



Mission Association for Community Living

Strategicplan

2019-2022

We are pleased to present you with the Mission Association for Community Living's (MACL's) three-year Strategic Plan. Our plan serves as a roadmap for our leadership, staff and board to follow as we progress through the changing world of vital services to people with intellectual disabilities. Our strategic plan originated from an environmental scan and was crafted over 4 months of meetings, gathering input from those we serve, staff and other stakeholders, drafts and careful deliberation. It considers the expectations of those we serve, our funders, community stakeholders as well as our current financial position, the environments in which we operate, and our capabilities. The result is a plan with challenging goals, informed processes and vision as we strive to be an innovative and high quality service provider in our community.

As with any plan, we will find reasons to change and adjust our goals as the world continues to change around us. We are confident that we have in place the leadership, personnel and processes to make informed changes as necessary, while always keeping in mind our mission and the well-being of the people we serve. Please examine our plan and learn of the direction we envision our organization to be going. It is important for the future of MACL that members of our organization be informed, involved and invested. Thank you for your role in our ongoing legacy of providing responsive and high quality services for families of and individuals with developmental disabilities.



Vision

Our vision is an inclusive and caring community where each person has choices, opportunities and a fulfilling quality of life.

Mission

Our purpose is to support individuals with developmental disabilities, children who require extra support, and their families.

Core Values

- Integrity
- Accountability
- Safety
- Respect
- Empowerment
- Quality Services
- Community Inclusion
- Appreciation of Diversity
- Collaborative Relationships



Strategic Goals

The following goals are MACL's response to the important issues identified in the environmental scan completed as part of the strategic planning process. These goals provide the course for fulfilling the strategic direction.

Goal 1: Ensure Person/Family Centered Service Provision

Goal 2: Enhance Recruitment, Retention & Succession

Goal 3: Widen MACL's Community Impact

Goal 4: Diversify Funding

Goal 5: Position Organization for Growth



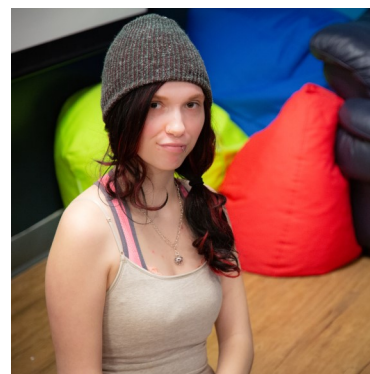


Goal 1: Ensure Person/Family Centered Service Provision

- Support communication, teach and empower choice
- Train staff in assistive communication and person/family centered practice
- Ensure support plans for individuals that capture and build on individuals existing skills
- Use performance outcomes to measure progress in meeting family/person served service goals
- Survey to measure satisfaction
- Development and Review of service plans aligned with expressed needs of family/person served

Goal 2: Enhance Recruitment, Retention & Succession

- Enhance ease of applying for jobs through the MACL Website
- Create an employee portal to increase communication and access to resources
- Increase MACL training to include:
 - ⇒ Securing funding for pre-vocational
 - ⇒ Partnerships for delivery
 - ⇒ Supportive leadership: coaching, support and recognition
 - ⇒ Leadership succession
- Monitor Work/Life balance of staff through employee survey and supervisor check-in
- Ensure a succession plan for targetted leadership positions
- Create metrics to better evaluate employee turnover
- Research peer-to-peer employee recognition
- Develop more robust recruitment tools such as videos, ad and social media campaigns



Goal 3: Widen MACL's Community Impact

- Create a communication strategy to raise awareness in our community
- Increase our focus from community inclusion to community engagement
- Identify a communications point person
- Increase recognition of inclusive employers
- Present to community groups, politicians, businesses and other organizations
- Increase engagement in MACL's Family Support information and training events
- Research junior achievement program or similar

Goal 4: Diversify Funding

- Maintain or increase fundraising throughout the year
- Increase clothing collection through non-bin initiatives
- Research possibilities of mail out donation campaigns
- Explore other 'general' services areas such as home health, driving, or other generic services
- Seek grant opportunities to fund activities and services
- Develop relationship with service clubs and ask for support





Goal 5: Position Organization for Growth

- Acquire space to allow for growth
- Invest in more robust HR/Payroll system
- Hire administrative support to ensure continuity of administrative support to programs
- Increase capacity to respond to emergency service needs
- Expand qualified service provider to include additional CLBC funded service delivery areas
- Qualify for and deliver LIFE services
- Expand MCFD funded youth services
- Explore the possibility of developing cluster living
- Explore possibilities for the development of affordable housing
- Explore development of services for children and youth with Autism/Autism spectrum disorder
- Explore feasibility of developing in-house behaviour consultation

