



Spectrum Society for Community Living
Strategic Plan
2018-2020

"Commitment to Understanding"

Our 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.

Our 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.

Our Values and Beliefs

Our work with individuals, families, volunteers and employees is guided by the following 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

Pictured on the front cover is Lillian Howard, an Elder who joined us for the inaugural gathering at the new Barb Goode Training Centre. Lillian blessed the space and recognized the importance of having welcoming spaces like this where community members can come together.

2020 Vision

In 2010, we set out to transform the way Spectrum provides services and to strengthen our partnerships with individuals, families and the communities we work in.

Building on our learning about personal support networks and over 20 years of providing personalized supports, we envisioned a future where everyone would be leading their own lives and directing their supports, assisted by networks of family, friends, and others of their choosing.

Shifting from an agency directed to a person directed approach was identified as Spectrum's overarching goal for the decade. By 2020, we committed to:

1. Evolving toward a more person centred, person directed model of service
 - individuals, in partnership with their families, friends and allies, will be directing their own services to the best of their ability
2. Growing and developing leadership for the above
 - people to deliver and monitor the services
 - people to provide strategic oversight of Spectrum's services
 - leadership roles for persons served and their networks

The first phase of this plan (2010-2013) focused on five goals:

-) Strengthening the capacity of individuals to develop and tap relationships, networks and community partnerships;
-) Shifting to a more person-directed approach to service;
-) Becoming recognized as a model of excellence in supporting self governance, locally and beyond;
-) Nurturing a culture of learning and leadership;
-) Developing a self sustaining social enterprise / business arm of Spectrum.

The second phase of our 2020 Vision (2014-2017) expanded on the themes from Phase One, with the following goals:

-) Deepening interdependent relationships, networks and community partnerships;
-) Building person-centred practices that support the natural authority of individuals and their networks;
-) Shifting to an employment first focus in our community inclusion services;
-) Leadership development to sustain, grow, and safeguard our 2020 vision;
-) Spectrum Consulting. Collaborative: Learning, Research, Press will continue to expand on effective person centred training, workshops and hosted dialogues and provide an infrastructure for supporting reciprocal relationship and relational leadership strategies that are inclusive.

We've provided regular updates on these goals through our newsletter, open forums, training events, social media and the Annual Report. Feedback on the implementation of these goals has been overwhelmingly positive – we encourage everyone to check out the Spectrum website or facebook page to see some of the stories, photos and graphic recording of conversations and events that have taken place.

Commitment to Understanding

We believe the best way to advance Spectrum's mission is to focus our attention and expertise on building partnerships with individuals, their families, friends and allies, strengthening the support networks that are so vital to people's safety and well-being in community.

This strategic plan sets out an action agenda for 2018 to 2020. After much consideration of possible goals, we decided that further exploration of some of the existing goals was needed, and so rather than coming up with five brand new goals this next phase focuses on deepening our understanding of the themes we've been exploring

in recent years. “Commitment to Understanding” refers to our mutual understanding with and among stakeholder groups, and also understanding as an organization what’s working (and what could be better) in our support to individuals and their networks.

To realize our 2020 Vision, Spectrum Society is committed to five inter-dependent and mutually reinforcing change goals:

1. Deepening interdependent relationships and networks

Spectrum Society will work to engage families, friends and significant others in the lives of those we serve. By 2020, 90% of persons served will have identified support networks.



Personal support networks are a cornerstone of Spectrum’s strategic plan.

We will continue to focus on deepening and expanding support networks, with a focus on assessing people’s satisfaction with their networks and strategies for network support. We will also research models of valuing the role of staff in people’s lives.

2. Building person-centred practices that support the natural authority of individuals and their networks.

Spectrum Society will continue to shift its focus from agency directed to person directed services, with 75% of persons served directing their own services by 2020 in partnership with their support networks.

We will continue to focus on person-centred practice as the “path of least resistance,” to quote Michael Smull. A majority of people in our services now have individualized budgets and are choosing their own supports. We will assess person-centred planning at Spectrum and build on successful practices.



Express yourself. Build your network. Find your voice.

3. Shifting to an employment first focus in our community inclusion services.

Spectrum Society will support employment as a first option for those who want to work, with 75% of individuals in our community inclusion services having documented employment plans by 2020.



We will continue working to ensure that all people who want to work have opportunities for employment. A focus will be on assessing employment plans and successful practices, to inform the next phase of our Employment project.

4. Leadership development to sustain, grow, and safeguard our 2020 vision

Spectrum is recognized for its strong leadership and culture of continuous learning and improvement. As we look to the future, we recognize the need to develop the next generation of leaders and build the leadership capacity of people we support and their networks.

Leadership development remains a priority, as we continue to grow Spectrum's services and as some of our senior leaders approach retirement.

Areas of focus for the next phase of our strategic planning include:

Onboarding project – building our recruitment and retention strategies;

Leadership plans – developing guidance on writing and supporting leadership plans;

Succession planning – for Spectrum's board and senior leadership.



5. Developing community partnerships that build understanding, inclusion and action on key issues.

Spectrum is active in partnerships across neighbourhoods, communities, the Province and the Country. Strategic focus will be placed on partnerships that can support key areas of concern identified in our surveys:

Key issue – Affordable Housing

Key issue – Reconciliation

Key issue – Advocacy

Working Together

British Columbia is recognized the world over as a place of innovation and leadership in community living. We are proud of the contributions Spectrum has made to the community living movement and service system in British Columbia. In 2017 we celebrated our 30th anniversary, marking the milestone with the opening of the Barb Goode Training Centre next to our office on Kingsway!

We will continue to support the efforts of our local and national counterparts as they strive to ensure quality lives for all citizens with disabilities.

We believe strongly that for us to focus on such an ambitious agenda we must prioritize that our employees be treated with respect in all ways, which includes equitable wages and benefits and the recognition that for many of us this work is our mission.

