

Port Alberni Association for Community Living Strategic Plan 2022 – 2025



Introduction

Message from the Executive Director, Craig Summers

It was a real privilege working again on PAACL's Strategic Plan as there was input, feedback, insights and opinions from Self-Advocates, Employees and the Board of Directors; All who participated in this process recognized that there are many assets at PAACL and that the organization is successful in its delivery to persons-served.

PAACL is in a healthy financial position with assets & resources and is in very good standing with provincial funders and community partners.

The following plan reflects the strategic direction for PAACL over the next few years and the desire of the PAACL board, staff, and self-advocates to further create a community that is inclusive, accessible, and respectful.

Vision

"A community where everybody belongs"

Supporting statements:

PACCL envisions a community where:

- everybody is welcomed and included.
- everybody is supported to thrive and live their best life.
- everybody cares and supports each other to ensure inclusion of all.

PAACL is recognized as:

- a leader in providing caring support and services to enrich people's lives.
- a model for raising community awareness and advancing inclusion to ensure equal rights, respect and acceptance of everybody in the community
- the organization of choice for community partners.
- an excellent employer and is sought out by individuals seeking employment.

Mission

The mission of Port Alberni Association for Community Living is to provide quality, person-centred support and services enabling individuals to thrive.

This is achieved through:

- advocacy,
- providing programs and services designed to provide opportunities for meaningful work,
- residential options,
- community involvement, and
- support in daily living.

Values

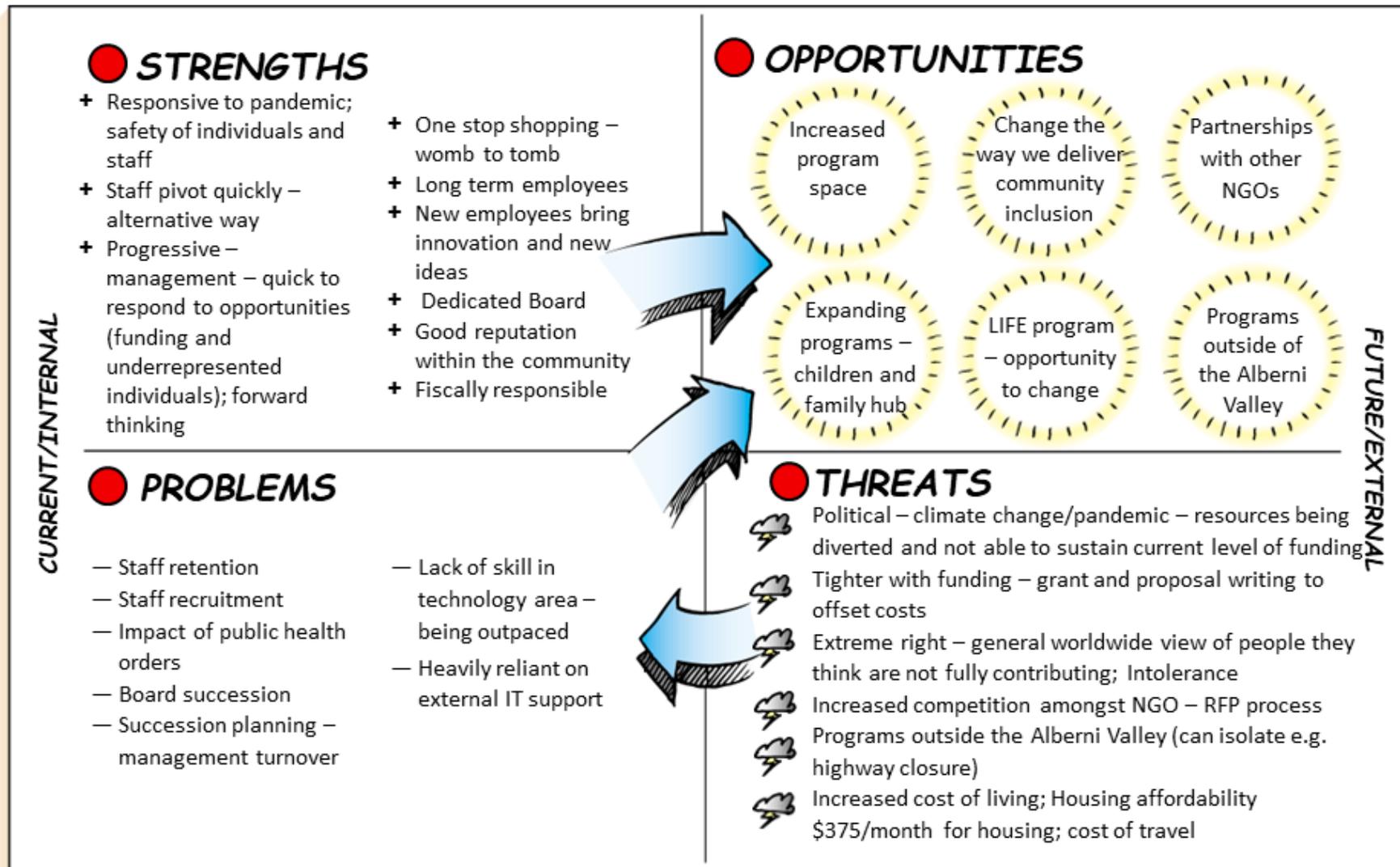
The following values are the backbone of the work that PAACL does:

Person-centered	Persons served and their needs are the primary focus of PAACLs programs and services
Inclusive	Each individual's unique qualities are valued at PAACL; we actively create and maintain an environment that promotes diversity and inclusion
Accessible	PAACL is responsible for eliminating barriers to support by ensuring that all programs and services are accessible to all
Respectful	Board members, employees, and persons served behave in a manner that reflects the dignity and potential of all human beings
Safe and Supportive	All PAACL sites are safe, supportive, and caring environments for persons served, staff, volunteers, and other stakeholders
Collaborative	PAACL works in partnership with agencies, stakeholders, and funders to meet the needs of the individuals that we serve

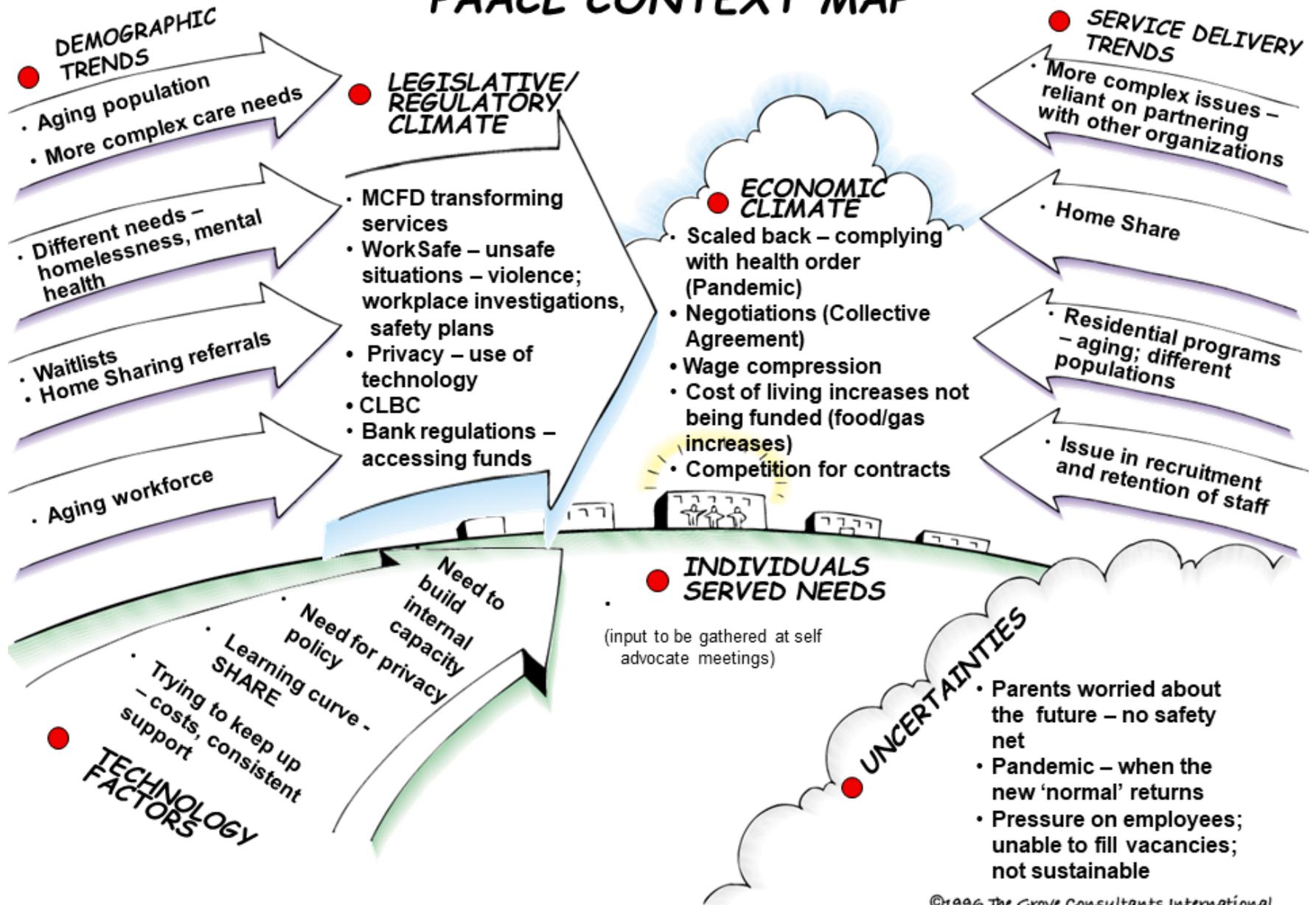
Environmental Scan

The environment in which PAACL operates is influenced by many internal, external and demographic factors. These factors provide challenges and opportunities as we work to achieve our strategic priorities. Highlights of these factors are presented here.

PAACL SPOT Analysis



PAACL CONTEXT MAP

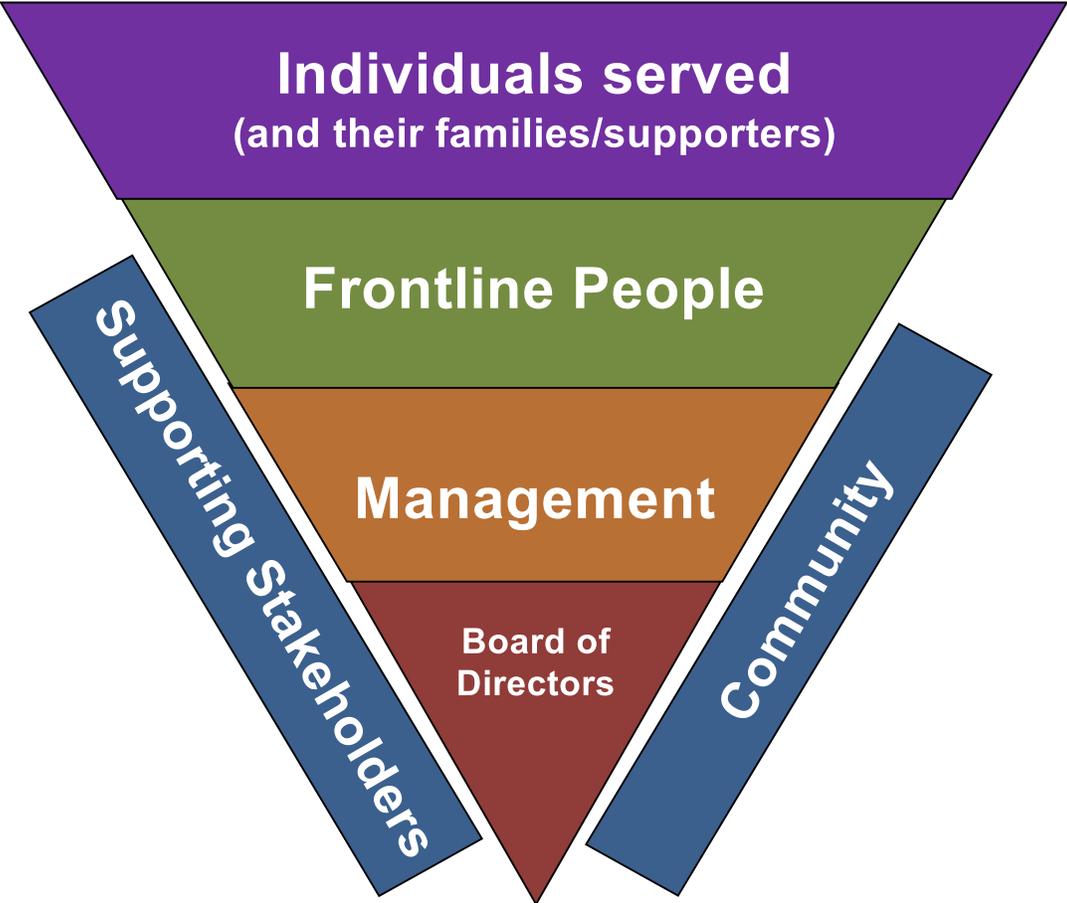


Force Field Analysis - Moving from the Present to the Future

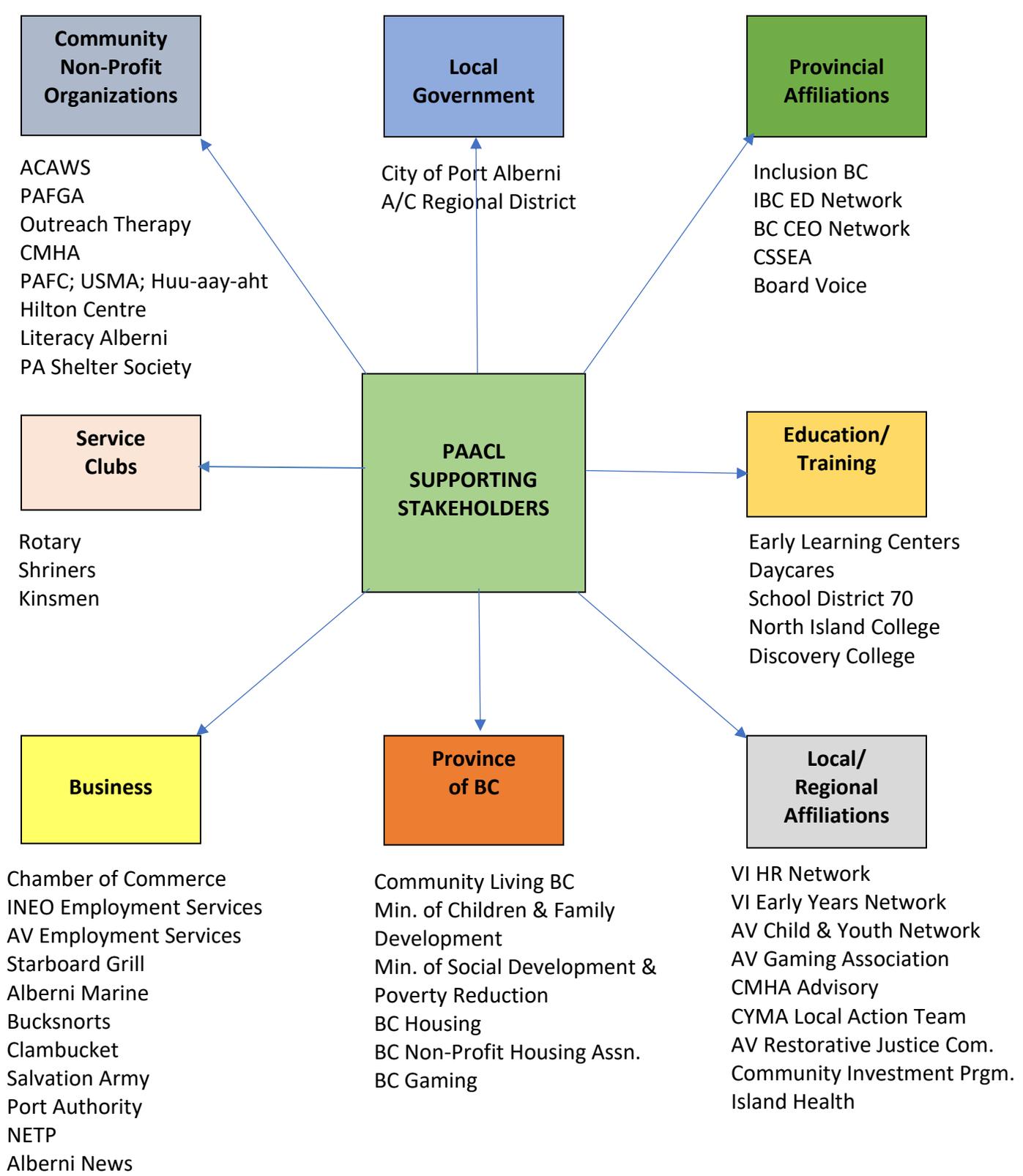
In order to successfully implement the Strategic Plan, actions must be incorporated into the plan to maximize the driving forces while taking action to eliminate or reduce the impact of the restraining forces.

Driving Forces			Restraining Forces
Strengths/Opportunities			Barriers/Obstacles
Strong leadership from the Management Team	Present	Future (Vision)	Employee retention and succession
Dedicated professional staff			Recruitment of qualified employees
Committed Board			Competition for funding
Programs and services that meet individual needs (person-centred)			IT resources and support
Community support			Board succession and recruitment
Quality Facilities			Changing government expectations/processes
			Community support/participation

STAKEHOLDERS



PAACL STAKEHOLDER MAP



Trends in coming years

Here are some of the issues and policies likely to influence the organizations work in the coming years.

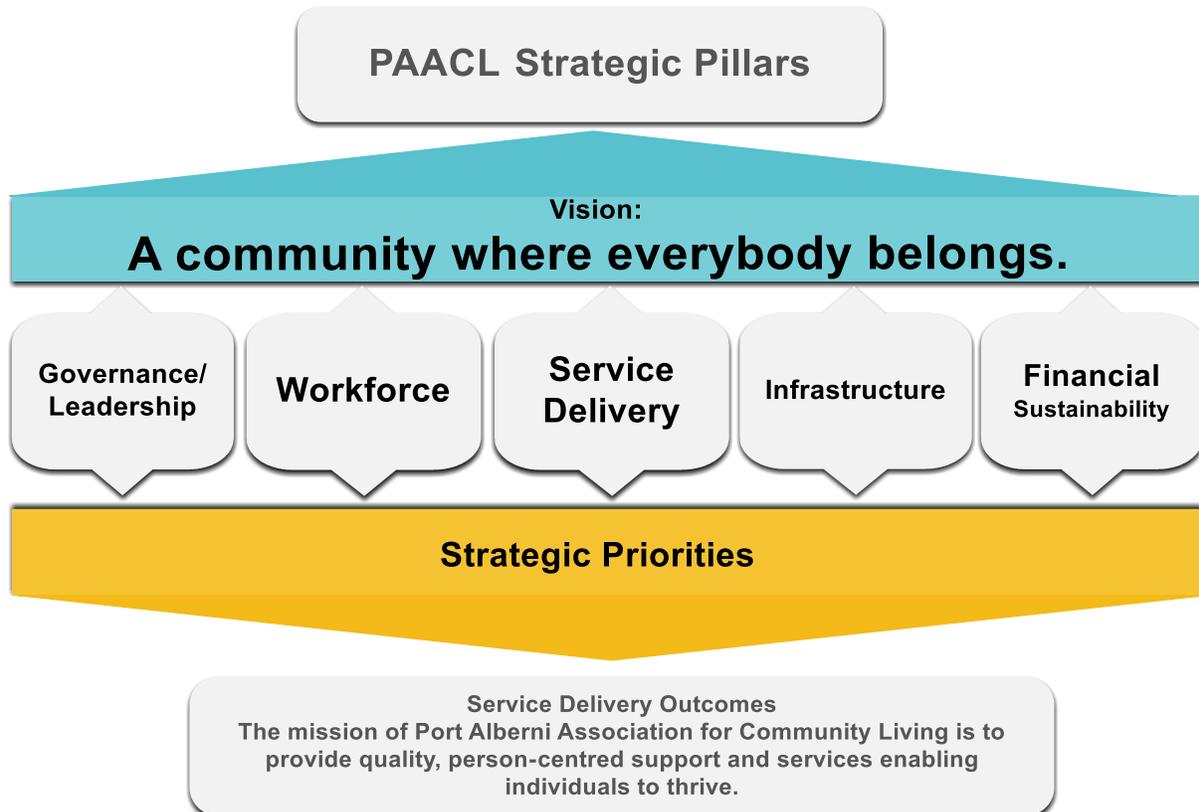
- COVID-19 pandemic impacts, including but not limited to stimulus funding and impacts on employment and remote work.
- Reconciliation initiatives in alignment with United Nations Declaration on the Rights of Indigenous Peoples including BC's Declaration on the Rights of Indigenous Peoples' Act
- Truth and Reconciliation Commission of Canada report, and the Government of Canada's commitment to implement its recommendations.
- opioid crisis,
- increasing competition for the funding available to support programs and the uncertainty of much funding due to the variable socio-political directions
- Government funding and awarding of contracts may go through the BC Bid or Request for Proposal process
- Increase in the amount of community living-based agencies and services in the Port Alberni area, creating increased competition for staff

Strategic Pillars (Goals)

The structure of the Strategic Plan is based on a hierarchy of:



The Strategic Plan is based on five Strategic Goals with related Objectives. Each objective is broken into specific Initiatives and each initiative into Tasks which also detail where possible the time frame, responsibility, resources and outcome measures.



The work of PAACL will be guided by the following strategic goals. These priorities have been selected as they are deemed to have the most significant impact on making the vision a reality.

Strategic Goal #1: Governance/Leadership – Provide strong sustainable leadership (Board and Management) and engage the community in-order to achieve the vision.

Strategic Goal #2: Workforce – Enhance organizational capacity to ensure provision of excellent services through attracting and retaining highly skilled and effective people at all levels of the organization.

Strategic Goal #3: Service Delivery – Deepen our impact with persons served and the community through delivery of flexible, quality services.

Strategic Goal #4: Infrastructure – Provide optimal facilities, equipment and technology to support high quality service delivery.

Strategic Goal #5: Financial Sustainability - Create stability and long-term sustainability by ensuring appropriate funding.

Strategic Goal	Focus for objectives
1. Leadership/Governance	<ul style="list-style-type: none"> ● Board of Directors ● Management Team ● Community
2. Workforce	<ul style="list-style-type: none"> ● Workforce Planning ● Recruitment ● Retention
3. Service Delivery	<ul style="list-style-type: none"> ● Current programs/services ● Future programs/services
4. Infrastructure	<ul style="list-style-type: none"> ● Facilities ● Technology ● Equipment
5. Financial Sustainability	<ul style="list-style-type: none"> ● Revenue Generation ● Financial Planning