



# 3 Year Strategic Plan (2011 – 2014)

## **Part 1** **Background**

---

The Association has been providing services and support for people with intellectual disabilities and their families since 1963. In June of 2008, Shuswap Association for Community Living was granted a three-year accreditation from CARF (Commission for the Accreditation of Rehabilitative Facilities) in the identified service: Community Services: Community Integration. In 2011 the Association was awarded an additional three-year accreditation from CARF for the following services: Community Services: Community Integration, Respite Services and Supported Living and under Employment Services: Community Employment Services: Job Development, Job Supports and Job Site Training. In response to a CARF recommendation that the roles and responsibilities of the board versus the executive director be specifically delineated to better guide both parties in their duties and relationship, the board made the decision to move to Policy Governance. In 2010 the Association acquired a grant and hired a consultant to guide us through the process and to develop ENDS Policies that create the base of our Strategic Plan. This three year strategic plan is our first under this new governance leadership.

### *Moving Forward*

This plan covers the period from July 2011 to July 2014 and will be reviewed for relevance on an annual basis and revised before the end of that time period. This plan will be reviewed by the Board of Directors and staff and will be used as a guide for the association to ensure that we are following our ENDS Policies.

### *Process Summary*

The Board of Directors and the Management team listed present leadership skills, qualities and attributes; discussed the political, regulatory, economic, sociological, technological and other issues that may have an impact on our ability to be successful; we listed our accomplishments, and our aspirations. This work was used to inform and help craft the Boards Strategic Outcomes or ENDS Policies. The ensuing reasonable interpretations and indicators of success were created, in part, in response to themes that arose from the Association's Stakeholders Surveys.

The responsibility for overall implementation of the plan lies with the Association's Executive Director and Board of Directors.

## Part 2 Organizational Profile

---

Shuswap Association for Community Living is a non-profit organization providing the following services to Salmon Arm and the surrounding area:

### *Community Programs:*

✓ Employment Services (EMP)

Community Employment Program located in downtown Salmon Arm supports local employers who hire individuals with intellectual disabilities through job coaching and ongoing supports to ensure success. The employee and employer receive on site, professional support for as long as needed.

✓ Host Agency/Community Supports

SACL is a "Host Agency" for families wishing to participate in CLBC Individualized Funding program. The family, CLBC and SACL enter into a contractual agreement to provide services. Individuals and their families contact CLBC for planning supports and to discuss the Host Agency concept. SACL will assist you to hire, supervise, and if necessary terminate support staff. Families can be as involved as they wish.

✓ 5<sup>th</sup> Street Affordable Housing

Up to 7 people can rent affordable housing and live independently, semi independently or be fully supported.

### *Day Programs:*

✓ Environmental Solutions (ES)

Individuals participate in paper recycling confidential shredding as well as a variety of contracted services.

✓ The Recreation Program (Rec)

Participants help plan a schedule of recreational activities including taking part in activities at the program site, in Salmon Arm or surrounding communities. Activities include bowling, swimming, hikes, going out for lunch to various restaurants, yoga, and live theatre as well as learning or building skills such as sign language and cooking.

✓ The Wood Shop (WS)

Individuals participate one day per week in wood working activities making survey stakes, and lawn furniture. This program will close in the 2011-2012 fiscal year

✓ Community Volunteer Program (CVP)

A number of people are supported by staff to contribute back to the community of Salmon Arm. Churches Thrift Store, the Salvation Army Food Bank and several area daycares are beneficiaries of this support.

## *Funding*

The main funding source for the Association is Community Living BC (CLBC). The Ministry of Children and Family Development (MCFD) provides a smaller source of funding as do sales made through the Environmental Solutions Program. SACL also receives miscellaneous income through donations, small contracts, and grants from the City of Salmon Arm and the Shuswap Community Foundation.

Shuswap Association for Community Living has been at the forefront in meeting the changes implemented through CLBC service restructuring. Through the downsizing of Day Programs the Association has created 2 full-time Employment Vocational Counsellor positions. SACL was the first in the Province to obtain a "Host Agency"/Individualized Funding (IF) contracts. Presently the Association has 13 individualized funding/host agency contracts, with the potential for more in this fiscal year. Our annual revenue through IF contracts now exceeds the revenue generated through the traditional Day Programs.

SACL is one of seven non-profits who partnered to found the Shuswap Community Resources Cooperative which incorporated in November 2008. In an effort to reduce long-term costs associated with administration, the members of the Coop are collaborating to create shared back office services.

## *Budget*

Although the Association received a 10% budget cut to our Day Programs in 2010, the Association has secured a number of new Individualized Funding contracts and funding through MCFD our revenue has grown from \$1,273,734.00 in 2007/08 to a projected 2011/2012 budget of \$1,592,586.00 – an annual increase of \$318,852. Budget percentage per funding source is: CLBC Contracts - 84%, MCFD - 8%, Sales (ES) - 5%, Rental Income - 2%, and Miscellaneous - 1%

## *Staff*

The Association currently employs 19 full time staff and 13 part time/casual employees. 56 % of staff has been with SACL longer than 3 years. SACL provides opportunities for college students to do their practicum, and for summer students to gain work experience. The Management team consists of the Executive Director, a Program Director and an Administrative Assistant. All non-management employees are members of CUPE Local 3999.

## *Board*

The Board of Directors operates under a Policy Board Governance Model passed through a Board motion in February 2011. The development and implementation of this governance model will contribute to the overall strength of the organization by providing clear guidelines for Board and staff in their duties and relationship. Under the governance model, the Board of Directors governs with an emphasis on "outward vision rather than internal preoccupation," leaving the day-to-day administrative function of the association to the Executive Director.

The Board has developed and adopted a Board Policy manual that includes a description of their responsibilities, the ENDS used to develop this Strategic Plan and a Governance Plan for the monthly Board meetings.

**Vision Statement**

***We envision a caring and supportive community where all people are valued.***

**Mission**

***Shuswap Association for Community Living creates opportunities and provides support to optimize the potential of individuals with intellectual disabilities.***

## Part 4 Strategic Areas of Emphasis

---

### MEGA END

The Shuswap Association for Community Living exists so that an increasing number of individuals with intellectual disabilities have the appropriate support and services they need to have quality of life through the cost effective stewardship of resources.



1. **Individuals with intellectual disabilities will experience safety, happiness, inclusion and the feeling of being valued. Our community will be more accepting, respectful and understanding of all individuals with intellectual disabilities.**
2. **They will increase their financial independence as an increasing number of community employers hire our individuals through meaningful employment, including self-employment options.**



3. **They will be safeguarded/ will have safeguards in place as needed.**
4. **They will be empowered to self-advocate.**
5. **The Association will facilitate families and caregivers being connected to appropriate resources if and when possible.**
6. **The Association will review and endeavor to develop a timeline to move from the present site into a downtown location.**