



BONAVENTURE
SUPPORT SERVICES

Strategic Plan 2024

Mission:

Dedicated to common-unity, holding space where people are empowered.

Vision:

To cultivate an environment dedicated to unlocking the potential of self and community

June 26,2024: 1 Day Strategic Plan- Leadership and HO

- Transformative Reconciliation
- Strategic Plan 2023 Review
- BSS Annual Plans-Review: (Strategic Plan, Accessibility Plan, Cultural Diversity Plan)
- Satisfaction Survey outcomes: Individual/Stakeholder/Employee
- Cultural Leadership
- Strategy Development/Implementation Plan (Goals and Objectives)

Transformative Reconciliation

Agency Goal:

To lead and innovate within our organization by embracing decolonizing principles and Indigenous Knowledges, fostering a culture of reconciliation, and empowering our community through collaborative and action-oriented approaches.

Objectives:

1. **Foundation in Reconciliation:** Establish and strengthen Bonaventure's commitment to reconciliation through education and practice.
2. **Theory into Practice:** Translate theoretical concepts of decolonization and indigenization into practical, actionable strategies within our organization.
3. **Personal Positionality:** Encourage and facilitate exploration of personal positionality and its impact on reconciliation efforts.
4. **Disrupting Colonial Systems:** Identify and challenge colonial systems and structures within our organization, promoting transformative change.
5. **Local Indigenous Knowledges:** Integrate and honor local Indigenous Knowledges, ensuring they inform our policies, practices, and programs.
6. **Supportive Community Network:** Develop and nurture a supportive network of like-minded leaders and organizations committed to reconciliation and decolonization.

Action Plan:

- Conduct workshops and training sessions on decolonization and reconciliation.
- Collaborate with Indigenous leaders and communities to co-create programs and initiatives.
- Regularly review and revise organizational policies to align with decolonizing principles.
- Create platforms for dialogue and sharing of Indigenous Knowledges.



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Strategic Plan 2023 Review- Celebrating Achievements

1. Community Presence and Partnerships

By prioritizing and investing in community presence and partnerships, BSS aims to create a more connected, supportive, and resilient community. These efforts will lead to better service delivery, stronger community ties, and a more significant impact on the well-being and development of the community.

- Practicum Coordinator
- Participated in Job Fairs, Expos and Conferences
 - Feb 2023-Ladysmith Secondary School Job Fair
 - April 2023- Work BC Job Fair
 - July 2023- Co-op Inclusion Education Training
 - Aug 2023- Black Press media Hiring & Career Fair
 - Sept 2023-VIU Job Fair
 - Mar 2024 Parksville Hiring Fair
 - Apr 2024- Youth Transition Fair
 - May 2024- Inclusion BC Conference
 - June 2024- Black Press Hiring Expo
- In-House Committees
 - Cultural & Awareness Committee: Ensure diverse committee membership with representation from various backgrounds, lead training sessions on cultural and inclusion awareness, and coordinate cultural and inclusion events and celebrations.
 - Drumming-CARF Exit Conference
 - Truth and Reconciliation Week
 - Moose Hide Campaign
 - Holi party and Cultural Potluck
 - Interagency Committee: Organize interagency events and training sessions, and develop programming that benefits all participating agencies.
 - Rainbow Abilities
 - Service Advisory Meetings (SAM)
 - Autism Expo
 - Sexpo VIU
 - Youth Transition Fair
 - Sports Day
 - Individual Fun Day
 - Bottle Drive
 - Community Contribution Committee: Engage in monthly community volunteering, organize volunteer programs, and attend community events to promote the organization's visibility.
 - Beach Cleanup
 - Table at Pride Parade- Nanaimo
 - Participation in Pride Parade-Ladysmith
 - Bottle Drive-Fundraise
 - Recruitment & Retention Committee: Recognize employee achievements, participate in job fairs, develop engagement initiatives, and conduct interviews for new hires.
 - Job Fairs (see above)
 - Retention Presentation



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- Streamlined hiring process
- Created pulse checks
- Interview Training
- Manager Team Build
- Practicum Placements

2. Recruitment and Retention

- Created a Practicum Coordinator
- Recruitment & Recognition Committee
- Cross Training: Ensure employees are crossed trained in several programs
- Bon-Boarding: Initial training and intro to agency and position
- Created a robust casual call out procedure/SV Availability Portal

3. Program/Individual

- Provided quarterly training for supported individuals/monthly for Employment supported Individuals

4. Professional Development

- Manager Training
 - Conflict Resolution
 - Interviewing
 - Manager 101/HR Fundamentals
- Self-Care Training
 - SIVA- Expanded on the self-care module, creating a 1 day training
 - Mental Health Awareness- EFAP, available resources, Heart Month

5. Business Function

- Payworks-cloud based payroll system
- SV Employee onboarding platform-Ongoing Improvement
- SV HR portal-digitize personnel files-Ongoing Improvement

BSS Annual Plans (Commonalities of the Strategic Plan, Accessibility Plan, Cultural Diversity Plan)

Inclusivity and Diversity:

- The Strategic Plan focuses on community partnerships and recruitment/retention strategies that foster an inclusive environment.
- The Accessibility Plan aims to identify and eliminate barriers to ensure equal access.
- The Cultural Diversity Plan promotes understanding and celebration of diverse cultural backgrounds.

Community and Employee Engagement:

Engaging with the community and employees is central to all three plans.

- The Strategic Plan includes creating committees focused on community integration and employee recognition.
- The Accessibility Plan involves gathering input from stakeholders to identify and address barriers.
- The Cultural Diversity Plan encourages participation in diversity-related events and celebrates various cultures

Support and Development:

- The Strategic Plan includes manager and self-care training and agency workshops.



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- The Accessibility Plan involves ongoing education and awareness to address accessibility barriers.
- The Cultural Diversity Plan offers diversity training and seminars to enhance cultural competency.

Improvement of Practices and Policies:

All plans strive to continuously improve organizational practices and policies to create a better working and living environment.

- The Strategic Plan aims to enhance business functions and employee onboarding processes.
- The Accessibility Plan seeks to review and address systemic barriers.
- The Cultural Diversity Plan evaluates hiring processes to ensure they are inclusive and diverse.

Satisfaction Survey outcomes: Individual/Stakeholder/Employee

Individual Satisfaction Survey Summary

We had an overall satisfaction of 82% *Happy* with the supports and services provided.

- The team would like to see a new format for next year's survey, change up the emoji's, use different visual aids.

Stakeholder Satisfaction Survey Summary

We had record low participation in the Stakeholder survey responses.

2024 survey objective: to achieve a 75% increase in stakeholder participation:

- Enhance communication by developing and distributing clear, concise engaging communication to stakeholders about the importance of feedback, sharing previous survey outcomes based on results.
- Create an email/contact list

Employee Satisfaction Survey Summary:

78% of employees expressed satisfaction with career development opportunities, workplace culture, management support, and employee well-being.

- Increase employee satisfaction by addressing the concerns of the 12% who responded neutrally, through enhanced career development opportunities, fostering an even more engaging workplace culture, reinforcing management support, and further prioritizing employee well-being initiatives.

Cultural Leadership

Objective: Creating a thriving leadership culture that hinges on fostering trust, collaboration, and emotional intelligence among leaders. By prioritizing continuous learning, accountability, and well-being, the managers can cultivate an environment where innovation, diversity, and ethical practices flourish. Setting clear goals and celebrating achievements further solidifies this culture, ensuring sustained success and employee retention.

During our annual strategic planning session, the directors guided us through a segment focused on cultivating a robust leadership culture. Touching on survey outcomes that underscored a crucial insight regarding leadership culture: team retention hinges more on effective and supportive management than on wage considerations alone.

One highlight was the "One Word Leadership Game," which underscored our commitment to fostering collaborative leadership. This exercise resonated with the teams, revealing how our culture nurtures leaders who inspire and collaborate effectively. Discovering the essence of effective leadership lies in understanding and nurturing organizational culture.



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In our PowerPoint presentation, we explored the pivotal role of culture, focusing on three foundational elements: safety, sharing, and stories. These elements not only foster a conducive environment for growth but also unlock the true potential of team dynamics and relationships. By prioritizing culture, leaders can cultivate a resilient and collaborative workforce, driving sustained success and innovation within their teams.

The "Paper Build Game" illuminated remarkable diversity in outcomes despite uniform directives, showcasing our team's creativity and adaptability under leadership guidance. A discussion was had on there not being a right or a wrong way but better yet using the team's creative energy, strengths and weakness alike. There was conversation held around the acceptability to follow a different approach as long as we achieve the same end result.

Managers participated in a Leadership Quiz, unveiling distinct leadership styles that contribute uniquely to our organizational fabric.

At its core, the recipe for our thriving culture hinges on robust communication and mutual respect. These elements not only enhance engagement but also fortify our collective commitment to a strong leadership culture.

Goal: Leadership Training and Development: Invest in training programs that enhance leadership skills such as emotional intelligence, communication, and conflict resolution. Provide opportunities for continuous learning through workshops, seminars, and mentoring.

Strategy Development/Implementation Plan (Goals and Objectives)

1. Increase Community Presence and Partnerships

Objective: Strengthen community partnerships by enhancing practicum placement opportunities and increasing engagement with local educational institutions and job fairs to support students and community members in their career development

A. Practicum Coordinator: Collaborate with School Liaison for Practicum Placements

Action Plan:

- Schedule regular meetings with the school liaison to discuss practicum placement needs and opportunities.
- Facilitate communication between students, school liaisons, and practicum sites to ensure smooth placements.
- Develop a comprehensive BSS presentation highlighting the program, career opportunities, and practicum benefits.
 - Coordinate with teachers and school administrators to schedule presentation dates
 - Collect and analyze student feedback to improve future presentations.

B. Register and participate in local job fairs

Action Plan:

- Identify upcoming local job fairs and register the agency's participation.
- Prepare promotional materials and resources to distribute at job fairs.
- Set up an engaging and informative booth to attract job seekers and community members.



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- Collect contact information from interested individuals and follow up with them post-event.

C. Committee changes/goals

Cultural Inclusion Awareness Committee

Vision:

'To hold space and bring awareness around cultural diversity'

Goals:

Spotlight on Global Traditions: As part of our ongoing resolution to foster an inclusivity and diversity in our workplace.

- Each month, we will highlight various culturally significant events and celebrations from around the world. These acknowledgments will include a brief blurb providing background and details about each celebration, helping us all to learn more about the rich tapestry of cultures that make up our global community.
- Host an annual cultural event with a different theme each year focusing on food, celebrations and events from around the world. **August- Cultural Potluck & Holi Festival**
- Update e-mail address with Central Vancouver Island Multicultural Society (CVIMS) and collaborate on events that are happening in town.
- Put out a monthly flyer/poster on SV that can be shared within the programs to spread awareness and provide engagement through activities with possible incentives in honoring relative cultural events.

Recruitment and Recognition Committee

Mission: To simplify and streamline the hiring process that will open doors for everyone with desire to support individuals with diverse-abilities.

Goals:

- To have a separate committees: 1. Hiring committee (interviewing, Pulse Checks, job Fairs) 2. Recognition Committee (Team Builds, incentives and Initiatives). Due to the workload that is required in the hiring process, the team is unable to focus on the recognition side for our employees and to keep up with job fairs/community connections.
- To have an Inclusion Manager join the hiring team as it will be beneficial when hiring for inclusion programs.
- Look into hiring requirements. How to open doors for the people who are unable to meet some requirements like: no BCDL or with Class (N) but bring great experience and skills with them that would be beneficial for the organization. International permits.
- Agency goal: To hire an Indigenous Liaison.

Community Connections Committee

Intent/mission: to increase the presence of Bonaventure in different communities.

Goals:

Organize volunteer opportunities in the community (quarterly) and/or join other community organized events



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- Explore providing Holiday Food Hampers to some families in need/Participate in the Salvation Army Kettle Drive
- Beach clean up, supporting the unhoused population(donations)
- Participate in Pride, participate in the Silly Boat Regatta
- Register, participate in Expos/Conferences
- Donating to homeless community

Interagency Coordination Committee

Mission: "To foster a collaborative network of support agencies, enhancing community well-being through shared resources and united efforts."

Goals:

- **Fun Day (Reflection)**
 - Meet more to make sure we are aligned with other agencies to clarify the expectations and responsibilities.
 - Solicit agency feedback
 - Fundraise
- **Interagency Training**
 - Sexual health workshop for team members
 - Individual safety training
 - Employment Training

2. Recruitment and Retention

- Refine R&R Committee to focus on onboarding/interviewing and pulse checks
- Recognition Initiative
- Reduce employee turnover
- Explore new ways of recruiting (Job Postings, hiring process) Recruit new demographic of employees by disrupting the norm
- Job Fairs-Participate in 4x Fairs

3. Program/Individual

- Quarterly Training-Employment strengthening skill training
- Offer monthly Newsletter
- Offer an equivalent to EFAP to supported individuals

4. Professional Development

- Manager Training
 - Professional writing
 - Conflict Resolution
 - Diversity Training
- Employee Mental Health/Addictions-Outreach Support

5. Business Function

- Payworks-cloud based payroll system-Fully function payroll on this platform
- Employment Services (Compass Employment Services)



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- Currently FTE-0.75/28 hrs. week
- Secure a full FTE (1.0/38 hrs. week)- Grow the service area, expanding into Nanaimo
- L.I.F.E.-based service is a new CLBC Community Inclusion service (New Service Area)
 - focuses on combined support in four (4) key areas of an Individual's life: Life-long learning, Inclusion and community connections, Friendships and relationships, and Employment.
 - The L.I.F.E.-based Service is a person-driven Community Inclusion service designed for individuals seeking employment and more, focusing on achieving their personal goals and desired life changes through dynamic, participant-directed service planning and evaluation.
- Community Housing Programs
 - Expand housing to include another mobility limited resource (potentially License the Home)
 - Add one youth CH Program and One Adult CH Program

Empowering Potential, Together