

**Prairie Region Halfway House Association**

**Visioning Workshop Report  
April 25, 2008**

**Facilitated by Barbara Pedersen Facilitation Services Inc.**

**Prairie Region Halfway House Association**  
**Visioning Workshop**  
**April 25, 2008**

**Summary of Decisions from the Workshop**

The following decisions about the five-year vision elements, the mission statement, and the vision statement were made at the PRHHA Visioning Workshop, subject to revisions and approval by the Board. The detailed discussion for each decision is contained within this report.

**Five Year Vision Elements (Goals) for Prairie Region Halfway House Association**

The overarching vision element is “support for members”, recognizing that all of the activities of PRHHA are carried out to ultimately support the association members.

In five years,

1. All facilities with Correctional Service Canada (CSC) beds are members of PRHHA; and a broad variety of associate members are in place.
2. PRHHA is part of a credible national organization.
3. PRHHA has fair, equitable, and consistent principles in place with Correctional Service Canada for negotiation of contracts by members.
4. PRHHA is the recognized training source for members and partners.
5. PRHHA is financially sustainable with multiple sources of funding.
6. PRHHA is evaluating, researching, and developing re-integration strategies.
7. PRHHA is recognized as experts in the safe and healthy transition of individuals from incarceration to community.
8. PRHHA shares its knowledge base with members, partners, and the public in streamlined readily accessible means.

**Revised Mission Statement**

The participants agreed to the following mission statement, subject to final “wordsmithing” and approval by the Board. The facilitator provided two options with one suggested word change in Option 2 in order to eliminate the repetition of the word “promoting”.

*Option 1:* The PRHHA is a member organization dedicated to promoting information, education, leadership, and advocacy for its membership and the community to promote successful and healthy re-integration and community safety.

*Option 2:* The PRHHA is a member organization dedicated to providing information, education, leadership, and advocacy for its membership and the community to promote successful and healthy re-integration and community safety.

**Vision Statement**

*Decision:* The first options of the vision statement were worded as:

*Option #1:* Promoting/increasing safety by transitioning individuals to the community

*Option #2:* Halfway houses have the support and resources necessary to contribute to community safety.

## Overview of the Visioning Workshp

The Board members of the Prairie Region Halfway House Association (PRHHA) participated in a Visioning Workshop on April 25, 2008 at the Kahanoff Centre in Calgary Alberta. The facilitator of the workshop was Barb Pedersen of Barbara Pedersen Facilitation Services Inc. The purpose of the workshop was to develop the:

1. Vision elements (goals) for PRHHA in next three to five years – description of desired future
2. Vision statement of PRHHA
3. Process to move forward – next steps to achieve the vision elements

### *Participants:*

Gordon Sand, Calgary, Alberta  
Pat Babiak, Brandon, Manitoba  
Heather Quirico, Calgary, Alberta  
John Weeks, Edmonton, Alberta  
Scot Evacheski, Saskatoon, Saskatchewan  
Ron Coles, Winnipeg, Manitoba  
Brenda Ingham, Manager

### *Regrets:*

Al Gordon, Edmonton, Alberta  
Bob Alexander, Calgary, Alberta  
Geoff Smith, Red Deer, Alberta  
Andre Letendre, Prince Albert, Saskatchewan

## Developing the Vision of the Future for PRHHA

The focus question of the workshop was:

*What do you want to see in place in the next five years? (Describe what PRHHA will have in place internally, and what is occurring in the work environment because of PRHHA).*

Participants engaged in several discussion and creativity activities to develop the five-year vision elements; that is the long-term goals or outcomes that will be in place in five years.

### ***Visioning Activity #1***

In the first activity, participants selected images from a set of 100 images representing Life, Objects, People, and Nature. By using images, the participants were encouraged to think about the future in creative and different ways. Each participant described what the images represented to him/her in terms of the five-year vision elements for PRHHA. The participants identified the main themes heard from the individual descriptions.

- ✓ Teamwork
- ✓ Strength
- ✓ Growth
- ✓ Sharing
- ✓ Professionalism and expertise
- ✓ Creativity and excitement (shake things up; on the edge; spice)

The individual images descriptions were clustered into the themes by the facilitator as shown in the following chart.

<i>Theme</i>	<i>Image</i>	<i>Meaning</i>
<b><i>Teamwork</i></b>	People playing in the sand on a beach	Working together as a team
	Fireworks	Excitement of working together
	Jar of brushes	Board members bring different tools paint with different brushes – a strength
	Baseball team	Good strong teamwork
	Hands reaching in to hold an object	Sharing knowledge base and reaching in to share
<b><i>Strength</i></b>	Chains	Create a unified front; strong links; strengthen weak links
	Totem pole	Strength; built on solid ground
	Tree	Strength; roots are anchored solidly to the ground
	Little house	Stability; PRHHA has its own strong place
<b><i>Growth</i></b>	Businessman on a climbing wall	Next steps for PRHHA; moving upward; growth
	Airplane	Soaring to new heights; we can have both a local and national focus
	Hand pointing at a map	Direction (good and strong)
<b><i>Sharing</i></b>	Couple walking and holding hands	Making connections
	Congregation in a church	Partnerships
	Birds	Freedom to fly with partners
	Two dogs playfighting	Dialogue and diversity are valued; respect partners
<b><i>Professionalism and expertise</i></b>	Salad	Feeding the body and mind with healthy energy and knowledge
	Car on the side of the road	PRHHA will not be stuck or forgotten on the side of the road; stakeholders will know we exist and for what we stand
	Bread and wine	Need spice (creativity)
	Lake, tree, sky	PRHHA reflects what is good about people and in a larger sense what is good about community
	Downtown office towers	PRHHA takes its place and is seen as professional experts
	Golf carts	Fun events to celebrate our successes; maybe fundraisers
	Camera	Documenting our existence and development; leaving a track record
	Flowering trees	Honour fruition and maturity of our efforts

### ***Visioning Activity #2***

The second activity was a consensus-building discussion in which participants identified their individual ideas to answer the Focus Question, and then merged their ideas with those of the other participants to develop the agreed-upon vision elements (goals). The ideas that were merged into each goal are shown in Appendix A.

### **Five Year Vision Elements (Goals) for Prairie Region Halfway House Association**

The overarching vision element is “support for members”, recognizing that all of the activities of PRHHA are carried out to ultimately support the association members.

In five years,

9. All facilities with Correctional Service Canada (CSC) beds are members of PRHHA; and a broad variety of associate members are in place.
10. PRHHA is part of a credible national organization.
11. PRHHA has fair, equitable, and consistent principles in place with Correctional Service Canada for negotiation of contracts by members.
12. PRHHA is the recognized training source for members and partners.
13. PRHHA is financially sustainable with multiple sources of funding.
14. PRHHA is evaluating, researching, and developing re-integration strategies.
15. PRHHA is recognized as experts in the safe and healthy transition of individuals from incarceration to community.
16. PRHHA shares its knowledge base with members, partners, and the public in streamlined readily accessible means.

### **Benefits of achieving the vision elements:**

Participants articulated the benefits of PRHHA achieving the five-year vision elements.

- ✓ Increased community safety
- ✓ Standards for houses and services are in place
- ✓ Trained staff in the houses
- ✓ Ways to sentence people other than sending them to jail
- ✓ Understanding of transition release by the public
- ✓ Transition release becomes more acceptable by the public.

## **Priorities of the Five-Year Vision Elements**

Participants briefly discussed the priorities of the five-year vision elements; however, a final decision of the priorities was not achieved due to time constraints. Several participants suggested ways to prioritize the elements which were favourably received.

*One suggestion about the important priorities:*

- PRHHA is recognized as experts in the safe and healthy transition of individuals from incarceration to community.
- PRHHA is evaluating, researching, and developing re-integration strategies.
- PRHHA is the recognized training source for members and partners.
- PRHHA has fair, equitable, and consistent principles in place with Correctional Service Canada for negotiation of contracts by members.

*One suggestion of the priorities of the vision elements based on a progression related to current activities and required sequencing of one element before others:*

1. All facilities with Correctional Service Canada (CSC) beds are members of PRHHA; and a broad variety of associate members are in place.
2. PRHHA is part of a credible national organization.
3. PRHHA has fair, equitable, and consistent principles in place with Correctional Service Canada for negotiation of contracts by members.
4. PRHHA is the recognized training source for members and partners.
5. PRHHA is financially sustainable with multiple sources of funding.
6. PRHHA is evaluating, researching, and developing re-integration strategies.
7. PRHHA is recognized as experts in the safe and healthy transition of individuals from incarceration to community.
8. PRHHA shares its knowledge base with members, partners, and the public in streamlined readily accessible means.

*One suggestion of the cyclical nature of the actions required to achieve the vision elements:*

When considering the progression as outlined above, many of the activities will occur simultaneously and in a cyclical manner.

## **Revision of the PRHHA Mission Statement**

The participants reviewed the current PRHHA mission statement and mandates (shown in Appendix B). The participants agreed that the five-year vision elements link with the PRHHA mission statement.

*Current Mission Statement:* The PRHHA is a member organization dedicated to promoting information, education, and leadership, for its membership and the community, in order to contribute to a more effective justice system.

The mission statement was revised as follows:

- Include advocacy in the mission statement or mandate
- Move the mandate statement “to promote successful and healthy re-integration and community safety” into the mission
- add a mandate statement “advocate for a more effective justice system”

### ***Revised Mission Statement***

The participants agreed to the following mission statement, subject to final “wordsmithing” and approval by the Board. The facilitator provided two options with one suggested word change in Option 2 in order to eliminate the repetition of the word “promoting”.

**Option 1:** The PRHHA is a member organization dedicated to promoting information, education, leadership, and advocacy for its membership and the community to promote successful and healthy re-integration and community safety.

**Option 2:** The PRHHA is a member organization dedicated to *providing* information, education, leadership, and advocacy for its membership and the community to promote successful and healthy re-integration and community safety.

### **Vision Statement**

A vision statement is a precise, well-crafted set of words, normally one or two sentences, announcing where an organization wants to go or **painting a picture of what your organization wants to become**. Participants brainstormed ideas for a PRHHA vision statement, building upon the five-year elements.

Ideas to consider when writing the PRHHA Vision Statement

- Creating safe places to grow safe people – grow, self-esteem, behaviour, care about people
- Use words like “growth”
- Safer communities
- Public/community/citizen support for our work (value halfway house) because it leads to safer communities
- Safe and productive citizens returning to the community
- Ensuring safety by returning productive individuals to the community

One suggested vision statement was “*Promoting/increasing safety by transitioning individuals to the community*”. **Participants discussed whether this statement is a vision of PRHHA or a vision of a halfway house.** Participants observed that if PRHHA achieves the five-year vision elements, halfway houses would be working at optimal levels; they would have public support, and public would enjoy increased community safety.

Participants discussed whether the PRHHA vision statement should focus upon its members; that is, if the member organizations are strong, then they are able to achieve the ultimate vision of increasing community safety.

*Decision:* The **first draft** of the vision statement was worded as:

***Halfway houses have the support and resources necessary to contribute to community safety.***

*Action:* Gord Sand and Brenda Ingham will prepare and send out several options of the vision statement for Board member input.

### **Moving Forward: Next Steps to work towards the Vision Elements**

1. The Facilitator will prepare the Visioning Workshop Report and submit to Gord Sand, Chair and Brenda Ingham, Manager by May 2, 2008.
2. Wordsmithing of vision elements – Facilitator will finalize the wording of the vision elements with Gord Sand and Brenda Ingham as part of the Visioning Workshop Report.
3. Mission statement – include in the Workshop Report; Brenda Ingham will send to the Board members for input; finalize at the June 2008 Board meeting.
4. Vision statement – Gord Sand and Brenda Ingham will prepare and send out several options for Board member input. Finalize at the July 2008 Board meeting.
5. Action plan for the Vision Elements – Brenda Ingham will develop a one or two year Action Plan and distribute to the Board member for input and approval.

#### *Timeline:*

1. The Board will approve the Vision statement, Mission Statement, Five-year Vision Elements, and Action Plan at the Board meeting in early September, or earlier.
2. The Board will present the Plan at the September 24, 2008 Annual General Meeting.