



2018-2021 STRATEGIC PLAN



McMAN CALGARY & AREA 2018-2021 STRATEGIC PLAN



VISION

Together we transform lives of children, youth and families through sustainable supports and connections, leading to healthy and fulfilling lives.

MISSION

To support and encourage individuals and families to achieve their full potential as members of their community.

STRATEGIC DIRECTIONS

1

Service & Employee Excellence

To develop a strong workforce that meets client needs through service excellence.

2

Technology

To effectively use technology to improve organizational efficiencies and client outcomes.

3

Funding & Agency Profile

To maximize stakeholder engagement and funding opportunities.

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SERVICES

Family & Caregiver Support
Youth & Outreach Services
Homelessness & Housing Support
Families with children with disabilities
Youth & families affected by Fetal Alcohol Spectrum Disorder (FASD)

4 SERVICE PILLARS

SAFETY

WELLBEING

PERMANENCY

FAMILY & COMMUNITY

1. SERVICE & EMPLOYEE EXCELLENCE

To develop a strong workforce that meets client needs through service excellence.



Service Excellence

1. Develop and integrate a practice foundation that focuses on Connections to Families & Natural Supports and Trauma Informed Practice.
2. Enhance /expand services in areas of: Fetal Alcohol Spectrum Disorder, Mental Health & Addictions, Prevention of Youth Homelessness.
3. Enhance continual improvement processes through increased stakeholder input, particularly youth & natural supports.
4. Prioritize cultural competence to enhance impact on Indigenous and newcomer client groups.



Employee Excellence

5. Develop and implement strategies to enhance attraction, retention and development of talent across the organization.
6. Invest in leadership development to strengthen organizational capacity.
7. Foster a culture of innovation and risk taking to enhance impact on client outcomes.

2. TECHNOLOGY

To effectively use technology to improve organizational efficiencies and client outcomes.



1. Develop an agency technology strategy to improve internal efficiencies, client outcomes, connectivity & communication.

3. FUNDING & AGENCY PROFILE

To maximize stakeholder engagement and funding opportunities.



1. Diversify and stabilize funding sources to generate a balanced mix of revenue streams.
2. Explore funding opportunities to test innovative approaches that enhance client outcomes.
3. Develop and execute a strategic fund development & marketing plan to enhance current funding and expand into non-traditional sources.
4. Increase presence in media, policy, sector and conferences to highlight McMan's value proposition and innovative practices.

CONTEXT

McMan Calgary & Area has undergone significant practice shifts in the past five years, improving quality and impact of services provided on children, youth and families.

A strong strategic direction has been essential to supporting these enhancements; as such, the organization is committed to ongoing strategic review processes to assess shifts externally and adjust approaches in real-time responding to key drivers.

Key Drivers

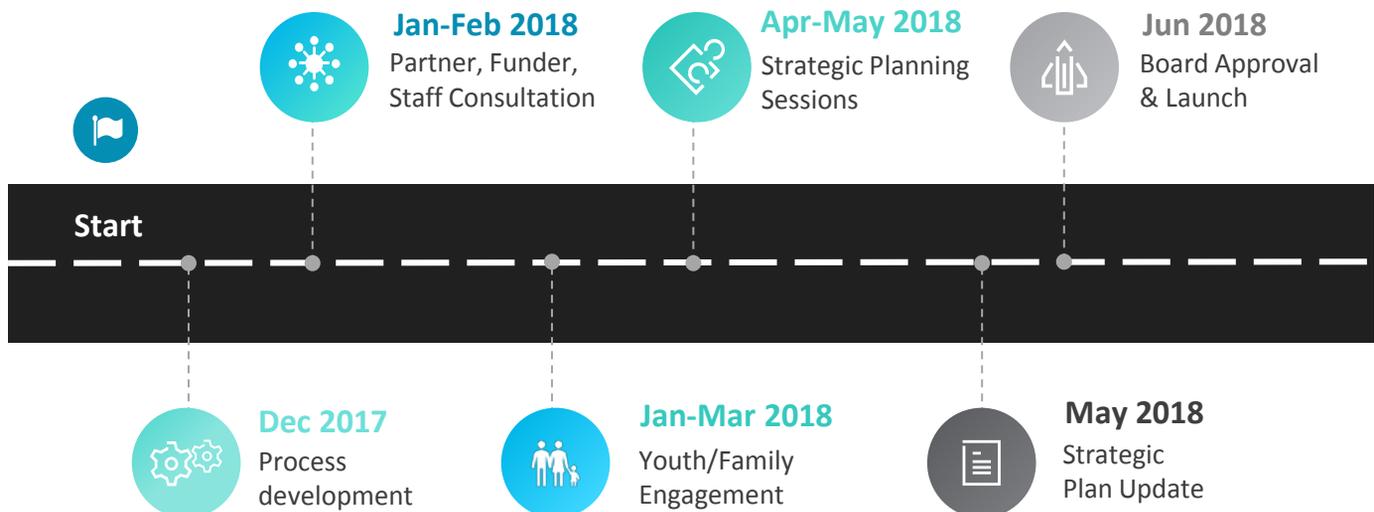
McMan supports vulnerable children, youth and families who experience complex and overlapping challenges that act as drivers in their involvement with the child intervention system.

Key drivers include but are not limited to: poverty, housing instability/homelessness, trauma, mental health, addictions, medical issues, domestic violence and high public system use (child intervention, justice, health, social systems).

Strategic Planning Process

In order to understand and respond to these drivers, McMan engaged key stakeholders in setting future direction updating the current Strategic Plan.

From January to May 2018, the executive team worked with Dr. Alina Turner (Turner Strategies) to develop and refine direction for the next 3 years for the organization with the input of the Board of Directors, staff, clients (youth, natural supports, funders and agencies partners).



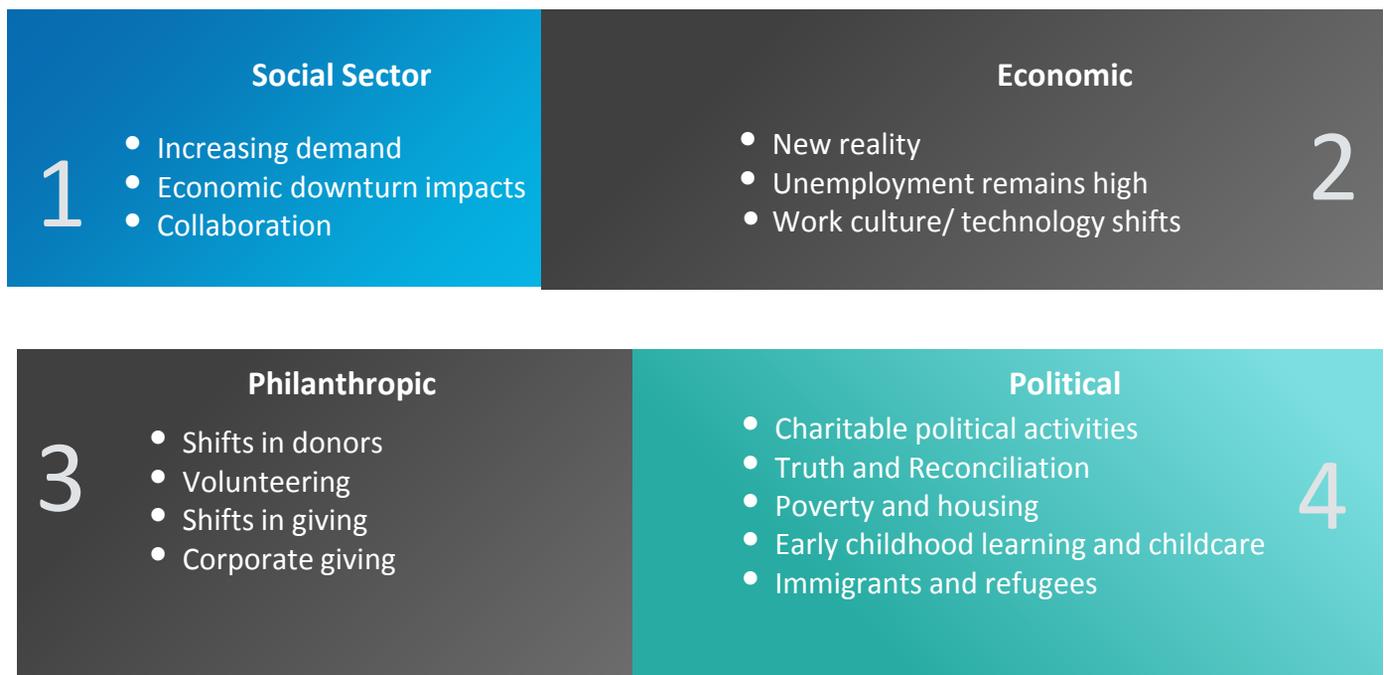
SITUATIONAL ANALYSIS

To enhance the understanding of the current context in which McMan operates, staff, directors and the consultant engaged in an analysis of the broader trends impacting the organization, its key stakeholders and internal capacity.



MACRO TRENDS

A number of key trends with particular relevance were discussed, as summarized below.





Key Contact

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McMan