lambton county lcds developmental services

STRATEGIC PLAN 2024-27

2026 Q3 REPORT

Status Overview

On Track (80–100%)

Monitor (60–79%)

Action Required (<59%)

Strategic Plan: Q3 2026

Priority#1: Ensuring LCDS' Supports Services & Operations Sustainability.

Objective #1: Prepare our operations for the anticipated changes that MCCSS's Sector Reform: Journey to Belonging will bring

Performance Dashboard

Metric	2024 Baseline	Target	Q3 2026 Status	Notes
# Supported People with Mapped Needs (residential) moved into Invorg Dashboard	0	65	🟢 58	58 of 65 supported people mapped (89%).
# External Training Annual *(Workforce Readiness)*	74	(25%/Year) 100% Staff Trained	🟢 149/253	Annual measure. 58.9% Participation (Target Exceeded)
QAM Score	343/351 (2023)	Maintain High Compliance	🟢 347/351 (2025)	Annual measure. Near Full Compliance

Strategic Impact

LCDS has strengthened its readiness for Journey to Belonging by mapping support needs for 89% of residential participants.
This work has improved LCDS's understanding of individual support requirements and service complexity, while providing greater visibility into future staffing and resource needs to support person-directed service planning.

Risks & Emerging Issues

1. Ongoing uncertainty regarding Journey to Belonging implementation may impact future service delivery, staffing, and resource allocation decisions.
2. Future provincial requirements may necessitate adjustments to support models and operations.
3. No standardized benchmark currently exists to measure Journey to Belonging readiness; LCDS continues to monitor progress through internal indicators and QAM results.

Next Quarter Strategic Actions

- Implement **Invorg** support needs dashboard
- Monitor **Journey to Belonging** requirements
- Advance workforce readiness through **training**
- Complete residential support needs **mapping**

Strategic Plan: Q3 2026

Priority#1: Ensuring LCDS' Supports Services & Operations Sustainability.

Objective #2: Expand our fee for service (FFS) offerings to develop services that people (supported and community) value and that align with LCDS' mission, vision, and core values.

Performance Dashboard

Metric	2024 Baseline	Target	Q3 2026 Status	Notes
Total Purchased Service Utilization Rate %	64%	64%	🔴 Q3 = 51%	Q1 = 53% Q2 = 52%
Sole Purchased Service Rate % (only those using fee for service)	9%	15%	🟢 Q1 = 12% Q2 = 12.5% Q3 = 14%	15% equates to 9 more supported people
How many NEW fee-for-service recipients (annual)	2023-23 5	9 annual	🟢 Q1/2/3/=7	On target to reach goal of 9 by end of 2026

Strategic Impact

LCDS continues to expand fee-for-service options that support both community impact and organizational sustainability. In 2026, seven new individuals and families, not previously connected to LCDS, accessed services and supports, placing the organization on track to achieve its annual growth target. Future growth opportunities are expected as youth transition into adulthood and seek flexible, person-directed supports that align with their evolving needs.

Risks & Emerging Issues

1. Limited sector benchmarks restrict external performance comparison.
2. Workforce capacity may constrain fee-for-service growth.
3. Service demand may exceed available capacity.
4. Other competing service providers

Next Quarter Strategic Actions

- Optimize Passport funding utilization
- Expand youth transition pathways
- Continue to promote value of purchased service options

Strategic Plan: Q3 2026

Priority#1: Ensuring LCDS' Supports Services & Operations Sustainability.

Objective #3: Investigate opportunities to enhance access to technology for people supported to more efficiently and responsibly use funding, allow for more independence, and less reliance on supports.

Performance Dashboard

Metric	2024 Baseline	Target	Q3 2026 Status	Notes
#Staff-Investigated tech-based Opportunities -Annual *(training, meetings, conferences)*	1	40 by end of 2026	🟢 2026 Q1: 0 2026 Q2: 39 2026 Q3: 0 **Total 39**	39 investigations have been recorded (97.5% of target)
# New Tech Devices Inventoried	0 *(not tracked)*	80 devices inventoried	🟢 65 devices	81% of target

Strategic Impact

LCDS is leveraging technology to enhance independence and quality of life for people supported. With continued growth in technology exploration and implementation, the organization is expanding access to tools that support communication, choice, and more individualized approaches to service delivery.

Risks & Emerging Issues

1. Ongoing software, maintenance, and replacement costs may impact the long-term sustainability of technology investments.
2. Successful technology adoption requires ongoing training and support for both staff and people supported, which may affect the pace of implementation.
3. Future technology solutions may require greater customization and assessment, increasing implementation complexity.

Next Quarter Strategic Actions

- Launch technology awareness campaign
- Technology adoption & identify emerging needs
- Establish staff & supported Technology Champions
- Measure success

Strategic Plan: Q3 2026

Priority#1: Ensuring LCDS' Supports Services & Operations Sustainability.

Objective #4: Investigate opportunities and funding to implement upgrades to technology, platforms, equipment & resources so employees can efficiently perform their responsibilities and focus more on support and less on administrative tasks.

Performance Dashboard

Metric	2024 Baseline	Target	Q3 2026 Status	Notes
IT Allocation (%)	IT costs baseline 2024/25: 3.2%	Maintain technology spending of 2%–4%	🟢 2025/26: $318,088/2.1%	Year end 2023/24: 2.1% Target is based on Canadian standards on tech spending in NFP sector.
# funding/grant applications	0 (not tracked)	4 Grants/Funding Applications	🔴 2026 Q3: 1	Technology was added to the "Accessibility Assets" Pillar for LCDS Foundation.
% Surplus Funds Used For Tech	2024/25: 18.5 %	23% Target: 3-Year Agency Avg	🟢 2025/26: 30.1%	Tracked annually. No provincial DS benchmark available.

Strategic Impact

LCDS is strengthening its technology infrastructure through strategic investment, funding initiatives, and the establishment of Accessibility Assets as a dedicated Foundation Pillar. Supported by ongoing equipment renewal and **14 technology upgrades completed in 2025/26** (including a Rippling), the organization is enhancing service quality, accessibility, and long-term sustainability.

Risks & Emerging Issues

1. Competing operational priorities may limit technology investment.
2. Ongoing maintenance and lifecycle costs may impact technology sustainability.
3. Workforce digital literacy differences may slow technology adoption.
4. Technology implementation may increase short-term training and support requirements.

Next Quarter Strategic Actions

- Grant Advance Campaign lauch for Technology $
- Collaborate with Priority 1 - Objective 3
- Implement technology lifecycle tracking.
- Fully Implement Rippling HR and scheduling project

Strategic Plan: Q3 2026

Priority #2: Become a non-profit employer of choice in Lambton County

Objective #1: Implement an expanded recruitment and retention strategy to ensure we have the right staff with the right skills, such as core competencies

Performance Dashboard

Metric	2024 Baseline	Target	Q3 2026 Status	Notes
# External Recruitment Activities Attended	4	7/year	🟢 To date 2026: 9	2026 Q1: 3 2026 Q2: 2 2026 Q3: 4
Employee Turnover Rate % (annual per fiscal)	2024-25: 25%	At or below Ont. DS benchmark 30-40%	🟢 2025-26: 23%	
1-Year Retention (survival) Rate % (annual)	2023: 64% 2024: 72%	At or above Ontario sector benchmark 83%	🟡 2025: 76% 2026: Q4 report	% retained after 1 year (excluding first-month departures)

Strategic Impact

LCDS continues to make progress toward its goal of becoming an employer of choice. Employee turnover remains below provincial sector averages, retention continues to improve, and workforce stability remains strong, with average employee tenure of 9.22 years in 2026, aligning with the Ontario sector benchmark of 9 to 11 years. Through strategic partnerships, including participation in Lambton College's relaunched DSW program, LCDS is also helping build the future developmental services workforce.

Risks & Emerging Issues

1. Sector-wide workforce shortages continue to create recruitment and retention challenges.
2. First-year employee retention remains a key workforce risk.
3. Wage pressures and competition for talent may impact long-term retention.
4. Geographic distribution of LCDS service locations may affect staffing.

Next Quarter Strategic Actions

- Strengthen first-year employee retention
- Expand recruitment & apprenticeship promotion
- Partner with Lambton Works on Hiring Blitz in Nov.
- October's Employee Recognition Month

Strategic Plan: Q3 2026

Priority #2: Become a non-profit employer of choice in Lambton County

Objective #2: Improve overall compensation for our employees while balancing our funding realities

Performance Dashboard

Metric	2024 Baseline	Target	Q3 2026 Status	Notes
Market Competitiveness (Direct Support Employees)	LCDS DSC $26.38 LCDS DSP $22.27	Meet or exceed Regional Median DSC: $28 DSP: $23.40	🟢 LCDS DSC Q3: $28.55 LCDS DSP Q3: $23.39	DSC exceeds the Windsor/Sarnia median; DSP aligns with market rates. Continue monitoring wage competitiveness.

Strategic Impact

LCDS continues to invest in a competitive and sustainable compensation program. In 2026, employees received a 1.5% wage increase, enhanced pension benefits, improved vacation entitlements, and a one-time wage enhancement stipend. These investments help maintain market competitiveness and support employee retention and workforce stability. LCDS has approved a mileage increase 16% which will go into effect Oct 1.

Risks & Emerging Issues

1. Competing financial priorities may limit future compensation enhancements.
2. Funding constraints may impact long-term wage and benefit competitiveness.
3. Competition for talent may place continued pressure on compensation strategies.
4. Rising benefit and pension costs may affect compensation sustainability.

Next Quarter Strategic Actions

- Implement the proposed mileage rate adjustment.
- Establish a total compensation investment measure.
- Assess compensation competitiveness across all roles.

Strategic Plan: Q3 2026

Priority #2: Become a non-profit employer of choice in Lambton County

Objective #3: Improve LCDS' connection to our employees through more effective communication, including responding to employees' input.

Performance Dashboard

Metric	2024 Baseline	Target	Q3 2026 Status	Notes
Internal Communication Engagement Rate (%) Open Rate of Newsletter by employees	0 (no newsletter) Dec 2025: 45%	≥70%	🟢 Q1: 0 Q2: 48% Q3: 72%	LCDS Focus Newsletter relaunched in December 2025. Issued quarterly.
Open Mic Attendance #	Q4: 59	≥60 attendees per Open Mic session	🟡 Q1: 67 Q2: 54 Q3: 0 (*Scheduled for October 2026*)	Moving forward, participation data will be considered alongside qualitative feedback to provide a more comprehensive measure of communication effectiveness. *2025: Q1: 59 | Q2: 54 | Q3: 66 | Q4: 88*

Strategic Impact

LCDS continues to strengthen its connection with employees through improved communication, engagement, and responsiveness. A formal communication plan is now operational, newsletter engagement has exceeded target at 72%, and employee feedback has informed workplace initiatives such as statutory holiday scheduling preferences, reinforcing a culture of listening and continuous improvement.

Risks & Emerging Issues

1. Communication metrics measure reach, but not whether employees feel heard or communication drives action.
2. Limited analytics restrict the ability to measure engagement across all communication channels.
3. Diverse employee work environments may affect communication consistency and engagement.

Next Quarter Strategic Actions

- One Question outreach to employees in Q4
- Employee Satisfaction Survey in October. Last measured in 2024
- Open Mic October 8

Strategic Plan: Q3 2026

Priority #3: Increasing Housing Opportunities

Objective #1: Explore collaborations with Municipalities, housing developers and others to create more housing that includes people with developmental disabilities in Lambton County.

Performance Dashboard

Metric	2024 Baseline	Target	Q3 2026 Status	Notes
# Active Partnerships with agreements	4 Solidified long-term partners in 2024.	Active Housing Partnerships: Maintain 4; increase to 5 by plan end.	🟢 Q3: 8 partnerships in development.	
# New Opportunities Developed	0	Open to innovative housing solutions	*1*	MillDon Partnership: 1 agreement, 1 unit (est. July 2026)
As of 2026 Q3, LCDS has 126 units available (Host, SIL, Group, Devine). Our goal is to have 100% of people supported housed, if that is their choice.				

Strategic Impact

LCDS continues to advance housing opportunities through strategic partnerships with housing providers, developers, and community organizations. With eight partnerships in development, including a new relationship with Foundation Capital, and the successful completion of the MillDon housing partnership, the organization is strengthening both its current housing capacity and future housing pipeline for people supported.

Risks & Emerging Issues

1. Limited supply of affordable and accessible housing remains a significant barrier to community inclusion.
2. Demand for housing supports continues to exceed available housing opportunities across Ontario.
3. Progress is dependent on external partner and developer capacity

Next Quarter Strategic Actions

- Continue to meet with partners/new opportunities
- Work with DSO waitlist to accommodate and intake

Strategic Plan: Q3 2026

Priority #3: Increasing Housing Opportunities

Objective #2: Implement a strategy for people supported to identify and then achieve their preferred housing situation.

Performance Dashboard

Metric	2024 Baseline	Target	Q3 2026 Status	Notes
Stategy implemented: In recognition of the need to strengthen and evolve our housing strategy, LCDS has implemented the DSO Housing Planning Toolkit. While housing goals and desires for change continue to be identified through life plans, life interviews, service reviews, and everyday conversations, the toolkit provides a more structured and person-centered approach to documenting housing needs, preferences, and future aspirations. This enhanced process supports more comprehensive planning and helps ensure the voices of people supported are meaningfully reflected in housing discussions and decision-making.				

Strategic Impact

LCDS continues to strengthen person-directed housing planning through consistent discussion of housing preferences during intake and annual Life Plans. The adoption of the DSO Housing Plan Toolkit has established a standardized approach to identifying housing goals and developing housing plans. LCDS has supported 35 people to identify preferred housing, 30 of which have completed a housing plan, helping ensure future planning is aligned with individual preferences and aspirations.

Risks & Emerging Issues

1. Measurment tools do not record timeframe of when request for housing preference was made.
2. Limited supply of affordable and accessible housing may restrict housing opportunities.
3. Housing outcomes depend on the availability of funding, supports, and suitable housing options.
4. Demand for housing continues to exceed available opportunities.
5. Evolving support needs and housing preferences may require ongoing planning and reassessment.

Next Quarter Strategic Actions

- Continue to implement strategy as outlined
- Complete plans for all people with an identified housing goal.
- Track housing outcomes against identified preferences.

Strategic Plan: Q3 2026

Priority #3: Increasing Housing Opportunities

Objective #3: Assisting people to obtain safe and affordable housing within their community of choice

Performance Dashboard

Metric	2024 Baseline	Target	Q3 2026 Status	Notes
# of Housing moves/changes since 2023-26	Unknown *(not measured)*	Target based on individual need	15 moves 4 changes	Based on service coordination chart est. in 2023, 15 successfully moved, and 4 have determined satisfaction with current housing. We have identified that LCDS will enhance our data collection in this respect.

Strategic Impact

Completion of housing plans resulted in 15 people finding new accommodation that better reflects thier preferences. Completing the house planning resulted in 4 people deciding they are satisfied with their current living accommodations.
LCDS continues to advance person-directed outcomes through strong quality performance and proactive housing planning.

Risks & Emerging Issues

1. Affordable and accessible housing shortages may limit housing choice.
2. No provincial benchmark exists to measure housing choice outcomes.
3. Current measures do not track time from housing preference to housing outcome
4. Housing outcomes depend on external housing supply, funding, and support availability

Next Quarter Strategic Actions

- Establish housing affordability and stability measures
- Determine metric to measure quality of housing
- Maintain strategy and enhance tracking

Strategic Plan: Q3 2026

Priority #4: Increasing Engagement with our community

Objective #1: Create opportunities for families and people supported to learn, advocate and develop relationships.

Performance Dashboard

Metric	2024 Baseline	Target	Q3 2026 Status	Notes
# Family Events	0 (no family events)	5 total for 2026. 6 family engagement events/year	🟡 Q1: 0 Q2: 1 Q3: 2	One scheduled for Q4 on Oct. 8 Family & Caregiver Nights launched in May 2026, attracting 61 attendees across three events.
# Focus Groups for Supported People (Bi-Annual)	0 (no focus groups)	2/year	🟢 Q1: 0 Q2: 1 Q3: 0 Q4: 1 scheduled for October	Scheduled every April/Ocotber moving forward
# Advocacy Opportunities for Supported People (Annual)	0 (no opportunities)	4/year	🟢 2026: 16 opportunities created	Number of supported participants attending learning and engagement opportunities (e.g., staff training, orientation, relationship training).

Strategic Impact

LCDS continues to strengthen engagement with people supported and families through increased opportunities for connection, feedback, and advocacy. Feedback from people supported directly informed the relaunch of the Speak Up Message Centre, while Family & Caregiver Nights and focus groups have expanded opportunities for ongoing dialogue. People supported are also contributing directly to staff development through participation in new employee onboarding and relationship training, ensuring lived experience informs service delivery and organizational culture.

Risks & Emerging Issues

1. Participation metrics do not fully measure engagement, influence, or satisfaction.
2. Participation levels may fluctuate based on onboarding schedules and program availability.
3. Ongoing promotion is required to sustain awareness and use of the Speak Up Message Centre.

Next Quarter Strategic Actions

- Promote Speak Up Message Centre
- October focus group for supported people in Corunna
- Integrate more lived experience into staff training

Strategic Plan: Q3 2026

Priority #4: Increasing Engagement with our community

Objective #2: Enhance our values-based community supports by providing more opportunities when people prefer.

Performance Dashboard

Metric	2024 Baseline	Target	Q3 2026 Status	Notes
# Community Interactions/quarter	0 not measured	10% increase/year	🟢 Q1: 0 Q2: 3284 Q3: will be reported in Q4	Measuing began in Q2 2026. Community participation goals across social, recreational, volunteer, and other community activities aligned with individual goals

Strategic Impact

LCDS has strengthened its capacity to support person-directed community participation through the implementation of standardized tracking and reporting in AIMS.
This new approach provides valuable insight into participation patterns, helping the organization better understand individual preferences and expand opportunities for meaningful community inclusion and belonging.

Risks & Emerging Issues

1. Seasonal and community activity fluctuations may impact participation levels.
2. Staff adoption of new tracking practices may affect data quality and consistency.
3. Limited historical data restricts trend analysis and benchmarking.
4. Increased demand for community participation opportunities may require additional resources and partnerships.

Next Quarter Strategic Actions

- Identify preferred day/time for community connection.
- Align community inclusion with individual goals and outcomes.
- Continue promotion of community opportunities to people supported
- Continue consistant staff tracking

Strategic Plan: Q3 2026

Priority #4: Increasing Engagement with our community

Objective #3: Expand our partnerships with organizations and individual members of the community to promote awareness and create fundraising opportunities

Performance Dashboard

Metric	2024 Baseline	Target	Q3 2026 Status	Notes
# of Sponsors (annually)	55 (6 events)	Grow base funders by 30% by 2027	🟢 2025: 76 (9 events including auction)	2026 reported at end of 2026
$ raised from Sponsorship (calendar year/not fiscal)	$77,507	Grow base funders by 30% by 2027	🟢 2025: $101,874.32	2026 reported at end of 2026
Engagement plan established. Community partnerships (schools, service groups, community collaborations) tracked at the end 2026				

Strategic Impact

LCDS continues to build meaningful connections across Lambton County through engagement with schools, businesses, service clubs, community organizations, and local events. These relationships are increasing awareness of LCDS, creating new opportunities for inclusion and volunteer participation, and strengthening the network of supporters, sponsors, and partners that contribute to the organization's long-term sustainability and Foundation growth.

Risks & Emerging Issues

1. Economic conditions may impact sponsorship and donor support.
2. Competition for charitable dollars may affect future fundraising outcomes.
3. Sustained growth depends on ongoing community partner, volunteer, and sponsor engagement.
4. Current fundraising performance includes one-time anniversary and biannual auction-related impacts that may not be sustainable year over year.

Next Quarter Strategic Actions

- Collboration with Lambton College DSW in December
- Fusion - LCDS largest fundraiser - November 13 & 14 in Sarnia
- Community Futures business planning for Social Enterprises