

# Strategic Plan

2016 – 2019



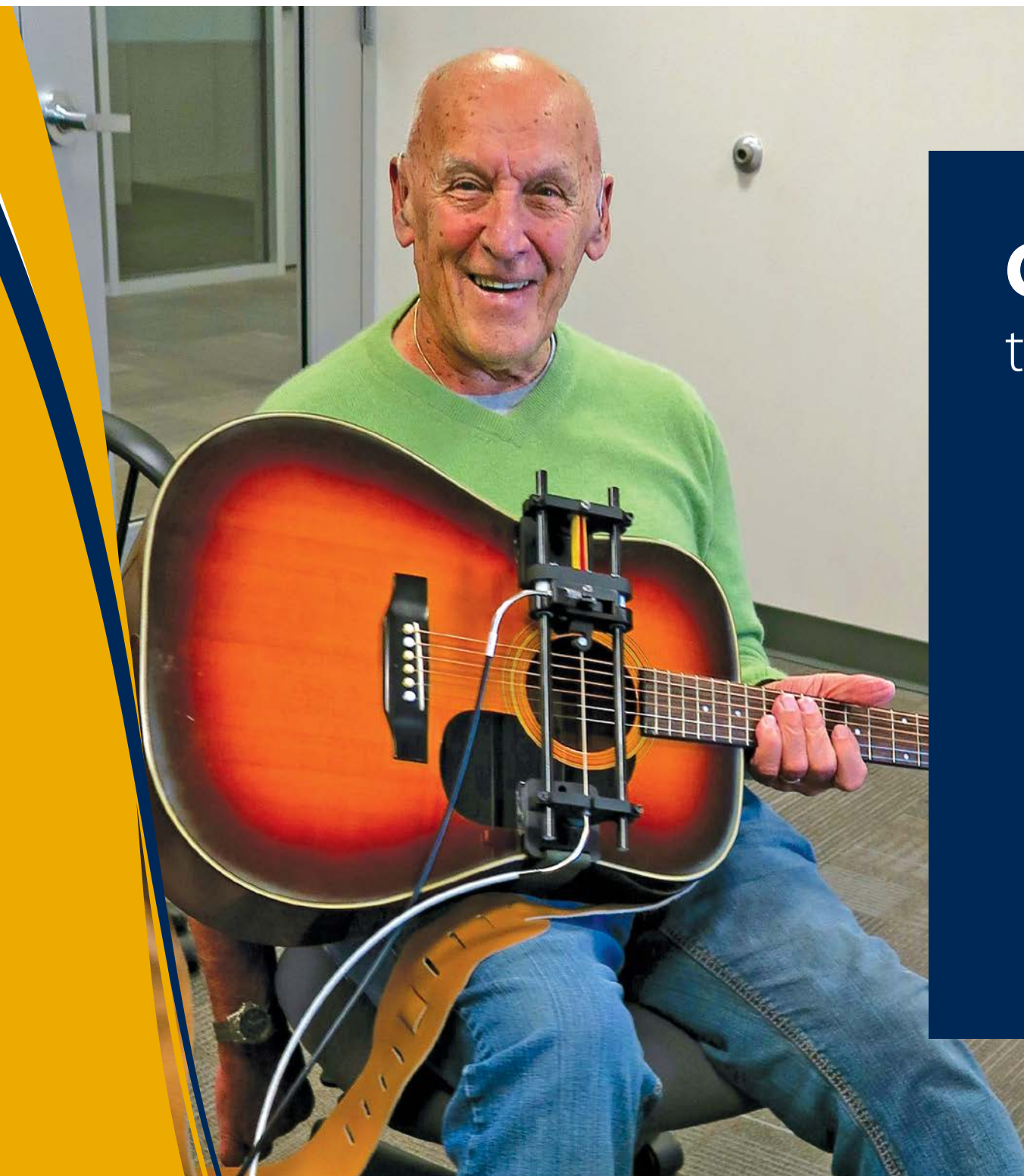
University  
of Victoria

## VISION

CanAssist at the University of Victoria envisions a society where all people have the opportunity to participate, contribute and reach their full potential.

## MISSION

CanAssist strives to be a highly respected national resource that collaborates with UVic researchers and students, as well as diverse external partners, to provide people who experience physical or cognitive barriers with innovative technologies, programs and services that address unmet needs and increase independence, inclusion and well-being.



## CanAssist

the UVic Edge in action

- making a vital impact in the community
- providing outstanding opportunities for dynamic learning
- creating an extraordinary academic environment that inspires discovery and innovation

# VALUES

## FOCUS ON CLIENTS

Over the years, CanAssist has learned that fully understanding each client's challenges and goals enables us to develop highly effective solutions that address unmet needs, make a meaningful impact and have the potential to help many other people facing similar barriers.

## EXCELLENCE

We strive to apply rigour and best practices to the planning, development and delivery of all our technologies and programs. Our dedicated team aspires to consistently exceed our partners' and clients' expectations, and to create extraordinary opportunities for research and hands-on learning.

## INCLUSION

CanAssist leads by example, practising inclusion in all we do and working with others to eliminate barriers to participation. On campus and beyond, we provide a dynamic learning environment that increases awareness about the importance of accessibility, inclusion and respect for people of all abilities.

## ACCOUNTABILITY

We are accountable to each other and work with our partners, donors and clients in a responsible and transparent way. We adhere to best practices in business operations, ensuring open and effective communication, reflecting UVic's core values, and exemplifying integrity in all we do.

## PASSION

We care deeply about our clients, the students we engage, the programs we run, and the technologies we develop. Motivated by the opportunity to make a positive impact, we take pride in knowing that our expertise and energy help to promote awareness, build partnerships and transform lives.



# Goals

# 1

## INCREASE IMPACT AND AWARENESS

Developing technologies for almost two decades, CanAssist is now positioned to increase its reach by creating “broad-impact” solutions that support many individuals and groups with similar unmet needs. Focusing on particular demographic groups – such as seniors – will enable CanAssist to strengthen its expertise in areas where demands are escalating. At the same time, CanAssist will work to increase awareness about both its programs and disability issues.

# 3

## DRIVE FINANCIAL SUSTAINABILITY

CanAssist has made significant strides in developing partnerships with many government agencies and other key organizations in BC. These partners provide funding to develop technologies and programs that improve independence and quality of life for individuals and alleviate stress on families and caregivers, while reducing demands on health and social services. CanAssist will broaden its collaborations to become a viable provincial and national resource, ensuring its financial sustainability over the longer term.

# 2

## BOOST CAMPUS ENGAGEMENT

CanAssist has established successful relationships with many UVic faculties and programs, in addition to engaging hundreds of students each year in its activities. CanAssist’s campus contribution and the benefits derived from being part of a vibrant university are central to what sets the organization apart. CanAssist’s goal is to further increase the scope of its campus activities, providing more opportunities for dynamic learning, meaningful research, inclusive programming and community engagement.

# 4

## BUILD A HEALTHY ORGANIZATION

CanAssist will build a healthy working environment where staff members are supported with the right tools, processes and professional development opportunities to effectively carry out their responsibilities as members of the team. CanAssist is committed to always looking for new ways to streamline its processes, improve its methods of communication and enrich its organizational culture.



# 1

## GOAL 1 – INCREASE IMPACT AND AWARENESS

OBJECTIVE	STRATEGIES	OUTCOME MEASURES
<b>Increase CanAssist’s reach in assisting people who face a wide range of barriers, while reducing stress for their families and other caregivers.</b>	<ul style="list-style-type: none"> <li>• develop both individual and broad-impact technologies, focusing in particular on groups where needs are escalating, such as seniors</li> <li>• create mechanisms to ensure technologies and programs benefit as many people as possible</li> <li>• track the effectiveness of technologies and programs in addressing clients’ unmet needs</li> <li>• expand TeenWork to increase impact</li> </ul>	<p><b>Each fiscal year</b></p> <ul style="list-style-type: none"> <li>• provide technologies to more than 70 unduplicated adult clients and 15 unduplicated children</li> <li>• achieve at least 80% positive feedback from client survey respondents and their caregivers</li> <li>• create TeenWork train-the-trainer materials and establish at least 1 partnership to implement TeenWork satellite programs (by end of 2018)</li> </ul>
<b>Increase public awareness about the importance of inclusion and accessibility.</b>	<ul style="list-style-type: none"> <li>• share knowledge and expertise to help maximize inclusive practices in every sector</li> <li>• participate in events and activities that promote inclusion and accessibility</li> </ul>	<p><b>Each fiscal year</b></p> <ul style="list-style-type: none"> <li>• participate in 1 new large-scale community event</li> <li>• present at up to 3 additional conferences, workshops and events</li> </ul>
<b>Increase CanAssist’s public profile through strategic communications and community service.</b>	<ul style="list-style-type: none"> <li>• develop and implement an annual Communications Plan</li> <li>• work with UVic Communications and Marketing to promote awareness of CanAssist and highlight its role as part of UVic</li> <li>• support staff to become valued volunteers, advisors, members or board members of key organizations</li> </ul>	<p><b>2016-2017</b></p> <ul style="list-style-type: none"> <li>• complete and implement the Communications Plan</li> <li>• compile an organizations list, which identifies volunteer opportunities for staff</li> </ul> <p><b>2017-2018 and 2018-2019</b></p> <ul style="list-style-type: none"> <li>• implement an updated Communications Plan</li> <li>• incorporate community service into individual performance plans, with training provided if required</li> </ul>
<b>Increase awareness of CanAssist to targeted funders, partners, corporate supporters and investors at the local, provincial and national levels through business development.</b>	<ul style="list-style-type: none"> <li>• create an annual Business Development Plan</li> <li>• identify populations that represent strategic opportunities (e.g. seniors, Parasport, teens)</li> <li>• develop an annual Marketing Plan</li> <li>• attend high-profile conferences and strategic events to showcase technologies, share knowledge and network</li> </ul>	<p><b>2016-2017</b></p> <ul style="list-style-type: none"> <li>• create and implement the Business Development Plan</li> <li>• create and implement the Marketing Plan</li> <li>• create a database of event opportunities; track attendance</li> </ul> <p><b>2017-2018 and 2018-2019</b></p> <ul style="list-style-type: none"> <li>• update Business Plan, Marketing Plan and materials</li> <li>• update the database of events and track attendance</li> </ul>

## GOAL 2 – BOOST CAMPUS ENGAGEMENT

# 2

OBJECTIVE	STRATEGIES	OUTCOME MEASURES
<b>Maintain existing relationships on campus and build new ones for mutual benefit.</b>	<ul style="list-style-type: none"> <li>• develop a detailed plan to increase CanAssist's academic engagement activities</li> <li>• identify one CanAssist staff member to lead the creation of an academic engagement plan, oversee its implementation, and report back to staff</li> <li>• establish a small internal working group that reviews the academic engagement plan on a regular basis, revising it as warranted</li> </ul>	<p><b>Each fiscal year</b></p> <ul style="list-style-type: none"> <li>• establish 2 or more new university partners</li> <li>• establish 1 new research partnership on campus</li> </ul>
<b>Increase awareness of CanAssist on campus.</b>	<ul style="list-style-type: none"> <li>• led by the key staff member, explore opportunities to increase awareness of CanAssist on campus</li> <li>• propose stories to UVic's publications and digital channels</li> <li>• prioritize and participate in campus events and presentations, as resources allow</li> </ul>	<p><b>Each fiscal year</b></p> <ul style="list-style-type: none"> <li>• document an increase in CanAssist's appearance in UVic publications and other channels</li> <li>• participate in 3 new events on campus</li> </ul>
<b>Increase experiential learning opportunities for students across a wide range of disciplines.</b>	<ul style="list-style-type: none"> <li>• develop a new plan to track and increase student engagement</li> <li>• build a database of student experiences in order to assess the long-term impact of experiential learning activities at CanAssist, contribute to better reporting and improve participation in the future</li> </ul>	<p><b>2016-2017</b></p> <ul style="list-style-type: none"> <li>• ensure the new student tracking process is in place</li> </ul> <p><b>Each fiscal year</b></p> <ul style="list-style-type: none"> <li>• set targets for increasing student participation</li> <li>• introduce an exit survey for students who participate directly in CanAssist programs</li> </ul>
<b>Increase inclusive programming and practices on campus.</b>	<ul style="list-style-type: none"> <li>• continue to partner with Vikes to ensure that inclusive practices are embedded in its programming</li> <li>• identify potential philanthropic partners to support inclusive programming on campus</li> <li>• develop and implement a plan to secure formal partnerships with other organizations committed to working in the area of disability on campus</li> </ul>	<p><b>Each fiscal year</b></p> <ul style="list-style-type: none"> <li>• incorporate inclusive practices and awareness into the Vikes' new recruitment training</li> <li>• introduce 1 new inclusive recreational programming activity</li> <li>• develop 1 formal partnership on campus related to inclusion</li> </ul>





# 3

## GOAL 3 – DRIVE FINANCIAL SUSTAINABILITY

OBJECTIVE	STRATEGIES	OUTCOME MEASURES
<p><b>Maintain or build existing revenue streams, ensuring they are predictable, diverse and multi-year.</b></p>	<ul style="list-style-type: none"> <li>• continue working with the BC Ministry of Health and regional health authorities</li> <li>• increase CanAssist’s philanthropic donor base, with a particular focus on technology development and TeenWork</li> </ul>	<p><b>2016-2017</b></p> <ul style="list-style-type: none"> <li>• secure 1 fee-for-service contract with existing partners</li> <li>• meet or exceed philanthropic funding target</li> </ul> <p><b>2017-2018</b></p> <ul style="list-style-type: none"> <li>• secure 2 fee-for-service contracts with existing partners</li> <li>• meet or exceed philanthropic funding target</li> </ul> <p><b>2018-2019</b></p> <ul style="list-style-type: none"> <li>• secure 2 fee-for-service contracts with existing partners</li> <li>• meet or exceed philanthropic funding target</li> </ul>
<p><b>Identify new revenue-generating opportunities.</b></p>	<ul style="list-style-type: none"> <li>• identify new initiatives for leveraging both provincial and federal funding</li> <li>• identify corporate sponsorship opportunities</li> <li>• explore areas such as: social enterprise; broad-distribution products; consulting for residential complex developments</li> <li>• deploy CanStayHome (CSH) technologies through: re-engineering; production, marketing and distribution; and licensing agreements</li> </ul>	<p><b>2016-2017</b></p> <ul style="list-style-type: none"> <li>• secure 1 federal funding partnership</li> <li>• secure 1 corporate technology-related sponsorship</li> </ul> <p><b>2017-2018</b></p> <ul style="list-style-type: none"> <li>• deploy 1 CSH technology through private-sector agreements</li> </ul> <p><b>2018-2019</b></p> <ul style="list-style-type: none"> <li>• deploy 1-2 CSH technologies via private-sector agreements</li> <li>• secure 1 federal funding partner</li> <li>• secure 1 new fee-for-service consulting contract</li> </ul>
<p><b>Increase access to subject matter experts.</b></p>	<ul style="list-style-type: none"> <li>• identify and engage consultants and experts in a variety of areas, as needed</li> <li>• provide key staff with professional development and training that align with fee-for-service opportunities</li> </ul>	<p><b>2016-2017</b></p> <ul style="list-style-type: none"> <li>• identify gaps in CanAssist’s expertise</li> </ul> <p><b>2017-2018</b></p> <ul style="list-style-type: none"> <li>• establish and engage a pool of experts to draw upon when needed (both volunteer and paid)</li> <li>• develop and implement a plan for expert engagement</li> <li>• assign staff consulting opportunities</li> </ul> <p><b>2018-2019</b></p> <ul style="list-style-type: none"> <li>• assess engagement strategy; adjust as necessary</li> </ul>

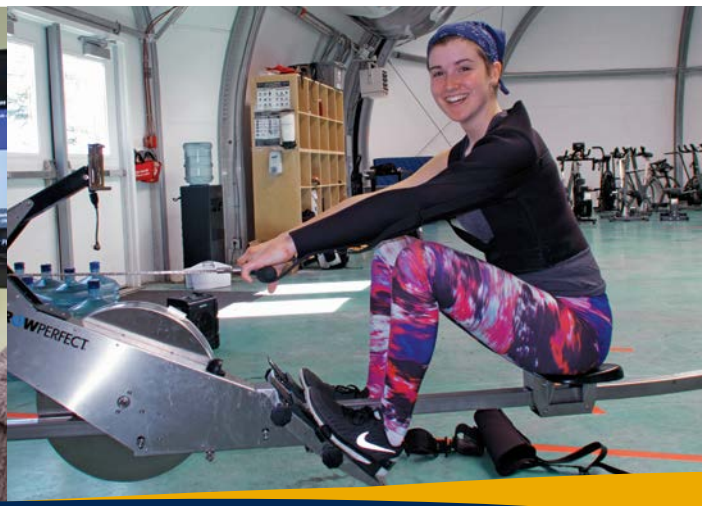
## GOAL 4 – BUILD A HEALTHY ORGANIZATION

OBJECTIVE	STRATEGIES	OUTCOME MEASURES
Set organizational priorities and goals; then allocate and monitor resources.	<ul style="list-style-type: none"> <li>complete the strategic planning process for the next three fiscal years</li> <li>review this plan regularly</li> </ul>	<p><b>2016-2017</b></p> <ul style="list-style-type: none"> <li>complete Strategic Plan by fall 2016; begin implementing</li> </ul> <p><b>2017-2018</b></p> <ul style="list-style-type: none"> <li>review current plan and adjust as necessary</li> </ul> <p><b>2018-2019</b></p> <ul style="list-style-type: none"> <li>review current plan; begin work on 2019-22 plan</li> </ul>
Ensure employees are working effectively toward goals.	<ul style="list-style-type: none"> <li>create and implement performance management and professional development policies and tools that align with the Strategic Plan, organizational priorities and values</li> <li>ensure that the right staff members are in the right positions</li> <li>identify, hire (as needed) and mentor new potential leaders for succession planning</li> </ul>	<p><b>Each fiscal year</b></p> <ul style="list-style-type: none"> <li>complete an annual work plan (December 2016; Fall 2017; Fall 2018)</li> <li>ensure the annual performance review process is underway by end of 2016 (and by Fall 2017 and Fall 2018)</li> <li>ensure staff performance plans are linked to Strategic Plan</li> <li>identify individual and team professional development needs</li> <li>schedule at least 4 lunch-and-learn sessions, based on individual and team needs</li> </ul>
Strengthen operational and project management processes.	<ul style="list-style-type: none"> <li>formalize processes and documentation</li> <li>develop a clear, detailed and realistic plan for every new project, which will be monitored on a consistent basis</li> <li>improve estimating timelines and budgets</li> <li>monitor resources regularly to utilize them as effectively as possible</li> </ul>	<p><b>2016-2017</b></p> <ul style="list-style-type: none"> <li>make each project's detailed plan available to all staff</li> <li>complete the initial project process, including: estimating, budgeting and resource utilization</li> </ul> <p><b>Each fiscal year:</b></p> <ul style="list-style-type: none"> <li>ensure on-time and on-budget targets are set for all projects</li> </ul>
Improve organizational communications and culture.	<ul style="list-style-type: none"> <li>establish a schedule for regular meetings and other staff communications</li> <li>use cross-functional teams when reasonable</li> <li>provide staff with inclusion training</li> </ul>	<p><b>Each fiscal year:</b></p> <ul style="list-style-type: none"> <li>hold regularly scheduled team and full staff meetings</li> <li>assess the multi-pronged approach to staff communications each year; make adjustments if needed</li> <li>provide at least 2 team-building opportunities</li> </ul>

# 4







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