



# Sunshine Coast Association for Community Living Strategic Plan 2022



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## **Emerging Vision, Mission and Values of SCACL**

### **Vision (what we aim for)**

A community where everyone belongs, lives with dignity, and enjoys a full life.

### **Mission (how we work towards vision)**

Providing people with developmental disabilities person-centred support and opportunities to thrive.

### **Values**

Connection: Connecting with others to make our community stronger

Diversity: Honouring differences and embracing the uniqueness of each individual

Inclusion: Building communities where everyone belongs

Person-centred: Engaging individuals and their families in designing their support

Respect: Supporting every individual's right to self-determination

Safety: Creating safe working and living spaces

# Strategic Initiatives for 2021

## Introduction

This year's strategic plan has two major differences from previous plans:

- It has been compiled over 18 months during a period of many changes in both service delivery and the external environment, due to the COVID-19 pandemic.
- Throughout the planning period the board has continued to develop the foundational statements on the previous page as well as on the environmental scan and SWOT of factors affecting the organization (See appendix). Due to the extraordinary circumstances of this planning cycle and the environment changing so quickly, this plan is created as a one-year plan and will be re-visited in 2022.

As in previous years, a staff session was held to give middle management an opportunity to provide input to the board members and the planning committee. Due to pandemic safety protocols, however, direct input from other front-line staff or from the individuals served was not a part of this planning cycle. This is a missing piece from this plan.

The plan outlines priority strategic initiatives that will move the organization forward. Senior staff will prepare an implementation plan with specific operational activities to deliver on each strategic initiative.

The four major Strategic Initiatives for 2021/2022 are:

1. Advance citizenship during challenging times
2. Invest in staff recruitment and development
3. Improve communications throughout the organization
4. Build new partnership and reconnect with community partners

## 1. Advance citizenship during challenging times

The pandemic has presented many challenges for community inclusion. The lack of opportunities for in-person gatherings for safety reasons has prevented persons served from participating in self-advocate committees, engaging in the development of the strategic plan, and in some cases participating in their personal service planning.

Our goals in the next 12 months are to:

- Re-engage self-advocates in strategic planning
- Support self-advocates in leadership development
- Improve consistency of personal service planning

## **2. Invest in staff recruitment and development**

The environmental scan revealed that both at SCACL and in the community, constant change is anticipated in the post-pandemic times and there is anxiety about change and the capacity of the organization to meet the increasing need for service. Contributing factors have been:

- increased demand for service
- increased complexity of services needed
- increased willingness of government to pay for services
- shortage of qualified staff throughout the province
- increased number of families moving to the Sunshine Coast due to pandemic and seeking a rural environment

Our goals in the next 12 months are to:

- Update strategies to address recruitment and retention in a time of a provincial labour shortage
- Invest in staffing to address training and workload
- Build mechanisms for the Board and management to monitor service capacity and to manage new service demands creatively

## **3. Improve communication throughout the organization**

Our goals in the next 12 months are to:

- Improve access to information and providing feedback
- Improve communications between management, program coordinators, and frontline staff
- Strengthen communication among persons served, and between persons served and SCACL
- Review and update language for recruitment

## **4. Build new partnerships and reconnect with community partners**

Our goals in the next 12 months are to:

- Build relationship with shíshálh Nation and enhance cultural competency
- Explore and identify other community relationships that SCACL would like to develop
- Have the Board to explore its advocacy role with regards to gaps in health services for people with developmental disabilities

## 2022 Strategic Initiatives Implementation Work Plan (Updated 02/12/2022)

GOAL category	GOAL specific	ACTIVITY	Tasked to	Output/ indicators	Outcomes/ change	Resources needed	Timeline	Evaluation	Update
Advance citizenship during challenging times	Re-engage PS in strategic planning	Hold focus groups for PS to present 2022 Plan and to collect input for next round	DoQA	# of Focus groups held # of PS interviewed	Inputs for next round of strategic planning		By Jul 31		
	Support PS in leadership development	Survey PS to assess interest in reconvening Self Advocates (SA) committee  Reconvene SA committee with new terms of reference and members if it is determined there is interest  Offer resources of other SA within the province	PC 2	Survey results  Resource list	Opportunities for friendship, networking, and self advocacy		By Jul 31		
	Improve consistency of personal service planning	Report number of PSP meetings held annually	PC 2	# of PSP	Data to track consistency		By Dec 31		
2. Invest in staff Recruitment and Development	Update strategies to address recruitment and retention (during labour shortage)	<i>On Recruitment:</i> Bi-monthly check-in with Open Door and Capilano University  Exit survey with practicum students  Develop and implement strategies for hiring off coast	HRM   ED	No. of individuals reach Related hired count  # of students interested in CL sector  Track where applicants hear about us	Target: 50 Target: 5 Target: 10  Off coast applicants: 10 New Hired: 2		Ongoing  By Apr 30  By Jun 30		

		Explore staff housing with Telus Living Sechelt & other housing under development  <i>On Retention:</i> Provide team building events  Identify Career Coaches and train coaches	HRM	Units available for staff  # of team building sessions held  Enrol ED, HRM & PCs for Coaching Course	4 per program  Building a Coaching culture		Ongoing		1st session scheduled in Feb/Mar
	Invest in staffing to address training and workload	Create new Training & Technology Manager(TTM) position to enhance onboarding and ongoing training  Create new Scheduler position to enhance scheduling  Identify trainer to offer diversity/ cultural competency (DCC) training	TTM, HRM, DQA  HRM  TTM, HRM, DQA	Set measurable outcome and timeline for onboarding and training platform  Alleviate PC2 workload Better training coordination  DCC training provided	Improve coordination of training		Mar 31  Complete onboarding Apr 1  Sep 30		CRM transitioned to TTM on Feb 1  Scheduler hired Nov 2021 Complete onboarding by Apr 1
	Build mechanisms for the Board and management to monitor service capacity and to manage new service demands creatively	Establish service capacity reporting metrics  Engage higher level planning meeting with CLBC to anticipate service demands	Board, ED  DQA, ED	Enhance planning for growth			By Jun 30  By Apr 30		Meeting request made in Dec 2021

3. Improve communication throughout the organization	Improve access to service information and providing feedback	Update Organization Chart  Develop a visual communication chart	ED  TTM						
	Improve communication between management, program coordinators and frontline staff	Assess communication system  Create and implement a communication plan for the agency	ED, DQA	Identify communication gaps  Communication Plan implemented			By Apr 30  By Jun 30		
	Strengthen communication among persons served, and between persons served and SCACL								
	Review and update language for recruitment	Update Hiring page on Public site Create in-house hiring video	HRM, TTM	More impactful job ads			By Apr 30		
4. Build new partnerships & reconnect with community partners	Build relationship with shíshálh Nation and enhance cultural competency	Partner with CLBC and other service providers to meet with Nation's elders	ED				By Jun 30		
	Identify new potential partners in the community	Explore new Supported Employment partners	PC2				By Jun 30		
	Have the Board to explore its advocacy role with regards to		Board						



	gaps in health services for people with developmental disabilities								
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## Appendix A: Environmental Scan and SWOT

### What is an Environmental Scan?

Environmental Scanning is the process of gathering information about events and their relationships within an organization's internal and external environments. The basic purpose is to help determine the future direction of the organization.

For the purpose of updating and developing the strategic priorities for SCACL, this Environmental Scan examined changes in:

1. the Community Living Sector
2. government policy, legislation and regulations
3. local demographic and population trends
4. economic trends
5. technological trends

### Environmental Scan Data 2021

SCACL has been providing support services for individuals with developmental disabilities living on the Lower Sunshine Coast of British Columbia from Port Mellon to Egmont since 1959.

#### 1. Community Living Sector

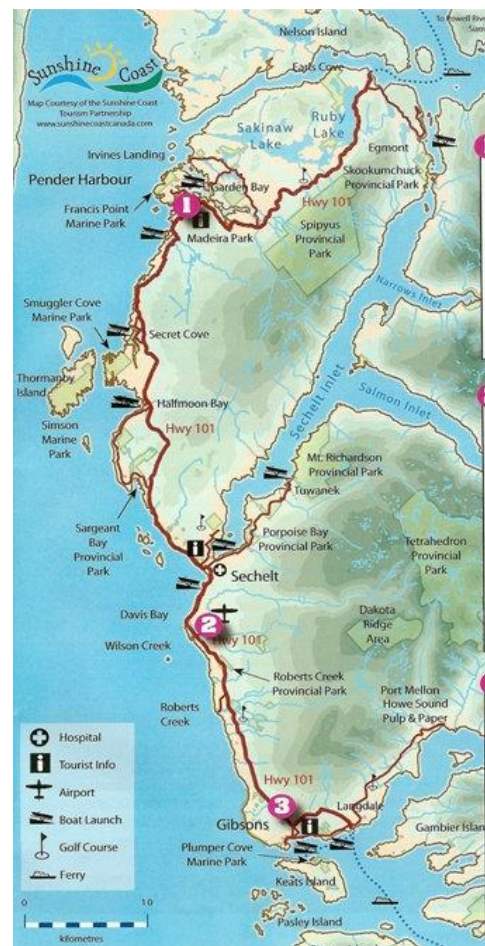
##### Highlights from [CLBC's Service Plan 2020/21 – 2022/23](#)

###### General:

- CLBC's **include Me! initiative1** has shown that **people who live on their own through supported living** believe that they **have a higher quality of life in the areas of self-determination, rights, personal development and social inclusion** relative to those living in other types of residential services.

###### Performance goals

- Individuals have **increased access to a range of home support options**, i.e. increase access to affordable, inclusive housing; increase the availability of housing by collaborating with [partners] to support the development of inclusive housing; implement improvements to shared living by collaborating with members of the Home Sharing Working Group and other key stakeholders.
- Individuals have **greater access to employment opportunities**.



- **Enhance partnerships with service providers to ensure delivery of quality services ...** that advance people’s quality of life and are aligned with CLBC’s goals.

*Trend & Risks:*

- CLBC caseload continues to increase at a rate well in excess of general population growth, creating ongoing service demand pressures. About 900 to 1,100 people become eligible for CLBC services each year.
- CLBC predicts that the need for home support services will grow more rapidly than CLBC caseload growth.
- There is increasing pressure on families who care for their adult children at home, as care-givers age and care requirements increase (increasing needs for respite care).

## 2. Government policy, legislation and regulations

### Highlights from BC Premier’s Mandate Letter for CLBC 2021/22

- Continue work on the Reimagining Community Inclusion Initiative to improve services for adults with intellectual and developmental disabilities.
- Enhanced services for clients with 1) **complex functional and medical issues** and 2) **multiple complex needs**
- Continuing to **build Trauma Informed Practice (TIP) into policy and practice** with CLBC staff and external partners
- Adopting the **Gender-Based Analysis Plus (GBA+)** lens and framework in policy development to **ensure that equity** is reflected in budgets, policies, and programs.
- **Increasing opportunities** for individuals **to live as independently as they are able**

## 3. Local demographic and population trends

### Highlights from [A Vital Exploration \(2020\) – Greater Sea-to-Sky and Howe Sound Community Foundations](#)

“In a province-wide Vital Signs survey conducted by Vancouver Foundation in 2016, the three most important issues identified by Greater Sea-to-Sky and Howe Sound residents for their community were: **Housing** (47%); **Transportation** (41%); and **Environment** (29%).

### Highlights from 2021 Poverty Reduction Strategy project findings:

Poverty defined: lacking the resources, means, choices, and power necessary to acquire and maintain a basic living standard and to participate in society.


#### Key Findings:

- **Lack of Food Security:** In 2020 demand for family grocery vouchers in SD46 increased from 19 to 79 families (feeding over 280 people); people accessing Food Bank increased by 40% in recent years

- **Lack of supportive & affordable housing:** Waitlist of 300 people for senior’s housing, 60 people for supported housing
- **18% of SC residents live in poverty** (about 1 in 5)
- More than 80% of families cannot find **childcare** they need in licensed daycares
- **Rent nearly doubled** between 2016 and 2019, and price of detached homes increased by over 50%
- 40% or more renter households were living in **unaffordable housing** (more than half their income on housing costs)

**Population highlights from [Sunshine Coast Foundation 2019 Vital Signs Brief](#):**

**OUR COMMUNITY**

 There has been steady population growth over the last 10 years, particularly for those aged 55 and older. There has also been solid growth among 25 – 34 year olds. It is projected that the ratio of working age to non-working age Coasters will continue to decline.

**Population**

In 2016, there were 29,970 people living on the Coast, up 4.7% from 2011 and 7.8% from 2006. The overall rate of growth was slower than in BC. However, the Coast’s population over 55 grew faster than in BC, while the population below

50 grew more slowly.

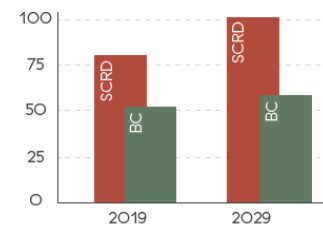
The median age has continued to rise dramatically, from 48.5 in 2006 to 51.6 in 2011 and 55 in 2016 (43 in BC). The most significant increase since 2008 has been among 65–74 year olds while the most significant decrease has been among 45–54 year olds.

**Projected Population changes**

According to BC Stats projections, the Coast’s population will increase by 11.5% from 2019 to 2029. However, the 80 and older population will almost double. By 2029 there will be more children and seniors than working age adults (15–64).

**Projected Dependency Ratio**

Number of children (0–14) and seniors (65 plus) for every 100 working age adults (15–64)



**Diversity**

The Sunshine Coast population is not diversifying nearly as quickly as in BC as a whole. The percentage of immigrants increased slightly from 17% in 2006 to 19% in 2016 (28% for BC in 2016). Compared to BC as a whole, more Sunshine Coast immigrants arrived prior to 1981, before they were age 24 and from the Americas or Europe. The percentage of visible minorities in 2016 (7%) was higher than in 2006 (4.6%) but still substantially lower than in BC as a whole (30%). The percentage of residents who do not speak English or French remains tiny (.3% in SCRD; 3.3% in BC).

**Age Bands**

Year	2008		2013		2018	
0 – 14	3897	13.71%	3450	11.54%	3372	10.54%
15 – 24	2930	10.30%	3007	10.06%	2537	7.93%
25 – 34	2027	7.13%	2480	8.29%	2931	9.16%
35 – 44	3240	11.39%	3019	10.10%	3388	10.59%
45 – 54	5047	17.75%	4548	15.21%	4018	12.56%
55 – 64	5244	18.44%	5857	19.59%	6187	19.34%
65 – 74	3256	11.45%	4409	14.75%	6012	18.79%
75 – 90+	2793	9.82%	3131	10.47%	3551	11.10%
Total	28434		29901		31996	

*On Vulnerable Populations:*

While many Coast residents enjoy a high quality of life, vulnerable populations are faring worse than they did a decade ago. For example, food bank use is an indicator of those facing many challenges. The report notes that the number of households registered at the Sunshine Coast Food Bank grew from 450 in 2009 to 770 in 2018, a 70% increase.

*On Cost and Availability of Housing:*

The percentage of local renters spending more than 30% of their income on housing increased by 6%, from an average of 46% in 2006 to 52% in 2016, which is greater than the provincial average of 43%.

***Takeaway:***

Despite the efforts of wonderful agencies and generous donors, life is not getting any better for those among us who are most vulnerable. The projected decrease in working age residents for the next 10 years has serious implications for many aspects of community life, including economic vitality, health care, housing, transportation, and accessibility.

**Highlights from the [2020 Sunshine Coast Housing Needs Report](#)**

“Across the Coast, median-earning households are priced out of homeownership and renter households struggle to find available and appropriately priced long-term rentals.”

“In 2016, there were approximately 1,175 renter and 860 owner households in Core housing Need, living in unacceptable conditions and unable to afford acceptable alternative housing. The 2020 homeless count conducted in Sechelt, Gibsons and Roberts Creek found 84 people living in shelters, “couch surfing,” or living outdoors – up from the 57 people identified in a 2018 count.”

**4. Economic trends**

The [Province’s Basic Income Report](#) made 65 recommendations, including:

- Create targeted programs that combine cash transfers with wraparound social support for groups in transition, like youth aging out of care...
- Target basic incomes where it is most helpful, such as for people with disabilities and youth aging out of care
- Conduct an overhaul of the Disability Assistance system, including for those with mental health and addiction issues, that emphasizes dignity and support for work for those who want it

**5. Technological trends**

- More things going online (training on technology for staff and persons served)
- Increased risk on cybersecurity

**6. Other Opportunities and Threats**

- Partnership with shíshálh and Skwxwú7mesh nations to design culturally informed services for indigenous individuals
- Increasing numbers of new individuals with complex care requirements
- Aging demographics among persons served and staff
- Highly competitive labour market for care workers
- Public Transit gaps identified by self-advocates (limited weekend availability, coverage, and handyDart services)

## **Appendix B: Program Coordinator session notes (June 15, 2021)**

1. Improve staffing process to help with retention and recruitment. This is very complex but includes:

- increase quality of hires, include PC1 in interview
- find a way to get specific training in advance of starting job, e.g. like education assistants program at Cap U or care aid program at VCH
- build in backfill and succession plan so there is more than just minimum training
- improve scheduling so staff can get full jobs to afford to live here, or even 1 or 2 jobs. Now many staff need 3 or 4 positions.
- create a bigger casual pool and an on call person, defining who to call for more support
- minimize re-deployment as it disrespects the job people are trying to do

2. Standardize data for person served and make staff accountable. This is connected to training and staffing but affects all staff and level of service

3. Improve communication:

- encouraged to communicate up to management when there are issue but not enough communication from management to staff and coordinators
- e.g. dread when new program may come because of no warning, suspicion when renovations done as staff suspect new service but no communication.
- share rationale for structure of positions, e.g. Is a position meant to be long-term or short term, is a change due to schedule conflict? In a vacuum of information people don't trust decisions.
- need more information about what is happening to build confidence