

Strategic Plan Dashboard 2023-2025

#	Objective	Key Results	2023	Jan-Mar	Apr-Jn	Jul-Sept	Oct-Dec	2024	Jan-Mar	Apr-Jn	Jul-Sept	Oct-Dec	2025	Comments
Pillar #1		Best in class practices to becoming a workplace of choice for the area's employees.												
Professional Development, Recognition and Career Pathways														
1	Conduct Stay Interviews	ave 3/month annually		5-6 interviews conducted	3-4 interviews scheduled	theming mtg August	24 held in 2023 - themed		Interviews being conducted	Interviews being conducted	Interviews being conducted			Interviews are reviewing on an on-going basis. Senior Management committee will develop action plans for improvement and updating the interview.
2	Employee Communication Tools	have at least one ongoing feedback mechanism open; monitored monthly		town hall remains open	town hall remains open	town hall remains open	Engagement Committee Developed			Engagement Committee creating Survey	Engagement Committee Shared Survey Results and seeking feedback from focus groups			
3	Define F/T & P/T Compensation Models	written model with examples shared									Financial review of MCCSS operational revenue increase.	Completed: Compensation evaluation and distribution to all employees.		Completed: Compensation evaluation completed and wage increases distributed. Further compensation structure to be finalize.
4	Redesign performance evaluation process	goal oriented annual reviews on every employee tied to succession planning - new forms, reviewed annually, land on the process and storage location									People and Culture evaluating current perf. App. And updating the process and content.			within 2025
5	Recognition & Appreciation	every site has frogs - every leader group and team meeting starts with appreciation - thank you notes for every noteworthy event goes to the team with copies to sr. leadership. Annual event held for all staff with long standing employee awards. Send Out Cards to all employees for birthdays and anniversaries. Christmas cards to all staff and people supported, external stakeholders. Board and Ed Excellence awards being developed in 2023.		continues	starting to see pay it forward frogs come back to us - consider developing passport?	FROGS continue. Need to schedule something for fall for staff.	FROGS continue to be used and other appreciation actions to be developed					First Annual Staff Open House - Department education with staff actively involved.		measured separately - cards, awards, staff appreciation dinner as one. Frogs, appreciation moments, and thank you's as another.

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6	Build succession plan	state the risks - immediate, develop a plan - within year one, develop a pool and training mechanism - within year 1-2 and ongoing and tied to performance assessments									In progress for year end.			Sr. Leadership will put time and effort to this in spring/summer 2024 - considering to make this a facilitated effort.
EDI Best Practices														
1	Co-design and define respectful workplace policy	solicit input from people supported, families, staff and design policy - within 6 months								EDI questions included in employee survey		Team Leads attending a Planning Day on Conscientious Care		consider a survey - include individuals and do this at a team meeting -
2	Embed EDI policies into what we do	Ensure we have one key person in place who spans both the EDI and Policy committees												Has been focused on education and awareness -- will move to policies as we build policies
3	Train people we support on EDI principles	embed EDI into any training opportunities with people supported, for example, rights and abuse training. Don't miss an opportunity, if someone needs it, provide it.								Training for staff and people supported - Fostering Call-in Culture June Prid eMonth activities and contest to create Resource file from staff input				New Rights training video developed - to include discussion on EDI principles
4	partner with external groups to teach us more, faster	quartely - introduce a training session		Cultural Competency	LGBTQ	training attended - bystander			EDI Chair joined CLO COP					Unconscious bias training being arranged for fall 2023
5	review all of our documentation with EDI in mind	include land acknowledgement to start each meeting - embed into agendas. Review website. Through plain language review, have EDI Committee apply their lens to all new forms, policies, processes.									going to update land acknowledgement to include the All Voices Untied Self Advocates and an EDI lens.			Has been focused on education and awareness -- will move to policies as we build policies
Recruiting and Onboarding														
1	enhance the recruitment pipeline	implement software that expands our posting net and smooths out our processed		Talent Pool Builder	celebrated single digits	remains strong	vast reduction - 3rd party				Third Way consulting firm hired to evaluate hiring and retention process. People and Culture Dept. evaluating and developing process.			
2	develop a new onboarding program - make it fun!	Put committee together to develop new and fun onboarding program before April 1, 2024.					P&C developed onboarding and offboarding checklist				Third Way consulting firm hired to evaluate hiring and retention process.			Use our 30 days more productively and in a creative way. Pre-materials provided and required. Standardize our orientations. HR Associate will build when this position starts in August

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3	mentorship programs	Formalize a buddy system with a reporting process - tie in with 3-6-9 checkins. Assign buddy - Sharevision form - evaluation forms to measure success of mentorship program			draft sent to Senior Leadership									within 2025
4	3-6-9 new hire check-ins	Every new hire gets a 3-6-9 month check in reported. Supervisor to meet with new hires at 3-6-9 month intervals - check lists and paperwork completed, systems comfort, job description, general sense of how the person feels about the job and provide notes in sharevision, acts on things that appear as gaps												Has been completed for some staff - will be formalized when HR Associate position starts in September
5	continuously improve by asking staff how its going	New Hire lists to be shared bi-weekly with Sr. Manager - to check in regularly with staff teams getting a feel for how things are going												New HR Associate will build Global - site by site feedback to ensure all staff feel our onboarding is appropriate and inclusive

Strengthen Leadership

1	set up 360 degree leadership development reviews	Senior Management provided with training on 360 reviews. Complete reviews. Put 5-year process into place			currently underway						Currently seeking a new vendor - due within 4 years.	2nd set of 360s to launch		2nd Full 360 to be planned for 2028. A few leaders will test a new tool to replace the previous one, anticipated further action in the year 2025.
2	revamp our policy library for clarity with correlating procedures for each area	Revamp the policy library, training received through charity Village in February and Surge Policy Pro In April. Identify maintenance and review procedures to keep current.			currently underway					New Policy library to launch in Policy Pro	Actively reviewing policies			
3	engage ongoing leadership training	Management provided ongoing leadership training								MCE	MCE training and development completed. 8 leaders participated.	Retreat to be planned. Crucial conversation training to be completed by year's end.		2024 April, start 6 month leadership training program for all Managers. Board of Directors planning day during the summer to discuss new strategic plan.

On Target	
Slow to Start - requires commnet	
Concern - requires review	
Future Commitment	

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Pillar #2		Partnerships for Housing and Transit												
Initiate, promote and participate in Community discussions about affordable housing and transit														
1	connect with NRH	Check with them to see if there are any upcoming projects for affordable housing. Perhaps for SIL program.						➔						arranging for summer or fall
2	connect with Habitat	get on a committee for immersion into housing efforts			reached out			●						met with CEO - will collaborate
3	connect with CMHC -	invite these people to an open house or provide tours of our sites so they see the need. Develop a relationship with Habitat for Humanity.						➔					Defered to 2025	arranging for summer or fall
4	Connect with Chambers	We are already members with the three Chambers of Commerce and attend meetings periodically to do presentations.	●	ED attended event	ED attended event			●						ED attending and bringing Sr. Leaders to select events
5	meet with government officials	We are already members OASIS groups. E.D. sits on the Board of C.L. Ontario all of who advocate for Developmental Service agencies in the province and at the Provincial level. Perhaps need to connect with our MPP s and officials in our area	●	ED Met with local MPP - met several local MPs	ED & HR Director attended OASIS Conference	August - scheduled meetings with local councilors and MPP S. Oosterhoff		●	ED and Board Chair meeting with MPP		Building on connections through the summer.			OASIS messaging plus our own. Housing, Transportation, Collaborations with Healthcare, and staffing
Share our housing and transportation hopes and needs with regional partners and government to find solutions														
1	Build partnerships with NRT	Connect with them to share information with our constituents						➔				Participating in Munciple survey.	Defered to 2025	arranging next meeting for fall. Participating in grant application currently offered by Federal
2	Host Community Partner Open House	Host Open House	➔					➔			Participation in a working group.			within 2024

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3	Look for more opportunities to expand our SIL programs with affordable housing													within 2024
4	work toward giving people we support choices in housing where possible													find options first - then explore
Work with local developers to share knowledge, gain insight & support them to create new options														
1	NRH relationships to increase awareness of need and design solutions													arranging for fall
2	rework internal housing strategy with the goal of reducing the number of supported people per home to four - eventually								purchased new house					will follow through next strat plan and into 2030
3	connect with local development and homebuilder's associations													within 2024
Explore other housing models with peers													new section added due to some activities being scheduled	
1	visit other agencies to explore their housing solutions				visit to Flesherston in June	tours of home for sale for ISR				plan more visits				SIL Manager, SGL Sr. Manager, Director of Services and ED attending some locations

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Pillar #3			Re-imagine and co-design community inclusion and choice in service delivery											
Re-imagine and redesign ISP, policies and processes														
1	strike a balance between existing day support programs and individual outings	offering many different options for people to choose from. Evaluating and offering choices based on evaluation and need.			CPS Manager presented future plans to Sr. Leadership				recruited new Adult case manager					
2	co-design opportunities that take place in the community	look for community activities that people can participate in with support as required			CPS Manager developing survey									continues to be a work in progress
3	reinforce positive language	when reviewing policies ensure that we are not using any negative language and using plain language		reinforced in all interactions	reinforced in all interactions									not daycare
	reduce respite group six to 3 or fewer people	smaller and fewer group activities											Exploring an adult respite program to pilot	being built within 2024
	identify a variety of activities and locations	search out community location to offer activities for all												Great repository being continuously developed
	offer and deliver more choice of activities to people supported in SGL services	people in SGL supported to plan and take part in activities of their own choice		Community Navigator	piloting programs	recruitment plans for 2nd navigator, declaring 10 vacancies at a time			info session held for SGL Team Leads					
4	explore development and execution of ISPs	ISP's developed with planning activities in mind												will explore post restructure
5	build our community navigator position	Develop robust and busy position to serve all people we support			piloting programs	2nd recruit			Adult Case Manager work toward this		Initiating a CPS SGL Community Navigator position and purchased a van.			happening as programs are piloted
6	form committees with supported individuals and family members to discuss challenge of vs importance of, CHOICE	Family Advocacy/Advisory Committee Formed and mandate developed												within 2024

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Explore how providing purchased services can bring better life to people supported and community														
1	inform all staff and board members about our J2B initiatives and activities implemented	Share updates as received, seek updates annually, if none			information sent to all leaders early May		ED joined committees		board info shared	lunch and learn being developed	J2B Leaders conversations held this summer. J2B committee was formed with Board.	J2B meeting planned for December 2024		all leaders encouraged to share information as received
2	discuss purchased services approaches with other DS sector agencies	Once discussed, bring informaiton back to leadership group for potential implementation.							Board sub committee proposed					Board to explore sub committee
3	analyze the current usage of passport of people supported	Budget for passports have been shared with all supervisors and homeshare family support. Now quarterly review to ensure that budgest are up to date.			new processes being set in place	# of FS individuals being moved to Finance for passport management	moved FS to finance successful			to explore how might we expand		ACM and CPS Manager teaching homes how to develop a passport program		Finance and Family Supports working together on this
4	create equal opportunities of choice for supported individuals who receive lesser passport funding	System to be developed in April 2023 to help to support this endovor with support of Raya / Anu and Supervisor team.												within 2024
5	build a robust passport program to increase life in the community and assign an internal passport champion	Create an internal calendar of activities that outline oppotunities within the community which can be supported by passport staff across all homes			new processes being set in place									within 2024
Build Community Partnerships													this section is new - some inititaives were moved from other pillars that more appropriately belong in community partnerships	
1	Connect with super school ?	Meet Mike Morris attending an event at the school - build a student program			met principal	DISRUPT event held in July			applied to grant					CPS Manager and ED working on this together
2	Involve medical providers	make connections through MCCSS with hospitals to support			MCCSS met with medical providers - submitted our feedback and suggestions							ED and two managers attended a Health Care symposium. Information shared with families and managers.		For this initiative it will be more along the lines of working with, rather than taking the lead

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Pillar #4		Explore new opportunities that will provide both sustainability and growth												
Research new services														
1	Explore regional and local need and training needed	Do a review of the last year of RMG names and needs.	●	meetings regarding host family services	discussed ISR with MCCSS	building behaviour training into MSYLP for capacity building		●	MYSLP applications beginning to build capacity					
2	Contact MCCSS about funding and interest in CLGLWL developing these programs	Discuss with MCCSS what they are looking to fund.	➔			ISR being developed		●	purchase of home to build program					within 2023-24. Built capacity at manager level through MYSLP.
3	Define CLGLWL staff and operational requirements	make comparators of cost, staff training needs, facilities - weigh up options	➔					➔						within 2024
Actively promote us in our community														
1	develop a clear communications strategy and a plan with targets	Annual calendar created of events, media ops, social media posts - execute	●		social media committee met	social media visible		●			Board of Directors and executive management retreat to discuss New Strategic Plan.			Social Media calendar developed and running well
2	create and share the CLGLWL story	assign one staff member to interview people supported once monthly, create story, share in insider and					➔	●	Champion resigned	Recruit new Champion				Community Outreach Champion was hired and left in 6 months - hiccup - recruiting again
3	assign responsibilities for external communications	assign one staff member to develop a newsletter with assigned columns by Fall 2023						➔						New community outreach fundraiser will develop
4	develop a youth strategy	explore with new school (Matt Morris) and Amy's team - find one champion, support the students	●		collaborating with CLO	DISRUPT! July 2023		▲	applied for grant					need leadership here

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5	enhance self advocacy strategy	Develop a plan with Amy by Summer 2023			new member! - heard plan from CPS Manager	new member! Member possibly nominated for CLO Council			Community Navigation ready to expand					
6	develop a family strategy	create a call for parents invitation, bring them together to brainstorm topics, create monthly event by fall 2023							applied for grant					need leadership here

Research and develop new funding opportunity and build fundraising capacity

1	revive existing and develop a new funder base by creating and executing fundraising strategy	Hire a person by summer 2023. create goals for individual to work by			recruiting	Recruited - starts Aug 17, 2023			champion resigned	new champion recruiting				brief hiccup - but had been moving along well
2	foster relationships and partnerships with regional colleges and universities					Recruited - starts Sep 5, 2023			job fairs being attended again					HR team is developing a new structure and will focus here when HR Associate position starts in September
3	source opportunities to increase grant writing, fundraising, events and major gifts	person hired by summer 2023 can get us started on this as well				Recruited - starts Aug 17, 2023			applications to three grants		Proposals for Fund Raising Consultants Major Capital and 60th Anniversary	Reviewing Fund Raising Consultant Proposal and Contract		Have applied to several grants and been accepted to a few
4	create a private donorship program	person hired by summer 2023 can get us started on this as well												later in 2024

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