



Strategic Planning Report – July 2018

Introduction

Members of the Board of Directors, senior leadership team, volunteers and staff from variety of programs, and individuals with diverse-abilities gathered on July 9th, 2018 for a Strategic Planning session for the Pathways Abilities Society. Pathways has continued to dedicate itself to thoughtful growth and organizational capacity building since their last strategic planning event which resulted in a plan spanning the period from 2015 to 2018.

Pathways is accredited by CARF and has maintained that recognition for several years. As an accredited organization, they are responsible for ongoing strategic planning which incorporates an understanding of the environment in which the agency operates, capitalizing on core strengths and opportunities, and addressing areas of challenge and threats. This planning session, like those which have preceded it, considered input from the following areas:

- Expectations of individuals with diverse abilities served by the agency and those of other stakeholders including family members, volunteers, Board members, employees, and funders
- The competitive environment
- Financial and infrastructure capacity
- Service needs, trends, and demographics of the service area
- Political, economic, and social context

- The Society's use of technology to support efficient operations, effective service delivery, and performance improvement
- Strengths and services that Pathways has excelled in
- Challenges that Pathways faces, and which may be barriers to future success
- Progress with respect to the previous strategic plan
- Opportunities that Pathways should consider
- Alignment with and fulfillment of the Society's mission and vision

Prior to the July 9th session, the organization distributed a pre-planning survey to gather information from a variety of sources for presentation to, and consideration by, the participants. The request for feedback was sent to over 200 potential respondents and made available on-line, by completing a paper copy of the survey, or through submitting information and/or comments via email. Although response rates were comparatively low (only 27 returned), other data sources were available to augment the information received. Interviews were conducted with Board members and the Executive Director and documentation from: previous strategic planning events, annual reports, satisfaction surveys, service use, achievements from operational plans, and other organizational information was also reviewed. This report documents the discussions and proposes strategic directions for the next three years. Operational planning is the responsibility of the Executive Director, and her leadership team, and will be completed after Board approval of the strategic directions.

The Heart of Our Work: Embrace, Empower, and Employ

Vision

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

Survey feedback confirmed that 80% of the respondents felt that the organization is either “meeting” or “achieving beyond expectations” with respect to fulfilling the vision.

Mission

The mission of Pathways Abilities Society is ***“to assist people with disabilities to reach their individual goals and to participate and contribute as equal members of the community.”***

Survey feedback confirmed that 67% of respondents felt that the organization is either “meeting” or “achieving beyond expectations” with respect to fulfilling the mission. 19% felt that the organization is “not quite meeting expectations” and could do more to assist people to reach their individual goals and participate as equal member of the community.

Feedback was uniformly positive that the mission and vision statements remain valid and “on target”. Comments provided are also reflected in the participant feedback both with respect to strengths and challenges facing Pathways.

Values

Pathways Abilities Society believes that each person:

- Has the same rights and freedoms give 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 themselves (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 life long 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 that may be needed for greater independence
- Is responsible for his/her own actions and therefore is responsible for the consequences.

Celebrating Successes & Achievements

Understanding and reflecting on areas of strength is critical to harnessing them to achieve and define strategic objectives. Information from both on-line surveys and in-person interviews captured the successes and achievements of Pathways and was presented to the participants.

Feedback from the survey and interviews identified three broad themes of organizational strength:

1. **Person centred Culture and Practice:**

Flexible; values based; prioritize individual choices, rights and voice; demonstrate respect and knowledge of the people served

2. **Staff:**

Professional: enthusiastic; caring; blend of long term and new staff; executive director and leadership are open, honest, and transparent.

3. **Integrity of services and systems:**

Flexible; responsive; adaptive; stable systems; collaborative culture which sets a high bar in terms of standards and accountability

As a group, participants commented further on the strengths of the organization. These achievements also identify potential opportunities, prospects for the organization, and reinforce the stakeholder feedback. Additional comments regarding strengths included:

- Professionalism of the agency's systems, business style, and competencies including accreditation status.
- Longevity of the Board and Executive Director; helps to hold the story of the agency, maintain excellence, and activate new opportunities
- History is honoured while also allowing for evolution e.g. new name and focus on "abilities"
- Dedicated staff and strong volunteer base maintain a variety of services
- Buildings and property are an important asset – new building will provide much needed housing
- Community presence is well respected and growing
- Work to celebrate and honour cultural diversity

Challenges Impacting on the Organization

Understanding and reflecting on challenges and/or barriers is important when crafting strategic directions for the organization. Challenges are acknowledged so that planning can account for, or compensate for, these contextual variables. Information from both the surveys and interviews identified challenges for Pathways.

Feedback from the survey and interviews identified four broad themes:

1. **Recruitment & retention of qualified staff:**

Impacts on choices and opportunities for people served; stability of services; continuity for individuals; ability to promote inclusion and build community

2. **Funding and Service Options:**

Reliance on one primary source of funds (CLBC) reduces options and flexibility; service design is not always conducive to highly personalized supports

3. **Attitudes and acceptance of people with diverse-abilities:**

Discrimination still exists; community still not as welcoming as it should be

4. **Agency profile:**

Public recognition of name, brand, and work of the organization could be enhanced

As with the review of successes, participants were asked to comment further on the challenges/barriers to future success facing Pathways. Additional challenges identified and/or reinforced by the participants included:

- Board development should be prioritized including ongoing recruitment, education, and enhancing the fundraising role
- Staff development should be enhanced and include values training
- Expand outreach to families and individuals with diverse abilities from other cultures
- Enhance technology to ensure increased effectiveness and efficiency and meet environmental commitments to using less paper
- Always important to continue to explore innovative: e.g. social enterprises
- Need to deepen social inclusion outcomes for the people Pathways serves
- Enhancing services, including housing, for people as they age

- Welcoming young people who are likely to have very different expectations of a service provider; finding ways to meet their needs, attract them to the agency, and provide responsive supports to this new demographic
- Recruitment of qualified staff is linked to becoming the agency of choice for employment and services in community living
- Monitoring succession planning for Board and senior staff positions
- Consider ways to become the agency of choice for families and individuals with diverse abilities: research the numbers of people who live in the area versus the number who access service from Pathways
- Important to continue to focus on relationships: with the people we serve, with other agencies and businesses in our community, and with our funder and potential donors.

Trends Impacting Pathways

Trends, in a variety of areas which may have an impact on the work of Pathways, were discussed by the participants. By understanding these external trends, Pathways can maximize opportunities and minimize the threats to the organization. Participants provided feedback in key areas in support of setting strategic directions.

Political:

- Immigration policies may mean we are able to both serve and employ people from a wider diversity of cultures
- Provincial government policies re: funding by CLBC may shift – hard to predict but will require we remain vigilant
- Local CLBC office has undergone changes – need to continually cultivate relationships with the team
- City of Kelowna: is moving forward on plans to manage housing, homelessness, and addiction issues facing the community – may have an impact on folks the agency serves and the services which emerge.
- CLBC and BC Housing are changing the parameters re: housing assets
- Trade/tariffs and global economy impacts our province

Economic:

- Funding has not kept up with the cost of delivering services; fundraising is a more urgent requirement for our organization as a result
- Cost of living has increased dramatically, along with housing prices, but wages have not kept up
- Bank of Canada Interest rate has been raised – impact on employees, families, and people with diverse abilities
- Collective Agreement requires management and monitoring
- Employer Health Costs are a significant financial responsibility impacting the organization

Social:

- Community profile requires constant nurturing
- Community attitudes, and some community spaces and groups, are still discriminating towards people with diverse abilities – achieving our vision of welcome always requires focus and intentional actions.
- Population and vibe of our community changes dramatically in the summer months with the influx of tourism
- Changing values systems may impact on community demographics and sense of belonging for citizens

Technology: (also see Technology Plan)

- use of cell phones requires monitoring – even with policy and procedure in place, it may lead to distractibility on the part of staff
- social media is a fixture in people's lives – Pathways has to be proactive about helping people use it safely and responsibly
- increased efficiencies, via the use of technology, require ongoing management and training of staff members – increased costs have to be managed
- technology can both support innovation and lead to less face-to-face interactions; need to safeguard our relationships with one another and the people and families we serve as we consider the use of technology in our practice

Additional Information Impacting Planning

Demographics

2017/2018

	Under 19	19 - 25	26-35	36-45	46-65	66	Totals
Men	2	26	19	24	35	7	113
Women	0	11	21	14	37	17	100
Totals	2	37	40	38	72	24	213
% of Total Individuals	1%	17%	19%	18%	34%	11%	

It was noted that while the organization continues to attract new participants in the younger demographic, responsive services will need to honour the individuals who have had long term affiliations with the organization and who are aging and considering retirement options.

Participation in Services

Service Site	Individuals Participating	As a percentage of agency participation
Activity Services	115	54%
Home Share	45	21%
Integrated Career Opportunities (ICO)	57	27%
Individualized Funding	14	7%
Residential	8	4%
Social Recreation	65	31%
Social Ventures	32	15%

The largest group of persons served by Pathways accessed the Activity Services program. Service planning considered this representation as well as the distribution of individuals within other services.

Priorities for Pathways Abilities Society

Surveys and interviews suggested the following as organizational priorities to be considered for the strategic plan. They have been grouped in themes from the comments provided and reinforce both strengths and challenges.

Diversify Funding:

- Increase fundraising activity to provide more latitude in organizational choices

Raised Community Profile for Organization:

- Enhance brand and name recognition to attract partners, employers, donors, employees
- Expand the range of partnerships and explore collaborative opportunities

Human Resources & Workplace Culture:

- Recruit and retain employees
- Develop more volunteers
- Enhance training in areas that will support service delivery and anticipated support needs e.g. aging, values, community building, personal support networks.

Service Redesign:

- Explore new models for Activity Services to reduce crowding, increase choice, and enhance personalized supports
- Review opportunities for partnerships with other organizations who may wish to use agency facilities to provide programs that could include persons served
- Continue to refine goal planning and ways to support self-determination
- Complete plans for managing the new building
- Create a long-term strategy for housing that welcomes partnerships with community, families, and businesses

Parent/Caregiver Support:

- Develop strategies to engage and enhance communication

Enhanced Employment Options for Individuals:

- Increase range of employment opportunities and recruit employment developers
- Continue to recruit employers who can act as “ambassadors” for hiring people with diverse-abilities
- Develop social support group for individuals that builds knowledge, awareness of safeguards in social situations, and supports relationship building

Strategic Directions for Pathways Abilities Society: 2018 - 2021

The previous strategic plan determined five areas of organizational focus in the categories of:

- Finances, assets, asset development and buildings
- Human resources and workplace culture
- Services
- Public relations
- Technology

Through the discussions amongst the participants, combined with thoughtful consideration of the various data sources that informed planning, and the results of the environmental scan process, it was confirmed that these categories remain relevant to organize future goals and actions. In this renewed strategic plan, each of the categories remain (with expanded descriptive statements). More importantly, each is intended to support Pathways in achieving its mission and vision by leveraging its core competencies and areas of strength.

Pathways will Achieve Our Mission & Vision by focusing on the following:

Strategic Direction One: Financial resiliency. Asset management strategies support future planning and capacity building. (Finances, Assets, Asset Development & Buildings)

Strategic Direction Two: Demonstrated excellence in human resource practices & success in recruiting employees and volunteers to support our service to the community. (Human Resources & Workplace Culture)

Strategic Direction Three: Assisting individuals with diverse-abilities to achieve their personal goals through innovative support strategies & values-based services. (Services)

Strategic Direction Four: Visibility and accessibility in the community. (Public relations)

Strategic Direction Five: Using technology to promote effective and efficient organizational performance and maximize service outcomes. (Technology)

The objectives within each of these directions are a reflection of feedback from the surveys, interviews, Board discussion, and input from staff members which further “unpacked” each of the strategic directions. Along with broad strategic directions, objectives and possible actions were suggested. The intention is that these objectives and actions will support the

development of an operational plan that guides the Society's work for the next three years. It is recognized that some of the tasks suggested may have already had some actions initiated by the Board and staff group of Pathways.

N.B. The Strategic Directions are not presumed to be presented in an order of priority.

Strategic Direction One: Financial resiliency. Asset management strategies support future planning and capacity building. (Finances, Assets, Asset Development & Buildings)

Rationale: The Society has a respected reputation in the community which has resulted in the acquisition of valuable financial assets, including buildings and property. Resource development requires an intentional focus to ensure existing assets and services are well maintained and future opportunities can be pursued.

Objectives	Actions	Resources Needed (people & money)	Responsible	Timelines
Reduce financial liabilities	<ul style="list-style-type: none"> • Pay down mortgages with annual commitment allocated • Host mortgage burning event 	<ul style="list-style-type: none"> • Annually make a lump sum payment from fundraising and donation revenue • See above 	Executive Director and Finance Manager	<ul style="list-style-type: none"> • Annually • Prior to Executive Director and Finance manager's retirement.
Maintain profile of competitive environment	<ul style="list-style-type: none"> • Conduct annual review of competitors in November 	NA	<ul style="list-style-type: none"> • Executive Director 	<ul style="list-style-type: none"> • November.
Board members are actively engaged in fundraising activities & promotions	<ul style="list-style-type: none"> • Each Board member annually participates in at least one fundraising or promotional event 	<ul style="list-style-type: none"> • Board of Directors 	<ul style="list-style-type: none"> • Board of Directors 	<ul style="list-style-type: none"> • Annually
Investments generate income for Society	<ul style="list-style-type: none"> • Review investment policies and activities to ensure highest possible benefit for Pathways is achieved 	<ul style="list-style-type: none"> • Interior Savings 	<ul style="list-style-type: none"> • Executive Director, Finance Manager and representatives form Interior Savings 	<ul style="list-style-type: none"> • Annually

<p>Maximize opportunities with existing properties</p>	<ul style="list-style-type: none"> • Develop a long-term development plan for Franklyn site including services, housing, rentals, etc. • Cultivate partnerships with developers and property management companies 	<ul style="list-style-type: none"> • Development Consultant, financial resources • M 'Akola Development Services 	<ul style="list-style-type: none"> • Executive Director, Finance Manager and the Board 	<ul style="list-style-type: none"> • 2018- 2019
<p>Access additional sources of funding for special projects and/or capital needs</p>	<ul style="list-style-type: none"> • Research grants and funding opportunities to pursue 	<ul style="list-style-type: none"> • BC Housing, Gaming, Federal programs 	<ul style="list-style-type: none"> • Executive Director 	<ul style="list-style-type: none"> • Ongoing

Strategic Direction Two: Demonstrated excellence in human resource practices & success in recruiting employees and volunteers to support our service to the community. (Human Resources & Workplace Culture)

Rationale: The organization's employees are a significant area of strength and success in the recruitment and retention of qualified staff provides capacity to continue to deliver excellent services. Volunteers provide valued support to the projects and purposes of Pathways in both a governance and program capacity.

Objectives	Actions	Resources Needed (people & money)	Responsibility	Timelines
Maintain staff engagement activities	<ul style="list-style-type: none"> • Annual satisfaction surveys for staff and volunteers • Social Committee • Host cultural awareness activities e.g. pot luck lunches and information in newsletters • Board of Directors participate in staff social events e.g. picnics, retirement parties 	Internal	<ul style="list-style-type: none"> • Executive Director, the Leadership team and the Board of Directors 	<ul style="list-style-type: none"> • Annually and ongoing
Recruit qualified staff	<ul style="list-style-type: none"> • Partner with Okanagan College, Spratt Shaw, and UBCO for practicum students • Align with immigrant serving organizations for 	<ul style="list-style-type: none"> • Okanagan College, Spratt Shaw, and UBCO • KCR, COLIP 	<ul style="list-style-type: none"> • Executive Director and the Leadership team 	<ul style="list-style-type: none"> • ongoing

	recruitment opportunities e.g. KCR, COLIP			
Enhance retention strategies	<ul style="list-style-type: none"> • Review options for employment agreements that include stipulations re: length of service and prerequisite repayment (e.g. first aid, CPR is paid for by agency if they stay 1 year) • Maintain ongoing, documented of professional development opportunities • Design a flexible "step process" for new employees to assist with meeting employment requirements 	<ul style="list-style-type: none"> • CLBC increased funding required. Consultation with CSSEA regarding precedence setting. • NA • NA 	<ul style="list-style-type: none"> • Executive Director and the Leadership Team 	<ul style="list-style-type: none"> • January 2019

<p>Active succession planning for leadership roles</p>	<ul style="list-style-type: none"> • Review and update succession plans for senior staff team (minimally 4x's/yr) • Conduct annual review of organizational structure to ensure effectiveness and efficiency (November of each year) 	<p>NA</p>	<ul style="list-style-type: none"> • Executive Director 	<ul style="list-style-type: none"> • 4 times per year. • November
<p>Increase natural community connections and supports for people with diverse abilities</p>	<ul style="list-style-type: none"> • Review staff development opportunities to support confidence and competency in promoting natural supports 	<ul style="list-style-type: none"> • Financial resources to continue to provide and support • NA • NA 	<ul style="list-style-type: none"> • Executive Director and the Leadership team • Executive Director • Executive Director and the Board of Directors 	<ul style="list-style-type: none"> • Ongoing • May • Ongoing

Support governance capacity	<ul style="list-style-type: none">• Review and revise succession plans for Board of Directors (May of each year)• Review Board development needs & provide regular educational opportunities		•	•
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Strategic Direction Three: Assisting Individuals with diverse-abilities to achieve their personal goals through innovative support strategies & values-based services. (Services)

Rationale: Supports provided by the Society have proven to be vital to promoting social inclusion, securing employment, and providing for the housing needs for people with diverse abilities. The Society is committed to innovation and excellence in service delivery and regularly explores new opportunities that will fulfill the mission, vision, and values of the organization, supporting belonging in community, and enhance quality of life.

Objectives	Actions	Resources Needed	Responsibility	Timelines
Advance employment opportunities for people with diverse abilities	<ul style="list-style-type: none"> • Increase employer engagement in the hiring and recruitment process for individuals we support • Maintain recruitment practices to secure more companies and businesses to employ people • Participate in business events to support employment for individuals 	<ul style="list-style-type: none"> • Qualified, flexible staff • Marketing, promotions and funds to support 	<ul style="list-style-type: none"> • Employment Manager 	<ul style="list-style-type: none"> • Ongoing
Promote belonging and involvement in the community for people with diverse abilities	<ul style="list-style-type: none"> • Actively plan for enhanced social, volunteer, employment, and community engagement as part of personal plans and goal setting 	<ul style="list-style-type: none"> • Qualified, flexible staff 	<ul style="list-style-type: none"> • Executive Director and Leadership team 	<ul style="list-style-type: none"> • Ongoing
Ensure individuals are living in quality home share situations.	<ul style="list-style-type: none"> • Maintain monitoring activities including meeting with individuals and home share providers three times per year (minimally) 	<ul style="list-style-type: none"> • NA • Self advocates 	<ul style="list-style-type: none"> • Home Share Managers • Home Share Managers and 	<ul style="list-style-type: none"> • Minimally twice per year • Minimally three times per year

	<ul style="list-style-type: none"> • Ensure individuals are aware of their rights and agency complaint mechanisms • Advocate with Inclusion BC and CLBC to ensure home share providers and agencies are appropriately compensated based on the individuals needs of the person served • Maintain involvement in provincial working groups advocating for home share viability 		Residential Supervisor <ul style="list-style-type: none"> • Home Share Manager • Home Share Managers 	<ul style="list-style-type: none"> • Ongoing • Ongoing
Expand social venture opportunities	<ul style="list-style-type: none"> • Research options for enhancing the range of social ventures hosted by Pathways • Develop proposals as opportunities arise 	<ul style="list-style-type: none"> • Time, qualified knowledgeable people, Employment Manager 	<ul style="list-style-type: none"> • Employment Manger, Executive Director and Finance Manager 	<ul style="list-style-type: none"> • Ongoing
Promote expansion and development of Bikeways	<ul style="list-style-type: none"> • Explore further promotional activities and sales strategies 	<ul style="list-style-type: none"> • Financial resources 	<ul style="list-style-type: none"> • Employment Manager, Propeller Brand 	<ul style="list-style-type: none"> • Ongoing
Ensure individual support strategies are person centred and strength based	<ul style="list-style-type: none"> • Review and update behavioural support and safety plans for individuals as required • Ensure agency capacity to facilitate behavioural support planning is maintained • Maintain communication with union representatives re: Pathways assignment of staff to ensure “best fit” for support role 	<ul style="list-style-type: none"> • Individuals, Support Staff, Families, caregivers, CLBC 	<ul style="list-style-type: none"> • LPN 	<ul style="list-style-type: none"> •

<p>Monitor regulatory and legislative environment to assess service and organizational implications</p>	<ul style="list-style-type: none"> • Maintain involvement in Inclusion BC, CEO Network, and other provincial groups to access current and relevant information • Maintain liaison with local CLBC office to ensure regular communication re: changes to practice, policy, and funding • Attend service provider meetings hosted by CLBC 	<ul style="list-style-type: none"> • Financial Resources • NA • NA 	<ul style="list-style-type: none"> • Executive Director 	<ul style="list-style-type: none"> • Ongoing
<p>Enhance service options for Activity Services provided by Pathways</p>	<ul style="list-style-type: none"> • Review options for sustainable, customized employment for individuals • Reduce facility-based Activity Service programs by 10% each year and replace with community based day supports 	<ul style="list-style-type: none"> • Qualified, flexible staff • Facilitator to develop a concrete action plan 	<ul style="list-style-type: none"> • Employment Manager and Activity Supervisor 	<ul style="list-style-type: none"> •
<p>Promote self advocacy and leadership skills among people with diverse abilities</p>	<ul style="list-style-type: none"> • Maintain Liaison position • Review needs of individuals e.g. social supports, relationship supports, social media and provide opportunities to build confidence and knowledge 	<ul style="list-style-type: none"> • Individual Service Plans 	<ul style="list-style-type: none"> • Leadership team 	<ul style="list-style-type: none"> • Ongoing

Strategic Direction Four: Visibility and accessibility in the community. (Public relations)

Rationale: The organization has a long and respected history of community service. Harnessing social media and implementing expanded promotional activities will help ensure that supportive relationships are welcomed and that people with diverse abilities, their families and caregivers, and other community allies are aware of the important work done by Pathways.

Objectives	Actions	Resources needed (people & money)	Responsibility	Timelines
Review and expand public relations program to increase profile	<ul style="list-style-type: none"> Maintain contract with Adam Less 	<ul style="list-style-type: none"> Financial resources 	<ul style="list-style-type: none"> Executive Director 	<ul style="list-style-type: none"> August
Plan and implement promotional events for Community Living month	<ul style="list-style-type: none"> Host Mayoral/Council election forum ahead of upcoming municipal election (October 2018) 	<ul style="list-style-type: none"> Mayor and Council 	<ul style="list-style-type: none"> Executive Director and Propeller Brand 	<ul style="list-style-type: none"> September 2018
Host 2, re-occurring annual events (Heroes' Gala & Inclusion Chain) to promote Pathways and welcoming for people with diverse abilities.	<ul style="list-style-type: none"> Host 2, re-occurring annual events (Heroes' Gala & Inclusion Chain) to promote Pathways and welcoming for people with diverse abilities. 	<ul style="list-style-type: none"> Time, Financial recourses 	<ul style="list-style-type: none"> Executive Director and Propeller Brand 	<ul style="list-style-type: none"> October
Expand Dine for Diverse Abilities into an annual event	<ul style="list-style-type: none"> Expand Dine for Diverse Abilities into an annual event 	<ul style="list-style-type: none"> Time, Financial recourses 	<ul style="list-style-type: none"> Propeller Brand and Employment Manager 	<ul style="list-style-type: none"> Annually
Review Pathways website for additional ways to promote cultural competency and diversity	<ul style="list-style-type: none"> Add acknowledgement of First Nations communities on website 	<ul style="list-style-type: none"> NA 	<ul style="list-style-type: none"> Executive Director 	<ul style="list-style-type: none"> Annually

	<ul style="list-style-type: none"> • Add acknowledgement of GLBTQ community on website 			
Create a visibility campaign for Pathways	<ul style="list-style-type: none"> • Develop Speakers Bureau with self advocates as co-facilitators • Organize annual calendar of speaking engagements including schools, Chamber of Commerce, business groups, service clubs 	<ul style="list-style-type: none"> • Time 	<ul style="list-style-type: none"> • Employment Manager and Activity Supervisor 	<ul style="list-style-type: none"> • June 2019
Develop promotional plan using Bikeways to increase visibility of Pathways	<ul style="list-style-type: none"> • Secure a local “champion” e.g. Alex Merckx to help promote this pathway • Develop a schedule of annual events linked to Bikeways that capitalize on international cycling activities e.g. Tour de France • Develop some marketing tools (“giveaways”) to help promote Bikeways 	<ul style="list-style-type: none"> • Time, Financial Resources 	<ul style="list-style-type: none"> • Employment Manager 	<ul style="list-style-type: none"> • May 2019
Expanded social media presence	<ul style="list-style-type: none"> • Expand social media presence to include Twitter • Review search engine optimization options to ensure that Pathways is a first hit on Google searches 	<ul style="list-style-type: none"> • Time 	<ul style="list-style-type: none"> • Executive Director and Propeller Brand 	<ul style="list-style-type: none"> • April 2019

Strategic Direction Five: Using technology to promote effective and efficient organizational performance and maximize service outcomes. (Technology)

Rationale: Technology is an integral component supporting organizational business practices and service delivery. Planning enables Pathways to proactively respond to opportunities and challenges that may impact on information management, services to individuals, and improvement activities.

Objectives	Actions	Resources needed (people & money)	Responsibility	Timelines
Maintain current Technology Plan	<ul style="list-style-type: none"> Ensure annual review & update of plan is completed in the month of April 	<ul style="list-style-type: none"> NA 	<ul style="list-style-type: none"> Executive Director 	<ul style="list-style-type: none"> April
Maintenance/service agreements meet Society needs	<ul style="list-style-type: none"> Review and renew service agreements with reputable IT company annually in the month of August 	<ul style="list-style-type: none"> Financial resources 	<ul style="list-style-type: none"> Executive Director 	<ul style="list-style-type: none"> August
Enhance professional development options	<ul style="list-style-type: none"> Explore opportunity to implement E-learning modules for staff, volunteers, people with diverse abilities, families and caregivers Explore topic/subject areas 	<ul style="list-style-type: none"> Time and Financial resources 	<ul style="list-style-type: none"> Leadership Team 	<ul style="list-style-type: none"> Ongoing
Review technology options to enhance system capacity	<ul style="list-style-type: none"> Review technology options to enhance system capacity 	<ul style="list-style-type: none"> Time 	<ul style="list-style-type: none"> Leadership team 	<ul style="list-style-type: none"> Ongoing
Ensure stakeholder input informs technology planning	<ul style="list-style-type: none"> Conduct annual stakeholder feedback from 	<ul style="list-style-type: none"> Time and resources 	<ul style="list-style-type: none"> Activity Quality 	<ul style="list-style-type: none"> January and June

	staff, individuals, volunteers (January & June)		Assurance Manager	
Explore technological innovations for people with diverse abilities	<ul style="list-style-type: none"> Explore technological innovations for people with diverse abilities 	<ul style="list-style-type: none"> Time 	<ul style="list-style-type: none"> Leadership Team 	<ul style="list-style-type: none"> Ongoing