. Accountability for service quality and stewardship of resources**



12. Its membership in the Camphill Movement

Strategic Directions

1. Service Capacity
2. Utilization of Camphill Properties
3. Revenue Generation
4. Connections with Broader Community
5. Service Quality
6. Cultural and Spiritual Life of the Community



1. Service Capacity

Camphill Communities Ontario will enhance its service capacity to the benefit of both current companions and those not yet receiving services.

Related Goals

Goal 1.1: To serve more people, particularly families who are not getting any support, while ensuring that current companions are able to access the programs and activities they want.

Key Steps:

- Increase the capacity of current programs
 - Identify barriers that prevent the programs from serving more people, or being available for a greater number of hours to companions currently using them, and develop plans to address each
 - Explore feasibility of using under-utilized spaces in homes, and in workshops, maintaining our same level of service quality or better
 - Ensure that programs—current & new—are designed to be sustainable through personnel change & not dependent on a specific person
- Identify potential fit between different sources of funding that people bring to Camphill (e.g. individualized funds from government, money from other programs/service providers, private); the kinds of services they are looking for and what Camphill could offer
- Identify what changes could be made to the ways people are currently being supported that better suit their needs and have the potential to free up space and/or money to serve others
- Explore partnerships with other stakeholders to serve families better, such as opportunities to co-ordinate services so that families have enough support to enable parents to work rather than provide care
- Explore possibility of helping families work together, in co-operation with Camphill, to provide services

(Also see Goal 5.2 re self-advocacy)



2. Utilization of Camphill Properties

Camphill Communities Ontario will maintain, and optimize the utilization of, its properties, ensuring that each asset is contributing to the quality of life and programs at Camphill to its fullest potential.

Related Goals

Goal 2.1: Explore ways to enhance our usage of Sophia Creek & Nottawasaga assets

Key Steps:

- Identify unused/under-used physical assets that could be enhanced to increase capacity, develop businesses, enhance existing programs or offer new ones
- Explore potential partnerships with other service providers, community groups, businesses or associations that could contribute to the full utilization of Camphill's properties
- Develop plans to use the assets in those new ways that are deemed most feasible
- Ensure that co-workers and companions are a key part of the identification of, and planning for, those assets to make certain all initiatives moving forward have the buy-in and commitment of the people involved and affected
- Ensure all facilities are fully accessible



3. Revenue Generation

Camphill Communities Ontario will increase revenue through the enhancement of its relationship with Camphill Foundation Canada and through independent fundraising.

Related Goals

Goal 3.1: Enhance our relationship with the Foundation

Key Steps:

- Clarify our understanding of the Foundation's purpose, role and terms of reference
- Propose to the Foundation that we meet with their board as a whole with the purpose of:
 - Increasing our knowledge base as to how the Foundation operates within their terms of reference;
 - Understanding the Foundation's funding priorities, and
 - Apprising the Foundation of Camphill's financial needs
- If necessary, engage third party to help address issues related to the relationship with Foundation

Goal 3.2: Generate funds independently

Key Steps:

- Organize a fundraising event that has the potential to become a "signature" experience and highlights the essence of Camphill
- Optimize fundraising through the utilization of project-based campaigns
 - Examine the budget for discrete lines that could be set up as individual projects and look for funding from our Foundation, other grant organizations, and the broader community
- Develop social enterprise concepts, including implementation plans & budgets
 - Pursue private funding available from companies interested in supporting social enterprises and from other sources devoted to this kind of initiative
 - Maximize the contribution of current revenue generating activities such as works production and fee for service
- Pursue revenue-generating activities, in addition to workshop and farming activities, that could raise funds for Camphill.

Goal 3.3: Plan for the possibility of operating with reduced government funding



Key Steps:

- Develop graduated scenarios related to funding restraint and reduction
- Educate staff, families and broader public about the need to fundraise to sustain current operations

4. Connections with the Broader Community

Camphill Communities Ontario will develop and strengthen external connections with individuals, groups and other service providers within our broader community.

Related Goals

Goal 4.1: Raise Camphill's profile in the broader community

Key Steps:

- Seek connections with groups that share an interest with us (I.E.: a local farmers association)
 - Explore ways to use these connections to expand our capacity to either provide or improve programs and/or generate revenue
- Support the creation of other similar communities
- Engage in more concerted efforts to recruit volunteers
 - Increasing number of volunteers & hours served will allow co-workers to undertake other tasks such as marketing and other product-to-market activities
- Improve the promotion and publicity surrounding new and existing events
 - Develop a marketing and communications strategy
- Strengthen connections with local educational institutions seeking practicum placements



5. Service Quality

Camphill Communities Ontario will enhance the quality of the services it provides through training, accreditation and enrichment of co-worker and companion experience.

Related Goals

Goal 5.1: Complete the preparation process and achieve accreditation

Key Steps:

- Use the standards and processes provide by the Council on Quality and Leadership (CQL) to align Camphill with the best practices they reflect
- Ask CQL to undertake a review of Camphill for the purpose of achieving accredited status

Goal 5.2: Strengthen companion and co-worker experience

Key Steps:

- Ensure both feel valued and understand the importance of their contributions to community
 - Provide relevant training & development
- Engage and recognize co-workers so they feel a high level of community belonging
- Continue and enhance the current feedback/action mechanisms including surveys
- Include self-advocacy as a key step under Service Quality
 - Revitalize the self-advocacy group at Camphill
 - Improve attendance/participation in advocacy activities by pairing them with other events
 - Discuss having a representative from the self-advocacy committee on the quality assurance committee



6. Cultural/spiritual life of the community

Camphill Communities Ontario will continue to enhance the cultural and spiritual life experienced by companions, co-workers, volunteers, board, families and friends.

Related Goals

Goal 6.1: Define our ongoing relationship with CANA

Key Steps:

- Form a board sub-committee charged with the task of identifying what it means *to us* to be an anthroposophical community
 - Determine whether we are indeed a true “Camphill” as defined by CANA (Once they determine what the criteria are) and bring recommendations forward to the board
- Continue to invest in the ongoing dialogue with CANA through our trustees regarding the criteria review
 - Document and review the process for selecting our trustees to CANA

Goal 6.2: Take a leadership role in the evolution of the Camphill movement & sharing our experience with other Camphill communities

Goal 6.3: Enhance the celebration of festivals and spiritual activities

Key Steps:

- Ensure that new co-workers are well-informed about traditional aspects of Camphill and associated festivals and activities
- Establish mechanisms between the cultural and quality assurance committees and the board to share information and feedback and to coordinate actions
- Develop terms of reference for the cultural committee ensuring representation from all groups within Camphill

