

## Nanaimo Association for Community Living Strategic Plan, 2021–2026



At Nanaimo Association for Community Living, we live, work and play on the traditional, ancestral and unceded territory of the Coast Salish Peoples, the traditional lands of the Snuneymuxw, Sna'now'as and Stzu'minus First Nations, and the Mid-Island Metis.

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## **A Message from Nanaimo Association for Community Living's Board President and Executive Director**


As we continue to navigate the impacts of COVID-19, we are proud of the staff, Self-Advocates, families, and communities who have helped NACL persevere these past 18 months and, ultimately, accomplish more than we imagined possible. The pandemic has certainly changed how we deliver programs and services, but it has not altered our commitment to providing high quality support to people with diversabilities.

With a determination to genuinely listen, we began a deep-dive strategic planning process in September 2020. A facilitator helped us remotely engage over 210 individuals including Self-Advocates, families, our Board, staff, leadership team, and external stakeholders. Throughout these discussions, we learned what we do well and where there exist opportunities for us to do better.

We are grateful to everyone who participated. Our stakeholders' candour and passion helped us formulate four main goals including:

- Providing safe, nurturing and dignified housing for the people we support.
- Creating opportunities for employment and community volunteering (as and when desired) for the people we support.
- Actively supporting people with diversabilities in their pursuit of meaningful social connections and natural relationships.
- Actively supporting families so they feel connected, respected and heard.

These goals will now serve as the guiding posts for NACL as we work hard to deliver services with integrity to the individuals and families we support, and move closer to our vision of a world where all people with diversabilities thrive.



**Daniel (Dan) Johnston**  
**Board President**



**Graham Morry**  
**Executive Director**

## Key Research Findings

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In September 2020, with the help of an external facilitator, we embarked on a deep dive strategic planning process to collect input from our many and varied stakeholders. We engaged over 210 individuals representing Self-Advocates, families, employees, our leadership team, the Board of Directors, external peer organizations, Nanaimo employers, funders and those representing the local business community. Thanks to the generosity of everyone who participated, we learned so much about our organization – what we do well and where we can continue to do better.

We received hundreds of pages of feedback, which we carefully reviewed to arrive at several key research findings that have informed both our vision of the future and the goals we'll use to get us there.

Some highlights from the research include:

- Many stakeholder groups see NACL as an organization that embraces a diversity of ideas and is not afraid to try new things in the best interest of the people it supports.
- Across all stakeholder groups, housing is a critical issue. Stakeholders believe that inclusive and innovative housing options that strategically leverage key partnerships will most effectively help individuals and families NACL supports.
- Families need more support and connection on their journey to support loved ones with diversabilities.
- Building meaningful and respectful relationships with Indigenous communities must be a priority for the organization going forward.
- Self-Advocates want genuine connection and friendship with others, they want safe places to live and plain language communication.
- Organizational communications efforts must be enhanced to build awareness of the organization and ensure greater accessibility to information for all individuals.

## NACL’s Vision, Mission, Strategic Goals and Values

<p><b>VISION:</b></p> <p>A world where all people with diversabilities thrive.</p>	<p><b>MISSION:</b></p> <p>Through an unwavering commitment to delivering high quality services with integrity, to actively support as many people with diversabilities as possible in their journey to lead thriving lives.</p>
<p><b>NACL STRATEGIC GOALS (2021-2026)</b></p>	
<p><b>HOUSING</b></p> <p><b>To provide safe, nurturing and dignified housing for the people we support.</b></p> <p>We know that housing is a critical issue. We are committed to developing housing that meets the individual and diverse needs of the people and families we support.</p>	
<p><b>EMPLOYMENT AND CONTRIBUTION</b></p> <p><b>To create opportunities for employment for the people we support. To also facilitate opportunities for community volunteering as and when desired.</b></p> <p>We recognize the value of meaningful opportunities for employment to the people we support. We believe in fair pay for work. At the same time, we know many individual and families want the opportunity to contribute through volunteering projects in the community and beyond. We want to facilitate all opportunities for those who want them in ways that best meet the needs and wants of persons served.</p>	
<p><b>GENUINE CONNECTION</b></p> <p><b>To actively support people with diversabilities in their pursuit of meaningful social connections and natural relationships.</b></p> <p>Friendship and social connection are critical components of a thriving life. We are dedicated to actively supporting people with diversabilities to connect with people and communities in ways that bring genuine belonging and happiness to their lives.</p>	
<p><b>SUPPORT FOR FAMILIES</b></p> <p><b>To actively support families of persons with diversabilities so they feel connected, respected, and heard.</b></p> <p>Families are integral to the work we do. We know, through our research, that many NACL families who have members with diversabilities feel lonely, disconnected, and overwhelmed. We want to support and advocate for as many families as possible throughout their lives by connecting them with each other, ensuring they feel heard and respected as they, in turn, support family members with diversabilities to lead thriving lives.</p>	
<p><b>VALUES</b></p> <p>To pursue all activities in a manner consistent with our values of:            Person Centered Planning, Equity, Diversity and Inclusion, Respect, Safety, Sustainability, a Socially-Entrepreneurial Ethos,            Accessible Communications.</p>	

## Results-Based Measures

To ensure fulfillment of the strategic goals, NACL is committed to tracking and measuring progress across each goal with the following Results-Based Measures:

<b>GOAL</b>	<b>RESULTS BASED MEASURES</b>
<b>HOUSING</b>	<ol style="list-style-type: none"><li>1. The number of people who are in the home they want to be in (in other words, the Board wants to see the number of people requesting/waiting on a change of housing go down).</li><li>2. The number of incidents in NACL homes (to track safety).</li></ol>
<b>EMPLOYMENT and CONTRIBUTION</b>	<ol style="list-style-type: none"><li>1. The number of people NACL supports who have an employment and/or volunteer role.</li><li>2. The number of people NACL supports who are looking for an employment/volunteer role.</li><li>3. The number of people NACL supports who are in secure (maintenance) employment.</li><li>4. The number of NACL employer partnerships.</li></ol>
<b>GENUINE CONNECTION</b>	<ol style="list-style-type: none"><li>1. The percentage of people NACL supports who have an active relationship map that is reviewed and updated annually. (100% of people should have an active relationship map.)</li><li>2. The number of monthly events, outings and/or initiatives taking place in direct support of people with diversabilities building meaningful social connections and natural relationships.</li></ol>
<b>SUPPORT FOR FAMILIES</b>	<ol style="list-style-type: none"><li>1. Number of families attending Family Support Institute (FSI) events/workshops/programming each month.</li></ol>