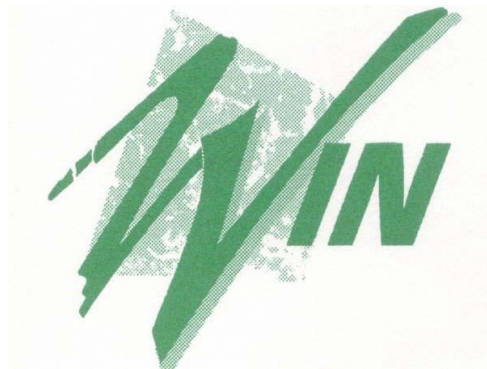


**WESTLOCK INDEPENDENCE NETWORK
STRATEGIC PLAN
2025-2028**



MESSAGE FROM THE PRESIDENT

Westlock Independence Network (WIN) has a long and successful history of providing services for adults and youth with developmental disabilities, as well as supports for their families and caregivers. We want to be sure that WIN is well-positioned to continue this successful record into the future, and to meet the challenges ahead while thriving.

To ensure this, the Board and Leadership of WIN have recently completed a strategic planning process. We wanted to hear the voices of our clients, staff, families and community, so we planned the process to include opportunities for all of these groups to provide input and to help to shape our future.

This document revisits our history, describes our present state and designs a vision for the future. We are proud to share it with you and to encourage continued partnership as we start along this journey.

Dorothy Baker
President, WIN Board

MESSAGE FROM THE EXECUTIVE DIRECTOR

A strong and visionary strategic plan for Westlock Independence Network is very important. This plan will act like a roadmap, showing our goals, strategies, and actions for the next three years. By focusing on key areas like expanding services, engaging with the community, and finding resources, this plan aims to improve the quality of life for people with developmental disabilities. This structured approach will help us meet the changing needs of our clients and the community.

The strategic planning process included input from different people, including clients, their families, staff, volunteers, and community partners. This teamwork makes sure the plan reflects the challenges and opportunities the organization faces. The strategic plan lists specific goals, measurable results, and timelines, giving a clear way to track progress and make changes if needed. By aligning our resources and efforts with our mission, we will be better able to support adults with developmental disabilities and make a positive impact in their lives and the community.

Greg Morris
Executive Director, WIN

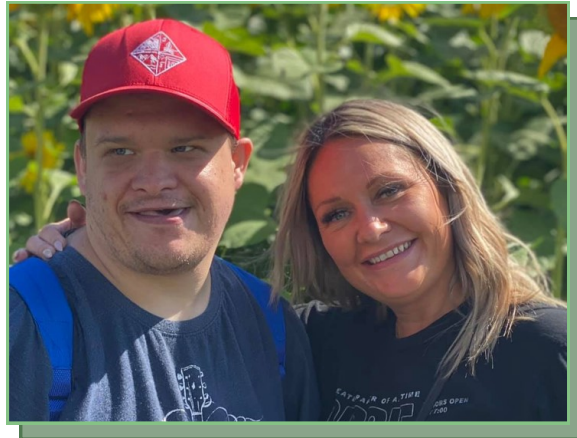
VISION AND MISSION

OUR VISION

• *People with disabilities are contributing, vital members of the community.*

OUR MISSION

• *To enhance the quality of life for people with disabilities through innovative personalized services.*



“WIN is contributing immensely in helping people with disabilities in the community.”

VALUES

The individuals we serve require our support to complete tasks that enable them to live and participate in their community in a meaningful way with dignity and respect. Doing “for” people takes away opportunities for them to participate in their own lives, and implies authority over them.

We believe that our work is not limited to serving individuals with disabilities, but to foster and encourage accessibility in our community through true inclusion.

We believe in equality and doing “with” people rather than doing “for” people. We view the individuals we serve as equals in their humanity. We are all dependent on each other in some way. No person is an island and no one in our society is truly independent.

We believe that when it comes to people, we all show up with varying gifts and talents, abilities and desires, and we all have an intrinsic right to be valued as we are and for who we are. Without conditions.

OUR PAST: PROUD BEGINNINGS SET A STRONG FOUNDATION

From WIN's beginning in 1987, we have continually looked for ways to grow, improve and better service our community. We have expanded programs to serve more clients and different needs, as well as grown our housing stock to improve access. We have built strong partnerships in the community which continue until today. We have used technology and training to support quality and safe services

1980's

- Incorporated as a non-profit, purchased first house and obtained office space
- Executive Director and other staff hired
- Programs started, including residential and supportive employment, summer day program for children

1990's

- Built new wheelchair-accessible home
- Broader range of services, including Kananaskis summer trips
- Expanded employee training, including Rehabilitation and Medication Administration

2000's

- Developed a website and conducted an organizational review
- Began offering adult respite services and client counselling
- Built strong partnerships including affordable housing initiatives and "Healthy Families, Healthy Futures"

2010's

- Aopted new technologies, including electronic medication dispensers and *Sharevision*
- *Expanded capacity for children's and respite services; duplex purchased*
- *Set up on-line Disability Studies certificate with Bow Valley College*

2020's

- Navigated the challenges of the Covid-19 pandemic
- Provided Truth and Reconciliation awareness activities, including speaker on Residential school experiences
- 2025-2028 Strategic Plan

OUR PRESENT: CURRENT PROGRAMS, RESOURCES & ACTIVITIES

Building on our strong foundations, WIN continues to offer a variety of programs and services to meet the needs of our clients and their families. Our greatest resource is our staff, guided by our leadership staff, and supported by technology and training. Our Board sets the direction and policy which help us to be successful

2022-2023 Programs

“WIN is really good at helping community members thrive.”

Supported Independent Living Community Access

- 18 adults

24 hour Residential Support

- 10 homes
- 19 adults

Children's Program

- 7 children
- Respite, Community Access

Support Homes

- 2 adults

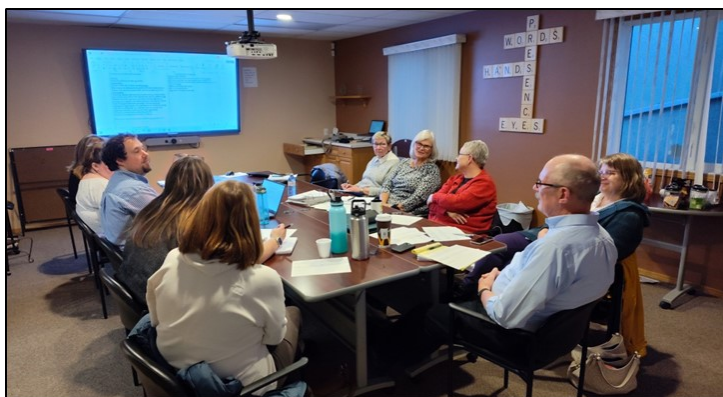
Human Resources:

- 20 new staff joined the WIN family, 5 full-time and 15 casual
- Reduction in turnover rate by 15% from previous year
- Total number of staff= xx
- Total number of board members= xx



Continuing Education and Training:

- 4 sessions of Gentle Teaching Level 1 for xx staff
- 2 sessions of Gentle Teaching Level 2 for 46 staff
- 1 “Train the Trainer” Session for Gentle Teaching and 1 session for families and Board members
- All mandatory training (Mandt, Positive Behavior Supports, Medication Administration, Abuse Reporting, Mental Health First Aid and First Aid) was offered throughout the year
- 7 staff completed the 16-week 2023 Foundations course and successfully graduated

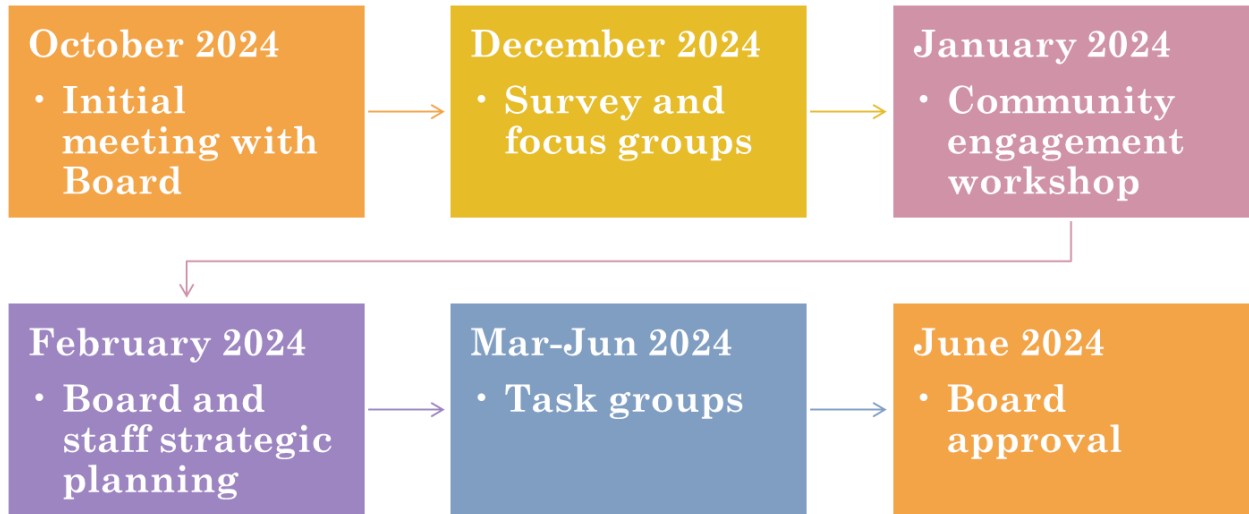


“Great organization, very focused on supporting individuals and families.”

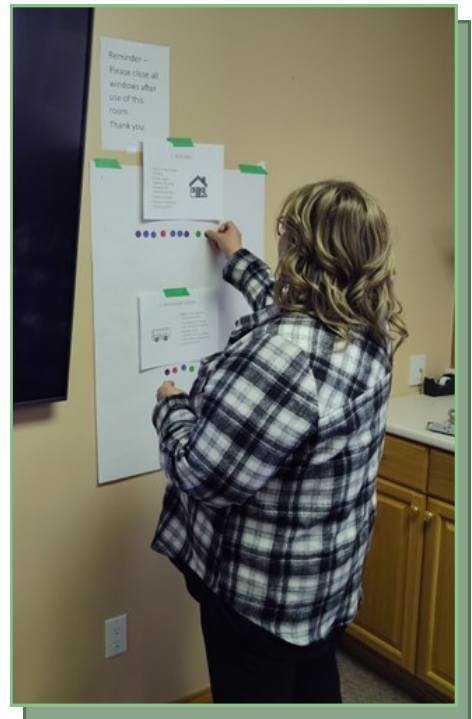
“I would like to thank all the WIN staff for all that they are doing. I am very grateful.”



PREPARING FOR THE FUTURE: OUR STRATEGIC PLANNING PROCESS



We wanted to be sure that lots of voices were heard and lots of key people were involved to help us to shape our plan. So we designed a process that included surveys, focus groups, a large community engagement workshop, and smaller task groups to work on each strategy.





Strategic Plan by numbers:

- 10 months start to finish
- 72 people responded to the survey
- 40 people attended community engagement workshop
- 8 task groups worked on specific goals and strategies
- 3 year road map of actions
- 4 main focus areas
- 5 goals
- 15 strategies

Participants in our 10 month long strategic planning process included members of the following groups:

- Clients
- Client families & friends
- Board members
- Senior leaders
- Staff
- Community members, local organizations and businesses
- Similar organizations in other communities
- Provincial associations

OUR STRATEGIC PLAN: FOUR AREAS OF FOCUS

We have chosen four areas of focus...

Developing strategies in all four areas ensures that we build client programs and supports on a foundation of strong policies, procedures and processes. Continuing learning and growth for our staff, leadership, Board, clients and community helps prepare us for the future we envision. And focusing on good stewardship and good governance helps us to be sustainable, allowing us to meet challenges and look for opportunities.



AREA OF FOCUS: LEARNING AND GROWTH

Goal:

Cultivate a highly skilled workforce, an engaged Board, informed clients and families, and foster community awareness and understanding.

Strategies:

- Apply the principles of Gentle Teaching
- Educate clients and families about our services while increasing community awareness
- Offer leadership and mentorship training to build skills
- Board development, with clearer roles, responsibilities and processes

Why is this important?

By using Gentle Teaching, we build stronger relationships with our clients and their families, making our community more caring and supportive. When we work with community partners and join local events, we raise awareness about our mission and make more connections with people who can help us. Leadership training helps our staff grow and get ready for future challenges and opportunities. Improving how our Board works ensures that our organization stays on track with our goals and continues to benefit the communities we serve.



AREA OF FOCUS: STEWARDSHIP AND GOVERNANCE

Goal:

Attract the best candidates, ensure their retention, optimize staffing allocation to fulfill client requirements effectively, and strategize for future leadership staffing demands.

Strategies:

- Use current funding effectively to focus on client impact
- Plan for future leaders, including the Executive Director and Senior roles
- Support staff retention and development



Why is this important?

Adding these ideas to the plan is important for building a strong and successful organization. By focusing on hiring and keeping the best people, we can make sure we have the right number of staff, plan for future leaders, and create a positive and exciting workplace. This helps WIN grow and succeed in the long run. This will also help us meet the needs of our clients better.

AREA OF FOCUS: STEWARDSHIP AND GOVERNANCE

Goal:

Ensure financial stewardship, sustainability, and stability.

Strategies:

- Improve financial health by reducing debts and making safe investments
- Find and develop new sources of revenue for future growth

Why is this important?

Taking good care of money and staying financially stable is important for a WIN to last a long time. By lowering debts, making safe investments, using extra money wisely, and cutting costs, we can improve WIN's financial health. It's also important to find new ways to earn money to support future staff, programs, and building needs. This smart approach helps WIN keep and grow the resources we need to serve its community well.



AREA OF FOCUS: CLIENT PROGRAMS AND SUPPORTS

Goal:

Enhance accessibility and integration for clients with developmental disabilities, fostering inclusivity and support for equal participation in communities.

Strategies:

- Increase access to safe, affordable and accessible housing
- Improve transportation options and choice
- Enhance purposeful and meaningful activity, employment and volunteerism, life skills programs in a more structured way for current clients, aligning with client goals

Why is this important?

Great programs for clients are a priority for WIN. These programs help make things more accessible and inclusive. They give people access to safe housing, better transportation options, and structured programs for jobs and life skills that match their goals. By working with local partners and finding out what people need, we can fill in the gaps and make sure clients can fully take part in our community. Also, by creating new programs for groups that don't have enough help, WIN can provide more support and make sure everyone has equal opportunities.



AREA OF FOCUS: Internal Processes

Goal:

Maintain comprehensive and up-to-date policies, procedures, and processes.

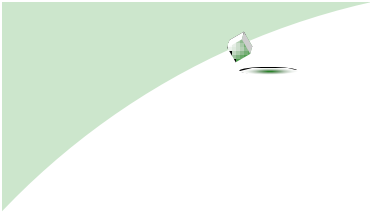
Strategies:

- Conduct a detailed review of the organization to find areas for improvement
- Regularly update policies, procedures and processes to stay relevant and effective

Why is this important?

Reviewing how WIN works is important to find ways to improve. By creating a plan, checking our policies and processes, and fixing any gaps, we can set priorities and make things run even more smoothly. Regularly updating rules and procedures helps us adapt to new needs and best practices. Maintaining our accreditation and doing regular reviews helps keep everything current, making WIN more effective and impactful.





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