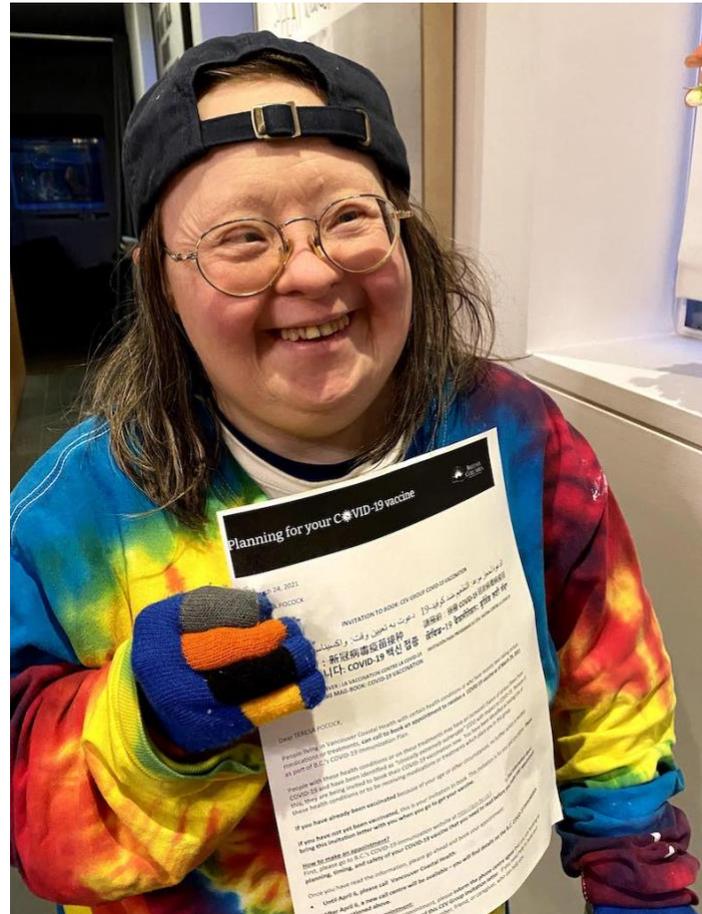


Spectrum Society for Community Living

Strategic Plan, 2021 – 2024



At Spectrum Society for Community Living, we acknowledge that we live, work and play on the traditional, ancestral and unceded territory of the Coast Salish peoples including the Skwxwú7mesh (Squamish), Stó:lō and Selilwətaʔ/Selilwitulh (Tseil-Waututh) and xʷməθkʷəy̍əm (Musqueam) Nations.

Table of Contents

A Message from Spectrum’s Board Chair and Executive Director	3
Background.....	4
Spectrum’s Vision, Mission, and Values and Beliefs	5
Key Research Findings.....	6
Plan Goals	7
Goal Descriptions, Outcomes and Strategic Summaries	8

Cover Photo Credit: Franke James – Photo of Teresa receiving her Vaccination Letter from the Ministry of Health

Strategic Plan graphics created by Ray Hunter.

Strategic Planning Facilitation by Marsha D'Angelo of Apostrophe PR

A Message from Spectrum’s Board Chair and Executive Director

At Spectrum Society for Community Living (Spectrum), we’ve worked hard this past year to protect the health and safety of our staff, the people we support and their families. The COVID-19 pandemic has altered how we work, communicate and deliver services, but it has not changed our vision or values. In fact, we believe that meaningful community engagement and social connections are more important than ever.

In September 2020, we began work on our 2021-2024 strategic plan. In partnership with an external consultant, we engaged over 100 of our stakeholders including the people we support, their families, our staff and leadership team, and several of our community partners. We are grateful to the many individuals who spoke candidly about what they believe Spectrum does well, and where they see opportunities for improvement.

The result of these many conversations is a strategic plan that we believe:

- Continues to enhance quality of life for the people we support through *active* engagement in community, and meaningful connection with family and friends.
- Embraces the principles of Diversity, Equity and Inclusion in order to strengthen Spectrum’s teams and build mutual understanding with our diverse stakeholder groups.
- Safeguards Spectrum’s unique values, culture and contributions to the community living sector while helping us to identify and nurture future organizational leaders.
- Expands and maintains our community partnerships to promote continuous learning, collaboration and innovation.

We are excited about the direction of the organization and the work ahead. We are proud that the very stakeholders we support have informed our plan’s goals, and that we have the guidance needed to move even closer to a time when *all* people feel included, heard and respected.

Signed

Ernie Baatz, Executive Director

Signed

Dr. Gulraj Thauli, Board President

Background



Spectrum Society for Community Living supports people with disabilities to experience full citizenship and genuine belonging in community. At the heart of our organization is the belief that a customized, person-centered approach can best support the needs of individuals and their families. Spectrum's decades long dedication to planning, listening, and building supportive and engaged networks has resulted in a unique culture that is valued by persons served, families and staff.

In 2010, we set out to shift from an agency directed to person directed approach to supporting individuals and their families. Over the past ten years, we have worked to ensure each person is leading their own life with the assistance of family, friends and others of their choosing. With the goals of our last strategic plan mostly accomplished, we were ready to kick-off our next round of strategic planning in 2020. In partnership with an external consultant, we launched an extensive process of stakeholder engagement to inform Spectrum's priorities to 2024.

Over the course of several weeks, we spoke to as many people as possible. Through remote conversations, online facilitated planning sessions and surveys, all following COVID safety guidelines, we heard from 106 stakeholders including:

- The Board of Directors
- Self-Advocates
- Families
- Employees
- Spectrum leaders
- External stakeholders representing the perspectives of peer organizations, Indigenous communities and funders.

The result of this engagement is five goals (see page 7) we believe will move the organization, over the next three years, even closer to our vision.

Spectrum's Vision, Mission, and Values and Beliefs

Vision

Spectrum Society for Community Living believes that community is enriched by the presence and contributions of its citizens with disabilities. We believe that together we can create a world where all people are valued, their voices heard, their choices respected.

Mission

Spectrum Society's mission is to support people with disabilities to experience full citizenship and genuine belonging in community. We are committed to continuous learning and improvement through research into leadership and best practice. As a service-providing agency, our focus is on strengthening the capacity of individuals and their personal networks, augmenting rather than replacing natural supports.

Values and Beliefs

Every person has the right to direct his or her own life. Every person is entitled to respect and dignity. Every person has something to contribute. Mutually rewarding relationships enhance the quality of life. We encourage innovation and creativity. Diversity strengthens our communities and our workplaces.

Key Research Findings

Using the Appreciative Inquiry framework, we engaged 106 individuals who all gave generously of their time and ideas in facilitated sessions, surveys and interviews. After poring over the research results, we identified several themes that have informed the development of this strategic plan. Some of the key findings were:

- Safeguarding Spectrum and all that makes it special is a priority for all stakeholder groups. People spoke candidly about how much they value the leadership of Ernie Baatz and Susan Stanfield. They also expressed a real determination to protect the organization's unique culture and influence through any future leadership changes.
- Social connection and community engagement continue to be top priorities, but with an even greater focus on the active and meaningful involvement of each individual in the relationships and activities that are most important to them.
- Spectrum employees take great pride in working for the organization. 96% said they are proud to work at Spectrum, and 98% believe the work they do makes a positive difference in the lives of people with disabilities.
- Diversity, Equity and Inclusion are priorities for Spectrum stakeholders with education, training and the need to build meaningful relationships with Indigenous communities identified as critical initiatives for the organization going forward.
- Our many partnerships and connections with community and peer organizations benefit Spectrum and the people we support by creating opportunities for continuous learning, and projects in areas like housing, employment and community development.

Plan Goals

The following goals reflect the key research themes. They are designed to move the organization closer to its vision while embodying Spectrum's core values and beliefs. Goals 1 and 2 will continue the important work of supporting relationships and community connections, Goal 3 is designed to safeguard Spectrum through any changes in leadership, Goal 4 will build greater understanding of the diverse groups we work with and ensure everyone feels welcome and included, and Goal 5 continues our commitment to partnering with others to build organizational strength and continuous learning.

Spectrum Society for Community Living: Our Goals for 2021 - 2024



Goal 1 : Spectrum Society will support Individuals to be actively engaged in community.



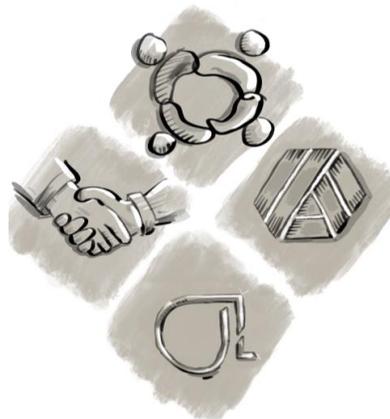
Goal 2 : Spectrum Society will actively support Individuals to strengthen their social connections.



Goal 3 : Spectrum Society will ensure a sustainable and secure future for the organization.

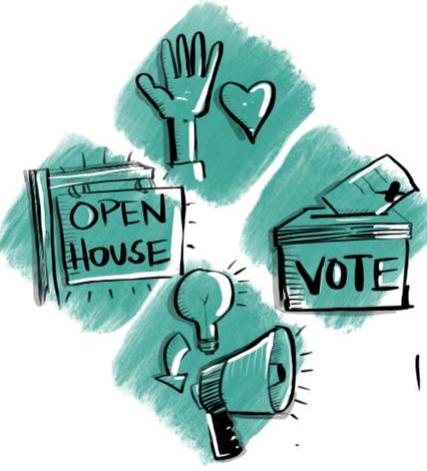


Goal 4 : Spectrum Society will be aligned with and accessible to the diverse communities we support.



Goal 5 : Spectrum Society will expand and maintain its community partnerships.

Goal Descriptions, Outcomes and Strategic Summaries

	<p>Goal 1 Description: Spectrum Society recognizes that quality of life is enhanced when individuals have opportunities to contribute to community in active and meaningful ways.</p> <p>Goal 1 Outcome: Individuals will be actively engaged in their households, known in their neighbourhoods and contributing in their communities.</p> <p>Strategic Initiatives Summary: The initiatives under this goal work to promote active engagement as individuals re-connect to community post-COVID. It includes the design and delivery of training, mentorship and steps to embed active engagement practices into all areas of Spectrum. This initiative also includes a review of the organization’s employment services.</p>	<p>Goal 1 : Spectrum Society will support Individuals to be actively engaged in community.</p>
	<p>Goal 2 Description: Spectrum Society recognizes that quality of life is enhanced when individuals are meaningfully connected to family and friends.</p> <p>Goal 2 Outcome: Individuals will have mutually rewarding relationships with family and friends.</p> <p>Strategic Initiatives Summary: While Spectrum’s longtime focus has been on building strong personal networks, many individuals continue to experience loneliness and isolation (particularly during COVID). This initiative starts from a place of COVID recovery and builds to inform the creation of projects that encourage meaningful social connections.</p>	<p>Goal 2 : Spectrum Society will actively support Individuals to strengthen their social connections.</p>

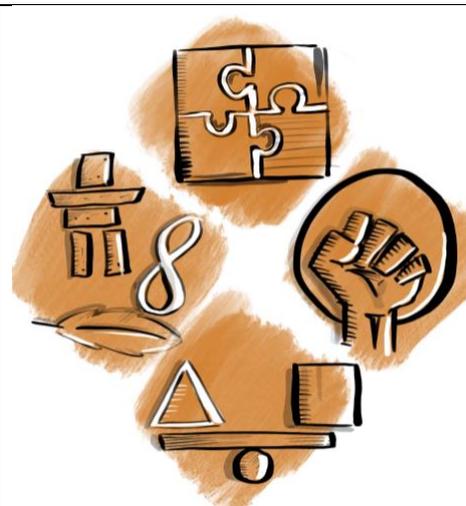


Goal 3 Description: A succession plan to safeguard Spectrum Society will identify and develop future leaders while preserving the organization’s unique values, culture, and contributions to the community living sector.

Goal 3 Outcome: We will have an effective leadership development program and a succession plan in place that ensures Spectrum’s Vision and Mission are respected irrespective of who is leading the organization.

Strategic Initiatives Summary: These initiatives seek to design a process of succession planning that nurtures future leaders while ensuring the unique culture, values and practices of Spectrum are protected. This will include documenting and preserving the founders’ experience and unique approach to community living.

Goal 3 : Spectrum Society will ensure a sustainable and secure future for the organization.



Goal 4 Description: Embedding the principles, practices and messaging of diversity, equity and inclusion into all areas of the organization will strengthen Spectrum’s teams and build mutual understanding with the diverse people and networks we support.

Goal 4 Outcome: All who are connected to Spectrum will feel welcome and valued.

Strategic Initiatives Summary: Spectrum has long focused on cultivating inclusion in community for the people we support. The organization is now looking at creating policies, practices, stakeholder outreach, training and communication that are as diverse, equitable and inclusive as possible.

Goal 4 : Spectrum Society will be aligned with and accessible to the diverse communities we support.



Goal 5 Description: Just as the people we support are strengthened by their networks and connection, so too is our organization. Spectrum will build its network of community partners to promote continuous learning, collaboration and innovation.

Goal 5 Outcome: Spectrum will be a collaborative member of its many communities. We will have a wide range of partnerships that are mutually beneficial and sustained over time.

Strategic Initiatives Summary: Spectrum will embark on a process of discovery to examine its current and prospective partnerships. We will also look to guide, mentor and connect Spectrum leaders to meaningful partnership opportunities.

Goal 5 : Spectrum Society will expand and maintain its community partnerships.