



**Sudbury
Developmental
Services**

2026 – 2031 Strategic Plan

Mission, Vision, Values

Empowering people to build a life that is true to them, evolving together with courage, respect, empathy, accountability, and belief in everyone's potential.

Strategic Priorities



**Refresh
Organizational
Positioning**



**Strengthen
Agency
Core Functions**



**Enhance
Services**

Stakeholder Engagement

159

survey
responses

69

focus
groups

5

one-on-one
interviews

SDS In 2031

Sudbury Developmental Services will be recognized for its strong organizational identity, with a clearly embedded mission, vision, and values guiding every aspect of its culture. The agency will operate with robust core functions, marked by excellence in finance, human resources, and leadership practices. SDS will deliver enhanced, responsive services that meet the evolving needs of individuals and families, demonstrating readiness and adaptability to sector changes and community expectations.

2026 – 2031 Strategic Plan

STRENGTHENING SDS' CURRENT OPERATION AND EVOLVING IN A THOUGHTFUL WAY

- **GOAL 1: REFRESH ORGANIZATIONAL POSITIONING**
- **GOAL 2: STRENGTHEN AGENCY CORE FUNCTIONS**
- **GOAL 3: ENHANCE SERVICES**

Goal: To Be Even Better

Sudbury Developmental Services (SDS) wants to be an even better service provider. So, it initiated a strategic planning exercise, assisted by CMCS Consulting Services.

The process involved obtaining input from SDS' collaborators, including the people it supports, their families, SDS' employees, its board of directors and its community partners. They were asked to comment on the current situation at SDS and to suggest ideas for change. There were 159 responses to an electronic survey. Sixty-nine people participated in 11 focus groups and 5 people in one-on-one interviews.

CMCS then consolidated all the input and created a first draft of the strategic plan. This draft was shared with a planning group made up of members of the board of directors and the senior leadership team. Together they critiqued its content and created the final version. The next step will be to develop and document an implementation strategy that specifies who is responsible for each action in the plan, along with defined start and end dates for each action.

Theme: Enhancing Operations

The key conclusion from all the stakeholder input was that the focus over the coming years should be on enhancing SDS' current operation, coupled with thoughtful evolution.

Enhancing the operations to strengthen the work of the Finance and HR departments. Addressing staffing matters such as increasing the availability of staff to fill shifts within the various housing service areas and enhancing the work performance of new hires. Once addressed, SDS shall move on to other initiatives: improving its operation, introducing new services, and strengthening readiness for the Ministry of Children, Community and Social Services ("MCCSS") policy changes.

As MCCSS develops their new funding model titled *Journey to Belonging*, SDS plans to evolve its services for individuals within developmental services sector.

Moving towards a better future SDS' strategic priorities for 2026-2031 are identified as follows:

- Refresh Organizational Positioning.
- Strengthen Agency Core Functions.
- Enhance Services.

The plan shall be implemented by the board of directors and senior leadership who will ensure implementation, starting with enhancing the foundation, then focus on actions related to services.



Goal 1: Refresh Organizational Positioning

Organizational positioning includes the organization's vision, mission and values as well as its service principles. This priority focuses on implementing the vision, mission and values, and strengthening SDS' service principles. We will continue our commitment to French language Services.

Mission, Vision and Values Statement

"Empowering people to build a life that is true to them, evolving together with courage, respect, empathy, accountability and belief in everyone's potential."

Action 1 :

- A. Develop and implement a strategy to introduce the new mission, vision and values statement and ensuring they are fully integrated into the organization's culture.

Action 2 :

- A. Proceed with the development of the organization's new logo and branding initiatives.

Action 3 :

- A. Review, update and develop a strategy to ensure SDS' service principles are aligned with our mission, vision and values statement.

Action 4 :

- A. Implement Personal Outcome Measures (POMs) and foster their ongoing use.



Goal 2: Strengthen Agency Core Functions

SDS will enhance its foundational operations by improving financial management, human resources, leadership visibility, and internal communications. This priority focuses on creating a culture of accountability, recognition, and inclusivity, ensuring that the agency is well-equipped to support its mission and adapt to future challenges.

Action 1 :

- A. Complete a review of the Finance and Administration department. Develop and implement a strategy for change that strengthens the department functions and drives continuous improvement:
 - Accuracy, transparency and timeliness of the Finance department.
 - Involve program managers in budgeting and financial control.
 - Improve the credit card system used for consumables.
 - Improve communication to all partners within the organization.

Action 2 :

- A. Complete a review of the Human Resources department. Develop and implement a strategy for change that strengthens the department functions and drives continuous improvement.
- B. Enhance the work of the Human Resources and Development department:
 - Support the Senior Leadership Team in ensuring there is clarity in the roles of all employees of the organization.
 - In cooperation with the managers and senior leadership:
 - Improve the speed of hiring, quality of candidates and the onboarding experience of new hires, ensuring new team members are set up for long-term success through increased manager engagement and by providing a supportive environment.
 - Support diverse needs of new employees.
 - Ensure the quality and commitment of new hires by cultivating a supportive environment throughout the probationary period, garner input from front-line staff and team leads before making final decisions at the end of the probationary period. A structured feedback loop will be established to continuously assess and enhance onboarding practices.
 - Strengthen support and recognition for staff at all levels including front-line employees, team leads, and managers to foster a culture of appreciation and engagement.
 - Ensure succession planning across the organization and increase SDS' focus on diversity, equity, inclusion and accessibility.

Action 3 :

- A. Enhance organizational structure and culture of the Agency
 - Foster a positive and progressive work culture with a shared stewardship.
 - Ensure visible leadership from managers in the work environment to engage routinely with the agency team.
 - Define clear roles and responsibilities for all roles in the organization.
 - Support and develop leadership skills
 - Strengthen practices to ensure consistency in agency services.
 - Implement an accountability management framework throughout the agency.
 - Implement and maintain a recognition program.
 - Cultivate a culture that is responsive to diversity, equity, inclusion and accessibility.

- Develop a robust communication strategy throughout the agency.
- Seek regular employee feedback
- Develop succession planning for all key functions of the organization.



Goal 3: Enhance Services

This priority is intended to enhance Group Living, Intensive Support Residential, Community Participation, Passport and Respite.

Action 1 :

A. Group Living

- Provide choices for people supported in terms of where they live and with whom they live.

Action 2 :

A. Intensive Support Residential

- Target and increase the number of people supported by the Intensive Support Residential program, should adequate funds be available.

Action 3 :

A. Community Participation

- Increase the flexibility of activities available to all participants, including evening and weekends.
- Begin to offer fee-based options for individuals wanting supports not involved in other SDS services.

Action 4 :

A. Passport

- Complete the review of the Passport program.

Action 5 :

A. Respite

- Complete the review of the Respite program.

Action 6 :

B. Facilities

- Enhance the quality and timeliness of building maintenance and repairs.