



NACL

Nanaimo Association
for Community Living

STRATEGIC PLAN



2026-2031

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Territorial Acknowledgement

NACL acknowledges that we operate on the traditional, ancestral, and unceded territory of the Snuneymuxw Nation. We are committed to working together and building respectful relationships with members of the Snuneymuxw, Snaw-naw-as (Nanoose), Stz'uminus, and Mid-Island Métis Nations.



Message from NACL's Board President and Executive Director

At Nanaimo Association for Community Living (NACL), we're committed to delivering high-quality services with integrity that support as many people with developmental disabilities and their families as possible. Forty years ago, NACL was founded by a small but committed group of parents. Since then, our organization has expanded our housing, employment, and community programs while never wavering from our commitment to delivering high-quality supports and services with integrity.

Our 2026-2031 Strategic Plan is the result of nearly 100 conversations. In partnership with external facilitators, we engaged our staff, leadership, and Board of Directors as well as the families and people we support. These discussions focused on what is working well and where there are opportunities for growth and improvement. We're grateful to every person who contributed their time, ideas and experiences to our latest strategic plan.

During our engagement, people shared strong appreciation for NACL's person-centred programs, staff expertise, innovative housing, and strong community partnerships. At the same time, participants identified important opportunities for growth including diversifying funding and enhancing organizational capacity.

In this plan, you'll find goals that advance our vision of all people with developmental disabilities thriving and position NACL to continue building inclusive communities and meaningful opportunities for the people we support.

We invite you to share your thoughts on this plan with us. In turn, we will keep you updated on our progress over the next five years as we work to grow our organization in ways that directly benefit people with developmental disabilities and their families.



Daniel Johnston
Board President



Graham Morry
Executive Director

Our Vision, Mission and Values



Image Credit: NACL

OUR VISION

All people with developmental disabilities thrive.

OUR MISSION

To actively support as many people with developmental disabilities as possible in their journey to lead thriving lives by delivering high-quality services and supports with integrity.

OUR VALUES

- **Person Centered Planning.** We support people to pursue their goals and dreams.
- **Respect.** We treat every person with dignity and respect.
- **Safety.** We deliver services in ways that keep people safe and well.
- **Equity, Diversity, Inclusion and Accessibility.** We ensure every person feels valued and included.
- **Sustainability.** We consider our long-term impact on the environment and future generations in all we do.
- **Socially Entrepreneurial.** We grow responsibly and in ways that generate positive social impacts.



“Where people are treated with respect and dignity everywhere.”

NACL Self-Advocate when asked about their dreams for the future

More coffee
☺

can be affordable, comfortable & accessibility is the point

CHOOSE to be KIND



MY GIRLFRIEND & I CAN MOVE TOGETHER!

MultiLevel Independence + autonomy (choices)
all provinces that share

Advocacy
Connection
Fulfillment

I CAN GO TO THE BEACH ALONE

who Accessibility and Inclusion is a given + Not something that needs work

Inclusion
Fulfillment

Quality of Care
Too busy for
Routine
Constant
No time to interact with P.S.

There is more to the People we support other than disability

I CAN START A FAMILY.

I live w/ my boy friend
❤️

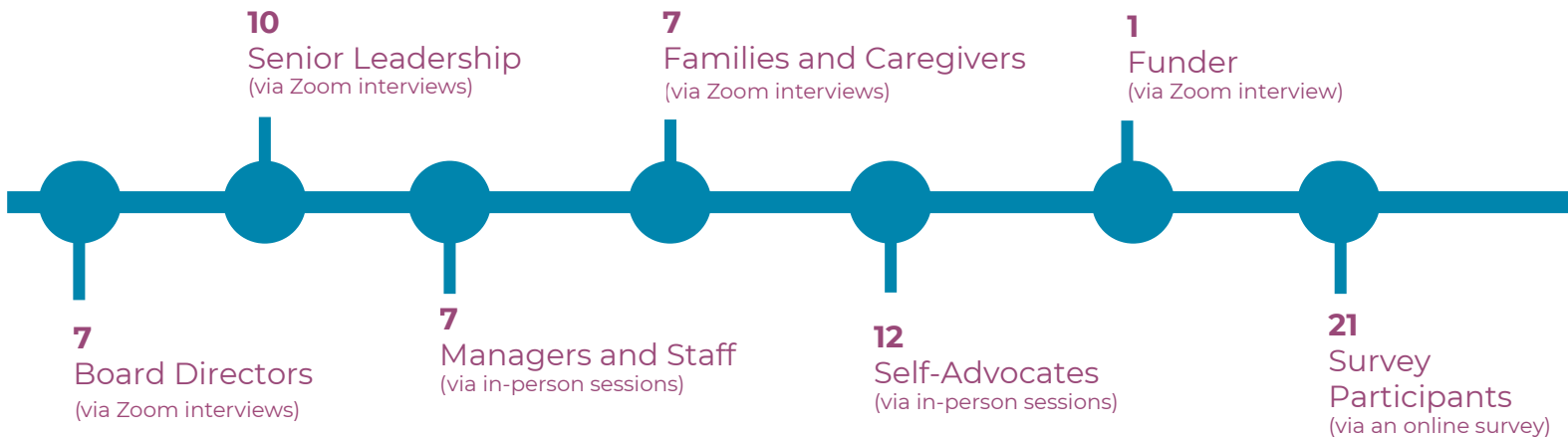
all people's needs are met!
Physically
Emotionally
Wholly - all aspects
Realistic goals, needs, wants, dreams.

Independence
Connection

Image Credit: A photo of sticky notes from a strategic planning session, arranged on lockers at the NACL Actions location.

Engagement

Between October and December 2025, NACL engaged nearly 100 people to better understand organizational strengths, opportunities, goals and potential threats. In partnership with external facilitators from Apostrophe, NACL heard from:



The engagement insights shared were analyzed to identify common themes and priorities that will guide NACL's work over the next five years. The four questions that shaped these conversations were:

- 1 What does NACL do well?
- 2 What are NACL's opportunities for improvement?
- 3 What are your biggest hopes for the organization?
- 4 What are the biggest threats facing NACL over the next five years?

Strategic Goals 2026 - 2031



Vision: All people with developmental disabilities thrive.

Mission: To actively support as many people with developmental disabilities as possible in their journey to lead thriving lives by delivering high-quality services and supports with integrity.



HOUSING

To provide safe, nurturing, inclusive and dignified housing for the people we support.



EMPLOYMENT

To create opportunities for meaningful employment and volunteer work for the people we support.



GENUINE CONNECTION AND CHOICE

To actively assist the people we support in their pursuit of meaningful social connections, natural relationships, and greater control over decisions impacting their lives.



SUPPORT FOR FAMILIES

To actively engage the families of people we support so they feel connected, respected, and included.



ORGANIZATIONAL CAPACITY

To strengthen our organizational capacity in a manner that permits us to excel in the execution of our Mission.



STRATEGIC PARTNERSHIPS

To build strategic partnerships that help us advance our Mission.



FINANCIAL CAPACITY AND RESILIENCE

To diversify our funding sources, build our financial capacity, and improve our financial efficiency.



Thank you from NACL

At NACL, we are grateful to everyone who contributed to our strategic plan. Your thoughts, ideas, experiences, and hopes for the future have shaped goals that move us closer to our vision of all people with developmental disabilities thriving.

Image Credit: NACL

Plain Language Terms and Words

Strategic Plan

A strategic plan describes what an organization wants to do over a period of time to achieve its vision.

Vision

A vision describes what an organization wants to be true in the future.

Mission

A mission describes what an organization does and for whom.

Values

Values are the things that an organization believes. Values guide how an organization acts, the decisions it makes and what matters most to them.

Engagement

Engagement is the process of asking people their thoughts, ideas and opinions to help develop a plan.

Strategic Goals

A goal is something you want to make happen. The strategic goals, in this plan, are the big things NACL wants to do over the next five years.