



MACKAY MANOR

*Bringing People and
Recovery Together*

Mackay Manor Strategic Plan 2026-2029



*Prepared by:
QualityImprovement.ca
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Land Acknowledgment

Mackay Manor acknowledges it is located upon the traditional and unceded territory of the Algonquin People and respects the traditional knowledge and healing developed over generations. We have had the privilege and responsibility to serve First Nations, Metis and Inuit of many backgrounds and from many treaty and non-treaty lands and territories, and to demonstrate respect for the contributions and cultures of Indigenous Peoples.



Message from our Leadership

We are proud to present the 2026-2029 Strategic Plan for MacKay Manor—a clear and intentional roadmap for our next chapter of service, growth, and impact.

This plan reflects not only our organization’s commitment to supporting individuals through their recovery journeys but also the collective wisdom and voices of those we serve, our dedicated staff, and our valued partners. Rooted in integrity, inclusion, and innovation, this strategy affirms our mission to provide multi-tiered addiction recovery services that meet people where they are and walk with them toward wellness.

We undertook this planning process with open minds and hearts—listening deeply to clients, families, staff, and sector leaders. What emerged was a powerful vision for a more unified organization, one that centers lived experience, removes barriers to care, and adapts boldly to meet complex and changing needs.

Over the next three years, we will focus on four key themes: **Unite, Engage, Innovate** and **Belong**. These priorities will guide us in strengthening our internal culture, deepening client engagement, building responsive and future-ready programs, and creating inclusive, equitable environments for all.

This is more than a plan—it’s a shared commitment to transformation. We are grateful to everyone who contributed their time, insight, and experience to shaping this strategy. Together, we will build on our strengths, challenge old systems, and expand our reach—so that every person who turns to MacKay Manor finds dignity, connection, and hope.

Thank you for walking with us as we move forward.

With respect and determination,

Gilles Lamarre
Board Chair
MacKay Manor

Liana Sullivan
Executive Director
MacKay Manor



Gilles Lamarre
Board Chair



Liana Sullivan
Executive Director



OUR VISION

Our vision is that each individual reaching out for support will be welcomed and leave with a deeper connection to their own wellness and recovery.



OUR MISSION

Mackay Manor provides multi-tiered addiction recovery support and services to individuals throughout their recovery process.

Our Values



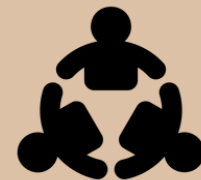
Integrity

Acting with
accountability and
professionalism



Partnership and Teamwork

Working together for
shared success



Diversity

Honoring all voices
and experiences



Client Centered Care

Care shaped by dignity,
respect, and safety



Innovation & Excellence

Pursuing better ways to
deliver better care



Social Justice

Removing barriers.
Advancing equity.



Our Planning Process



Strategic Enablers – Powering Our Vision

We build momentum through innovation, technology, data, and people power.

Strengthening Teams

Foster a culture of trust, growth, and wellness through leadership development, career pathways, and inclusive hiring.

Digital Transformation

Adopt cutting-edge systems that support data-driven planning, and secure communications.

Data for Impact

Implement real-time dashboards and outcome tracking to support learning, reflection, and quality improvement.

Adaptive Finance

Diversify funding streams, grow reserves, and align budgets directly to strategic priorities and equity targets.

Strategic Themes & Priorities

Building a Stronger, Aligned, and Impactful MacKay Manor

Over the next three years, our strategic plan will focus on four interconnected priorities. Each is anchored in a core theme that reflects who we are and what we strive to achieve together. These priorities guide our path forward—uniting our efforts, enhancing service quality, strengthening partnerships, and fostering growth.

Unite

Theme: We act as one—connected by values, aligned in purpose, and stronger together.

Strategic Priority: Organizational Integration & Identity

Innovate

Theme: We design future-ready programs, driven by partnership, flexibility, and courage.

Strategic Priority: Program Innovation & System Partnerships

Engage

Theme: We listen deeply, design collaboratively, and act with the wisdom of lived experience.

Strategic Priority: Client Voice & Shared Decision-Making

Belong

Theme: We remove barriers, build bridges, and create spaces where everyone belongs.

Strategic Priority: Equity, Diversity, and Reconciliation

UNITE

Strategic Priority: Organizational Integration & Identity

Theme: We act as one—connected by values, aligned in purpose, and stronger together.

Unite focuses on strengthening MacKay Manor’s identity and internal cohesion. Through aligned practices, shared values, and unified messaging, we will create a consistent experience for clients and staff alike.

GOALS

Goal 1

Build shared identity through internal culture-building and leadership modeling

Goal 2

Standardize key documents, visuals, and client-facing messaging

Goal 3

Promote transparent communication across all sites and teams

KEY PERFORMANCE INDICATOR

- Percentage of staff who report alignment with organizational values (every two year)
- Completion rate of unified policies and procedures across organization
- Pre- impose Staff survey (pulse survey) to indicate the improvement of internal communication

ENGAGE

Strategic Priority: Client Voice & Shared Decision-Making

Theme: We listen deeply, design collaboratively, and act with the wisdom of lived experience.

Honours the voice and lived experience of clients, weaving their wisdom into service design, delivery, and improvement.

GOALS

Goal 1

Use client feedback to revise policies, services, and program models

Goal 2

Train staff in trauma-informed, culturally safe, and equitable engagement

Goal 3

Strengthen data to improve decisions and demonstrate impact.

KEY PERFORMANCE INDICATOR

- Percentage of Policies/Programs Revised with Client Input
- Staff trained in trauma-informed and culturally safe engagement
- Percentage of eligible clients who complete the OPOC Survey

INNOVATE

Strategic Priority: Program Innovation & System Partnerships

Theme: We design future-ready programs, driven by partnership, flexibility, and courage.

Innovate aims to future-proof our programs through community partnership, evidence-informed models, and adaptive delivery methods.

GOALS

Goal 1	Continue community collaboration responsive programs for housing instability, and co-occurring needs
Goal 2	Expand in-person community-based service delivery models
Goal 3	Strengthen formal partnerships with housing, health, justice, and Indigenous systems

KEY PERFORMANCE INDICATOR

- Number of collaborative programs delivered with community partners addressing housing instability and co-occurring needs.
- Number of in-person community-based service locations established or expanded.
- Improve client connections to community supports post-treatment.

BELONG

Strategic Priority: Equity, Diversity, and Reconciliation

Theme: We remove barriers, build bridges, and create spaces where everyone belongs.

Belong ensures that every individual feels seen, welcomed, and has access to our services. This means breaking down physical, cultural, and systemic barriers to care.

GOALS

Goal 1	Advance Indigenous Cultural Safety and EIDA-R capacity
Goal 2	Foster a psychologically healthy, safe, and inclusive workplace that supports staff well-being, engagement, and retention.
Goal 3	Strengthen Indigenous and community partnerships
Goal 4	Measure and communicate equity and reconciliation progress

KEY PERFORMANCE INDICATOR

- Staff diversity and inclusion training completion rates
- Staff reflections on workplace environment, equity, inclusion, diversity, reconciliation (EIDR), and Indigenous cultural safety in staff surveys and performance appraisal processes to evaluate and improve organizational practices.
- Identify and engage with local Indigenous organizations.

What We Will Be by 2029

Our strategic objectives focus on enhancing community well-being and preventing substance abuse through collaborative efforts and dedicated initiatives.



A unified, values-driven organization known for integrity, equity, and impact



A provincial model in co-designed addiction care that centers lived experience



A key system partner with strong links to health, housing, and justice



A leader in accessible, trauma-informed, and culturally safe environments



A workplace of choice where people feel supported, trusted, and inspired to grow

Together, we can create a brighter future

VISION FOR 2029

CONTACT US

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We would love to hear from you.