



NIAGARA
Support Services

5-Year Strategic Plan

2022 – 2026



Strategic Planning is the process of developing a shared vision of your organization's future, and the major steps you will take to move the organization in that direction

- Strategic Planning Workbook: Bryan W. Barry

History



Niagara Support Services has a rich history of providing services and supports to people with developmental disabilities.

In 1953, a handful of concerned parents met and agreed to organize for their cause of “NO CHILD FORGOTTEN”. First classes started at the local YMCA with nine students and an all-volunteer staff.

On July 9, 1956, the Agency was officially incorporated by Letters Patent.

In 1960, the Agency began providing adult services through sheltered workshops. In 2015, Ontario began to end provincially funded segregated workshops to help each individual find a new life in the community through employment, volunteering, or other activities.

In 1978, the Agency opened its first group home.

In 1997, the Agency developed a solid working Alliance with Niagara Training & Employment Agency (NTEC), which remains strong to this day.

On March 9, 1998, the Agency had its fifth name change to Niagara Support Services.



First logo



VISION



NIAGARA
Support Services

A community that inspires the well-being of its citizens, celebrates meaningful relationships, and benefits when everyone participates fully in community life

MISSION



NIAGARA
Support Services

Niagara Support Services is a non-profit organization with the mandate of providing services for people with a developmental disability.

Core Values

Respect

- We treat people with dignity and respect

Choice

- We value what is “important to” and “important for” the people we support and ensure they are included in the decisions that affect their lives

Citizenship

- We value the rights of all individuals and are committed to supporting full community participation

Excellence

- We strive for excellence through effective leadership, integrity, and accountability

Strategic Pillars

- Strategic pillars are the operational areas that we strive to excel in, while considering our core values, and in support of our mission and vision

Service
Delivery

Culture and
Governance

Sustainability
and Growth

Partnership
and Visibility

Service Delivery



- Support respectful, consistent, efficient, and effective service delivery to the people we support

FOCUS AREAS	GOALS	INITIATIVES
Person-centred Service	<ul style="list-style-type: none">- Transition and align policies, procedures, and practices to drive person-centred service	<ul style="list-style-type: none">- Define person-centred service- Integrate a person-centred approach into training to promote our core values- Enhance training and oversight with respect to Individual Service Plan (ISP) development
Innovation	<ul style="list-style-type: none">- Develop innovative options in collaboration with people supported, families, and the community	<ul style="list-style-type: none">- Explore innovative practices to differentiate our agency from others, including the use of technology
Persons with Complex Needs	<ul style="list-style-type: none">- Enhance our ability to serve persons with complex needs.	<ul style="list-style-type: none">- Understand the strengths and gaps in our organizational ability to support people with complex needs- Review and revise our policies and procedures as they relate to supporting persons with complex needs.- Leverage our partnership with Bethesda to enhance service delivery and build capacity.

Culture and Governance



- Maintain a positive, supportive, and diverse culture and working environment, and strive toward best practice governance

FOCUS AREAS	GOALS	INITIATIVES
Strengthening and Diversifying Leadership	<ul style="list-style-type: none"> - Nurture and promote a culture of leadership at all levels by developing a plan to implement our core values - Increase community workplace representativeness on the Board 	<ul style="list-style-type: none"> - Define behaviours to support our core values - Develop a communication, implementation plan, and follow through program to launch the vision of a leadership culture
Workplace of Choice	<ul style="list-style-type: none"> - Improve employee engagement and satisfaction, demonstrating an improvement in retention - Attract and retain qualified staff and create a workplace characterized by demonstrating our values to each other and the people we serve 	<ul style="list-style-type: none"> - Implement voluntary staff engagement / satisfaction surveys to all employees - Enhance our recruitment and onboarding of new staff, student placements, and volunteers - Amend Employee Performance Evaluations to reflect agency values

Sustainability and Growth



- Ensure the health and sustainability of the organization, with a secondary focus on strategic growth in support of our mission

FOCUS AREAS	GOALS	INITIATIVES
Operational Health	<ul style="list-style-type: none"> - Ongoing, effective program review and development related to community training and employment 	<ul style="list-style-type: none"> - Undertake Opportunity Assessments at 6-month intervals, focusing on discovery and research into trends, opportunities, and new ideas
Financial Sustainability	<ul style="list-style-type: none"> - Evaluate our allocation of resources to maximize service delivery 	<ul style="list-style-type: none"> - Develop an annual practice of evaluating fund allocation highest priority items - Use trends, feedback, and other mechanisms to realize efficiencies - Increase the financial awareness and acumen of frontline supervisors
Growth and Long-Term Strategy	<ul style="list-style-type: none"> - Develop a long-term (5+ years) growth strategy in conjunction with NTEC 	<ul style="list-style-type: none"> - Evaluate our current financial health and project future financial performance - Evaluate current and project future political/competitive environment

Partnership and Visibility



- Take action to increase the organization’s profile throughout the Niagara Region

FOCUS AREAS	GOALS	INITIATIVES
Organizational Visibility	<ul style="list-style-type: none">- Develop a plan to increase organizational visibility- Improve transparency in reporting, and increase promotion of initiatives and achievements	<ul style="list-style-type: none">- Engage the Board, staff, and community in the development of a plan to increase visibility- Identify roles and responsibility for the Board and senior staff- Implement a comprehensive social media strategy

APPENDIX



NIAGARA
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Strategy Map

