

**QUINTE VITALITY AND SOCIAL SUPPORT
STRATEGIC PLAN 2026**



VISION

That all people enjoy a quality of life as an accepted member of their chosen community.

MISSION STATEMENT

Our mission is to enhance the lives of adults with developmental challenges by providing a safe environment, meaningful programs and positive relationships, which promote social inclusion in society.

BACKGROUND

The last Strategic Plan created by QVSS was completed in May, 2023. Since the publication in May 2023, QVSS has achieved many of the goals outlined in the two-year plan as well as working toward achievement of the five-year plan goals.

Through the Executive Director driven Focus Group of like-minded agencies, QVSS has forged partnerships that enable it to be current and relevant in the industry. A continuing effort in the area of Secondary School awareness and transition has regularly positioned QVSS to accept new clients once their secondary school experience has been completed. Targeted efforts in community outreach have identified QVSS in the community leading to new clients and increased community awareness and support. Continual refinement of program delivery and available programs has ensured that programs are relevant and desired by clients and their families. In line with the funding model changes by the Government of Ontario, QVSS has enacted new processes to support clients through payment by Passport Funding where necessary and desired. QVSS has solidified its staff by recruiting vibrant new staff and has filled all staff vacancies, while supporting and enabling existing staff and management specifically with a new Collective Bargaining Agreement and the creation of a Team Leader position within the staff.

In its current iteration, QVSS is staffed as such:

Executive Director	1	Full Time	
Program Manager	1	Full Time	
Financial Manager	1	Part Time	Contractor
Direct Care Staff Team Leader	1	Full Time	
Direct Care Staff	5	Full Time	
Direct Care Staff	1	Regular Part Time	
Direct Care Staff	4	Part Time	
Cleaner	1	Part Time (1/3 hrs)	
Red's Diner Assistant	1	Part Time (1/3 hrs)	
Contractor	1	Part Time (1/3 hrs)	Public Health Unit contract

QVSS is also managed and overwatched by its Board of Directors. The Board is currently constituted as such:

Chairperson	1
Vice-Chairperson	1
Secretary	1
Treasurer	1
Member at Large	2

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As per the QVSS Bylaws, the Board of Directors shall have a minimum of 5 (five) and a maximum of 12 (twelve) members.

CURRENT SITUATION

QVSS continues to provide meaningful day support to our clients. This includes relevant day support activities and events, assistance with life skills and limited financial management support. Through our continuous feedback surveys, the activity programs are tailored to the needs and wants of the client base, with specific focus on health and fitness themes. They are developed to be enjoyable, informative and inclusive, with the focus on educational and community inclusion themes.

RISK ANALYSIS

In order to successfully plan and implement a strategic plan, QVSS must identify the risks, resources, successes and shortcomings, past, present and future. To understand these factors, a SWOT Analysis has been completed to identify Strengths, Weaknesses, Opportunities and Threats.

Strengths:

History – the legacy of QVSS is strong. It is a well-respected agency in the community and amongst the sister agencies and the Ontario Ministry of Children, Community and Social Services (MCCSS).

Staff – our staff are motivated, dedicated, visionary and loyal to the agency. They are a key pillar to our success.

Clientele – our clients are our raison d’etre (why we exist). These stellar individuals are loyal, engaged and invaluable in continuing our success.

Weaknesses:

Funding – as a not-for-profit, QVSS is reliant on public and private sector funding, grants and disbursements to continue our operations. Should funding be withdrawn at any level, the programs and functions of the agency would be at serious risk.

Staffing – although not large in quantity, the staff are a vital component of the agency, without which the agency ceases to be functional. In the current labour market, attracting and retaining vibrant staff is a critical activity.

Infrastructure – the current facility at 1 Greenleaf Court was originally designed to support vocational programming, which occupied approximately 25% of the total building space. As vocational programs are no longer part of QVSS’ service model, this space has been repurposed to deliver recreational, social, and community-based programming. While these conversions have allowed QVSS to continue delivering meaningful and engaging programs, the space was not purpose-built for current programming and presents limitations in layout, flexibility, and functionality. Future planning will consider opportunities to further adapt or reimagine space to better align with evolving participant needs and service delivery models. QVSS will continue to explore options to rework the existing space as well as identify new locations that meet the needs of QVSS and also increases community inclusion would be preferable.

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Opportunities:

Growth – QVSS has seen a marked increase in demand for program services. The Community Engagement program has generated greater awareness and understanding of the services that QVSS provides. This has increased the number of family inquiries leading to an increase in supported clients. Through the continuing efforts of the Team Leader and the Intake Coordinator, QVSS will be situated to accept all inquiries and enroll all suitable clients in the future.

Funding Model Changes – with changes to funding allocations by government ministries, QVSS may very well be in position to provide services, on a cost recovery basis, to those members of the community that were previously unable to take advantage of our services.

Program of Choice – as the only day support agency to remain open throughout the recent challenges to day support program providers (COVID pandemic, staffing shortages), QVSS supported many clients who had no programming from their own support agency. This situated QVSS to pursue the opportunity to be the day support program of choice for the area. While this may not be a popular endeavour with sister agencies, it would be beneficial to our current and prospective clients. Further, it would be in line with the funding providers' desires to eliminate duplication of efforts and funding requirements.

Threats:

Funding – QVSS always faces the risk of inadequate funding as it is reliant on government and private sector funding sources.

Staffing – staff are a cornerstone necessity for QVSS to continue to operate its programs. Recruitment and retention of qualified and dedicated staff is threatened by the current labour shortages and industry competition.

Existing Clientele – our current clients are engaged and loyal. They attend QVSS on a voluntary basis. QVSS would be at risk should the clients become disillusioned or uninterested in our programming.

New Clientele - The demographic profile of individuals accessing QVSS programs continues to evolve, with an increasing number of younger adults bringing new expectations, strengths, and interests. In response, QVSS is exploring innovative program models that include greater use of online platforms, digital tools, and social-media-informed engagement to support skill building, social connection, and inclusion. These emerging program models often require more individualized support and lower staff-to-participant ratios, creating both opportunities and challenges. QVSS will proactively assess staffing structures, training needs, and funding strategies to ensure programs remain responsive, safe, and sustainable.

Vehicle Fleet – the current fleet of agency vehicles is used to enable community involvement and off-site program delivery. As with all vehicle fleets, repair and life cycle costs continue to rise. The financial risk of maintaining a vehicle fleet must always be weighed against the value provided. As well, plans must be in place to facilitate the replacement of each vehicle as it reaches its useable life.

THE WAY FORWARD

QVSS will continue to provide services to our existing and new client base. There are inherent risks and challenges to meeting the goals of the agency. While the direct care staff, under the guidance of

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the Management Team, organize and execute the immediate actions of the agency, it falls to the Board of Directors to envision and enable the short term and long-term plans and goals of the agency. The Board of Directors fulfills this mandate by including the clients, staff, managers and other interested parties in identifying the future goals and needs of the agency.

QVSS will continue to position itself to be the geographical “agency of choice” to provide day support for adults with developmental challenges and will position itself to best provide these supports by undertaking a tiered, time driven progress plan, that acknowledges the risks and rewards to the agency.

In order to be situated for viability, risk management and community relevance, QVSS will concentrate its strategic efforts over a five-year span. This plan will be divided into two segments to deal with the most relevant issues as they arise. “The Way Forward” will be broken down into a two-year plan and a five-year plan. The two-year plan will, by necessity, be much more detailed and specific than the five-year plan.

2 YEAR PLAN

Partnerships:

QVSS will seek and analyze any and all possibilities to partner with any and all agencies and organizations that enable QVSS’ program delivery. Such partnerships would be ideal in allowing QVSS to modernize its program and comply with the Government of Ontario’s Developmental Services reform Plan under the “*Journey to Belonging: Choice and Inclusion*” umbrella.

Satellite Locations

QVSS will explore the feasibility and opportunity to expand its footprint and service delivery by opening satellite locations where possible. Any such action would come with a financial cost and will require detailed planning and iron clad agreements to protect the agency while providing seamless services for client, staff, management and all other stakeholders.

Secondary School Awareness and Transition

As has been demonstrated over the existence of QVSS and reaffirmed by education providers, many of the potential clients experience stress when they approach the completion of their public education journey. QVSS will engage local education agents to identify potential clients whom would benefit from our services and attempt to create a process that would allow students to attend QVSS on a part time basis, during their final school year, to set the stage for understanding the QVSS program. This will ease the anxiety for potential clients and families and enable QVSS to be prepared to transition new clients from the school setting to the QVSS setting.

Community Outreach

QVSS will continue to increase its community outreach, through targeted actions with like minded partners to raise the awareness of the agency and to promote community inclusion for the clients.

Program Relevance

In spite of the turmoil that is ever-present in the not-for-profit sector, QVSS led by management and Board of Directors, will ensure that clients receive, as a minimum, the same levels of programming and community support as each is presently expecting and receiving.

Funding Model Changes

As the Ministry has identified that more funding will go directly to families to enable them to meet their specific and unique needs, QVSS will examine opportunities to provide services and

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support to more community members. Key in this endeavour is ensuring that these new activities are funded by the families that engage them, so as to be cost neutral to QVSS at worst. Ideally, these new activities will be billed in such a manner as to generate interest of the user and be financially beneficial to the agency.

5 YEAR PLAN

Staffing

Staff Retention and Recruitment – a key pillar in our continued success, staff will be a key component in the efforts of QVSS governance. The recruitment of qualified and motivated staff, at all levels, will be an emphasis. Likewise, the retention of our current staff is crucial.

As was demonstrated during the fair negotiation of a new Collective Bargaining Agreement, QVSS is committed to the dedicated and inspirational staff of the agency. Industry standard pay, benefits and work conditions remain paramount in any actions involving employees.

Staff Development

Wherever possible, QVSS will aid any staff in their personal development. The goal is to enable a loyal, dedicated and highly competent staff pool who are willing to further the goals and plans of the agency.

Management

Management Continuity Plan

QVSS utilizes a formal Management Continuity Plan to ensure that any and all contingencies are prepared should an absence exist at any managerial level. This plan outlines the options and plans for the replacement of managers, if necessary.

Manager Development Plan

QVSS will continue to, through formal or informal means, identify any current staff that may have an interest in training to be prepared to assume a management role. It is, as it always has been, the goal of the agency to train and promote management from within the agency. This process leads to better managerial understanding of the goals, limitations, ethos and vision of the agency, ultimately leading to superior client support.

Relocation

QVSS will continually assess any and all opportunities to relocate to a location that better meets the mandate of the agency and better serves the needs of our clients. While the facility at 1 Greenleaf Court is wholly suitable for our current program delivery, a location that is better situated in the community would better suit the agency and clients.

Program Relevance and Development

QVSS, through its continual review processes, will continue to evolve current programs and generate new programs to meet the wants and needs of our clients. These reviews will continue to keep QVSS in compliance with current laws and directives from our supervising government ministries.

CONCLUSION

Quinte Vitality and Social Support is a valued and respected agency within the community. The core strengths are the staff and the dedication of the clients to the agency. These positive relationships must be nurtured and developed to maintain the future of QVSS. While change is not always welcome,

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QVSS has set a course that will only bring positive progress to its future that enables superior client service, as this is the vision and mission of QVSS.

VERSION CONTROL:

This document will be reviewed and updated biannually or sooner as required.

The previous version of the QVSS STRATEGIC PLAN was updated on May 29, 2023

This version of the QVSS STRATEGIC PLAN was updated in 2026.

Mike Vajda

Mike Vajda

Executive Director

Dated: February 23, 2026

Dwayne Atkinson

Dwayne Atkinson

Board Chair

Dated: February 23, 2026