



**2016-2017
ANNUAL
REPORT**



**Developmental
Disabilities Association**

The Developmental Disabilities Association is a community living agency that provides over 50 community-based programs and services to children and adults with developmental disabilities and their families in Vancouver and Richmond. We create extended networks of support, invest in individuals and strive for an inclusive and safe community.





CONTENTS

Board Members	3
President's Message	4
Executive Director's Report	5
Quality Assurance	11
Infant Development Program	13
Child & Youth Services	17
Community & Vocational Services	21
Residential Services	25
Developmental Disabilities Trust	29
Human Resources & Payroll	33
Staff Training & Development	34
Communications	35
Finance	37
Information Technology	39
Supporters	42



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A retrospective of any organization's year includes both challenges and successes. The Developmental Disabilities Association's year in review is no exception. However, DDA has met their challenges with determination for improvement and a great vision for the future. This success is due to exceptional staff, precise planning, and embracing technology.

DDA staff is exemplary. They are dedicated to their jobs and clients. This commitment was particularly evident over the harsh winter. The staff worked long hours under adverse conditions and were incredibly flexible in order to ensure that client needs be met and their daily schedules be kept. Even our Star Jumper enterprise persevered in keeping their trucks on the road! The staff in all departments looked for innovative opportunities to perform their jobs and seek opportunities for improvement.

The staff and administration are also involved in vital operational planning that includes both short and long-term goals. They are addressing issues of the future in order that the people and

resources will be in place when they are needed. It is necessary to ensure short-term goals are aligned to the vision of the future so that our mission to be leaders in the field and help clients develop to their full potential is addressed without wasting time or funds. Our strong administration team ensures we are heading down the right track.

In order to achieve efficiency and economy, DDA embraces technology to bring about changes and innovations. We have implemented a new Human resource system that allows us to allocate resources to achieve total perfection in all administrative functions performed by the staff departments. We have hired specialists to support staff in implementing and overseeing these changes. Perhaps the most exciting news is DDA's partnering with researchers and technicians from UBC, SFU and BCIT to pioneer and develop a robotic program.

It is such a pleasure to be part of an organization that is so dedicated to its mission and contributes so much to making our society a better and inclusive place.

PRESIDENT'S MESSAGE

BOARD PRESIDENT - JOHN NEILSON



YEAR IN REVIEW

EXECUTIVE DIRECTOR - ALANNA HENDREN



This fiscal year was about overcoming challenges, encouraging abilities, and developing strategies to solve some perennial problems.

Board strategic planning included the appointment of external reviewers to assess our properties and technology, and develop a Board recruitment and succession plan. The property review gave us great news – all our buildings are in good shape – and provided us with a 30 year capital budget so we can ensure that our capital needs are considered as top priorities when we annually allocate our non-government revenue. We also assigned funds to reserves so we can pay for predictable long-term expenses like maintenance and repair of buildings, vehicles, and information technology improvements.

We also continued to implement new payroll, HR and scheduling processes and consolidated all three of these functions into one department. Another goal was to increase Developmental Disabilities Association's (DDA) presence in

the community, which we achieved through redeveloping our website (in process), rebuilding our social media presence, and receiving positive exposure through the mainstream media. We also had great staff ambassadors at Leisure Fairs, on the Disability Committee at Vancouver City Hall, and on community committees in Richmond. Our very popular DDA Night @ the Nat, overflowed with clients, families and staff from DDA. We also maintained our international contacts.

“This fiscal year was about overcoming challenges [and] encouraging abilities”

“We will continue to monitor trends and the changing role of developmental disability non-profits into the future”

The Board also reviewed several trends that have become apparent in social policy as it concerns people with developmental disabilities in North America, the United Kingdom, and Australia that will continue to impact people with developmental disabilities. These include:

- ▶ An increase in the number of people with developmental disabilities of 6% to 8% per year (likely due to toxins in the environment, premature babies surviving extremely low birthweights, an increasingly higher prevalence of autism, and aging adults who live with their aging parents who can no longer care for their son or daughter with a developmental disability).
- ▶ Individualized funding at an average of \$25,000 to \$27,000 per person per year with responsibilities for case management and service acquisition moved from governments to families and individuals
- ▶ A move from inclusion to segregation – in education and other areas where children are segregated based on diagnosis
- ▶ A move from a social model of disability back to a medical model – for diagnosis, medications, therapies, and treatments based on scientific research/data
- ▶ A move from non-profits and charities providing services to for-profit service providers – from very small one-person organizations to multi-national corporations. Interestingly, most large corporations are backing off due to the inherent lack of funding and high demand in this sector

- ▶ A move away from block-funded government services to a user-pay model where families can use individualized funding from government and augment this funding with their own personal resources or Registered Disability Savings Plans, which were not necessary in the past
- ▶ A move away from community action (service clubs, non-profit boards, volunteerism) to individual/personal action, philanthropy and profit-motivated pursuits (‘social enterprise’, innovative start-ups) – a societal move from cooperation to competition

We will continue to monitor these trends and the changing role of developmental disability non-profits into the future.

Recruitment and Retention

One-third of unionized community living agencies in BC (generally the highest paying), had turnover rates greater than 20% and just under 10% of agencies had turnover rates of 30% in 2016. DDA continues to face recruitment and retention challenges that are not about to disappear in the near or long-term future. Based on population trends, our potential workforce is shrinking while demand is increasing substantially, particularly with the aging of the Baby Boom generation. ANCOR, an association of service providers in the US, determined that turnover costs American organizations an average of \$4,200 to \$5,200 (USD) per vacancy in advertising, selection, orientation, and training costs. This constant turnover further places more work on the shoulders of remaining



staff. Our prospective staff are also in demand in higher-paying sectors like health care, mental health care, education, children's and aboriginal services.

To address this challenge, DDA has invested in technological solutions, and is in the process of developing a core curriculum for those new staff who will be working with adult clients at DDA. This basic core competency training will allow us to hire staff with lower qualifications than at present and will fill the training gap between our General Orientation and our Leadership Development program.

"We are also working on a project... to develop a personal service robot."

We are also working on a project with JDQ (our corporate partner), UBC, SFU and BCIT to develop a personal service robot for people with developmental disabilities. This initiative was born last year but our robot learned so much this year! Our goals for our robot, and the people who we support include: personalization in services, increased individual development, improved scheduling, teaching daily planning, skills and abilities, security/safety (fire, flood, air quality), communications, and community accessibility. We seek to use these robots to assist our employees, maximize client independence, and to reduce direct support costs. Another goal is to develop robots at a low cost. At present, if a family or agency hires a full time employee to support their son or daughter, the cost is \$50,000 to \$60,000 per year. Our goal is to develop a robot prototype that could be manufactured and sold at a one-time only cost of \$10,000, provide services 24/7, and 'live' for five years without considerable upgrade costs. We have had increasing interest from aging



and health providers and have already employed several PhD students who taught our robot how to map the environment, recognize voices, and identify the folks who are participating in the project. We are just beginning!

Infant Development Program

Our Infant Development Program did not operate at a deficit this year! This was a significant accomplishment considering the years of additional work we were doing for MCFD with no extra funding. Although a structural deficit continues in our IDP budget, primarily due to our Fostering Early Development program, we are intending to balance budgets from now on.

“DDA continues to provide our child care programs with capital and operating funding”

Child Care

Our child care budget has now been in a significant deficit for several years. Although we have been monitoring expenditures, performance of the department in 2016-2017 continued to indicate that major changes are required to reach financial sustainability. This is largely due to the provincial government’s child care policy of providing large grants to organizations who wish to open new spaces, creating extraordinary competition. Since licensing standards govern the child/staff ratio and our collective agreement governs the amount we can pay, there is not much flexibility to reduce costs. In addition to covering operating deficits, DDA continues to provide our child care programs with capital funding for playgrounds, vehicles, information technology and training but this is still not enough.

The board had to make the difficult decision this year to close Waterside, in Vancouver downtown east side because it was losing over \$6,000 per month and served only 12 children. This had been going on

“We’ve also developed a Senior’s Outreach pilot project... that will identify aging clients who continue to live with aging senior parents”

for quite some time, but in the past we could offset deficits in one program with surplus from others. This is no longer the case; vacancies are impacting all our centers, thereby reducing parent fee income. Many families were surprised to learn that the government funds very little in child care anymore - most of our revenue comes from parent fees, but parents can only pay so much. Additionally, although our child development centers were first created because there were no special needs child care services, now families can include their son or daughter with special needs into any child care facility they choose. Convenience is usually the primary consideration for families, who now receive individualized funding from the province’s Supported Childcare Program. Unfortunately, the funding from Supported Childcare is not covering the full costs of including children with special needs.

Child care advocates throughout BC continue to lobby for \$10 per day childcare, but this would likely take ten years to implement even if government policy changed. We continue to work on our business plan for child care at DDA but this may involve other closures. This has an impact beyond DDA – extremely high real estate prices seriously impact young families in Vancouver and Richmond while high child care fees produce additional stress on their finances.

Adult Services

Adult Services saw growth during the year – we opened a new day program on Victoria Drive and filled vacancies in our residential program. In partnership with our Community Living of British Columbia (CLBC) representatives (thank-you JC and Charlene), we also developed a Senior’s Outreach pilot project to be operated through our Family Support Program, that will identify aging clients

who continue to live with aging senior parents. Our goal is to provide support to the family so that these adults can live with their parents longer, and for parents to develop a plan regarding their wishes should they pass away suddenly or otherwise cannot care for their son or daughter.

Housing is a big challenge for low-income renters in Vancouver so we continue to be on the look-out for places for our independent clients to live. We are also grateful to the Community Social Service Employer’s Association (CSSEA) for ensuring that all social service agencies received funding from Ministry for Children and Family Development (MCFD) and CLBC to pay for our wage increase obligations as determined in our collective agreement. DDA put forward a motion that required CSSEA to ensure that all relevant Ministries understood their funding commitment. Because this motion passed, Ministries were able to receive additional funding from Treasury Board to offset these increases for agencies.

Thank You!

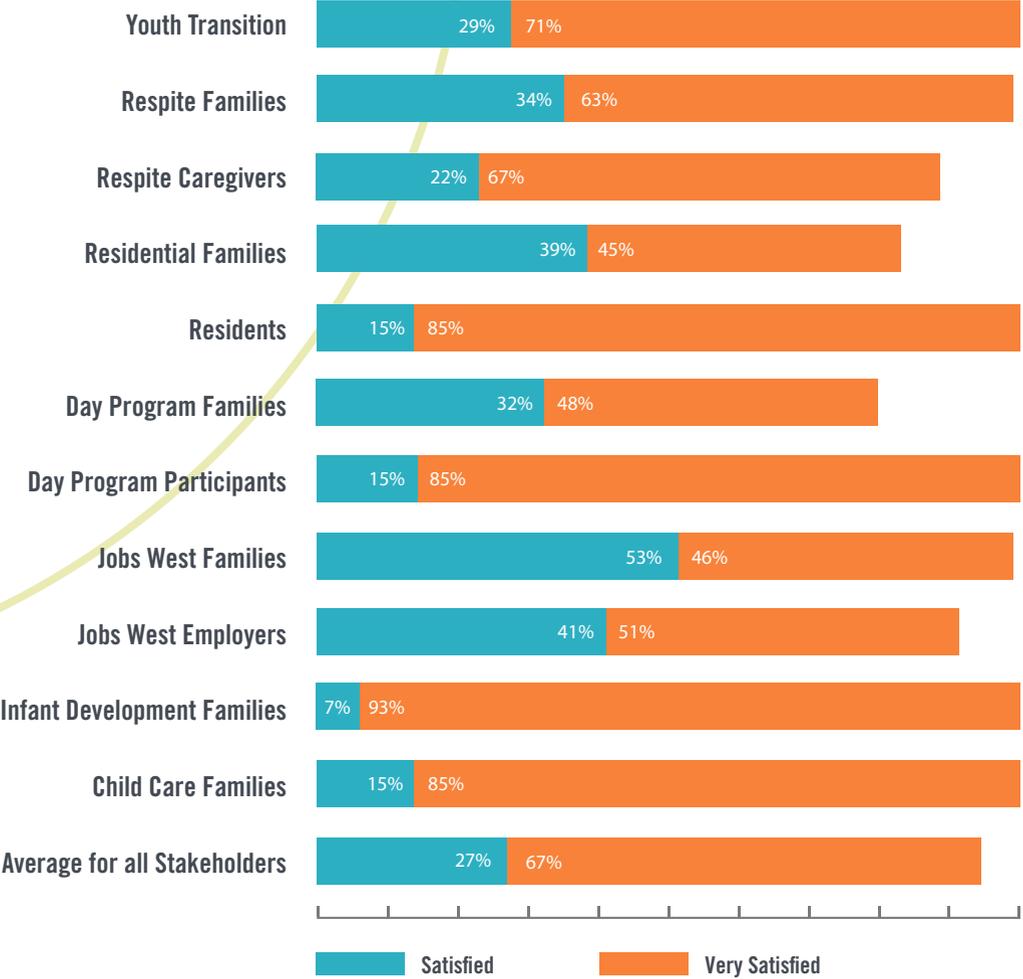
In addition to all our members, supporters, donors and Board, it is my pleasure to thank all of our employees for living our mission – “We enable people with developmental disabilities to achieve their full potential” – everyday. This year, they deserve additional kudos for getting us through the snow, ice, and more snow during our unusually horrible winter. Everyone everywhere chipped in and worked around the weather (and the clock) as much as possible so all of us were well-supported and safe. Thanks as well to the DDA board for their guidance and personal contributions, and the people who we support for the inspiration that they are in their pursuit of their dreams and goals. Onwards and upwards in 2017-2018!



Assistant Director - Terry Schenkel

QUALITY ASSURANCE

“We’d like to thank DDA for their continuous support through the years!”



Satisfaction With Services

Each year we measure service satisfaction for all of the programs and services we offer to persons with disabilities and their families. The chart (above) illustrates the satisfaction ratings for clients, families, and caregivers for the past year. 94% were satisfied or very satisfied, while 67% were very satisfied! No stakeholder group gave an overall satisfaction rating of less than 91%, and 8 of the 11 groups gave ratings that exceeded 95%. These are extremely high ratings and reflect the quality of the services DDA provides to individuals and families.



Director - Bonnie Barnes

INFANT DEVELOPMENT PROGRAM



The Vancouver Infant Development Program (IDP) is a home-based early intervention program serving infants 0-3 years who are at risk for developmental delays or have identified delays, and their families. This past fiscal was a busy year and we saw 370 infants in our IDP program, an increase from last year. With the increasing number of new referrals we continue to seek out new ways of using technology to increase our efficiency so we can maximize our personal contact with children and families.

IDP is primarily a home visiting program, with supplemental community groups. We use technology to assist us to communicate with parents, caregivers and involved professionals in a timely way, using their most preferred method of contact. The protection of privacy is paramount and families and guardians are required to give informed consent to communicate through technology.

One of the ways that we have used technology

in an efficient and effective way is to use video clips of visits with Physiotherapists to demonstrate correct positioning strategies or specific techniques with the parents actually going through the suggestions step by step. This allows them to be able to go back and view the suggestions or allow others who may be involved in the care of the child to view them.

We have also been able to use facetime when one parent or caregiver has not been able to attend a visit so they can participate and ask questions in real time.

370
Infants served in IDP



When resources are limited and the demand for service is high, the use of technology can be an effective tool in communicating quickly, documenting developmental suggestions and including absent participants. We are continuously looking at ways to be more efficient and finding ways to effectively use technology in our service to families.

Partnerships

We continued to partner with the Vancouver Public Library and Vancouver Coastal Health to offer the Parent-Child Mother Goose Program on the west side of Vancouver. This program is so successful that the Vancouver Public Library has agreed to expand this partnership to offer an additional Parent-Child Mother Goose Program with IDP on the east side of the city. Vancouver Coastal Health, through staff at Stan Stronge Pool, continues to welcome our babies, toddlers and caregivers to the pool for our Baby Belugas Program. There is such a positive response to this program that we are now running

two sessions back to back. The Canadian Premature Babies Foundation along with the Vancouver Preemie Support Network continues to partner with IDP to provide monthly meetings for families with babies who were born prematurely. The meetings provide social support and educational information about caregiving and developmental issues specific to prematurity. The Down Syndrome Support Group and the North Shore IDP partner with us to provide monthly playgroups for families with children with Down Syndrome. We see a wide range of ages in these playgroups and many families return year after year.

“We use technology to assist us to communicate with parents, caregivers and involved professionals”

“This past year, FED staff have screened 174 children in total, and have completed 313 screenings, an increase of 43 screenings from the previous year.”

Fostering Early Development

The Fostering Early Development (FED) program is partially funded by Ministry of Children and Family Development and DDA. We developmentally screen all new admissions ages 0-6 years who come into the care of MCFD and Vancouver Aboriginal Child and Family Services (VACFSS) in the Vancouver coastal region. Our program looks to ensure children are reaching their developmental milestones and to ensure they have been referred and linked to all appropriate resources in the community, including securing a primary health care provider while in care. This past year, FED staff have screened 174 children in total, and have completed 313 screenings, an increase of 43 screenings from the previous year.

The second objective of this program is to provide ongoing, up-to-date training for new foster parents, caregivers, and relevant MCFD/ VACFSS staff in areas such as brain development,

attachment, and trauma. We recently began offering the highly acclaimed and research-supported 8-week long Circle of Security – Parenting group for foster parents. In total, FED has provided 15 different training events this year for foster parents, caregivers, and social workers.

Many thanks to our staff, community partners, families, and to the DDA Board, without whom our success would not be possible!

“FED has provided 15 different training events this year for foster parents”



Director - Andrew Roets

CHILD & YOUTH SERVICES



As we reflect on this past fiscal year, we experienced many challenges. Our department has worked hard to address them, and after a number of years of a departmental deficit, we have balanced our budget this fiscal year and are projecting a surplus this coming fiscal.

Child and Youth Services continue to challenge basic practices. We offer both part time and full time inclusive care, and provide goal planning for families with children with developmental delays. Our programs focus on not only the cognitive and physical development of each child but their social-emotional development as well.

Program Closure

The largest challenge and sacrifice this past year was announcing the closure of Waterside Child Development Centre (official closure August 2017). We have, thankfully, been able to support all 15 families who were attending Waterside within our other programs or in the community. In addition, Waterside staff

will be transferring to our other DDA Child Development Centres once the program is closed. We hope to re-establish our presence in the Strathcona area in the future, as Waterside was a needed resource and service to families for over 20 years.

Staff

The Waterside Child Development Centre closure related back to staff wages. The majority of Child and Youth Services staff are non-provincially funded. We rely on parent fees to fund wages and increases, with approx. 63% of the department income being these fees. We receive only 16% of our revenue directly from the Provincial Government and the remaining 21% from contracted services.

Despite these funding challenges, we have continued to foster our staff skills as we understand ongoing professional development is vital in early childhood education. We believe our dedicated staff is the reason for our high



client satisfaction rates. Our staff have been given the opportunity to advance their skills and knowledge through our internal e-learning program, departmental in-services and various external training opportunities. This practice was exemplified with the expansion of collaborative training opportunities with likeminded agencies including, the Vancouver Society of Children's Centres, Vancouver Supported Child Development Program, and West Coast Child Care Resource Centre, just to name a few.

With representation on Vancouver's - Joint Child Care Council and Richmond's - Child Care Development Advisory Committee, we have ensured that our families' needs are known and that we continue to collaboratively work with other representatives at the various tables to ensure the best services are provided within those municipalities for children and their families.

Communications

Working with our Communication department, we have utilized social media to advertise our child care services and online reviews to bolster our credibility and quality of services. Embracing this, and using other forms of advertising such as improved signage, we have been able to diminish the number of vacant spaces in our centres dramatically this past year.

"We believe our dedicated staff is the reason for our high client satisfaction rates"



“Our programs focus on not only the cognitive and physical development of each child but their social-emotional development as well”

Technology

Technology continues to play a key role in the lives of the children we provide services to. The use augmented communication such as “Board Maker” allows children and staff to better communicate, wants, needs and feelings. Improved software, laptops and tablets allow staff and children to share social stories and to better interact and teach new concepts.

This past fiscal, we have been using “Boogie board” – a device which allows youth who can’t verbally communicate express thoughts in written form and in picture. Many families have purchased them for use at home. We have also been implementing the use of cellular and smart phones for our youth. We have found that it provided motivation to individuals, enhanced phone skills for communication, and safety and independence in the community. Cellular phones are a required tool and used to aid in bus training. Smart phones can snap photos of landmarks along bus

routes to aid in memory and site recognition. Pictures are quickly recalled to identify stops, transfer locations, and people of safety just to name a few.

Through incorporating new technologies as classroom tools, forming new and supporting current partnerships to address gaps in community services and planning positive strategic growth, we are confident that our future will lead the way in innovative experiences and practices for the children and families we serve.

“Technology continues to play a key role in the lives of the children we provide services to”



Director - Deanne Ziebart

COMMUNITY & VOCATIONAL SERVICES



This year, we opened the new Victoria Drive Day Program! After many years of searching for an affordable site, the DDA Board approved \$150,000 to complete an extensive rezoning permit and renovation. We opened the new program in the summer of 2016 with 11 new clients, many of whom were able to transition directly from high school without a service gap. With new clients in mind, we created new programming to cater to the needs of young adults and continued communication teaching strategies and applications that were helpful in high school.

With communication as an overarching goal across several programs, we continued to expand the use of tablets and communication applications with more staff and clients gaining comfort and proficiency. We also continue to enhance our programming with behaviour support, a music therapy student and an art instructor, who drive to each of our six day program sites. We also introduced peer teaching

at our Fraser program, whereby one client is learning some basic signs from American Sign Language with the help of a peer. West 8th was redesigned to focus young adults on group skills and activities with a vocational focus and less on leisure and recreation.

We continue to plan for seniors, particularly those living at home with elderly parents, including safety planning and dementia screening for those at risk, such as adults with Down Syndrome.

“We opened the new program in the summer of 2016 with 11 new clients”



Jobs West

Jobs West also expanded this year, as we were subcontracted to deliver WorkBC on the North Shore, in collaboration with the YWCA. With our Richmond partner Avia Employment, we also piloted a pre-employment program with the Richmond School Board to ease the transition to WorkBC after high school. Jobs West is now serving over 150 clients per year. This also meant we renovated and extended our office space for our expanded staff team, which included building a new classroom. This enabled us to start another cohort of clients from West 8th on employment readiness classes and weekly programming to gain awareness and preparation for an eventual transition to employment services as they gain independence. As well, Jobs West staff continue to provide Disability Awareness workshops to businesses.

Starworks

Our social enterprise, Starworks Packaging & Assembly continues to employ 40 clients and developed a new partnership with BC Hydro to assemble 10,000 energy saver kits that will be distributed across the province.



United Way
Lower Mainland

We are proud to be partners with the United Way of the Lower Mainland for our Family Support Program and seniors at Starworks and Main Street Drop in.



Respite Program

Our respite programs struggled with finding caregivers at very low wages, so we under-delivered on our family respite allotments, despite 42 new referrals. We have advocated to our funders for an increase in compensation, so we can recruit caregivers, so families can get the respite they need. We still served over 150 families in Children's and Adult Respite Programs. In addition, Youth Transition served 43 youth to better prepare for adulthood.

Home Share Program

Our Home Share Program expanded to 18 residents, but struggled as well with finding caregivers in an expensive housing market and where there is a lot of competition. Of 21 referrals received, we were only able to match one. We also have several aging clients who will need more support and likely a new model of care in the future.

Community Apartment Program

Our Community Apartment Program expanded by two residents, including a single mother. We also dealt with the challenges of finding affordable housing as a consistent theme, especially for young adults at risk. As with other areas, several seniors in the program struggled with the demands of independence, so considerable time has been spent on systems and planning to keep people healthy and safe.

Family Support Program

With continuing support from United Way of the Lower Mainland and DDA, our Family Support Program had a record number of cases this year, with contact to 205 families. As well, 90 family members participated in various family support groups that DDA sponsors. We also facilitated 17 families in need to receive Christmas hampers. We introduced a new Brain Dance Movement facilitator, who did three sessions with parents and children at the Bollywood Support Group, plus connected some families with a new speech and language program. We coordinated four workshops to families on information technology, software and popular "apps" used to communicate, schedule and learn.



Director - Danielle White

RESIDENTIAL SERVICES



Residential and Supported Living

As we enter our 65th year in operation, I would like to start by thanking all of our loyal employees, colleagues, family members, volunteers, community organizations, friends, students and healthcare professionals for their endless support and dedication to the individuals we provide services to.

The residential department continues to successfully operate 20 professionally staffed group homes throughout the Vancouver and Richmond region. This past fiscal, we have added a Supported Living "4-Plex", to our residential inventory. This ideal location provides ample opportunity for accessing the Vancouver area, while at the same time is offering new accommodations for roommates who have lived together for over 20 years.

The average number of years an individual stays with DDA is 26.9 years and the average length of

time a person stays in one home is 16 years. We have 15 individuals who have been with DDA for over 40 years!

As our individuals age (73% are 50 and older), their health and behavioral challenges continue to change. Our goal is to provide support so they can continue to lead inclusive lives in their community.

Our involvement with various committees, hospitals, universities, and city councils keep us connected and give us the opportunity to advocate and educate various stakeholders, and community members.

Funding concerns, licensing regulations, increasing expectations and changing and emerging healthcare needs are prevalent, as is our commitment to provide quality service. In spite of these challenges, we are cognizant not to compromise the quality of care and services DDA delivers. Collaborating with our stakeholders to determine the optimal method of service delivery is key to the distinctive services we provide.



“we continue to maximize the use of technology to further enhance our service delivery”

Redesign and Client Moves

This past fiscal, we redesigned the Arlington Day Program. It became less centralized due to the changing needs of the individuals and has successfully transitioned to home based models where daily schedules were customized to individual's needs.

In addition to the redesign, we made changes to our homes and roommate pairing. These changes made a significant impact on the department which included:

- ▶ accomplished 15 internal moves (individuals moving from one home to another)
- ▶ welcomed one new individual to a Richmond home
- ▶ welcomed four new individuals to various Vancouver homes
- ▶ hosted three individuals in emergency placements in Vancouver
- ▶ found alternative placements for three individuals whose needs exceeded the services we could provide

On a sad note, we said goodbye to three individuals who passed away.

There is a steady increase of individuals with complex needs being referred to the department. Although it is our goal to be able to support as many individuals as we can, unfortunately, it is not always possible to do so without adequate funding and proper universal design.



Staff Development

Staff development remains on our agenda, and this past year DDA continued to train managers and residential care workers through mentorship, on-line training, and in-services. Staff have also had opportunities to learn about innovative assistive technologies to support individuals to lead more inclusive and independent lives. As a result, residents experienced an increase in engagement, socialization, and desire to communicate amongst individuals, staff, friends and families.

Whether it is through online site orientations, Alchemist Annual Planning, skyping, emailing, or accessing videos for specific routines, we continue to maximize the use of technology to further improve the quality of life of the people who we serve.

Recruitment remains a challenge for us as our relief pool continues to be taxed with vacancies. We continue to focus and seek innovative ways to attract potential applicants.

“Funding concerns, licensing regulations, increasing expectations and changing and emerging healthcare needs are prevalent, as is our commitment to provide quality service”



Director - Deanna Barlow

DEVELOPMENTAL DISABILITIES TRUST



Sales

The Developmental Disabilities Trust's (DDT) cloth sales numbers in the past fiscal year were up by 7.7% for the first seven months, but due to an unusually snowy winter, we ended the year down by .6% over 2015/2016. DDT's housewares were down by 1.2% over 2015/2016 numbers. While our cloth sales are slightly down, our net profit increased by 32.3% over the previous year; this is due to overall efficiencies in operations and a reduction in management staff.

The weather played a significant role in our number of donations. It was simply too cold or difficult to donate clothing through our donation bins as they were covered in snow for weeks.

Donations received directly through Value Village Stores increased by 7.1% over fiscal 2015-2016.

Donation Bins

We continued to refurbish our older style donation bins with our new graphics. This project received a big boost over the summer as we received federal grant funds for three summer students. During this 16 week period we refurbished and rebranded over 100 donation bins.

Throughout the past fiscal year, our number of clothing bin locations has been consistent with 2015 2016 locations.

Competition in the clothing bin business continued through the past fiscal year, and unfortunately, even local non-profits are placing their bins next to our bins. Through our 15 years of experience, we know that more than one bin at any location leads to dumping, loss of donations, and the eventual loss of the location. The dumping of goods around the bin unfortunately deters bin hosts from keeping the bin. We are, however, fortunate to have long term bin hosts who have gone to great lengths to have competitor bins removed from their location.



Strengthening Our Business

Over the last year through community events, staff connections, and partnerships we've strengthened DDA's brand in the communities we serve.

Our operation has many long term staff members. This knowledge base makes a difference to our success! It's these staff members that set us apart from our competition. With these individuals, we are able to provide the outstanding service to our bin hosts, community partnerships and residential donors.

"during [a] 16 week period we refurbished and rebranded over 100 donation bins"

Cash 4 Clothes +2.6%

Cash 4 Clothes

Our community partnership program, Cash 4 Clothes, grew by 2.6% over the previous year!

DDA's Night @ The Nat

DDA's Night @ the Nat is now in its tenth year! This event brings DDA clients, families, staff, friends and business partners together every summer- this is a very popular event!



Challenger Baseball

We are very proud of our sponsorship of B.C. Challenger Baseball, a program for children with cognitive or physical disabilities to enjoy the thrill of playing baseball.

In addition to annual financial support DDA volunteers participate in their summer golf tournament.

Community Involvement

In addition to our annual 20 community events, we were invited to participate in many more events in the last year! During the Pride Parade, we enjoyed some extra support from Prime Minister Justin Trudeau himself!

Net Profit
+32.3%



476
Active Employees

Director - Jill Westlake

In late 2016, Payroll merged with Human Resources to facilitate the major HR/Payroll changes currently underway. Human Resources and Payroll is responsible for providing the following key support services to DDA:

- ▶ Recruitment and retention
- ▶ Payroll processing and benefit administration
- ▶ Disability management
- ▶ Employment health and safety initiatives
- ▶ Labour relations
- ▶ Human resource trend analysis

Technology

Technology changes, along with new staff, have kept the department very busy over the past year. With the support of management, several key technological initiatives have been completed:

- ▶ Providing online employee self-service including access to pay statements, T4s, bank balances, and other HR information
- ▶ Using an electronic timesheet system
- ▶ Automating employee vacation, sick, and other leave banks

We want to acknowledge all the line staff and managers for their time, effort and support as we continue to automate HR processes.

Our focus continues to get employees on medical leave back to work as early as possible. We continue to work with Great West Life for our early intervention program (EIP). This past year, we had 18 employees accepted into the EIP, with 10 successfully returning to work, five still in the program, one went straight to Maternity Leave, and two on long term disability.

Statistics

At the end of the fiscal year, DDA had 476 active employees, comprised of 272 full-time (57%), 109 part-time (23%) and 95 casual relief (20%). The average number of years of service for all active employees is 5.5. The average age of our employees is 43, with 17% under 30, 50% between 30 and 50, and 33% over the age of 50.

Recruitment

Recruitment continues to be challenging due to low sector wages and lower numbers applying to our open positions. We stay committed to finding new and creative ways of hiring and retaining employees through advertisements, marketing materials, community partnerships, investing in training and development, and leveraging our reputation as an industry leader.

HUMAN RESOURCES & PAYROLL



14
New Managers

Director - Marsha Goldford

DDA has a long history of investment in employee training and development. Our staff has access to numerous on-site and online courses and in-service events, as well as funding and resources for job-related training offered externally.

Over the course of the 2016/17 fiscal year, DDA delivered a range of training courses to our employees across a spectrum of competency areas including: General Orientation, Person-Centered Planning (Alchemist), Workplace Bullying & Harassment, Employee Health, Safety & Wellness, First Aid/CPR, Non-Violent Crisis Intervention, Safe Driving, Communications & Conflict Management Skills, Customer Service Skills, Medication Administration, Computer Skills, and courses that were job-specific to Child & Youth Services as well as Adult Services. Some of these were online through our Relias Learning resources, while others were classroom based and in-person sessions.

Also during this timeframe, we updated and facilitated our custom-designed Leadership Development Program. Fourteen new and aspiring managers took seven modules over a six month timeframe to hone their leadership and management skills and put them into practice in their own program areas.

With the merger of Payroll into the HR department, staff training and professional development were given renewed emphasis through the creation of a separate Staff Training & Development function, under the direction of the executive director.

The impetus behind the creation of the new section originated from concerns about sagging recruitment, particularly in our adult services programs areas. To address this shortfall, we developed our own basic training curriculum in 2016. This curriculum is intended to build competency in individuals who may not have the requisite education credentials at-hire, but who are nonetheless a great fit for our programs, our culture and the people we support.

With the advent of new technologies in the education field, Staff Training & Development began the work in 2016 to build the new curriculum. We are taking advantage of a wide range of existing tools and resources to create practical training that blends classroom, computer-based, on-the-job and individual coaching to meet the needs of a variety of adult learning styles.

Improvements were identified this year in other areas as well, including DDA's general orientation, leadership development program, and person-centred planning; all of which will be a focus for Staff Training & Development in 2017/18.

STAFF TRAINING & DEVELOPMENT



Manager - Tanya Cheung

This year, the communications department continued their efforts to strengthen DDA's brand identity online and offline by creating unified messaging and new marketing collateral. Working together with several consultants and implementing systems automation, our communications department was able to continue bolstering our brand messaging, increase community support and engagement, and advocate through various marketing channels.

Social media

Our social media accounts continued to experience a 20% growth YOY. We continued to focus heavily on our social media efforts as it provided us a platform to have online conversations, connect to a broad reach, and connect with likeminded organizations to cross-promote our events and services.

We continue seeking new methods to increase our visibility online. At DDA, we take pride in having a high satisfaction rate with our clients and we wanted to share this online. In late 2016, we created online review accounts (Google reviews and Yelp) to allow our families to provide their candid feedback on our programs and staff. This not only increased our "searchability" online but helped build our credibility and heighten program registration.

Website

During 2016/2017 fiscal, we continued to work on our website deficiencies. Combined with a website audit conducted by a web developer and our KPMG technology report, we concluded that a new website will be required in order to achieve our website goals. We strive to create not only a functional website but one that allows us to strengthen our brand presence, engage with the online community, and provide valuable information about developmental disabilities to families worldwide. Our website will have exciting features including a blog that will include news about our organization and social services sector, a technology section featuring our assistive technology efforts, and an events calendar that details all the events we are involved with.

The re-development of the new website will require a concerted effort from our web developer, digital marketing agency, and our own IT department to ensure our website has the heightened security and support required for our website. With a careful selection process, we partnered together with a reputable web developer who has extensive experience working with non-profit organizations. This natural partnership provided us the opportunity to further

COMMUNICATIONS



enhance our website with their sister company, an organization that specializes in search engine optimization (SEO). We look forward to working together with our new partners in 2017.

Branding

During the last fiscal year, we focused our re-branding on ensuring our paper documents, including brochures and stationery, reflected our new brand. We continued our efforts by creating items for events that best represented our organization and our mission with event signage and banners.

We finished off our re-brand exercise with an overhaul of old site signage at all our locations. Over the course of a month of design and planning, we replaced all site signage with new signage that best reflects our clean, simple and modern brand.

“Our social media accounts continued to experience a 20% growth YOY”

Technology

For our new robotics project, we collaborated with a creative video vendor who will assist us in developing a video to promote our initiatives, encourage donations, and heighten buzz. We are excited to be working with JAR Inc again as they helped create our award winning PSA in 2010.



Director - Shazia Jafri

In keeping with the Association's long term strategic plan, the Finance department's focus over the last fiscal year has been to contribute to improving the Association's overall effectiveness and efficiency.

To achieve this, the Board commissioned KPMG to review all of DDA's information technology resources and systems, including a review of the acquisition, distribution and management of IT resources. The results of this successful review culminated in several recommendations that the Finance department, along with IT and other departments, are now in the process of implementing. One of the key recommendations for finance was to develop an overall IT budget with the goal of all IT spending being managed by central IT oversight.

The Board also commissioned a review of all of our properties and other capital assets. This resulted

“we have successfully reduced our water damage deductibles”

in Finance developing a 30 year capital plan that maximizes the use of all our capital resources for the long term benefit of the individuals that we support. This provided a great opportunity to review all the various components of our properties such as hot water tanks, boilers, plumbing and roofs as well.

Speaking of properties, one of the biggest challenges that we faced this year was the water damage that we experienced at our Head Office as a result of a flood in January 2016. As our Head Office provides administrative and financial support to all our programs as well as much needed meeting spaces for all program staff, this was a devastating event. We lost substantial inventory in the flood and our Head Office staff had to endure months of restoration and renovation. We estimated that it took over 500 hours of staff time collectively to deal with the insurance claim resulting from the flood. There were, however, some positive things that resulted from this claim. We were forced to look at ways to reduce the liability of future such incidents and have now installed a water sensor monitoring system at our Head Office and Residential Group homes and have done a review of all the plumbing at our programs. With these proactive measures, we have successfully reduced our water damage deductibles for the Association.

FINANCE



Responsibilities

Finance continues to find ways to streamline processes to make them more effective and efficient. In working with our banking business partner this year, we successfully automated the processing of credit card payments, thereby considerably reducing service fees.

In addition to these projects, the Finance department fulfills critical support functions and is responsible for all financial activities for the Association, including insurance and risk assessment, contract management, donation and grant management, managing real estate and investment portfolios as well as managing all financial audits and reviews.

Through effective and prudent fiscal management, the Association's audits during the 2016/17 fiscal year were limited to our regular year end and interim audits and contained no signification issues.

Looking Ahead

The Finance department will continue to assist with or lead several high profile projects in the year ahead:

- ▶ Developing a meaningful and timely reporting system within the Kronos Work Force Ready Human Resources, Scheduling, and Time and Attendance systems
- ▶ Developing an information sharing platform for the Association using SharePoint within Office 365, including the implementation of a document management system
- ▶ Reviewing and updating our Constitution and By-laws to effectively transition to the New Societies Act
- ▶ Ensuring that effective systems and controls are in place to meet our goal of 100% accuracy within Finance.

The Finance department strives to provide quality and innovative services and support to all of the Association's stakeholders and will adapt to and manage all challenges with the enthusiasm, flexibility and efficiency demonstrated in the past! Many thanks to our dedicated Accounting staff for their hard work during a very busy and productive year.



Director - Joe Grilo

From observations over the past few years, it was determined that the Developmental Disabilities Association's Information Technology systems and infrastructure were not keeping up with the business requirements and needs of the organization. DDA saw a need to support the productivity of staff, to better engage clients with technology and to improve the security of the organization's IT network and data. From this, the consulting group KPMG was invited to complete an independent IT audit.

Technology Audit and Recommendations

Our IT audit led to the creation of a new Director of Information Technology position and the subsequent hiring of Joe Grilo, and immediately began working on the suggested five priority recommendations:

- ▶ IT Governance – To consolidate accountability for Information Technology and Information Management under the new Director of IT
- ▶ IT Infrastructure and Security – KPMG recommended a cloud-based backup solution to better secure DDA data and documents
- ▶ IT Performance – Performance targets for common IT service parameters such as network uptime and problem response should be

monitored. This has already been partially addressed by the introduction of a network monitoring program and an IT ticketing system

- ▶ IT Planning – KPMG recommended the development of an "evergreening" policy, to determine when key IT assets (hardware) should be replaced. This has already begun as the scheduled replacement of old desktop computers has started
- ▶ Website Assessment - KPMG has recommended that we correct security vulnerabilities in our current website and in the areas of access, performance and online searchability. The communications department will be developing a new website with these ends in mind

In addition to responding to KPMG recommendations, the IT department was also responsible for upgrading network firewalls at our main offices, introducing 15 new laptops for our training rooms, replacing the server, upgrading Wifi routers and network switching at our Vancouver Kaslo office, and developing Sharepoint, a program that will allow departments to share documents and files seamlessly online.

INFORMATION TECHNOLOGY



Assistive Technology

As leaders, we continued to focus on incorporating Assistive Technology (AT) for our clients at DDA. Our AT staff continues to host workshops, make visits to client sites and prepare technology plans as required for clients. These plans include introducing clients to apps on tablets and smartphones, and working with clients on picture communication systems and speech generating devices. We strive to assist clients in reaching educational goals (including in literacy, math and technology skills) and vocational goals (such as travel, communication and organizational skills) as well as adding hours of entertainment value. We are also excited to be involved in a project that is developing the use of Robotics to assist clients.

Ultimately, the Information Technology department understands that we exist to serve the business needs of the organization as well as the technology needs of staff and clients, and are well served to this end by hardworking and resourceful staff.

“We continue to focus on incorporating Assistive Technology for our clients at DDA”

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OUR SUPPORTERS**



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