Community Living
MISSISSAUGA









STRATEGIC PLAN
2025-2028

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A Message from the Board President and Executive Director

We are excited to unveil Community Living Mississauga's new strategic plan! Developed with the invaluable input from the people we support, families, employees and our community partners, this plan will guide our organization over the next three-and-a-half years. It ensures that we maintain high-quality services and continue to lead in the developmental services sector.

Our strategic plan places the people we support, families, employees and community partners at the centre of our vision, mission, core values, and strategic priorities. We are thrilled to launch this plan for 2025-2028.

Our four strategic priorities are:

- **Deliver exceptional services**
- **Invest in employees and work culture**
- **Build and enrich our communities**
- **Drive organizational excellence**

We are committed to bringing these interconnected priorities to life through initiatives that empower people to live meaningful high-quality lives, support and value our employees, build strong partnerships and will ensure our continued success in our aim to deliver modern, innovative, and relevant services across our entire community.

Success depends on all of us working together. We rely on every member of our Community Living family to embrace and execute this plan. Together, we are confident in our ability to achieve our goals and realize our shared vision.

Let us continue in our journey of innovation, collaboration and service excellence as we shape the future of Community Living Mississauga.

Thank you to everyone who contributed to this plan and for your ongoing commitment to the organization.

Sincerely,

Pran Kirtani
Board President

Keith Tansley
Executive Director









Mission

Community Living Mississauga provides support to people who have an intellectual disability to ensure their quality of life in the community is meaningfully improved.



Vision

All people will live in a state of dignity and respect, share in all elements of living in a community which is welcoming, accepting and inclusive of all people. All people will have the freedom to make choices and decisions that enable them to achieve self-determination.

Philosophy

We believe that people who have an intellectual disability have the right to live in the community and to participate actively in community life based on respect for and the dignity of each person. Each person regardless of the degree of disability should enjoy full rights of "citizenship" and the full experience of membership in their community. To be a citizen is to enjoy the same legal and human rights, the same access to community resources and services and the same opportunity to contribute within the community as everyone else. To be a member is to be an integral part of the social fabric of ones community, participating alongside and developing relationships with other members of their community.

We believe that each person should be supported in their efforts to exercise choice, to attain personal goals, to make friends, to learn, to work and to play. Each person is unique and deserves support which recognizes and encourages that uniqueness and which enables that person to be a valued member of the community.

We believe that the whole community is enriched when people who have an intellectual disability have opportunities to participate alongside their neighbours.







The Strategic Planning Process

Community Living Mississauga began our strategic planning process and engaged People Minded Business, a consulting firm with extensive experience working in the developmental services sector, to help prioritize our focus into 2028.

People Minded Business researched the environment in which Community Living Mississauga operates including local, regional, and provincial trends. Using an inclusive process of consultation, collaboration, and co-creation, Community Living Mississauga learned first-hand about what matters most to 306 people representing all the key constituent groups.

306
Stakeholders Engaged

238
E-Survey Respondents

62
Focus Group Participants

6
Interviews

A Word from the People We Support



During three in-person focus groups, people supported by Community Living Mississauga told us that they appreciate the assistance they receive to live as independently as possible; to support them to find and keep a job and to volunteer. They also appreciate how support staff assist them in learning and developing new skills such as preparing meals and budgeting their money.

When asked about support staff, they shared how the staff were nice, respectful and funny. Other things they liked about Community Living Mississauga were the Zoom activities launched during COVID and that they were supported to participate in activities within their community, achieve goals and experience new things.

While much of the feedback was positive, they also felt that they would like to have more opportunities to be supported in community-based activities and have more support from job coaches while working if Community Living Mississauga was able to hire more employees.





Trends

- Mississauga's diverse population is reflected in the families we support and in our employees
- Region of Peel is growing faster than the rest of the province and funding levels need to be adjusted to reflect this growth
- The Journey to Belonging and possible sector transformation
- Constraints on the Ministry of Children, Community and Social Services funding have led to a list of 6,285 people waiting for a variety of services and supports in the Region of Peel:
    - 1,672 are waiting for supported living options
    - 2,779 are waiting for community participation supports
    - 1,834 are waiting for caregiver respite support

Assets

- 70 years of proven service to the Mississauga community and families
- More than 550 employees who are caring and dedicated to the work they do
- Our organization offers great and valued supports to children, adults and families
- Proven history in adapting and evolving services to meet the ever-changing needs of the community
- Employees have identified that we are a forward-thinking organization which is open to improving its services, rather than simply doing what has always been done
- We are currently in a strong financial position, allowing us to creatively provide services over what the Ministry of Children, Community and Social Services funds, and/or to fill the gaps where services do not exist
- We are recognized by the Ministry of Children, Community and Social Services as a leader in our community in providing varied innovative supports, responding to local crises, and making a difference in Mississauga and beyond

Community Living Mississauga's Strategic Priorities

Deliver Exceptional Services



We commit to delivering exceptional services every day that empower people to live meaningful, high-quality lives of their choosing.

- Engage and Empower: Partner with the people we support and their families to understand and respond to their evolving needs, preferences, and gaps in our services.
- Innovate for Impact: Collaborate with service users, employees, and community partners to design or enhance person-centred service solutions, leveraging our current strengths and past successes.
- Inspire and Champion Organizational Values: Amplify our collective commitment to provide flexible, responsive supports and services that are anchored in outcomes and values, prioritizing inclusive community involvement.

Invest in Employees and Work Culture

We commit to nurturing a culture of pride, belonging, and excellence, where everyone feels inspired to contribute their best every day.

- Leadership Development: Implement a comprehensive succession planning framework to grow future leaders and advance internal talent.
- Employee Development: Develop and implement a leading-edge employee orientation and development program to ensure our employees are equipped with the skills and knowledge they need to excel.
- Workplace Pride: Cultivate a work environment that celebrates achievements, encourages collaboration, and inspires pride in every employee's contribution.



Community Living Mississauga's Strategic Priorities

Build and Enrich Our Communities



We commit to positioning ourselves as a trusted and collaborative advocate and partner in driving meaningful change in the community and broader sector.

- Sector Influence and Advocacy: Advance community awareness, sector innovation, and policy change by advocating for funding and priorities that address the needs of the people we support and their families.
- Partnerships and Collaboration: Build and nurture partnerships to create new opportunities for the people we support.
- Share our Excellence: Share innovative programming and best practices as a mentor to other organizations, setting new standards for quality and creativity.

Drive Organizational Excellence



We commit to supporting our operations, technology, and evaluation to ensure we deliver high quality services with efficiency and impact.

- Optimize Operations: Enhance operational processes to improve efficiency and effectiveness, equipping employees with the right tools they need to succeed.
- Data-Driven Culture: Foster a culture of continuous improvement by using data and evidence to inform decision making and measuring progress.
- Strengthen Organizational Branding: Establish consistent internal and external branding across materials, communications, and operations to strengthen our identity and build pride among our employees.
- Technological Integration: Implement leading-edge technology to improve the quality of life for the people we support and empower employees to provide excellent services, always aligning with our core values.
- Enhancing Diversity, Equity, Inclusion, and Belonging: Develop a diverse, equitable, and inclusive workplace that promotes belonging, enhancing employee engagement and representation.