

FORT ST. JOHN ASSOCIATION FOR
COMMUNITY LIVING



STRATEGIC PLAN
2022-2025

CONTENTS

3. Who We Are

4. Vision Statement

5. Mission Statement

4. Process

5. Strategic Goals & Objectives

11. Tactical Objectives

12. Additional Resources

WHO WE ARE

The Fort St. John Association for Community Living (FSJACL) is a non-profit organization that provides services in Fort St. John and the surrounding area. We were incorporated on January 23, 1960, when we began offering supports to individuals with developmental disabilities. Initially we ran a school and residential program for youth with disabilities. Over the years, the FSJACL has morphed into the organization it is today. Now we support adults with developmental disabilities live full and meaningful lives within the community. Our services are funded through Community Living British Columbia (CLBC).

In the past, people with developmental disabilities were given derogatory labels, and many were placed in institutions and schools. They were segregated from their communities or placed in workplaces with little to no pay. Parents of these individuals dreamed of a better life for their children, where their children would have opportunities to learn in school, have friends, do Real Work for Real Pay, and be welcome within their communities. As a result, parents founded the BC Association for Community Living (BCACL), which is now known as Inclusion BC – the FSJACL is a member of this organization.

To support the community living movement, the FSJACL provides residential and supported living services, programs offering life skills and social opportunities, employment opportunities, and opportunities for community inclusion. We also serve as an advocate for individuals with disabilities and their families, and support individuals in learning to advocate for themselves.

In recent years, CLBC has shifted focus from residential programs to supported, independent living. There has also been a shift from “caring for,” to empowering those with disabilities to take control over their own lives. In addition, many individuals who now receive CLBC funding have other complex needs as well as developmental disabilities. These shifts within our funder’s focus, as well as consideration of other local community needs, have factored into the FSJACL’s ongoing operations and strategic direction.

VISION STATEMENT

A vision statement is a picture of aspiration. It details where an organization wishes to go, and the impact it wishes to have. As part of our most recent strategic planning process, the FSJACL Board of Directors revisited our vision statement. The following statement was developed in 2021:

“INDIVIDUALS WITH DIVERSE ABILITIES ARE RECOGNIZED AND INCLUDED AS A VITAL AND CONTRIBUTING PART OF THE COMMUNITY. WE ARE ALL CONNECTED. EVERYONE BELONGS.”

This statement highlights the FSJACL’s belief that everyone, regardless of their level of ability, is part of the community, contributes to the community, and has impact within the community. As part of this vision, we are focused on recognizing individuals’ gifts and skillsets, supporting their learning and growth, and mentoring self-advocates to be leaders. Doing so involves continued advocacy (which reduces stigma and seclusion), as well as lobbying for additional supports, services, and increased accessibility within the community.

MISSION STATEMENT

Where a vision statement paints a picture of what an organization is striving for, a mission statement defines what the organization does and who it serves. As part of our most recent strategic planning process, the FSJACL Board of Directors revisited our mission statement. In 2021 our mission statement was modified to read:

“THE FORT ST. JOHN ASSOCIATION FOR COMMUNITY LIVING SUPPORTS INDIVIDUALS WITH DEVELOPMENTAL DISABILITIES OR COMPLEX NEEDS ACHIEVE FULL AND MEANINGFUL LIVES IN OUR COMMUNITY.”

This updated mission statement reflects a broadening of FSJACL services to include youth with developmental disabilities, and/or individuals with complex needs. These complex needs could include supporting individuals with mental health concerns or diagnoses, addictions, or forensics/justice concerns. To achieve this, not only will our organization focus on the creation of additional supports and community resources, but we will also focus on equipping our staff team, through additional training, resources, and career opportunities. Advocating and educating the wider community on our services and why these supports matter - and how they benefit the community - will play a key role.

PROCESS

The FSJACL's previous strategic plan covered the years from 2016–2018 and was extended through the COVID-19 pandemic. Two objectives from the previous plan (housing and supporting the period of transition from youth to adult services) continue to be focuses within this plan, although the objectives themselves are not the same.

This plan was developed by the FSJACL Board of Directors, Management team, and Leadership team with guidance and support from Strategic Dynamics, Inc. Strategic Dynamics facilitated data collection from various levels of the FSJACL (Management and leadership, supported individuals and their families, and direct support staff), community partners, funders and donors, and other stakeholders. This data was collected through a mix of questionnaires, focus groups, and interviews. Other information was taken into consideration, such as the demographics and services/resources needed within Fort St. John, the financial standing of our organization, the limitations and restrictions of current funding sources, and current risks to our organization/current level of performance. (Much of this data is contained within our annual Performance Improvement Plan and Risk Management Plan.)

Using the collected data, our Board of Directors developed a new vision statement, and modified our mission statement. From there, strategic goals were developed, followed by measurable objectives for each goal; this process was facilitated by Strategic Dynamics and involved the FSJACL Board of Directors, Management team, and Leadership team. Our Board of Directors approved a summarized version of the plan in November 2021; the results of this work are included in this document.

A strategic plan is designed to be a dynamic tool, reviewed regularly, and changed as needed. To support this process, our Management and Leadership teams developed additional action steps for each strategic objective and assigned timelines and leads to each. Progress is discussed and logged at team meetings, and a report is prepared for the FSJACL Board of Directors each quarter. This allows us to stay on track, pivot when necessary, and work to ensure our organization acts strategically and sustainably, and in accordance with the best interests of those we serve.

STRATEGIC GOALS & OBJECTIVES

Strategic Goals outline where an organization needs to go and what it needs to accomplish to meet their mission. However, it is not enough to have goals, as goals can be difficult to achieve unless they are broken down into smaller steps. The FSJACL has set Strategic Goals, and also Strategic Objectives – Strategic Objectives are the smaller steps within our larger goals. By meeting some, or all, of our Strategic Objectives, we will be able to accomplish our Strategic Goals.

The FSJACL's goals and objectives for the years 2022-2025 are:

STRATEGIC GOAL ONE: FACILITATE A SMOOTH TRANSITION FOR YOUTH MOVING INTO ADULT SERVICES.

1.1: Establish relationships with families of youth who could eventually access FSJACL adult services.

1.2: Develop partnerships with other organizations that serve youth with developmental disabilities and complex needs.

1.3: Create diverse programming for youth with developmental disabilities or complex needs.

1.4: Establish a team that will connect directly with youth to assist with the transition from youth to adult services.

The FSJACL has long recognized the need for local supports for youth with developmental disabilities during times of transition. Specifically, the transition from youth services (Ministry of Children and Family Development funding) to adult services (CLBC or other funding). Families do not have easy access to reliable information about how the transition process works, or what services and opportunities exist for individuals with developmental disabilities or complex needs within Fort St. John and area.

STRATEGIC GOAL TWO: BECOME AN EMPLOYER OF CHOICE, WHERE THE RIGHT PEOPLE ARE ATTRACTED TO OUR TEAM AND WANT TO STAY WITH US.

2.1: Create a structure for succession planning and advancement opportunities within the FSJACL.

2.2: Improve implementation of our performance management system.

2.3: Develop a program for employee recognition and incentive.

2.4: Evaluate and refine job structures to improve employee work-life balance.

Staff turnover impacts our organization, but more importantly it impacts the individuals we serve. Having a consistent staff team creates stability and a sense of safety for those we support. The FSJACL wishes to attract qualified staff who are passionate about our sector and wish to have a purposeful career. Because the FSJACL is part of the BCGEU union, which sets staff wages, our Agency recognizes that we need incentives that aren't just monetary to attract and retain staff. After all, we can't do what we do without a good team, and we can't grow without an exceptional one.

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STRATEGIC GOAL THREE: CREATE A FORT ST. JOHN AND AREA STRATEGY TO SUPPORT INDIVIDUALS WITH COMPLEX NEEDS.

3.1: Develop, deliver, or host local training for concurrent disorders, dual diagnosis, and complex needs.

3.2: Create and host a multi-disciplinary committee of local service providers to support individuals and families, as well as identify systemic gaps and needs.

3.3: Develop partnerships to address systemic gaps for individuals with complex needs.

3.4: Expand and improve FSJACL program offerings to serve individuals with complex needs.

3.5: Create a FSJACL multi-disciplinary team of required professionals.

More and more individuals are coming into our services with dual diagnoses and other complex needs, and additional resources need to be put in place to support these individuals. Mental health, addictions, homelessness, and other complex concerns impact the whole community. Our organization needs to have internal resources, but the wider community needs resources and supports too.



STRATEGIC GOAL FOUR: COLLABORATE WITH APPROPRIATE PARTNERS TO DEVELOP INNOVATIVE AND INCLUSIVE HOUSING SOLUTIONS FOR INDIVIDUALS WITH DEVELOPMENTAL DISABILITIES AND COMPLEX NEEDS.

4.1: Develop joint housing projects with other social service organizations within Fort St. John.

4.2: Establish a transition team to help individuals develop independent living skills.

4.3: Enhance and increase FSJACL housing programs for individuals with complex needs.

4.4: Assist individuals to identify and access local housing opportunities for independent living.

Accessible housing is a barrier for many of the individuals we support, especially those that wish to live independently. Sometimes accessibility is a physical matter, and other

times it is a financial matter. Sometimes it is stigmatic or behavioural. Many times lack of accessibility is a blend of all of these. Internal resources only go so far, which is why the FSJACL recognizes the need to work with others to formulate solutions.



STRATEGIC GOAL FIVE: CREATE DIVERSE PROGRAMMING, GIVING INDIVIDUALS AN OPPORTUNITY TO ACCESS UNIQUE EXPERIENCES THAT FACILITATE MEANINGFUL INCLUSION/INVOLVEMENT WITHIN THE COMMUNITY.

5.1: Establish a process for participation from staff and self-advocates in the development of programming.

5.2: Establish a process for introducing new FSJACL programming.

5.3: Increase participation in existing community programs and activities within Fort St. John and area.

5.4: Identify and develop opportunities for relationships with local Indigenous communities.

Everyone deserves to participate in activities that are of interest to them. Everyone deserves to be part of their community. We want individuals to have a say in the programs that are available and want to help them access more community and cultural activities of their choosing. This is how people learn about themselves, develop new skills, become included, and live their fullest lives.



STRATEGIC GOAL SIX: ENGAGE THE COMMUNITY TO CO-CREATE A CULTURE OF INCLUSION.

6.1: Develop and implement a cohesive marketing strategy for FSJACL inclusion philosophy, programming, and employee attraction.

6.2: Facilitate opportunities for self-advocates to take leadership roles within the community.

6.3: Provide educational opportunities for community organizations and citizens to understand inclusion and the community role.

6.4: Implement a volunteer management process for FSJACL volunteers.

Offering programs, supports, and resources only goes so far. True inclusion only happens when the broader community sees the value of every person and works to be equitable and accessible to all. Although we have seen much progress since the FSJACL first opened its doors in 1960, we still have a long way to go. We need to continue to advocate for those with developmental disabilities and complex needs, elevate their voices, and educate our community on the issues and barriers faced by the individuals our organization supports. This will help us work with the community towards inclusion for all.

TACTICAL OBJECTIVES

In addition to the Strategic Goals and Objectives outlined here, the FSJACL Management and Leadership teams broke each objective down into micro-objectives. These are tracked in a separate document known as our 2022-2025 Tactical Plan. It is these micro-objectives that are tracked, assigned to leads, and given timelines. Our Tactical Plan is an internal, living document used in conjunction with our 2022-2025 Strategic Plan.

ADDITIONAL RESOURCES

This Strategic Plan was developed using external and internal data from a variety of sources, through a facilitation process led by Strategic Dynamics, Inc. You can find out more about Strategic Dynamics by visiting their website at strategicdynamics.ca.

Please contact the FSJACL Executive Director if you have questions about this document.

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