



Community Living Fort Frances and District Strategic Plan 2024-2027

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A MESSAGE FROM OUR BOARD CHAIR AND CEO

Dear Community Living Fort Frances and District Family,

We write to you today with immense gratitude and excitement as we embark on a transformative journey together. The launch of our new Strategic Plan marks a significant milestone for our organization, and we are thrilled to share this moment with each and every one of you.

Your valuable insights, thoughtful contributions, and unwavering dedication have been instrumental in shaping this plan. It is through our collective efforts and commitment to excellence that we have crafted a vision that reflects our shared values and aspirations.

This Strategic Plan is more than a roadmap; it is a testament to our shared ambition to innovate, grow sustainably, and foster a culture of inclusivity and collaboration. It sets forth clear goals and initiatives that will guide us toward achieving our vision for the future.

As we move forward, your continued input and feedback will be crucial. We encourage you to actively engage with the plan, contribute your ideas, and help us navigate the path ahead. Together, we will leverage our strengths and capabilities to realize our full potential.

We are immensely proud of what we have accomplished together, and we are confident that this Strategic Plan will position us for continued success and impact. Thank you for your ongoing commitment to Community Living Fort Frances and District and for being an integral part of this exciting journey.

With sincere appreciation,

Julie Crichton,
Board Chair

Ted Scholten,
Chief Executive Officer

CLFFD'S MISSION, VISION, AND CORE VALUES

Mission

Empowering those we support to live self-directed, independent lives while advocating for a truly inclusive community.

Vision

Our vision is to provide quality services. We support individuals in achieving their best lives, and live in a community that is free of barriers to inclusion.

- Provide high - quality services as the preferred developmental services agency in the Fort Frances and Rainy River District.
- Empower individuals to live self-directed meaningful lives while supporting their unique identity and autonomy.
- Create and strengthen connections with individual support systems and community organizations, recognizing the importance of a comprehensive approach to supports and services.
- Promote a progressive and impactful work culture while encouraging personal and professional development.

Core Values

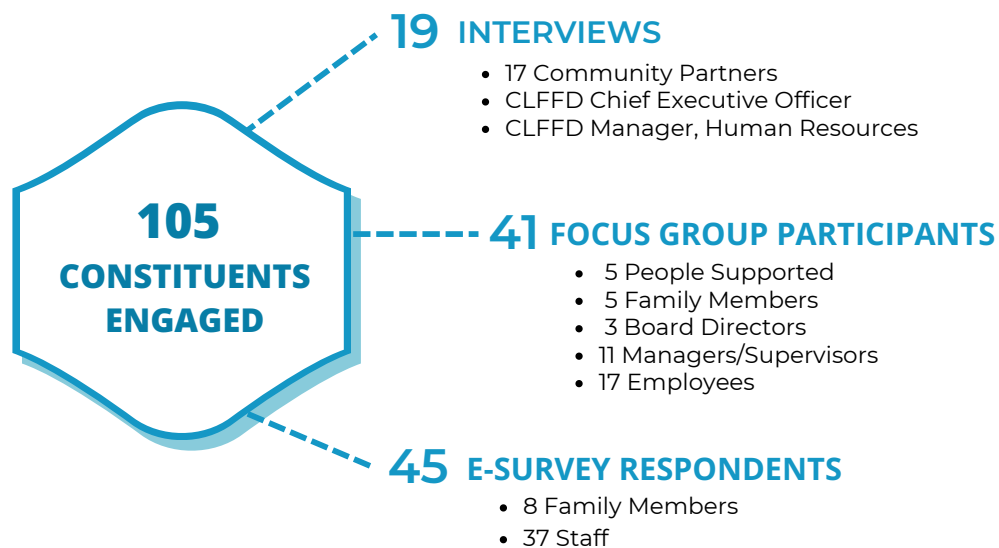
- Independence
- Individuality
- Autonomy
- Relationships
- Inclusivity
- Innovation

THE STRATEGIC PLANNING PROCESS

Beginning in November of 2023, Community Living Fort Frances and District (CLFFD), supported by People Minded Business (PMB) a consulting firm with extensive experience working in Developmental Services, undertook a strategic planning process, illustrated below, to help prioritize our focus into 2027.



PMB researched the environment in which CLFFD operates including local, regional, and provincial trends. Using an inclusive process of consultation, collaboration, and co-creation, CLFFD learned first-hand about what matters most to **105** people representing all the key constituent 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 SUPPORTED

CLFFD's Mission is "Empowering those we support to live self-directed, independent lives while advocating for a truly inclusive community," so it's appropriate to give them the first word. An in-person focus group was conducted to hear opinions on the supports they receive from CLFFD.

When talking about what CLFFD means to them, people shared how they liked the support they received and how they were treated. They said that the staff seem like their jobs are more than just a paycheck and that staff are compassionate, caring, and knowledgeable. People supported appreciated being supported to take trips, employment support, and the newly re-opened drop-in centre.

TRENDS AND ASSETS

The developmental services sector is facing unprecedented levels of change and challenges. Organizations such as CLFFD 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:

Trends

- Journey to Belonging and anticipated expansion of direct funding
- Persistent poverty for individuals with developmental disabilities
- Lack of affordable housing
- Human resource crisis, difficulty recruiting and retaining qualified employees
- Population growth leading to the increasing amount of service needs
- Changing face of clients: aging, greater diversity, increased complexity of needs
- 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, 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.

Assets

- People Supported
- High Quality Supports and Services
- Great Coworkers/Supportive Teams
- Management has made Positive Change
- Pay and Benefits
- Positive Work Environment
- Good Impressions/SEP
- Re-Opened Drop-In Centre
- Relationship Between Management and the Union

CLFFD'S STRATEGIC PRIORITIES

On May 16, members of CLFFD'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.

Priority 1: Innovate Our Models of Support.

Intent: Community Living Fort Frances and District and the Developmental Services Sector in Ontario are facing unprecedented change and challenges. We are committed to evolving and innovating meaningful services for people with developmental disabilities today and into the future.

- 1.1. Design a viable housing strategy with local community partners to increase the number of accessible and affordable housing opportunities for those we support.
- 1.2. Develop and implement an Equity, Diversity, Inclusion, and Belonging plan, including developing partnerships with First Nation Communities and organizations.
- 1.3. Develop outcome-based measures of our services and supports to track their effectiveness and identify opportunities for improvement.
- 1.4. Optimize the use of assistive technology in supporting people to live independently.

Priority 2: Modernize Our Workforce.

Intent: Community Living Fort Frances and District must do more to support our employees. We will strive to improve how we attract, retain, and develop our employees to best equip them to provide excellent supports.

- 2.1. Implement an improved performance management system that supports greater role clarity and support for staff.
- 2.2. Develop a culture of continuous learning by updating our training opportunities to encompass the diverse needs of the people we support.
- 2.3. Evaluate the current organizational structure to determine the optimal distribution of responsibilities to support employee's effectiveness in their roles.

Priority 3: Promote Our Sustainability and Growth.

Intent: Promote our sustainability and grow our capacity to deliver services to ensure that we are the provider of choice in the Rainy River district.

- 3.1. Further develop partnerships with other organizations in preparation for DS sector reform.
- 3.2. Establish a separate corporate entity to protect CLFFD's assets and support the growth of the agency's resources.
- 3.3. Conduct a full costing analysis to fully understand our costs of providing individual services.