



Building a Future of Inclusion, Innovation, & Impact

Strategic
Operations Plan
2025-2030



Community Living Association for
South Simcoe



CLASS' Strategic Plan 2025-2030

Building a Future of Inclusion, Innovation & Impact.

At CLASS, we envision a community where all people are respected, included, and empowered to live full and meaningful lives. Rooted in Universal Design, human rights and person-directed values, this plan outlines four strategic pillars that will guide our work over the next three years.

CLASS' Strategic Plan will guide its efforts and resources over the next five years. It identifies the areas the organization and its stakeholders want to focus on the most. CLASS' chosen Strategic Directions are:

1. Growth, Innovation & Partnerships
2. People & Culture
3. Community Leadership & Advocacy
4. Service Excellence & Sustainability

As they are completed, the actions identified in each direction will bring CLASS closer to the being the organization its stakeholders believe it can be.



STRATEGIC DIRECTION #1: Growth, Innovation & Partnerships

Actions:

Position CLASS for the future through self-advocacy, innovation, collaboration, and continuous improvement.

1.1 Advance Rights, Ethics, and Accessibility

- Align policies with FOCUS Standards and accreditation requirements.
- Provide training on rights, consent, and ethical practice.
- Design accessibility audits and barrier-reduction plans

1.2 Modernize Person-Directed Planning

- Co-design support plans with people supported and families.
- Pilot person-directed budgeting and flexible supports.
- Provide training and coaching to staff to embed person-directed practices.

1.3 Foster Innovation and Learning

- Expand Learning Management System
- Champion new service models, peer mentorship and community-based supports.
- Build Strategic Partnerships
- Strengthen collaboration with health, housing, education, and community partners to address systemic gaps.
- Engage in local and provincial networks to influence policy change.



STRATEGIC DIRECTION #2: People & Culture

Actions:

Create a thriving workplace where staff are valued, supported, and empowered to deliver excellence.

2.1 Strengthen Communication and Collaboration

- Host town halls and publish organizational updates.
- Increase visibility of management across programs.
- Create regular feedback loops between staff and leadership.

2.2 Advance Equity, Diversity, Inclusion, and Well-being

- Expand EDI strategies.
- Conduct well-being surveys and co-design wellness initiatives.
- Provide supports that reflect diverse needs.

2.3 Develop Leaders and Recognize Contributions

- Develop clear, formal pathways and leadership training for staff interested in succession and leadership roles.
- Enhance and expand initiatives that recognize and celebrate everyday achievements and key milestones.



STRATEGIC DIRECTION #3: Community Leadership & Advocacy

Actions:

Champion inclusion, connections, and systemic change across the community.

3.1 Strengthen Community Connections

- Launch a “Good Neighbours” strategy to build belonging and awareness.
- Host and participate in community events, open houses, and volunteer opportunities.
- Partner with community leaders to amplify CLASS visibility and impact.

3.2 Expand Responsive and Inclusive Services

- Extend outreach to newcomers and underrepresented groups.
- Translate materials and promote multilingual services.
- Provide flexible respite, day program, and family training options.

3.3 Advocate for Systemic Change

- Champion accessibility and equity in local infrastructure and services.
- Collaborate on transit and inclusive infrastructure initiatives.
- Promote the voices of people supported as community leaders.



STRATEGIC DIRECTION #4: Service Excellence & Sustainability

Actions:

Deliver high-quality, person-directed services while ensuring long-term financial and operational sustainability.

4.1 Enhance Operational Effectiveness

- Integrate service and operational planning to reduce duplication.
- Use emerging technologies to support “Just Enough Support” models.
- Improve procurement, leasing, and resource management practices.

4.2 Reimagine Housing Options

- Design inclusive, innovative housing models aligned with personal preferences.
- Engage private investors, housing developers, and government partners.

4.3 Embed Data-Informed Practice

- Develop an organization-wide data strategy, supported by staff training and technology.
- Standardize data collection, use, and privacy practices.
- Build a Service Quality Dashboard to track outcomes, satisfaction, and equity indicators.

4.4 Strengthen Financial Sustainability

- Establish a long-term asset management plan.
- Diversify funding through social enterprise, fee-for-service offerings, and partnerships.
- Build dynamic fund development: broaden donor base, set annual fundraising targets, expand sponsorships and grant-seeking.



STRATEGIC DIRECTION: Looking Forward

This strategic plan is a living roadmap—grounded in values, driven by collaboration, and guided by evidence. Over the next three years, we will measure success not only by outcomes and impact, but by how deeply we live our mission: supporting adults with developmental disabilities to live connected, self-directed, and empowered lives.

Together, with our community, we are building a future that includes everyone.