

QUALITY COUNTS



DEVELOPMENTAL DISABILITIES ASSOCIATION ANNUAL REPORT 2014 - 2015

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.





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Alanna Hendren, Officer
Brian Wilson, Officer and Director
Bill Adams, Officer and Director

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PRESIDENT'S MESSAGE

BOARD PRESIDENT — JOHN NELSON

A few years ago it was difficult to pick up any management text or periodical that did not focus on the theme of total quality. Almost everyone who ventured into that territory argued that they had found the secret of doing everything right 100 percent of the time. So if that was true how come products that came to the marketplace were still not error free, or employees continued to be critical of employers who did not pay more attention to their employees' needs? At DDA we can't offer guarantees because we don't produce a product that can be packaged in a nice containable way. We deal with aspects of the human condition. We have defined this as assisting people with developmental disabilities to achieve their full potential. This involves a process of life long change. We are trying to assist our clients in managing that change. How do we know if we have succeeded? Mostly it's through the feedback we receive from our

clients, our funders, and our employees. Some of this feedback comes from formal surveys. Some comes from the dialogue that occurs everyday between managers and staff. We have also embarked on a journey of measuring our impact and results by quantifying outcomes for both our organization and each individual we support. Whether its origin is formal or informal, the next step is to take action to build on our successes and eliminate our failures.

That is what total quality means to us. We think that it's a search that never ends.

It is my pleasure to serve DDA as the President and Chair of the Board of DDA. I think it is the perfect spot for me. I can use my experience as a human resource professional to assist the very talented management and staff to achieve their objectives. I hope that reading this report will kindle your interest in joining us. There are lots of ways to be involved.



Whether its origin is formal or informal, the next step is to take action to build on our successes and eliminate our failures.







”
I am thankful for this program and all the
people who are involved.
“

QUALITY COUNTS

EXECUTIVE DIRECTOR — ALANNA HENDREN



STRATEGIC PLANNING

Our Strategic Plan for 2013-2015 included:

- ➔ Building our brand awareness and improving communications
- ➔ Board and membership development
- ➔ Expansion of technology throughout DDA
- ➔ Program expansions
- ➔ To be the #1 employer of choice in the sector
- ➔ To maintain our healthy financial position.

We have almost completed the overhaul of our website, which will drive our communications and sport our new branding. Once this is complete, our communications vehicles will be upgraded, signage at our sites will be changed to reflect our new branding, and we will have a better opportunity to distinguish DDA from our competitors regarding our role in the community, service excellence, bins, social service innovations and social enterprise. This year our job was to upgrade our communications vehicles, next year we will monitor the extent to which we have achieved our goals.

Our Board also engaged in a process to review our Constitution and By-Laws over the past year. Once ratified by the members, these refreshed documents will permit us to develop a succession plan and recruit new board members with the qualifications and interests that will be most beneficial to the Association, Foundation, and Trust.

FUNDING

DDA funding has endured cuts over the years and our funders – MCFD and CLBC – are not paying for the increasing costs of services. Government revenue has been 77% of our overall operating budget for a few years now – in IDP, salaries alone account for 83% of funding; in Vocational and Community Services, salaries account for 67% of government funding (much of the remainder is spent on home share contracts) and in Residential Services, salaries account for 97% of funding. That means all other expenses – buildings, vehicles, heat, electricity, communications, staff training, and client costs, to name a few, will have to be funded some other way. In Child and Youth Services, we get very little government funding so most of their expenses are covered by service fees paid by families. Government has made it clear that they will be funding fewer and fewer social services since their budgets are largely frozen for the next five years. CLBC continues to have no policy regarding what they do and do not fund. As a consequence, funding allocations have largely been arbitrary and there is no accountability.

The government's social services "Innovation and Sustainability" committee is currently addressing some of the issues in the contracted area of social services but we need a wholesale change in the way the "system" operates if the sector is to remain at all capable of delivering services into the future. There is adequate money in the system, but we need a rationale for funding and accountability for producing results.



EXTERNAL ENVIRONMENT

The fiscal year started with a victory by the BC Liberals under Christy Clark in the 2014 provincial election. This resulted in a provincial consultation by the Minister of Social Development to determine how BC could be the best place on earth for people with disabilities. This resulted in a Minister's Disability White Paper but with no money, the issues raised by people with disabilities, their families and communities all over B.C. have been unchanged. These issues include poverty (disability income is very low), affordable housing (a problem that is getting worse every year), transportation (public and private), and systems problems (social services, health and education). The Minister's Paper recommended:

- ➔ Inclusive government
- ➔ Accessible service delivery
- ➔ Accessible internet
- ➔ Accessible built environments
- ➔ Accessible housing
- ➔ Accessible transportation

- ➔ Accessible consumer experience
- ➔ Income Supports
- ➔ Employment
- ➔ Financial Security
- ➔ Emergency Preparedness

With no money, many of the above are impossible goals to reach for people with disabilities.

The year also brought us a five year collective agreement, swiftly negotiated on the heels of our last collective agreement with very modest increases. During bargaining, the unions received an agreement from the government to structure a committee to review innovations and sustainability in the social services sector. From this, an Innovation and Sustainability Leadership Group was formed that included DDA participation, and after a summit, a larger Innovation and Sustainability Committee was formed with sub-committees struck to deal with specific issues. Discussions have made it clear that we cannot continue to provide services the way we are currently providing services, but moving people and bureaucracies into a new mindset will be very difficult.



ADDING VALUE, PROVIDING QUALITY

In 2013, we served 2,061 clients in IDP, Child & Youth Services, Vocational/Community and Residential Services. In 2014 this increased to 2,106 clients. The biggest increase was in Vocational/Community Programs, which saw an increase from 336 to 364 clients. The people who we supported reached from 86% to 94% of their developmental goals, depending on program. We are proud of all the milestones reached this year by all the folks we support!

The number of clients who use technology increased from 140 in 2012-2013 to 341 in 2013-2015 – an increase of over 100% in two years. Our Tech Support program consulted with 375 program staff and clients last year – with only two staff in the department. Our App Reviews website had 248 unique visitors, which is increasing. As we develop our Tech Support program we are hoping to help families via the internet by posting what we know about which apps work best with which kinds of cognitive or neurological limitations. Once people adopt the best technology for their unique lifestyles, they can become increasingly independent with reduced needs for paid staffing. DDA is becoming a laboratory for promising practices and scaling innovations!

We continue to stress quality services and worked tirelessly through the year to ensure our staff have excellent training opportunities (Conference 2014 and many others). We also provide them with the tools and structure they need to do a great job. Retention has become more difficult with each year due to the low wages paid by our sector and the dearth of young people who want to work in community living. We will continue to address our recruitment and retention issues in future years but the main issue is wages. We are now reaching a point where we will only be able to recruit caregivers rather than the trained professionals we need to help the people we support to become more independent. Like anyone else, with support and training, people with developmental disabilities can dream, learn, work, and reach their goals. Also like anyone else, with support only for basic care, people with developmental disabilities will stagnate and regress.

Our Ohio Alchemist Pilot Project continued through the fiscal year and was extended to June 2015. We have already learned a lot and will issue a final report to the Board by September 2015.

In addition to using technology with clients, we began upgrading all our internal systems this year by implementing better electronic payroll, HR and Scheduling systems.





THE DEVELOPMENTAL DISABILITIES TRUST

The 2014 fiscal year will not go down in history as our best in the Trust, primarily due to the continuously mounting competition from private donations bins. Some very aggressive companies have moved into collecting used clothing with bins to the extent that big banks of donation bins now exist throughout the lower mainland. Our donations fell by 16% and our goal is to regain our lost cartage and expand as much as possible in the current environment. To do this, we developed a new DDT Strategic Plan that included new bins with a new design and new branding to more easily distinguish our bins from those of others. We are also using new bin placement approaches and marketing strategies to increase our non-government revenue. We look forward to better news next year!

THE DEVELOPMENTAL DISABILITIES FOUNDATION

The Foundation had another great year and again we were able to transfer significant funds to support the work of the Association. Our proudest achievement has come to be our scholarship program where the top special needs student in every Vancouver and Richmond high school, receive a \$500 scholarship from DDA to further their studies, travel, purchase technology or just to spend. The letters of thanks we receive from our scholarship recipients are heartwarming, often ambitious, and always very grateful. Most are going on to colleges and jobs in the community. An addition \$50,000 went toward our Fostering Early Development project, although MCFD will have to start contributing more funds toward their initiative. The Foundation also funded our staff conference, many additional staff training opportunities, technology for clients, family support and several community access activities.

As always, we owe many thanks to our Board of Directors, chaired by John Neilson, the Foundation Board of Governors, chaired by Bill Adams and our Board of Trustees, chaired by Rick Hamilton. I would also like to thank our donors and staff who help realize the goals and ambitions of the people we support every day.





This organization has given my family member a community and quality of life that I am very grateful for.





INFANT DEVELOPMENT

DIRECTOR OF INFANT DEVELOPMENT — BONNIE BARNES

There is consistent evidence that the effects of early intervention on children's development are moderated by the quality of the program providing the service. Early intervention programs can be centre based or home based, child centered or family centered. Building and sustaining high quality early intervention programs is a complex and ongoing process. It involves a commitment to continuously improve access, effectiveness and responsiveness through the ongoing monitoring of systems and processes. Outcomes are measured by evidence based standards within the field of early intervention. There are a set of characteristics that are associated with positive child/family outcomes that when implemented lead to a high quality service. These are:

→ **Family Centered Practice:** Family Centered Care assures the health and well-being of children and their families through a respectful professional family partnership. It honours the strengths, cultures, traditions and expertise that everyone brings to this relationship. Family centred practice is the standard which results in high quality outcomes.

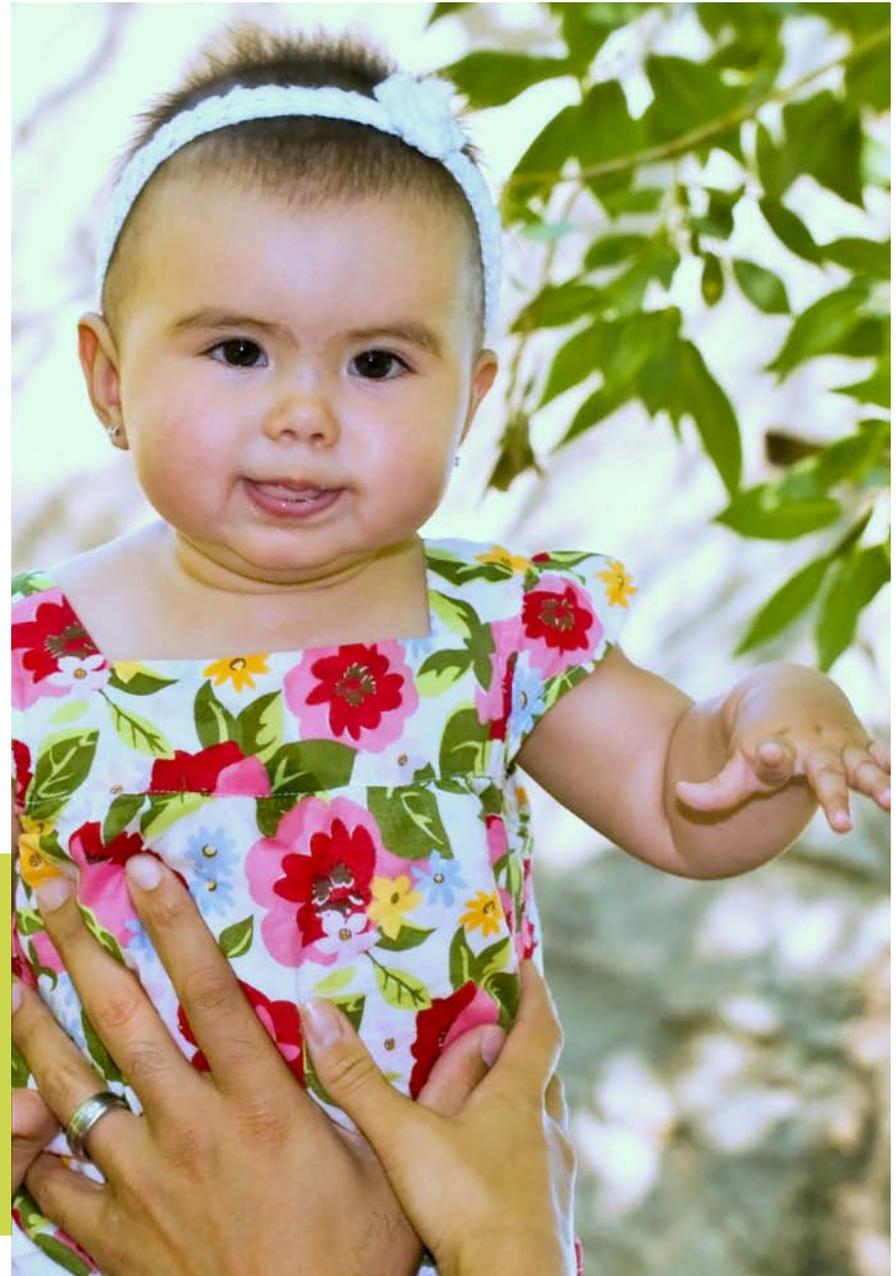
- **Open Door:** Families may access the service directly. This past year the Vancouver Infant Development Program (IDP) has reviewed, redeveloped its intake process, and created new access points and care pathways allowing more families to access the service in a timely and responsive manner.
- **Long Term Meaningful Relationships with Staff:** The foundation of the early relationship with the family is one critical element of successful outcomes. A relationship of honesty, trust, and respect leads to a successful partnership.
- **Comprehensive Approach**
- **Builds on the Child and Families Strengths:** All families or caregivers have unique qualities and strengths. IDP aims at building on the capacity of these strengths and qualities.
- **Flexible:** The amount, intensity, and place of contact are individually determined by both family and professional.
- **Well Trained Staff:** IDP Consultants, through the support of DDA, are able to attend many workshops and conferences in the community which allows them to stay current on the latest practices as well as up-to-date in new conditions and medical approaches. We are also able to provide trainings to other professionals in the community on a variety of topics.

➔ **Inter-Agency Collaboration:** Integrated and coordinated approaches lead to less fragmented services and smooth transitions. Inter-agency collaboration can also have a direct impact to access to services for families. IDP is currently collaborating on a professional development project with the Down Syndrome Research Foundation in the promotion of early language acquisition in young children with Down syndrome. This sharing of knowledge and skills will increase the knowledge and clinical skills of IDP consultants at DDA and DSRF.

The Vancouver IDP constantly strives to plan, review and develop using these guiding principles. A key to the measurement of quality in IDP is checking in with families, stake holders, participants and staff and asking for feedback. This past year we have reviewed many current practices and developed new ones, based on information collected. We have successfully been able to eliminate the waitlist based on the development of new service delivery pathways and intake procedures. We have also increased the number of opportunities for parents/caregivers to meet in groups.

This past year, IDP has been recognized for its high quality programming. We have been leaders in the field of early intervention, mentoring countries like Bulgaria, Laos and Kazakhstan to develop successful comprehensive infant development programs. We are able to do this by hosting delegates and through the use of technology.

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PROVIDING
QUALITY CHILDCARE
FOR OVER

40
YEARS

CHILD & YOUTH

DIRECTOR OF CHILD & YOUTH — ANDREW ROETS





As we reflect on the past, the Child and Youth Services department has always ensured the services and programs we provide are of the utmost quality.

BERWICK'S 40TH ANNIVERSARY

In the 1970s, Berwick preschool opened as the first observational/instructional program of its kind. Berwick evolved in the 1980s, becoming one of the first integrated pre-school programs in BC. It is evident we have always strived to provide and adapt to the needs of our families, children and communities. This past year we celebrated Berwick's 40th anniversary.

CENTRE DEVELOPMENTS

Child and Youth Services continues to challenge basic practices. We offer both part time and full time inclusive care, provide goal planning for families with children with developmental delays, train teachers in the Seeds of Empathy program, and serve 19,500 lunches per year. Also, all our programs focus on not only the cognitive and physical development of each child but their social and emotional development as well. These are just a few examples of how our child development centres strive to enhance outcomes and differ from your basic child care program.

The constant re-design and upgrade of many of our centres' playgrounds showcases what's latest in outdoor play areas, which today concentrate on

natural materials, open-ended play and creating varied and usable green space.

Creekside Child Development Centre opened in 2011 as one of the largest child care centres in Vancouver. The partnership between DDA, Vancouver Parks Board and City of Vancouver set a new precedent in the creation and operation of child care within the Lower Mainland. The site still reflects new green standards in use of space and design for facilities in a densely populated urban setting.

We are recognized by licensing and the municipalities of Vancouver and Richmond as valued, experienced providers of quality child care.

STAFF AND PROFESSIONAL DEVELOPMENT

As our sites have experienced growth and development, so do our staff. Ongoing professional development is vital in the area of early childhood education. Our dedicated staff are given the opportunity to advance their skills and knowledge through our internal e-learning program, departmental in-services, and various external training opportunities.

To ensure our programs meet licensing standards and all criteria for CARF accreditation, we constantly scrutinize the operations of all programs, teams and areas of the department. We reflect on changes to be made and where support is needed, by gathering data from various indicators and feedback from staff and stakeholders before positive and effective implementation takes place.



2,000+



CHILDREN HAVE PASSED THROUGH BERWICK DOORS

SERVE 19,500



HOT LUNCHES

A YEAR





”
We are so appreciative and grateful for such a program for our daughter to attend. She is anxious to go every day and is happy when she comes home. Thank you!
“



RESIDENTIAL SERVICES



DIRECTOR OF RESIDENTIAL SERVICES — DANIELLE WHITE

At DDA we strive to ensure individuals have expanded networks that include family, friends, significant others and access to community services. Our goal is to ensure individuals are provided with the opportunities to lead full lives in the community and make decisions and choices for themselves.

RESIDENTIAL SUCCESS FACTORS

Our annual individual planning process clearly demonstrates the effectiveness of our team work. The average goal attainment rate for individual plans was 87% this year.

We are results oriented. We measure accomplishments, goals achieved, satisfaction and even more so analyze trends to use the historical data for future planning. For the past fiscal year, we are happy to report the following client results:

- 96% of individuals surveyed say they can do what they want in their free time
- 100% are happy with the menu choices in their home
- 100% say staff treat them fairly and listen to their concerns
- 96% say they can pick their own furniture and decorate their room the way they want

82% of the individuals living in DDA group homes are over 45 years old. To meet the demands of our aging population, we continue to reshape and redesign our residential services by staying involved with various committees, agencies, hospitals, universities, and city councils.

Our 2014 residential survey results indicated that 95% of families are satisfied with the services their family member is receiving. The ratings were exceptionally high regarding to friendships, safety in the community, and supporting their family member to learn new skills.

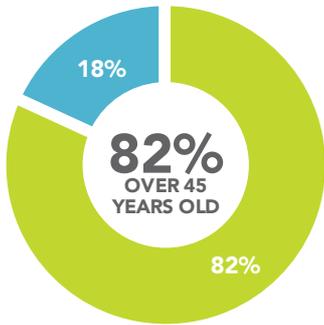


My sister says, she loves her home!



21 
GROUP HOMES

IN VANCOUVER
& RICHMOND



STAFF DEVELOPMENT

Most of our staff attended six or more work related training events or seminars in the past year. Employee development remains our priority and we strive to provide access to a variety of training opportunities for all of our employees, including online training.

TECHNOLOGY

Our staff are constantly supporting client independence through the use of technology, specifically mobile apps. Apps include those for communication, chores, shopping, and meal preparation. All are used by over 40 individuals in various homes. Clients also use Xboxes, computers and other technologies daily.

We look forward to providing more services to individuals and families in the region, and to continue to adopt new technologies as a means to enhance services and support inclusion and independence.





VOCATIONAL & COMMUNITY SERVICES

DIRECTOR OF COMMUNITY PROGRAMS — DEANNE ZIEBART

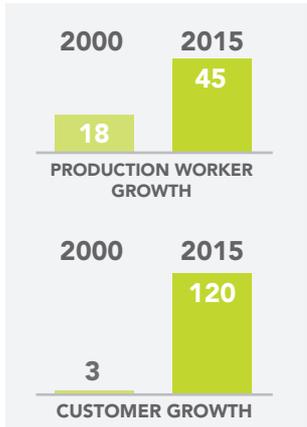
STARWORKS

Starworks celebrated 15 years as a social enterprise this year! We started with 18 production workers and 3 major customers, and now have 45 employees and relationships with 120 customers. We did this with some community grants and DDA's financial and moral support, but with no government funding. We are very proud to have paid out close to \$1.8M in wages since we started and employed over 40 production workers at any given time — about 80 people since its inception. Some have retired, while some have moved on to other employment. We have also hosted numerous work experience placements from local community colleges and employment programs. From clients who once needed services, Starworks developed skilled employees who needed flexibility. From a poorly government-funded vocational model, Starworks has created a business.

FAMILY SUPPORT SERVICES

Family Support assisted 182 families in the past year, mostly for resource and referral information and information gathering. We also hosted 15 workshops and events to increase families' knowledge of services and systems to support their child. Family Support also coordinated the sponsorship and distribution of 17 hampers to our families in need over the holiday season in December. We are pleased to continue to run four family support groups that regularly meet in various locations in Vancouver.

Respite Services continues to serve 165 families with skilled caregivers to allow a break for parents with special needs children.





Youth transition started as a pilot in our Children's Respite Program whereby 17-18 year olds would forgo traditional respite in favour of adulthood preparation, including everything from BC Benefits applications, transit training, college tours and a list of personalized goals to make the transition to adulthood smoother for both the individual and their family. The pilot was a partnership between MCFD and DDA. We are now celebrating five years and have served over 75 youth to date!

JOBS WEST

Jobs West continued to flourish with an active caseload of 75 job seekers, as we assisted those who came from CLBC, DDA's youth transition group or WorkBC. Depending on readiness, some job seekers need minimal support and intervention and some take several years of support to achieve their goals.

HOME SHARE PROGRAM

Our home share program increased by four residents this year, and all are doing well. We have added support and services to our caregivers as well to ensure added quality is in place.

DAY PROGRAM

Our Day Programs had 11 new intakes in the past year. We adjusted programs and moved some existing participants to better reflect their needs. West 8th day program is now largely focused on young adults up to age 30, concentrating on increasing pre-employment and independence skills.

Our art program continued to flourish with 65 artists and three community art shows. Several of our artists competed and won cash awards for a photography competition on the topic of inclusion, sponsored by SPARC (Social Planning and Research Council).

We had several emergency placements this past year and continued to expand our outreach services through our Drop-In Centre to those who were formally Children in Care under MCFD and are now adults at-risk.

The work of the department is not possible without our team of dedicated staff and the unique goals of our clients.





My experience with DDA has been very positive. My coordinator was proactive and always available for support ...





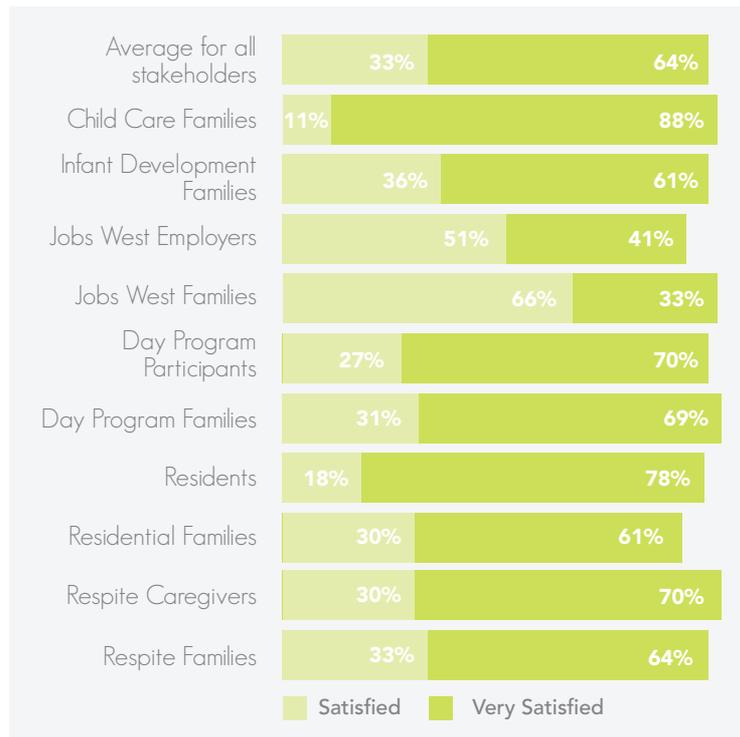
QUALITY ASSURANCE

DIRECTOR OF QUALITY ASSURANCE — PAUL SANKEY

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 that follows illustrates the satisfaction ratings for clients, families, and caregivers for the past year. 97% were satisfied or very satisfied, 64% 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.



↑ SATISFACTION SUMMARY FROM 2014 – 2015 SURVEYS

Perfect of Persons who were Satisfied or Very Satisfied with Services

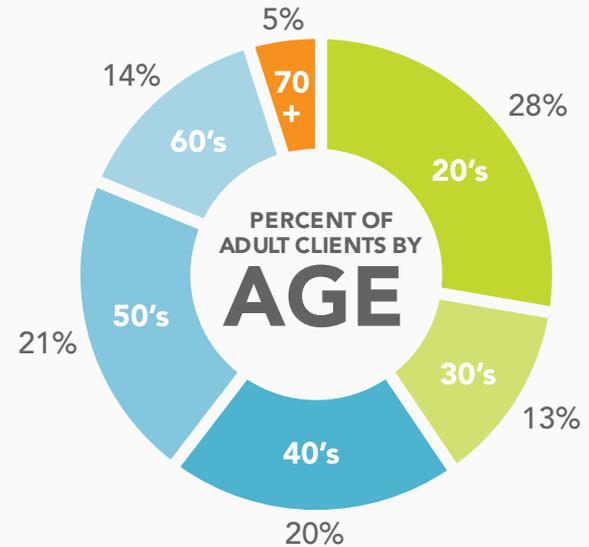
Following are some comment highlights about the Association and its services:

- ➔ "I am thankful for this program and all the people who are involved."
- ➔ "We have had wonderful caregivers."
- ➔ "This program has been an absolute Godsend to my family!! The people involved have all been wonderful."
- ➔ "I and my family member have been fortunate to have been supported by DDA for many years. This organization has given my family member a community and quality of life that I am very grateful for."
- ➔ "My experience with DDA has been very positive. My coordinator was proactive and always available for support ..."
- ➔ "Thank you so much for all you do to help."
- ➔ "Our entire family is quite pleased with the staff of the program. Excellent work!"
- ➔ "Thank you very much for the support from this program and opening more programs, because many people need these excellent services."
- ➔ "My sister says, she loves her home!"
- ➔ "We are so appreciative and grateful for such a program for our daughter to attend. She is anxious to go every day and is happy when she comes home. Thank you!"

DEMOGRAPHICS

This chart illustrates the relative percentages of clients supported by DDA by age range, in 10 year increments. What is noteworthy is the large increase in adults in their twenties, now 28% of all adults receiving services. There is a clear baby boom bubble from the ages of 40 through 69 and a relatively low number of adults in their 30's. In the coming years we are likely to see the number of adults DDA supports who are 60 or older gradually increase.

In adult day programs and in group homes, the number of participants who have Down syndrome is equal to the number of participants who have autism. In children's programs, we support 27 children with autism but no children with Down syndrome. English is the primary language for approximately 95% of day program and adult residential clients but less than 70% of children. 76% of children served are male, versus 55% of adults served.



ADULTS DAY PROGRAM



95%

English as Primary Language



Gender Demographic

CHILDREN'S PROGRAMS

27 AUTISM

0 DOWN SYNDROME

>70%



Gender Demographic

Icons made by Freepik from www.flaticon.com



ACCESSIBILITY

- Supported over 100 staff members and clients to use iPads DDA supplied and associated applications, to communicate, network and learn
- Purchased new vans for several programs
- Created the first employee position in the Community Living Sector dedicated to supporting individuals with disabilities through the use of Assistive Technologies
- Formed a Vietnamese Family Support Group in addition to our Chinese, Bollywood and Youth in Transition Groups
- Held workshops for families to inform them about the transitions assistance available from high school to adulthood
- Hosted presentations and provided information at community events in order to share service access information with families
- Increased the use of DDA staff to interpret at meetings where the primary language of the family is not English.
- Supported individuals with disabilities to create and share artwork and host art shows
- Acquired several wheelchairs for individuals with increasing mobility needs.
- Altered bathrooms to better accommodate individuals with increasing mobility needs.
- Installed a wheelchair door at a day program.
- Continued to prepare 90-100 hot lunches per day through one of our day programs, for children at 3 Child Care Centres.
- Provided brochures, flyers and facilitation in a family's native language for several families.
- Provided child care to families so they could attend support groups
- Installed accessible playground equipment in a Child Care Centre
- Installed a new playground surface that is safer to navigate for wheelchairs and walkers
- Contributed to the government's Innovation and Sustainability Leadership Group to ensure systems and services are capable of addressing individual needs and accessibility into the future

DEVELOPMENTAL

DIRECTOR OF TRUST — DEANNA BARLOW



DONATION BINS

The Developmental Disabilities Trust's (DDT) cloth sales numbers in the past fiscal year were down by 16% over 2014-2015. DDT's housewares are consistent with 2013-2014 numbers.

The decrease in cloth sales was the result of a continued influx of for-profit donation bins. During the years, the number of competitors within this industry increased to 11 operators from 5. Competitors placing their bins next to ours unfortunately decreases the amount of donations received

and in many cases encourages dumping, creating an eye sore in the neighbourhood. As a result, DDA will often lose a bin location once the site becomes a "bank" of bins.

We continued to advocate for non-profit bin operators by increasing awareness of for-profit bin operators who use charity logos to mask their profit-generation goals. Our advocacy efforts were reflected in the Canadian Competition Bureau's press release issued in August 2014 which warned donors to be informed when they make a donation to a clothing donation bin by understanding who operates the bin and where their donations go.

DDA created a lively new look during the year, which meant a re-brand for our DDT clothing donation bins. Through this process, we assessed the competitive landscape and changed our bin design to provide clearer messaging to our donors. Our newly-designed clothing donation bins were built locally and are now servicing our communities.



DISABILITIES TRUST



HOME PICK UP SERVICE

DDT's home pickup service was our only collection method when we opened our business in 1980 and it continues to be an important part of our 3 ways to donate (put your used clothing in a DDA bin, host a donation bin, or host a Cash4Clothes clothing drive).

As our donor demographic ages, we believe this collection method will remain important, as we saw a 10% increase in such donations in 2014. The connections we have made over the last 35 years have provided us the opportunity to have good name-recognition in the communities we serve.

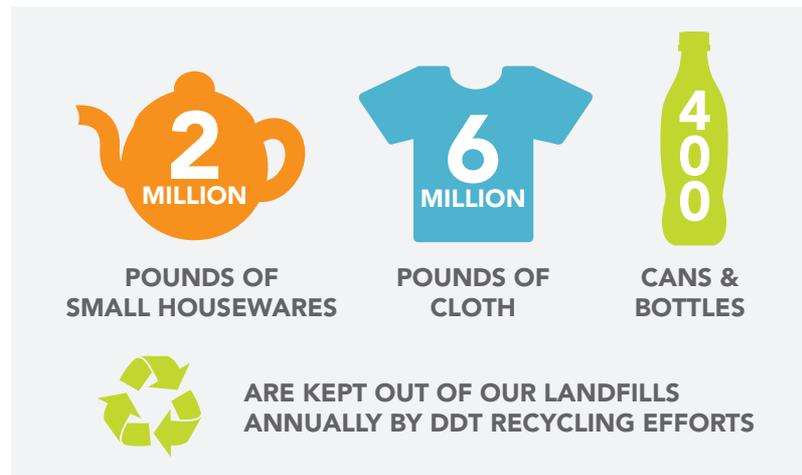
LABOUR & OPERATIONS

The backbone and strength of our operation comes from our dedicated staff members, who are a very enthusiastic team willing to take on any challenge! The quality of work our staff brings forward every day shows their commitment to the success of the business!

CASH 4 CLOTHES

Our community partnership program, Cash 4 Clothes, continued to expand through the last year. While our program brought in new partnerships, we maintained a large base of long term relationships. We have partnered with many of these groups for over 15 years. We value these partnerships as this program has always been a great avenue to promote our mission while supporting local programs and services.





COMMUNITY INVOLVEMENT

Our connections in the communities we serve continue to be very strong. With over 35 years in the business we have very loyal donors who donate to us many times throughout the year. While there is increased competition, we are regularly reminded of our donors' commitments to DDA!

Since the start of our clothing donation bin program, the Vancouver Canadians Baseball Team has supported DDA by hosting our bins. Our annual sponsored Vancouver Canadians game, DDA Night @ the Nat is now in its eighth year. DDA is also proud to contribute to BC Challenger Baseball.

DDA clients, staff, families, and friends participate in over 20 events every year, supporting our diverse communities at cultural events, parades and festivals.

Our commitment to recycling extends through our bottle bin recycling program and our long term partnership with Regional Recycling. As we continue to improve our systems and processes, we are also working to reduce our footprint in other ways like using less paper (e-files), creating fuel efficiencies and hosting Earth Day events in Vancouver.

FINANCE

DIRECTOR OF FINANCE & ADMINISTRATION — KEN MOORE



RESPONSIBILITIES

The finance department is responsible for all the financial activities of the association, in addition to the purchasing and maintenance of major office equipment, such as the telephone system, photocopiers, printers, postage machines, and secure computer systems which provide access to the internet and e-mail. Finance is also responsible for our real estate and investment portfolios.

PAYROLL SYSTEM

Payroll, while carrying out its primary functions of producing the payroll and administering benefits for the Association, has:

- Started the implementation process of a new payroll system from Payworks Canada and integrate it with the BambooHR Human Resources system.
- Prepared for a reorganization to better serve DDA employees
- Completed several CSSEA surveys

FINANCIAL AUDITS AND REVIEWS

Audits during the 2014/15 fiscal year were limited to the regular year end and interim audits. In both cases, the resulting Management Letter from our external auditors contained no significant finance related problems for us to address.

The focus for the 2015/16 fiscal year will be on the many challenges that will result from:

- Changes in funding and operations from the Ministry of Children and Family Development and Community Living BC, implementing the terms of new or adjusted contracts, and other changes in our sector; and
- More complex accounting standards relating to investments and annual audit requirements as we move towards the eventual implementation of the International Financial Reporting Standards.
- Developing new systems and roles as we integrate the new payroll system with HR data.
- Improving accuracy to 100%



PROJECTS

By switching credit card suppliers for the Association’s purchasing card program from American Express to MasterCard, we have streamlined the monthly reconciliation process. Transactions can be uploaded directly into our accounting system, eliminating duplicate data entry and creating efficiencies in the overall monthly reconciliation process.

The finance department will continue leading three projects:

- Convert current paper documents into secure, searchable electronic documents. We are using desktop scanners to convert some incoming documents into an electronic format.

- Convert some of our pre-printed forms to be fillable forms with formulas to save on printing costs as well as create efficiencies for staff.
- Continue to explore the expanded use of our Payworks Payroll module to produce more meaningful and timely information for all levels of management and the Board.

The finance team will adapt to and manage these challenges with all the flexibility and efficiency they have demonstrated in the past.

Thank you very much for the support from this program and opening more programs, because many people need these excellent services.



COMMUNICATIONS

COMMUNICATIONS & MARKETING MANAGER — TANYA CHEUNG



2014/2015 was a year of building on our successes as we continued to deliver quality and innovative programs and services to our clients and members. We initiated several new projects and refined existing communications efforts in response to the growing community to which we are accountable.

REBRAND

Working with Rethink, the association went through a re-branding process in efforts to provide stronger and clearer brand messaging. We established a new logo and corporate identity manual to ensure consistency across all departments. In light of the re-

branding process, the communications department worked closely with the business centre to ensure all items are updated with its new branding to reflect its new donation bins and with other departments to update their look. We look forward to continue updating all branding materials into 2015/2016.

HIGH SCHOOL SCHOLARSHIPS

It was DDA's inaugural year to present 22 scholarships to students with developmental disabilities who demonstrated perseverance and hard work in achieving graduation in all high schools in Vancouver and Richmond. The response has been extremely positive and we look forward to continuing these awards.

STAFF IN-SERVICE

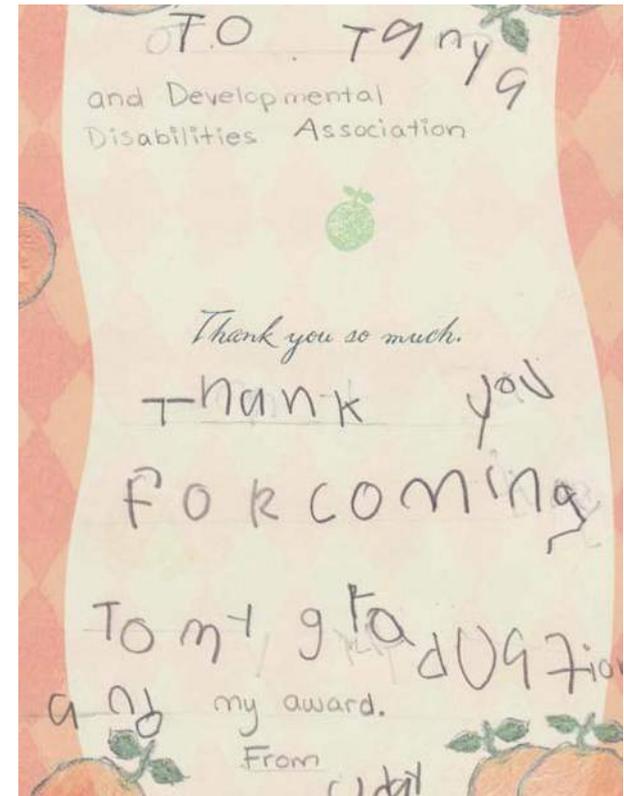
In November, DDA hosted its second in-service conference for staff at UBC Robson Square. The event workshops circulated around a health and wellness theme with offerings including tai chi, purposeful retirement, simple strategies for difficult conversations, nutrition management and stress. Over 350 staff members attended the two-day event.

ONLINE COMMUNICATIONS

In response to the growing number of younger individuals and technologically-savvy self-advocates interested in DDA's cause and services, a new website was created. The new website is engineered to provide a richer user experience, valuable resources for families, self-advocates, and donors, and a strong tool in recruiting individuals to join our talent pool. We will continue to evolve our website in response to growing web trends and changing demographics.

SOCIAL MEDIA

The emergence of social media has provided DDA with a new vehicle to disseminate information to a greater audience. Our facebook and twitter followers grew by 11%. Our blog (www.dda604.com) experienced the greatest growth with its visits doubling in one year. Social media continues to be a strong focus for the communications department.



HUMAN RESOURCES

DIRECTOR OF HUMAN RESOURCES — MARSHA GOLDFORD



DDA's Human Resources department partners with program management to support a range of key HR functions.

DEPARTMENT CHANGES

Change is a constant at DDA and in the HR department. Our administration support positions experienced turnover during the summer months. The transition in HR was smooth thanks to the efforts of the previous incumbent(s) in cataloging the procedures and resources associated with the HR Assistant role.

NEW SYSTEMS

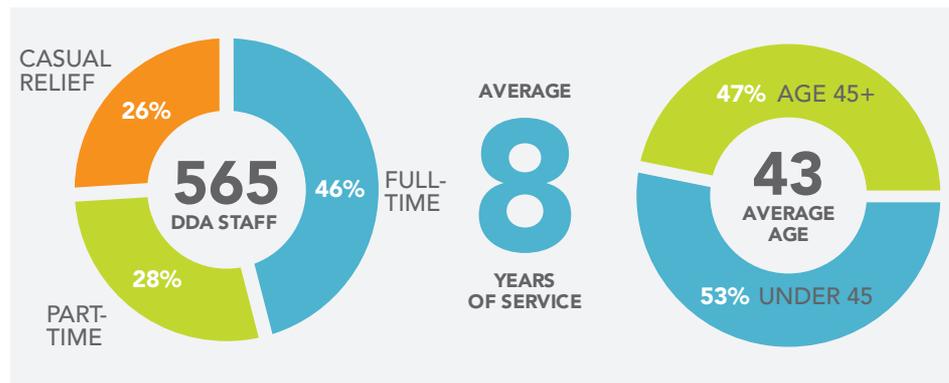
The department played a central role in selecting and building new payroll, human resources and scheduling/time-keeping systems to be implemented in 2015. The ultimate goal is to

automate processes that have historically been handled using costly, labour-intensive and time-consuming manual methods. DDA launched its new payroll system with Payworks Canada on January 1st, 2015. As part of the systems change on the HR side, the department began the process of converting our paper employee files to electronic form; employing two clients from Jobs West in the scanning, naming and re-filing of just under 60,000 file documents.

EMPLOYEE DEVELOPMENT

DDA places a huge emphasis on employee training and professional growth and development. At the beginning of the fiscal year, 14 first time managers successfully fulfilled the requirements of DDA's internal Leadership Development Program involving 5 months of online self-study, in-person workshops, applied on-the-job learning and one-to-one coaching in a range of competencies intended to enhance management knowledge, skills and abilities.

In addition, over 88% of our workforce took advantage of more than 200 courses offered through DDA's e-Learning site – Relias Learning (formerly Essential Learning). The site offers on-line learning courses in a range of competency-based subject areas.



All our senior staff completed a four-day workshop in adult learning to become better trainers. As well, we conducted in-house training in First Aid/CPR for 135 staff; Non-Violent Crisis Prevention for 313 staff; and GO – our General Orientation for 88 newly-hired employees.

DDA held its bi-annual staff conference in November 2014. This in-service event offered workshops and practical sessions on health and wellness – physical, mental, financial, etc. - in the workplace and beyond. The keynote address was delivered by Kay Frances, a highly popular motivational speaker on the subject of stress management. She uses humour to captivate her audience. Over 350 staff attended the two-day event with very positive feedback received.

The senior management HR committee continued to work on processes and tools aimed at improving DDA's ability to attract, retain and build a workforce of competent and engaged employees. The committee focused on efforts to strengthen our employer brand through improvements to the DDA website careers section and design of an applicant tracking system to be launched with our new website in 2015.

The Community Social Services Employers' Association (CSSEA) released its annual Turnover Report for 2013. DDA turnover results

for regular staff were slightly better than those of other agencies in the Community Living sector in the Lower Mainland, although the casual rate was higher. One particularly strong indicator for DDA was that we have been able to retain younger employees (35 years and younger) longer than most agencies, making DDA a good place for new employees to start their careers in the community living field.

LABOUR RELATIONS

On a very positive note, the sector's new five-year Collective Agreement came into force April 1, 2014. The new agreement reduces the wage disparity between this sector and Community Health. There is additional work being done to place the sector's wages on a more equal footing with the marketplace. We will be participating on a couple of joint CSSEA / Community Social Services Bargaining Association (CSSBA) committees looking at job classifications and cost-saving measures associated with elements of the sector's extended health plans.

By March 31, 2015, DDA had 565 active employees consisting of full-time (46%), part-time (28%), and casual relief (26%) staff. Over half (53%) of our workforce is under 45 with the average age being 43 and the average service at 8 years.

THANK YOU TO OUR SUPPORTERS



INDIVIDUALS

Abeyama, Yuko
Adams, Bill
Aguilar, Rayanne
Angel, Arturo
Atchison, Gerald
Atchison, Norman & Maureen
Bailey, Brandi
Baird, Jean
Baker, Scott
Banks, Ena
Bhan, Yogesh
Blackwood, Diane
Brandon, Jill
Brekelmans, Susan
Buckland, Aralee
Buckland, Christopher
Campbell, Margaret
Campbell, Rachel
Candido, Emilia
Chan, Kevin
Chaple, Jim
Cho, Mary
Chow, Jeanne
Chu, Kin Yip
Conder, David
Cowdell, Morag
Darwin, Gail

Denham, Adrienne
Deol, Manjinder
DePaoli, Maurizio
Derickson, Carrie
Dhesi, Charanjit
Dix, Adrian
Driedger, Michael
Fan, Charleena
French, Patricia
Fung, Dora
Gall, Margaret
Grant, Sheila
Gully, Maritia
Harrison, Jennifer
Hayward, Dave
Heseltine, Olive
Higgs, Melissa
Hsiao, Barbara
Hunter, Bonnie
Johnson, Denise
Kao, Chien
Kelly, Shannon
Kim, Don
Ko, Ada
Krikau, Elsie
Kwan, Chiu Ying
Kydd, Donald
Lam, Pauline

LeClair, Anthony
Leong, Aileen
Lim, Susan
Lith, Paul
Loreth, James
Louis, Randy
Low, Wendy
Luey, Robert & Rose
MacDonald, Sue & Jim
Mar, Stephan
Mason, Chris
McCann, Jonathan
McCardle, Stephanie
McGinnis, Keith
McManus, Gladys
Melville, Joanne
Morgan, Geraldine
Northcott, Phil
Okeane, Martin
Orta, Estefania
Parlor, Margaret
Parmar, Harman
Payne, Matthew
Phelps, Catherine
Philp, Ann
Poon, Christina
Pradela, Roman & Mona
Purkis, Jeffrey



Putman, Margaret
 Rabas, Elizabeth
 Ratih, Ayu
 Roberts, Caroline
 Roosa, John & Ayu
 Schulman, Kerry
 Scott, Liam
 Seto, Joyce
 Shaw, Gillian
 She, Yu Young
 Shuen, Elliot
 Smellie, Gael
 Sparks, Robert
 Steele, Joan
 Sterling, Vera
 Swayne, Peter and Susan
 Tang, Rosalinda
 Tseung, Anna
 Turner, Edward

Turner, Sharon
 Twitchell, Marilyn
 Walters, Linda
 Whitlock, Kathleen
 Wilcox, Thea
 Wilson, Christine
 Wilson, Susan
 Wong, Ha Yee
 Yuen, Marlene
 Ziebart, Arthur & Ida
 Zoteck, Zoanne

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