

STRATEGIC PLAN 2026–2029



Building on Progress. Strengthening Sustainability. Preparing for the Future.

[STRATEGIC PLAN](#)

[2026–2029](#)

[STRATEGIC PLAN APPROVAL](#)

[INCLUSION CLARE STRATEGIC PLAN 2026–2029](#)

[BOARD OF DIRECTORS \(2026–2027\)](#)

[ACKNOWLEDGEMENT](#)

[MESSAGE FROM THE BOARD CHAIR AND EXECUTIVE DIRECTOR](#)

[VISION, MISSION AND VALUES](#)

[LAND AND COMMUNITY ACKNOWLEDGEMENT](#)

[INTRODUCTION](#)

[STRATEGIC PROGRESS SINCE 2023](#)

[WHAT WE HEARD DURING THE STRATEGIC PLANNING RETREAT](#)

[STRATEGIC PRIORITIES](#)

[SUPPORTING FOUNDATIONS](#)

[MEASURING SUCCESS](#)

[STRATEGIC PRIORITY 1](#)

[Organizational Sustainability and Future Readiness](#)

[STRATEGIC PRIORITY 2](#)

[Workforce Development and Organizational Culture](#)

[STRATEGIC PRIORITY 3](#)

[Residential Excellence and Participant Wellbeing](#)

[STRATEGIC PRIORITY 4](#)

[Community Integration and Meaningful Participation](#)

[PARTICIPANT, STAFF, FAMILY, AND COMMUNITY FEEDBACK](#)

[STRATEGIC PLANNING PROCESS](#)

[LOOKING AHEAD](#)

[OUR COMMITMENT](#)

STRATEGIC PLAN APPROVAL

INCLUSION CLARE STRATEGIC PLAN 2026–2029

The Inclusion Clare Strategic Plan 2026–2029 was developed through a collaborative planning process involving members of the Board of Directors and Management Team.

The plan reflects Inclusion Clare's commitment to supporting adults with disabilities through high-quality services, strong community partnerships, participant wellbeing, organizational sustainability, and meaningful community inclusion.

Following review and discussion, the Board of Directors approved this Strategic Plan and authorized its implementation.

Approval

Approved by the Inclusion Clare Board of Directors

Date of Approval: June 30, 2026

Effective Period: **July 1, 2026 – March 31, 2029**

Board Chair / Treasurer

Joyce d'Entremont

Chair / Treasurer, Board of Directors

Signature:


Joyce d'Entremont (Sep 1, 2026 16:39:57 ADT)

Date:

09/01/2026

Executive Director

Suzanne Belliveau

Executive Director

Signature:


Suzanne Belliveau

Date:

July 2, 2026

BOARD OF DIRECTORS (2026–2027)

- Joyce d'Entremont – Chair / Treasurer
 - Diane Robicheau – Vice Chair
 - Yalla Sangaré – Secretary
 - Bobby Comeau – Director
 - Mireille d'Entremont – Director
 - Nicole Pothier – Director
 - Brandon Doucette – Director
 - Jonathan Linders – Director
-

ACKNOWLEDGEMENT

The Board of Directors acknowledges the contributions of the management team, staff, participants, families, volunteers, community partners, and supporters whose ideas, feedback, and perspectives helped inform the development of this Strategic Plan.

Together, we commit to advancing the vision, mission, values, and strategic priorities outlined within this document as we work toward a more inclusive future for the individuals and communities we serve.

MESSAGE FROM THE BOARD CHAIR AND EXECUTIVE DIRECTOR

Since the adoption of our 2023 Strategic Plan, Inclusion Clare has experienced a period of significant growth, transformation, stabilization, and organizational strengthening.

Together, our Board of Directors, management team, staff, participants, families, volunteers, and community partners have worked to strengthen the organization while remaining focused on the people we support. We have also strengthened governance practices, implemented Standard Operating Procedures, expanded Independent Living Supports, and enhanced the systems that support accountability and long-term sustainability.

As we look ahead, we recognize that the disability support sector continues to evolve. New service models, changing participant needs, workforce challenges, and the ongoing implementation of the Remedy create both opportunities and responsibilities for organizations like Inclusion Clare.

This Strategic Plan represents our commitment to preparing for that future while remaining grounded in our mission, values, and community roots.

The priorities identified within this plan reflect the voices of those who participated in our strategic planning process and provide a roadmap for the next three years. They are designed to help ensure that Inclusion Clare remains sustainable, innovative, participant-focused, and responsive to the changing needs of the individuals and communities we serve.

We are excited about the opportunities ahead and grateful for the dedication and support that continue to make Inclusion Clare a valued part of our community.

Joyce d'Entremont, Chair/Treasurer
Suzanne Belliveau, Executive director

VISION, MISSION AND VALUES

Vision

Communities are inclusive; people with disabilities are thriving.

Mission

Supporting adults with disabilities to achieve their full potential.

Values

Trust

We are committed to acting in everybody's best interests and are trusted to create thriving home and work environments.

Equity and Respect

We base all our actions and decisions on treating everyone with respect and compassion while building self-esteem and confidence.

Community Support

We continue to foster and grow community support and seek ongoing opportunities for partnerships and collaboration.

Culture

We are proud of our Acadian roots and celebrate all cultures and identities of everyone in our community and within our organization.

Innovation and Continuous Improvement

We continually look to adopt new ideas and opportunities that strengthen our organization and improve outcomes for participants.

LAND AND COMMUNITY ACKNOWLEDGEMENT

Inclusion Clare respectfully acknowledges that we live, work, and gather on the traditional and ancestral territory of the Mi'kmaq People.

We also recognize the contributions of African Nova Scotian communities and the deep Acadian roots that continue to shape the identity, culture, and strength of our region.

As an organization grounded in community, inclusion, and respect, we remain committed to learning, relationship building, and reconciliation.

INTRODUCTION

Inclusion Clare has entered a new phase in its organizational journey.

The 2023 Strategic Plan focused on strengthening the organization's foundation through enhanced residential services, increased community engagement, and expanded vocational opportunities. Since that time, significant progress has been achieved across all areas of the organization.

Governance structures have been strengthened, operational systems have been modernized, leadership capacity has expanded, and services have continued to evolve in response to participant needs and provincial transformation initiatives. Inclusion Clare successfully became an Independent Living Support provider and continues to expand opportunities for community participation, employment, and independence.

The organization has also responded to recommendations identified through audits, reviews, and strategic planning processes through the development of Standard Operating Procedures, succession planning initiatives, policy modernization, enhanced reporting systems, and strengthened accountability measures.

At the same time, Inclusion Clare continues to navigate workforce challenges, increasing participant complexity, changing funding structures, infrastructure considerations, and the evolving landscape of disability support services in Nova Scotia.

The purpose of this Strategic Plan is to provide clear direction for the organization from 2026 to 2029 while remaining flexible enough to respond to emerging opportunities and challenges.

The plan is built around four strategic priorities identified through consultation with the Board of Directors and Management Team during the 2026 Strategic Planning Retreat.

The 2026–2029 Strategic Plan reflects Inclusion Clare's commitment to supporting adults with disabilities through high-quality services, strong community partnerships, and thoughtful preparation for the future. Developed through collaboration between the Board of Directors and Management Team, the plan provides a roadmap for sustainability, participant wellbeing, organizational excellence, and meaningful community inclusion.

STRATEGIC PROGRESS SINCE 2023

When Inclusion Clare adopted its 2023 Strategic Plan, the organization was focused on strengthening its foundation and identifying key areas for growth. The priorities were clear: enhance residential options, strengthen engagement, and expand vocational opportunities.

Since that time, the organization has undergone significant transformation.

Governance and Leadership Stabilization

Over the past two years, Inclusion Clare has strengthened its governance structure, clarified roles and responsibilities, and built a more cohesive leadership team. Clear reporting structures, stronger board engagement, policy modernization, and increased oversight have positioned the organization on more stable footing.

Leadership capacity has expanded with the development of a structured management team, clearer operational accountability, and increased organizational planning. The organization has also prioritized the development of operational systems, including Standard Operating Procedures (SOPs) and succession planning initiatives, in response to identified organizational needs and recommendations.

This stabilization has allowed the organization to move from reactive management toward proactive planning and long-term sustainability.

Service Expansion and Modernization

With greater stability came the ability to responsibly expand services.

Inclusion Clare successfully became an Independent Living Support provider and currently supports four individuals through Independent Living Supports, with additional proposals being prepared. This growth reflects the organization's commitment to supporting greater independence, choice, and community inclusion.

Vocational opportunities have expanded through community partnerships and evolving social enterprise initiatives. Programming has shifted toward greater participant choice, community integration, and alignment with the ongoing evolution of disability support services in Nova Scotia.

Residential services have strengthened in structure and oversight while also navigating increasing participant complexity and aging in place considerations. The organization continues to evaluate future residential needs and opportunities as service expectations evolve.

Financial and Operational Realities

At the same time, the organization has faced new pressures. Workforce challenges, increased training requirements, regulatory expectations, evolving service models, and funding constraints have required careful financial management and long-term planning.

The organization also experienced a period of significant transition and stabilization following leadership changes. During this time, Inclusion Clare addressed infrastructure needs, strengthened financial systems, modernized operational practices, and implemented organizational improvements designed to support future sustainability.

These efforts have positioned Inclusion Clare to move beyond stabilization and into a period focused on sustainability, service excellence, and future readiness.

Key Accomplishments Since 2023

Highlights include:

- Expansion of Independent Living Supports
- Strengthened governance and leadership structures
- Development and implementation of Standard Operating Procedures
- Succession planning initiatives
- Policy modernization
- Enhanced financial oversight and reporting
- Expanded community partnerships
- Growth of social enterprise activities
- Increased participant choice and community engagement
- Continued investment in quality services and organizational improvement

While much has been accomplished, the strategic planning process confirmed that there is important work ahead. The next phase of Inclusion Clare's journey will focus on strengthening sustainability, supporting people, preparing for future opportunities, and continuing to build inclusive communities where individuals can thrive.

WHAT WE HEARD DURING THE STRATEGIC PLANNING RETREAT

On May 29, 2026, Inclusion Clare's Board of Directors and Management Team came together to reflect on the organization's progress, discuss emerging opportunities and challenges, and identify priorities for the future.

Participants reviewed organizational accomplishments, participant feedback, environmental trends, workforce realities, and future service considerations. Through facilitated discussions, SWOT analysis, and priority-setting exercises, several common themes emerged.

Our Strengths

Participants identified many strengths that continue to support Inclusion Clare's success, including:

- Dedicated and caring staff
- Strong leadership and governance
- Community partnerships and relationships
- Volunteer support
- A positive organizational culture
- Growing community presence and reputation
- Meaningful programs and activities
- Increased opportunities for participant socialization and inclusion
- Innovation and willingness to embrace change

These strengths provide a strong foundation for future growth and sustainability.

Opportunities for the Future

Participants identified several opportunities that could strengthen Inclusion Clare over the next three years:

- Expansion of Independent Living Supports
- Development of additional vocational and employment opportunities

- Growth of community partnerships
- Expansion of social enterprise initiatives
- Increased community awareness and engagement
- Development of a community hub model
- New funding opportunities
- Greater support for participant independence and self-determination

Challenges and Emerging Risks

Participants also discussed several challenges and risks that require ongoing attention:

- Workforce recruitment and retention
- Increasing participant complexity
- Mental health support needs
- Funding uncertainty and changing service models
- Rural workforce limitations
- Infrastructure and facility needs
- Ensuring readiness for Independent Living Supports
- Future housing and residential planning needs

Top Priorities Identified

Through discussion and prioritization activities, several key themes emerged as areas of focus for the next three years:

- Investing in staff development and training
- Strengthening recruitment and retention efforts
- Expanding Independent Living Supports
- Enhancing participant readiness for greater independence
- Continuing to improve service quality and accountability

- Expanding vocational and employment opportunities
- Exploring future community hub opportunities
- Strengthening organizational sustainability and future readiness

The discussions throughout the retreat reinforced a common belief: Inclusion Clare has made significant progress and is well-positioned for the future.

The four strategic priorities outlined in this plan were developed directly from the themes, ideas, opportunities, and concerns identified during the strategic planning process.

STRATEGIC PRIORITIES

1. Organizational Sustainability and Future Readiness

Ensuring Inclusion Clare remains sustainable, adaptable, and prepared to respond to future opportunities, challenges, and evolving service expectations.

2. Workforce Development and Organizational Culture

Building a skilled, supported, and engaged workforce while fostering a positive culture grounded in collaboration, accountability, learning, and respect.

3. Residential Excellence and Participant Wellbeing

Providing high-quality, person-centered supports that promote safety, wellbeing, dignity, independence, and quality of life.

4. Community Integration and Meaningful Participation

Expanding opportunities for participants to connect, contribute, learn, work, and belong within their communities.

SUPPORTING FOUNDATIONS

The success of this Strategic Plan will be supported by:

Strong Governance

Effective oversight, accountability, and strategic leadership.

Financial Stewardship

Responsible management of resources to support long-term sustainability.

Community Partnerships

Strong relationships that enhance opportunities and strengthen community impact.

Continuous Improvement

Ongoing evaluation, learning, innovation, and quality enhancement.

MEASURING SUCCESS

Progress will be monitored through:

- Quarterly Strategic Dashboard Reporting
- Annual Operational Planning
- Board Monitoring and Review
- Participant, Staff, and Stakeholder Feedback
- Annual Strategic Progress Reporting

STRATEGIC PRIORITY 1

Organizational Sustainability and Future Readiness

Goal

Ensure Inclusion Clare remains sustainable, adaptable, and prepared to respond to future opportunities, challenges, and evolving service expectations.

Why This Matters

The disability support sector continues to evolve through changing participant needs, workforce realities, funding models, regulatory requirements, and the ongoing implementation of the Remedy. To remain effective and responsive, Inclusion Clare must continue strengthening its organizational foundations while preparing for future opportunities and challenges.

Strategic Objectives

- Strengthen long-term organizational sustainability
- Enhance quality assurance, accountability, and organizational performance systems
- Strengthen financial sustainability and stewardship
- Advance infrastructure and capital planning
- Explore future service opportunities aligned with organizational capacity and participant needs
- Strengthen risk management and organizational preparedness

Measures of Success

- Strategic Dashboard implemented and reviewed quarterly.
- Annual operational plans aligned with strategic priorities
- Financial sustainability indicators monitored and reported
- Infrastructure and capital planning completed
- Organizational risks reviewed annually

Three-Year Outlook

Year 1 (2026–2027): Building Foundations

Focus on strengthening the systems and structures that support long-term sustainability.

Priorities include:

- Implementing the Strategic Dashboard
- Strengthening quality assurance and accountability processes

- Reviewing long-term infrastructure and facility needs
- Exploring opportunities related to community hub development
- Monitoring organizational sustainability indicators
- Evaluating future service opportunities aligned with participant needs

Year 2 (2027–2028): Strengthening Capacity

Focus on enhancing organizational readiness and planning for the future.

Priorities include:

- Advancing capital and infrastructure planning
- Strengthening financial sustainability strategies
- Reviewing service effectiveness and organizational outcomes
- Expanding strategic partnerships and funding opportunities
- Continuing quality improvement initiatives

Year 3 (2028–2029): Sustaining Success

Focus on evaluating progress and positioning the organization for the next strategic cycle.

Priorities include:

- Reviewing outcomes achieved through the Strategic Plan
- Evaluating organizational readiness for future opportunities
- Refining sustainability strategies
- Identifying priorities for the next strategic planning process
- Celebrating achievements and sharing impact with participants, families, community partners, and supporters

What Success Will Look Like in 2029

By 2029, Inclusion Clare will be recognized as a sustainable, adaptable, and forward-thinking organization with strong governance, sound financial stewardship, effective operational systems, and the capacity to respond to changing participant needs and sector expectations. The organization will be well-positioned to continue delivering high-quality services while preparing for future opportunities and challenges.

STRATEGIC PRIORITY 2

Workforce Development and Organizational Culture

Goal

Build a skilled, supported, and engaged workforce while fostering a positive culture grounded in collaboration, accountability, learning, and respect.

Why This Matters

The quality of services provided by Inclusion Clare depends on the strength, stability, and wellbeing of its workforce. Recruiting, retaining, developing, and supporting employees remains essential to organizational success and participant outcomes.

Strategic Objectives

- Strengthen recruitment and retention efforts
- Expand staff training and professional development opportunities
- Support leadership development and succession planning
- Promote employee wellness and engagement
- Foster a culture of collaboration, accountability, and continuous improvement
- Strengthen internal communication and teamwork

Measures of Success

- Staff retention trends improve
- Training completion rates increase
- Leadership development opportunities expanded
- Employee engagement feedback monitored
- Recruitment efforts strengthened
- Sick leave trends monitored and reviewed

Three-Year Outlook

Year 1 (2026–2027): Building Workforce Capacity

- Review recruitment and retention strategies
- Strengthen onboarding and orientation processes
- Identify workforce training priorities
- Expand professional development opportunities

- Continue succession planning initiatives
- Support employee wellness and workplace engagement

Year 2 (2027–2028): Developing Leadership and Culture

- Expand leadership development opportunities
- Strengthen internal communication practices
- Support emerging leaders within the organization
- Promote employee recognition initiatives
- Continue strengthening accountability and collaboration

Year 3 (2028–2029): Sustaining a Strong Workforce

- Review workforce retention and engagement trends
- Evaluate training and development outcomes
- Assess succession planning effectiveness
- Identify future workforce needs
- Continue strengthening organizational culture

What Success Will Look Like in 2029

By 2029, Inclusion Clare will have a stable, skilled, and engaged workforce supported by strong leadership, ongoing professional development, clear organizational systems, and a positive workplace culture. Employees will feel valued, supported, and equipped to provide high-quality services that enhance the lives of the people we support.

STRATEGIC PRIORITY 3

Residential Excellence and Participant Wellbeing

Goal

Provide high-quality, person-centered supports that promote safety, wellbeing, dignity, independence, and quality of life.

Why This Matters

Participant wellbeing remains at the heart of Inclusion Clare's mission. As support needs evolve and participant complexity increases, the organization must continue strengthening services that promote health, safety, independence, choice, and quality of life.

Strategic Objectives

- Strengthen person-centered support practices
- Promote participant wellbeing and quality of life
- Support participant mental health and emotional wellbeing
- Enhance readiness for greater independence and community living
- Strengthen supports for aging participants and individuals with complex needs
- Continuously evaluate and improve residential services

Measures of Success

- Licensing compliance maintained
- Participant quality-of-life feedback reviewed
- Incident trends monitored and addressed
- Participant goals reviewed and supported
- Staff training related to participant wellbeing strengthened
- Participant outcomes regularly evaluated

Three-Year Outlook

Year 1 (2026–2027): Strengthening Participant Supports

Focus on enhancing participant wellbeing, quality of life, and readiness for future opportunities.

Priorities include:

- Strengthening person-centered planning practices

- Supporting participant mental health and emotional wellbeing
- Reviewing participant quality-of-life measures
- Enhancing Independent Living Support readiness planning
- Strengthening staff capacity to support increasingly complex needs
- Identifying emerging participant support trends

Year 2 (2027–2028): Building Capacity and Responsiveness

Focus on adapting supports to meet changing participant needs and circumstances.

Priorities include:

- Strengthening supports related to aging in place
- Enhancing coordination with healthcare and community partners
- Reviewing support models for individuals with complex needs
- Expanding opportunities for participant choice and self-determination
- Evaluating outcomes related to wellbeing and quality of life

Year 3 (2028–2029): Sustaining Excellence

Focus on continuous improvement and long-term participant outcomes.

Priorities include:

- Evaluating participant wellbeing outcomes
- Reviewing quality-of-life indicators and service effectiveness
- Refining supports based on participant feedback and emerging needs
- Identifying future residential and support priorities
- Celebrating participant achievements and successes

What Success Will Look Like in 2029

By 2029, Inclusion Clare will continue to provide high-quality, person-centered supports that help individuals thrive in their homes, workplaces, and communities. Participants will experience greater opportunities for choice, independence, wellbeing, and meaningful engagement.

STRATEGIC PRIORITY 4

Community Integration and Meaningful Participation

Goal

Expand opportunities for participants to connect, contribute, learn, work, and belong within their communities.

Why This Matters

Meaningful participation in community life is fundamental to inclusion. Inclusion Clare is committed to supporting individuals in pursuing employment, volunteerism, learning opportunities, social connections, and community engagement that reflect their goals and interests.

Strategic Objectives

- Expand vocational and employment opportunities
- Strengthen community partnerships
- Support growth and development of Independent Living Supports
- Increase opportunities for community participation and engagement
- Explore future community hub opportunities
- Strengthen participant choice and self-determination

Measures of Success

- Community employment participation increases
- Community partnerships continue to grow
- Independent Living Support satisfaction monitored
- Community participation opportunities expanded
- Social enterprise initiatives evaluated and strengthened
- Participant volunteer engagement opportunities increased

Three-Year Outlook

Year 1 (2026–2027): Expanding Opportunities

Focus on increasing opportunities for participants to connect, contribute, learn, and participate within their communities.

Priorities include:

- Expanding vocational training and employment opportunities
- Strengthening community partnerships
- Increasing opportunities for volunteerism and community engagement
- Supporting growth within Independent Living Supports
- Exploring opportunities to enhance community visibility and participation
- Continuing to develop meaningful participant-centered programming

Year 2 (2027–2028): Strengthening Community Connections

Focus on building sustainable partnerships and expanding opportunities for inclusion and independence.

Priorities include:

- Developing additional employment and skill-building opportunities
- Expanding partnerships with businesses, organizations, and community groups
- Strengthening pathways to greater independence
- Supporting participant self-determination and choice
- Evaluating opportunities related to community hub development
- Expanding social enterprise initiatives where appropriate

Year 3 (2028–2029): Sustaining Impact and Growth

Focus on evaluating outcomes and building on successful initiatives.

Priorities include:

- Measuring community participation outcomes
- Evaluating employment and vocational initiatives
- Reviewing the effectiveness of community partnerships
- Identifying opportunities for future expansion and innovation
- Celebrating participant achievements and community impact
- Informing priorities for the next strategic planning cycle

What Success Will Look Like in 2029

By 2029, participants supported by Inclusion Clare will have increased opportunities to work, volunteer, learn, connect, and contribute within their communities. Individuals will experience greater independence, stronger community relationships, and meaningful opportunities that reflect their interests, goals, and aspirations.

PARTICIPANT, STAFF, FAMILY, AND COMMUNITY FEEDBACK

The success of this Strategic Plan will depend on consistent monitoring, evaluation, and adaptation. Inclusion Clare is committed to ensuring that progress is reviewed regularly and that strategic priorities remain aligned with participant needs, organizational capacity, and community realities.

Quarterly Strategic Dashboard

A Strategic Dashboard will be developed and reviewed quarterly by the Board of Directors and Management Team.

The Dashboard will focus on key organizational indicators related to:

- Organizational Sustainability and Future Readiness
- Workforce Development and Organizational Culture
- Residential Excellence and Participant Wellbeing
- Community Integration and Meaningful Participation

The purpose of the Dashboard is to provide a meaningful snapshot of organizational performance while supporting informed decision-making and continuous improvement.

Annual Operational Planning

Each year, the Management Team will develop operational priorities that align with the Strategic Plan.

Annual operational plans will identify:

- Key objectives
- Priority initiatives
- Assigned responsibilities
- Timelines
- Success measures

This approach will ensure that strategic priorities are translated into practical actions and measurable outcomes.

Board Monitoring and Review

The Board of Directors will receive regular updates regarding progress toward strategic objectives and will review the Strategic Plan annually to ensure it remains relevant and responsive.

Where necessary, adjustments may be made to reflect changing circumstances, emerging opportunities, and evolving participant needs.

Participant, Staff, Family, and Community Feedback

Inclusion Clare values the perspectives of participants, staff, families, volunteers, community partners, and members of the community.

Feedback gathered through surveys, meetings, conversations, and engagement opportunities will help inform decision-making, continuous improvement efforts, and future planning throughout the life of this Strategic Plan.

By regularly reviewing progress and remaining responsive to change, Inclusion Clare will ensure that this Strategic Plan remains a practical and meaningful guide for organizational decision-making and future growth.

STRATEGIC PLANNING PROCESS

The 2026–2029 Strategic Plan was developed through a collaborative planning process involving the Board of Directors and Management Team.

A Strategic Planning Retreat was held on May 29, 2026, to review organizational progress, assess current realities, identify emerging opportunities and risks, and establish priorities for the next three years.

Retreat Participants

Board of Directors

- Joyce d'Entremont – Chair / Treasurer
- Diane Robicheau – Vice Chair
- Nicole Pothier – Director

Management Team

- Suzanne Belliveau – Executive Director
- JP Belliveau – Operations Manager
- Simon Robichaud – Director of Finance
- Melanie Smith – Day Program Manager
- Michelle LeBlanc – Vocational Manager
- Dawn Ward – Acting Residential Manager
- Victoria Mullen – Assistant Residential Manager
- Lindy Comeau – Independent Living Supports Manager
- Bernice Oikle – Social Enterprise Manager and Board Recording Secretary

The strategic planning process included a review of organizational progress, environmental scanning, SWOT analysis, participant feedback, strategic discussions, and priority-setting exercises. The resulting Strategic Plan reflects the collective input, expertise, and perspectives of the Board of Directors and Management Team.

LOOKING AHEAD

Inclusion Clare enters this next strategic cycle from a position of strength, stability, and optimism.

Over the past several years, the organization has strengthened its governance, enhanced operational systems, expanded services, and increased opportunities for the individuals it supports. These accomplishments have created a strong foundation for future growth, innovation, and sustainability.

As we look toward 2029, we recognize that the disability support sector will continue to evolve. New opportunities, changing participant needs, workforce realities, and ongoing service transformation will require thoughtful planning, adaptability, and collaboration.

This Strategic Plan reflects our commitment to preparing for that future while remaining grounded in our mission, values, and community roots.

By investing in our people, strengthening organizational sustainability, enhancing participant wellbeing, and expanding opportunities for meaningful community participation, Inclusion Clare will continue to build inclusive communities where people with disabilities can thrive.

The years ahead will bring both opportunities and challenges. Through strong leadership, dedicated staff, engaged community partners, and a shared commitment to inclusion, Inclusion Clare is well-positioned to respond to those opportunities while remaining focused on what matters most: supporting adults with disabilities to achieve their full potential.

Together, we will build on progress, strengthen sustainability, and prepare for the future.

OUR COMMITMENT

Over the next three years, Inclusion Clare commits to:

- Supporting adults with disabilities to achieve their full potential.
- Providing person-centered services grounded in dignity, respect, choice, and inclusion.
- Promoting participant wellbeing, independence, and quality of life.
- Investing in staff development, leadership, and organizational culture.
- Strengthening community partnerships and opportunities for meaningful participation.
- Managing resources responsibly to support long-term sustainability.
- Embracing innovation, continuous improvement, and accountability.
- Preparing thoughtfully for future opportunities, challenges, and sector changes.
- Remaining responsive to the voices of participants, families, staff, and community partners.

This Strategic Plan represents a shared commitment by the Board of Directors, Management Team, staff, participants, families, volunteers, and community partners to continue building an organization that is inclusive, sustainable, innovative, and responsive to changing needs.

Together, we will continue creating opportunities, strengthening communities, and supporting people to live meaningful and fulfilling lives.

As we look ahead, we remain optimistic about the future. Guided by our mission, values, and commitment to inclusion, we will continue working together to create opportunities, strengthen supports, and build communities where people with disabilities can thrive.

Building on Progress. Strengthening Sustainability. Preparing for the Future.

2026-2029 INCLUSION CLARE (1) (1) (1)

Final Audit Report

2026-09-01

Created:	2026-09-01
By:	Suzanne Belliveau (ed@inclusionclare.ca)
Status:	Signed
Transaction ID:	CBJCHBCAABAA75TccRfdFHLD1xzBGCbN76EUEtVbtBhZ

"2026-2029 INCLUSION CLARE (1) (1) (1)" History

-  Document created by Suzanne Belliveau (ed@inclusionclare.ca)
2026-09-01 - 4:16:17 PM GMT
-  Document emailed to jdentremont@mountainsandmeadows.ca for signature
2026-09-01 - 4:16:25 PM GMT
-  Email viewed by jdentremont@mountainsandmeadows.ca
2026-09-01 - 4:16:57 PM GMT
-  Signer jdentremont@mountainsandmeadows.ca entered name at signing as Joyce d'Entremont
2026-09-01 - 7:39:55 PM GMT
-  Document e-signed by Joyce d'Entremont (jdentremont@mountainsandmeadows.ca)
Signature Date: 2026-09-01 - 7:39:57 PM GMT - Time Source: server - Signature Appearance Selected: MOBILE_DRAW
-  Agreement completed.
2026-09-01 - 7:39:57 PM GMT