



Everyone thriving in strong,
healthy communities

Strategic Vision 2016-2019



**Pacific Community
Resources Society**





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Strategic Vision Introduction

The Strategic Vision 2016/19 (SV 16/19) reflects the Vision, Mission and Guiding Values of PCRS. It embraces the excellent work of Pacific Community Resources (PCRS) and inspires us, over the next three years, to continue to do what we do best: deliver effective, high-quality community services to the people who are often vulnerable or marginalized from society. We will identify gaps in service and find solutions to address inequality and social justice for complex problems such as poverty, child abuse, mental health, substance misuse, violence and homelessness. We will remain strongly committed to our partnerships and collaborating with the communities we serve. We will ensure a healthy workplace that engages and values the people who serve.

Whatever you can do, or dream you can; begin it. Boldness has genius power and magic in it.

~ Goethe

To effectively accomplish the Strategic Vision 2016/19, a high level Operational Plan will be developed to ensure the Outcomes and Strategies for Success contained in the Strategic Vision become a reality.

Our Vision

Everyone thriving in strong, healthy communities.

Our Mission

Inspiring healthy and inclusive communities through leadership and collaboration.

Our Guiding Values

Advocacy



We advocate and collaborate with community partners for systemic change to advance social justice.

Diversity & Inclusion



We aspire to create an environment that fosters a sense of belonging, dignity, and respect.

Empowerment



We empower the people we serve, the communities we serve, and each other.

Service Excellence



We provide high-quality, people-centred services through creativity, collaboration, and growth.

Stewardship



We ensure financial and environmental sustainability through sound policy and innovative practices.

Wellbeing



We support the health, growth, and wellbeing of the people we serve, each other, and our families.

The Process to Develop the Strategic Vision 2016-19

Prior to the development of a strategic direction, it is important for an organization to understand the environment in which it is operating. The areas examined were finance, human resources, stakeholders, central administration, services and the external context. During the past months, a majority of PCRS staff, as well as the Board of Directors, were involved in the development of the Strategic Vision 2016/19. This inclusive process ensured that everyone had a direct voice in the future of the agency.

Good business leaders create a vision, articulate the vision, passionately own the vision, and relentlessly drive it to completion.
— Jack Welch

To clarify the strategic direction, discussions were facilitated using key questions on the current state of affairs, risks, emerging trends or issues, and future priorities. As well, the Vision, Mission, and Guiding Values of the agency were reviewed and updated. The process involved a series of staff workshops, facilitated meetings, a Board Retreat, and team and individual meetings. The Outcomes and Strategies for Success, which form SP 16/19 mirror the Vision, Mission and Guiding Values brand PCRS.

The Environment

Finance

Financial stability and sustainability is key to our ability to provide services on behalf of the communities we serve. Sustainability is described as an agency's ability to maintain the overall operation while, at the same time, being able to react to opportunities and weather threats which were not predicted. In 2014, a particular focus was placed on seeking major stakeholder feedback. There was consensus that PCRS has matured and grown and that the agency is ready for new challenges. PCRS is viewed as a key partner to government and sector leaders with the capacity and the strength to look at future opportunities to provide new services on behalf of, and in collaboration with, the community.

The organization demonstrates responsible stewardship of its finances. PCRS has benefited from strong financial leadership, skilled staff members and sound financial management.

- CARF Accreditation Report 2014

As PCRS strategically plans for the next three years, certain trends in the not-for-profit world will influence the work:

- Increased scrutiny of finances.
- The importance of income diversification.
- Striking a balance between collaboration and competition.
- Pressure to "do more with less" while meeting service targets and valuing staff.

PCRS is a fiscally responsible agency; it will continue to steward its finances and meet future challenges. The plan for long term solvency will build on existing strengths, collaborations and accomplishments. The goal of developing or acquiring social purpose real estate will mitigate against vulnerability in one of the world's most expensive real estate markets. This strategy will diversify our long-term assets while creating spaces that value the people we serve and those who serve.



The Broadway Youth Resource



Chilliwack Health and Housing Centre

Human Resources

The PCRS workforce is stable; over the past four years there has been a 12.5% average turnover in the agency. The Community Social Services Employer's Association (CSSEA) turnover average rate over the same period of time is 12.57%. The majority of staff are female (66%) and staff speak thirty languages. Serving close to 15,000 youth, adults and families in 2014, the 270 PCRS staff and 300 volunteers have the knowledge, skills and ability to ensure excellent service delivery. Surveys, reports and the accreditation process demonstrate the stability of an engaged, professional staff.



The staff members of PCRS are its greatest asset. The staff members are spirited, motivated, and person centred. They all have the needs of the persons served at the forefront of the services they are providing. The staff are enthusiastic and proud of the work PCRS is doing.

~ CARF Accreditation Report 2014

As PCRS moves forward, human resources will continue to address the challenges and needs of a large and complex organization and be reflective of an authentic culture which mirrors:

- Respect, honesty, trust and integrity
- Inclusion and diversity
- Wellbeing
- Training, coaching and mentoring
- Fair compensation

Stakeholders

PCRS communicates with the people we serve, the communities we serve, and the people who serve as part of continuous quality improvement. These groups are our stakeholders. Through communication, our profile is raised and the excellent work of our sector, our staff, and the mission of the agency is showcased. As well, PCRS encourages and seeks stakeholder input; stakeholder reports, over the past few years, demonstrate that PCRS has an outstanding reputation and is considered to be a leader in the sector.



**“It doesn’t get
much better than
this.”**

*One of PCRS' stakeholders speaking about
our services (2014 Stakeholder Report).*

Central Administration & Field Support Services

It is essential that internal systems, Information Technology (IT), Facilities, Risk Management, Occupational Safety and Health (OSH), Communications, Continuous Quality Improvement/Accreditation, and Greener Practices work as efficiently and effectively as possible to ensure that the people who serve, as well as programs and services are well supported. PCRS will continue to ensure high quality risk management and business processes and practices. Policies and procedures will reflect systems, which contribute to outstanding service delivery.

Services

PCRS has an excellent and well-deserved reputation for the provision of quality, outstanding service to youth, adults, and families. The leadership and front line staff are highly respected for their integrity, knowledge, training, and strong regard for people. PCRS is considered to have significant expertise; the approach to youth, adults and families, and the service delivery models are described as responsive, cutting-edge, and creative.



PCRS Youth hard at work!

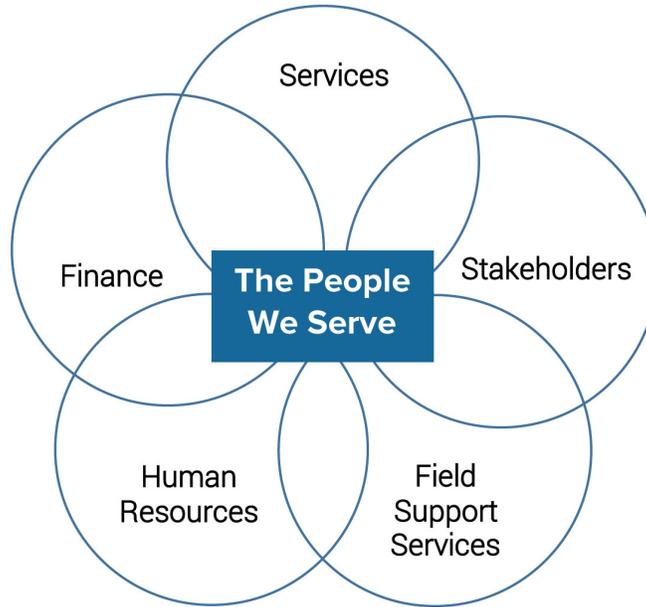
As the CARF 2014 Accreditation Report noted, "PCRS is an innovative, dynamic, not for profit." The people who serve are supported and engaged in the delivery of an array of integrated services in order to advocate, meet changing needs, and to continue to address the many challenges facing the people we serve. Every young person, family and adult connected to PCRS receives holistic services. Key to the work is a commitment to integrate service delivery, which is people-centred, inclusive, collaborative, and evidence-based. The strength of service delivery highlights a highly successful agency, which is well positioned to serve the community and act upon future opportunities in this sector.

*PCRS is an innovative, dynamic,
not for profit.*

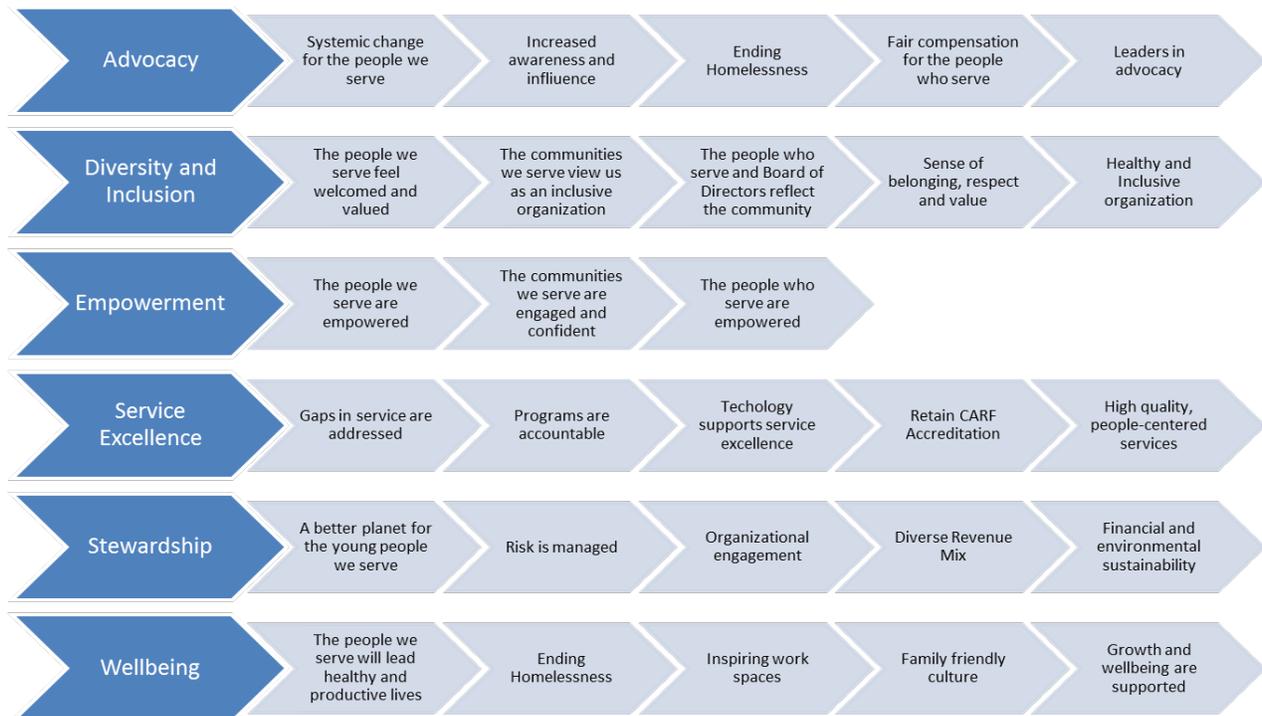
~ CARF Survey Report 2014
Accreditation Report

The Strategic Vision At-A-Glance

The Environment



Strategic Goals & Outcomes



Advocacy

Strategic Goal: We are a leader in advocating for systemic change to advance social justice.

The opposite of poverty is not wealth. The opposite of poverty is justice.

~ Bryan Stevenson, American lawyer and social justice advocate

Outcomes	Strategy for Success
<p>PCRS is a leader in advocating for systemic change/social justice.</p> <p>Ending homelessness.</p>	<p>The people we serve.</p> <p>PCRS will:</p> <ul style="list-style-type: none"> • Participate in community, regional, provincial, national, international lead dialogue. • Have a voice; be a change maker. • Include the people we serve in our dialogue. • Advocate with senior levels of government and policy makers to ensure issues are identified and addressed.
<p>Visibility and credibility as a leading agency in the community and sector is increased. We are regarded as the "go to" agency by the communities we serve.</p>	<p>The communities we serve.</p> <p>PCRS will:</p> <ul style="list-style-type: none"> • Seek strategic opportunities to show and tell in order to better serve our mission. • Empower the people who serve to act as PCRS ambassadors and public advocates for a just society within policy guidelines. • Ensure the people who serve and communities we serve are aware of services offered and the continuity of care.
<p>Fair compensation for the people who serve. We are an Employer of Choice.</p>	<p>The people who serve.</p> <p>PCRS will:</p> <ul style="list-style-type: none"> • Advocate through the Executive Director and Board of Directors for fair compensation. • Maintain sector level increases. • Maintain the Living Wage Certification as the floor, not the ceiling.

Diversity & Inclusion

Strategic Goal: We welcome everyone. We foster an environment which ensures a sense of belonging, dignity, and respect.

In 1971 Pierre Elliot Trudeau introduced the Multiculturalism Policy in the House of Commons. It was the first of its kind in the world...the world is watching what we're doing here in Canada, peacefully; at least the vast majority of time. We haven't arrived. We are still learning. We need to create a safe space to have dialogue and ask complex questions. There are no nations or communities we can look to for guidance. The world is looking to us. It's exciting. It's profound. It's hopeful, and it's important we do this as well as we can.

~ Ingrid Kastens' address to PCRS staff, November 19th 2015

Outcomes	Strategies for Success
<p>PCRS fosters an environment for the people we serve which is friendly, non-intimidating, and non-bureaucratic.</p>	<p>The People We Serve.</p> <p>PCRS will:</p> <ul style="list-style-type: none"> • Address the basic needs of the people we serve. • Ensure the people we serve feel welcome and valued. • Treat the people we serve with dignity and respect. • Eliminate barriers to accessing service.
<p>The communities we serve view PCRS as an inclusive organization.</p>	<p>The Communities We Serve.</p> <p>PCRS will:</p> <ul style="list-style-type: none"> • Develop and strengthen community partnerships. • Develop and expand creative, inclusive approaches to service delivery.
<p>PCRS is a healthy and inclusive workplace. Diversity and Inclusion are actively and openly discussed.</p>	<p>The People Who Serve.</p> <p>PCRS will:</p> <ul style="list-style-type: none"> • Ensure the people who serve feel welcomed and valued. • Re-energize the Diversity and Inclusion Committee and develop a budget, plan, and recommendations. • Seek to have PCRS Board of Directors and the people who serve represent the demographics of the people we serve. • Include more persons with disabilities and abilities of all kinds in our workforce as part of an inclusive workplace and as part of "getting our own house in order" as a provider of employment services to persons with disabilities. • Review/update Human Resources policies and procedures to ensure inclusion of healthy and respectful workplace values. • Ensure training programs reflect cultural competence.

Empowerment

Strategic Goal: We empower the people we serve, the communities we serve, and each other.

We cannot all succeed if half of us are held back.
~ Malala Yousafzai

<i>Outcomes</i>	<i>Strategies for Success</i>
PCRS empowers the people we serve at every level of the agency.	<p>The People We Serve.</p> <p>PCRS will:</p> <ul style="list-style-type: none"> • Ensure the people we serve inform our direction. • Continue to identify collaborative opportunities for the people we serve to engage in leadership and growth opportunities and projects.
The communities we serve are engaged and confident about the work of the sector and PCRS.	<p>The Communities We Serve.</p> <p>PCRS will:</p> <ul style="list-style-type: none"> • Continue to develop meaningful connection with external stakeholders. • Demonstrate the impact of our services. • Optimize opportunities for funding to serve our mission.
The people who serve are empowered.	<p>The People Who Serve.</p> <p>PCRS will:</p> <ul style="list-style-type: none"> • Recognize, mentor, and coach potential leaders. • Ensure the voice of the people who serve informs our direction. • Request feedback from the people who serve and acknowledge and act on the feedback. • Establish annual employee reviews that are based on an Appreciative Framework (in keeping with PCRS values and practice), and are meaningful and efficient ("do-able"/simple).

Service Excellence

Strategic Goal: We provide high-quality, people-centred services through creativity, collaboration, and growth.

We don't get a chance to do that many things, and everyone should be really excellent. Because this is our life.
~ Steve Jobs

Outcomes	Strategies for Success
<p>High quality people-centred services ensure that we are accountable to the people we serve.</p>	<p>The People We Serve.</p> <p>PCRS will:</p> <ul style="list-style-type: none"> • Ensure the delivery of holistic, comprehensive, seamless services. • Retain 3 year (the highest standard) CARF Accreditation in 2017. • Continue the practice of comprehensive, meaningful and efficient (“do-able”) Continuous Quality Improvement (CQI) standards. • Ensure service targets and outcomes are consistently in place. • Update and develop Policies and Procedures that are simple, concise and current.
<p>Strategic growth and development to address gaps, social justice issues, and serve community.</p>	<p>The Communities We Serve.</p> <p>PCRS will:</p> <ul style="list-style-type: none"> • Build on our strengths, collaborate, and develop creative services that foster healthy development. • Lead or collaborate on grass roots or academic research to continuously establish evidence-based practice, and practice-based evidence. • Identify service gaps and improve the effectiveness of community services.
<p>The people who serve are supported in the delivery of quality, outstanding services.</p>	<p>The People Who Serve.</p> <p>PCRS will:</p> <ul style="list-style-type: none"> • Reflect a culture where the best employees want to work. • Attract, recruit, and retain highly qualified staff who are leaders in our sector. • Review, maintain, and renew Information Technology and infrastructure to support service excellence.

Stewardship

Strategic Goal: We ensure financial and environmental sustainability through sound policy and innovative practices.

Someone is sitting in the shade today because someone planted a tree a long time ago.

~ Warren Buffett



PCRS youth and staff enjoying Chilliwack Lake

The 7th generation principle taught by Indigenous peoples throughout the Americas embraces that in every decision, be it personal, governmental or corporate, we must consider how it will affect our descendants seven generations into the future.

<i>Outcomes</i>	<i>Strategies for Success</i>
Stewarding the planet for the brightest possible future for the young people we serve.	<p>The People We Serve.</p> <p>PCRS will:</p> <ul style="list-style-type: none"> Embrace and monitor green initiatives and best practices. Lead one new green initiative per year.
Risk is managed.	<p>The Communities We Serve.</p> <p>PCRS will:</p> <ul style="list-style-type: none"> Ensure institutional risk is anticipated, recognized, and managed. Evaluate internal and external risks. Develop an enhanced risk management plan.
Diverse Revenue Mix	<p>PCRS will:</p> <ul style="list-style-type: none"> Diversify revenue sources through program and fund development. Enhance stewardship of our diverse revenue sources. Respond to new opportunities.

<i>Outcomes</i>	<i>Strategies for Success</i>
Enhanced Capital Structure	PCRS will: <ul style="list-style-type: none"> • Acquire social purpose real estate to mitigate vulnerability and diversify assets to ensure long term sustainability, create great spaces and support strategic investment. • Own commercial property. • Own residential property. • Review and develop investment strategy.
Organizational engagement for the people who serve. Cost Effective Programs	The People Who Serve. PCRS will: <ul style="list-style-type: none"> • Ensure broad organizational engagement in financial decision-making. • Enhance effective infrastructure, administration and financial accountability. • Align budgets and policy to ensure long term sustainability and increased program effectiveness.

Wellbeing

Strategic Goal: We support the health growth and wellbeing of each other, our families, and the people we serve.

...the people and culture make PCRS a great place to work.

~ Bauman, 2014

Outcomes	Strategies for Success
<p>The people we serve will lead healthy and productive lives.</p> <p>Increase Housing Capacity.</p> <p>Inspiring spaces reflect the value of those we serve and those who serve.</p>	<p>The people we serve.</p> <p>PCRS will:</p> <ul style="list-style-type: none"> • Address the health and well-being of the people we serve including food security. • Develop safe, affordable housing in all our geographic locations. • Explore and expand housing in every community we serve, until homelessness no longer exists. • Create one new housing solution/year. • Move a minimum of one service out of poor space into new space until PCRS no longer has sub- standard space.
<p>Healthy, caring and inclusive communities.</p>	<p>The communities we serve.</p> <p>PCRS will:</p> <ul style="list-style-type: none"> • Collaborate and advocate to strengthen healthy, caring and inclusive communities.
<p>Family friendly culture. Personal and professional growth are supported.</p>	<p>The people who serve.</p> <p>PCRS will:</p> <ul style="list-style-type: none"> • Reflect a culture based on shared values and trust. • Provide a nurturing environment that supports holistic development. • Ensure wellbeing is integrated into day-to-day practice. • Promote learning, training, and development. • Reflect accreditation competencies and showcase/develop staff expertise in all training programs.