

STRATEGIC PLAN

2023
TO
2026

SERVICE

PEOPLE + CULTURE

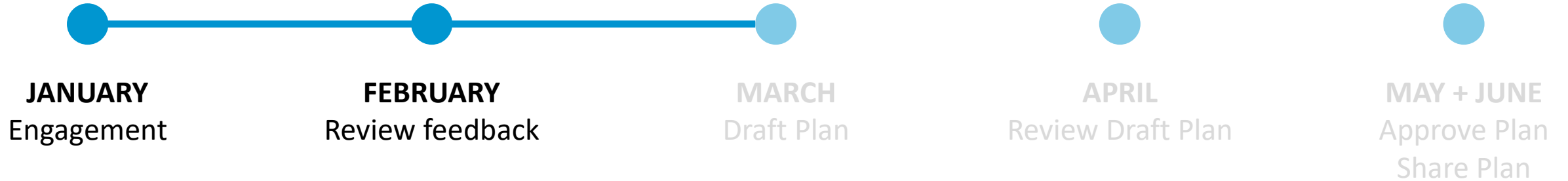
COMMUNITY

How we got here



- Between the focus groups, surveys and 1:1 interviews, more than 175 participants added their voice to CLGW's strategic planning engagement. This is a great sample of the people we support, their families and our staff team.

How we got here



- In late February, CLGW's Board of Directors, Senior Leadership Team, and the Strategic Planning Steering Committee reviewed your input.

How we got here



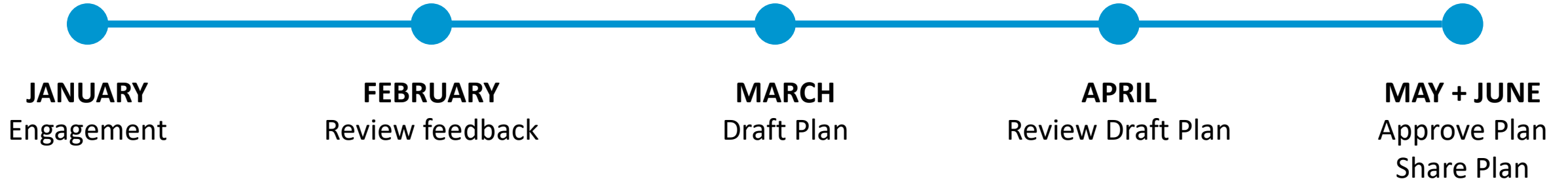
- Following up on the deep insight provided and the great discussion held at the Feb. 25th Planning Retreat, here are the next steps we followed:
- Janice and Gary wrote a summary of the retreat, including:
 - Draft vision and mission statements and draft values
 - 3 strategic directions, with accompanying direction statements and the tasks to ensure implementation

How we got here



- Presented these draft statements to the Senior Leadership Team
- Held a detailed meeting with SLT to edit/change/revise all draft versions
- Narrowed down the number of draft statements and presented them to the Strategic Planning Steering Committee
- Further editing and revising occurred before presenting to the board

How we got here



- Approved by the board
- Presenting Strat Plan to employees throughout May and June
- Plan on a Page coming soon for people supported, families, friends of CLGW and members



OUR FOUNDATION



Vision Statement

People with developmental disabilities live their best life.

- Based on discussions at the planning retreat and with the Senior Leadership Team and the Steering Committee – strong agreement that no updates/revisions/changes were needed, so it will remain the vision for CLGW.
- Vision statements are aspirational. The vision is what we hope to achieve by fulfilling our mission.

Mission Statement

We support people with developmental disabilities to live their lives to the fullest.

- Based on discussions at the planning retreat and with the Senior Leadership Team and the Steering Committee – a change was needed from the previous mission statement: *We connect people with developmental disabilities with opportunities for them to realize their goals.*
- A mission statement describes our current activities.

Values

Nurture Potential

We are a place of support that nurtures each of us to learn and grow.

Respect Uniqueness

We recognize that the unique abilities, cultures, talents, aspirations, and goals of each person lead them to explore meaningful and enriching experiences.

Values

Uphold Accountability

We maintain clear communication, honour commitments, have high expectations, and serve one another with the highest level of mutual integrity and accountability.

Pursue Excellence

We are responsive, and our decisions are informed by evidence and continuous learning.

STRATEGIC PRIORITIES



SERVICE



SERVICE EXCELLENCE

A leader in providing innovative and exceptional services that continue to evolve.

PEOPLE + CULTURE



ORGANIZATIONAL EXCELLENCE

A stable, focused and aligned organization with outstanding people that is well-positioned for providing excellent and efficient supports and services.

COMMUNITY



CONNECTING IN THE COMMUNITY

An organization that works with the community and service partners to help create inclusive and welcoming communities for all individuals.

Service Excellence



Strategic Direction #1

A leader in providing innovative and exceptional services that continue to evolve.

Providing Innovative and Exceptional Services

- Quality of life measures must be tailored to individual needs and respect uniqueness
- Outcome measurement & evidence-based data are used
- Look at integration of our services, i.e., if people use various services, can we bundle them together?



Strategic Priorities

- Develop a clear understanding of CLGW's person-centred approach
 - Person-centred service is infused within CLGW infrastructure
 - Individual Service Plans include person-centred language and process
 - Current service delivery models are clearly defined and positioned for Journey to Belonging implementation
 - Employees understand Personal Outcome Measures, its philosophy, contents, approach and uses
 - POM data is used for service improvement
- Continue to evolve Housing Strategy
 - CLGW housing is stable and sustainable
 - CLGW housing projects are addressing emerging housing challenges

Organizational Excellence



Strategic Direction #2

A stable, focused and aligned organization with outstanding people that is well-positioned for providing excellent and efficient supports and services.

A Focused and Aligned Organization

- Employees are engaged and trusting
- Employees are very familiar with the whole organization and fully know what we do
- A Recruitment and Retention Plan is in place
- A focus on change management – a plan and process
- For the board - its fundamental responsibility begins with ensuring that current and proposed services align with the organization's mission and purpose



Strategic Priorities

- Become an Employer of Choice by transforming HR practices, with a focus on recruitment and retention, equity, diversity and inclusion, professionalism and talent management
- Focus on effective board governance
- Embed DSP core competencies into HR practices for all levels of the workforce

Connecting in the Community



Strategic Direction #3

An organization that works with the community and service partners to help create inclusive and welcoming communities for all individuals.

Enhancing Partnerships & Collaboration

- Different paths for different partners (e.g., housing/employment/social activities)
- Build creative partnerships in a variety of sectors
- Build awareness of who we are
- Educating and promoting inclusion



Strategic Priorities

- Seek opportunities to develop and enrich partnerships and collaborations, while pursuing new connections
- Tell CLGW's story more broadly and share its strengths with clarity
- Diversify funding streams