COMMUNITY LIVING
Guelph Wellington

Strategic Plan

2026-2029



Prepared By:

People Minded Business

Contents

03 A Message from the Executive Director

05 Our Mission, Vision, and Values

06 The Strategic Planning Process

07 A Word from People Supported

08 Trends

08 Assets

09 CLGW's Strategic Priorities

A Message from the Executive Director

I am pleased to present Community Living Guelph Wellington's Strategic Plan—a shared vision for the future that reflects our unwavering commitment to the people we support, our employees, and our community.

This plan was shaped through meaningful conversations with many voices across our organization and community. We heard clearly about the importance of belonging, choice, sustainability, innovation, and the need to remain responsive to a changing world. The result is a strategy that honours our values while positioning us to meet the opportunities and challenges ahead.

At the heart of this plan is a simple but powerful belief that everyone matters and that we must do our best to provide quality services to the people we support. Our first strategic priority, **Championing Lives of Choice, Purpose, and Belonging**, recognizes our desire to incorporate the person-centred philosophy into every aspect of our organization. We will continue to strengthen person-centred supports that celebrate individual strengths, identities, and aspirations, while responding to critical issues such as housing, aging, increasing complexity of support needs, and opportunities for meaningful community participation.

We also know that exceptional supports are only possible because of exceptional people. Through our priority of **Strengthening One Team, Shared Purpose**, we will invest in the employees who bring our mission to life every day. By fostering a workplace culture built on connection, learning, well-being, collaboration, and leadership development, we will create an environment where employees feel valued, supported, and empowered to make a difference.

As we look to the future, we must ensure that our systems evolve alongside the needs of the people we serve. Through **Advancing Future-Ready Systems**, we will strengthen the technology, processes, and organizational infrastructure that support consistent, high-quality services. By embracing connected, efficient, and data-informed ways of working, we will enhance decision-making, strengthen accountability, and enable our teams to deliver the best possible supports.

A Message from the Executive Director

Finally, we recognize that long-term impact requires long-term sustainability. Through **Strong Today, Sustainable Tomorrow**, we will focus on responsible stewardship of our resources, diversification of revenue opportunities, strategic partnerships, and investments that strengthen our organization for the future. This work will help ensure Community Living Guelph Wellington remains resilient, responsive, and capable of meeting growing community needs for years to come.

This Strategic Plan is more than a document—it is a commitment. A commitment to listening, learning, adapting, and working together to create meaningful opportunities for people to live the lives they choose. While our environment will continue to change, our purpose remains constant: supporting people to belong, contribute, and thrive in their communities.

I would like to thank everyone who shared their experiences, insights, and aspirations throughout this process. Your voices have shaped our direction and strengthened our resolve. Together, we will bring this plan to life and continue building a community where everyone is valued, included, and supported to achieve their full potential.

Sincerely,
Cindy Kinnon
Executive Director
Community Living Guelph Wellington

Who We Are

We Believe In Community First

Community Living Guelph Wellington supports more than 900 adults with developmental disabilities across Guelph and Wellington County. We believe that everyone has unique strengths, talents, and something valuable to offer. That's why we focus on helping people build meaningful connections in their community—through work, volunteering, finding a home, and enjoying recreation.

Our Mission

We work alongside people with developmental disabilities as they build a meaningful, fulfilling life on their own terms through individualized supports and community connections.

Our Vision

A community where people with developmental disabilities are welcomed, valued, and feel they belong.

Our 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.
- **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.

The Strategic Planning Process

Beginning in April 2026, Community Living Guelph Wellington (CLGW), with the support of People Minded Business (PMB), embarked on an inclusive strategic planning process, as depicted below. The purpose of this process and the resulting strategic plan is to establish clear priorities and objectives that will guide CLGW's decisions and actions over the next three years—driving momentum and enabling meaningful, positive change.



PMB researched the environment in which CLGW operates, including local, regional, and provincial trends. Using an inclusive process of consultation, collaboration, and co-creation, CLGW learned first-hand about what matters most to **136** people representing all the key constituent groups.

136
CONSTITUENTS ENGAGED

90

E-SURVEY RESPONDENTS

- **18** People Supported
- **12** Family Members
- **60** Employees

40

FOCUS GROUP PARTICIPANTS

- **11** People4People Members
- **4** Family Members
- **14** Staff
- **6** Senior Leaders
- **6** Board Directors

6

INTERVIEWS

- **4** Community Partners
- **1** Person Supported
- **1** Executive Director







A Word from People Supported

CLGW's mission is to "work alongside people with developmental disabilities as they build a meaningful, fulfilling life on their own terms through individualized supports and community connections." To better understand how people experience the organization, PMB reviewed feedback from 18 survey respondents, conducted an individual interview, and facilitated a discussion with 11 members of People4People (P4P), CLGW's self-advocacy group.

People consistently described CLGW as a source of practical support, relationships, and opportunities that help them participate more fully in community life. Participants spoke positively about assistance with daily living, employment, appointments, budgeting, cooking, cleaning, housing, and independent living. Many also highlighted the positive relationships they have built with staff, describing them as supportive, respectful, patient, and helpful. Several people credited CLGW with helping them find a job, build friendships, increase their independence, and become more connected to their communities.

A strong theme throughout the feedback was the importance of belonging, purpose, and meaningful participation. Participants valued opportunities to spend time with friends, participate in activities, attend advocacy meetings, travel, contribute to their communities, and make choices about their own lives. They emphasized the importance of being treated as adults whose opinions matter and appreciated staff who listened, respected their choices, and supported decision-making.

Trends

The developmental services sector is undergoing a significant transformation, marked by rapid shifts and emerging challenges. To stay effective and resilient, organizations like CLGW must remain agile and responsive. As part of its strategic planning efforts, CLGW took into account the following key trends and themes:

- Ongoing Shift to Individualized Funding Models
- Persistent Workforce Shortages and Burnout
- Growing Waitlists and Access Challenges
- Severe Affordable Housing Shortages for People with Disabilities
- Aging of People Supported, Families, and the Workforce
- Rising Mental Health Needs Across All Age Groups
- Increased Focus on Equity, Diversity, Inclusion, and Belonging
- Technological Disruption and Digital Equity Gaps
- Growing Demand for Integrated and Collaborative Service Models

Assets

Each organization has a unique ability to act on the future, build on the resources, assets, and strengths (e.g., people and culture, finances, technology, operations, services, etc.) it can deploy against the challenges it is currently facing and the opportunities it is being presented with. Below are frequently mentioned assets and strengths that surfaced via constituent input. They are central to the ongoing advancement and sustainability of CLGW.

- Person-Centred Support and Individuality
- Strong Relationships and a Culture of Care
- Dedicated and Resilient Workforce
- Willingness to Adapt and Plan for the Future
- Grounded and Future-Oriented Leadership
- Strong Community Relationships and Partnerships
- Community Inclusion and Participation
- Continuous Improvement and Learning

CLGW's Strategic Priorities



1: Championing Lives of Choice, Purpose, and Belonging

People supported are at the heart of everything Community Living Guelph Wellington does. We will strengthen person-centred services that empower people to make choices, pursue their goals, and build on their unique strengths, while recognizing and respecting their identities and aspirations. This will help people build relationships, experience belonging, pursue their interests, and participate fully in community life as their lives evolve. Particular attention will be given to housing, aging, increasing complexity of needs, and helping people build meaningful lives.

2: Strengthening One Team, Shared Purpose

The quality of services people receive depends on the people who provide it. Community Living Guelph Wellington will focus on building a workplace where employees feel valued, connected, and equipped to succeed. This includes strengthening recruitment and retention, developing leadership, investing in learning and well-being, and fostering a culture of open communication, collaboration, and shared purpose where everyone understands the impact of their work.







3: Advancing Future-Ready Systems

Future needs require strong organizational systems that enable great supports. To support decision-making and consistent, high-quality services across the organization, Community Living Guelph Wellington will modernize the technology, processes, and organizational infrastructure that helps people do their best work. This includes more efficient, connected, and data informed ways of working that strengthen both service delivery and organizational operations.

4: Strong Today, Sustainable Tomorrow

A strong, sustainable financial foundation enables Community Living Guelph Wellington to invest in people, services, and communities. The organization will strengthen long-term sustainability through sound financial stewardship, thoughtful resource allocation, revenue diversification, strategic partnerships, and careful investment in the people, services, and systems that supporWellingtont our mission. This work will help Community Living Guelph remain resilient and responsive in an environment of growing demand, rising costs, and ongoing uncertainty.