



Port Alberni Association for Community Living

**Port Alberni Association for Community Living
Extended Strategic Plan
February 2020 – June 2021**

Message from the Executive Director, Craig Summers

It was a real privilege working on the Strategic Plan over the past few years and I believe it provided PAACL with some great direction as we were very successful in a lot of areas. Planning for the next PAACL Strategic Plan was unfortunately interrupted due to the Covid-19 Pandemic as it was very difficult for all stakeholders to meet collaboratively to plan the next few years.

Taking into account the status of the current Strategic Plan, feedback from the PAACL Board Management team and some great input and feedback from 2019 Stakeholder Surveys, I developed an interim/extended Strategic Plan to carry us over the next year until we can formally plan again in the late spring of 2021.

We still have a few areas to complete from the current plan and some additional goals to focus on as we make our way through 2020.

Introductory Statement

This plan is an extension from the Strategic Plan 2017 – 2020 which was developed by the board, employees, and self-advocates of PAACL. Additional goals and objectives were taken from the feedback received through stakeholder surveys such as Employee Satisfaction, Quality of Service and Board Member feedback surveys. This is still a very actionable plan that will guide decision making and priorities at PAACL over the next year and into the year 2021.

All who participated in this process recognized that there are many assets at PAACL, and that the organization is successful in serving all its valued individuals and families. The following plan reflects the desire of the PAACL board, staff, and self-advocates to further create a world that is inclusive, accessible, and respectful.

Vision

PAACL advocates with and for persons with diverse abilities to have choices and to live inclusively in the community.

Mission

We engage the community in including people with diverse abilities for the benefit of everyone.

Values

The following values are the backbone of the work that PAACL does:

<i>Person-centered</i>	Participants and their needs are the primary focus of PAACLs programs and services
<i>Inclusive</i>	Each individual's unique qualities are valued at PAACL; we actively create and maintain an environment that promotes diversity and inclusion
<i>Accessible</i>	PAACL is responsible for eliminating barriers to support by ensuring that all programs and services are accessible to all
<i>Respectful</i>	Board members, employees, and self-advocates behave in a manner that reflects the dignity and potential of all human beings
<i>Safe and Supportive</i>	All PAACL sites are safe, supportive, and caring environments for participants, staff, volunteers, and other stakeholders
<i>Collaborative</i>	PAACL works in partnership with agencies, stakeholders, and funders to meet the needs of the individuals that we serve

SWOT Analysis

Like all non-profit organizations, PAACL is influenced by internal and external factors. Some of these factors are beyond PAACLs control, but the organization needs to be aware of their potential impact. Similarly, many of the strengths, weaknesses, opportunities, and threats are leverage points for PAACL.

Strengths	Weaknesses
<ul style="list-style-type: none"> • Staff experience* • Opportunity for collaboration – in organization and community • Community reputation* • Fiscal responsibility and health • Diversity and number of programs • Capital assets (buildings and other assets owned) • Creative thinkers on PAACL team • Union = strong wages, benefits, participation • Geographic locations – PAACL has expanded programs to other communities 	<ul style="list-style-type: none"> • Reliance on government funding • Contract and RFP limitations* • Funding constraints – can't do everything with all funding types* • Systemic gaps in service around province (i.e. transitions) • Funding* • Relationship with CLBC staff due to turnover • Attracting new board members • Keeping staff – small pool; many positions • Union agreement re seniority • Waitlists for programs and CLBC referral process • Geographic challenge – buildings and municipalities
Opportunities	Threats
<ul style="list-style-type: none"> • Funding – potential grants • Staff desire for collaboration/communication • Social enterprise/fee-for-service model (not reliant on CLBC) • Expansion of services (closing the gap, transitions) • Recruitment and retention • 60th anniversary of PAACL • Home share program • Marketing – staff, board, clients, homeshare • Individualized funding – potential to pool clients/families • Growth – in programs and staff opportunities* 	<ul style="list-style-type: none"> • Covid-19 • Longevity of staff and upcoming staff retirements • Recruiting and retaining staff • Funding* • Competition – 3 other local agencies vying for contracts CLBC contracts* • CLBC Family Preference protocol: families given choices of 3+ available service providers to choose from when obtaining services; may not know about the positive attributes of PAACL • Funders lacking education on housing models for those with diverse abilities

*Indicates that these issues were raised in the previous plan.

PEST Analysis

Unlike the SWOT, which examines internal and external factors that affect PAACL, the PEST analysis looks only at external. Here are the political, economic, social, and technological forces affecting PAACL:

Political <ul style="list-style-type: none">• Reliance on government funding• Election year – could be more funding or could be less, depending on who’s elected• Advocating to government (Ensuring affiliations such as Inclusion BC, Board Voice and CEO Network are representing the needs of our agency and sector)• Changing political policies (ex. housing)	Economic <ul style="list-style-type: none">• What we’re funded for and what PAACL pays for do not balance out• Many clients do not have enough money to get through the month (PWD rates low and stagnant)• Cost of living/housing has increased• Though Port Alberni’s job market is slow, jobs are available to PAACL clients because they aren’t looking for FT, year-round work
Social <ul style="list-style-type: none">• Lots of accessible services in Port Alberni• Strong partnerships with other agencies and services (i.e. Chamber of Commerce; Special Olympics; Bulldogs)	Technological <ul style="list-style-type: none">• PAACL website needs to be more user-friendly• Hard to find funds to upgrade/optimize use of technology

SWOT and PEST analyses are necessary before any strategic priorities are identified. Just as vision, mission, and values are a required foundation for an organization’s priorities and decision-making, SWOT and PEST analyses are needed to help strategic planning participants proactively leverage opportunities and mitigate threats.

Strategic Pillars

The five strategic pillars below are the functions of PAACL as an organization. Utilized in previous strategic plans, planning participants confirmed that consideration of these five pillars is essential in creating a holistic plan. The strategic pillars are linked to each other, and the strategic priorities that emerged may effect or be affected by more than one pillar.



Strategic Pillars and Priorities

Facilities

1. Optimize all facilities for service delivery.
2. Ensure stewardship of all facilities.

Finance

1. Increase revenue-generating activities.
2. Implement enhanced processes for finance department

Human Resources

1. Market PAACL as the biggest and best local employer in its sector.
2. Understand and articulate future staffing needs.
3. Increase access to human resources information and support

Leadership

1. Increase communication across the organization.
2. Board/ED development.

Programs and Services

1. Deliver safe, quality programs and services

Facilities

Strategy: Optimize all facilities for service delivery.

Goal: Follow up on approved projects and capital expenditures

Tactics	Timeline	Budget implication	Measurement	Who to do
<ul style="list-style-type: none"> Address currently deferred projects (Signage) Submit request for wheelchair vans to CLBC 	2020 - 2021	Staff time Funder Request	Signage posted	Executive Director

Goal: Ensure that facilities are meeting the needs of persons served and the organization.

Tactics	Timeline	Budget implication	Measurement	Who to do
Gilley residence: <ul style="list-style-type: none"> Maintain outdoor living space and areas for Residents Conformity to residential neighborhood 	2020 - 2021	Staff time Program Costs Approved capital expenditures if required	Painting, patio and lawn area maintained	Program Manager
Huff residence: <ul style="list-style-type: none"> Utilize residence as home-base for Community Inclusion Programs Assess and research options for alternate site (has outgrown current space due to increase in referrals and staffing) 	2020 - 2021	Capital expenditures to be approved by Board. Program costs will be consolidated between programs	C/I and SHS Programs are run successfully out of building	Program Manager/ED
Nanaimo (PSI) building: <ul style="list-style-type: none"> Explore alternate space as current building continues to have electrical and pest issues. 	2020 - 2021	Program Manager/ED	New sites are proposed	Program Manager/ED
Administration: <ul style="list-style-type: none"> Re-organize allocated offices/space to allow for comfort as programs continue to grow; Explore additional commercial space 	2021	Capital improvements; to be approved by Board	Program/office spaces are not over-crowded	Executive Director/ Finance Director

Strategy: Ensure stewardship of all facilities.

Goal: All PAACL properties should be well maintained and easily identified.

Tactics	Timeline	Budget implication	Measurement	Who to do
<ul style="list-style-type: none"> • Purchase and mount PAACL signage on Administration Buildings 	2020 - 2021	Funding approved from previous operating surplus	Sign mounted	Executive Director

Finance

Strategy: Increase revenue-generating activities.

Goal: Seek new methods to fund PAACL programs and services, including Pathways and the ACL Foundation.

Tactics	Timeline	Budget implication	Measurement	Who to do
<ul style="list-style-type: none"> • Explore additional funding opportunities to enhance or expand services 	2020 - 2021	Staff time	New funding or grants obtained Website Donate Button	Executive Director/ Program Managers

Strategy: Implement enhanced processes for finance department

Goal: PAACL will implement online banking processes and vender direct payment opportunities

Tactics	Timeline	Budget implication	Measurement	Who to do
<ul style="list-style-type: none"> • Finance Director and applicable staff participate in training as it applies to the implementation of online banking through RBC Express 	2020 - 2021	Staff time & development	RBC Online is utilized for account payments	Finance Director Admin Support

Human Resources

Strategy: Market PAACL as the biggest and best local employer in its sector.

Goal: Attract highly qualified candidates by reputation, word of mouth, and the endorsement of current staff.

Tactics	Timeline	Budget implication	Measurement	Who to do
<ul style="list-style-type: none"> Continue to promote the benefits that differentiate PAACL from other organizations offering similar programs 	2020 - 2021	Staff time	Feedback from employees	Human Resources Director; ED
<ul style="list-style-type: none"> Hire a professional web design firm to re-develop website; promote this to potential candidates 	2020 - 2021	\$3000 - \$5000: Operating budget	New website operational and esthetically improved	Executive Director
<ul style="list-style-type: none"> Application to Work BC Foundational Grant for tailored training curriculum for future prospective staff 	2020 - 2021	Expense would be prepaid but reimbursed 100% at completion of training program	Increased number of qualified applications	Executive Director/ HR Director

Strategy: Understand and articulate future staffing needs.

Goal: Prepare for both short-term (vacations, emergencies) and long-term (retirements) leadership changes.

Tactics	Timeline	Budget implication	Measurement	Who to do
<ul style="list-style-type: none"> Finalize Succession Plan for Executive Director 	2020	Staff time	Plan developed	Board/ED
<ul style="list-style-type: none"> Implement cross-training in senior management roles and develop/maintain desk manuals for each position or function 	2020 - 2021	Staff time	Desk manuals complete	Senior Managers Executive Director

Strategy: Increase the access to Human Resources

Goal: Provide various avenues for staff to access the services of Human Resources

Tactics	Timeline	Budget implication	Measurement	Who to do
<ul style="list-style-type: none"> Develop and distribute feedback survey to determine the need for enhanced access 	2021	Staff time	Survey feedback received	HR Director/ED
<ul style="list-style-type: none"> Develop various avenues for staff to easily access Human Resources i.e. email, FAQ communication, easy access to policies and procedures & collective bargaining agreement 	2020 - 2021	Staff time	Plan developed	HR Director/ED

Leadership

Strategy: Increase communication across the organization.

Goal: Help employees, managers, and board members better understand the current work of PAACL.

Tactics	Timeline	Budget implication	Measurement	Who to do
<ul style="list-style-type: none"> Submit regular Communication Memo's to all staff via program and personal email distribution 	2020 - 2021	Staff time	Communication received by all Staff and Managers	Executive Director
<ul style="list-style-type: none"> Share updates from funders and affiliates to all Program Managers (CLBC, MCFD, CSSEA) 			Closed groups developed for appropriate and applicable programs	Executive Director/ Program Managers
<ul style="list-style-type: none"> Utilize PAACL facebook and website to share information and success stories; implement closed groups for staff, persons-served and families 			Documented	Executive Director
<ul style="list-style-type: none"> Provide opportunities for Board members to visit program sites throughout PAACL 				

Strategy: Board development.

Goal: Give board members the training and opportunities they need to be successful.

Tactics	Timeline	Budget implication	Measurement	Who to do
<ul style="list-style-type: none"> Develop Board development plan <ul style="list-style-type: none"> Utilize Learning for Leaders resource materials and videos 	2021	Board time and commitment	Process developed	Board President/ Executive Director
<ul style="list-style-type: none"> Develop Executive Director evaluation process to provide annual assessment and avenue for feedback 	2021		Process developed and regular review documented	Board Management Committee

Programs and Services

Strategy: Deliver safe, quality programs and services

Goals: Ensure that referred individuals receive most beneficial programs and services in a safe environment

Tactics	Timeline	Budget implication	Measurement	Who to do
<ul style="list-style-type: none"> Develop and implement extensive safety measures to protect individuals and staff from pandemic virus and illnesses; receiving feedback from staff and guidance/direction from Public Health officials, WorkSafe BC and CLBC/MCFD 	2020 – 2021	Program costs and/or applicable expenses costed to CLBC re COVID-19	Safety measure in-place and in-line with WSBC requirements and PHO guidelines COVID-19 Safety Plans posted at all sites	Executive Director/ Program Managers