




Ottawa West Community Support Strategic Plan 2026-2029

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The Ottawa West Community Support 2026–2029 Strategic Plan sets out a clear and purposeful path forward. Grounded in our mission to support seniors and adults with physical disabilities to live with dignity and age in place, the plan reflects both the evolving needs of our community and our responsibility to remain financially viable and responsive as we move into our next 50 years. In 2027, we will proudly mark our 50th anniversary. This is a milestone that invites both reflection on all we have accomplished and renewed commitment to our future.

Over the next three years, we will focus on strengthening our foundations while expanding our capacity to deliver meaningful, measurable outcomes for the clients we serve. This plan has been shaped through reflection, consultation, and a careful assessment of our operating environment, ensuring that our priorities are realistic, responsive, and aligned with our values.

The Strategic Plan is built around four core pillars. **Financial Health and Sustainability** ensures we remain resilient, accountable, and able to invest confidently in the future. **Program Effectiveness and Client Impact** places the voices, experiences, and outcomes of our clients at the centre of everything we do. **Strong Leadership and Governance** reinforces our commitment to ethical oversight, capable leadership, and continuous improvement. **Community Engagement and Partnerships** recognizes that lasting change is achieved through collaboration, shared purpose, and strong relationships across the community sector and beyond.

Together, these pillars provide a cohesive framework to guide decision-making, prioritize resources, and measure success from 2026 to 2029.

Thank you to everyone who contributed their time, insight, and expertise to help shape this plan.



Mission

To provide services that enable seniors and adults with physical disabilities to live with dignity and age in place, supported by caring staff and volunteers.

Vision

A leader in providing compassionate and responsive support services to seniors and adults with physical disabilities in the Ottawa region.

Core Values

Dignity:

We believe in the inherent dignity and value of each person.

Self-Determination:

We believe in the right of everyone to self-determination regarding their care.

Creativity:

We believe that the community can be creatively and effectively involved in assisting those needing long-term support, who wish to remain in their own homes, by providing assurance and support.

Cooperation and Collaboration:

We believe that benefits accrue to our clients, staff, professional partners, and communities when we share our resources, expertise, time, and energy.



Strategic Pillars

Financial Health and Sustainability

Program Effectiveness and Client Impact

Strong Leadership and Governance

Community Engagement and Partnerships



Strategic Pillar 1 – Financial Health and Sustainability

Objective 1: Diversify and expand revenue sources

Objective 2: Strengthen financial management and cost efficiency

Outcomes:

- Increased proportion of revenue from diversified funding sources
- More stable and resilient financial base
- Improved allocation of resources to support programs
- Administrative efficiencies that support program growth
- More predictable multi-year financial planning



Strategic Pillar 2 - Program Effectiveness and Client Impact

Objective 1: Expand and diversify programs

Objective 2: Strengthen program evaluation and continuous quality improvement

Objective 3: Optimize program resources and staffing

Outcomes:

- Clear understanding of unmet client needs
- Expanded program offerings aligned with strategic priorities
- High-quality, person-centered programs offered that respond to community needs
- Increased service access and reduced waitlist pressures
- Clear, measurable client outcomes
- Standardized evaluation tools and data systems
- Accreditation continuity and enhanced credibility
- Improved alignment of staffing with program needs
- Enhanced service quality, consistency, and safety
- Effective use of program space and operational capacity



Strategic Pillar 3 - Strong Leadership and Governance

Objective 1: Strengthen governance structures and Board effectiveness

Objective 2: Enhance staff and volunteer retention, recognition, and development

Objective 3: Strengthen quality improvement and organizational accountability

Outcomes:

- Clear governance roles, responsibilities, and decision-making processes
- Improved Board succession, recruitment, and performance
- Governance model aligned with high-performance organization standards
- Increased staff and volunteer engagement and retention
- Improved workplace culture, inclusion, and communication
- Enhanced capacity to recruit and retain qualified personnel
- Coordinated quality systems across all programs
- Clear performance indicators and regular reporting
- Improved consistency, safety, and service standards



Strategic Pillar 4 - Community Engagement and Partnerships

Objective 1: Strengthen community awareness and visibility

Objective 2: Enhance collaboration within the CSS and health sectors

Objective 3: Expand formal partnerships to extend service reach

Outcomes:

- Increased recognition of OWCS' role
- Stronger visibility and engagement
- Improved accessibility and clarity of communication
- Better understanding of OWCS' value among community and sector partners
- Stronger inter-agency relationships
- More coordinated service delivery
- Continued development of reputation and awareness
- Increased efficiencies and shared capacity
- New joint initiatives and expanded reach