

April 1, 2021 - March 31, 2022

Campbell River & District Association for Community Living *Annual Report*



Our Mission: The Campbell River and District Association for Community Living provides and advocates for local services to support people of all ages with special needs, their families and caregivers.

“Helping People Help Themselves”

Our Vision: We envision a safe and inclusive community promoting choices, opportunities, and a fulfilling quality of life.

CRADACL’s philosophy is based on the fundamental belief that each individual and/or family has the right to work toward achieving a quality of life that leads to self-fulfillment and meaning. The basic concept that guides us is the individual and/or family centered approach.

Visit us at: www.cradacl.bc.ca

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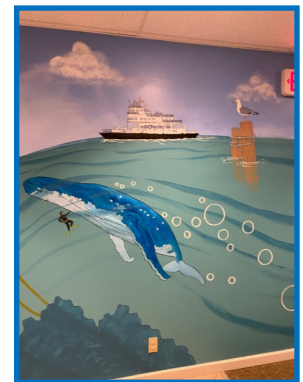
Donations

Thank You! Thank You! Thank You!

Throughout the year, several businesses and individuals donated their time and/or funds to help us provide the best services possible. We would like to express our true appreciation for their generosity.

If you have been missed here, we sincerely apologize. Please let us know and we will happily acknowledge you in our next newsletter.

- Our Lannan group home received a wonderful gift from a resident of an All-Season Gazebo, allowing staff and residents to access the outdoors all year long.
- Our Jesmar group home received a wonderful gift from a resident of a Heat/Cooling Pump to help keep our staff and residents cool this summer.
- Coastal Community Credit Union made two generous donations which allowed us to create a Lending Library for families in our Infant Development Program.
- The Rotary Club of Campbell River Daybreak donated to our Adult Services programs which allowed us to purchase several much needed items to support our clients.
- Thanks to donations from the Altrusa Club and the Knights of Columbus, the lobby of Dogwood Place Child & Youth Development Centre now features an absolutely gorgeous mural by artist Tracy Hayes, which incorporates many iconic and recognizable landmarks of Campbell River. Children and families now play “eye spy” as they wait in the lobby for their appointments, which is so lovely.



Fundraising

Thank You! Thank You! Thank You!

Each year the Fundraising Committee meets to disburse funds raised through various means such as Canada Helps, Purdy's Chocolate sales, Donate-A-Car Canada program, as well as any unspecified donations.

Programs are asked to submit a wish list which includes cost and a brief explanation as to what the funds will be used for.

And while unfortunately many fundraising events were rescheduled or cancelled due to COVID-19, we were still able to fulfill wishlists for many of our programs, including Lannan, Infant Development Program and Palmer Place.

2021 even had record sales for the Purdy's chocolate fundraiser, bringing in over \$5,000. Thank you to everyone who participated!



President's Report

Terri Cranton, Board President

This year has been busy for both CRADACL and the Board. Rachael, the Admin Team and all the staff are to be congratulated on keeping programs running. Your dedication and hard work have kept our people safe and participating in an active, enjoyable life again.

Thank You, Thank You!

Diversity and succession planning have been our objective for board recruitment, which is an ongoing process. We are fortunate to have such involved and wonderful directors, thank you for all you do Bill, Peter, Sandra, Lucy, Pat, Ashley, Trisha, Chris, Brendan, and David.

It's very exciting to be adding two new members to our team, Michelle Albrecht (former HR for CRADACL) and Kevin Lusignan (former Executive Director of Community Ventures Society.) Welcome and thanks for the interest.

We are extremely fortunate to belong to an organization that is instrumental in helping individuals Achieve Success, through Inclusion, Diversity and Teamwork.

We have attended to and addressed all matter of business that are necessary to maintain and grow a successful organization.

If you have any questions, I would be happy to talk to you.

Terri Cranton

BOARD OF DIRECTORS

President: Terri Cranton

Vice-President: Pat Woods

Treasurer: Bill Craven

Co-Secretaries: Sandra Rushton & Lucy Newbert

Directors:

Ashley Adie

David Fitzsimmons

Brendan Wallace

Peter Schwarzhoff

Chris Seeley

Trisha Bro

Executive Director's Report

Rachael Weaver, Executive Director

Happy Fall to All,

Another year has flown by in the blink of an eye! As I write this report, I am reminded that it has been two years since I assumed the role of Executive Director for Campbell River & District Association for Community Living. Two years! I have learned such a tremendous amount in this time including but not limited to: the incredible history of this tremendous 61 year old organization (Happy Birthday to us!), best practices in running the day to day business of a social services agency with 200+ employees, understanding the many services and programs that we offer to support Children, Youth and Adults with developmental disabilities, understanding and navigating our relationships with our funders, Island Health, BC Housing, CLBC and MCFD, and most importantly how to best advocate for the clients we serve. Most days I feel confident with all of this knowledge and in applying it while making decisions around the daily operations of our organization. And some days it can feel a bit overwhelming, when all challenges seem to hit at once! However, when I take an overall snapshot of where we sit, amongst all the driving forces we navigate, I can see clearly that we have and continue to promote, realize and expand on our mission of providing and creating INCLUSION in our community. And nothing makes me happier, on behalf of the clients we support.

In order to realize the above, over the last year, the Management Team has implemented a tremendous number of changes, all of which stemmed out of need for greater fiscal responsibility and/or greater efficiency. Some of the broader and most impactful changes have included:

- New IT contractor for greater support and to be best prepared for the future
- New Benefits provider to realize savings and to improve upon the quality of the benefits
- In-depth Financial Review including the appointment of a new Audit firm
- In-depth Process Review of our Payroll, HR & Scheduling software to ensure accuracy and efficiency
- Contract Review and Revisions on all funder contracts
- Transition to a new cell phone provider for greater savings
- Reorganization of the Management Team, including a new Human Resources Manager, a new Payroll & Benefits Administrator, a new Office Manager, a new Children's Services and Quality Assurance Coordinator and the appointment of the Association's first ever full time Scheduler and Property Assets Coordinator
- PLUS many more additional fixes, tweaks and modifications in our systems and procedures that are equally important (but too many to list!), all of which have helped CRADACL to become more streamlined, effective, and fiscally sound

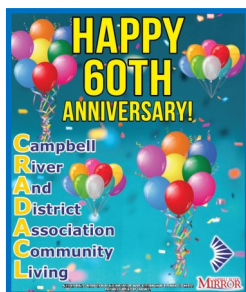
Each one of these changes and/or reviews included a lot of moving parts, as well as much coordination through time and personnel involvement. A huge shout out of thanks to CRADACL's Management Team for getting us through each one with patience, skill and success! We are stronger, more efficient, and much better positioned for the future as a result. I also recognize that our staff are on the receiving end of these changes, and not all have been easy. I appreciate their continued understanding as we have implemented these adjustments.

I would be remiss if I didn't acknowledge that we successfully navigated through all of these changes while adjusting to the new 'normal' of living and working during the global pandemic of COVID-19. Certainly, this made things exponentially more difficult and unsettling. A HUGE thank you to our staff who were understanding when we hit bumps in the road, and who have and continue to go far above and beyond the call of duty in keeping our clients safe. To say that I am grateful is a massive understatement.

As you can see from the list above, we accomplished a lot in the 2021/2022 fiscal year. However, we have our work cut out for us in 2022/2023, particularly with regard to staffing. Just like everyone else in BC, we are struggling to hire enough people to fill our many openings. Our recruiting team is hard at work trying every trick we can think of to attract new staff to our wonderful organization, but it continues to be an uphill battle. So please, if you know of anyone that would like a super career opportunity to help support incredible clients, in a job with great benefits and personal reward, please refer them to CRADACL!

Many fabulous things also transpired over the last year that deserve recognition. We are incredibly fortunate to live and work in a wonderful part of the world, and to be a part of a tremendously generous and kind community. You can read about the many gifts that CRADA CL received this last year on Pages 2 & 3 of this Annual Report. We are truly grateful to all who contributed. In addition, I'd like to recognize the following:

- Children's Health Foundation provided funding for one extra day per week of service to support our youngest clients in the Early Intervention Therapies
- Our Supported Child Development Program received increased funding from MFC D which went a long way in reducing the wait list for families needing daycare support
- BC Housing installed a beautiful new kitchen in our Hoover Group Home
- We completed a much needed, major interior renovation at Ironwood Place with funding provided by BC Housing
- The Campbell River Mirror published a fabulous 10-page insert celebrating CRADA CL's 60th Birthday month in October, 2021. They did a beautiful job of showcasing all of the Association's programs which support many hundreds of community members. HAPPY BIRTHDAY CRADA CL!
- The ongoing participation by our employees in the Staff 50/50 Lottery which helps to raise funds for a wheelchair accessible van, has been highly successful in replacing the funds that we formerly raised through the Denim & Diamonds event which had to be canceled due to COVID. We are so grateful for this continued and consistent fund-raising.
- The return of the Campbell River Canada Day Parade with participation from our Employment, HYPE, CAS and Passages programs – it was a WONDERFUL event!!
- ... and many other smaller successes by both staff and clients alike that are too numerous to mention, but no less impactful or important



If you are interested in reading the special from the Campbell River Mirror, you can find it on our website:

<http://www.cradac.lbc.ca/event/celebrating-60-years>



Hoover's New Kitchen



Canada Day Parade

All of these fabulous contributions and events leaves me so thankful, and also excited for the future of our Association. Which is a great segue to close out this Annual Report on a truly exciting cliff-hanger! Last fall as part of our new 3-year Strategic Plan, one of the areas of focus was a possible name change. We learned that many in our community felt that "Campbell River and District Association for Community Living" or "CRADA CL", is too long and doesn't highlight our cornerstones of RESPECT, BELONGING, FAIRNESS, and INCLUSION. So earlier this Spring, we asked our Staff and Clients to give us **their** suggestions for a new name! And what a response we received - over 90 different ideas!! Using criteria established by our Branding Committee, we narrowed down the list, and then asked our Staff, Clients, Caregivers, & Board of Directors to vote on their Top 3 choices. Since Inclusion is what we do, we then presented the 3 finalists to the Community of Campbell River and asked everyone to help us pick our new name by voting on their favorite!!! The winning name was drawn in late August and is a secret until it is presented to our Board of Directors to be voted on at our Annual General Meeting in late September. So, stay tuned for the big reveal later this fall!

With gratitude and thanks to our Clients, Staff and Community,
Rachael Weaver

"Helping People Help Themselves"

Children's Services

Jennifer Harms, Children's Services Coordinator

Hello to all!

Being new into this role at the beginning of 2022 as the Children's Services Coordinator, the year has been quite exciting.

Dogwood Place Child and Youth Development Center, encompasses a variety of programs:

- Early Intervention Therapies: Occupational Therapy, Physiotherapy, and Speech Language Pathology
- Infant Development Program
- Supported Child Development Program
- Fetal Alcohol Spectrum Disorder Keyworker
- Community Access Services
- Summer Youth Employment Program

Over the last several months, I have been learning a great deal about the different programs that we offer, and my have I learned a lot! Part of my role is to work with the program supervisors in helping address any potential concerns, and better yet, opportunities to their programs.

There were some changes that have happened over the last year, but my absolute favourite is the beautiful lobby mural painted by artist, Tracey Hayes. Many thanks to the Knights of Columbus and Altrusa Club, who both helped make this possible! And thank you to Tracey for painting our lobby and creating a warm, and inviting place for families.



In May, I attended the BCACDI conference (BC Association for Child Development & Intervention) in Victoria. It was a great experience and allowed me time to network with other child development centers in BC, while hearing presentations about various topics. One main topic being the new Family Connection Centers that MCFD will be implementing over the next several years. A lot of discussion around this, and much to learn! Thankfully, there are some wonderful people to network with from other organizations to learn from.

I'm very much looking forward to the next year, and I believe there will be some exciting opportunities ahead of us. I would like to send a BIG THANK YOU to all the staff at Dogwood, who have been very welcoming to me and helpful in my new learning curve.

I do split my time between Dogwood and Administration; if you would like to discuss any of the programs here at Children's Services, my office is always open on Mondays and Tuesdays.

Thank you,
Jennifer Harms

Early Intervention Therapies:

Occupational Therapy

Offers quality services to children ages 0-5 and their families to enable optimal function and facilitate participation in all aspects of life. We provide consultation, therapy and monitoring in the areas of self-care, productivity and leisure. This past year we saw 204 clients and our numbers continue to rise. One way we work to reduce our waitlist is by offering groups, such as the Kindergarten Readiness Group. This is well attended and helps a number of children feel more prepared for their transition to ‘big kid school.’



Physiotherapy

Helps children aged 0-5 grow, move and play in their own way by watching their movement, providing equipment and offering play based exercise. This past year our PT saw 121 clients. She also mentored two UBC students in the Physiotherapy program. Numbers also rise in the PT program and it is now mainly consultation based instead of therapy based so that each child can receive some support.

Speech-Language Therapy

Program service options are fully back in place. We are once again able to offer our full variety of service models to best address the unique needs and circumstances of our clients and families. Options include individual and group therapy, appointments in a variety of settings (Dogwood Place, family homes, and childcares settings,) in-person and outreach services for our outlying areas. In addition we also continue to offer Zoom therapy which this option best meets client needs.

We have had such a nice balance of long-term staff and new staff on our team during the year which has provided so much opportunity for growth for all of us. We have so much shared knowledge, creativity, flexibility and dedication amongst us. Now that all team members are well-settled into roles we are reconsidering and reconfiguring systems to be as efficient as possible in the next therapy year.

We are seeing the growth of our community in our caseload numbers and experiencing historically high case-loads. Despite the weight of these numbers we keep on going! We balance our time as best we can to meet the needs of the clients needing our services. We continue to be creative and adaptive in looking for ways to stretch ourselves a bit further, while also being proactive in seeking out additional funding.

Finally, we have been enjoying our beautiful new waiting room mural, along with the rest of the Dogwood Place programs. It’s been a big hit with our young clients and has created many opportunities for little ‘speech and language moments’ on the way in and out of the building. It’s also been an inspiration for updating some of our program handouts – our client ‘graduation’ certificate now features an under the ocean scene; our speech sound handout is being revised to feature a lighthouse scene; and our new Language Builders Group attendance certificate will soon feature a sandcastle scene.

Infant Development Program

The Infant Development Program (IDP) strives to support families and caregivers in promoting the development, well-being, and successful inclusion of infant and toddlers in their communities. We support families with children from birth to three years of age who are at risk for, or have developmental delay(s). The IDP program is a family-centered, home based, consultative program. We see the family and supporting environment as the most valuable resource in the child's life. Families play a vital role in every child's development. During the period of early childhood, children develop at a rapid pace. Together with families, the consultants plan services that best meet the child's and family's needs. IDP promotes maximum development through evidence based interventions, consultations, and education.

IDP provides services to families in Campbell River, Gold River, Tahsis, Sayward, Quadra Island and Cortes Island. These services include:

- Consultation and/or visits to measure and encourage progress
- Developing new activities to meet goals and to support parents
- Provide developmental screening, assessments and reports
- Consultation with therapists, other team members and service providers
- Service coordination and further referrals as required
- Parent workshops and infant development groups with parent participation
- Assisting families in accessing community resources, funding, and activities

Families and consultants are so happy to be visiting in person after the difficulties of COVID-19. An exciting highlight from the past year involved the Campbell River Coastal Community Credit Union who donated funding to the Infant Development Program to support the development of our Lending Library. With their donation we were able to purchase toys and books that we can lend to families that will in turn support their child in reaching their developmental goals. We are so grateful for the generous donation that will give to families for years to come.



"Before" Toys



"After" Toys



Infant and toddler practicing development skills with the new Lending Library toys

Supported Child Development Program

The Supported Child Development Program (SCDP) assists families of children with extra support needs to access inclusive, licensed childcare. SCDP received 62 referrals over the past 12 months and we served 173 children and their families. This past year, SCDP received great news that additional funding from MCFD would be received to reduce our waitlist which had grown over the year with some children waiting more than a year for support funding. We were pleased to have the financial ability to help more Centres and children and were glad to be the bearer of good news to many grateful families. The extra funds helped us provide much needed support for children waitlisted for Christmas break, Pro-D days, Spring Break and the extra week off school due to School district COVID planning.

We continue to build close working partnerships with childcare settings to increase shared support opportunities within programs to best make use of funding and support more children. Due to COVID protocols and caution in Centres and with families, SCDP maintained flexibility and modified services with families and Centres to ensure needs were met. Intakes for families will continue to be offered in-person, over the phone, or via Zoom.

The 2021-2022 year continued to be challenging but with COVID protocols changing we started to see changes with families, Centres and the community. We are looking forward to the next couple years with a focus on capacity building, community involvement and being a piece of a stronger Early Childhood field. In addition, we also received news of more funding for the 2022-2025 contract which will provide the opportunity to decrease our waitlist even more and reduce anxiety for families that are struggling with child care situations.



Lending Library



Seating Area

Fetal Alcohol Spectrum Disorder Keyworker

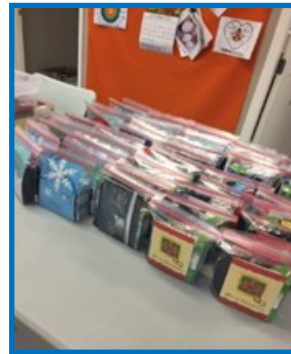
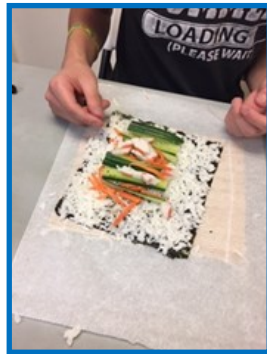
This service is a parent supported program for families with children between the ages of 0 and 19 who have a diagnosis of FASD, are suspected of having FASD, or have a similar Complex Behavioural Disorder. This past year we hosted two Zoom trainings with Cynthia Lockrey in partnership with Wachiay Friendship Center's FASD Keyworker. These trainings were designed to support the advocacy skills of caregivers and service providers of children and youth with diverse needs.

In April, we co-hosted a live zoom workshop with Pacific CARE: Myles Himmelreich - Realities and Possibilities. Myles spoke about what it's like to go through life with Fetal Alcohol Spectrum Disorder and told his story with humor and candor. This event had 65 participants attend, from service providers to caregivers, and people interested in learning more.

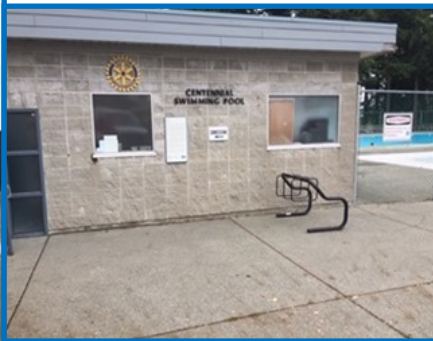
Community Access Services

The Community Access Services program offers support Tuesday and Wednesday after school until 6pm, as well as bi-weekly support Friday from 5-8pm. CAS provides opportunities for our youth to participate in various leisure, recreational, social, and learning activities such as personal goal development, personal safety, crafts, art, cooking, health and physical fitness, outdoor activities, tours, and special events in the community.

Community Access Services is also the host for the Summer Youth Employment Program, which is designed to assist youth to develop their employment goals and vocational training, as well as provide support for life skills, recreation and leisure activities, and community access. This program operates for eight weeks over the summer, Monday to Friday.



Making our own sushi & Community Care Kits



Youth worked at the "Snack Shack" Outdoor Pool Concession in Summer and helped with community litter pick up

Adult Services

Hart Bluschke, Adult Services Coordinator

How times have changed.

For years, the modus operandi was one of long-serving teams of staff, and a Casual pool ever hankering for additional hours.

The pendulum has swung over to the other side and has now been stuck there for a few years, needing a shot of oil to unseize it. The combination of COVID-19, baby boomers retiring, and the cost of housing has changed our employment landscape such that it has become an ongoing labour in itself to keep a full complement of staff, particularly in the Residential stream.

We have spent many months treading water in the deep end of the pool. Whereas other Associations have had to suspend programs, to date we have been able to maintain our full roster, in largest part because of the efforts and commitment of our Residential Care Workers.

MANY thanks go to all staff across our programs who have put themselves forth in a recurring theme of working short-handed, extra hours, extra days in support of boosting the lives of the people we serve, both on a daily basis, but also in realizing special occasions. One example of the latter is a number of individuals who we know appearing in the YouTube documentary *"The Story of Special Woodstock"* which aired last summer; an annual affair that some individuals have attended for a good number of years.

In fits and starts the past year has seen us coming out of our COVID hidey holes to meet in person again in social settings. Heard more than once was that what clientele missed most was being in each other's company. Perhaps a fuller ramp-up to former days is on the horizon; that within our own organization, the good folks at the Eagles, Camp Homewood, Community Centre, etc. may be able to offer up popular themed events again. In the meantime, we ride the safeguards-down, safeguards-up, safeguards-down rollercoaster.

Thank you,
Hart Bluschke

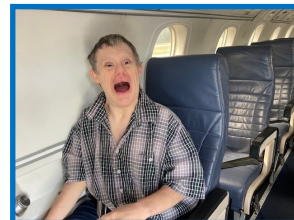


Adult Services Coordinator successor in waiting

Residential Services

This program is responsible for the operation of seven staffed residential group homes for adults with developmental disabilities. Each home has unique characteristics but share a caring, supportive environment to help people achieve their optimal level of independence.

Hoover - With the world starting to open up again the residents of Hoover group home got to venture out and enjoy movie nights at the Courtenay Cinema. One resident, possibly for the first time, took a plane ride to Vancouver and enjoyed a night of fun and mischief in the city. It was a beautiful day and a smooth flight home. The good times continued in Cowichan for Special Woodstock, an annual favorite of the Hoover gang for fun, food and live music.



M&M's - The resident at M&M's has been thoroughly enjoying the summer heat with visits to the waterpark in Courtney as well as Campbell River. In August she joined her friends in Cowichan at Special Woodstock and had a great time singing along to the live music. The Parksville sandcastles was also a stop along this road trip.



Shellbourne - The team here is amazing, thank you for all your hard work. Our resident handled COVID restrictions very well. He loves being home with YouTube on his tablet and looking out the big bay window.

Lannan - The staff have been exceptional this year, going the extra mile in their commitment and willingness to ensure quality care and support for the residents. A long awaited ramp to the back patio was installed, and due to a gift from the trustee of a client, a patio extension was poured and a beautiful permanent gazebo was built. This will allow clients to access the back patio and swing year round.

Simms - Thank you to all of our wonderful staff! The last year has not been easy, but we were able to stay connected with family and friends via Zoom. We have been enjoying lots of picnics and walks, as well as many indoor activities.

Nikola - We have been providing residential and community support since 1990. Clients enjoy many community activities such as bowling, basketball, going to social events, shopping, restaurants, etc. While COVID restrictions over the last two years have certainly restricted the activities we could peruse, we still managed to have some fun. The highlight of our summer is the Special Woodstock outdoor concert held every August at Providence Farms in Duncan. Staff and clients enjoy a trip away and attend a wonderful day of music, dancing, and song (complete with tie dye shirts of course!)



Jesmar - We pride ourselves in the calming and comfortable feeling you get when you enter. Our residents enjoy being out in the community with friends and family. They participate in community functions, visit numerous municipal attractions and attend CRADACL's Day Programs. Along with the multiple weekly adventures, our residents are very fortunate to have a lot of family involvement that adds to the care and value in their daily lives. We try to work together with the families to ensure that 24 hours a day our residents are safe, happy, and in a supportive environment for a full and exciting life. Our goal is for our residents to achieve their optimal level of independence as we strive to help our residents help themselves.

Semi-Independent Living

Our program has focused on being active in the community. This included many walks on local trails and paths, trips to the outdoor pool, mini golf, Coombs, movies and beach outings. Some people took in the concerts at Spirit Square as well. We are continuing with the lunch program weekly and dinner program once a month. These have been a way to stay connected with peers and enjoy a home cooked meal.

Staff and participants took part in a "Healthy Relationship" workshop and it started some amazing dialogue regarding what a good relationship should look and feel like. The presenter from the Transition Society was amazing.

We welcomed a new participant to the program who has been in the same group home for over 25 years and is about to transition to independent living. We are very excited to be part of this and assist with their new chapter.

That being said this person will need everything for an apartment so if anyone has any gently used donations we would happily accept them at the SIL Office.

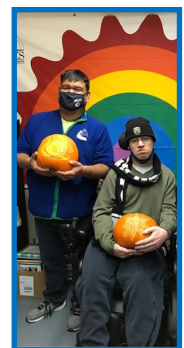
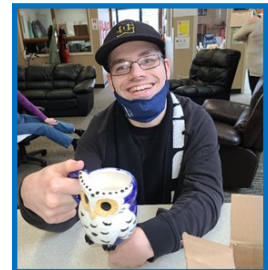


Shopping for the Hot Lunch Program

Passages Day Program

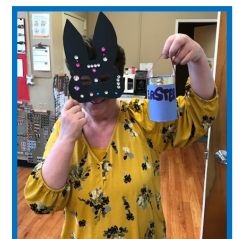
A heartfelt gratitude to all Passages staff, regulars and casuals. Your hard work is greatly appreciated and we cannot thank you enough. Your flexibility and your willingness to jump in whenever needed is a tremendous help and we are very thankful to you all.

Over the last year staff and participants have become resilient to challenges and restrictions caused by COVID-19. Games were modified to allow for social distancing and everyone experimented with new crafts lead by Kalyn's creativity. Allan learned to paint a ceramic mug in the shape of an owl and it looks absolutely fantastic!



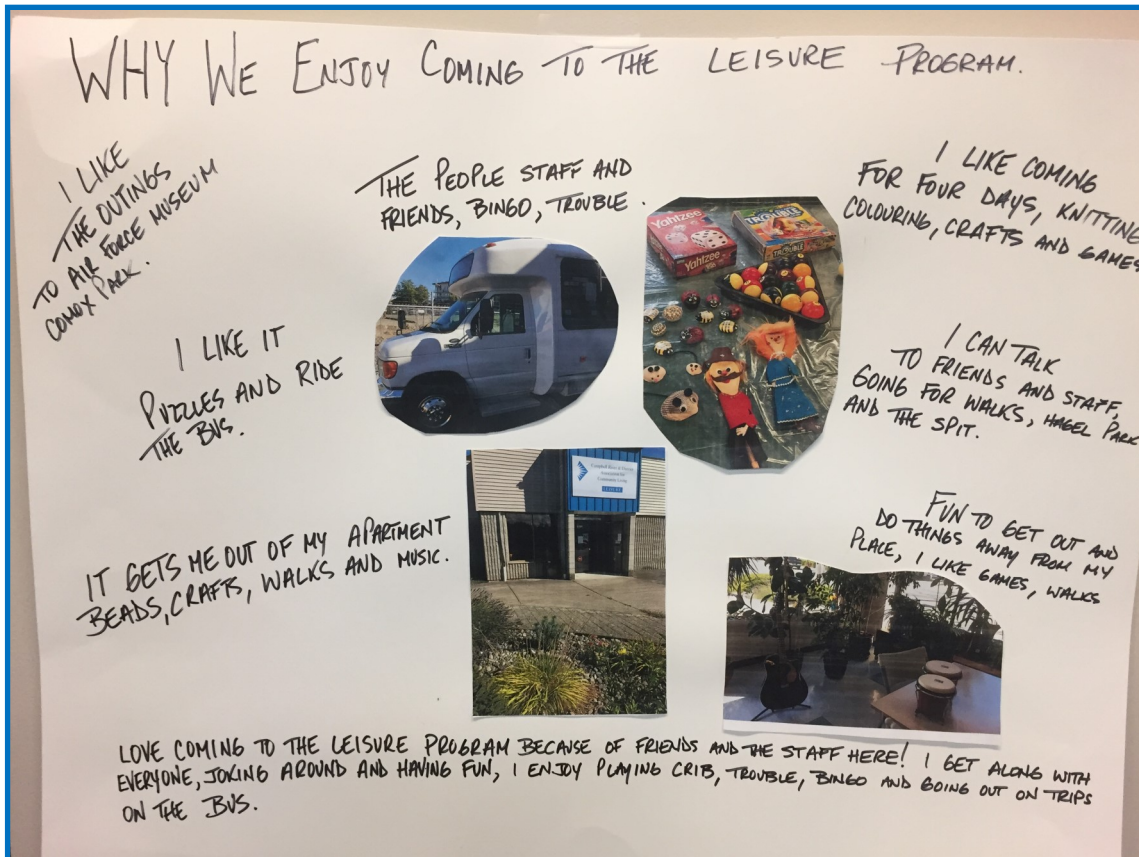
When Passages re-opened to a full capacity after over two years of having strict occupancy limits, this marked a special reunion for people who have developed lifelong friendships and bonds through their connection to their program. Cheryl took the lead of organizing parties, putting together events for Halloween, Valentines, St. Patrick's and a Spring Party.

The Book Club still meets every Monday to take turns reading a book of their interest and the Sign Language Group is still meeting on Friday morning. And twice a month several participants continue to meet to promote Self-Advocacy. They drafted a letter to the City of Campbell River advocating for maintenance of snow removal on streets and sidewalks.



Recreation and Leisure Program

Clients managed well in adapting to changing routines and pandemic rules throughout the year. 16 participants attended the day program looking forward to hanging out with their friends and staff, having a good old time going for walks, doing community outings, joining the Leisure band, Wii Bowling, playing pool and any other activities that came to mind. Clients and staff were proud to have been able to reintegrate with each other to make the program a fun and meaningful work and play environment. What an amazing year for everyone!



Confidence in Community

This program provides service to 15 clients who are eager to explore their community, do exercise, expand vocational and life skills knowledge and just have plain old fun. Daily service hours range from two to six while clients decide how they spend the day, sometimes with suggestions from staff. Everyone was so excited to get back to 'near normal' community access and social interaction. Clients demonstrated great resilience overcoming restrictions and being creative during the more challenging times. All clients showed considerable personal growth over time while adapting to challenges beyond their control. Thank you for a great year to all clients and staff!

Employment Services

What a year we have had and are having - I am pleased to say we are fully staffed and this group of five has accomplished so much. We currently are supporting 48 individuals at various levels and stages of employment. The best part of being a job developer is sharing in the success of our job seekers. It is a very gratifying feeling.

One of the wonderful outcomes this year is seeing people we have supported by providing job seeking skills use that knowledge to go out and independently find their own jobs. One young lady who is working at Discovery Passage Aquarium advocated for herself and is now independently employed. Another man who has been with our program for a very long time took it upon himself to apply at Superstore and is now working 20+ hours a week. He did come to us for some advice and support filling out online applications but the rest was all him.



Christine, who works as a job developer in Supported Employment, has developed a great relationship with Thrifty Foods and it is paying off. We have supported two new hires there this past year.



Philip, who works in Customized Employment, has recently supported a young man and carved out a job with TAP Bookkeeping helping with scanning and data entry. A young lady who owns and operates C River photography is truly flourishing and expanding her business. Laura, who works with the Community Center and the Sportsplex was asked to work four evening events at Spirit Square which turned into a great experience for her.

We also worked in collaboration with North Island College to develop and create a mini customer service course that was a great experience for our young job seekers. Each person finished with their Serving It Right, Food Safe, and WHMIS certificates.

Our Creative Employment program includes paper shredding, lawn mowing, and boom board production. These three social enterprises fall under the name Skyline Productions. Confidential Paper Shredding continues to expand and with Kalyn's enthusiasm, marketing skills and unbelievable customer service is setting lofty goals for next year. Kalyn is also responsible for Clear Cut Mowing and is highly skilled at motivating and getting the best from the mowing crew, even on the hottest of days.



As many of you know, business at Skyline Boom Boards is BOOMING! We have welcomed two new employees who are a great help with production. Under Janice's direction the quality of product that the crew turns out is exceptional. Janice has cultivated several new partnerships that have led to an expansion of orders. I would be remiss if I didn't send out a huge thank you to Central Builders in Courtenay for giving us an exceptional deal on plywood. Their ability to keep the price down for us has definitely made for a positive bottom line. We have also expanded our boom boards to include the nails that the loggers use to attach them to the log booms. We work together with HYPE to pre-package the nails that we resell to our customers.



With our Administration support we have been able to re-side and replace our windows at our building (1841 Island Hwy.) We are hoping to get the painting completed this fall. We fell behind schedule when we had the wet start to our summer.

I am very proud of the accomplishments of Skyline and our three employment programs. The staff and participants work hard to maintain a high quality of products and services. We feel very fortunate and appreciative to have the support of the current Administration team. I would also like to extend our appreciation to our Board of Directors - Thank you for volunteering your time to CRADACL.

Maureen Hunter – Employment Services Supervisor

HYPE (Helping Young Adults Procure Employment)

The HYPE Program focuses on preparing young adults after graduation to get ready for employment. The staff will help emphasize on personal development and safety, community inclusion awareness, resume building, job mentoring and shadowing, work experience and volunteering, as well as Food Safe and WHMIS training. This program will help provide life skills needed in exploring employment withing the community.



In Partnership with North Island Employment Foundations Society

CRADACL's contract with NIEFS has been a beneficial partnership for over ten years. CRADACL provides staff to work in the NIEFS office so it's easy and convenient for those jobseekers who would benefit from extra supports on their employment journey. Employment is a continuum with valleys and peaks and the NIEFS Job Developer is there to work as a team to navigate the entire process.



Thank You to Our Inclusive Employers!

Berwick by the Sea

Boston Pizza

Campbell River & District Association for Community Living

Campbell River Community Centre

Campbell River Golf & Country Club

Campbell River Mirror

Campbell River Sportsplex

City of Campbell River

Comfort Inn & Suites

Discovery Harbour Seniors Community

Discovery Passage Aquarium

Dodd's Furniture and Mattresses

Dogwood Place Child & Youth Development Centre

Dollarama

Habitat for Humanity ReStore

Home Depot

Immigrant Welcome Centre (MISA)

Ironwood Place

Island Owl Mazda

Kal-Tire

Little Caesars Pizza

Marquise Hospitality

Men in Kilts

MVP Pub and Family Restaurant

Painter's Lodge Resort

Pioneer Home Hardware

Quality Foods

Quay West Kitchen & Catering

Real Canadian Superstore

School District #72 - Campbell River

Skyline Productions Confidential Paper Shredding

Smith and Lee Local Butcher

So-Cal Restaurant & Lounge

Staples

Starbucks - Mariner Square

Strathcona Gardens

TAP Bookkeeping Solutions Ltd

Thrifty Foods

Tim Hortons - Merecroft

Tim Hortons - Willow Point

Tyee Chevrolet

Walmart

Housing

Palmer Place

Palmer Place is an affordable housing complex for CRADACL clients as well as clients with CR North Island Transition Society. It is a community of women in transition and adults with special abilities.

We are lucky to have a van that staff can use to give residents rides to work, medical appointments and grocery shopping.

With the help of our practicum student, we were able to have a few painting projects and have been adding some bright cheery color to our picnic tables/benches. The tenants have been painting bricks (used to hold doors open at each building) and two big cement blocks on the property with their beautiful visions of summertime. They have loved these projects and all the color.

After getting our residential surveys back in September we are now able to offer a variety of programs at Palmer Place including hot lunches, Smart Recovery, Thankful Thursday and Meditation.

Thanks to the CRADACL Fundraising Committee we were able to put a new roof on the pergola outside of the activity room. Now when it rains or snows we won't be standing in the elements. Residents can also sit underneath all year and enjoy.



Ironwood Place

Ironwood Place is a 54 unit Assisted Living Building supporting Seniors with two meals a day, activities, light housekeeping and partnering with Island Health Home & Community Care to provide their home care needs. This past fiscal year was a busy one at Ironwood Place. We said goodbye to 16 residents and welcomed 16 new faces as they settled in. We also said



goodbye to four staff, one moving on to a more in depth career in health care, and three long time staff members retiring after many years of service. Ironwood saw some ups and downs during this period, a refresh with new carpets, paint and wallpaper through the main building only to experience a flood in December and requiring some repairs to our fresh new look. New security features were put in place around the outside of the building for resident and staff safety and the landscaping also received a well needed overhaul for a fresh new look to welcome in the spring.

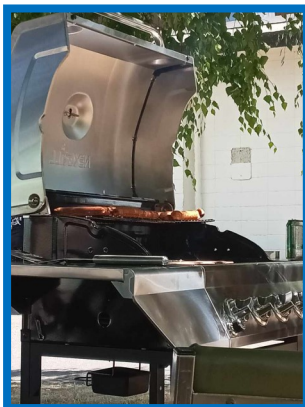
Lion's Place

Lion's Place includes cabins and an apartment building, with some of the residents having lived here for many years.

Lion's place is a friendly and inclusive environment of low-income housing, with a wide range of adult clients including seniors, semi-independent living, and physically disabled clients.

The past year has seen changes and improvements at Lion's Place. More social function such as bi-annual barbeques and other small social events for the tenants. Our barbeque was purchased from a donation by CRADACL's Fundraising Committee. An extra picnic table is set up outside for the tenants to enjoy some nice shade under the trees. Portable air conditioner units are set up in the activity room to provide clients with a spot to cool off on hot summer days.

The Lion's Activity Rooms is used for special occasions, such as parties and family get togethers. The hall can also be rented out on a limited basis to local non-profit social groups.



Human Resources Report

Vicky Reddish, Human Resources Manager



To all of our amazing staff working in the organization: 2021/2022 was not an easy year but with your help, support and dedication we got through it. Thank you and well done!

On a personal note, I would also like to thank you all for the warm welcome and support that you have given me since I joined the organization in June 2021. I am still learning and settling in but absolutely love working for such an inspiring organization and hope that Michelle is confident handing over the baton to me, which I have assured her I will take very good care of.

Since joining I have also been keen to obtain feedback and sent out new starter surveys to all new staff joining between June and December 2021. There was a 60% return rate, and some very positive feedback as a result.

ADULT SERVICES: RESIDENTIAL

"I have very much enjoyed working with CRADACL. I leave for work and don't dread a single day. I love where I work and cant wait to continue growing"

"If we have a social media messenger group or something with all shifts in a particular location it would help new comers know each other in that location."

IRONWOOD

"Staff are so friendly. A good atmosphere to work. Definitely recommend this place. "

"It's so early in my job, and its all so new for me. But I like it so far, casual is different and risky. But as long as I have back up I'll be fine. My supervisor is great."

ADULT SERVICES: DAY PROGRAMS

"I really enjoy working here so far and I'm excited to learn all of the in's and outs and meet all of the lovely people. "

"I answered both yes and no to the questions about safety concerns, as well as effective communication from my supervisors. As a casual I work in multiple day programs and some have better than others."

"A little more consistency among supervisors. I find that when they frequently change the client a person is with throughout the day, it is harder to grasp and tune in to what the client needs are, and learn how to do it on a consistent basis. "

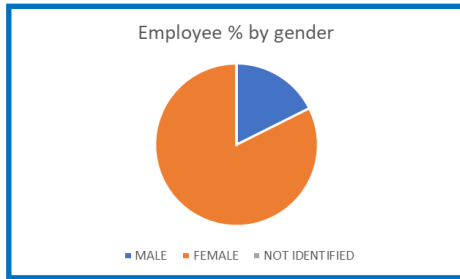
CHILDREN'S SERVICES

"Training has been quite thorough; I definitely feel well oriented. Perhaps safety sync could be consolidated, it did seem to cut into my work time quite a bit, but I understand the importance."

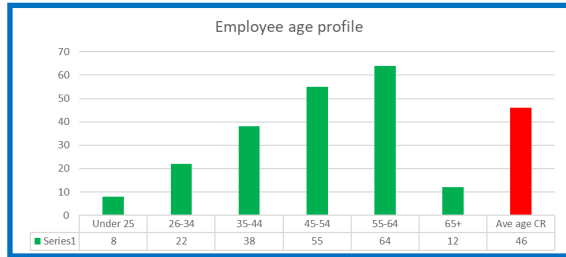
"It's great to be working with such a dedicated team! And a very supportive supervisor!"

"I feel challenged/inspired by the position itself and I feel supported by the team I work with."

Workforce Demographics

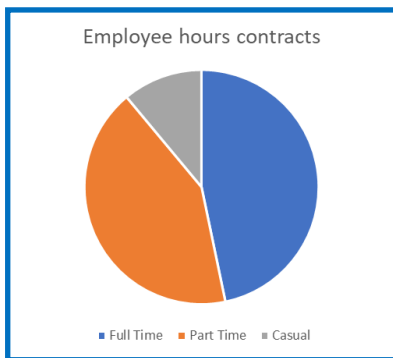


With an average of 199 staff, the majority of employees are female. No employees identified outside of male and female classifications.



Of the 199 employees, 38% of staff working in the organization are aged 55 and above. As such, CRADACL could lose a high number of employees within the next 10 years.

On the opposite end of the spectrum there are only 4% of employees below the age of 25.



Full time employment contracts vary between 30-40 hours per week (dependent on the needs of the program and agreed Local Issues with BCGEU), of which there are 93 employees.

84 employees have a part time contract.

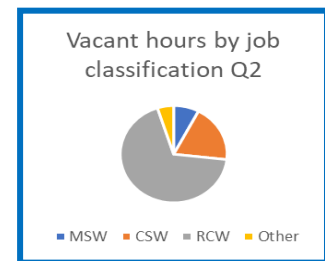
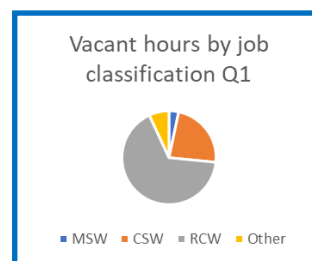
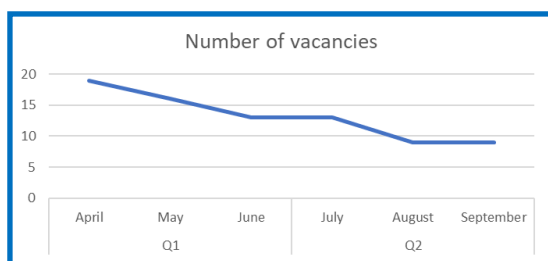
We currently have 22 casual employees on staff whose primary function is to provide relief for full-time and part-time employees. The number of casual staff fluctuates as many fill more permanent gaps, necessitating in increased recruitment.

Vacancy Report

	Q1			
	April	May	June	Average PM
Number of vacancies advertised	19	16	13	16
Hours vacant	467.28	371.28	250.49	363

In Quarter 1 CRADACL was advertising an average of 16 vacancies, which averaged 363 hours. Residential care workers had the highest number of vacancies, totaling 750 hours.

Quarter 2 started with a slight increase in vacancies from June however this dropped by 113 hours in August, to a low of 220 hours. As the charts below indicate the status of vacancy type remains similar in both Q1 and Q2.



Workforce Challenges

Campbell River and surrounding areas is a community of over 38,000. Unemployment within the area is at 5.2% whilst in BC it is 5.9% (Canada wide 6.3%) (stats taken from 'BC Labour Force Statistics Data September 2021'), the third lowest province in Canada behind Quebec and Manitoba. The population of Campbell River has grown by just over 1% in a year, despite the COVID-19 pandemic and with one of the lowest unemployment rates in Canada there is still difficulty in recruiting for certain positions and locations within CRADACL. With over \$120M being spent on new housing in the area (as detailed in 'The City of Campbell River Economic Update March 2021') this would lead many to believe that there are many opportunities for recruitment, however with an average house price of \$627,600 and average age demographic of 46 this is not the case.

Recruitment for the organization is challenging within housing, particularly at Ironwood Place where most employees are on a casual basis.

Community Support Workers and Residential Care Workers also prove challenging to recruit, however this is not only local but a national problem. Whilst previously such workers have been employed by CRADACL based upon similar work experience or accredited training, due to educational funding changes this is no longer a feasible option. Due to the national skill shortage of 'trained' community support workers, candidates have started to be recruited based on behaviors (values based), given that skills can be learned, as such the way in which we have begun to advertise, recruit and train has started a transition of change, which will continue.

The long-term plan would be to create a development program for suitable school leavers to join the organization, working through the different programs and guaranteeing them a permanent post at the end of a specified training period. This would also support the need for recruiting younger candidates as CRADACL has an ageing workforce.



As such we continue to recruit casual employees. We have also expanded external hiring to guarantee some starters permanent full-time positions from the outset, which we will continue to do. As part of the strategic plan work completed in September, recruitment and resourcing was highlighted as a critical need for the organization. From which both a recruitment and training plan will be compiled and remain a strategic focus for the coming 3 years.

Thank you,
Vicky Reddish

Financial Report

Colleen Perreault, Financial Controller

Overall, 2021-2022 was a good year for CRADACL. The Executive Director has done an amazing job in reducing major expenses and it shows on the Balance Sheet and in the bottom line. We continue to analyze systems & processes with the goal of making them more effective and efficient.

The following summary of **CRADACL Revenues** are listed by source.

Revenue comes from four main Funders:

1. Community Living British Columbia (CLBC)

CLBC is the **largest funder** of CRADACL programs, accounting for **56%** of CRADACL's annual revenues. CLBC funds CRADACL's Adult Services which includes:

- **Day Programs** – Leisure, M&M, Hoover, Jesmar, Nikola, Passages, Skyline, Simms and Shelbourne
- **Residential Programs** – Hoover, Jesmar, Nikola, M&M, Simms and Shelbourne
- **Semi Independent Living (SIL)**
- **Lannan Day & Lannan Residence (Comox)**
- **Employment Services including** - Supported Employment, Creative Employment, Customized Employment and HYPE Employment and Community Inclusion
- **CIC/PSI & Host Agency**

2. Ministry of Children & Family Development (MCFD)

MCFD is CRADACL's **second largest funder** accounting for **18%** of our annual funding. MCFD funds all of CRADACL's Children's Services including:

- **IDP** – Infant Development Program
- **EIT** – Early Intervention Therapies (Occupational Therapy, Physiotherapy and Speech-Language Therapy)
- **FASD Keyworker** - Fetal Alcohol Spectrum Disorder
- **SCDP** - Supported Child Development Program
- **CAS** - Community Access Services
- **SYEP** - Summer Youth Employment Program

3. Island Health Authority (VIHA)

VIHA Accounts for **6%** of CRADACL's annual funding. VIHA funds our Ironwood Place Assisted Living care facility.

4. BC Housing (BCH)

BCH Revenue accounts for **3%** of CRADACL's annual Revenues. Programs that receive funding from BC Housing are:

- Palmer Place
- Ironwood Place
- Lion's Place
- Lannan Group Home
- Nikola Group Home
- Hoover Group Home
- Simms Group Home

In addition to CRADACL's four main Funders, revenue is also generated through the following sources:

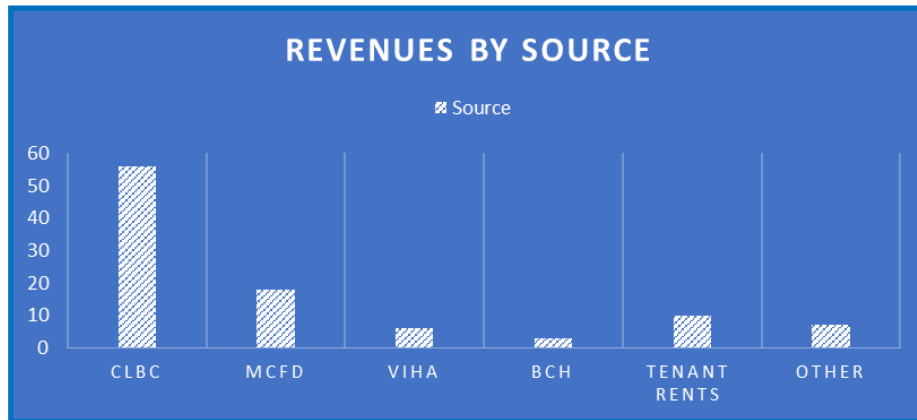
Tenant Rents

Rents (10%) are collected at our various Group Homes and Ironwood Care Facility

Other Revenue

Other sources (7%) come from:

- **North Island Employment Foundations Society (NIEFS/WorkBC)** – Through a Partnership with NIEFS, CRADACL employs one staff to help individuals with barriers to employment find gainful work
- **Sales** – Generated through **Skyline Productions** are from Creative Employment's Lawn Care, Paper Shredding and Boom Board businesses
- **Administration** – Admin fees from funded programs and internal rents on CRADACL owned facilities



CRADACL Expenses are listed below by type and are as follows (payroll being the biggest expense):

1. Staff Wages & Benefits

This is the largest expense for CRADACL making up **77%** of the total annual costs. Wages & Benefits include:

- Direct Staff Wages
- Benefits – Extended Health, Dental, Life, MPP
- The employer costs for CPP, EI, Tax and WCB withholdings
- Lieu Time
- Sick Leave
- Vacation Pay
- Staff Development/Certification/ Recruitment

2. Administration

Administration costs account for **9%** of CRADACL's overall annual expenses

3. Building Expenses

These are the costs associated in maintaining CRADACL's various building assets (**7%**) and include:

- Building Maintenance
- Building Insurance
- Equipment Repair
- Snow Removal
- Janitorial Supplies
- Rents
- Replacement Reserves (required by BC Housing and VIHA)
- Safety & Security (Alarms)
- Utilities (Hydro, Phone, Internet, Cable)
- Interest on Mortgages
- Amortization

4. Other Expenses

The following total 7%:

Vehicle Expenses – These are the costs associated with the various vehicles owned by CRADACL, as well as the use of staff vehicles in CRADACL operations. They include:

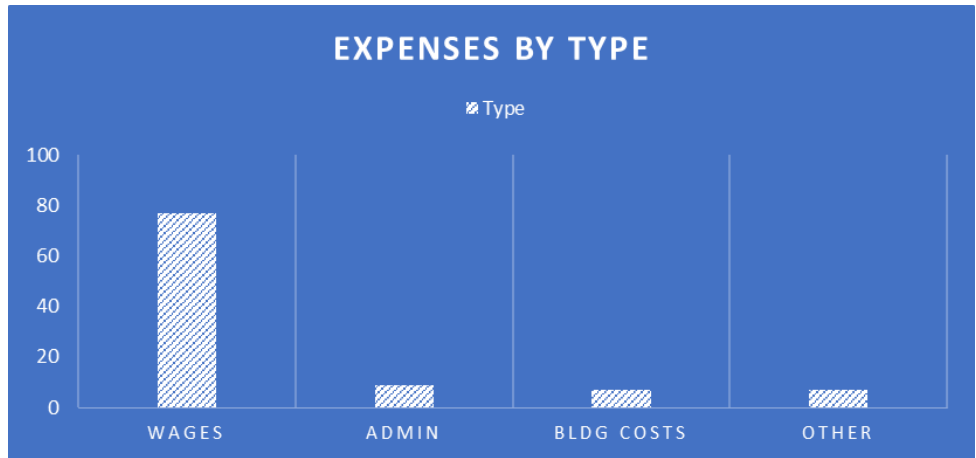
- Vehicle Insurance
- Gas
- Vehicle Lease & Maintenance
- Mileage and Insurance – Employee-owned vehicles

Supplies – Program supplies are costs directly related to the operation of the specific programs within CRADACL and consist of:

- Travel Costs
- Cost of Sales – Lawn Mowing/Paper Shredding/Boom Board Manufacturing
- Supplies (Program, Office, Janitorial, Maintenance)
- Cell Phones
- Staff Training

Miscellaneous Expenses – These expenses account for less than 1% of CRADACL’s annual expenses. These include:

- Advertising & Marketing
- Bank Charges
- Dues & Memberships
- Professional Fees
- Board Of Directors Costs



Thank you,
Colleen Perreault

Quality Assurance Report

Jennifer Harms, Quality Assurance Coordinator

Well, let's just say accreditation doesn't sleep!

In May 2021, we went through our 6th survey conducted by our accreditor, CARF. This was our first ever digital survey where the surveyors didn't come on-site but performed all their documents review and interviews digitally. We received a 3-year accreditation, the highest you can achieve, which takes us through June 2024.

Over the last year, we have been working hard on trying to reduce as much paperwork as possible. Our organization produces a lot of paperwork, some of which is required by CARF, and some not. Streamlining documents into a more efficient way has been challenging, but we are slowly making progress.

I have joined two different quality assurance networking groups; one that is on Vancouver Island and one group which includes organizations from all over BC. I cannot reinforce enough how wonderful it is to network with other similar organizations in discussing the CARF standards, sharing policies, and gaining insight into procedures that others complete. The amount of information that I have learned from these groups is invaluable.

Last September we hired Kwela Leadership & Talent Management to facilitate our new 3-year Strategic Plan. We had employees, board members and stakeholders join the committee in discussing our vision for the upcoming years.

The five areas of focus we committed to are:

- Funding & Partnerships
- Branding & Reputation
- People & Culture
- Client Services & Supports
- Technology

In addition to the Strategic Plan, CARF requires we annually complete five different Association plans:

- Cultural Diversity & Inclusion Plan
- Technology Plan
- Accessibility Plan
- Performance Improvement Plan
- Risk Management Plan.

All of these plans help us with our continuous quality improvement for all of the people we serve, our employees and stakeholders.

I look forward to the upcoming year, and please feel free to reach out to me if you have any questions about accreditation, or if you want to say "Hi."

Thank you,
Jennifer Harms



YOU CAN HELP!

If you have bottles and cans piling up, donate them to us!
CRADACL has a fundraising account at:

Island Return It Campbell River

at 1580 Willow Street in Campbellton



Whether you are recycling a car or simply junking it, please consider a donation to CRADACL by using this **FREE** pick up service for all provinces.

<https://donatecar.ca/>



You can choose where your donation goes:

- ◆ Children Services Equipment & Resources
- ◆ Promaster Wheelchair Accessible Vans
- ◆ Building upgrades
- ◆ Commercial shredding machine



If you would like to make a donation, you may do so on our website:

<http://www.cradacl.bc.ca/donate>

Or call our Office at 250-286-0391



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Campbell River & District
Association for Community Living