



STRATEGIC PLAN 2022 TO 2027

GOING FROM GOOD TO GREAT

6 Pillars of Change	In 5 Years...	Time	Focus...
Structure for Leadership	<ul style="list-style-type: none"> • Our structure supports the agency in going from good to great. • Succession plans are in place for key roles. • Board focuses on governance over operations. • We are easy to understand from the outside looking in. 	Annual	Create succession plans for each Board member.
		22-23	Establish an Executive Leadership Team (ELT).
		22-24	Restructure director and management team.
		22-25	Confirm qualifications and experience with remaining positions.
		23-27	Create succession plans for remaining positions.
Collaborative Excellence	<ul style="list-style-type: none"> • Teams work as well <i>with</i> one another as they do today <i>within</i> one another. • Shared systems, approaches and joint initiatives, are the norm. • An enterprise mindset thrives; PLEA and its participants come first. 	22-27	Create and implement committee strategic plans.
		23-27	Create and implement committee succession plans.
		23-27	Describe approach to autism, mental health, substance use, cultural safety.
		24-27	Introduce a DEI-and performance-based promotional track.
		23-27	Enhance education, development, Worksafe BC core certification and wellness programs.
Sustainable Stewardship	<ul style="list-style-type: none"> • Strong, sustainable funding models support all aspects of program delivery. • PLEA's infrastructure is fully leveraged to promote program sustainability. 	Annual	Create and implement an IT strategy.
		Annual	Create and implement a caregiver recruitment strategy.
		22-24	Research merit of creating a PLEA Foundation.
		Annual	Create a facilities depreciation schedule and reserve funds.
		Annual	Grow the KidStart Legacy Fund to \$2.1M.
		Annual	Grow the Children of the Street Legacy Fund to \$1M .
Innovative Housing	<ul style="list-style-type: none"> • We have access to appropriate homes for any participants who need one. 	22-25	Outline appropriate housing options / models.
		25-26	Align housing models / options to program / participant needs.
		26-27	Explore partnerships to develop housing options.
Outcome Measurement	<ul style="list-style-type: none"> • We measure ourselves against outcomes as well as outputs. • We can clearly demonstrate the value of what we do. 	22-26	Programs align to best practices, as per prepared literature reviews.
		23-24	Staff are trained on outcomes measurement.
		24-25	Programs strategic plans measure outcomes as well as outputs.
		25-27	A return-on-investment framework is in place.
Ally to Reconciliation	<ul style="list-style-type: none"> • We are known as being a culturally safe place for all. • We are recognized for our allyship with Indigenous communities. 	Annual	Participate in two partnership events.
		22-27	Embrace TRC Calls to Action.
		23-26	Create a culturally safe workplace.
		22-25	Enhance partnerships with Indigenous communities to strengthen programs.