



COMMUNITY LIVING GUELPH WELLINGTON

STRATEGIC PLAN ~ 2011 to 2013



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Table of Contents

1	INTRODUCTION.....	1-1
2	VISION.....	2-1
3	MISSION STATEMENT	3-1
4	PRINCIPLES AND VALUES	4-1
5	AREAS OF EFFORT	5-1
6	IMPLEMENTATION.....	6-1
	<i>6.1 IMPLEMENTATION CHARTS.....</i>	<i>6-1</i>
	<i>6.2 STRATEGIC PLAN REVIEW.....</i>	<i>6-2</i>
APPENDIX I.....	Strengths, Weaknesses, Opportunities and Threats	

1 INTRODUCTION

Community Living Guelph Wellington was founded in 1955 and has a fifty-six year history of providing supports and services to people with intellectual and developmental disabilities, and their families in the communities in which they live. The organization has evolved significantly from its early years, providing supports and services within the City of Guelph and the County of Wellington.

The organization has successfully transitioned from the era of institutions and the notions of mental retardation, to a world of inclusion, acceptance, citizenship and community living for the people it supports. It provides a wide range of support activities involving group and independent residential options, employment supports, day programs / ARC Industries in Guelph and at other sites. The organization has grown significantly over the years, and is an important member of the broader Community Living movement across Ontario.

Over the years, the organization has developed longer term planning processes, including a Motto and a Mission. In the fall of 2010, the Board of Directors and the Executive Director identified an opportunity to undertake a new Strategic Plan for Community Living Guelph Wellington. This initiative, using an external facilitator, was launched in late December 2010. The work program for the strategic planning process included three phases: an Environmental Scan Report, Strategic Planning Workshop, and finalization of the Strategic Plan for the 2011 to 2013 period.

The Environmental Scan Report was completed in February 2011. It was utilized as a basis to facilitate discussions at a Strategic Planning Workshop, involving seven Board of Director members and seven senior staff hosted on April 1st and 2nd 2011. The Environmental Scan Report is available under separate cover.

The Strategic Planning Workshop involved an Environmental Scan presentation involving societal trends and the results of the consultation program; the development of a Strengths, Weaknesses, Opportunities and Threats Assessment that is available in Appendix I; a review of the Motto, Mission and Principles of Community Living Guelph Wellington; and the development of new Strategic Priorities / Directions for the period 2011 to 2013.

This document represents the Strategic Plan that emerged from the Strategic Planning Workshop. It was reviewed by the workshop participants, amended and presented to the Board of Directors which approved the Strategic Plan in June 2011. The Implementation Plan in support of moving the Strategic Priorities / Directions forward will now be completed. Implementation chart templates are supplied to support the development of the implementation program.

2 VISION

A Vision establishes the strategic direction of an organization. It is like a horizon, a point in the future that can galvanize the energy and commitment of all an organization's stakeholders to move with common cause in a common direction.

The following Vision was prepared for Community Living Guelph Wellington.

Enrich . Inspire . Engage

The following perspectives were incorporated into the wording used within the Vision:

- **Enrich** – All the organization's supports and activities are undertaken within the perspective of enriching the quality of lives and the realization of the potential of the people supported. It is through this focus on enriching that allows people with developmental disabilities to overcome their barriers, to realize their potential, to pursue their aspirations and to be included in the community. Enriching their life experiences and outcomes is the Vision of Community Living Guelph Wellington.
- **Inspire** – Describes a key focus of the organization, which is to create a community and living environment, where people with developmental disabilities and their families feel inspired and motivated to identify, pursue and realize their potential and dreams. As full members of their community, these individuals have hopes and can contribute. Inspiring them to reach beyond the stereotypes and to realize that potential is the Vision of Community Living Guelph Wellington.

- **Engage** – Active engagement supports people with developmental disabilities to realize their potential and to pursue their dreams, as well as educating the community to be accepting of and to nurture all its members as contributing citizens. Continuously engaging with the people supported and the community is the Vision of Community Living Guelph Wellington.

3 MISSION STATEMENT

A Mission Statement informs the reader as to the essence and fundamentals of an organization's purpose and focus. In application terms, every strategic and operational decision the organization is considering needs to align with its Mission Statement. If a strategic or operational decision is being discussed that does not align with the Mission Statement, the organization needs to ask why they would make such a decision or whether it would be timely to review its Mission Statement.

The following Mission Statement was developed for Community Living Guelph Wellington.

We are dedicated to facilitating opportunities for people with developmental disabilities to realize their potential and dreams in their communities.

The following perspectives provide additional understanding of the focus and intent of the Mission:

- **Facilitating opportunities** – Describes the focus and intent of the work of Community Living Guelph Wellington. That is, the organization actively undertakes the ongoing identification, development, delivery and evaluation of various supports and programs that provide unique opportunities for people with developmental disabilities to pursue their goals.
- **For people with development disabilities** – Identifies the service population that the organization focuses all its attention and purpose on. That is, individuals who have developmental disabilities and their families living within the Guelph-Wellington area.
- **Realize their potential and dreams** – Outlines the outcome that Community Living Guelph Wellington strives to achieve each day in supporting individuals with development disabilities.
- **In their communities** – Indicates where the organization undertakes the delivery of its supports and work with people with developmental disabilities. They work within the City of Guelph and Wellington County, bringing the supports to where people live or are best served, being sensitive to the geographical, cultural, educational and other community perspectives that people with development disabilities have.

4 PRINCIPLES AND VALUES

Principles and Values have three applications within a Strategic Plan. First, they provide an opportunity to further define key themes within the Mission Statement. Second, and possibly most importantly, they identify how the organization views, treats and engages with people each day. They also have the potential to identify the organization's key accountabilities.

The following Principles and Values have been identified for Community Living Guelph Wellington.

We believe.....

Purpose and Potential

- **That each person has a purpose in life, the potential to develop and to contribute, and is worthy of achieving a positive quality of life.**

Dignity and Respect

- **That each person is an individual, has dignity, and is to be respected as a basis to develop positive relationships with them.**

Voice

- **That every individual has the right to be heard, included and to have their views listened to within their community.**

Rights with Responsibilities

- **That every person has the right to be safe, and to be treated with fairness and equity, but also has important responsibilities to themselves, their family and their community.**

Community Responsibilities

- **That the communities in which the people supported live, have a responsibility to support, accept and engage all their members, and to celebrate their potential and citizenship.**

Collaboration

- **In the importance of working collaboratively and in partnering in order to access all the community's resources and supports in achieving the best outcomes for the people supported.**

Culture of Innovation and Learning

- **In developing an organizational culture that continually fosters learning, innovation and team; promotes best practices and being evidence-informed; and recognizes valued contributions of the staff and volunteers.**

Accountability

- **In being environmentally, socially and fiscally responsible for the resources and goodwill provided, and acting with transparency and ethically in all that we do.**

Community Living Guelph Wellington believes that every person has potential and can make meaningful contributions to the community in which they live. Through this life purpose and potential, they have the opportunity and right to experience a positive quality of life as full members of their community.

Every person is deserving of being treated with dignity and to receive our respect. Recognition of their individuality and dignity, and being respected and engaged, allows positive relationships to be developed that become the foundation upon which the people supported can prosper, realize their potential and pursue their dreams.

Community Living Guelph Wellington believes that every person has a voice, the right to be heard and can contribute. They need to be heard and to be valued for their views, perspectives and contributions.

All people living within our communities have rights. Rights that speak to equity, fairness, safety from harassment and abuse and being valued. However, with rights also come responsibilities, as a member of a family and a community. Therefore, the people we support need to learn and know their rights and have the opportunity to exercise them fully. They also need to know that they have responsibilities to themselves and others that are important to their inclusion and meaningful participation in community life.

Collaboration is a fundamental belief of the organization. Through collaborating with all Community Living Guelph Wellington's stakeholders and partners, greater access can be gained to all the resources of the community in order to provide and facilitate a wider range of supports and resources to the people supported.

Developing an innovative, enriching and engaging organizational culture, that supports continuous learning, creativity and team approaches, is a key success factor for Community Living Guelph Wellington. Today it has a strong organizational culture to build upon. Continuing the building and enrichment process of that culture is important to its long term success. This Principle also includes the importance of recognizing the valued contributions of staff, volunteers, partners and others who all form part of the team, and who are committed to the people supported. The organizational culture also needs to embrace the ongoing identification, assessment and implementation, as appropriate, of best practices that enhance and enrich the supports provided by the organization, as well as embracing the evidence-

informed approaches, that is, being able to identify what the key outcomes of the organization are, the contributions made and how the lives of the people supported have been improved by the work of Community Living Guelph Wellington and its partners.

Being accountable is an important Principle of Community Living Guelph Wellington. Accountability involves social, environmental and fiscal perspectives, as well as transparency and acting for integrity in all the organization does and undertakes. Accountability represents a key Principle that funders, the community and other stakeholders are increasingly focused on and recognize as being important to the good works and the strength of effective and valued non-profit organizations.

5 AREAS OF EFFORT

Areas of Effort represent the first level in operationalizing an organization's Strategic Plan. They identify the Strategic Priorities / Directions that the organization believes it needs to pursue over the next three plus years in order further advance the achievement of its Vision, Mission and Principles.

The following four Strategic Priorities / Directions have been developed for Community Living Guelph Wellington for the 2011 to 2013 period.

1. **To undertake a comprehensive, multi-year supports and programs review and development initiative for Community Living Guelph Wellington to ensure that its work aligns with the evolving needs of the people supported and their families, and with the strategic changes occurring within the operating environment, focusing on the following actions:**
 - .1 **Develop a supports and programs review and development framework related to key principles and assessment parameters (lenses) that need to be in place to facilitate and complete the review processes.**
 - .2 **Complete the development of a Day Program / ARC review, including all the relevant sites.**
 - .3 **Assess current and future opportunities to provide supports to transitional aged youth**
 - .4 **Identify and assess current, evolving and potential future models for the delivery of residential services, including Supported Independent Living.**
 - .5 **Determine the need and develop strategies for enhancing the scope, reach and delivery of rural services within Wellington County.**
 - .6 **Develop strategies to increase both the number and meaningfulness of paid employment, volunteering and related opportunities for the people supported in the community.**
 - .7 **Assess the needs, opportunities and challenges, and define the possible role(s) for Community Living Guelph Wellington in the emerging areas of autism, dual diagnosis, Alzheimer's, long term care and mental health services in Guelph and Wellington.**
2. **To undertake a series of organizational development and design initiatives that support the long term sustainability of Community Living Guelph Wellington, focusing on:**
 - .1 **Undertaking a governance evaluation, to sustain the existing strengths of the governance model and to develop the governance framework to effectively respond to both the Board's direct involvement and oversight roles in the ongoing implementation of the Strategic Priorities / Directions.**

- .2 Developing a change management strategy that has the capacity to identify emerging trends / changes in the operating environment, assess their potential impacts and to respond effectively where appropriate and needed.**
 - .3 Implementing, on an ongoing basis, a multi-dimensional, audience-based communication strategy using core messaging and both conventional and social media tools to reach out to the various audience segments.**
 - .4 Assessing and pursuing opportunities to consolidate services, operations and resources with other aligned community service providers that results in increased supports availability and quality, reduced costs and improved communications.**
 - .5 Developing a strategy to assist the organization to respond to both the capital costs and the need to potentially realign facilities due to aging infrastructure and the changing needs of the people supported.**
 - .6 Preparing a longer term Technology Plan for the organization, related to administrative operations and supports delivery, ensuring inclusion of hardware, software, training and other elements.**
 - .7 Developing and implementing the organization's evidence-informed management program that allows for the research and assessment of and the reporting on the organization's ability to achieve its outcomes and to deliver value to the people supported and the community.**
 - .8 Continually assessing and improving the organizational culture of Community Living Guelph Wellington, potentially using a range of tools involving staff and volunteer evaluation surveys, periodic focus groups, improved communications and recognition strategies.**
- 3. To continue investing in and engaging with Community Living Guelph Wellington's human capital as its most strategic resource, focusing on:**
- .1 Increasing non-mandatory staff training, particularly related to emerging needs for an aging service population, medical requirements, Alzheimer's, behavioural challenges and a host of other conditions.**
 - .2 Introduce the Provincial Core Competencies into the CLGW's Human Resources development initiatives.**
 - .3 Assessing the needs for, and to secure the staff resources, in new skill and capacity areas related to nursing, medications, behavioural and other areas.**
 - .4 Developing and continuously updating a succession planning strategy for key roles within the organization.**
 - .5 Improving the roles and functions of administration, supervisory and frontline staff where challenges have been identified and improved communications and relationships are needed.**
 - .6 Developing a staff health and wellness initiative to support them in dealing with the increased pressures, stresses, variability, changes and related influences that are intensifying within their work environments.**

- 4. To develop and undertake advocacy strategies, involving families, partners and other stakeholders, that focus on the following initiatives:**
 - .1 Achieving funding parity for people with developmental disabilities within the Guelph Wellington area.**
 - .2 Achieving the resources and support strategies that effectively respond to the growing wait list across all service categories.**
 - .3 Supporting initiatives to achieve reform for the Ontario Disabilities Support Program that would improve the quality of life and the opportunities for the people supported.**
 - .4 Working alone, or within provincial organizations, to effectively advocate for positive changes within the operating environment, related to:**
 - The regionalization of supports and services**
 - The impacts of individualized funding**
 - Enhancing accessibility and integration with school boards**
 - Improving integration and partnerships with a broad array of community organizations**
 - .5 Pursuing advocacy and educational initiatives that continually improve the community's understanding and acceptance of the potential of the people supported as full and contributing members.**

The first Area of Effort is significant, large and inclusive. It recognizes, that the operating environment for Community Living Guelph Wellington is changing, as it is for all Community Living organizations and many aligned community service providers. It also recognizes that the organization has an aging service population, whose evolving needs are more integrated. Though to-day's programs and supports are valued and of good quality, the future is changing and adjustments may need to be made. In this light, Community Living Guelph Wellington has identified an opportunity to complete a multi-year, comprehensive review of its supports and services to assure that they align with the evolving needs of the people supported, the changes in the operating environment and a host of other perspectives.

The first dimension of this review process includes the development of a framework and principles that will provide the lenses for completing these assessments and making future-oriented recommendations. Based on the discussions at the strategic planning workshop, the following framework elements have been identified for further discussion and development:

- Think out of the traditional operating box and be more innovative and creative;
- Respond to both the aging and increased complexity of the people supported that results in a need for a broader array of skills, capacities and related requirements;

- Assess the impact on the people supported and the organization of individualized funding as it rolls out in the operating environment and the changes that could occur;
- Assess the risks of the changes and how they align with policy, funding and other change initiatives within the operating environment;
- Focus on first connecting supported people to the services and supports existing in the community before new initiatives are undertaken;
- Discern the impact of any changes to the supports and services on the health, wellness, quality of life and outcomes for the people supported;
- Determine how technology can support not only operations, but the supports and services received by the people supported, as well as their own growth in technology capacities as a result of their experiences in school and other environments;
- Determine how greater collaboration and more partnerships can be achieved that assure that individuals are supported on a wholistic basis, not in silos, ensuring seamless supports services delivery as possible;
- Identify and assess the societal and operating environment changes that are coming in terms of their potential impacts, likelihood of being implemented and how the organization needs to align with them to improve services to the people supported and its own sustainability;
- Assess other sources of income that both increase and diversify the funding framework for the organization, such as fee for service, planned-giving, social entrepreneurship and other strategies;
- Effectively understanding and responding to the generational divide amongst the younger and older parent groups in terms of expectations, needs and engagement.

Following the development of the framework and principles, each of the support and service areas would have a comprehensive review completed. The organization would determine an order of priority and would likely complete these assessments over a three year period, not simultaneously. However, though the reviews are being focused on within individual envelopes, a need exists to ensure integration across all the envelopes.

Also within the context of this review program, is important decision-making for the organization in regards to what, if any role, it will undertake or pursue in regards to autism, dual diagnosis, Alzheimer's, long term care and mental health services. Many of these services impact the people supported. The need for a wholistic / seamless approach is a key principle of the organization. Partnerships and collaboration, direct delivery and other strategies will need to be investigated for these increasingly aligned service areas.

The second Area of Effort focuses on developing the frameworks and capacities within Community Living Guelph Wellington to enhance its long term sustainability.

As one of the first initiatives within this Area of Effort, the Board of Directors needs to undertake a governance review to determine the strengths and capacities of its governance model which is viewed as effective at this time. The ongoing assurance of that effectiveness is important in terms of key societal and funder trends. Also important, will be to develop the governance framework necessary for the Board of Directors to participate in selected Areas of Efforts, as well as to fulfill its oversight responsibilities on the advancement of the Strategic Plan through 2011 to 2014.

Other initiatives include developing a multi-dimensional change management strategy involving the identification, assessment, implementation and evaluation of changes that are evolving; both within the societal context in which the organization operates, as well as within its policy, funding and the people supported environments. Communication strategies that are audience-based in terms of messaging and the tools utilized will be important. These tools increasingly need to consider social media, particularly in reaching younger audiences of people supported, staff and in the community, i.e.: volunteers.

Another key dimension of this Area of Effort, is the need to continually enrich the organizational culture. Community Living Guelph Wellington has a strong and positive organizational culture but this cannot be taken for granted. It needs continual assessment and improvement in order to be sustained and to deliver the great benefits it currently provides to the people supported, staff, volunteers and others.

Further initiatives within this Area of Effort, involve plans to deal with aging and changing infrastructure requirements, a Technology Plan that supports integration, and developing the evidence-informed model that will, overtime, be vital to delineating to multiple audiences the good works, positive outcomes and the value of Community Living Guelph Wellington.

The third Area of Effort focuses on the ongoing development and engagement of the human capital of the organization. The staff and volunteers are the vital resource upon which the organization delivers its supports on behalf of the people supported. This resource cannot be taken for granted and needs to be constantly fostered, developed and recognized, building on the emerging Core Competencies Initiative.

One of the key initiatives, is to increase and expand the non-mandatory training, training particularly focused on the changing needs of the people supported related to aging, increase medical complexity, behavioural challenges, geriatrics and a host of other areas. This was identified as one of the most significant needs within the Environmental Scan.

A second initiative involves the identification and acquisition of new skills and capacities that the organization may need to have to effectively respond to the changing needs of the people supported. Nursing, behavioural therapy, medication dispensing and other skills have been identified. This may not mean recruiting specialized staff. It may involve securing aligned service providers who can deliver these services on a consistent, continual and qualitative basis.

A third initiative within this Area of Effort involves the development and ongoing updating of a succession plan in support of the key roles within the organization. With an aging workforce, retirements and transitions can result in gaps within the organization. Succession planning allows the organization to identify its talents, align skills with its needs and undertake the training and development processes that allow for greater staff continuity, satisfaction and improved outcomes. Core Competency tools will support this initiative.

Identifying and clarifying the key roles and functions of administration, supervisory and front line staff, relative their interactions, communications and responsibilities, is needed. This reflects an organization that is growing, has more responsibilities and an expanding scope of effort. As result, role clarification and accountabilities need to be developed and practised at a more integrated level.

Staff health and wellness is another dimension of this Area of Effort. With the stress of increasing medical and behavioural challenges, constant change within the operating environment, new regulations and reporting requirements and host of other impacts, ensuring the health and wellness of staff is a key success factor for the most important asset of the organization.

The fourth Area of Effort focuses on advocacy. Community Living Guelph Wellington has long had a strong advocacy capacity and focus. As times and events change, the need to continually advocate on multiple dimensions is a growing strategic responsibility and need.

One of the first areas of advocacy, is to focus on achieving funding parity for people with developmental disabilities in Guelph Wellington. It has been acknowledged, that funding parity does not exist which results in a short fall of resources compared to other areas. This parity question needs to be addressed at whatever levels possible.

Advocacy is also required in a host of other areas that are impacting the work of the organization and the people supported. This includes strategies to respond to the growing complexity of the wait list and ODSP reform, as well as key changes within the operating environment involving the regionalization of services, individualized funding, school board integration and working more successfully with community partners.

A further initiative, which has been an important focus of Community Living Guelph Wellington, is to continually educate, work with and support the community in understanding, accepting and engaging with the people supported as full and contributing members and citizens of their community.

6 IMPLEMENTATION

6.1 IMPLEMENTATION CHARTS

Once the Strategic Plan is approved by the Board of Directors, the next step will involve the development of an Implementation Plan. The Implementation Plan will evolve, as it needs to be more flexible and responsive to a changing operating environment.

The following implementation charts are provided to support the development of the Implementation Plan. They identify priority setting for each of the objectives, as well as the parties responsible, timelines, tasking and approval requirements. It will be management's responsibility to build the Implementation Plan, except for those Areas of Effort and / or objectives that have a governance perspective. Management has the responsibility for the ongoing implementation activities, and the reporting back to the Board of Directors on the progress being made, barriers being experienced and new directions that need to evolve as events unfold.

In terms of setting priorities, the following three level priority setting framework is provided for consideration:

- A – objectives within the various Areas of Effort that are the highest priority and need immediate initiation, though they may take a shorter or longer time to be completed. Also represent objectives that may need to be completed before other objectives can be initiated, as the follow-up objective may be dependent on the outcomes of an A priority objective.
- B – involves objectives that are dependent on another objective to be completed first or can be initiated in the second or third year of the Strategic Plan's implementation as they may not have imminent requirements
- C – objectives that are important to the organization, but could be undertaken in years three to four, depending on the resources and capacities of the organization to implement the multiple objectives within its Strategic Plan.

6.2 STRATEGIC PLAN REVIEW

A three-part Strategic Plan review process is identified for Community Living Guelph Wellington:

- Quarterly, the Board should complete a review of the Strategic Plan's progress based on management staff reporting on all dimensions, as well as the Board reporting on its responsibilities as follows:
 - o Actions taken
 - o Barriers occurring
 - o Recommendations on revisions and new inputs
 - o Other key information
- Every year, the Board and senior staff should allocate a block of time to review the Strategic Plan, the key inputs, changes in the operating environment etc., and make appropriate adjustments to the timing, tasking and related dimensions of the Strategic Plan's implementation.
- Every three to five years, the Board and senior staff should engage in a full Strategic Plan review process in order to ensure the relevancy, timeliness and scope of the Strategic Plan in moving Community Living Guelph Wellington towards the realization of its Vision and Mission.

**Community Living Guelph Wellington
2011-2013 Draft Strategic Plan**

OBJECTIVES	Priority Ranking	Tasking	Project Lead/Team	Reporting Dates mm / dd / yr	Approval Requirements
Area of Effort No. 1	To undertake a comprehensive, multi-year supports and programs review and development initiative for Community Living Guelph Wellington to ensure that its work aligns with the evolving needs of the people supported and their families, and with the strategic changes occurring within the operating environment, focusing on the following actions:				
1.1 Develop a supports and programs review and development framework related to key principles and assessment parameters (lenses) that need to be in place to facilitate and complete the review processes.					
1.2 Introduce the Provincial Core Competencies into the CLGW's Human Resources development initiatives.					
1.3 Assess current and future opportunities to provide supports to transitional aged youth					
1.4 Identify and assess current, evolving and potential future models for the delivery of residential services, including Supported Independent Living.					

**Community Living Guelph Wellington
2011-2013 Draft Strategic Plan**

OBJECTIVES	Priority Ranking	Tasking	Project Lead/Team	Reporting Dates mm / dd / yr	Approval Requirements
1.5 Determine the need and develop strategies for enhancing the scope, reach and delivery of rural services within Wellington County.					
1.6 Develop strategies to increase both the number and meaningfulness of paid employment, volunteering and related opportunities for the people supported in the community.					
1.7 Assess the needs, opportunities and challenges, and define the possible role(s) for Community Living Guelph Wellington in the emerging areas of autism, dual diagnosis, Alzheimer's, long term care and mental health services in Guelph and Wellington.					

**Community Living Guelph Wellington
2010-2013 Draft Strategic Plan**

OBJECTIVES	Priority Ranking	Tasking	Project Lead/Team	Reporting Dates mm / dd / yr	Approval Requirements
Area of Effort No. 2 To undertake a series of organizational development and design initiatives that support the long term sustainability of Community Living Guelph Wellington, focusing on:					
2.1 Undertaking a governance evaluation, to sustain the existing strengths of the governance model and to develop the governance framework to effectively respond to both the Board's direct involvement and oversight roles in the ongoing implementation of the Strategic Priorities / Directions.					
2.2 Developing a change management strategy that has the capacity to identify emerging trends / changes in the operating environment, assess their potential impacts and to respond effectively where appropriate and needed.					
2.3 Implementing, on an ongoing basis, a multi-dimensional, audience-based communication strategy using core messaging and both conventional and social media tools to reach out to the various audience segments.					

**Community Living Guelph Wellington
2010-2013 Draft Strategic Plan**

OBJECTIVES	Priority Ranking	Tasking	Project Lead/Team	Reporting Dates mm / dd / yr	Approval Requirements
2.4 Assessing and pursuing opportunities to consolidate services, operations and resources with other aligned community service providers that results in increased supports availability and quality, reduced costs and improved communications.					
2.5 Developing a strategy to assist the organization to respond to both the capital costs and the need to potentially realign facilities due to aging infrastructure and the changing needs of the people supported.					
2.6 Preparing a longer term Technology Plan for the organization, related to administrative operations and supports delivery, ensuring inclusion of hardware, software, training and other elements.					
2.7 Developing and implementing the organization's evidence-informed management program that allows for the research and assessment of and the reporting on the organization's ability to achieve its outcomes and to deliver value to the people supported and the community.					

**Community Living Guelph Wellington
2010-2013 Draft Strategic Plan**

OBJECTIVES	Priority Ranking	Tasking	Project Lead/Team	Reporting Dates mm / dd / yr	Approval Requirements
2.8 Continually assessing and improving the organizational culture of Community Living Guelph Wellington, potentially using a range of tools involving staff and volunteer evaluation surveys, periodic focus groups, improved communications and recognition strategies.					

**Community Living Guelph Wellington
2010-2013 Draft Strategic Plan**

OBJECTIVES	Priority Ranking	Tasking	Project Lead/Team	Reporting Dates mm / dd / yr	Approval Requirements
Area of Effort No. 3 To continue investing in and engaging with Community Living Guelph Wellington's human capital as its most strategic resource, focusing on:					
3.1 Increasing non-mandatory staff training, particularly related to emerging needs for an aging service population, medical requirements, Alzheimer's, behavioural challenges and a host of other conditions.					
3.2 Assessing the needs for, and to secure the staff resources, in new skill and capacity areas related to nursing, medications, behavioural and other areas.					
3.3 Assessing the needs for, and to secure the staff resources, in new skill and capacity areas related to nursing, medications, behavioural and other areas.					

**Community Living Guelph Wellington
2010-2013 Draft Strategic Plan**

OBJECTIVES	Priority Ranking	Tasking	Project Lead/Team	Reporting Dates mm / dd / yr	Approval Requirements
3.4 Developing and continuously updating a succession planning strategy for key roles within the organization.					
3.5 Improving the roles and functions of administration, supervisory and frontline staff where challenges have been identified and improved communications and relationships are needed.					
3.6 Developing a staff health and wellness initiative to support them in dealing with the increased pressures, stresses, variability, changes and related influences that are intensifying within their work environments.					

**Community Living Guelph Wellington
2010-2013 Draft Strategic Plan**

OBJECTIVES	Priority Ranking	Tasking	Project Lead/Team	Reporting Dates mm / dd / yr	Approval Requirements
Area of Effort No. 4 To develop and undertake advocacy strategies, involving families, partners and other stakeholders, that focus on the following initiatives:					
4.1 Achieving funding parity for people with developmental disabilities within the Guelph Wellington area.					
4.2 Achieving the resources and support strategies that effectively respond to the growing wait list across all service categories.					
4.3 Supporting initiatives to achieve reform for the Ontario Disabilities Support Program that would improve the quality of life and the opportunities for the people supported.					

**Community Living Guelph Wellington
2010-2013 Draft Strategic Plan**

OBJECTIVES	Priority Ranking	Tasking	Project Lead/Team	Reporting Dates mm / dd / yr	Approval Requirements
4.4 Working alone, or within provincial organizations, to effectively advocate for positive changes within the operating environment.					
4.5 Pursuing advocacy and educational initiatives that continually improve the community's understanding and acceptance of the potential of the people supported as full and contributing members.					

Appendix I

Strengths, Weaknesses, Opportunities and Threats

1. Strengths

- The people and staff of the organization;
- A strong organizational culture;
- Good infrastructure and facilities ;
- Effective partnerships within the community;
- A politically engaged organization;
- 50 years of experience and supports;
- Good governance model and practices;
- Good business and operational practices;
- Strong community support for and giving to the organization;
- Positive community relationships;

2. Weaknesses

- Technology;
- The number of programs;
- The funding and the dollars available;
- The inability to involve the members more in the organization;
- Communications;
- Transportation, especially in the rural areas;
- Skills / gaps related to medical, aging and related needs and changing conditions;
- The non-mandatory training scope and capacities;
- The increasing waiting lists;
- The bench strengths of the organization in responding to change, involving assessing, implementing, etc.

3. Opportunities

- Generating more work for ARC;
- Increasing competitive employment opportunities in the community;
- Providing education to new families, the community and others;
- Pursuing the opportunities within the individualized funding initiative;
- Assessing and pursuing joint ventures, partnerships, and related initiatives that support streamlining, potential consolidation of “back of house” services, larger organizations or other outcomes;
- Achieving funding parity through advocacy;
- New / renovated facilities that respond to the evolving needs of the people supported;
- Increasing rural services;
- Engaging, mobilizing and increasing the organizations members;
- Improving and broadening the scope, availability and impact of technology;
- Continuing to build and grow a dynamic workforce of staff and volunteers.

4. Threats

- Aging infrastructure;
- Increasing compliance, reporting and related government requirements that use up resources;
- Funding availability overall, related to base-funding, funding for training / development, administrative supports and specialty services;
- The potential impacts of individualized funding, including a more competitive day programs' environment;
- The generational divide between younger and older parents, and how to bridge this divide;
- The potential of labour unrest that could impact the positive labour relationships that exist to-day;
- Failure to change / disconnecting with younger parents / workers which could impact the organization's future success;
- Any loss of the positive fulltime to part time staffing ratio;

- A major incident / loss of credibility that could hurt the organization's reputation;
- An inability to meet the changing needs and complexities of the operating environment, and the people supported;
- Not having effective succession planning strategies in place;
- The potential impacts of regional / centralized approaches that could impact the organizational culture, capacities and community identity / engagement of Community Living Guelph Wellington.