



Pathways

Pathways Abilities Society Strategic Plan

STRATEGIC PLAN

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This strategic plan was prepared by Resilience Planning:

- Lisa Moffatt
- Alix Krahn

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Introduction

With the advent of COVID in March 2020, Pathways Abilities Society was required to drastically change how we provided services. We were identified as an essential service provider, meaning services continued to operate. However, during the first six months of COVID, very few people attended our activity service at 123 Franklyn Road and many businesses closed. This resulted in layoffs for those supported through our employment services. Many volunteer placements and recreation operators closed, forcing us to provide services in-house, which is not in alignment with our commitment to, “assist people with diverse-abilities to reach their individual goals and to participate and contribute as equal members of the community.” Accessing the community was not an option.

The activity service had to adjust the schedule of activities and the building at 123 Franklyn was utilized far more than ever intended. Staffing shortages and lack of applicants did not help. With more community options now available, we are working on schedules that reflect community participation versus in-house opportunities. Though recruitment is still a significant issue, we are committed to maximizing our community options.

Thank you to everyone for your patience and commitment as we work together to maintain our level of service and commitment to the community.

With appreciation,

Charisse Daley
Executive Director

The Process

In late 2021, Pathways Abilities Society’s Executive Director, Charisse Daley approached Resilience Planning to lead the process to help Pathways develop a three-year strategic plan. Resilience Planning team members, Lisa Moffatt and Alix Krahn reviewed background information including the current strategic plan and the latest annual performance analysis. Then designed a process for this strategic plan.

As part of our environmental scan for the strategy plan, we conducted interviews, hosted two surveys (one for staff and one for community members) and hosted two workshops (one with board members and a specific SWOC workshop on priorities). In addition to this, we held regular meetings with the Executive Director to update her on the project’s process, addressed any issues that arose and adjusted the approach based on updated project needs.

Participation Rates

Table 1 presents a summary of the activities and number of participants.

Table 1. Activities and number of participants

Activity	# of participants
Interviews	7
Staff survey	27
Community survey	17
Board workshop	5
SWOC workshop on priorities	3

What We Heard Report

A complete What We Heard Report was produced that summarized the feedback on engagement activities. It is separate from this Strategic Plan document. We used the feedback from engagement activities to inform the vision, mission, values, strategic priorities, and tasks in this plan.



Vision, Mission, Values

The Strategic plan is aligned with Pathways' vision, mission and values to ensure the proposed actions move Pathways closer to realizing our vision and are compatible with our mission. Based on feedback from engagement activities, proposed updated vision and mission statements are presented below. These updates would require approval from Pathway's Board of Directors. The board felt the proposed updates were too close to the current and left the statements as is.

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 disabilities to reach their individual goals and to participate and contribute as equal members of the community.

Values

Pathways Abilities Society leads with the following values:

- **Diversity.** Expanding our worldview to embrace and support a wide variety of viewpoints so people see themselves represented in the organization. We know that diversity comes with personal and organizational growth and we are committed to supporting it.
- **Trust.** We value the trust the community and our stakeholders have with us. We are present and responsive to needs. People have confidence in our ability to deliver on services and they believe in what we are doing and in the decisions we make.
- **Excellence.** We recognize that we are part of something bigger than ourselves and that we strive for excellence.
- **Accountability.** As a team, we are accountable to each other and the communities we serve. As leaders we are also financially accountable and are stewards of our finances to support the organization's vision and mission.
- **Respect.** We respect the people we serve and want them to feel heard. We know we must give respect to receive it in return. We are also respectful of different opinions and solutions we develop.

Environmental Scan

We asked about strengths, weaknesses, opportunities and challenges (SWOC) from Board members, staff, and the community. A summary of the outcomes is shared below.

Summary

A general overview of the SWOC analysis for the organization as a whole is included below.

Table 2. SWOC summary for the organization

SWOC Category	Summary
Strengths	Overall, the organization is valued for its strong leadership, friendly staff and good employment practices. There are a diversity of services and good services at various locations so people we serve can realize their goals.
Weaknesses	The organization is challenged by low staffing levels, the need for succession planning to be communicated. Focusing on groups rather than individuals and a lack of funding may be contributing to a higher quality experience for the people we serve.
Opportunities	More partnerships for employment services and other services could help meet the needs of the people we serve. Putting more emphasis on the positive impact the organization has would also attract funding and possibly staff. Property acquisitions are seen as an opportunity.
Challenges	Supporting increased wages for recruitment and retention of staff. Attracting new, qualified, younger staff who might grow with the organization. Challenges with the Bikeway location and other recent activity in the area.



For the organization’s priorities

A separate workshop was held to gather SWOC information about the priorities for the organization. A summary of that feedback is presented in the table below.

Table 3. SWOC analysis summary for priorities

Priority Area	Strengths	Weaknesses	Opportunities	Challenges
Services	<ul style="list-style-type: none"> ▪ Employment services ▪ Strong staff team ▪ Level of community inclusion 	<ul style="list-style-type: none"> ▪ People we serve need more guidance to set goals ▪ Documentation requirements of staff 	<ul style="list-style-type: none"> ▪ Onboarding more volunteers 	<ul style="list-style-type: none"> ▪ Impacts of pandemic ▪ Homeshare recruitment ▪ Need for accessible home shares
Human Resources + Workplace Culture	<ul style="list-style-type: none"> ▪ Inclusive hiring ▪ Reimbursing employees for training ▪ Mobility within organization 	<ul style="list-style-type: none"> ▪ Could provide more autonomy for employees 	<ul style="list-style-type: none"> ▪ Consistent, ongoing job postings for staff ▪ More proactive in community to recruit staff 	<ul style="list-style-type: none"> ▪ Non-competitive wages for support workers ▪ Missing recruitment opportunities by posting jobs on same places
Public Relations	<ul style="list-style-type: none"> ▪ Reciprocal relationship with local organizations ▪ Strong relationships with social enterprise organizations 	<ul style="list-style-type: none"> ▪ Lost contracts due to pandemic ▪ Staffing needs to be able to fulfill contractual obligations ▪ Lower public visibility due to 	<ul style="list-style-type: none"> ▪ Increased social media use across platforms ▪ Create full-time marketing position ▪ Tag into events in 	<ul style="list-style-type: none"> ▪ Resources to expand social media ▪ Difficult to get people to commit to weekend events

Priority Area	Strengths	Weaknesses	Opportunities	Challenges
		shielding of buildings	community for promotion	
Finances, Assets, Asset Development + Buildings	<ul style="list-style-type: none"> ▪ ED + Finance Manager good with organization's finances 	<ul style="list-style-type: none"> ▪ Getting into social housing market versus narrowing focus to improve success ▪ Secure fencing around parking lot ▪ Hadgraft Wilson Place maintenance may be a challenge 	<ul style="list-style-type: none"> ▪ Hadgraft Wilson Place building roll-out maintenance may be a challenge 	<ul style="list-style-type: none"> ▪ Paying wages and hiring qualified people ▪ Vandalism downtown
Technology	<ul style="list-style-type: none"> ▪ Training in technology ▪ Tablets at Franklyn for staff use ▪ Tech support contractor is great 	<ul style="list-style-type: none"> ▪ Switching to PayWorks system for payroll helps with reporting ▪ Home share providers on Share Vision alleviates staff requirements 	<ul style="list-style-type: none"> ▪ Getting people to take advantage of training (e.g., Home share providers) ▪ Tablets don't have internet connectivity or access to data (limits their use) 	<ul style="list-style-type: none"> ▪ Home share providers not tech savvy

Strategic Priorities

Each strategic priority includes:

1. **An intent statement:** what we hope to accomplish;
2. **A goal:** a statement of what we want to achieve;
3. **Tasks:** ideas that advance the long term goal; and an
4. **Action plan:** the details of how the objectives will be achieved, who is responsible, the timeframe and the priority.

Strategic priorities are ordered based on support for each as a result of the engagement activity outcomes for this project.

Strategic Priority #1 - Services

Intent

Assisting individuals with diverse-abilities to achieve their personal goals through innovative support strategies & values-based services.

Strategic Priority #1 - Actions

No.	Tasks	Action Plan		
		Who is responsible	When	Priority (1, 2, 3)
1.1	Continue to seek additional partners for employment services.	Employment Developers and Manager	On-going	2
1.2	Create more structure for staff to support guide client goal-setting.	Community Placement Developers	On-going	1
1.3	Provide support to staff to complete documentation (e.g., more time, direction, coaching for job accountability, technology, using a daily reminder on ShareVision).	Supervisors and managers	Q1 2023	2
1.4	Continue to recruit and onboard more volunteers.	Employment Manager	On-going	2
1.5	Increase the number of home share contracts (e.g., 75 contracts to support three home share coordinator positions).	Home Share Managers	Q4 2023	3

No.	Tasks	Action Plan		
		Who is responsible	When	Priority (1, 2, 3)
1.6	Continue to explore new recruitment strategies for home share providers (e.g., Kijiji, enhance our 'Home Share' page on the Website, other avenues).	Home Share Managers	On-going	2
1.7	Increase the number of home shares that are accessible.	Home Share Managers	On-going	1
1.8	Connect with Health Services for Community Living (HSCL) to enable current home shares to be more accessible.	Home Share Managers	Q4 2022	2
1.9	Coordinate Sign language training to home share providers when needed.	Home Share Managers	On-going	3
1.10	Advocate for increased respite rates for home share providers to prevent burnout and promote home share provider self-care.	Home Share Managers	On-going	1

Timeline Definitions:

Q1: January - March

Q2: April - June

Q3: July - September

Q4: October - December

Strategic Priority #2 - Human Resources & Workplace Culture

Intent

Demonstrated excellence in human resource practices & success in recruiting employees and volunteers to support our service to the community.

Strategic Priority #2 - Actions

No.	Tasks	Action Plan		
		Who is responsible	When	Priority (1, 2, 3)
2.1	Reimburse employees for training who pass their probation period.	Executive Director	Q1 2022	1
2.2	Learn where employees want more autonomy and work to address those opportunities.	People and Culture Manager	Q4 2022	2
2.3	Create and execute a strategy for more proactive recruitment of staff.	People and Culture Manager	Q3 2022	1
2.4	Explore new places and new ways to advertise open job positions to attract talent from beyond the usual places.	People and Culture Manager	On-going	1
2.5	Focus development and career progression for people we serve.	Employment Manager	On-going	2
2.6	Focus development and career progression for employees.	People and Culture Manager	On-going	2
2.7	Identify and eliminate barriers to access for persons with diverse abilities to be	Employment	Q4 2022	2

No.	Tasks	Action Plan		
		Who is responsible	When	Priority (1, 2, 3)
	employed at Pathways.	Manager		
2.8	Continue to implement the Cultural Diversity Plan.	People and Culture Manager	On-going	1
2.9	Home Share Managers will send out a community schedule to providers regularly (e.g., monthly) to provide Home Share providers with information about what is offered within the community. This will support community connection and help home share providers access more support.	Home Share Manager	On-going	3
2.10	Create opportunities for individuals to be out in the community.	Activity service supervisors, home supervisor	On-going	1
2.11	Continue to implement resources, policies and procedures that promote inclusion, accessibility and diversity (e.g., continue to implement more gender-inclusive language).	Leadership Team	On-going	1

No.	Tasks	Action Plan		
		Who is responsible	When	Priority (1, 2, 3)
2.12	Work to improve team wellbeing and organizational culture; mainstream employee wellness when possible.	People and Culture Manager	On-going	1
2.13	Overhaul human resource systems to streamline and effectively support employees.	People and Culture Manager	Q1 2023	1
2.14	Continue to leverage the talent and skills of current employees by surveying staff to identify talents that could be shared (e.g., dance, knitting, music, etc.). Engage staff that show leadership qualities in planning training opportunities.	People and Culture Manager and Activity Service Supervisors	On-going	2

Timeline Definitions:

Q1: January - March

Q2: April - June

Q3: July - September

Q4: October - December

Strategic Priority #3 - Finances, Assets, Asset Development & Buildings

Intent

Financial resiliency. Asset management strategies support future planning and capacity building.

Strategic Priority #3 - Actions

No.	Tasks	Action Plan		
		Who is responsible	When	Priority (1, 2, 3)
3.1	Explore additional social housing opportunities.	Executive Director	2025	3
3.2	Determine how Hadgraft Wilson Place will be managed.	Executive Director	Q3 2022	1
3.3	Work with community partners and the City to address the increased experiences of vandalism in the downtown area at and near Pathways' facilities.	Employment Manager	Q3 2022	2
3.4	Install security measures that prevent vandalism to the St. Paul building.	Employment Manager	Q3 2022	2
3.5	Consider ways to make buildings more visible to the public.	Executive Director	2025	3

Timeline Definitions:

Q1: January - March

Q2: April - June

Q3: July - September

Q4: October - December

Strategic Priority #4 - Public Relations

Intent

Visibility and accessibility in the community.

Strategic Priority #4 - Actions

No.	Tasks	Action Plan		
		Who is responsible	When	Priority (1, 2, 3)
4.1	Continue maintaining relationships with local organizations.	Employment Manager	On-going with ICO	2
4.2	Continue maintaining relationships with local social enterprise organizations.	Employment Manager	On-going	2
4.3	Follow up on contracts lost during the pandemic.	Employment Manager	On-going	2
4.5	Increase social media use across platforms.	Leadership Team and Marketing Contractor	On-going	2
4.6	Tag into existing and on-going community events to help promote Pathways' work.	Executive Director and Marketing Contractor	On-going	2

Timeline Definitions:

Q1: January - March

Q2: April - June

Q3: July - September

Q4: October - December

Strategic Priority #5 - Technology

Intent

Using technology to promote effective and efficient organizational performance and maximize service outcomes.

Strategic Priority #5 - Actions

No.	Tasks	Action Plan		
		Who is responsible	When	Priority (1, 2, 3)
5.1	Create incentives for home share providers to participate in training.	Home Share Managers	Q3 2022	2
5.2	Improve the functionality of tablets for staff by enabling internet or data access.	Executive Director	Q3 2022	2
5.3	Address barriers so home share providers are more savvy with technology (e.g., SharePoint).	Home Share Managers	Q3 2023	2

Timeline Definitions:

Q1: January - March

Q2: April - June

Q3: July - September

Q4: October - December