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# COMMUNITY LIVING MATTAWA

## Strategic Plan

2019 – 2024

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## **Introduction**

The following Strategic Plan is the culmination of almost one year's worth of work and collaboration amongst Community Living Mattawa's (CLM) various stakeholders. During the development of the plan, input was sought from stakeholders across the Association. The result is updated Vision and Mission statements; updated Core Values for CLM; and strategic directives to that the Association will strive to achieve over the next five years. The plan outlines how the agency will demonstrate that it is moving closer to achieving its vision that "all people are treated with respect, and live and participate as valued members of the community."

## **Background**

The process began at the January 2018 Board meeting. The Board and the Executive Director recognized that the 2012-2017 Strategic Plan had completed its timeframe. The Board directed the Executive Director to begin the process of updating the Association's strategic plan.

Over the next several months, information was gathered from CLM's various stakeholders through surveys to Association members, consumer families, employees, and consumers. In addition, in-person sessions were held to obtain feedback on how CLM did on achieving what it set out to do in its 2012-2017 Strategic Plan; and what people would like to see moving forward in the future.

The feedback received was very positive and participants felt that CLM was moving in the right direction. Participants commented on the overall Vision, Mission, and Values, as well as on the current strategic directives.

The feedback on the Vision, Mission, and Values were that they were still relevant and meaningful. However, responders felt they were too wordy and could be shortened and still achieve the same result. People responding also felt that CLM needed to include respect as one of its core values.

The feedback on the strategic directives was broken into the four strategic directive sections: Supports and Services, Human Resources, Quality Assurance, and Community. Responders felt that the four categories were still relevant. For the people supported by CLM, the most important item moving forward was for the employees of CLM to listen to their ideas and opinions and to receive the support they need to achieve their goals and to have more opportunities to participate in the community. Overall, people responding to the surveys wanted to ensure the updated plan included the importance of maintaining good communication that involved a system for feedback, having quality systems that helped move the agency forward, and had strong connections to the community. A summary of the stakeholder feedback is contained in Appendix A.

Following the feedback meetings and the completion of the stakeholder surveys, the Board of Directors met in January 2019 to review the accumulated information and to develop and updated Vision, Mission, Values and Strategic Directives. Feedback from the stakeholders indicated that the statements were still relevant, but too long. The Board worked with this information to draft statements that were more concise. The following document is the first Community Living Mattawa 2019-2024 Strategic Plan

draft of the updated Vision, Mission, Values, and Strategic Directives.

## **Vision**

That all people are treated with respect, and live and participate as valued members of the community.

## **Mission**

To support people with developmental disabilities in living independently and participating fully in their community.

## **Our Values**

**Awareness:** We value the education of the community on the rights and contributions of people with developmental disabilities and the services available through CLM.

**Communication:** We value the sharing of ideas and concerns in a manner that is respectful, open, honest, two-way, non-judgmental, and is in a language that is understood by everyone.

**Inclusiveness:** We value a community that accepts and includes everyone equally.

**Individual Choice:** We value the right for all people to make their own educated choices and to make decisions about the supports and services they receive.

**Integrity:** We value a workplace where services are provided in a manner that is honest, truthful, and respectful.

**Partnerships:** We value meaningful connections with others within our community.

**Respect:** We value the appreciation of all people's abilities, qualities, characteristics, and goals.

**Teamwork:** We value working together to achieve a common goal (our Mission).

## Strategic Directives

### Supports and Services

#### **Community Living Mattawa will provide responsive supports and services by:**

1. Ensuring an Individual Support Plan is developed for every person receiving service that meets their goals and needs;
2. Conducting periodic reviews of Individual Support Plans to evaluate whether people receiving services' goals and needs are being met;
3. Modifying our approach to service accordingly to meet the goals and needs of each person as directed by the individual;
4. Being aware of changing trends within the Developmental Services sector and adapting services to meet those changing trends;
5. Ensuring there are opportunities for family member engagement where requested by the person receiving services;
6. Monitoring Ministry directives and legislative changes and adapting services accordingly

### Human Resources

#### **Community Living Mattawa will be an employer of choice for current and future employees by:**

1. Creating a regular employee feedback system in each program area;
2. Holding regular monthly staff meetings to discuss program and service issues from both the Manager and the employees;
3. Conducting regular employee satisfaction surveys to measure success of Community Living Mattawa as an employer;
4. Developing an employee continuing education plan that includes both internal and external training;
5. Developing a promotion plan for students in high school and college;
6. Promoting alternative employment options;
7. Enhancing the current employee recognition and appreciation program;
8. Conducting regular face-to-face employee performance meetings to establish employee workplace goals

### Quality Assurance

#### **Community Living Mattawa will have responsive systems and processes that help the organization meet its objectives, achieve its mission and ensure the highest quality service possible by:**

1. Increasing the utilization of technology to increase the efficiency of the operations;
2. Conducting an annual review of facilities and equipment in order to identify and prioritize the needs of the organization;
3. Exploring opportunities for improving transportation services;
4. Conducting regular reviews of risk factors associated with the organization

### Community

#### **Community Living Mattawa will develop and maintain active community engagement by:**

1. Initiating the development of a volunteer program;
2. Enhancing relationships with current community partners and stakeholders;
3. Identifying and establishing relationships with future community partners and

stakeholders;

4. Developing a communication plan for developing or maintaining relationships;
5. Ensuring participation on the Mattawa Networking Committee and any other relevant community committees;
6. Identifying resources for employment opportunities for both consumers and staffing