



Madawaska Valley Association For Community Living

STRATEGIC PLAN
2023-2025



Vision

We seek a community without barriers, where people achieve personal success and fulfill their dreams. We envision Madawaska Valley Association for Community Living as a leader in providing services and supports to promote inclusion.



Mission

Working together to improve the quality of life for people with intellectual disabilities.

Values

- Provide support and services that promote choice, personal success, inclusion, growth, and development
- Promote an environment of respect, shared trust and cooperation
- Provide the highest quality of service provision
- Provide a safe and healthy environment
- Contribute ideas and knowledge and participate in continuing education
- Encourage and advocate for protection against unethical and illegal practices
- Promote inclusion and equitable treatment
- Serve as a responsible steward of public and private funds

EXECUTIVE DIRECTOR'S MESSAGE

It is with great enthusiasm that we present to you our Strategic Plan for 2023-2025. We created this plan during the COVID-19 pandemic. So much has changed in our personal and professional lives. The people we support, our staff, and our community have experienced significant change as we navigated through the pandemic. It is more important than ever to assess where we are, strategize for the future, and focus our attention, efforts, and resources.

We know the value of focusing on our vision and mission to ensure we achieve our goals and provide the best possible supports and services. Thanks to funding from our board of directors, we hired a consultant to facilitate this plan, for the first time in 11 years. We developed this plan with the intent of continuing to make a difference in people's lives and to deepen the impact of our commitments to our community. It's an exciting time to be looking ahead.

I look forward to continuing to work together!

Monica Prymack, Executive Director



Although the challenges of the past three years have created fatigue. Rather than looking to do more, let us consider how we can work differently to have the best possible outcomes.

OUR STRATEGIC PRIORITIES



Our 2023-2025 priorities are the roadmap to guide how we will work together over the next three years to help the people we support achieve personal success. We intentionally choose fewer priorities to keep focus and position ourselves to achieve our goals. These priorities are bold and includes several objectives that will require sizable resource contributions.

PRIORITY

1

Expand our programs to support more people

Expand respite services to include staffing support and a physical space for to occur

Foster community relationships to create natural supports for persons supported

Offer more services to a broader audience

Success Measures

Respite home use will double by 2025

We supply staffing and space for respite services

Support and self-advocacy programs have been implemented annually by June 2025

Increase community members participation in our programs by 25%

PRIORITY

2

Create a safe, healthy, and supportive place to work

Establish a leadership succession plan that creates opportunities for staff to grow professionally and take on new leadership roles

Expand our commitment to inclusion, equity and diversity

Create a culture of appreciation where staff feel celebrated and valued, encouraging a sense of belonging

Optimize communication internally and externally to foster collaboration and build efficiencies in service

Develop a staff retention and recruitment plan to support day-to-day service delivery

Success Measures

We have a pool of skilled candidates and can fill positions in a timely manner

We create an inclusion, diversity, and equity plan by December of 2023

Staff and the people we support report feeling a sense of belonging and appreciation

Feedback indicates communication is clear, timely, and consistent

We establish a retention and recruitment plan by December 2023

PRIORITY

3

Broaden our community's perception of who we are and what we do

Find two new opportunities to promote the services and goals of our organization

Create new partnerships with existing partners

Increase community engagement donations through fundraising

Success Measures

Host three fundraising events by 2025

Partner with the Horticultural Society to create a community garden

Increase the number of volunteers by 20 and their role in programs



NEXT STEPS

Our implementation plan is key to the success of our strategic plan. We recognize that implementation is an iterative process and processes can change midcourse in response to unforeseen matters.



1 ALIGN RESOURCES AND ACTIVITIES

- Allocate human and financial resources
- Identify leads for activities
- Communicate strategic goals

3 MONITOR AND EVALUATE

- Identify and watch key performance indicators
- Create a schedule and a framework to review strategy, progress, and the status of goals

2 DEVELOP DEPARTMENTAL BUSINESS PLANS

- Translate the strategic plan into operational-level plans

4 ADJUST PLAN

- Be agile and refine our plan as needed
- Celebrate achievements

ACKNOWLEDGEMENTS

Our staff, persons supported, their families, and our community responded to our requests and invitation to participate. Your voices, ideas, and interests are reflected within our plan. We are grateful for your input, guidance, and knowledge.

Contact

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