



Strategic Plan 2024-2027

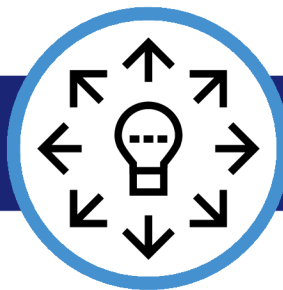


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A Message from Our Executive Director

We have a new Strategic Plan – and we have our Board of Directors, employees, and community to thank for it.

Our Strategic Plan provides direction, priorities, and goals toward a sustainable and innovative future for Community Living Huntsville, so we can best meet the needs of people and families, our team, and our broader community, now and into the future. The plan also positions our organization to adapt with innovation to the Government of Ontario's multi-year plan for Developmental Services reform, called *Journey to Belonging: Choice and Inclusion*.

Developing a Strategic Plan is a board-led process. Our board was supported by People Minded Business, a consultant with expertise in the Developmental Services sector and strategic plan development. To help inform the plan, People Minded Business consulted many people:

- 95 employees, people, and families participated in surveys
- 50 employees, people, families, and board members participated in focus groups, and
- 10 community partners participated in one-on-one interviews

Input also came from our Strategic Plan Advisory Team, an invited group of board members, people and families who access our services, and employees tasked with providing insight that might otherwise be missed.

People Minded Business then worked with board members, senior leadership, and advisory team members to prepare a draft Strategic Plan for our Board of Directors' consideration.

At the same time, we also launched into our Thriving Culture project led by Michael Schiel, a high-performance coach and transformation consultant. This project is an employee-led effort to help us create a workplace environment that ensures every member of our team can thrive. Recommendations from this project will complement our Strategic Plan priorities and goals.

Both our Strategic Plan and Thriving Culture project have relied on a chorus of voices to help us creatively and collaboratively build a firm foundation for our future. I am grateful for everyone's contributions and dedication.

While it is impossible to predict the future, strategically positioning ourselves with innovation, people, and community at the centre will help guide us sustainably and confidently into that future, so that we will remain creative and resilient leaders in providing person-directed supports and services and making a difference for our community.

Suzanne Willett
Executive Director

Strategic Planning Process

In March 2024, Community Living Huntsville's Board of Directors started a strategic planning process to help focus our priorities through 2027. Our board was supported by People Minded Business (PMB), a consulting firm with a lot of experience working with Developmental Services organizations. The steps in the strategic planning process are shown below:



PMB researched the environment in which our organization operates, including local, regional, and provincial trends. Using an inclusive process of consultation, collaboration, and co-creation, we learned first-hand about what matters most to 156 people representing key groups:



What follows is a summary of what we learned and what our priorities and supporting foundation will be going forward.



A Word from People We Support

As a person-centered organization, it makes sense to give people who access our services the first word.

During the strategic planning process, people who access our services were invited to share their thoughts at in-person focus group sessions.

Focus group participants, when asked what they liked about Community Living Huntsville, shared that our employees treat them kindly and they like the support they receive. They appreciated the friendships they have made with others as well as the festivals, movies, and other events they have been able to attend. They talked about how our employees support them to attend appointments. They also talked about the support they receive from our employees to manage their Developmental Services Ontario Passport funds.

Focus group participants expressed that they wanted the Strategic Plan to building on what they liked about our supports and services, further empowering people who access our services in person-directed decision-making and in community inclusion.

Trends and Assets

The Developmental Services sector is facing dramatic change and challenges. Developmental Services organizations, including Community Living Huntsville, will need to adapt. As part of our strategic planning process, the following sector-wide trends and themes were considered:

Trends

- *Journey to Belonging* and a greater shift to direct funding for people and families
- Persistent poverty for people with developmental disabilities
- Lack of affordable housing
- Labour shortages, difficulty recruiting and retaining qualified employees
- Population growth and rising demand for service
- Population changes – aging, greater diversity, increasing complexity of need
- Significant loss of expertise and leadership through retirement
- Low levels of young people entering the sector as employees
- Technological advancements, hybrid services, and digital inclusion
- Ever-growing waitlists

Each organization has a unique ability to act on the future, building on the resources, assets, and strengths it can use to overcome the challenges and benefit from opportunities it faces. Below are some of our assets and strengths that were most often mentioned by participants during our strategic planning process:

Assets

- We treat people as their own person
- Our employees go above and beyond
- We are strong advocates for community and social inclusion
- We are forward-thinking
- We offer a wide range of supports
- We have great fundraising initiatives and events
- We work collaboratively with community partners
- We have capable leadership
- Our organization is in a healthy financial position

Our Vision, Purpose, Values and Commitments

Our Vision

Creating a Community of Belonging Together

Our Purpose

To promote and advance meaningful choice and real inclusion for people with developmental disabilities, so people, families, and our community can thrive.

Our Values and Commitments

We support and advocate alongside people, so they are the empowered decision makers of their own lives at home, at school, at work, and in their communities.

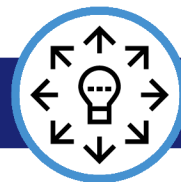
With respect, intention, and creativity, we make these commitments:

- **Person-Directed Principles:** We provide supports and services to each person as directed by them, based on their needs, dreams, goals, and vision of a good life.
- **Empathy:** Our actions are led by care, understanding, and kindness, while being flexible and responsive to changing circumstances.
- **Excellence:** We are driven to be our best and exceed expectations through skill, innovation, and continuous improvement.
- **Integrity:** We are honest, accountable, and strive to do the right thing. We follow through on our commitments and responsibilities.
- **Collaboration:** We work with people, families, and our community to achieve shared goals, benefitting from different points of view, experiences, and ideas for greater innovation and impact.
- **Distinction:** We aim to stand out as forward-thinking champions of disability rights and inclusion through inspired services, leading-edge initiatives, and progressive advocacy.

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Our Strategic Priorities

Priority 1: Growing Our Services to Meet Needs



Intent: People and families often ask us for respite, service navigation, and other services. We aim to expand our offerings to provide people and families with more services they want and need, when they need them.

- 1.1. Better understand the services people value and would purchase, if necessary
- 1.2. Expand our fee-for-service offerings based on the interests of the people we support and their families
- 1.3. Enhance our ability to offer daytime, evening, and weekend respite, and consider other supports that may be of interest to people and families
- 1.4. Increase service navigation supports for families

Priority 2: Strengthening Our Team



Intent: We will make our great team stronger by championing a healthy, safe, and inclusive workplace that spurs innovation and employee development, ensuring our supports are solid and our workplace is fulfilling.

- 2.1. Develop and implement a strategy to address the challenges in finding and retaining employees in all areas of the organization
- 2.2. Support supervisors, including empowering them to find balance, create more effective employee engagement, and develop into mentors and coaches
- 2.3. Continue to develop a well-being strategy to support employees in thriving across all areas of their lives, leading to greater fulfillment, engagement, resilience, and overall performance
- 2.4. Implement a supportive, consistent leadership development strategy that fosters growth, resilience and alignment, ultimately developing consistent core skills, long-term success, and engagement
- 2.5 Champion equity, diversity, and inclusion to promote a broader culture of respect, equality, and belonging that goes beyond disability in our increasingly diverse workplace and community

Priority 3: Adapting Our Operations for a Sustainable Future



Intent: We are adapting our business operations to maximize the resources available for supporting people and families while adapting to unprecedented changes in the Developmental Services sector.

- 3.1. Develop a fully allocated costing of all the services we provide
- 3.2. Ensure our fee-for-service operations are as efficient as possible
- 3.3. Explore opportunities for optimizing back-office efficiencies
- 3.4. Promote our services to our communities

Priority 4: Championing Housing Solutions



Intent: As housing in our community is increasingly challenging, we will prioritize the increase of available, accessible, affordable, and economically sustainable housing for people with developmental disabilities through partnerships and service evolution.

- 4.1. Create and implement a strategy to increase Community Living Huntsville's housing supply
- 4.2. Increase people's choice of living arrangements
- 4.3. Identify ways to develop custom-built housing for the people we support

