



Community Living
South Muskoka



COMMUNITY LIVING SOUTH MUSKOKA STRATEGIC PLAN 2024-2027

PREPARED BY: PEOPLE MINDED BUSINESS

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A MESSAGE FROM OUR CHIEF EXECUTIVE OFFICER

I am thrilled to introduce you to Community Living South Muskoka's new strategic plan. We have developed this plan with input from the people we support, families, staff and community partners to guide our agency over the next three years. We believe this plan has all the key elements to not only maintain our high-quality services, but to strengthen CLSM during this time of reform in developmental services.

Our strategic priorities have been created to address current challenges while building capacity to expand and grow in the future. The plan will create opportunities for us to achieve our mission and align our work with our vision. We are committed to operationalizing these priorities to create initiatives that will support and value our employees, build partnerships for our future and ensure our financial sustainability.

As with any organization, we will only be successful if we all work together. We are relying on every member of our community living family to help us embrace and execute this plan. Together, we have proven we can be successful in any endeavor, and we believe there is a bright future for CLSM as we move through our journey to more inclusive, person directed services.

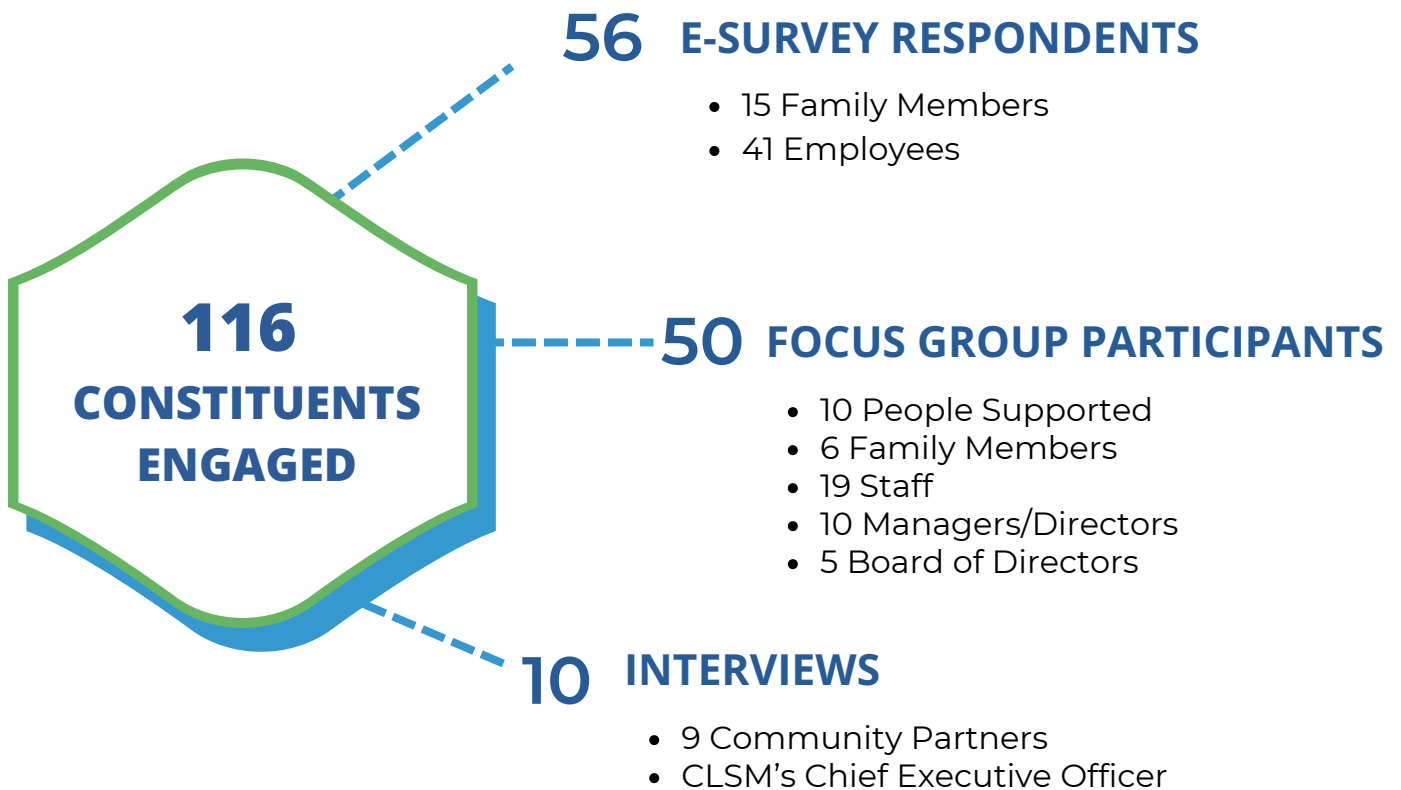
Thank you to all who contributed to this plan, and to every member of our team for your hard work and ongoing commitment to the agency.

Sincerely,

Krista Haiduk-Collier

THE STRATEGIC PLANNING PROCESS

Community Living South Muskoka (CLSM) began our strategic planning process as an agency in the spring of 2023 and in April 2024 engaged People Minded Business (PMB), a consulting firm with extensive experience working in Developmental Services, to help prioritize our focus into 2027. PMB researched the environment in which CLSM operates including local, regional, and provincial trends. Using an inclusive process of consultation, collaboration, and co-creation, CLSM learned first-hand about what matters most to **116** people representing all the key constituent groups.





A WORD FROM PEOPLE SUPPORTED

CLSM's Mission is "Building independence, fostering inclusion, and empowering people living with a developmental disability across their lifespan." Therefore, it is appropriate to give people supported the first word. Two in-person focus groups were held with a total of ten people supported by CLSM, to hear their opinions.

When asked what they liked about CLSM, focus group participants shared how staff help them with transportation, with their problems, and to go to appointments. They shared how most staff treat them well, give them someone to talk to when they need it, but will respect it if they say they want to be alone. Further, they can attend different events, such as concerts, make better use of their passport funding, and work or volunteer in the community. Lastly, they talked about how much they appreciate their friends that they have made through CLSM.

TRENDS AND ASSETS

The developmental services sector is facing unprecedented levels of change and challenges. Organizations such as CLSM will need to continue to adapt as they respond to these changes. As part of the strategic planning process, the following trends and themes were considered:

- Journey to Belonging and anticipated expansion of direct funding
- Persistent poverty for individuals with developmental disabilities
- Lack of affordable housing
- Human resource issues, difficulty recruiting and retaining qualified employees
- Population growth leading to the increasing amount of service needs
- Changing face of people supported: aging, greater diversity, increased complexity of needs
- Retirement of Baby Boomers
- 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, built on the resources, assets, and strengths it can deploy against the challenges and opportunities it is facing. Below are frequently mentioned assets that surfaced via constituent input.

- Amazing supports for people, person-centred, serve diverse needs.
- Competent staff dedicated to providing meaningful supports to individuals and families.
- Employees described the work as rewarding and having an impact.
- Focus on participation and integration into the community.
- Competitive wages and benefits.
- Lots of opportunities for staff to develop and learn.
- Collaborates really well with others in the community.
- Serve as advocates for individuals and the organization.
- Lots of events (internal and external).
- Fundraising (getting better).

CLSM'S VISION, MISSION, AND VALUES

VISION

An inclusive community where all are Valued, Respected, and Thrive.

MISSION

Building independence, fostering inclusion, and empowering people living with a developmental disability across their lifespan.

VALUES

Excellence: Excel in leadership, accountability, and social inclusiveness to ensure continued quality service.

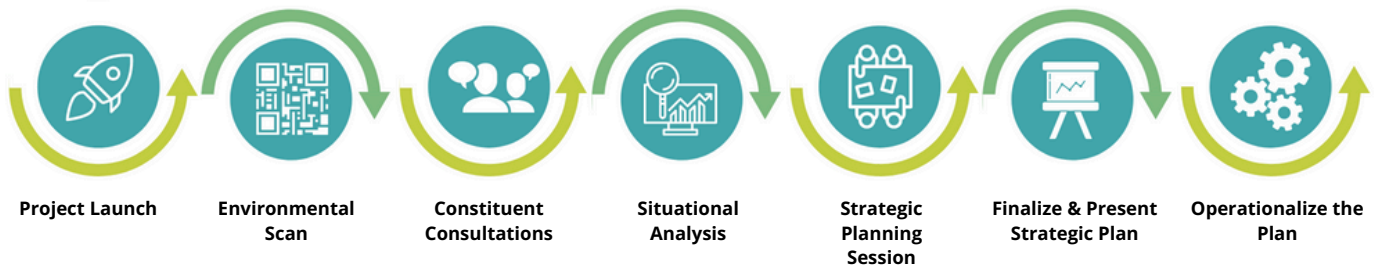
Trust: Garner trust in all our relationships based upon honesty and integrity.

Respect: Value people for their uniqueness and contributions, while appreciating differences and celebrating their successes.



CLSM'S STRATEGIC PRIORITIES

As an agency, Community Living South Muskoka (CLSM) began our strategic planning process, and starting in April 2024 has been supported through the process by People Minded Business (PMB). The stages of PMB's planning process are as follows:



On July 31, CLSM's Board of Directors and Leadership Team participated in a series of activities to identify priorities to guide the organization for the next three years. Presented below are draft Strategic Priorities, corresponding intent statements, and objectives based on that session. These are presented for CLSM's Senior Leadership to review and revise. Those revisions will be used to prepare a draft Strategic Plan Report and One-Pager for the Board of Directors, for their revision and ultimate approval.



CLSM'S STRATEGIC PRIORITIES

Overarching Intent: Community Living South Muskoka is proud of its history of delivering outstanding services to people of all ages impacted by an intellectual or developmental disability and their families. To ensure the future of exceptional services, for the next three years, we will focus on developing our employees, our partnerships, and ensuring our financial sustainability.

Priority 1: Supporting and Developing Valued and Skilled Employees.

Our employees are essential to our services, so we will focus on retaining, developing, and equipping them with the information, tools, and resources needed to deliver outstanding support to the people and families we serve.

- 1.1. Increase staff retention.
- 1.2. Build trust and enhance morale through improved communication with employees.
- 1.3. Enhance our employee orientation and training.
- 1.4. Create greater collaboration across programs.

Priority 2: Building Partnerships for Our Future.

As the Developmental Services sector and the needs of the people we support become more complex, we will focus on building strong relationships and partnerships to meet these needs and to ensure we function effectively.

- 2.1. Collaborate with other sectors to better meet people's needs.
- 2.2. Develop sustainable operations including Shared Services Models with potential partners.
- 2.3. Build relationships to expand affordable and accessible housing in our communities.
- 2.4. Improve working relationships with key stakeholders.
- 2.5. Increase our connection with educational institutions to support recruitment.

CLSM'S STRATEGIC PRIORITIES

Priority 3: Ensuring Our Financial Sustainability.

As a Developmental Services agency in Ontario, we are facing unprecedented financial pressures amidst preparing for significant reform from MCCSS's Journey to Belonging. To meet these challenges, we will optimize our financial resources and look to diversify our revenue.

- 3.1. Conduct a full evaluation of the unit costs of providing each of our services.
- 3.2. Implement a plan for Morrison Meadows to become financially self-sufficient.
- 3.3. Expand our fee-for-service programming.
- 3.4. Develop our capacity to receive donations, grants and other revenue opportunities.
- 3.5. Build our sales and marketing capacity.

