



# Evolving Together



Strategic Plan  
2022-2025

# Strategic Plan 2022-2025

## Who We Are

In 1994, a group of passionate parents in our community came together with a common goal of ensuring that their six children with special needs could thrive. Together, they formed Pacekids Programs.

Pacekids has remained steadfast in our commitment to being family focused and striving for excellence in the therapy, education, and empowerment of children with diverse needs.

Today, Pacekids proudly serves over 600 children and families across the Calgary area annually.

### Vision

A community where all children with diverse needs and their families thrive.

### Mission

Pacekids empowers children with diverse needs and their families through excellence in therapy, education, and play.

### Values

Integrity | Respect | Accountability | Collaboration | Learning



## Where We Are Going

With diagnosis and occurrence of disabilities more prevalent than ever, and a growing demand for early education and therapeutic services, Pacekids is committed to identifying more opportunities to better serve our community.

Together, we will ensure that children with diverse needs and their families have the resources and supports they require to thrive. We will do so with our learned experience and evolving expertise, a dedicated team of diverse professionals, and with an innovative approach.

We are **Evolving Together**.

## Strategic Focus

Pacekids will review and evolve programming and revenue opportunities to strengthen Pacekids' impact and long-term sustainability.



# How We Will Get There

Pacekids will honour our Strategic Focus through commitments to optimization & sustainability, employee engagement, and fostering a culture of innovation & inclusion.

These priorities further support our organization's mission, vision, and values.

## Strategic Priorities





# Optimization & Sustainability

*Define Pacekids' community positioning and focus on optimizing programming and long-term sustainability.*

As the demand for programming continues to grow, Pacekids is committed to optimizing program offerings to better serve children with diverse needs and their families by:

## 1. Optimizing ECS programming and seeking opportunities for innovation.

*We will explore opportunities to optimize and innovate with our early education programs.*

Key actions include:

- Identify community needs, ideal structure, and best practice to optimize ECS programming.
- Explore feasibility of possible facility expansion including market demand, budget, staffing, facilities, lease hold improvements, and role of Fund Development.
- Explore feasibility of acquisitions and/or partnerships.

## 2. Optimizing Community & In-Home programming and seeking opportunities for innovation.

*We will have a seat at the table and strategically position Pacekids to optimize and innovate our community and in-home programming.*

Key actions include:

- Identifying and applying for new or expanded funding opportunities to increase programming supports for children with diverse needs and families.
- Strengthening agency relationships and positioning to maximize opportunities.
- Maximizing existing FSCD contract.

## 3. Exploring options for non-program revenue opportunities.

*We will consider alternate revenue opportunities to support Pacekids long-term financial viability.*

Key actions include:

- Social enterprise opportunities.
- Venue sub-leasing opportunities on evenings and weekends.
- High profile speaker series.

## 4. Establishing Pacekids' community positioning and value proposition.

*We will connect with stakeholders to determine what makes Pacekids unique.*

Key action objectives include:

- Research in support of developing Pacekids' value proposition.
- Establishing and promoting Pacekids' value proposition.
- Ongoing evaluation of value proposition and integration.



# Employee Engagement

*Be the employer of choice for a skilled and dedicated workforce by focusing on wellness, safety, and professional development.*

Simply put, we couldn't do what we do without our team of passionate professionals who make so much possible for the children with diverse needs and their families who we serve. Pacekids is committed to becoming an Employer of Choice by:

## 1. Attracting a skilled and dedicated workforce.

*We will successfully recruit qualified staff members who hold Pacekids' shared values.*

Key actions include:

- Build recruitment strategy that aligns with Pacekids' renewed vision, mission, and values.
- Review and strengthen onboarding practices.

## 2. Retaining a skilled and dedicated workforce.

*We will continue to develop our employee programs where our employees are treated fairly and equitably, have improved communication, and have opportunities to grow.*

Key actions include:

- Refining talent retention strategy.
- Succession planning and cross-functional training.

## 3. Fostering a culture of wellness and safety for all employees.

*We will work towards improved wellness and safer spaces for our employees.*

Key actions include:

- Defining organizational wellness and safety goals.
- Identifying tools, training, and resources agency can provide to support wellness and safety.

## 4. Enhancing engagement and transparency in communication.

*We will work towards improved communication and sharing of information, so all team members are informed and engaged.*

Key actions include:

- Increase communication and integration of Pacekids' Mission, Vision, and Values.
- Seek further opportunities for team members at all levels to provide input on decision making.



# Culture of Innovation & Inclusion

*Foster a culture where all perspectives are recognized and play a valuable role in influencing innovation and inclusion.*

We know that diverse teams perform better and that good ideas come from all levels. Pacekids is committed to fostering a culture of innovation and inclusion by:

## 1. Refreshing Pacekids values to align with innovation, inclusion, and steady improvement.

*Stakeholders will have an opportunity to provide input into Pacekids' values, and ensure they're embedded into the work we do.*

Key actions include:

- Engagement with stakeholders, review and define Pacekids' values to support a culture of innovation.
- Promote and infuse Pacekids' refreshed values into programming, policies and decision making.

## 2. Promoting a culture of innovation and continuous improvement.

*We will create opportunities for all stakeholders to influence action and contribute to enhancing and advancing the Pacekids mission.*

Key actions include:

- Define and promote a culture of innovation within Pacekids.
- Collect and utilize stakeholder data to inform decision making and identify opportunities
- Build a best practice framework.

## 3. Embedding Diversity, Equity & Inclusion (DEI) into Pacekids' culture & practice

*We will walk the walk and embed intentional infrastructure to ensure Pacekids' continually progresses and evolves our DEI practices.*

Key actions include:

- Building and implementing a DEI framework that encompasses all stakeholder groups (family, staff, and the broader Pacekids' community).
- Committing to Truth and Reconciliation.