



### **Philosophy Statement:**

People with developmental disabilities have a valued role in society. The philosophy of equal rights and opportunities has been adopted in the development of programs and services.

### **Mission Statements**

- To provide options and alternatives for persons with developmental disabilities to maximize their potential in the least restrictive environments while safeguarding the rights and quality of life of each person supported.
- To provide and manage low-income housing for seniors and people with disabilities.

### **Guiding Principles**

- ◆ To provide quality care for people we support, enabling them to achieve their full potential and to maximize their independence.
- ◆ To expand services of CDSCL in order to provide more choices for individuals with disabilities.
- ◆ To involve stakeholders in the planning process.
- ◆ To involve, support and acknowledge staff and volunteers

### **4 Key Directions and Goals:**

1. Provide Quality Care to the People we Support (Clients)
2. Inform and Involve Clients, Families/Advocates
3. Involve, Support and Acknowledge Staff and Volunteers
4. Develop a Strong Organization

### **1. Provide Quality Support to Clients**

- a) Continue to Provide Quality Staffed Support to People with Developmental Disabilities  
Continue providing staffed services to people with developmental disabilities in Residential, Supported Living, Community Support and Community Integration programs.
- b) Continue to Plan for Dealing with Aging Clients
  - i. Continue to provide supports to people through their full life cycle.
  - ii. Continue to offer training to staff in regard to aging (Dementia, Alzheimer's etc.).



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- c) Develop Additional Options for Supporting Clients
  - i. Explore options for developing resources and housing to provide more options for people with developmental disabilities.
  - ii. Be open to working in partnership with other organizations to explore options for providing supports to people with dementia etc.
- d) Develop a Positive Relationship with Health Professionals

Encourage liaison between HSCL nurse, staff and other health professionals regarding specific needs of individuals in or care.
- e) Enhance/Expand Day Programs
  - i. Expand the physical capacity for the Day Programs by adding an addition onto the 8<sup>th</sup> Avenue property.
  - ii. Continue involving clients in the services offered to the Community (Recycling, Meals on Wheels etc.) and explore increasing these services.
  - iii. Explore employment and entrepreneurship opportunities for people with barriers to employment.
  - iv. Continue to provide Therapeutic Riding lessons Public Riding Lessons and opportunities to people with disabilities through the Therapeutic Riding Program through the use of staff and volunteers.
- f) Consider Exploring Additional Programs
  - i. Respond to emergency and respite needs in the Creston community for children and adults when the need arises.
  - ii. Be prepared to oversee Home Share Contracts in the Creston community if the opportunity arises.

## 2. Inform and Involve Clients, Families/Advocates

- a) Ensure Clients Have a Voice in the Organization
  - i. Send out an annual survey to clients.
  - ii. Continue to include clients in monthly team meetings.
  - iii. Have annual planning meetings with clients, their families, staff and other stakeholders.



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- iv. Ensure that clients/tenants are aware of the Feedback/Complaint Form and Policies regarding Advocacy and who they can talk to if they have a concern.
  - v. Have at least one client/self-advocate on the Board of Directors.
    - a) Nominating Committee to ensure that there is at least one client/self-advocate represented on the Board
  - vi. Hold regular meetings with Rebekah Manor tenants.
- b) Provide Information to Families/Advocates
- i. Maintain communication with family members and advocates through correspondence reminding them that we would like to receive input from them and that the Feedback/Complaint Form can be used.
  - ii. Ensure families and advocates are invited to participate in the life of the client, especially at Personal Service Plans (PSP's).
  - iii. Send annual progress reports to family members and advocates (assuming the individual approves).
  - iv. Send an annual newsletter to stakeholders to include general information on current news and initiatives and an ongoing report on the accreditation process.
  - v. Staff to continue two-way communication with family members especially in regard to changes in health, incidents etc.
  - vi. Notify family members regarding any reportable incidents as required.
- c) Provide Opportunity for Input from Family Members/Advocates
- i. Send out an annual stakeholder survey to family members/advocates and other stakeholders.

### 3. Involve, Support and Acknowledge Staff

- a) Involve staff in the Planning Process
  - i. Send out an annual survey to all staff.
- b) Provide Support to Staff
  - i. Do annual performance reviews with all employees to include opportunity for employees to provide feedback and to be involved in establishing a plan to achieve their goals.



- ii. Continue to investigate and offer educational opportunities for all employees.
- c) Acknowledge Staff for their Accomplishments and Contribution to the Organization
- i. Form a committee to provide formal recognition to staff for their milestones and accomplishments.
  - ii. Informal acknowledgement of accomplishments and appreciation of staff should be a part of the culture of the organization as fostered by the Management Team.

#### **4. Develop a Strong Organization**

- a) Board Involvement
- i. The Board of Directors to provide strong governance to the organization by providing direction to Management regarding the Vision of the organization through regular strategic planning process and regular outcome reviews.
  - ii. The Board of Directors will review and revise the Policy and Procedures Manual on an annual basis and as needed.
  - iii. The Board of Directors needs to establish ways to encourage new people to join the Board of Directors and begin to pursue bringing new people onto the Board.
- b) Continue to Work in Solidifying this Organization
- i. Continue with the current organizational structure.
  - ii. Continue with the Accreditation process to maintain and improve services to the people we support.
  - iii. Enhance the process for orientating, mentoring, and rewarding volunteers (including Board members).
- c) Explore Alternate Sources of Revenues through Fundraising
- i. Research potential for obtaining monies from foundations, financial institutions and service clubs.
- d) Enhance Relationship with Funding Agency
- i. Invite Community Living BC (CLBC) staff and other stakeholders to functions such as the open house.
  - ii. Executive Director to attend quarterly regional meetings.



e) Provide Information to the Community

- i. Continue to work with the local newspaper to promote CDSCL services, recognize achievement of individuals and inform the general public of the organization, the individuals supported and relevant issues (include photos).
- ii. Review and update information on the website and in brochures on a regular basis.
- iii. Continue to be involved in the annual community Spring and Garden Show; consider promoting CDSCL in other events such as the Fall Fair.
- iv. Continue to be a member of the Chamber of Commerce.
- v. Executive Director or alternative to attend meetings of Community based groups.

Financial Stability

As of March 31, 2011 CDSCL is showing a net Operating Surplus of \$242,960. However, \$673,794 of this surplus is invested in Capital Assets, the majority being Property used for the purposes of carrying out the mandate of the Society.

The majority of funding for the Society comes from Community Living BC through Contracts. Current Contracts have an expiry date of March 31, 2013, which provides financial stability for this time period. However, funding templates, which have been approved by CLBC show that the organization is underfunded for the level of service provided by approximately \$9500 per month. We are able to accommodate this shortfall through internal efficiencies, which diminish the effectiveness of service from its full potential. Although we anticipate maintaining a balanced budget for the next fiscal year, further increases in expenses will put us in a precarious financial position unless we receive increases in our Contract revenues.

Cash flow is a concern due to the fact that CLBC Contracts are paid on the twelfth day of the month. Expenses for the first twelve days need to be covered from existing cash from Reserves and Accumulated Liabilities.

The Riding Programs rely heavily on an annual grant from BC Gaming to operate, as well as donations from individuals and foundations. Although we are required to apply for this grant every year, it is reasonable to expect ongoing funding over the next three years. The Riding Programs are now financial self-sufficient.



Restricted Reserves are invested in GIC's for future capital expenditures for BC Housing homes. Unrestricted Reserves are set aside for the remainder of CDSCL properties, replenishing of vehicles and renovations. However, the cash has traditionally been invested in assets. To meet the needs of the Strategic Plan for 2011-14, the Capital Investment plan for the next three years includes the following:

- Addition to the 8<sup>th</sup> Avenue Day Program for a new lunchroom and washrooms to be financed from Reserve funds, credit line and loan to begin in the 2011/12 fiscal year. Total cost to be determined.
- Installation of wheelchair ramp and new stairs to main Administration building – approximate cost of \$2000 to come from the Reserve funds to be completed by October 2011.
- Discussion and research in relocating a group home to a more desirable building to better meet the needs of the persons supported in that home and to provide a safer and healthier environment for clients and staff.
- Replacement of appliances and equipment as needed to be expensed from Reserve funds.

### Financial Goals

- To ensure adequate funding from the primary funding agency with emphasis on attempting to acquire full funding for the Residential Programs.
- To maintain a balanced budget with a surplus/deficit within 1% variance.
- To increase cash flow.
- To ensure adequate funding of anticipated Capital Projects.
- To maintain financial self sufficiency of the Riding Programs.

**Responsibility: Executive Director**