MACL
Mission Association for Community Living

STRATEGIC PLAN

2025-2030

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INTRODUCTION

The Mission Association for Community Living (MACL) is committed to fostering an inclusive, responsive, and forward-thinking organization that supports individuals, families, and communities through a broad spectrum of services and advocacy. Building on our foundational values of respect, inclusion, and appreciation of diversity, this Strategic Plan serves as a roadmap to guide MACL's growth, priorities, and actions over the coming years.

In the course of our strategic planning process, we considered a range of factors including the needs and expectations of the individuals we serve and other stakeholders, our mission and direction, community demographics and trends, emerging technologies, relevant legislative and regulatory changes, funding and financial sustainability, performance improvement data, risk management, workforce development, and our commitments to cultural competency and diversity.

This Strategic Plan outlines MACL's direction for the next five years, reaffirming our long-standing commitment to the individuals we support, our dedicated staff, and the broader community. It represents our intention to grow and adapt in response to emerging needs, evolving service models, and the lived experiences of those we serve.

MACL recognizes that strategic planning is not a static exercise but an ongoing process rooted in reflection, learning, and adaptation. Our plan is informed by the voices of those we serve, the evolving needs of our community, and a deep understanding of the systemic changes required to build a more inclusive and equitable future.

Guided by our organizational values and strategic vision, this plan:

- Identifies key goals and priorities that will strengthen our services and organizational effectiveness;

- Emphasizes inclusive leadership, innovation, and sustainability;

- Outlines actionable steps to support our commitment to community impact, cultural responsiveness, and continuous improvement;

- Reinforces accountability and transparency in all aspects of our operations.

Through this strategic plan, MACL reaffirms its dedication to being a responsive, dynamic, and values-driven organization—one that continuously seeks opportunities to grow in alignment with the needs and aspirations of the individuals and communities we serve.

VISION

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

MISSION

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

VALUES

MACL's success is built on the trust and confidence we earn from our relationships within the community. We establish this credibility by fulfilling our commitments and conducting our interactions with honesty. The following values create a foundation for our Code of Ethical Conduct:

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

ENVIRONMENTAL SCAN

Internal Stakeholders

Overview

As part of MACL's strategic planning process, an internal environmental scan was conducted to gain a deeper understanding of the organization's current strengths, challenges, and opportunities for growth. This scan focused on gathering insights directly from one of our most valuable resources—our staff.

Through a series of interviews and focus groups, employees from various roles and departments shared their experiences, perspectives, and ideas about MACL's internal operations, workplace culture, and service delivery. These conversations provided a rich source of qualitative data that reflects both the passion of our team and their commitment to continuous improvement.

The purpose of this internal scan is to assess the organization from within—to examine how our systems, supports, and staff capacity align with our mission and values. Themes emerging from staff engagement have helped to identify areas where MACL is excelling, as well as where there are opportunities to enhance communication, strengthen support structures, and further cultivate an inclusive and empowering organizational culture.

The findings from this internal scan will inform strategic priorities by ensuring that the voices of staff—those who carry out our mission every day—are embedded in our path forward.

Results

The internal stakeholder feedback reflects a dedicated and passionate workforce committed to the success of the individuals supported and the ongoing growth of MACL. These insights will play a key role in shaping the Strategic Plan, ensuring staff voices continue to guide the organization forward. Staff expressed pride in MACL's strong culture of community inclusion, teamwork, and individualized, person-centered support. The organization's embrace of diversity and promotion of employment opportunities were also seen as core strengths.

At the same time, several challenges were identified. Externally, an aging population, limited full-time job opportunities, and funding constraints were seen as pressures on service delivery. Internally, staffing and retention issues, the need for more accessible training, and gaps in communication were highlighted as areas needing attention.

Opportunities for growth included improving recruitment and retention strategies, investing in housing solutions, expanding social and recreational programming, enhancing advocacy efforts, and strengthening internal and external communication. Staff also called for more professional development and recognition. In a "wish list" exercise, common hopes

included increased full-time employment, greater staff appreciation, housing solutions, and more inclusive social opportunities. Together, these insights offer a clear and constructive path for MACL's continued development.

External Stakeholders

Overview

To ensure MACL's strategic plan is grounded in the real-world experiences and expectations of those we serve and collaborate with, an external environmental scan was conducted as part of our planning process. This scan focused on gathering input from key external stakeholders, including individuals supported by MACL, their families and caregivers, and funding partners.

Through interviews and focus groups, participants shared candid reflections on their experiences with MACL, their perceptions of the organization's impact, and their hopes for its future. These discussions offered valuable insights into what is working well, where improvements are needed, and how MACL can continue to grow in alignment with the evolving needs of the community.

The external scan plays a critical role in helping us understand how MACL is viewed and experienced by those outside the organization. By listening directly to persons served, their families, and funders, we are better positioned to strengthen trust, improve service delivery, and ensure our strategic priorities reflect the values and aspirations of those who rely on and support our work.

These stakeholder perspectives are essential in shaping a strategic direction that is responsive, inclusive, and future-focused.

Results

Feedback from external stakeholders reinforces MACL's direction as a responsive, person-centered, and future-focused organization. These insights will directly shape the Strategic Plan, ensuring that the experiences of those impacted by MACL's work remain central to its future. Stakeholders consistently recognized MACL's strengths, including its deep community partnerships, commitment to individualized care, and the compassion and dedication of its staff. The organization was praised for its responsiveness, collaborative approach, and efforts to foster inclusion and empowerment among the individuals it serves.

At the same time, several challenges were highlighted. Internally, stakeholders noted an over-reliance on the Executive Director, calling for greater leadership distribution and empowerment of middle management. Staffing and retention issues, resource limitations, and the need for more intentional diversity, equity, and inclusion (DEI) efforts were also

raised. Externally, instability in government funding, sector-wide recruitment difficulties, and the urgent need for inclusive housing—particularly for aging individuals with disabilities—were identified as barriers to long-term sustainability. The importance of shifting toward more integrated models of community inclusion was also emphasized.

Looking ahead, stakeholders identified clear opportunities for growth. Priorities include investing in leadership development, improving staff recruitment and retention, expanding individualized programming and housing options, and strengthening advocacy and communication. There was strong support for clearer DEI strategies, improved transportation access, and initiatives that foster safety, connection, and a sense of belonging. These perspectives offer valuable direction as MACL continues to evolve in response to community needs.

STRATEGIC GOALS

MACL's strategic goals have been developed through a thoughtful and inclusive planning process informed by the collective stakeholder engagement and comprehensive SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis. Input from persons served, families, staff, funders, and community partners provided valuable insight into the organization's current impact, areas for improvement, and opportunities for growth. These voices, combined with an assessment of MACL's internal and external environment, shaped the foundation for our strategic priorities.

In the course of our strategic planning process, we considered a range of factors including the needs and expectations of the individuals we serve and other stakeholders, our mission and direction, community demographics and trends, emerging technologies, relevant legislative and regulatory changes, funding and financial sustainability, performance improvement data, risk management, workforce development, and our commitments to cultural competency and diversity.

The goals outlined in this section reflect MACL's commitment to building on our strengths, addressing key challenges, and remaining responsive to the evolving needs of our community. Each goal aligns with our mission and core values and is designed to guide the organization's decisions, resource allocation, and program development over the next five years.

By grounding our strategic direction in the lived experiences of stakeholders and evidence-based organizational analysis, MACL is well-positioned to deepen its impact, enhance service delivery, and continue advocating for inclusion, equity, and meaningful opportunities for the people we serve, our staff, and our community.

Goal One: Community Relationships

Objective

MACL has built strong, reciprocal relationships with families, community partners, funders, and the public through consistent, transparent, and values-driven communication. Our reputation as a trusted, collaborative organization has led to greater visibility, advocacy impact, and increased opportunities for partnerships and support.

Strategies

To strengthen community relationships and foster deeper connections with families, partners, and the broader public, MACL will implement a comprehensive communication strategy. This includes the development and execution of an external communication plan to enhance visibility, share key updates, and promote engagement with stakeholders across the community. An intentional family communication plan will be created to ensure regular, meaningful, and transparent interactions that build trust and partnership with the families of those we support. Internally, a focused communication plan will be developed to improve information flow, alignment, and collaboration across teams. Additionally, MACL's website will be updated to serve as a central, accessible hub for information, resources, and organizational news, reflecting our commitment to transparency and community engagement.

Responsible Department(s)

Quality Assurance and Communications.

Goal Two: Workforce Development

Objective

MACL has established a workplace culture where employees feel valued, supported, and connected to our mission and values. As a result, we have successfully reduced turnover, attracted qualified candidates, and improved employee engagement and well-being through meaningful recognition, professional development, and wellness initiatives.

Strategies

To support a strong, resilient, and engaged workforce, MACL will adopt a strategic approach to workforce development centered on understanding staff needs, enhancing capacity, and fostering a positive workplace culture. A comprehensive needs analysis will be conducted to identify gaps, inform planning, and ensure targeted support for staff across all roles. To improve flexibility and service continuity, MACL will increase its pool of casual staff, helping to alleviate workload pressures. Expanding Human Resources capacity will further strengthen support for employees, streamline recruitment, and improve overall responsiveness. The organization will also restart its Wellness Committee to promote mental health, work-life balance, and overall well-being. Additionally, a new employee recognition initiative will be launched to celebrate staff contributions and build a culture of appreciation and retention.

Responsible Department(s)

Human Resources and Senior Leadership.

Goal Three: Financial Health

Objective

MACL has strengthened its financial resilience through diversification, cost reductions, budget accountability, financial knowledge, enabling reinvestment in services and staff sustainability.

Strategies

To ensure long-term financial health and operational efficiency, MACL will implement a series of targeted strategies focused on cost management, compliance, and financial literacy. Achieving WorkSafe COR certification will not only improve workplace safety but also position the organization for potential financial incentives. Education for personnel on responsible overtime practices, along with regular overtime audits, will help control unnecessary expenditures and support more sustainable staffing patterns. Proactive management of vacation bookings and WorkSafe claims will further reduce financial strain and enhance workforce planning. In parallel, leadership staff will receive training in budget management and financial planning to strengthen accountability and decision-making at all levels of the organization.

Responsible Department(s)

Human Resources, Finance, and Senior Leadership.

Goal Four: Service Delivery

Objective

MACL is delivering high-quality, person-centered services that reflect the evolving needs and preferences of those we support, their families, and community. Our programs promote meaningful inclusion and have contributed to increased community engagement and understanding of individuals we serve participating fully in community life.

Strategies

To enhance the quality and impact of service delivery, MACL will focus on deepening person-centered practices and strengthening community inclusion. Increasing the use of Active Support will ensure that individuals are more fully engaged in meaningful daily activities, fostering independence, skill development, and confidence. A renewed emphasis on individual goals will guide personalized planning and ensure that support aligns closely with each person's aspirations and needs. In addition, MACL will invest in community education initiatives to raise awareness, reduce stigma, and build stronger, more inclusive connections between the individuals we support and the wider community. These strategies will work together to ensure services are empowering, relevant, and rooted in the values of dignity and inclusion.

Responsible Department(s)

Chief Services Officer, Quality Assurance and Communications.