



EMERGING STRATEGIC DIRECTIONS
BOARD OF DIRECTOR SESSION
TIMEFRAME: 2016-2019



Living Possibilities

Inspiring Leadership

Championing Success



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Introduction

KW HABILITATION
INSPIRES LEADERSHIP
AND CHAMPIONS SUCCESS TO
LIVE THE POSSIBILITIES
IN OUR COMMUNITY, EVERYDAY.

ABOUT US

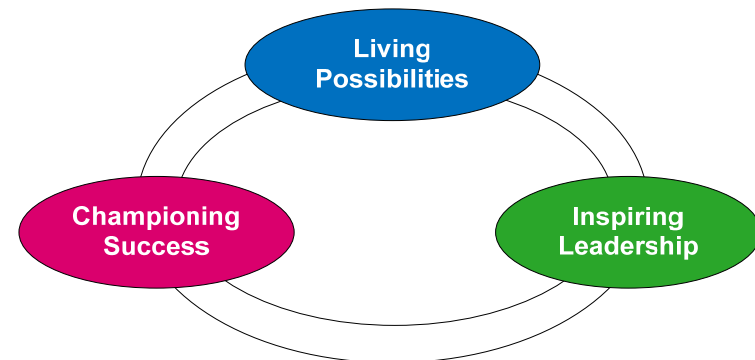
The beginning of KW Habilitation was the result of the passion of a group of parents in the Kitchener-Waterloo area who partnered with the K-W Kinsmen to establish educational and community programs for children with disabilities. We honour the vision of our founders by remembering every day that everything we do is done for the people we serve.

KW Habilitation is a non-profit organization that provides a wide range of individualized services and supports to children with special needs and adults with developmental disabilities including preschool and early learning, respite, residential, community participation and employment supports and services. Today, KW Habilitation partners with over 600 adults with developmental disabilities in their efforts to live in the community and be supported by family, friends and others of their choosing and over 1100 children with special needs and their families in early learning initiatives. The 600 employees of KW Habilitation are committed to

realizing this goal for each person we serve. Over of the last five years, KW Habilitation has experienced unprecedented transformation and growth. Together with the people we serve, employees, partners, donors and funders KW Habilitation strives to strengthen our capabilities to meet the changing needs of our community.

OUR FUTURE

Looking forward to the next three years of possibilities, KW Habilitation seeks to fulfill our mission by inspiring leadership and championing success. Our journey will embrace the realities of our world including unfolding economic challenges, a diverse, aging and growing population and evolving public policy. Our priorities for the future will focus on three strategic directions: Living Possibilities, Inspiring Leadership and Championing Success.



Strategic Planning Process

STRATEGIC LEADERSHIP

In October 2015, under the leadership of the Board of Directors, KW Habilitation initiated a strategic planning process. Information was compiled from a range of processes that engaged the people we support, employees and community partners including but not limited to advocacy forums, informal and formal employee dialogue sessions and accreditation outcomes.

Building on this information, the Board of Directors, in collaboration with the management team of the organization undertook the following:

- **Historical Development:** Considered the historical development of the organization for future planning.
- **Internal Capacity:** Discussed the current capacity of the organization in terms of strengths and areas of improvement.
- **External Environment:** Explored the opportunities and challenges created by the social, economic, demographic, technological, public policy and legal influences that will impact on the future of KW Habilitation.
- **Critical Issues for the Future:** Identified emerging critical issues for the future.

The Board of Directors of KW Habilitation explored the future directions of the organization and identified three strategic directions: Living Possibilities, Inspiring Leadership and Championing Success. Goals, objectives and indicators of success were developed for each of these strategic directions. Our future directions are designed to align with the evolving needs of people we serve and their personal support networks.

Upon the approval of this strategic plan by the Board of Directors, the senior management team will undertake an operational management planning process in consultation with the employees. On a semi-annual basis, the Executive Director will report to the Board of Directors on the outcomes achieved in relation to the stated indicators of success for each strategic priority. In June of each year, the progress by KW Habilitation in relation to our strategic directions will be shared with all of our key stakeholders through a report posted on the website of the organization.

Strategic planning is a process through which an organization agrees on priorities which are essential to its mission and responsive to the environment.

Strategic Planning for Nonprofit Organizations:
Michael Allison and Jude Kaye.

Vision, Mission and Values

Our hopes for the future of KW Habilitation are rooted in our vision, mission and values.

VISION

The vision of our organization states the preferred future that is achieved together with our community. The vision motivates us to build on our traditions, uniqueness and strengths as we move forward.

VISION

A community where everyone belongs and participates.

MISSION

The mission of KW Habilitation defines our purpose and focus. It states what our organization wants to achieve and how we will achieve it. KW Habilitation is here to live our mission.

MISSION STATEMENT

*Together with our community,
KW Habilitation inspires abilities to enrich
the lives of children, youth, adults and families.*

VALUES

The values of KW Habilitation are what we believe and guide our actions and our relationships. We strive to reflect our values in all that we do, every day. Our values shape our decisions and ultimately the impact we have on the lives of people we serve.

EQUALITY AND CHOICES

We treat each person with respect and recognize their rights, choices and contributions.

INCLUSION AND COMMUNITY PARTICIPATION

We are committed to promoting inclusion through public awareness, community involvement and citizenship.

COLLABORATION AND PARTNERSHIPS

We value collaboration and promote effective partnerships that enable the community to share in the responsibility of ensuring participation for everyone.

LEADERSHIP AND EXCELLENCE

We believe that dynamic leadership, continuous learning and innovation are essential to achieving excellence.

INTEGRITY AND ACCOUNTABILITY

We embrace the values of fairness and honesty in all that we do to ensure our integrity and accountability.

Strategic Directions

STRATEGIC DIRECTIONS

KW Habilitation has always been firm in its belief that no single organization has the expertise or capacity to realize our mission. Together with the people we serve, new and existing partners, donors and funders, we create experiences and deliver programs that result in meaningful outcomes for people served. Through our collective leadership and innovation we will champion and celebrate success. Our future directions focus on three strategic priorities.

STRATEGIC DIRECTION ONE: LIVING POSSIBILITIES

KW Habilitation will transform to better live possibilities for the people we serve by strengthening our commitment to person-centred and person-directed practices; deepening interdependence relationships, shifting to a more employment first focus, continuing to invest in early learning and creating more affordable living opportunities.

STRATEGIC DIRECTION TWO: INSPIRING LEADERSHIP

Living the possibilities in our community will require leaders who know how to inspire people to achieve goals. KW Habilitation recognizes that it will take the efforts of many leaders including the people we serve, employees, community partners, donors and funders to achieve our vision. Through a focused approach to continuous learning and purposeful partnerships we are committed to inspiring leadership to realize the full potential not only of the people we serve but of our community as a whole.

STRATEGIC DIRECTION THREE: CHAMPIONING SUCCESS

At KW Habilitation we measure our success by how many lives we have positively impacted. To champion success, KW Habilitation will continue our efforts to look critically at the impact our services are having in people's lives, promote excellence in all that we do and preserve our sustainability.

OUR CONTEXT

Interwoven throughout this strategic plan are four dimensions that define our context. Every step we take towards realizing our strategic directions are within this context. Achieving our goals, objectives and indicators of success is dependent on our capacity to embrace these dimensions.

- *Inclusivity*: Everyone leads their lives in the community assisted by family, friends, and others of their choosing.
- *Collaboration*: Mutually rewarding relationships and partnerships are reflective in our actions.
- *Excellence*: Services are viewed as outstanding by the people served, community partners and the donors and funders who invest in our organization.
- *Sustainability*: The future of the people served and KW Habilitation is preserved.

Strategic Direction: Living Possibilities

LIVING POSSIBILITIES: ADULTS WITH A DEVELOPMENTAL DISABILITY

STRATEGIC GOAL ONE: Person-Centered Approaches

To enhance the competence and leadership of KW Habilitation in individualized person-centred and person-directed planning processes and practices for the adults served.

OBJECTIVES

- 1.1 Enhance the individualized person-centered and person-directed planning processes to be more dynamic by better engaging the personal support network chosen by the person served and demonstrating the outcomes achieved in relation to stated personal goals, aspirations and dreams.
- 1.2 Deepen interdependent relationships and personal support networks for the people served by KW Habilitation.
- 1.3 Shift the individualized person-centred practices to better embrace the autonomy and self-determination of people served and their personal support networks.

STRATEGIC GOAL TWO: Employment First

To adopt an “employment-first” focus in the community participation/ employment support programs of KW Habilitation for all adults we serve, who want to work.

OBJECTIVES

- 2.1 Focus our efforts to explore new and existing partnerships with employers in the community to create more possibilities for competitive employment for the people we serve.

Strategic Direction: Living Possibilities

LIVING POSSIBILITIES: ADULTS WITH A DEVELOPMENTAL DISABILITY

STRATEGIC GOAL THREE: Housing

To increase the options for affordable and sustainable housing for the adults served by KW Habilitation and the community.

OBJECTIVES

- 3.1 Explore the future role of the David Fisher residence of KW Habilitation in terms of its responsiveness to the needs of people served and its sustainability as a future housing option.
- 3.2 Continue efforts, in collaboration with the community, to develop affordable housing options.
- 3.3 Improve the physical accessibility of the residential settings of KW Habilitation to better respond to the needs of the people served as they age.

LIVING EARLY LEARNING POSSIBILITIES: CHILDREN WITH SPECIAL NEEDS

STRATEGIC GOAL FOUR: Early Learning

To continue the efforts of KW Habilitation to be a recognized leader in the field of early learning and supports for children with special needs in child care settings.

OBJECTIVES

- 4.1 Pursue the opportunities to expand the role of KW Habilitation in the provision of early learning and supports for children and youth with special needs in child care and recreation programs.

Strategic Direction: Inspiring Leadership

STRATEGIC GOAL FIVE: Leadership Development, Learning and Partnerships	To inspire leadership through continuous learning, partnerships and strategic alliances to enhance the capacity of our community to support adults with a developmental disability and their personal support networks and children with special needs to achieve their goals, aspirations and dreams.
OBJECTIVES	
5.1	Develop the leadership potential of people served and their personal support networks through a well-defined strategy.
5.2	Continue to strengthen the leadership competencies of managers and employees through continuous learning.
5.3	Cultivate new and maintain existing partnerships that are purposeful, sustainable and make a positive contribution to the lives of the people served.
5.4	Take a leadership role to pursue strategic alliances (i.e. shared services, mergers/ amalgamations) that are a strategic fit for KW Habilitation and have the capacity to increase and/or improve services and supports in the community for children, adults and families.

Strategic Direction: Inspiring Leadership

STRATEGIC GOAL SIX: Organizational Framework	To strengthen the performance of KW Habilitation by developing an organizational framework that better responds to the planned growth of the organization.
OBJECTIVES	
6.1	Develop an organizational framework that meets the current and future growth needs of the organization and includes completed job descriptions, appropriate span of control and defined authority and accountability for each position.
STRATEGIC GOAL SEVEN: Focus on Outcomes	To better measure the success of KW Habilitation by focusing on the outcomes achieved to promote greater accountability to the people served and our community.
OBJECTIVES	
7.1	Critically look at the impact of services and partnerships in terms of positive outcomes for people served and the community.
STRATEGIC GOAL EIGHT: Stewardship	To promote the sustainability of the organization through stewardship of assets, succession planning and risk management.
OBJECTIVES	
8.1	Ensure continuity through succession planning.
8.2	Continue efforts to minimize risk for the organization.

Enabling Strategies

ENABLING STRATEGIES

KW Habilitation will adopt strategies to transform our strategic directions into reality. These enabling strategies are designed to help us reach our destination and ensure that our strategic plan is dynamic.

AUTONOMY AND CHOICE

There will be a greater recognition of the autonomy and self-determination of people served. KW Habilitation envisions inspiring the leadership of the people we serve and their personal support networks as critical to our success.

CHAMPION "WITH" RATHER THAN "FOR"

The people served by KW Habilitation shape our direction. As an organization, we strive to reflect the principle of working "with" the people we serve to enable, enrich and empower rather than create possibilities that are rooted in doing things "for" the people we serve.

FOCUS ON IMPACT AND OUTCOMES

To ensure that we are "walking the talk", KW Habilitation will enhance our competency and heighten our reporting to focus on the impact we are making with people served and our community rather than the activities and processes we have implemented.

MAKE EACH MOMENT COUNT

Our future sustainability and effectiveness will depend on the ability of KW Habilitation to continue to be efficient with our resources. We will streamline our meetings, communications and procedures to ensure that issues are addressed in a timely and informed manner.

PURPOSEFUL COLLABORATIONS

Working with our community is at the heart of KW Habilitation. Our collaborations will be purposeful to ensure that our time and energy is a good investment. Purposeful collaborations, partnerships, and strategic alliances will be evident in our future footprint.

INCLUSION AS A CAUSE FOR OUR COMMUNITY

KW Habilitation prides ourselves in our efforts to promote inclusion as a cause for our community. We will be relentless in working together with our community to foster a better understanding that everyone benefits when all citizens participate and are valued for their contributions.