



*... building communities that support and value the diverse-abilities of all people*

# **Board of Directors Strategic Planning Session Report**

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**November 14, 2016**

*(Approved by the Board of Director November 27, 2017)*

In November 2013, the Board of Directors for Pathways Abilities Society met to look forward from 2013 to the next 5 to 10 years at a high level, to reaffirm/define our values that will guide our efforts and services, create a vision of our organization in the future, and review the mission, goals and objectives that will allow us to reach that vision.

At the planning session, there were conversations regarding:

- what programs and services would we be offering in the future
- reaffirming our commitment to the services we wish to provide
- creating plans to support our desired future
- asset development
- the criteria that would be utilized in this decision-making process

In a pre-session strategic planning survey completed online by both staff and directors, the following topics for Conversation and Planning were revealed, Finances, Building, Staffing, Services, Employment programs, Workplace culture and public relations.

A report of the session was completed November 21, 2013 and subsequently updated September 15, 2014, October 26, 2015 and November 14, 2016.

A second pre-session strategic planning survey was made available on-line and through the solicitation of feedback in our monthly updates and Newsletter in September 2015. Stakeholders, including the individuals Pathways provides services to, families' caregivers, employees, funders and community members were encouraged to complete the on-line survey and or submit information via email or simply in writing. Thirteen people responded. Pathways' staff were asked in October 2017 for additional goal input.

This report contains the results of the November 21, 2013, September 15, 2014 strategic planning sessions, the results of the October 2015 preplanning survey and the October 2015 board planning session, November 14, 2016 plan review and staff's October 2017 goal input. Specific goals are then tracked in a Strategic Plan Action Plan.

CLBC identified the following Eight Quality of Life Indicators: Emotional Well-being, Interpersonal Relations, Material Well-being, Personal Development, Physical Wellbeing, Rights, Self-Determination and Social Inclusion . They were considered in establishing goals to assist people to achieve a good quality of life.

The Vision, Mission and Values statements were reviewed and confirmed still relevant and reflect the passion of the society.

***Vision Statement:***

"The vision of Pathways Abilities Society is of welcome... building communities that support and value the diverse-abilities of all people".

***Mission Statement:***

"The mission of the Pathways Abilities Society is to assist people with diverse-abilities to reach their individual goals and to participate and contribute as equal members of the community."

## **Values Statement**

"We believe each person:

- Has the same rights and freedoms given to all people in our society and therefore is unique and valued.
- Is to be treated equally with dignity and respect.
- Has the right to be informed on all matters that affect his or her life and make their own choices and decisions.
- Has the right to speak for them self (self-advocate) or to choose someone to speak for them.
- Has the right to live, socialize, work and participate in all aspects of community life in the least restrictive environment and should be taught the necessary skills to do so.
- Has the right to individualized service within the scope of what the society can provide.
- Has the right to access employment in our community.
- Has the right to expect that the society is accountable, advocates when requested or required and positively represents all people.
- Has the right to opportunities that provide lifelong learning and an enriched life.
- Has the right to a supportive network of personal relationships with family, friends and advocates.
- Is entitled to good health, medical and dental care on a voluntary basis and is to be informed and give consent.
- Is entitled to aides or adaptations (something changed or added) that may be needed for greater independence.
- Is responsible for his/her own actions and therefore is responsible for the consequences."

## **Pre-Analysis** (completed initially and reviewed subsequently)

### **Needs**

- Staff willing to work evenings and weekends
- Qualified staff to mentor for leadership positions
- Dollars for building and property maintenance
- More volunteers
- More and new employment opportunities

### **Strengths** (including financial)

- Commitment to community inclusion
- Commitment to ongoing quality improvement
- Committed leadership team and board
- Experience developing social enterprise
- Financial stability for the past 15 years
- Gaining a higher profile
- New buildings 1216 St. Paul Street and 2467 Main Street West Kelowna
- Involvement with Propeller Media and Adam Less
- We take advantage of opportunities presented
- Credibility because of our practiced commitments to self-advocates and promoting self-advocacy
- Good relationship with our funders
- Responsive to our community and community needs
- Participation in Include Me

### Opportunities

- Private funding contracts
- Diversify service area
- Utilizing Adam Less and Propeller
- Service expansion in West Kelowna
- TIER Employment contract will be put to tender

### Weaknesses

- Reliant on CLBC funding and contracts
- Ability to recruit qualified, flexible staff
- Employment development

### Threats (including financial)

- Reliant on CLBC funding
- Private contractors
- Ability to recruit qualified, flexible staff

### Pathways' Competitors (updated November 10, 2017)

Rating:

- Minimal
- Some
- Significant

Organization	Why	Impact	How
Access Resources	Compete for CLBC contracts.	Some	Provides one-to-one life skills support. Provides specialized residential and home share support.
Advocare	Compete for CLBC contracts.	Minimal	Provides one-to-one life skills support.
Bethesda	Compete for CLBC contracts.	Minimal	Provides residential support.
Central Okanagan Boys and Girls Club	Compete for CLBC contracts.	Minimal	Provides services to youth with disabilities.
Communitas Support Services	Compete for CLBC contracts.	Minimal	Provincially provides residential, home share, day and employment support.
Community Connections	Compete for CLBC contracts.	Some	Provides home share and life skills in the central Okanagan and Kootenays.
Hildebrandt Homes	Compete for CLBC contracts.	Some	Provides residential support in the Thompson Okanagan region.
It all about You	Compete for CLBC contracts.	Minimal	Provides one-to-one life skills and employment support.
Lifestyle Equity	Compete for CLBC contracts.	Some	Provides specialized residential support.

<b>Organization</b>	<b>Why</b>	<b>Impact</b>	<b>How</b>
Maximus Canada Employment/ Work BC	Employment service for people with diverse-abilities	Some	People with diverse-abilities are referred for employment support.
Okanagan Special People Society	Compete for CLBC contracts.	Some	Provides vocational day programming.
People in Motion	Competes for grants and government contracts.	Minimal	Provides recreation opportunities to people with mobility issues.
Prima Enterprises	Compete for CLBC contracts.	Minimal	Provincially provides residential, home share, day and employment support. Operates a vocational day program in Kelowna.
Provision Resources	Compete for CLBC contracts.	Some	Provides vocational day programming.
Sunshine Farms	Compete for CLBC contracts.	Minimal	Provides vocational day programming.
Thompson Community Services	Compete for CLBC contracts.	Significant	Provincially provides residential, home share, day and employment support. Operates employment services in Kelowna Took over TIER contract).
Western Human Resources	Compete for CLBC contracts.	Minimal	Provincially provides residential, home share, day and employment support. Operates residential services in Kelowna.
School Districts	Staffing	Significant	Hire staff with the same qualifications as Pathway's and their pay scale are higher.
Interior Health	Staffing	Significant	Hire staff with the same qualifications as Pathway's and their pay scale are higher.

### **Demographics 2016/2017**

	Under 19	19 - 25	26-35	36-45	46-65	66	Totals
Men	0	28	21	18	35	6	108
Women	0	10	24	11	38	15	98
Totals	0	38	45	29	73	21	206
Percentage of Total Individuals		18%	22%	14%	35%	10%	

## Participation 2016/2017

Service Site	Individuals Participating	As a percentage of Agency Participation
Activity Services	110	53%
Home Share	43	21%
Integrated Career Opportunities (ICO)	49	24%
Individualized Funding	13	6%
Residential	8	2%
Social Recreation	71	34%
Social Ventures	46	22%

## Strategic Goals

The following are the strategic goals for Pathways going forward as of the date the new plan is approved by the board of directors. One goal is not necessarily more important than the other. The priority rating is established to effectively help one goal achieve another, 1 being high and 3 being low.

## Finances, Assets, Asset Development and Buildings

Goal	Responsible	When	Priority
Pay off mortgages as soon as possible.	Charisse and Rhonda	Annually make a lump sum payment	3
Host mortgage burning.	Charisse and Rhonda	January 2019	1
Continue to identify our competitors annually in the month of November and determine their impact on Pathways.	Charisse	November	1
The Pathways board of directors to participate collectively, minimally in one Pathways' fundraising or promotional event annually.	Board	Annually	1
Determine if we continue to enter into a rental agreements for senior's service space or purchase our own.	Charisse	March 2018	2
Assess the society's ability to expand financial generating opportunities in West Kelowna.	Charisse and Bonnie	September 2018	2
Capitalize on external funding and grants for special project's and/ or capital needs.	Charisse	As opportunities arise	1

## Human Resources and Workplace Culture

Goal	Responsible	When	Priority
Retain, through employee recognition and support, existing employees.	Leadership Team	Ongoing	1
Continue to recruit qualified staff.	Charisse	Ongoing	1

Annually review the organizations structure with the intent to create the most effective structure that meets the needs of individuals and staff.	Charisse via Leadership Team	November	1
The Pathways board of directors invited to attend staff functions i.e. retirement get-togethers, in-services, etc.	Charisse and Board	As they occur	1
Develop a Board of Director's succession plan and review annually in the month of May.	Board	May	1

### Services

Goal	Responsible	When	Priority
Increase employer engagement in hiring the individuals we support.	Bonnie and Alaina	Annually	1
Individuals are supported to achieve their Individual Service Plan (ISP) goals.	Leadership Team	Ongoing	1
Individuals are living in quality home shares and Pathway supported homes.	Leslie, Helen and Mark	Ongoing	1
Reduce in-house Activity Service activities by 10% each year and replace with community based activities.	Alaina	Annually	1
Continue to investigate the further development and expansion of social ventures services.	Bonnie and Rhonda	Ongoing	2
Review the regulatory and legislative environment to determine service and organizational implications. Address when required.	Charisse	Annually and as notified	1
Behavioral support plans for individuals who require them are completed in a timely manner.	Helen	Ongoing	1
Along with Inclusion BC work with CLBC to ensure agencies and home share providers are compensated appropriately based on the needs of those they are supporting in order to ensure Home Share is a safe, viable and quality residential option.	Leslie	December 2018	3

### Public Relations

Goal	Responsible	When	Priority
Continue with public relations programs that increases our profile, promotes the society and abilities of the people we serve.	Adam	Ongoing	1
Continue to contract with Adam Less.	Charisse	Annually	2
Plan and implement community living events for community living month.	Bonnie and Adam	October	1
Hold two reoccurring annual events (Heroes' Gala and Inclusion Chain) to promote Pathways and the inclusion of people with diverse-abilities.	Charisse and Adam	Annually	2
Evolve Dine-for-Diverse abilities into an annual event.	Bonnie and Adam	May 2018	1
Create a pool of volunteers for Pathway's events.	Leslie	Ongoing	2

## Technology

Goal	Responsible	When	Priority
Continue to annually update and review the Technology Plan.	Charisse	February	2
Continue to explore and research other technological resources that effectively and efficiently support the management of not-for-profit organizations. When appropriate recommend systems to the board of directors for their consideration.	Charisse	Ongoing	1
Continue to solicit input from staff, individuals and volunteers to determine what they believe Pathways technological needs are.	Charisse	Ongoing and formally in January and June	2
Continue to regularly update the Pathways social media platforms ,i.e. website, Facebook page, etc.	Adam	Ongoing	1
Continue to enter into a one year formal maintenance/servicing agreement with a reputable provider of choice.	Charisse	Annually	2

### ***Resources Requirements to Implementation***

- Time
- Fund-raising or surplus dollars
- Staff and volunteer support