



2011 – 2012 ANNUAL REPORT
60 YEARS OF INNOVATION
DEVELOPMENTAL DISABILITIES ASSOCIATION



*“Out of small acorns,
big oak trees grow.”
— Bea Purdy*

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MAKING IT HAPPEN

DDA BOARD MEMBERS



Executive Committees

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Louise Huber, Vice President
Sue Swayne, Vice President
Allyson Baker, Vice President
Rob Bahd, Treasurer

Immediate Past President

Ronda Karliner

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Alanna Hendren
Brian Wilson

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Bill Adams, Chair
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FIRST & FOREMOST

MESSAGE FROM THE PRESIDENT



“The innovation point is the pivotal moment when talented and motivated people seek the opportunity to act on their ideas and dreams”

– W. Arthur Porter

In addition to volunteering at DDA, I have spent several years consulting to not-for-profit agencies, principally on matters impacting their human resources. The question I often get from them is... How can we attract and retain qualified people when we can't match the pay available to them in the private sector? This question reflects the reality that agencies which are dependent on donations and government funding face today. Frequently they have only enough money to meet

their employees' basic needs. This makes them vulnerable to high levels of staff turnover, for as Maslow told us many years ago if an employer cannot meet an employee's basic needs it is unlikely that the employee will be motivated to stay or if he does stay, to perform at the highest level.

DDA is a large agency. We employ a large number of people and to afford them we have diversified our revenue sources. We still encourage donations and we depend significantly on government funding. But in addition we have built our social enterprises to deliver funds to us, and we get some contribution from user fees. This has enabled us to go beyond the basic question of attracting people who are capable of meeting the minimum requirements of the position. We want to attract and retain the very best people and we work hard to identify those people before we make them a job offer. We start from the very beginning in communicating to them that our goal is to make DDA one of the top employers in the province if not in the entire country. We use surveys, suggestion systems, one-on-one and



group meetings and focus groups to promote involvement and provide feedback on our performance toward that goal.

Getting to this leading edge place means having family-friendly human resource policies and practices which contribute to the excellence of our services while committing to our employees' personal and professional growth. It means inspiring our employees to deliver the highest quality services each and every day. It means ensuring that the things our employees are looking for in their work can be found here, and these include teamwork, empowerment, a strong sense of personal involvement, fairness, equity, mutual trust and effective leadership.

This vision of a culture that supports excellence is not easily achieved and this is especially so when we do not have jurisdiction over some key areas of personnel policy and practice. In the 1990s the Korbin Commission declared that DDA should be included in a government-directed association that would define specific limitations on freedom to

act on human resource matters. This Association has been a mechanism to control wage and benefit costs and it has had little time or interest in pursuing a broader vision of exemplary human resource practice. It has meant that some of what we would do if we had freedom to act we cannot do.

This is a reality (it appears) we cannot change. It may mean that our goal of being one of the top employers in the country will elude us but it won't be for want of trying. Our management team and Board are committed to making it happen. We all take great pride in DDA and the contribution it has made to its many clients and their families over the last 60 years. We will be celebrating these contributions during this 60th anniversary year and we will be remembering and reminiscing about the many fine people who have made DDA what it is today. We were their agency of choice and we thank them for that.

Respectfully submitted,

John Neilson

President and Chair of the Board of Directors





YEAR OF INNOVATION

EXECUTIVE DIRECTOR'S REPORT



Back in 2000, DDA recognized a few major challenges coming in the near future – primarily due to dramatically escalating service demand and shrinking government funding. Although we were unsure how these factors would actualize over the coming decade, we predicted that funding to people with vulnerabilities would diminish as governments globally offloaded costs to families and communities. Although the DDA board of those days launched an advocacy campaign to bring public attention to the plight of people with developmental disabilities, there was no support for our campaign from other service providers or advocacy organizations. They unfortunately believed that Community Living BC would be supported by the government with continually increased funding, in spite of the fact that the new crown agency was founded on cuts that have been estimated at between \$75 and \$100 million.

When our advocacy efforts failed, we developed a long-term strategic plan to weather anticipated cuts. This plan included creating efficiencies by reducing unnecessary costs, maintaining our focus

on excellence in service delivery and enhancing the contributions of our social enterprise to the association's mission (also known as our Trust). Our plan provided DDA economic support through times when our finances were in a 'negative equity' situation. We were virtually bankrupt and had to determine a course to reach sustainability.

Ten years later, we reached our goals and are financial stable, although the unpredictability of government funding always leaves the people we support vulnerable. We experienced one arbitrary \$1 million cut in residential services, so we had to determine a way to support our clients should cuts continue. We streamlined efficiencies by developing an electronic planning and costing system that worked in conjunction with an individualized planning process to produce: individualized life plans, quantifiable and verifiable outcomes, and individual budgets.

The Provincial government began to diminish its role in the area of social service provision in favour of "opportunities for families to become

more involved in the lives of their children". We realized that DDA would have an increasing role in the area of family support and refocused our efforts on providing help for families in addition to children and adults with developmental disabilities. New methods of family support were explored, including: planning, costing, referral, technology use, smart home development and family training.

Adult Services

Although DDA withstood pressure from CLBC to close group homes, they did de-commission group



homes throughout the year in an attempt to save money. Predictably, demand for services seriously outpaced CLBC's ability to fund new supports. The waitlist grew while communities lost infrastructure and capacity and individuals lost service.

By April 2011, DDA presented a residential redesign plan to CLBC with a copy to the Minister. The plan had been requested as part of CLBC's "residential redesign" process, which aimed to close all group homes and place residents back with their families or into an adult foster-care

arrangement. DDA presented a plan that met CLBC's goals and kept some group homes open in order to have capacity to work with people who have major challenges to integration. The BC Community Living Action Group also formed, uniting family groups, advocacy groups, unions and DDA to bring public attention to the plight of adults with developmental disabilities and their families. Our first event was a public forum that resulted in the Reaching Out, Weighing In report, documenting current issues with recommendations raised by forum attendees. The report was also introduced into Hansard by the Opposition during question period.

CLBC saw the turnover of two Cabinet Ministers in one year. In spite of tremendous public support, none of the recommendations Reaching Out, Weighing In were taken seriously and continue to be ignored. The CEO of CLBC was terminated and our Regional Manager was also let go, but nothing substantively changed at CLBC. By the beginning of 2012, four reviews were issued by the Premier and new Minister, but these were all commissioned by CLBC or internally - nothing changed. There was no commitment to stop closing group homes in spite of letters from 20 municipalities, concerned their communities would be losing capacity to care for the most vulnerable. Acute care wards, regional and federal jails, homeless shelters and other community services continue to serve as alternative accommodations for adults with developmental disabilities and there is every reason to believe this trend will grow. Unfortunately, the government-

CLBC reports recommended increased reliance on assumptions that are untrue and methods that have proved to be unsound and unsuccessful.

In response to intense media pressure, the Premier announced \$40 million in new funding but, CLBC claims the money was spent almost immediately and little would be available for new services. The reports recommended CLBC realize more 'efficiencies', use more 'natural and community' supports, define their 'client', provide expenditure reports at the client level, put a stop to the practice of direct award contracts, and teach families to expect less and consider an "expanded custodial and care role for families themselves" rather than remain in a 'culture of entitlement'. A shift to individualized funding was recommended for all services, as were continued contract reviews, implementation of new information systems, reduction of conflicts of interest, development of standards, employment for 50% of the CLBC caseload, and integrated case management. Communication was also cited as a need area, although the content of CLBC's communications went unchallenged. The reports clearly stated the government's intent to de-fund professional and unionized services in BC and confirmed that \$57 million had been saved through the closure of 64 group homes and other service cuts.

Although the reviews recommended a plan be developed by CLBC, a comprehensive vision continues to be absent from their communications. We cannot expect much change for the better. An



increased emphasis on individualized funding will leave the majority of families unable to fully pay for our services. With CLBC's mandate confused, planning for families at DDA has been difficult as the demand for services escalates and funding is consistently being withdrawn.

60th Anniversary

DDA was founded in 1952 – 60 years ago! To celebrate, we launched a year of learning, commemorating, and community engagement. By the end of 2012, we hope to have broad input from our membership to inform our 2013-2015 strategic plan. Every month will be celebrated with an event in the community, in addition to a conference for families, self-advocates and staff in November 2012.

The conference will showcase DDA's technological expertise in the areas of: outcomes planning and costing, reducing the cost and increasing the effectiveness of professional services, teaching families technologies for accelerated development,

providing a space for creating innovative solutions together, and continuously researching new innovative methods to support people with intellectual disabilities.

Our goals for our 60th celebrations are to provide community awareness of DDA's history and current services, bolster community development, encourage families to get involved in DDA for their child's future, increase membership, educate the public about the Trust and Foundation, and most importantly, promote the abilities of the people we support.

Alchemist

This past year, we focused heavily on implementing new technologies to promote greater effectiveness, efficiency and independence. We built on our relationship with IMAGINE, a non-profit in Colorado experimenting with SMART home technology, by visiting them in 2011 to explore new ideas. We also continued to attend conferences at the Coleman Institute in Colorado,

a privately funded university center that promotes technologies that enhance cognitive function. We also welcomed eight American professionals to our office for an Alchemist demonstration and a tour of our technology in our facilities. By the end of the year, we were actively soliciting assistance

*"...when our clients achieve their goals, success tends to breed success and everyone wins."
– Alanna Hendren*



to create another social enterprise that would see Alchemist commercialized with business profits for our programs and services.

Human Resources

The year was made up of twelve months of labour uncertainty. Strike votes were taken by social services employers in April 2011, and by March 2012, we were again filling out essential services orders. Employees settled with a zero mandate in 2011 and are unlikely to settle for the Government's zero mandate again this year, particularly since their wages have yet to catch up to pre-cutback levels. Bargaining is likely to continue through 2012-2013.

Children's Services

We were thrilled to add Creekside Child Development Center, serving 89 infants and toddlers, to our network of children's services this year. We were also happy to continue working with the City of Vancouver, Vancouver Parks and Recreation, the Vancouver Parks Board, Neighbourhood Houses and Community Center staff to offer inclusive childcare and teen programs in our communities. Our Infant Development Program also continued to work with MCFD and its community partners on a "Fostering Early Development" project that has demonstrated visible success through early identification of children in the foster care system. IDP additionally provided services to hundreds of families while working with UBC, particularly Dr. Hillel Goleman and his team.

We would also like to thank board member Sue Swayne for representing DDA on the board of the BC Association for Child Development and Intervention.

Communications

Our Communications Department had a very successful year integrating our social media, making links in the communications community and promoting DDA with two awards that garnered local and international press. Big thanks go out to our Communications Committee for their support and expertise: Tamara Taggart, Lisa Purdy, and Victor Tang.

DDT

The Trust maintained its competitive position in the world of recycling this year. Profits increased as Value Village increased quotas. We enjoy working with our partner, Value Village, and appreciate the advice we receive from our Trust Board Members: Rick Hamilton, John Neilson, Bill Adams, and Brian Wilson.

DDF

The Foundation continues to generate donations through networking, community activities, bequests and relationships with fundraising groups. We are very thankful to our Foundation Board members: John Neilson, Bill Adams, Ronda Karliner, and Nancy Panchuk.

As always, I am grateful for the support of our members, Board, staff and self-advocates. I would

particularly like to thank my senior management team, whose reports follow, for another year of overcoming obstacles, encouraging abilities and great progress.

Respectfully submitted,

Alanna Hendren
Executive Director



INFANT DEVELOPMENT PROGRAM

Referrals & Waitlists

The Vancouver IDP experienced a surge in referrals while our funding remained unchanged. This past year, we received 328 new referrals and provided 4,111 contacts to 903 families. There has been an increase in complex referrals, particularly for children with fragile medical conditions that required increased coordination of services and resources. The Vancouver IDP team continues to be strategic and innovative in efforts to meet the needs of young children at risk of developmental delays and their families in a timely and responsive manner. We have established an intake system that allows us to see all new families within 30 days of referral and determine the level of service required. Families are prioritized and waitlisted for active consultation at home, and offered ongoing physiotherapy consultations when appropriate. Families are also referred to our monitoring program that offers ongoing developmental screening and direct consultation at key ages. This process has allowed resources to be used efficiently and assigned to children who need it most.

We developed many successful partnerships within the community during last year and will continue to do so in the future. We continued our partnership with the Vancouver Public Library and Vancouver Coastal Health to provide a community based Parent Child Mother Goose program, and with George Pearson Pool for our Baby Beluga swimming program. Both programs require no additional costs apart from staff time. Families have evaluated these programs to be highly effective in the development of their children by building positive family relationships.

We have continued to pilot a program in partnership with Vancouver Coastal Health's Vancouver Regional Paediatric Team. This program is focused on children who are experiencing non-medical feeding problems. Children are identified by IDP Consultants who fit the eligibility criteria and are observed in a small group situation at our centre by the OT. Recommendations are made and a follow up session is provided to address any concerns. This service eliminates the need for a referral to another agency to only be waitlisted,

IDP serves 900 families each year!

a tremendous benefit to families. The Vancouver Pediatric Team is able to screen children who are potential referrals and identify those children in need of ongoing services.

The Vancouver IDP was honoured to be chosen as the beneficiary from the Vancouver Chinatown Lioness Club's Spring Fashion Extravaganza Fundraiser. The event was attended by 300 participants and raised \$17,000, which will provide Vancouver IDP the opportunity to purchase physiotherapy equipment and provide more support to children and their families.

DDA and the Vancouver IDP continue to be a recognized community partner with the University of British Columbia's Human Early Program – HELP.



Each year, we participate in several research projects that have the potential to impact future government policy and professional practice in the field of early intervention.

The Vancouver IDP will continue to lobby for increased funding to meet the needs of families who are waiting for early intervention services

Fostering Early Development – FED Initiative

The FED is a multi-phased initiative funded by the Ministry of Children and Family Development – MCFD. Community partners include Vancouver Coastal Health, Vancouver Aboriginal Child and Family Services Society, Vancouver Native Health, UBC, Ministry of Child and Family Development, Provincial Health Authority and the Ministry of Housing and Social Development. The objective of this initiative is to developmentally screen all new admissions 0 – 6 years of age who come into the care of MCFD in the Vancouver coastal region.

The first phase of FED involves screening children

with continuing care orders and ensuring that they have been referred and linked to all appropriate resources in the community and ensuring those children have a primary health care provider. The second phase involves an expansion to screen all children ages 0-6 years who are in out-of-care options. One of our goals is to increase developmental information in each child's health record and help identify services that will maximize each child's development.

Another goal of this initiative is to train foster parents, caregivers and relevant MCFD staff in areas including brain development, attachment, and trauma. We have adopted a developmental screening tool to help caregivers become familiar and comfortable over time.

Through HELP, UBC is conducting a multi-phase evaluation of this initiative and have completed the second phase. The objective of the evaluation is to analyze initial data and create a baseline for further planning and development.

FED received the same amount of funding as previous years and one-time only funding for two consultants to assist in the screening process.

Respectfully submitted,

Bonnie Barnes
Director of Infant Development





CHILD & YOUTH SERVICES



Referrals & Waitlists

DDA's innovations in early education began in 1952. Unwilling to send her son to an institution because of his Down's syndrome, Bea Purdy set out to create a learning space for Bob and his peers where they could flourish and grow rather than be warehoused, only with family on weekends. From rooms in church basements to the Oakridge School, our tradition of thinking beyond the norm in child

and youth services was born. In the 1970s, in partnership with the Variety Club, the Bob Berwick Centre came to fruition as the first observational setting for children with special needs. The 1980s continued Berwick's evolution. In response to societal norms, Berwick became the first integrated pre-school programs in BC.

Today, we continue to challenge traditional practices. We offer both part time and full time inclusive care, provide goal planning for families with children with special needs, train teachers in the Seeds of Empathy program, and serve 19,500 lunches per year. These are just a few examples of how our child development centres differ from traditional child care operators.

This past year, Berwick Child Development Centre received generous funding from UBC which provided us the opportunity to renovate, increase enrolment spaces, and decrease the number of parents waiting for care. Our partnership with the University also grew to include sharing a pool for swim time with family friendly sessions and securing

child care openings for students and faculty, a need for those working and living on campus.

The re-design for the second playground we've constructed at Kids In General Child Development Centre concentrated on natural materials, open-ended play and creating green space in a residential environment.

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 reflects new green standards in use of space and design for facilities in a densely populated urban setting.

Staff Development

As our sites experienced growth and development, so did our staff. Staff were given the opportunity to advance their skills and knowledge to further their career with our newly launched online



education service, e-learning. Ongoing professional development is vital in the early childhood education field and to be able to offer this benefit as recognition of the hard work of our ECE staff was very rewarding.

We will further our education opportunities with staff at DDA's Building Connectivity conference this November which will include a full day for parent-focused workshops and networking. This event is unique in its blending of families and staff as attendees, strengthening our relationships and providing resources for all.

By incorporating technology as a classroom tool, forming new partnerships to address gaps in community services and planning positive strategic growth, we are confident that our future will

continue to lead the way in innovation and practice for the children and families we serve.

Respectfully submitted,

Andrew Roets
Director of Child Care & Youth Services

*DDA was first to open
a fully-integrated
preschool in BC.*



RESIDENTIAL SERVICES

Technology

Touchscreen computers and touchpads have been introduced to our residents and staff this past year for leisure, educational, and therapeutic purposes. Adaptive equipment has been installed to accommodate mobility requirements and electronic games were incorporated for entertainment and education. The introduction of technology has provided our clients and staff with several benefits that include improved group learning, increased social interaction, physical and occupational therapy and expanded personal networks.

Participation, Learning & Inclusion

We continued to focus on giving back and contributing to the community during this past year. Participating in the Autism Walk, hosting a butter chicken fundraiser at one of our in-house day programs, delivering meals to seniors, and working and walking in the local community parades are only some of the events our residents have enjoyed and continue to look forward to every year. We believe our participation can encourage local

Staff are an integral part of DDA and work approximately 6,000 shifts per year in our residential services.

communities to recognize our residents as valued, contributing citizens.

Based on innovations at one site to promote health and wellness, we expanded a fitness program called "Exercising around the World", where residents bike on their treadmills and exercise bicycles to different global destinations around. Upon reaching their destinations, residents stop and learn more about the location and its culture.

Residential Redesign

DDA responded to CLBC's request to provide two-term certain crisis response placements within our residential service structure. The Residential Redesign Proposal submitted to CLBC in early 2010 stated that we, as an agency, would be able

to provide emergency short term respite/crisis placements if needed. We were able to provide a timely, cost-effective crisis response that was appropriate for the situation by maximizing the use of generic and specialized services providing direct clinical services, and accessing our community partners.

Staff Development

Our strong emphasis on staff development has been characterized by offering a broad range of training programs and opportunities to ensure staff have the tools they need to support our clients. We introduced online learning for all staff to develop their skills and expertise in form the College of Direct Support.

Respectfully submitted,

Danielle White
Director of Adult Residential Services



VOCATIONAL & COMMUNITY SERVICES

Respite Services

This year in Children's Respite, we focused on transition for youth and offered a change from traditional respite care for youth ages 17 and 18. We served 20 clients and facilitated action plans that included PWD applications, college tours, community orientations and transit training.

Respite Services received 25 new referrals last year and provided services and support to over 150 families who required skilled caregivers.

Jobs West

Jobs West continued to provide a pre-employment program for seven young adults who are just learning about the world of work and adult expectations, a program that was generously funded by the Carraresi Foundation.

Jobs West successfully found paid competitive employment for 12 clients and 11 volunteer opportunities for clients who preferred vocational experience as opposed to paid work at this stage of their development.

We continued to foster strong relationships in the community with over 50 businesses and non-profit organizations that hosted volunteer and work experience placements this past fiscal year. Excitingly, Festival Cinemas was named Jobs West's Employer of the Year.

Starworks

Stephanie Cadieux, Minister of Social Development, visited Starworks this past fiscal year and enjoyed feedback from our production workers who were proud of their employment at Starworks. She was very complimentary about our social enterprise and our mission to provide employment opportunities for 45 people who have significant barriers to employment.

Day Programs

We expanded volunteer programs for clients who wanted to learn new skills, be involved with the community, and give back at our day programs. Every month our 122 participants completed 500 volunteer hours at 47 community sites. Activities included assisting at child development centres and seniors facilities, walking dogs, delivering meals for those in need, gardening, cleaning at churches, mosques and Sikh temples, and recycling.

The art program was greatly expanded with a talented art instructor who travelled to our day

122 participants in day services perform 500 hours of volunteer each month of the year at 47 different sites.



programs and unveiled the inner artists in all our clients, who produced beautiful art. In early 2012, DDA hosted their largest show, with over 250 guests in attendance and over 45 artists showcasing their art. The night enjoyed many sales.

At the Drop-In, we continued to expand services to “hard to serve” clients who often face homelessness, street involvement, and addictions. Although complex challenges continue to arise, we have had success in reaching out to people and providing a safe haven with friendly and dedicated staff who also act as community connectors.

We recently introduced and incorporated touchpads in our day programs to enhance communication and skill acquisition. Together with the Technology Committee, we look forward to continuing this exploration with new technology

and applications for our clients. In some areas we are already selling great progress and success.

Family Support Program

Family Support Program continues to be successful, with training and information sessions provided to over 160 new families each year. We are grateful for the United Way of the Lower Mainland’s consistent contributions to this program.

ICN

We had several new referrals to our Individual Care Network (home sharing) for the first time in several years and one long-term client was placed successfully in a new home. Two participants also moved to new homes after more than a decade in their past placements. Caregiver monitoring and training have also been increased.

Staff Development

Our staff continues to be a priority; we increased our focus on training and career development this past fiscal year. Courses as diverse as Defensive Driving, Financial Administration and Behavioural Support Strategies, offered through e-learning enabled our staff to enhance and further develop their skills.

Respectfully submitted,

Deanne Ziebart
Director of Community Programs



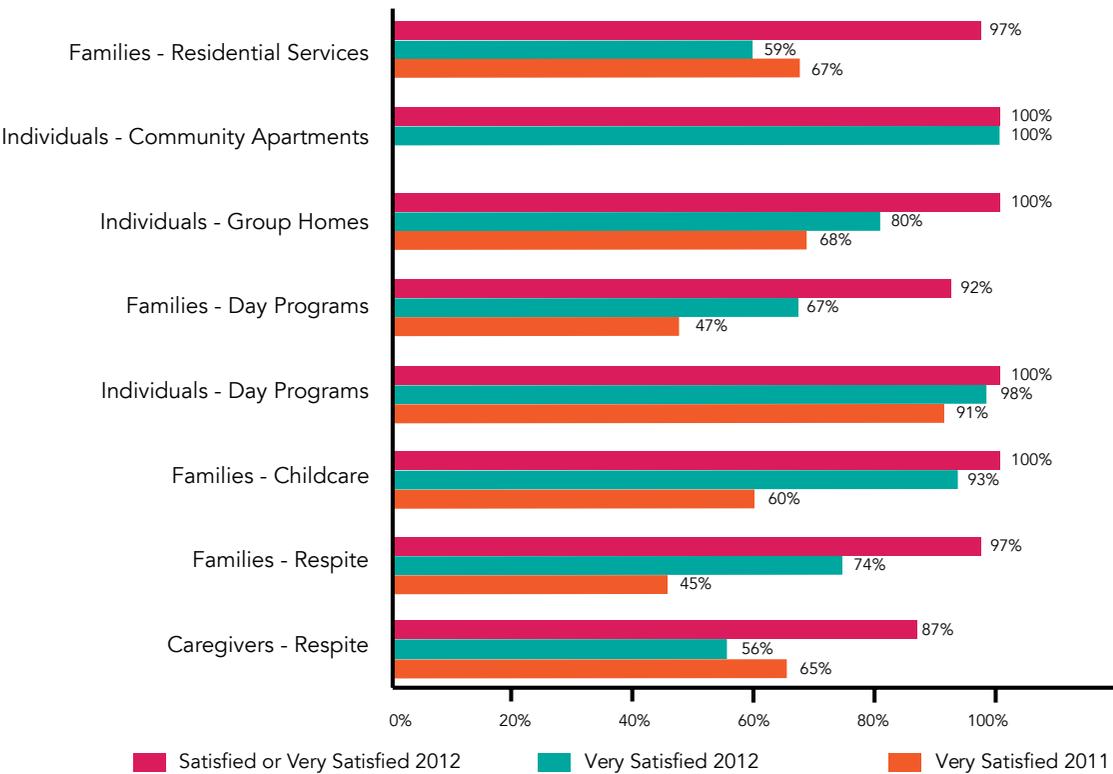
QUALITY ASSURANCE

Service Satisfaction

Each year we measure the satisfaction of our families. These surveys provide us with valuable feedback on our performance as a service provider. In the past year all of our ratings exceeded 90% (satisfied or very satisfied) and more than ¾ of the individuals we support indicate that they are very satisfied with their services.

Interestingly the percentage of families who indicate they are “very satisfied” with services increased in the last year by 20% in day programs, 33% in childcare and 29% in respite. In Residential Services this rating decreased by 8%.

Service Satisfaction Ratings for 2011-2012



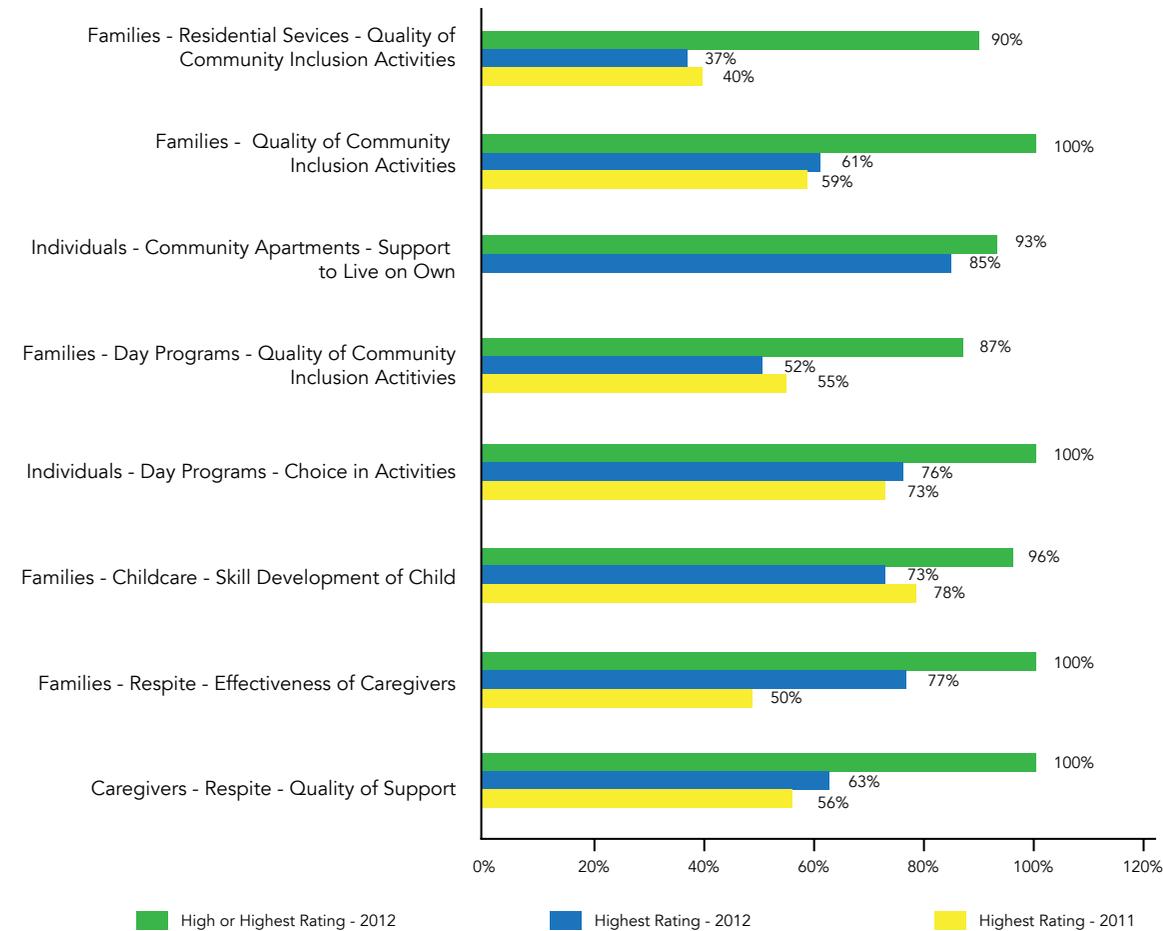
Efficiency

We managed to maintain effective services at costs that are significantly less than those of other service providers for similar services. In fact, our negotiations with funder CLBC in the fall of 2011 demonstrated significant shortfalls in the funding of services for adults at DDA using CLBC's own funding template. In the past year the DDA increased the number of families and clients served in Child Care, Infant Development Home Share Community Apartments and Day Programs, and maintained the number of individuals supported in Residential Services.

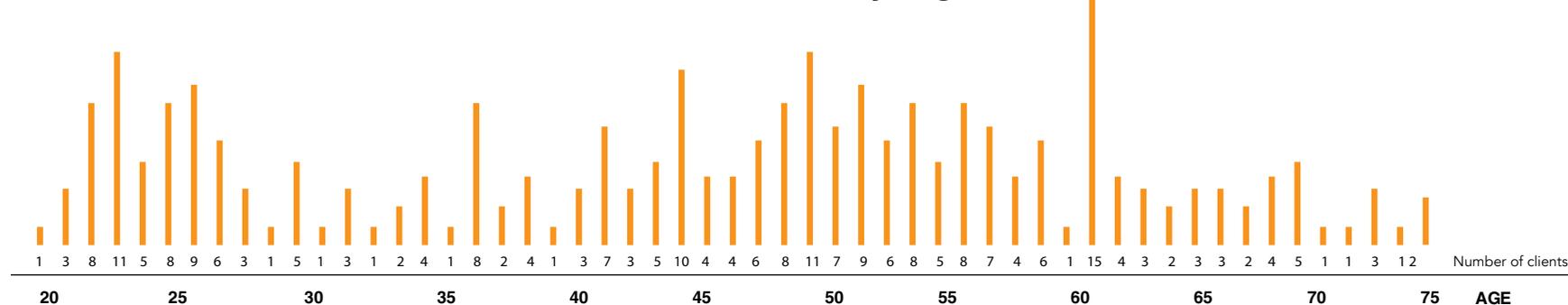
Effectiveness

Effective services are those that deliver results that individuals choose and want. The following chart illustrates effectiveness ratings from various stakeholders (families, residents, employers and caregivers). Good or excellent ratings from most stakeholders exceeded 90%, and excellent ratings typically ranged from 50% to 75%. In Respite families rated 77% of caregivers as "very effective" an increase of 27% from the previous year. Other ratings did not differ significantly from last year's ratings.

Effectiveness of Service Ratings for 2012



Clients by Age



Demographics

DDA provides supports to both children and adults with intellectual disabilities ages newborn to 83 as illustrated above. The number of individuals over the age of 60 has increased in recent years, as has the number of young adults. There is a significant

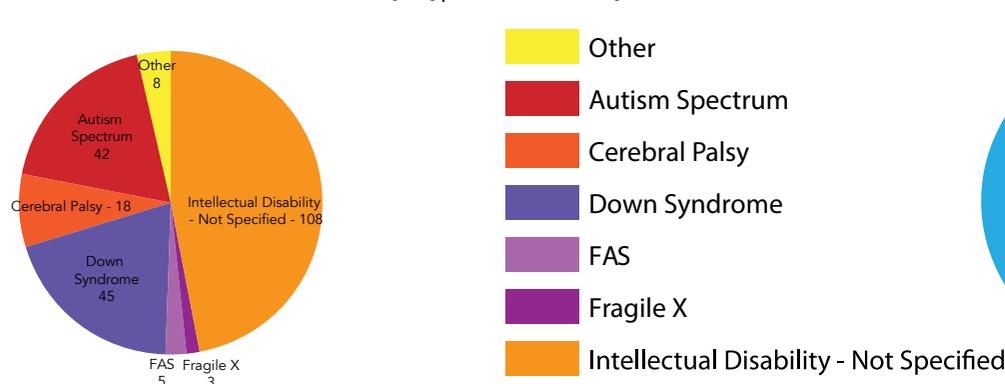
gap in the numbers of adults between 28 and 36 as we received very few new referrals to adult services for a number of years.

The graph also illustrates that we support 35 more males than females; this difference is more pronounced in Child Care, where the ratio of males

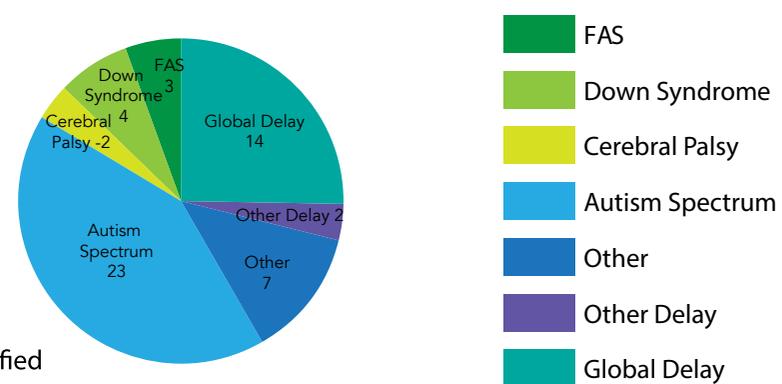
to females with special needs is almost 3 to 1.

The following charts illustrate the most common diagnosis associated with the children and adults we support. Interestingly the proportion of children on the autism spectrum is greater than the proportion of adults diagnosed with ASD, whereas

Number of Adults by Type of Disability



Number of Children By Type of Disability



we provide services to fewer children with Down syndrome but more adults. Almost half of all the adults we support have no specific diagnosis.

Access to Services

While CLBC made no further funding cuts to our residential or day program services in 2011, DDA still has several unfunded beds that can be made available for services. DDA will continue to advocate with CLBC for full use of our facilities in 2012-2013.

The following chart illustrates the gradual decline in residential beds funded by CLBC over the past

decade. CLBC has funded nine additional DDA operated home share beds over the same period of time, for a net bed loss of 16 (approximately 15%).

The population of Vancouver and Richmond increased by 15% over the same period of time so the cumulative adult residential bed loss per capita is 30% over the past decade.

Access to Community

The concept of accessibility includes architecture, communication, employment, personal finances, services, technology, advocacy, and environment. In order to support and facilitate inclusion in

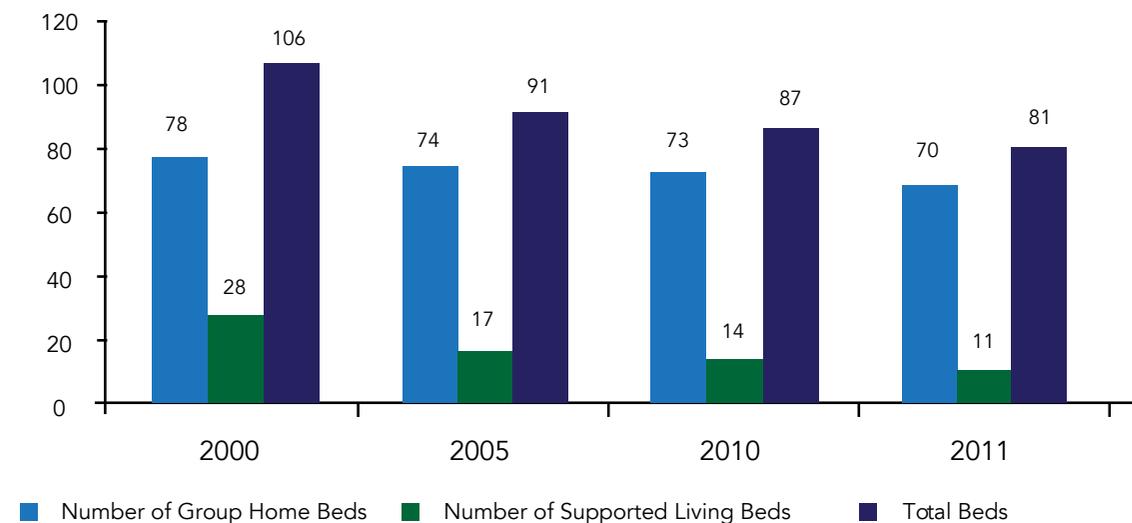
community DDA actively attempts to target activities that increase access for individuals with disabilities. This can be in small ways such as installing lever handles on doors, or on a larger scale, such as advocating for equitable funding for individuals and families.

The following survey results (on the next page) illustrate accessibility from the perspective of adults we support. Only 45% respondents work or volunteer, but almost all adults engage in the activities they want, and 96% report that they have enough money to buy the things they want. 100% indicated that some or all of the time, they can easily get to the places they want.

Following are some of the examples of how DDA has enhanced accessibility for persons with disabilities in the past year.

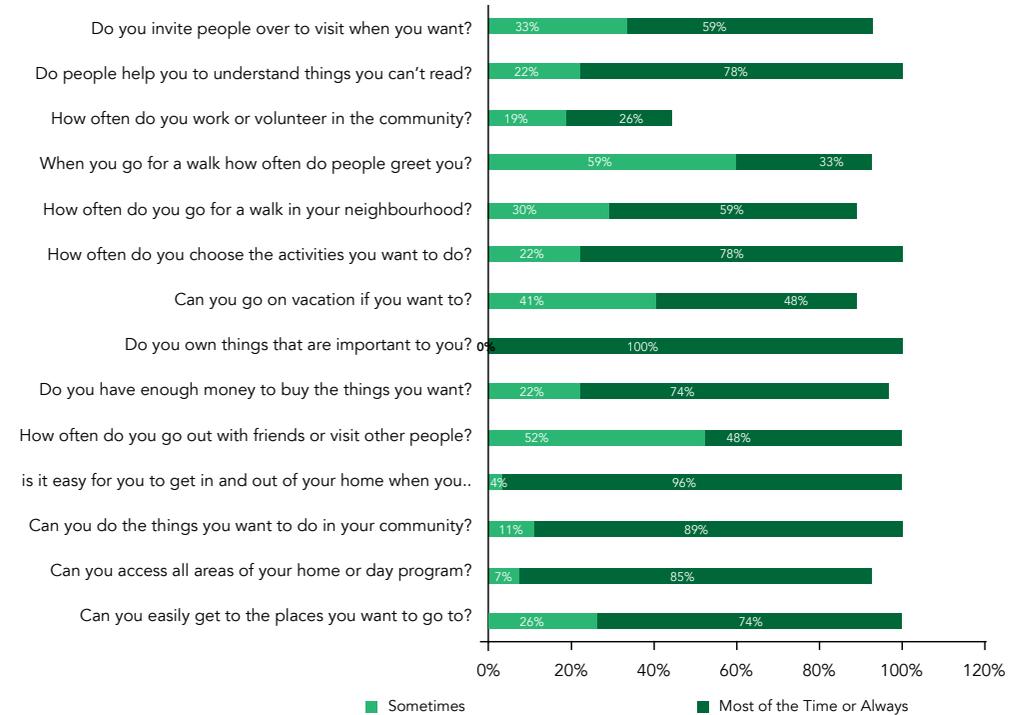
- Translated the Association web page into Punjabi
- Purchased touchpads and software to enhance the learning and communication skills of individuals. We also used touchpads to support, and communicate with individuals who have cognitive impairments associated with aging
- Placed second for our Public Service Announcement in TechSoup's Digital Story Telling Challenge
- Redesigned and refurbished the sensory room at the Grandview Day Program to make it more useable, rearranged furnishings to make the

Decline in Supported Living and Group Home Beds at DDA since 2000





Accessibility Results for Individuals the Association Supports



- room accessible to individuals in wheelchairs
- Arranged interpreters for families for whom English is a second language
- Continued to provide hot lunches through the Drop-In for children from low income families who attend child care
- Jobs West employment specialists developed task lists with pictures and used online translation tools to support individuals for whom

- English is a second language and began using task lists on mobile phones
- Reopened the pool at Berwick and through partnership with UBC, made available to families in the evening
- Renovated both playgrounds at Kids in General
- Added 40 new preschool spaces at Creekside Child Development Centre

In the past year, children and adults supported by the Association received over 1.5 million hours of services and supports.

- Won the City of Vancouver's Access and Inclusion Award for 2011!

Respectfully submitted,

Paul Sankey
Director of Quality Assurance



DEVELOPMENTAL DISABILITIES TRUST

Sales

DDT started the 2011/2012 fiscal year with the opportunity to increase our sales quota by 5%. This increase was initiated by Value Village as they were opening two additional stores in BC, and as a result, our annual quota grew to 6,325,000 pounds of cloth and 1,897,500 pounds of housewares, making it the highest sales quota we have ever had. The three year contract was signed with Savers in December 2011.

Operations

Through efficiencies we successfully increased housewares donations from 26.7% to 31.3% in from the previous fiscal year.

In the last two years, we experienced steeper fluctuations in donation cycles, with significantly more donations in the spring than winter. To ensure a consistent supply, we maintained a reserve from our spring donations for the winter and signed a three year lease for our donation station for storage and donation drop-offs.

To assure our donors and reinforce our non-profit status, we launched a new marketing campaign to reveal our 100% owned and operated seal. Through newspaper advertising, social media, and the placement of the seal on all our bins, trucks, and marketing material, we were able to educate current and potential donors about the concerning issue of for-profit bin host who receive donations but pay very little of their profits to their non-profit sponsors. Efforts will be continued throughout 2012/2013.

Cash 4 Clothes continues to grow every year. This program gives local schools and sports organizations the ability to fundraise and practice recycling through collecting items.



Community Partnerships

DDT continues to participate in local events and parades in all communities. In the past fiscal year, we participated in over 20 events.

DDA Night @ the Nat continues to be a great community celebration. It is an event that clients, families, and staff look forward to every year.

We recognize the unwavering support and invaluable relationships we have with the City of Richmond and City of Vancouver, and will continue to strengthen these relationships in the years to come as they are important contributors to the success of our donation bin program.

Donation Bins

DDT owns and operates 272 active cloth & toy bins, 10 book bins and 40 bottle bins in 18 communities and is excited to be celebrating their 10th year of operations. We look forward to continue growing our presence in the Lower Mainland, and nurturing relationships with our longstanding bin hosts.



1980-1989 1990-1995 1996-2004 2005-2007 2008-2011 2012

Over 7 million pounds have been saved from potentially going to landfill with our donation initiatives each year.

Fleet

After 30 years of our lease with Ryder Transportation, DDT decided to start a new relationship with Penske Truck Leasing.

These new Penske freightliner trucks will give DDT an opportunity to increase efficiency and carry more inventory in these 18ft trucks, a 2 ft increase from our previous trucks. These trucks were also designed with new graphics that illustrated our message: **3 ways to donate** which elicited positive comments from the general public.

Staff-Retention, Engagement & Training

DDT experienced the lowest staff turnover this past fiscal year as a result of improved efficiencies and enhanced training through Penske and e-learning.

Respectfully submitted,

Deanna Barlow
Director of Trust



FINANCE

Responsibilities

The Developmental Disabilities Association's Finance department is responsible for all the financial activities of the association and Information Technology services. This includes accounting functions, asset risk management, budget functions, inter-site courier services, employee benefits, payroll, and maintenance of all computers, software and computer systems.

The Finance department is also responsible for the purchase and maintenance of major office equipment, such as telephone systems, photocopiers, printers, fax machines, postage machines, and secure computer systems which provide access to the internet and e-mail.

Payroll System

Payroll, in addition to carrying out its primary functions of producing the payroll and administering benefits, has also:

- Implemented all 2010-11 changes required by the Collective Agreement with the BCGEU
- Maintained benefit packages for the Organization, including Worksafe BC and Municipal Pension Plan. As of March 31, 2012, the payroll team completed administration of the second full year of the Municipal Pension Plan, vesting many employees in the program
- Completed an audit with Worksafe BC, who found no significant discrepancies



Financial Audits & Reviews

Audits during the 2011/12 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 to address.

The focus for the 2012/2013 fiscal year will again 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 labour 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.

Projects

Accounting has gone green with paperless internal monthly financial reports that are being delivered to management by email.

The Finance department will continue to lead two projects:

- An experimental project to convert some current paper documents into secure, searchable electronic documents. We started with the 1995 to 2002 Board packages and hope to expand the conversion to all policies and procedures and personnel files
- To explore the expanded use of our current ComVida Payroll and Human Resource programs to produce more readily available information for all levels of management

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

Respectfully submitted,



Ken Moore
Director of Finance

Our clients have been supported by DDA for an average of 27 years, each with our oldest client at 83!





COMMUNICATIONS

By implementing a social media campaign, we were able to communicate to an additional 1,800 families.

Innovation has always been the key driver behind all of DDA's communications campaigns. Whether it is adopting the latest technology, or being able to communicate and extend its reach to people from different cultures, backgrounds and circumstances, DDA continues to innovate in ways that are foreign to many.

Awards

In early 2012, DDA's PSA received outstanding applause with the achievement of the Digital Storytelling Challenge, DDA came in second place, while the Dave Thomas Foundation for Adoption secured top spot. Hosted by Tech Soup, this international award recognizes non-profit organizations that have best utilized their resources

to tell their story in a 30 second video.

Through our efforts to achieve our mission, our work was recognized by the City of Vancouver with the Access & Inclusion Award. The city held an Award Presentation luncheon and press conference, which garnered local national media attention.

Diversity & Inclusion

We opened our doors this year to a Chinese delegation who travelled to visit DDA from Hubei, a province in central China. They were interested in DDA's services and how they could bring these ideas back to their country.

We recognized Punjabi as the third most spoken language in the Vancouver community. In response, we began offering South Asian family support groups and created a fully functional Punjabi website to better serve our South Asian families. In addition, we translated our PSA into Chinese to garner awareness in the Asian community and participated in a month-long show on Vancouver's largest Chinese radio stations.

Internal Communications

In response to our staff's concerns and suggestions this year, we created an intranet, STARnet, to provide a virtual office and place for staff to interact, learn, and communicate. With STARnet, staff can efficiently connect to DDA and stay apprised of our latest updates at the comfort of their own computer.

We were excited that the funds raised by DDA for the United Way campaign tripled from previous years. Many successful internal events provided a strong indication that staff felt included and had a strong identification with the Association. In addition to STARnet, we look forward to continue communicating effectively with staff, cultivating new talent, recognizing efforts and unleashing passions in the upcoming year.

Respectfully submitted,

Tanya Cheung
Communications & Marketing Manager



HUMAN RESOURCES

Over 500 staff members support 1,500 families each year.

This past fiscal year, DDA continued to maintain programs and systems that allow us to monitor and improve on our human resources goals. We introduced:

- An **Early Intervention Program** that works with individual employees to avoid prolonged medical leave and access to the Long Term Disability plan. The program assists staff to return to work and getting back to full productivity sooner;
- **Feeling Better Now** - An on-line self-assessment tool that confidentially guides employees who may be experiencing mental health problems to seek assistance if it appears that they are not coping well at work or at home.

- **Environmental Analysis** –which involves monitoring and reporting on workforce trends with a view to improving our ability to hire, develop, promote, and retain high quality employees.
- **Grievance Tracking and Incident Reporting systems** – that allow us to better understand workplace concerns, how to best resolve and prevent the from occurring in future.

We are proud of the accomplishments of our clients and staff over the past year and look forward to expanding programs that promote training and professional development. In addition to professional development sessions that are sponsored throughout the year, DDA introduced an on-line learning program that is accessible to all staff in addition to an existing program, College for Direct Support, that focuses on developing competency in residential services staff. Essential Learning (E-Learning) provides ready access to a broad range of online courses that staff can take to build their competency, ensure safety on the job, and enhance their ability to offer top-quality

services to our clients. In its first year approximately 2,500 hours of training were delivered through essential learning.

Our staff work incredibly hard to meet the goals of our clients – whether literacy, health, fitness, work or leisure. Without a positive organizational attitude, individual determination and a team effort, this would not be possible. We continue to focus our efforts on improving our management information systems, hiring and developing the best staff, fostering their learning and professional development, and working to build positive and productive relationships with staff and their bargaining representative, the BCGEU.

Respectfully submitted,

Neil Armstrong
Director of Human Resources

Neil Armstrong retired after 14 years at DDA. We wish Neil the best of luck with his future endeavours. In April 2012, DDA welcomed Marsha Goldford as the new Director of Human Resources.



SUPPORTERS

The Developmental Disabilities Association would like to thank all of the individuals, organizations, service clubs, and governments for their outstanding support this year. We look forward to working together again in the coming year. Your support has enabled individuals and families with developmental disabilities to reach their full potential.

Individual

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|----------------------------|--------------------|-------------------------|----------------------------|---------------------|-------------------------|--------------------------|------------------------|
| Adams, Ann | Chan, Francis | Estate of Hemm, Joseph | Hwo, Grace | Lee, Belynda | Nancke, Nicole | Roberts, Caroline | Tjahjadi, Petrus |
| Adams, Bill | Chan, George | Farid, Farideh | Inoue, Rebeka | Lee, Eric | Neilson, John | Rohani, Mika | Tribe, David |
| Ages, Andrew | Chan, Johnna | Fok, Rita | Ionescu, Dragos | Lee, Tracy | Nelson, Mark | Romero, Bertha | Tsang, John |
| Aguilar, Rayanne | Chan, Lillian | Fournier, Frances | Ip, Brenda | Lee, Vicki | Neufeld, MaryAnn | Romos, Marta | Tse, Virginia |
| Allison, Dolores | Chan, Mimi | French, Patricia | Ip, Wendy | Lee, Wei Yun | Ng, Janita | Ryan, Victoria | Tseng, Patricia |
| Anderson, Annette | Chan, Seelu | Frew, Dorothy | Jacobson, Patricia | Leong, Katie | Ng, Lucy Yuk Hung | Ryon, Judy | Tseung, Anna |
| Anderson, R Michael | Chan, Vivian | Fung, Cecil | Jang, Lucy | Leung, Eva | Noort, J. | Sage, Barbara | Turner, Edward |
| Annala, Mike | Chang, Mike | Funk, Linda | Jang, Vicki | Leung, Yolanda | O'Ball, Eloise | Salisbury, Barb | Turner, Shelley |
| Apple, Jennifer | Chau, My Linh | Gall, Robert & Margaret | Jarvis, Catherine | Lew, Chuck | O'Brien, Lillian | Scheller, Margaret | VanCity Credit Union |
| Atchison, Gerald | Cheng, Peter | Galloway, Laurel | Johnson, Denise | Lexier, Lyle | O'Neil, Ronan | Schoenfeld, Sirrekka | Vandale, January |
| Atchison, Norman & Maureen | Cheung, Leanna | Gaso, Laurie | Jones-Cook, Allison (Jean) | Li, Benson Kwok Wai | Okamoto, Eileen | Seid, Alvina | Vandermeij, Shirleeque |
| Atherton, Mary 'Betty' | Chin, Betty | Gauld, Alexander | Jung, Biston | Li, Helena | Seipp, Bernadette | Orivolo, Giacomo | Vandermeer, William |
| Bahd, Rob | Chin, Doris | Gemperle, Eric | Jung, Pearl | Li, Laydia | Serrano, Juanito | Owen, Davies | Vlessing, Willy |
| Baily, Ron | Chiriac, Nicoleta | Gow, Norah | Kazemi, Ghodrat (Gordon) | Li, Linda | Von Dehn, Ulf | Oxley, Joanne | Von Stetten, Monika |
| Banks, Ena | Chiriac, Simona | Green, Traff | Kee, Vivian | Liang, Lihua | Walters, Linda | Oyefeso, Lola | Wang, Xinliang |
| Battersby, Karen | Cho, Ming | Grey, Anita | Keung, Sheils | List, Rowena | Walters, Nancy | Pagani, Margaret | Wang, Evelyn |
| Bavis, Roberta | Choi, Hyun Suk | Groenewegen, Rosemary | Kim, Tae Kyung Tony | Liu, Julie | Shankar, Nancy | Park, H. | Weatherby, Joan |
| Benedet, Heather | Choo, Suk Ying | Grosson, Jose | Kirby, Brian | Low, Wendy | Shankar, Nancy | Park, H. | Wells, Fiona |
| Bennie, Shirley | Chu, Glenn | Hagar, Laird | Kirby, Jamie | Lowe, Elaine | She, Yu-Young | Park, Susan Young Ook | Westgaard, Suzanne |
| Beyerstein, Ray | Chu, Kin Yip | Hanna, Dilys | Ko, Ada | Luey, Robert & Rose | Shimokura, Karen | Parlor, Margaret | Whitfield, Linda |
| Bilan, Victor | Chu, Stephanie | Hanson Travel | Komer, Jaymark | Ma, Melanie | Shimosaka, Yoko | Pearce, Cathy | Whitfield, Lianne |
| Bingham, Pauline | Chung, Jennifer | Harrison, Doug | Kong, Shuk Ching | Macht, Susan | Shinko, Waka | Pelikan, Richard | Wilcox, Nyal |
| Blackwood, Diane | Chung, Lotus | Hartley, Laura | Korman, Joy | Mach, Wendy | Shiu, Hui Chen (Claire) | Perry, Linda | Williamson, Cindy |
| Brandon, Jill | Clausen, Vladi | Hartman, Ita | Kuen, Chong Yuen | Mah, Johnnie | Shyng, Hebron | Philp, Carole Ann | Wilson, Carol |
| Brekelmans, Susan | Cline, Linda | Hayward, Dave | Kurnarsky, Michael | Maida, Gail | Silverman, Pearl | Poon, Betty | Wilson, Susan |
| Brewster, Bobby | Clough, Bertha | Hazel, Claude | Kwok, Keith | Marr, Arthur | Siu, Samatha | Poon, Christina | Wong, Cliff |
| Brookes, Joan | Cody's Fund | Henssler, Helga | Kwok, Margaret | Martindale, Barbara | Sloboda, David | Pourdad, Azar | Wong, Jean |
| Browning, Doreen | Collado, F. | Conder, David & Barbara | Kwok, Suk Ching | McCallion, Shayne | Smellie, Gael | Powell, Chantal | Wong, Kareen |
| Buckland, Christopher | Coolen, Jason | Connors, Kathee | LaBlanc, Keri | McFadden, Barbara | Smith-Swan, Sharon | Pradela, Roman & Mona | Wong, Mary |
| Buhr, Sean | Costello, Patrick | Coolen, Jason | LaBrie, Paula | McLeod, G Eni | Smith, Jason | Prowse, Janet | Wu, Annie |
| Bulat, Paul | Couling, Lisa Chan | Currie, Loren | Lai, Daisy | McManus, Gladys | Steele, Joan | Puri, Roger | Yeoh, Louise |
| Caldwell, Nanette | Currie, Loren | Deol, Kanwaljit | Lai, Eva | Melville, Joanne | Sterling, Alex & Vera | Purkis, David | Yip, Eugenia Yu Hoi |
| Campbell, Hugh | Deol, Kanwaljit | DePaoli, Maurizio | Laidlow, Dean | Meng, Lanta | Stodola, Bernie & Mary | Purkis, Jeffrey | Yip, Jadina |
| Campbell, M. Wilfred | DePaoli, Maurizio | Designs by KW | Lam, Angela | Mignault, Robin | Swayne, Susan | Putman, Lorne | YossiLinks.com |
| Campbell, Margaret | Designs by KW | Deslippe, Glennis | Lam, Doreen | Mignault, John-Paul | Tang, Patricia | Quan, Annalyn | Young, Pamela |
| Canas, Roberto | Deslippe, Glennis | Difelice, Laura | Larouche, Lynda | Miki, Evy | Tang, Priscilla | Rabas, Elizabeth | Yu, Mirian |
| Carr, Diana | Difelice, Laura | Ditommaso, Joanne | Lau, Catherine | Minster, Trevor | Tang, Rosalinda | Radmlilo, Radic | YU, Winnie |
| Carriere, Lise | Ditommaso, Joanne | Dolynski, Jean | Lau, Teresina | Morgan, Geraldine | Tansley, Thomas | Radoslovich, Anne | Zhong, Qi |
| Carros, Maria | Dolynski, Jean | Easton, Wendy | Lauser, Adeline | Mutepfa, Josephine | Taylor, James | Rai, Mei | Ziebart, Arthur & Ida |
| Catley, Rebecca | Easton, Wendy | Chan, Christina | Law, Anita | Nancke, Candace | Taylor, James | Reznick, Anthony & Myrna | Zoteck, Mary |
| Catt, Diane | Eghdami, Yasse | Chan, Ellie | Lazar, Robin | | Thorne, Donna | | Zoteck, Zoanne |
| Chan, Andy | Elbarbarg, Owayma | | LeClair, Anthony | | | | |

Corporate & Group

- | | | |
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| Authentic Wine Spirits Merchants | JFG Designs Jewellery and Accessories | SCY Society for Children and Youth B.C. |
| Bell Alliance | John Hardie Mitchell Family Foundation | Strong Management Ltd |
| Carraresi Foundation | KN&V Chartered Accountants LLP | TELUS Corporation |
| Casa Nova Landscaping | Leola Purdy Foundation | The Canadian College of English Language Ltd |
| City of Vancouver Engineering Services | MacDonald, Dettwiler & Associates Ltd | The Hamber Foundation |
| Dorlite Systems Inc | Money Coaches Canada | The Poster Guy |
| Fasken Martineau DuMoulin LLP | Parent Support Group for Families of Mentally Hand | Trident Performance Sports Inc. |
| Fluor United Way Campaign | Pezzotti Mobile Welding | United Way - Lower Mainland |
| Forum Home Appliances Inc. | Philanthropy Preceptorship | United Way - Ottawa |
| Fred Thompson Contractors (1991) Ltd. | Province of British Columbia - General | Vancouver Chinatown Lioness |
| Grouse Mountain Resorts Ltd. | Provincial Employees Community Services Fund | Vancouver Chinatown New Century Lions Club |
| Jar Design Inc. | RBC Foundation | Wolrige Foundation |



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Overcoming Obstacles, Encouraging Abilities.

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