



























Strategic Plan Dashboard 2023-2025

#	Objective	Key Results	2023	Jan-Mar	Apr-Jn	Jul-Sept	Oct-Dec	2024	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				
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				
3	Define F/T & P/T Compensation Models	written model with examples shared								Director of Finance will prepare
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								New HR Associate position to create - Michelle hired to start September 5, 2023
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.				measured separately - cards, awards, staff appreciation dinner as one. Frogs, appreciation moments, and thank you's as another.
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								Sr. Leadership will put time and effort to this in the fall









EDI Best Practices										
1	Co-design and define respectful workplace policy	solicit input from people supported, families, staff and design policy - within 6 months								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.								Discussion with QRS Supervisor to embed into rights training
4	partner with external groups to teach us more, faster	quartely - introduce a training session		Cultural Competency	LGBTQ					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.								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				
2	develop a new onboarding program - make it fun!	Put committee together to develop new and fun onboarding program before April 1, 2024.								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
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					HR Associate will build when this position starts in September
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						
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						purchased new system - anticipate this to be completed late in 2023-24
3	engage ongoing leadership training	Management provided ongoing leadership training									2024 January, start 6 month leadership training program for all Managers












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








Strategic Plan Dashboard 2023-2025




#	Objective	Key Results	2023	Jan-Mar	Apr-Jn	Jul-Sept	Oct-Dec	2024	2025	Comments
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					reached out to join Habitat for Humanity committee - Dawn Cvasin and Amanda Leprise
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.								arranging for summer or fall
4	Connect with Chambers	Chambers of Commerce and attend meetings periodically to do presentations.		ED attended event	ED attended event					
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				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								arranging next meeting for fall
2	Host Community Partner Open House	Host Open House								by 2024

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									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				SIL Manager, SGL Sr. Manager, Director of Services and ED attending some locations

On Target	●
Slow to Start - requires commnet	▲
Concern - requires review	■
Future Commitment	➡










#	Objective	Key Results	2023	Jan-Mar	Apr-Jun	Jul-Sept	Oct-Dec	2024	2025	Comments
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					
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					
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								being built within 2023
	identify a variety of activities and locations	search out community location to offer activities for all								being built within 2023
	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	plans for 2nd navigator, declaring 10 vacancies at a time				
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				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
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					all leaders encouraged to share information as received
2	discuss purchased services approaches with other DS sector agencies	Once discussed, bring information back to leadership group for potential implementation.								CPS Manager to explore
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 budget are up to date.			new processes being set in place	# of FS individuals being moved to Finance for passport management				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 endeavor 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 opportunities 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 initiatives 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				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					





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Future Commitment	
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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				
2	Contact MCCSS about funding and interest in CLGLWL developing these programs	Discuss with MCCSS what they are looking to fund.				ISR being developed				within 2023-24
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			media committee met	social media visible				
2	create and share the CLGLWL story	assign one staff member to interview people supported once monthly, create story, share in insider and								New community outreach fundraiser will develop over fall
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 over fall
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				

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				
6	develop a family strategy	create a call for parents invitation, bring them together to brainstorm topics, create monthly event by fall 2023								plans for 2024
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				fundraiser to start in August
2	foster relationships and partnerships with regional colleges and universities					Recruited - starts Sep 5, 2023				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				fundraiser to start in August
4	create a private donorship program	person hired by summer 2023 can get us started on this as well								later in 2024

On Target	
Slow to Start - requires comment	
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Communications

2023 Opportunities

January	February	March	April	May	June	July	August	September	October	November	December
Delivered Strat Plan to all staff Jan 13	Reviewed draft dashboard with Board and Senior Leadership Team	Updated dashboard and presented to Board March 20		Updated dashboard and presented to Team Leaders May 10 Updated dashboard and presented to Board May 23 Updated PDF shared with all staff on public drive			Updated dashboard and shared with all leaders	Shared at AGM	Share with Team Leads at Team Lead day Oct. 17		
Developed draft dashboard							Updated PDF shared with all staff on public drive				

Celebrations
2023 Opportunities

January	February	March	April	May	June	July	August	September	October	November	December
			Single Digits open rotations - pizza and smile cookies								