



# The Venturers Society

## 2022-2027 Strategic Plan

---

The Venturers Society  
c/o Fish Creek Provincial Park  
Box 2780 Calgary, AB T2P 2M7

Vensoc2@gmail.com    [www.venturers.ca](http://www.venturers.ca)    403.278.8774

**Letter from the Executive Director:**

**Our 2022-2027 Strategic Plan was developed at a time when COVID had a significant impact on our lives. While challenging, the pandemic has also illustrated the role Venturers plays in the lives of participants by supporting their physical and emotional well being.**

**The goals outlined in our Strategic Plan promote a sense of community, celebrate individuals and teams, and a balance between flexibility and adherence to our core values.**

**The last few years have seen a number of long-time participants, staff and board members leave our community, only to be replaced by new individuals who are eager to continue the journey of community participation and a strong commitment to our activities in natural environments.**

**This document was created by The Venturers Society's Board of Directors with specific recognition and thanks to Jacqueline Chang and Connor Batchelor who spearheaded its development.**

**We are eager to see what the next five years have in store for us!**

**Sincerely,**

**Ed Quiring, BSW, RSW**

## The Venturers Society – Guiding Principles

### VISION

The Venturers Society is committed to the physical, emotional, and intellectual enrichment of our participants with developmental disabilities.

### MISSION

Leader in providing quality skill development and inclusive experiences for those with developmental disabilities within the natural areas of the communities we serve.

### VALUES

- We value the calming, spiritual, and healing effects of nature
- We strive for balance between work and leisure
- We ensure the rights of our participants and staff while maintaining our responsibilities
- We promote a supportive environment that encourages individual, group, and community enrichment
- We provide financial accountability, strive for full transparency, and manage our financial resources to achieve sustainability.

## PROGRAM HISTORY

The Venturers Society program began as a forestry-related training program under the Federal Job Creation Strategy in 1986. A project was launched involving six full-time participants to create basic fire protection for the Entheos Centre, a 60-acre property just outside of Calgary.

Over the past 35 plus years, The Venturers Society (hereafter referred to as Venturers) has evolved and expanded and now has over 40 participants supported by nine full-time and three part-time staff working in two regions of the province. Venturers is a registered charitable non-profit society and a designated Community Access program for adults with developmental disabilities operating in Calgary and Medicine Hat. Venturers has CET Level 1 Accreditation by Alberta Human Services - Disability Services (previously PDD) and Alberta Council of Disability Services.

## STRUCTURE

Teams of up to 5 participants contribute in many ways to our provincial parks, camps, acreages, and communities. These teams are led by Group Leaders, whose tasks include mentoring, encouraging individual responsibility, fostering a safe and respectful environment, and respectful interdependence among team members. Group Leaders encourage participants to balance work, recreation, and social interactions.

Our teams enjoy interaction with community members and learn to appreciate the importance of contributing to the communities that support us. Participants are involved in a diverse range of activities, primarily in natural areas that strive to promote leadership, confidence, team building, and social skill development. Teams are encouraged to celebrate their many individual, group, and community achievements.

Examples of member activities include delivering firewood to designated backcountry sites, remote campground maintenance and cleaning, emptying garbage and recycling bins and power washing the bins, assisting with sign repairs, putting up and taking down seasonal hunting signage, helping with dock maintenance at Elkwater Lake, grass trimming, site cleanups, chipping branches, and bench maintenance.

Venturers is led by an Executive Director who is supported by Administrative Assistant/Project Coordinator and contract personnel as needed. It is governed by a Voluntary Board of Directors, usually 5-8 members.



## STRATEGIC PRIORITIES

Venturers has identified the following Goals, Strategies, Risks, Desired Outcomes, and Performance Measures for 2022-2027:

<b>Goal 1: Well Executed Planning &amp; Operations</b>		
	<b>Strategy 1:</b>	<b>Strategy 2:</b>
<b>Strategy</b>	Reiterate Venturers participant choice service approach with all stakeholders: parents, guardians, partners, and Alberta Human Services - Disability Services	Develop program planning tools to better achieve balance (work and play) and consistency among teams
<b>Desired Outcomes</b>	<ul style="list-style-type: none"> <li>• Participant recognition</li> <li>• Effective communication between all stakeholders</li> <li>• Focused program planning that aligns fully with the societies mission and Disability Services, including Individual Service Plan (ISP) approach Performance measures:               <ul style="list-style-type: none"> <li>○ Annual Individual Service Planning and monthly reviews with participants</li> <li>○ Program reporting at staff meetings, Annual General Meeting and CET audits</li> <li>○ Participant Transition planning when exiting program</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Participants experience an environment where their contributions, opinions and goals are valued and respected</li> <li>• Activities may vary but contribution to the community, learning, and choice of activity reflect these principles</li> </ul>
<b>Performance Measures</b>	n/a	<ul style="list-style-type: none"> <li>• Staff report common language and approaches used across teams</li> <li>• Staff are equipped to adapt and change</li> </ul>
<b>Risks</b>	Departure of Executive Director or other key personnel	Staff do not effectively execute the programs &/or fail to ensure participants feel validated

## Goal 2: Sustain Funding

<b>Strategy</b>	Facilitate dialogue with Disability Services to strengthen existing connections to referrals and funding opportunities
<b>Desired Outcomes</b>	<ul style="list-style-type: none"> <li>• Strategically improve existing relationship with Disability Services</li> <li>• Inform Disability Services of Venturers referral needs</li> <li>• Receive more/diverse referrals to programs</li> </ul>
<b>Performance Measures</b>	Increased number of successful referrals made
<b>Risks</b>	Loss of funding would be devastating to the program

## Goal 3: Retain the Current Core Service Delivery Model

<b>Strategy</b>	Maintain current small group service delivery model to meet participant needs
<b>Desired Outcomes</b>	<ul style="list-style-type: none"> <li>• Quality mentorship and support for each participant</li> <li>• Demonstrate increased confidence, life skills and enhanced social networks in outdoor settings</li> <li>• Venturers continues to provide services to communities in both geographical locations as needed</li> <li>• Develop training opportunities to align with operational needs.</li> </ul>
<b>Performance Measures</b>	<ul style="list-style-type: none"> <li>• Venturers receives regular referrals</li> <li>• Participants experience meaningful work in supportive teams</li> <li>• Staff successfully support participants in program</li> </ul>
<b>Risks</b>	Loss of small group delivery model &/or appropriately tailored training opportunities due to increased participant demand would diminish individual participant experiences

## Goal 4: Communications, Partnerships, and Profile

	Strategy 1:	Strategy 2:	Strategy 3:
<b>Strategy</b>	Communicate with all significant stakeholders	Design and develop a communications plan with key messages for communities in both Calgary and Medicine Hat program areas	Communicate summaries of work performed and outcomes achieved by participants in various formats to current and potential partners
<b>Desired Outcomes</b>	Establish strong, open, and frequent communication with	<ul style="list-style-type: none"> <li>• Increase profile with agencies who are potential referral sources</li> </ul>	<ul style="list-style-type: none"> <li>• Honor commitments to existing partners.</li> </ul>

	<p>funder, families, participants, and other partners in order to facilitate the best operational and strategic program possible in order to maximize the benefits for all participants</p>	<ul style="list-style-type: none"> <li>• Increase community interest and support for services</li> </ul>	<ul style="list-style-type: none"> <li>• Crafting agreements with Venturers partners, host sites and acreage owners</li> <li>• Increased number of community contacts</li> </ul>
<p><b>Performance Measures</b></p>	<ul style="list-style-type: none"> <li>• Crafting agreements with Venturers partners, host sites and acreage owners</li> <li>• Increased number of community contacts</li> <li>• Ongoing mutual satisfaction and beneficial partnerships Concerns addressed as they arise with partners.</li> </ul>	<ul style="list-style-type: none"> <li>• Increased number of connections that lead to more program inquiries</li> <li>• Increased knowledge of the Venturers mandate, service history and current programs</li> <li>• Increased support and advocacy for services in both service areas</li> </ul>	<ul style="list-style-type: none"> <li>• Performance measures: <ul style="list-style-type: none"> <li>○ Ongoing mutual satisfaction and beneficial partnerships</li> <li>○ Concerns addressed as they arise with partners</li> </ul> </li> </ul>
<p><b>Risks</b></p>	<p>Breakdown in communication leads to loss of funding, a break in participant or family relationships, such that the participant experience is diminished</p>	<p>Breakdown in communication leads to loss of funding, a break in participant or family relationships, such that the participant experience is diminished</p>	<p>Lack of individual recognition would diminish the participant's ability to be validated in a public manner</p>

## Goal 5: Keep Current

<b>Strategy</b>	Ensure Venturers staff and board address issues guided by existing policies and procedures and, when required, develop new policies based on relevant legislation and industry standards
<b>Desired Outcomes</b>	<ul style="list-style-type: none"> <li>• Policy and Procedures Manual gaps identified and updated</li> <li>• Ensure new/updated procedures meet CET requirements</li> <li>• Review staff training and development needs</li> </ul>
<b>Performance Measures</b>	<ul style="list-style-type: none"> <li>• Enhance current staff/volunteer orientation process</li> <li>• Undertake routine performance reviews and adjust as needed</li> <li>• Integrate training focused on supporting individuals with developmental disabilities and complex needs</li> <li>• Staff training includes updates to Policy and Procedures</li> </ul>
<b>Risks</b>	Funding is put at risk because policies and procedures are not kept current with new regulations and best practices

## Goal 6: Maintain Our Unique Relationship with Nature

<b>Strategy</b>	Continue to spend time in natural surroundings and further work to steward and foster an appreciation for the natural environment
<b>Desired Outcomes</b>	<ul style="list-style-type: none"> <li>• Participants increase time in natural areas and gain understanding and appreciation for nature and the environment</li> <li>• Participants steward and advocate for greater care of the environment</li> </ul>
<b>Performance Measures</b>	<ul style="list-style-type: none"> <li>• Participants demonstrate appreciation and care for their workplace by choosing/promoting sustainable activities, products, and processes</li> <li>• Participants advocate for more sustainable practices</li> <li>• Participants spend a significant portion of program hours outside in nature</li> </ul>
<b>Risks</b>	Diminished time in nature leads to digressing from core values and primary purposes