



COMMUNITY LIVING WINDSOR STRATEGIC PLAN 2024-2026

PREPARED BY: PEOPLE MINDED BUSINESS

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A MESSAGE FROM OUR EXECUTIVE DIRECTOR

I am thrilled to share with you the exciting news of our new strategic plan here at Community Living Windsor! As we embark on this journey together, I am filled with gratitude for your ongoing support and commitment to our mission of fostering an inclusive and supportive community for people with diverse abilities.

Our new strategic plan is the result of extensive collaboration and input from our dedicated team, board members, volunteers, the union, and most importantly, the people and families we serve. It reflects our shared values and priorities and has been crafted to ensure that our organization remains responsive to those it serves.

At the heart of our strategic plan is a renewed focus on innovation, collaboration, and advocacy. We are committed to identifying and implementing new approaches and best practices to better meet the evolving needs of people, families, and our employees. Through strategic partnerships and alliances, we will work together with other organizations and stakeholders to amplify our impact and create lasting change.

We invite you to join us as we move forward with our new strategic plan. Together, we can build a more inclusive, compassionate, and vibrant community where everyone belongs. Thank you for your continued support and partnership as we work towards a brighter future for all.



Jennifer Pestrin
Executive Director
Community Living Windsor

CLW'S MISSION, VISION, AND VALUES

Mission Statement

Community Living Windsor is dedicated to supporting people who have an intellectual disability and their families as they pursue possibilities, make choices and achieve the life they want.

Agency Vision

Community Living Windsor is committed to be an organization that actively works to create a community of full inclusion and promotes full independence for people by:

- providing supports and services to people not programs;
- ensuring that people independently plan and direct their lives;
- advocating for and supporting people to have individualized funding, support networks and microboards;
- and building relationships and partnerships with our community.

Community Vision

Where everyone belongs and has support within their community to achieve a better life.

Value Statements

As a not-for-profit charitable organization founded in 1953 by families, Community Living Windsor is guided and committed to its core values:

Commitment to People and their Families

- Being honest
- Using respectful words
- Listening to you and valuing your opinions
- Honouring the trust you place in us
- Supporting the freedom to make choices and taking responsibility for them

CLW's MISSION, VISION, AND VALUES

Community

- Demonstrating a culture that is respectful of people, families, staff and volunteers
- Demonstrating responsive leadership
- Valuing partnerships
- Being a positive and caring role model
- Creating new opportunities for building an inclusive community

Lifelong Learning

- Embracing change and challenges
- Seeking opportunities to gain new knowledge and skills
- Investment in employees from hiring and orientation to retirement
- Working together to achieve our vision

THE STRATEGIC PLANNING PROCESS

Beginning in June of 2023, Community Living Windsor (CLW), supported by People Minded Business (PMB), a consulting firm with extensive experience working in Developmental Services, undertook a strategic planning process to help prioritize our focus into 2026. PMB researched the environment in which CLW operates including local, regional, and provincial trends. Using an inclusive process of consultation, collaboration, and co-creation, CLW learned first-hand about what matters most to **148** people representing all the key constituent groups.





A WORD FROM PEOPLE SUPPORTED

CLW's "is dedicated to supporting people who have an intellectual disability and their families as they pursue possibilities, make choices, and achieve the life they want," so it's appropriate to give them the first word. Two focus groups were run with a total of nine individuals supported by CLW where they were asked about the supports they receive.

People were generally happy with CLW. Attendees appreciated the way staff treat them as people and how staff help them. They also really enjoyed the friends they have met through CLW and the opportunity to build different relationships. People also referred to how much they appreciate activities that CLW staff organize or support them to attend.

TRENDS AND ASSETS

The developmental services sector is facing unprecedented levels of change and challenges. Organizations such as CLW will need to continue to adapt as they respond to these changes. As part of the strategic planning process, the following trends and themes were considered:

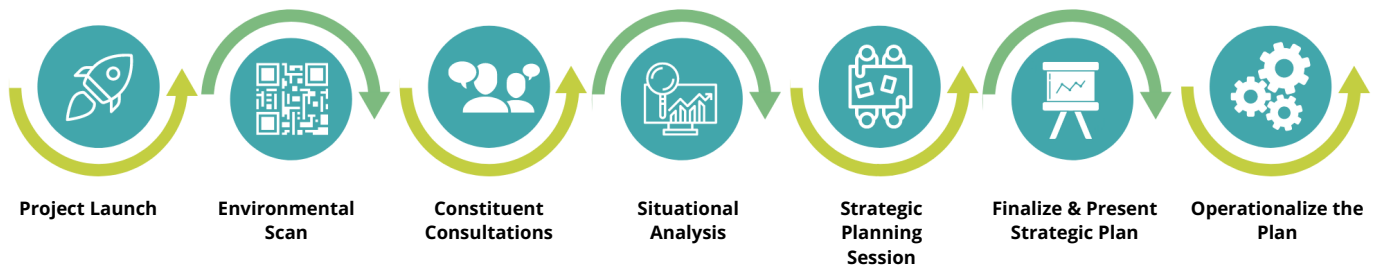
- Journey to Belonging and anticipated expansion of direct funding
- Persistent poverty for individuals with developmental disabilities
- Lack of affordable housing
- Human resource issues, difficulty recruiting and retaining qualified employees
- Population growth leading to the increasing amount of service needs
- Changing face of people supported: aging, greater diversity, increased complexity of needs
- Retirement of Baby Boomers
- Low levels of young people entering the sector as employees
- Technological advancements, hybrid services, and digital inclusion
- Ever growing waitlists

Each organization has a unique ability to act on the future, built on the resources, assets, and strengths it can deploy against the challenges and opportunities it is facing. Below are frequently mentioned assets that surfaced via constituent input.

- High Quality Supports
- Respectful and Collaborative Environment
- Opportunities for Growth
- Presence and Reputation
- Union and Relationships with Union
- Caring, Skilled Staff
- Solid Leadership
- Family Engagement

CLW'S STRATEGIC PRIORITIES

Launching in June 2023, Community Living Windsor (CLW) has been guided through a strategic planning process by People Minded Business (PMB). The stages of this process are as follows:



On November 21, CLW's Leadership Team was guided through a series of activities to identify priorities to guide the organization for the next 3 years. Presented below are Strategic Priorities, corresponding intent statements, and potential objectives, based on the outputs of that day and subsequent revision by CLW's Leadership Team.

CLW'S STRATEGIC PRIORITIES

Priority 1: Increase the Power of Choice for the People We Support and their Families.

Working with our employees and the union, and in line with Journey to Belonging, we will innovate new, attractive service choices for people and families.

- a. Modernize all non-24hr support infrastructure, processes, and offerings.
- b. Develop separate marketing, customer service, and continuous improvement strategies to promote CLW's place in Windsor and the surrounding region.
- c. Become a trusted source of information and education on DS sector reform to people, families, and community partners.
- d. Leverage our decades of experience with individualized funding to support and inform the DS sector's reform efforts.

Priority 2: Improve the work-life experience of CLW employees.

We will work with employees and our union partners to create new ways for them to share insights, have meaningful impacts on the organization's direction, and benefit from well-being opportunities at work and home.

- a. Work with the union to create more fulltime roles in the organization while balancing the uncertainty that individualized funding may bring to the sector.
- b. Identify and execute a plan to support employees' whole lives.
- c. Implement an active plan in support of employees' health, including mental health.
- d. Improve and expand employee communication in ways that work for them.
- e. Invest in employee training in new ways based on employee interest and the emerging needs of the people we support.
- f. Develop communication channels and guidelines to understand how issues of diversity, equity, and inclusion affect all people connected with CLW.

CLW'S STRATEGIC PRIORITIES

Priority 3: Amplify People's Voices.

CLW will focus on amplifying the voices of the people we support and their families, both internally and externally, through listening to and sharing with all our communities.

- a. Implement advisory committees or other ways for individuals and families to have consistent and meaningful input into their services.
- b. Work in partnership with advocates and existing community groups to develop the DS sector in values-based ways, providing people and families the ability to pursue opportunities, make their own choices, and achieve the life they want.