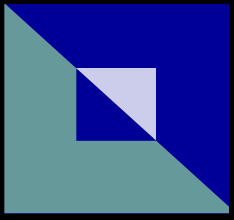


# Strategic Plan 2014-2017

Madawaska Valley Association  
for Community Living



## *Welcome*

### Mission:

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

### Vision:

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

I am excited to share our strategic plan with you. This plan was created in consultation with people supported, employees and partners. This plan will guide our actions over the course of the next three years, helping us to ensure that we are aligned and on track to achieve our goals.

During this time of great change and transformation, it is our hope that we will continue to improve our service provision and find creative and innovative ways to support people with intellectual disabilities.

Along the way we will support and celebrate employees and volunteers, who are instrumental in providing supports and ensuring that individualized goals are realized.

We will continue to work collaboratively with our community partners to create a strong, welcoming community without barriers.

Please join or support us as we work to make this vision a reality.

There is much work to do, but by *Working Together to Improve the Quality of Life for People with Intellectual Disabilities* we can achieve great things.

Yours Truly

Darcy Lacombe

Executive Director



## **STRATEGIC DIRECTION**

### **INCREASE COMMUNITY AWARENESS OF MADAWASKA VALLEY ASSOCIATION FOR COMMUNITY LIVING**

**Objective #1:** Increase volunteer base from current twelve (12) to eighteen (18). Current base includes six (6) Board Members and six (6) Community Participation Supports. Increase community participation supports by three (3) and Fundraising by three (3).

**Action:** Provide information to the public regarding available opportunities at MVACL via;

- Open house
- Newspaper articles
- Social media
- Notice boards
- Web-site

**Success Measures:** Volunteer base year over year.

#### **Key Performance Indicators:**

- 14 volunteers at the end of year one.
- 16 volunteers at the end of year two.
- 18 volunteers at the end of year three.

**Objective #2:** Increase fundraised revenue by \$5,000.00 / year.

**Action:**

- Training for the Fundraising Committee on what it means to be a not for profit charitable organization.
- Development of Work Plan.
- Reporting to Board.

**Success Measures:** Comparison of year to year proceeds.

#### **Key Performance Indicators:**

- Year one proceeds + \$ 5,000.00
- Year two proceeds + \$10,000.00
- Year three proceeds + \$15,000.00



**Objective #3:** To develop social media.

**Action:** Create capacity to explore social media options.

**Success Measures:**

- This duty will be delegated to someone within six months.
- Training and exploration phase will be complete by end of year one.
- Implementation of Plan in year two.
- Plan is completed by year three.

**Key Performance Indicators:**

Plan complete by year three



## **STRATEGIC DIRECTION**

### **TRAINING / DEVELOPMENT**

**Objective #1:** Increase awareness of available community and social services.

**Action:** Have a Recreational Services Exhibition, Health Exhibition, and an Employment/ Education Exhibition.

**Success Measures:**

- Employment Exhibition year one
- Recreational Exhibition year two
- Health Exhibition year three

**Key Performance Indicators:**

- All exhibitions will have been completed by year three.
- Survey results indicate an increase in service/community awareness.

**Objective #2:** Encourage an effective and positive learning environment for MVACL staff.

**Action:**

- Training committee to review recommendation from SWOT (Strength, Weakness, Opportunity, Threat) analysis.
- Create an evaluation framework to measure the effectiveness of our training efforts.
- Employee/Employer Relations Committee to determine a financial assistance program for further education.

**Success Measures:**

- To deliver a key training event once per year.
- Evaluate each training event separately.
- Administer an annual training survey.
- We will have a financial assistance program in place.

**Key Performance Indicators:**

- Metrics on training are readily available
- Feedback on training indicates an effective and positive learning environment.
- Staff are utilizing the program.



**Objective #3:** To create an organizational succession plan.

**Action:** Continue with CAQ's (Competency Assessment Questionnaires) with a focus on support and development that leads to sound succession planning and relationship development.

**Success Measures:**

Evaluate the progress of personal development plans.

**Key Performance Indicators:**

Staff are meeting their personal development plan goals.  
There is an organizational succession map of MVACL.

**Objective #4:** To improve the quality of professional relationships within MVACL.

**Action:** Continue with CAQ's with a focus on support and development that leads to sound succession planning and relationship development.

**Success Measures:**

Evaluate quality of professional relationships.

**Key Performance Indicators:**

Survey indicates an improvement in the quality of professional relationships.



## **STRATEGIC DIRECTION**

### **IMPROVEMENT IN SERVICE PROVISION**

**Objective #1:** Maximize the potential of MVACL community participation support programs (Lite Lunch, Activities Plus, Sweet Memories, Inside Out Camp).

**Action:**

- Review current metrics, financial and human resources as well as program guidelines.
- Identify options.
- Create a Plan.
- Implement the Plan.

**Success Measures:**

- Options will be identified within 6 months.
- Plan will be created by end of year one.
- Implementation of Plan in year two.
- Plan is completed by year three.

**Key Performance Indicators:**

The Plan will be fully implemented by year three.

**Objective #2:** Improvement in Person Directed Supports.

**Action:**

- To implement personal outcomes training.
- Proposal to Trillium for training funds in partnership with Community Living Upper Ottawa Valley (CLUOV).
- A three year initiative will introduce the principles at large to the greater community.

**Success Measures:** Three training sessions per year.

**Key Performance Indicators:**

At the end of the three years we will have one certified in house trainer and two reliable interviewers.



**Objective #3:** Update By-Laws according to Board direction and new legislation.

**Action:**

- Convene Governance Committee
- Review Letters Patent and By-Laws
- Seek legal assistance

**Success Measures:**

**Key Performance Indicators:**

Updated By-Laws according to current legislation.

**Objective #4:** Provide requested services for people with passport money.

**Action:**

Create partnerships at a local and county level to:

- Advertise and educate
- Determine the needs
- Assess/create our capacity to serve those needs

Develop a program management plan

**Success Measures:** Ratio of the number of people requesting passport service to the number of people who received passport service.

**Key Performance Indicators:**

100% service delivery rate by the end of three years.

**Objective #5:** Post secondary education for supported persons.

**Action:**

- Review our current metrics.
- Create Partnerships at a local and county level to: identify barriers, educate , and to determine the needs of supported people.
- Assess/create capacity to service those needs.
- Develop a Plan.

**Success Measures:** Ratio of the number of people requesting educational programs to the number of people who receive educational services.

**Key Performance Indicators:**

100% service delivery rate by the end of three years.





**Objective #6:** Provide opportunities for people with intellectual disabilities to participate in a Self-Advocacy Group.

**Action:**

- Educate and recruit self-advocate members.
- Join an existing or create a new Self-Advocate Committee.

**Success Measures:** The ratio of who is interested in participating in a Self-advocate group to who is participating in one.

**Key Performance Indicators:**

All persons interested in self-advocacy are participating in a group.

**Objective #7:** Create more employment opportunities for people with intellectual disabilities.

**Action:**

- Review our current employment metrics.
- Create Partnerships at a local and county level to:
  - Advertise, educate, and to determine the needs.
  - Assess/create capacity to service those needs.
- Develop a program management plan.
- Submit a proposal using the Developmental Service (DS) Employment Initiative.

**Success Measures:** Ratio of the number of people requesting employment services to the number of people who receive employment service.

**Key Performance Indicators:**

100% service delivery rate by the end of three years.



**Objective #8:** Identify alternative options to owning/operating housing.

**Action:** Determine how we can benefit from housing task force initiative.  
Darcy to report on developments as available.

**Success Measures:** We have options to explore.

**Key Performance Indicators:**

Housing is safe, adequate and MVACL can focus more on service provision instead of Landlord responsibilities.

**Objective #9:** Create or have access to an Ethics Rights Committee.

**Action:**

- Recruitment, education regarding Rights/Ethics.
- Create or join an existing Committee.
- Establish Terms of Reference, meeting times and procedures for committee review.
- An analysis of current rights restrictions.

**Success Measures:**

- Year one recruitment.
- Year two creation of committee, terms of reference (TOR), and procedures are established.

**Key Performance Indicators:**

A Committee exists and is utilized to review/discuss rights restrictions and ethical issues.



## *Follow our progress*

We are excited to move forward with our plans for this year. As a way to keep people informed, we will be sending e-mail updates every six months.

We encourage you to visit our website at [www.mvacl.ca](http://www.mvacl.ca), where we will post our latest progress towards our outcomes!



Approved by the Board of Directors  
October 21, 2014