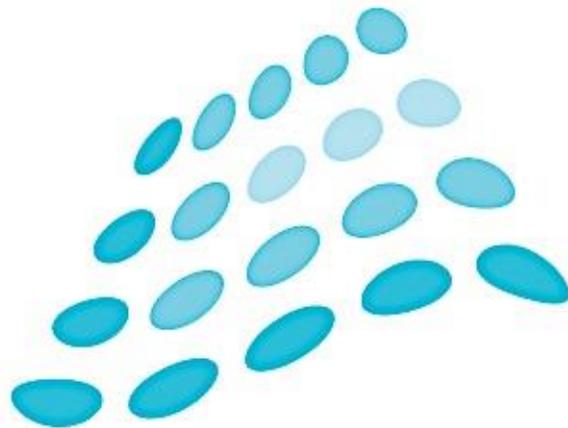


Strategic Plan 2017-2020



LANGLEY ASSOCIATION
FOR COMMUNITY LIVING

An Overview of the Langley Association for Community Living

The Langley Association for Community Living is a vibrant and dynamic organization that supports in excess of 1400 children with special or developmental needs, youth and adults with intellectual disabilities and their families.

The Association's activities are guided by a strong set of values and principles informed through our relationships with the people we serve and their families and friends. We are proud to be an important asset for the communities of Langley and a voice for those who require our support and assistance.

We are a registered not for profit Society and charitable organization governed by a dedicated Board of Directors selected from the membership of the organization. Our elected Board of Directors is comprised of family members, self-advocates, members of the local business community and other interested community members.

The Association offers a broad range of programs and services that are funded by various Ministries and Crown Agencies of the Province of BC. These include family respite and support services, infant development programs, supported child development programs, aboriginal infant development programs, aboriginal supported child development programs, child and youth services, adult respite services, a full range of residential supports from staffed, to home sharing services, supported living, community inclusion services, personal network development services and supported and customized employment services and micro enterprise development services.

All the organization's services are internationally accredited by CARF, the Commission for the Accreditation of Rehabilitation Services. In addition to the delivery of services through contracts with various Ministries, the Association is very active locally, provincially and nationally in projects and initiatives that advance the inclusion and citizenship of people with intellectual disabilities.

We are fortunate to have a dedicated team of staff and volunteers who are committed to the shared vision of inspiring a community where we all belong. We welcome and encourage the participation of any community members who have an interest in supporting the people we serve and our organization to be the very best.

Development of the Strategic Plan

We developed this plan over the course of several months and involved a series of consultations with a variety of stakeholders culminating with a smaller group of representatives that committed additional time to review the considerable input and assist in determining priorities.

Significant numbers of senior staff and leadership from both our children's and adult services were invited to participate in an assessment of the organization's current strengths as well as areas of need and identification of opportunities to advance our mission.

We conducted a thorough environmental scan to examine the current demographic, economic and technological factors that will likely affect our work. The community of Langley is growing and changing and as an organization, we must consider these changes and the impact they may have on our efforts.

LACL's Core Organizational Values

We also considered the CORE values that have shaped our organization and continue to serve as a guide for us as we design and deliver services. These values continue to hold much truth to the organization today as they did when the organization was young. They include:

Collaborative Creativity - this is actioned by our willingness to join forces with our colleagues and others to advance our mission. Collaborative creativity is often realized when we enter into partnerships with like-minded individuals and organizations and practice teamwork across our constituent stakeholders.

Person-Focused Growth and Development – this is represented by our acknowledgement that we are a person centered organization that seeks opportunities for each individual to develop their capacity through highly personalized and individualized services.

Community Building – reflects our understanding that we see our organization as a valuable community asset and through efforts that improve community for all citizens, we improve community for those we support directly.

Moving Forward – addresses our desire to embrace change and ensure a continuous quality improvement framework and ongoing review and evaluation are part of the organizational culture.

Supportive Relationships – affirms our respect and caring for each other as individuals supported, family members and as employees.

Planning Context

In the course of developing this strategic plan we considered a variety of factors that we felt might impact our success in achieving the goals established. These factors are identified below.

Government Policy, Legislation and Regulations

- Demand for service will continue to exceed government resources than are available
- Fiscal pressures will continue to challenge governments
- Children's services will likely have access to greater new resources than adult services
- With a new government, there may be unforeseen policy and regulatory changes

Environmental Factors

- Langley continues to grow at an unprecedented rate with a particularly high growth rate for seniors and children under the age of five
- A majority of those served live in families where both parents are working
- There must be accountability and transparency of the use of public funds
- The organization's ability to recruit and retain employees
- The growing cost of housing in metro Vancouver
- Increasing access to current technology is expected by all stakeholders

Emerging Trends

- Early Intervention Services have an increasing profile across government
- Comprehensive childcare options are expected to be funded in coming years
- Responsibility for delivery of early intervention services is under review
- Increasingly people want highly individualized and personalized services
- Individuals want more control over their services and those who support them
- An increased focus on quality of life is anticipated
- Financial resources for adult services are strained

Vision and Mission

We reviewed our vision and mission statements at the outset of this planning process and revised them as stated below.

Vision: Inspiring a Community Where we all Belong

Mission: The Langley Association for Community Living builds and strengthens community through advocacy, information and support. We provide services that improve the quality of life for children with developmental or special needs and adults with intellectual disabilities and autism spectrum disorder.

**Langley
Association for
Community Living
STRATEGIC PLAN
2017-2020**

INSPIRING A COMMUNITY WHERE WE ALL BELONG

The Langley Association for Community Living builds and strengthens community through advocacy, information and support. We provide services that improve the quality of life for children with developmental or special needs, and adults with intellectual disabilities or autism spectrum disorder



-
- Partnerships
 - Diversity
 - A Healthy & Well Connected Workforce
 - Advocacy
 - Leadership
 - Self-Advocate Leadership
 - Succession Plan
 - Mentorship
 - Resources
 - Skilled & Talented Employees
 - Talented Independent Contractors for Respite & Homeshare

Citizenship

Many think of citizenship as a political ideal. To be a citizen is to be a member of the state. However, citizenship is more than a political ideal. In the context of our work at LACL, citizenship can be best expressed through representation that is more concrete. In this regard, we consider aspects of citizenship that contribute to quality of life. Our goal is to see evidence of:

- Social Inclusion
- Economic Inclusion
- Opportunities to exercise ones Rights and Responsibilities

Social inclusion is foundational to citizenship. We all share a fundamental yearning to belong. We will support individuals and families to experience connection and belonging to their community and neighbourhood. Our personal planning processes will reflect this priority.

Working can be a significant measure of ones sense of value. Individuals expressing a desire to work will be given opportunity to regardless of their current array of services or service type. Individuals with intellectual disabilities who work show higher outcomes in Quality of Life, individual autonomy, social inclusion and personal satisfaction.

Citizenship is equally about knowing what our rights and our obligations are. We will support individuals to be able to exercise choice and control in their lives so that they can participate meaningfully. We will ensure that all individuals have opportunities to contribute to their community in meaningful ways.

Community Development

Our strategic planning process revealed a number of critical and emerging priorities for the individuals we support and their families. We recognize that addressing many of these priorities will require collective action by our organization and partnerships with like-minded groups and organizations. In this regard, community development emerged as an essential strategic direction.

With community development comes community engagement. Community engagement is now consider the rule, not the exception. Anyone working in the filed of community change knows that community engagement is a necessary element of any effective initiative.

We have identified there three primary areas where goals were established including:

- Affordable and Accessible Housing
- Early Year's Services
- Disability Awareness

We hear daily about the struggle to secure safe and affordable housing in our community. We are committed to exploring ways that we can work locally and provincially to improve access to a full range of housing that meets the differing needs of the individuals we support. We will partner with individuals, families and other stakeholders to improve access to a variety of housing options.

There is increasing evidence that investments in the early years have a profound impact on later quality of life. We will continue to delivery a robust range of early intervention services and work with funders partners to reduce wait times for families to access Infant Development and Supported child Development services.

Despite the inroads we have made in ensuring access to services and supports for people with disabilities, we still have considerable work to do in community to increase inclusion. We are committed to supporting and participating in efforts that promote the full inclusion of individual's with disabilities in our community.

Responsive Service Delivery

LACL is committed to providing the highest level of service delivery by ensuring that we develop programs and services that are efficient, effective and accountable. Our goal is to meet or exceed the service delivery expectations of our stakeholders by developing and implementing the most efficient methods possible to deliver our programs and services.

Our strategic plan identified three key areas including:

- Quality of Life
- Child and Family Centred and Individualized
- Developmental Evaluation

At the core of all of our efforts is a desire to ensure that each individual supported experiences the highest possible quality of life. We will use the Quality of Life framework developed and championed by Dr. Schalock as our guide and commit to activities and initiatives that result in improved quality of life.

LACL remains focused on personalization and highly individualized approaches to service design and delivery to the greatest extent possible. We will continue to explore and implement service designs that are individualized and child and family centered.

We must be open to review, monitoring and evaluation at all times and continuously seek ways to improve our efforts. We are committed to a process of continuous quality improvement and will share our on-going efforts and result on a regular basis.

Next Steps

The Strategic Plan will be made available to all stakeholders

The Leadership team will assume responsibility for preparation of an annual operational plan that supports achievement of the goals established in the strategic plan and will present progress reports to the Board of Directors annually. The annual operational plan will be made available for all stakeholders to review and a yearly status report will be published.