



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

Board of Directors Strategic Planning Session Report

October 26, 2015

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.

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.

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. 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 (for more information go to www.communitylivingbc.ca/projects/quality-of-life/what-is-quality-of-life/). 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

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
- New CLBC contacts
- Commitment to ongoing quality assurance improvement
- Committed leadership team and board
- Experience developing social enterprise
- Financial stability for the past 12 years
- Gaining a higher profile
- New building
- 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

Opportunities

- Private funding contracts
- Diversify service area
- CLBC divesting of home share contracting
- Utilizing Adam Less and Propeller

Weaknesses

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

Threats (including financial)

- Reliant on CLBC funding
- Private contractors

Competitors

Rating:

- Minimal
- Some
- Significant

Organization	Why	Impact	How
Access Resources	Compete for CLBC contracts.	Significant	Provides one-to-one life skills support. Provides specialized residential and home share support. They are no longer providing behavioral support therefore will be inclined to seek new contracts.
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.

Organization	Why	Impact	How
posAbilities	Compete for CLBC contracts.	Some	Provides Behavioral support and interventions, residential, home share, day and employment support. They are a provincial organization that recently secured contracts to do all behavioral supports across the province.
Lifestyle Equity	Compete for CLBC contracts.	Some	Provides specialized residential support.
Okanagan Special People Society	Compete for CLBC contracts.	Some	Provides vocational day programming.
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.
TIER	Compete for CLBC contracts.	Significant	Provides employment supports.
Western Human Resources	Compete for CLBC contracts.	Minimal	Provincially provides residential, home share, day and employment support. Operates residential services in Kelowna.
Work BC	Provide Employment Services	Some	Provincially employment supports.

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
Keep houses and rent them.	Charisse	On going	1
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

Reconstruct Fuller Avenue with affordable housing units only.	Charisse	January 2020	1
The Pathways board of directors to participate collectively, minimally in one Pathways' fundraising or promotional event annually.	Board	Annually	1
Investigate the development of the pods into usable space.	Chuck	March 2016	3

Staffing and Workplace Culture

Goal	Responsible	When	Priority
Continuous staff training and satisfaction action planning.	Daryle	On going	1
Find or develop systems and processes that create less reliance on staff and more interaction with community.	Leadership Team	On going	2
Develop a specific succession plan and implement.	Charisse	February 2016	2
Continued recruitment of qualified staff.	Charisse	On going	1
Review organization structure with the intent to create the most effective structure that meets the needs of individuals and staff.	Charisse via Leadership Team	January 2016	1
Review the mission and vision statement at an in-service and flush out actions that reflect the statements.	Charisse	2016 In-service	2
The Pathways board of directors to hold a wine and cheese meet and greet for all staff annually.	Board	Annually	2
The Pathways board of directors invited to attend staff functions i.e. retirement get-togethers, in-service get-togethers, etc.	Charisse and Board	As they occur	1

Services

Goal	Responsible	When	Priority
Increase employer engagement in hiring the individuals we support.	Daryle and Leslie	Annually	1
Seek out more companies to employ people.	Leslie and Daryle	Monthly	1
Ensure the "fading out process" is paramount in employment and with volunteer sites.	Leslie and Daryle	Monthly	1
Increase opportunities for individuals to be involved in the community both socially and otherwise.	Staff via the Leadership Team	Annually	2
Ensure individuals are living in quality home shares.	Karen	On going	1
Capitalize on CLBC divesting home shares to community agencies.	Charisse and Karen	2016	3
Create a partnership with Pathways and PLAN.	David and Darryl	March 31, 2016	3
Confirm PLAN is a link on the website	Charisse	December 7, 2015	3

Assess the physical needs of the individuals residing at Highland. Relocate to an appropriate property.	Charisse and Mark	Assessment by December 2015, relocation December 2016	2
Assess the need for an activity service site on the Westside. Create if required.	Charisse and Daryle	March 2016	2
Eliminate wood shop production.	Charisse and Leslie	March 2016	1
Assess the quality of the activity service “group service structuring”, make recommendations for improvement and implement.	Daryle	February 2016	1
Create a structure in the Activity Service that supports sustainable employment based on customized employment practices and natural supports in the workplace.	Daryle	April 2016	2
Investigate further development and expansion of shredding and BikeWays.	Leslie and Rhonda	May 2016	2

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	On going	1
Continue to contract with Adam Less.	Charisse	Annually	2
Plan and implement community living events for community living month.	Daryle and Adam	For October	1
Plan two reoccurring annual events to promote Pathways.	Charisse and Adam	January 2016	2
Evolve Dine-for-Diverse abilities into an annual event.	Charisse and Adam	March 2016	1
Create a pool of volunteers for Pathway’s events.	Charisse, Karen and Adam	March 2016	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 monthly.	Charisse	On going	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 website.	Adam	On going	1
Continue to enter into a one year formal maintenance/servicing agreement with a reputable provider of choice.	Charisse	February	2
Continue to encourage and financially support staff to take external training to continually improve their technological knowledge, skills and abilities.	Leadership Team	On going	1
Provide opportunities for individual's receiving service to access computer training.	Daryle	Each Schedule	1
Continue to fully utilize all appropriate ShareVision functions.	Leslie	On going	2

Resources Requirements to Implementation

- Time
- Fund-raising or surplus dollars
- Staff supports

Session summary

- All agreed the process was worthwhile.
- Very good process.
- Keeps the board "eye on the ball".