



# 2017 to 2020 Strategic Plan

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SIMCOE COMMUNITY SERVICES  
April 2017



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# 1 INTRODUCTION

Simcoe Community Services is a unique and highly innovative not-for-profit organization that provides Developmental, Early Years, Housing and other services throughout the County of Simcoe, including the City of Barrie and the Town of Orillia. The organization has evolved significantly over the last sixty plus years, becoming one of the largest Community Living organizations in Ontario and a diverse supplier of early years programming in the service area. It is widely seen as progressive in its support of children, adults, families and the communities in which it serves. It is also very active at community services planning tables, in leadership forums, provincial policy development initiatives and other sector leadership roles locally and provincially.

Since 2001, the organization has successfully utilized strategic planning as a vital governance and management tool and continues to be active in this area with the last Strategic Plan undertaken in 2015.

Since the 2015 strategic planning program, significant changes have occurred in both the operating environment and the organization. Organizationally, a number of senior staffs have left the organization through retirement and for other reasons, along with some long term managers. Also, from a service perspective there has been significant structural changes in the Early Years sector. Other changes have also occurred in the Developmental Services and related areas involving various government policy and funding initiatives. One change that had been anticipated for years that has not evolved as quickly or as fully as anticipated, is the move towards Individualized Funding which has the potential to be a significant service restructuring initiative. It is still anticipated that this transition will occur but likely at a slower pace.

Based on three to four year strategic planning cycles, that SCS has undertaken over the last twelve years, along with the significant changes that have occurred in the operating environment and in the staff leadership, the Board of Directors and Chief Executive Officer, identified the need to undertake the next generation's Strategic Plan for Simcoe Community Services. On Friday, April 21 and Saturday April 22, 2017, eleven members of the Board of Directors and senior staff met to develop a new Strategic Plan. This session opened with a review of societal trends, sector considerations and the results of the Environmental Scan which is available under separate cover. This work was followed by the development of a strengths, weaknesses, opportunities and threats assessment that is available in Appendix I. The Vision, Mission and Principles were reviewed, and then a new set of Strategic Directions/Priorities for the 2017 to 2020 period were developed.

This document is the draft Strategic Plan for the 2017 to 2020 period. It will be reviewed by the workshop participants and a second draft completed for Board approval. With Board approval, management will meet to complete an Implementation Plan supported by the Implementation Charts available in this document.

## 2 VISION

A vision is like a horizon. It defines a point in the future that has the ability to galvanize the goodwill, energy and commitment of all stakeholders to move with common cause and purpose in the same direction and towards the same end. Like a horizon, as you approach, it continues to move forward, which reflects the strategic changes that continually occur in the operating environment and for which the Vision must continue to provide singular purpose and direction.

The current Vision was affirmed for Simcoe Community Services with an amendment.



The following themes are present within the Vision.

- **Spark** – reflects the importance of opening up / unlocking the potential of each person. It is not about just creating, making or recognizing that potential exists, it is about bringing that potential to its full realization in way that is exciting, inspiring and empowering for each individual supported;
- **The Unlimited Potential** – Simcoe Community Services believes every person has potential and it is important that that potential be recognized, honoured and supported. Each person’s potential is the basis for them to realize their hopes, aspirations and dreams, and to be contributing and accepted members of the communities in which they live;
- **Of All People** – every person, no matter their abilities, experiences or backgrounds, has potential. Everyone can contribute, and everyone should have the opportunity to join in and be included.

### 3 MISSION STATEMENT

A Mission Statement identifies the key perspectives of the organization as to who and what it is. It provides the reader a sense of what the essence of the organization is about. In application terms, every strategic and operational decision of the organization needs to be consistent with its Mission Statement in order to stay focused on its Mission.

The current Mission Statement was affirmed for Simcoe Community Services with one amendment.

**We support people of all ages and abilities to realize their full potential and to enhance their quality of life.**

**As a community, not-for-profit, multi-service organization, we support:**

- **Services for children and adults with developmental disabilities and their families;**
- **Programs that promote the healthy development of children of all abilities;**
- **Services that respond to community needs.**

The following material provides some additional perspectives on the themes within the Mission Statement.

- **We Support** – Simcoe Community Services provides supports through its programs and services. It does not direct or tell. The role is to provide supports, help, assist and create opportunities for people to understand their potential, their opportunities and their aspirations, and then to act on those opportunities.
- **People of all Ages and Abilities** – identifies the fact that Simcoe Community Services, through its supports, works with people of all ages and abilities. In an inclusive community, everyone belongs, is accepted and contributes. It is to this end that Simcoe Community Services provides its supports and works with people of all ages and abilities.
- **To Realize Their Full Potential and to Enhance Their Quality of Life** – represents the two outcomes that Simcoe Community Services is committed to for all individuals supported. Every person has potential and this needs to be recognized and supported. Every person is also deserving of a best quality of life for their situation, and SCS is committed to enhancing that opportunity and outcome.
- **As a Community, Not-for-Profit** – identifies the nature and purpose of Simcoe Community Service. It is a community organization that supports people of all ages and abilities in the community, receives much of its funding from the community and builds on its purpose and

mandate based on the value the community holds for its work and outcomes. SCS is also a non-profit organization, dedicated to supporting people and families within the community. It is also a charitable organization which is the basis for its fundraising and related fund development activities.

- **Multi-Service Organization** – SCS is a multi-service agency in that it works to support a range of individuals in the community with different needs and goals, using its expertise, skills and capacities to support them in realizing their potential and to enhance their quality of life.
- SCS has three particular **focuses related to its multi-service programs and services:**
  - Supporting children and adults within a developmental disability;
  - The healthy development of children of all abilities;
  - The supporting of community needs as they evolve within the community and where alternative service and support opportunities are not available and / or adequate.

## 4 PRINCIPLES AND VALUES

Principles and Values have three applications within a Strategic Plan. First, they allow for the further explanation and understanding of key elements of the Mission Statement. Second, they identify the values and beliefs by which the organization will operate and undertake its human relationships and decision-making. Third, they have the potential to identify the organization’s key accountabilities.

The current Principles and Values were affirmed for Simcoe Community Services.

### *We believe....*

<i>Respect and Dignity</i>	That every person is deserving of respect and dignity as an individual, always being sensitive to their unique needs and perspectives, protecting their confidentiality and supporting them based on their strengths.
<i>Person-Centred Excellence</i>	In working with each individual supported, their families and natural networks on a lifelong basis, ensuring they are informed and are, prepared and able to respond to the changing needs, opportunities and responsibilities within their lives.
<i>Quality of Life</i>	In a quality of life for each individual supported that provides for basic needs, community supports and safety; fosters good health; and provides the freedom and entitlement to choose, to take risks and to access information.
<i>Inclusive Communities</i>	In building inclusive communities that are accepting of all their members and give each member a voice.
<i>Staff and Volunteers</i>	In an organizational culture that continually values and recognizes the contributions of staff and volunteers; foster strong team approaches; and is open, honest and inviting in its communication practices.
<i>Culture of Innovation and Learning</i>	In the importance of innovation and continuous learning as a basis to enhance the opportunities for the people supported, and to inspire staff and volunteers through best practice, continuous improvement and evaluation

*Collaboration and Partnerships*

In working collaboratively with stakeholders, community partners and across service areas to deliver supports and services that meet the changing needs of individuals and families supported.

*Accountability*

In being accountable for the quality of the services provided, the decisions made, the effective use of the resources available and being ethical in all that we do.



## 5 STRATEGIC DIRECTIONS

Strategic Directions identify the priorities that Simcoe Community Services' Board of Directors has identified to be focused and acted upon over the 2017 to 2020 period. They represent the key strategies to further the organization's capabilities to achieve its Vision and Mission, and its long term value as a vital services provider.

The following three Strategic Directions and aligned strategies have been identified for Simcoe Community Services for the 2017 to 2020 and planning period.

### 1 Achieving Service Excellence

- .1 To explore, assess and implement as feasible, new accommodation models that meet the changing needs and aspirations of individuals supported and their families.
- .2 To undertake a comprehensive review / re-engineering of Simcoe Community Services' Day Programs so they better respond to the changing needs of the people supported and their families, in terms of times of day and days of week availability; expanding the menu of opportunities and activities; and to better position SCS to be competitive and successful in the fee for service / direct funding transitions.
- .3 To continue to actively pursue social housing initiatives and partnerships which respond to increasing demand for social housing for the people supported by SCS and others.
- .4 To actively investigate social enterprise opportunities that will provide educational, developmental and work experiences for the people supported and which will generate net income that will diversify SCS' funding model.
- .5 To develop specific program and service strategies for Transitional Aged Youth, high needs individuals and aging people supported, involving targeted programs and services, staff training and development, facilities and technology, and other aligned dimensions.

## **2. Extending Our Community Reach and Connections**

- .1 To complete a comprehensive branding, name and tag line review for all SCS' operations in order to gain greater clarity, awareness and understanding of SCS.
- .2 To further develop and broaden the social media reach and capacities of SCS in order to better connect to all generations, enhance fund development, improve communications and related benefits.
- .3 To continue to develop a multi-generational focused Annual Communications Plan that uses differentiated communication channels, messaging and tactics that align with the various generational perspectives on receiving and providing information and input.

## **3. Building Our Capacities To Serve**

- .1 To develop the next generation of SCS' organizational performance management model to meet increasing funder, community and internal information and outcome based analytical and metric / target needs.
- .2 To develop a comprehensive Asset Management Plan focused on maximizing the use of all existing spaces / facilities and equipment, and plans for the longer term renewal investments for aging facilities.
- .3 To focus on developing key human resource policies, procedures and plans that enhance the skills training and professional development of staff, expands the use of succession planning, continues to focus on developing full time staff roles, and supports a culture of innovation, continuous improvement and active staff engagement.
- .4 To develop a new volunteer recruitment strategy involving enhanced promotion and awareness, orientation and training, and support and engagement.
- .5 To develop a Cultural Diversity Plan for staff, the Board of Directors, volunteers and the people supported that focuses on aligning SCS with the diversity of the communities served.
- .6 To continue to develop multi-year Technology Plans that direct technology investments within SCS across all technology dimensions (social media, apps for people supported that enhance their quality of life, administration, operations, communications, performance management, etc.) involving new applications, ongoing training and effective integration.

## **Achieving Service Excellence**

The first Strategic Direction, **Achieving Service Excellence**, is intended to position Simcoe Community Services' programs and services to reflect the changing needs of the people supported and their families, evolving funder priorities, new services evidence and research and other perspectives. It will be important for SCS to remain relevant, to continue its service leadership role and to sustain the excellence of the services it provides in a constantly changing environment.

The first strategy in support of this Strategic Direction focuses on identifying, testing and potentially implementing new accommodation models. There has been considerable discussion over the years about group homes being mini institutions; new models that allow more freedom and a better fit amongst people supported; the greater engagement by families, possibly through ownership; and other perspectives. It also involves efforts to improve and expand the Supported Independent Living program which is an increasing priority / preference of younger parents for their children once they've moved out of the educational system.

The second strategy involves a comprehensive re-engineering of the Day Programs at SCS. The focus group results had broad identification of the need to expand the menu of activities available within the community; to consider evening and weekend hours when families are looking for more services; to have more out of house capacity in terms of transportation and staffing; and to continue to prepare SCS for the transition to independent funding and the potential for a more competitive and price sensitive day services environment within a stronger business perspectives. These are significant changes that have broad implications in terms of union contracts, staffing, costs and related perspectives. This strategy will require a comprehensive analytical effort, input from stakeholders and innovative thinking and initiative taking in order to move forward purposefully and dynamically in this area.

Another key strategy is the continuing movement by SCS into social housing. SCS currently operates in the social housing spectrum. Discussions are ongoing about broadening that role and funding may be available. Social Housing is becoming a priority of the federal and the provincial governments. It is also the basis for the Housing First strategy that has become the dominant philosophy in supporting people who have financial, physical, developmental or other challenges. This is a role that SCS is both experienced in and has capacity, and it is one that SCS can grow into on a much larger level if opportunities and funding become available. A strong Business Plan that identifies the role, purpose, opportunities and needs should be developed as a basis to move forward.

The fourth strategy involves a discussion that has been ongoing on a limited basis within SCS related to broadening SCS initiatives in social enterprise. This is an area that has grown considerably in terms of intent, government funding and the implementation of new initiatives, such as cafes, work centres and other perspectives. It is not a sheltered workshop concept but rather an opportunity to potentially provide educational and / or work employment opportunities for the people supported and equally

important, to generate net income that can diversify the financial resources of the organization. These financial supports would be more discretionary than current funder directed resourcing.

There are several groups of people supported that have become a priority of the funder, or will reflect changing perspectives of the people supported by SCS. This fifth strategy focuses on developing key support initiatives for Transitional Aged Youth, high needs individuals and the aging people supported. This area will need a comprehensive approach that involves looking at evolving needs, developing new programs and services that respond to their particular requirements, developing the staff capacities and skills that are necessary to be effective with these populations, and to develop the infrastructure and equipment that best meets their needs and the aligned programs and services to be offered.

### **Extending Our Community Reach and Connections**

The second Strategic Direction, **Extending Our Community Reach and Connections**, involves expanding the reach, awareness levels and connections associated with SCS in all the communities that it serves. It has been identified through the stakeholder focus groups and other inputs, that the organization has suffered some loss of community connectivity, but a significant recovery has been accomplished. It is also recognized that having a greater reach into the community and more connections is vital in terms of developing service and program partnerships, facilitating enhanced fund development initiatives and in being better known and valued throughout the community which assists SCS in its advocacy work on inclusion and value for the people supported.

The first strategy is to undertake a complete branding review. The stakeholder input and a number of other comments identified that the current tag line only speaks to people with intellectual disabilities within organization and separates off people in the Early Years, Housing and other areas. A more integrated tag line is required. Also, Simcoe Community Services continues to be a challenging name in light of its confusion with Simcoe County Services. Telephone calls are received for Ontario Works, there is an inability of some funders and others to separate the two parties, and there is general confusion that does not help SCS in its work, connections, fund development and related activities. A review needs to be completed in terms of a new branding strategy that involves tag line, corporate name, key messaging to various audiences and related branding components.

The second strategy involves expanding social media capabilities and their reach within and outside SCS. It is evident that there are significant generational differences in the use of communication technology. Younger generations are more social media focused. This impacts staff, volunteers, fund development, partnerships and related connections. SCS needs to look at how social media can extend its reach, improve its messaging, grow its connections and supports its work across many dimensions, from partnerships to fund development.

The third strategy is to continue SCS' efforts in developing a more diversified Annual Communications Plan and overall communication strategies. There is clear differentiation amongst the generations in

terms of how they receive and respond to information. Monolithic communications plans are no longer advisable or sustainable when there are so many different communication channels, messaging differences and a host of other perspectives that shape the value of the communication processes and the results achieved, both within the organization and more broadly with communities served and beyond. Annual Communication Plans have to include not only electronic and print approaches but also use different channels for different purposes.

### **Building Our Capacities to Serve**

The third Strategic Direction, **Building Our Capacities to Serve**, involves developing the organizational capabilities needed to achieve the first and second Strategic Directions, as well as ever changing operational needs. Many of these strategies cannot be undertaken at all or in part, or will not reach their full potential, unless the human, technology, facilities and policies and procedures and infrastructure within SCS are up to date and capable of enabling enhanced overall performance and achievement of the desired outcomes.

The first strategy builds on one area that has been in several Strategic Plans for SCS, that is to continue to grow the organizational performance management model in terms of outcomes identifications and metrics. The organization needs to move to the next generation of performance management outcomes and metrics in light of the continuing and growing requirements of funders, the media, the community, donors and others. Growth in this area involves improving the identification of the Key Success Factors, or often called Key Performance Indicators (KPI) metrics that determine whether the desired outcomes have been achieved or achieved to what level. Also involved is the need to report widely what has been achieved each year to ensure that the organization is valued, seen as purposeful and focused, and is providing value for the funds invested.

The second strategy focuses on the fact that SCS is an asset intensive organization. It has sixty locations, many facilities and an extensive array of equipment and vehicles. Several key strategic questions emerged:

- 1) Does the organization have the right infrastructure at the right place and appropriate levels necessary to enable all the day to day operations of the organization and the key strategies within Strategic Directions 1 and 2?
- 2) Does the organization have the funding resources to continually invest to renew and upgrade its facilities and equipment as they age or new needs or compliance requirements emerge within the programs, services and administration operating environments?
- 3) Does the SCS re-purpose / reposition its spaces to maximize their utility and outcomes / value, are there some assets that should be sold or are there other partnerships, such as co-location, shared services or other considerations that should be pursued.

SCS has a long history of incorporating human resource strategies within its Strategic Plans. These strategies have been major contributors to the positive culture and the ongoing development and success of the organization. Being a human service, the staff and volunteers represent the most important assets in enhancing the quality of life for the people supported and for the organization realizing its Vision and Mission. This human resource strategy requires a continuing focus on and further development of a number of key areas, involving:

- Staff skills and professional development training for aging people supported, high needs individuals, Transitional Aged Youth, mental health, autism, etc., and the increasing array of compliance requirements.
- With many aging staff, extending the reach of the succession planning policy and strategies within the organization.
- Continuing to make efforts to reduce the amount of part time and precarious work with full time positions that have been a significant problem particularly in the accommodations area.
- Continuing to invest in developing an organizational culture of innovation, engagement, continuous improvement and being evidence-informed in all that SCS does.
- Continually actively working with community colleges and others to improve the pool of DSWs and enhanced PSW candidates available to work within the organization.

Continuing to be purposeful and focused on the quality of the work experience, the growth and development of staff and improving frontline capabilities, as well as long term staffing needs, represents key elements of this strategy and strategic priority for SCS.

Volunteer recruitment was identified as an important strategy within the organization. Volunteers play a vital role across multiple areas of service and operations, from fund development and events, to working with the individuals supported. One of the areas that has been identified for further strategic development is to improve the recruitment processes for volunteers involving promotion and awareness, orientation and training and placement and satisfaction.

The fifth strategy is for SCS to continue to actively work to ensure that the organization improves its reflection of the cultural diversity of the communities it serves. In order to continually advance this strategy, a multi-year Cultural Diversity Plan is required that involves staff, volunteers, Board of Directors and the people supported. It cannot focus on one area but needs to focus on all dimensions of diversity to ensure that over the longer term, SCS is reflective of its communities, that it is not seen as being for only one demographic group but that it truly meets its Vision of being available to all people.

The sixth strategy is to continue to grow the technology capabilities of SCS. Technology has had a significant role in the organization's growth and development over the last decades. Technology will continue to have an expanding role. This will involve emergent applications that for the people supported

will enhance their individual capabilities and capacities to improve their quality of life and independence. It will also involve increased productivity strategies around administrative, reporting, management information and other database systems. It will be important in terms of social media and other applications where technology can make an improvement and / or positive difference in line with the value of the investment. Technology will continue to grow exponentially. The ability of SCS to develop an integrated plan that does not focus just on one technology initiative at a time, but involves integrated policy, application, and related perspectives will be vital. Also important will be to ensure that there is the appropriate initial and ongoing training of staff and volunteers to use the technology in order to maximize the technology's capabilities which is an area of deficit in many organizations.

## **6 IMPLEMENTATION PLAN**

### **6.1 WORK PROGRAM**

The following charts provide a framework for developing an implementation plan for the Strategic Directions. This will occur in the spring of 2017 and will be continually reviewed and implemented during the 2017 to 2020 period.

The implementation plan represents a roadmap that guides the specific activities undertaken in support of the Strategic Directions and their various strategies. However, this roadmap must also remain flexible as change continues to evolve within the operating environment and other impacts will occur that will adjust/amend priorities, methods and activities.

### **6.2 STRATEGIC PLAN REVIEW**

A three-part Strategic Plan review process is identified for the Simcoe Community Services as follows:

- Semi-annually, the Board should complete a review on the following:
  - o Actions taken
  - o Barriers occurring
  - o Recommendations on revisions and new inputs
  - o Other key information
- Every year, the Board and senior staff should allocate a block of time to review the Strategic Plan, the key inputs, changes in the operating environment and make appropriate adjustments to the timing, tasking and related dimensions of the Strategic Plan's implementation.
- Every three years, the Board and senior staff should engage in a full review process similar to their current initiative in order to ensure the relevancy, timeliness and scope of the Strategic Plan in moving the Simcoe Community Services towards the realization of its Vision and Mission.



## Implementation Charts for Simcoe Community Services Strategic Plan 2017-2020

**A** Immediate priority or needs to be completed before another strategy can be initiated      **B** A second level strategy priority or needs an 'A' strategy to be completed first before it can be launched      **C** Lower priority, often dependent on resources and time being reasonably available.

Priority / Task	Project Lead / Team	Due Dates mm/dd/year	Approval Requirements
<b>Strategic Direction No. 1: Achieving Service Excellence</b>			
	<b>1.1</b> To explore, assess and implement as feasible, new accommodation models that meet the changing needs and aspirations of individuals supported and their families.		
.1			
.2			
.3			
.4			
.5			
.6			
	<b>1.2</b> To undertake a comprehensive review / re-engineering of Simcoe Community Services' Day Programs so they better respond to the changing needs of the people supported and their families, in terms of times of day and days of week availability; expanding the menu of opportunities and activities; and to better position SCS to be competitive and successful in the fee for service / direct funding transitions.		

Priority / Task	Project Lead / Team	Due Dates mm/dd/year	Approval Requirements
<b>1.3</b>	To continue to actively pursue social housing initiatives and partnerships which respond to increasing demand for social housing for the people supported by SCS and others.		
<b>1.4</b>	To actively investigate social enterprise opportunities that will provide educational, developmental and work experiences for the people supported and which will generate net income that will diversify SCS' funding model.		
<b>1.5</b>	To develop specific program and service strategies for Transitional Aged Youth, high needs individuals and aging people supported, involving targeted programs and services, staff training and development, facilities and technology, and other aligned dimensions.		

Priority / Task		Project Lead / Team	Due Dates mm/dd/year	Approval Requirements
<b>Strategic Direction No. 2: Extending Our Community Reach and Connections</b>				
	<b>2.1</b> To complete a comprehensive branding, name and tag line review for all SCS' operations in order gain greater clarity, awareness and understanding of SCS.			
	<b>2.2</b> To further develop and broaden the social media reach and capacities of SCS in order to better connect to all generations, enhance fund development, improve communications and related benefits.			

Priority / Task	Project Lead / Team	Due Dates mm/dd/year	Approval Requirements
2.3	To continue to develop a multi-generational focused Annual Communications Plan that uses differentiated communication channels, messaging and tactics that align with the various generational perspectives on receiving and providing information and input.		
<b>Strategic Direction No. 3: Building Our Capacities To Serve</b>			
3.1	To develop the next generation of SCS' organizational performance management model to meet increasing funder, community and internal information and outcome based analytical and metric / target needs.		
3.2	To develop a comprehensive Asset Management Plan focused on maximizing the use of all existing spaces / facilities and equipment, and plans for the longer term renewal investments for aging facilities.		

Priority / Task	Project Lead / Team	Due Dates mm/dd/year	Approval Requirements
3.3	To focus on developing key human resource policies, procedures and plans that enhance the skills training and professional development of staff, expands the use of succession planning, continues to focus on developing full time staff roles, and supports a culture of innovation, continuous improvement and active staff engagement.		
3.4	To develop a new volunteer recruitment strategy involving enhanced promotion and awareness, orientation and training, and support and engagement.		
3.5	To develop a Cultural Diversity Plan for staff, the Board of Directors, volunteers and the people supported that focuses on aligning SCS with the diversity of the communities served.		

Priority / Task	Project Lead / Team	Due Dates mm/dd/year	Approval Requirements
3.6	To continue to develop multi-year Technology Plans that direct technology investments within SCS across all technology dimensions (social media, apps for people supported that enhance their quality of life, administration, operations, communications, performance management, etc.) involving new applications, ongoing training and effective integration.		

**APPENDIX I**

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Strengths, Weaknesses, Opportunities and Threats

## **Strengths**

- Accreditation / being accredited
- A leader in the sector
- An organizational culture that involves pride, has staff passion and encourages learning and training.
- The size of the organization, its geographical coverage, its capacities and multi-services approach.
- A good and nimble organization with the right senior management structure and team with no real silos at the top.
- The policies and procedures of the organization which are regularly reviewed and are engaged in by the Board.
- Board engagement and philosophy.

## **Concerns / Issues / Weaknesses**

- Increasing compliance and reporting demands with no funding.
- SCS Brand / tag issues.
- The size of the organization, and the balance required to keep a strong culture.
- Sourcing / recruiting qualified staff.
- Managing expectations with constrained resources available; generational differences in expectations; and the use of communications technology.
- The diversity of Board representation.
- The increasing emphasis on high needs, aging and TAYs clients, and the significant resources required.
- Inconsistent MCSS messaging and expectations which are confusing.
- Day Programs have a lot of challenges and need, including being able to adapt to the emerging fee for service / direct funding environment.

## **Opportunities**

- Progressing with technology.
- Being totally engaged with the County and other politicians on new / changing / downloading initiatives and using our skills and infrastructure to move forward.
- Positioning ourselves for fee for service / for profit activities / services.



- Leveraging the cultural diversity of the communities served.
- Pursuing amalgamation / shared services.
- Investigating new staffing models.
- Investigating new accommodation models.
- Focusing on TAYs and aging clients, along with high needs individuals which are growing priority areas.

### **Threats**

- Any decline or continuing constraint in funding resources.
- Parents choosing other service providers and not having the parental educational awareness programs to help parents make informed decisions.
- The restrictions being imposed by the DSO.
- Problems with social media, a bad event and managing these issues.
- Doing nothing or doing too much all at once.
- Losing our strong organizational culture.
- Not being more innovative / entrepreneurial in all areas. Need to be increasingly visionary.
- Not continuing succession planning within an aging workforce.