

Calgary Region Community Board
Persons with Developmental Disabilities

Strengthening the Community

**BUSINESS PLAN FOR THE PERIOD OF
2006-2007 TO 2008-2009**

Approved by the Calgary Region Community Board, May 18, 2006

Table of Contents

	Page
A. Statement of Accountability	3
B. Community Governance Structure	4
• Roles and Responsibilities	
• Minister’s Role	
• Provincial Board Role	
• Community Board Role	
C. Calgary Region Community Board Service Mandate and Responsibilities	6
• Service Mandate	
• Responsibilities	
• Community Board Alignment with the Provincial Board Goals and Strategic Priorities	
• Calgary Region Opportunities and Challenges	
D. The Business Planning Process	8
• Purpose	
• Community Consultation Process	
• Resulting Directions and On-Going Commitments for 2006-2009	
E. Strategic Elements of the Business Plan	10
• Vision	
• Mission	
• Values and Beliefs	
• Core Business of the Board	
F. Business Plan Goals, Strategies, Emerging Directions and Actions	11
Goal 1	12
CRCB Strategies, Emerging Directions and Actions, Performance Measures and Targets	
Goal 2	14
CRCB Strategies, Emerging Directions and Actions, Performance Measures and Targets	
Goal 3	16
CRCB Strategies, Emerging Directions and Actions, Performance Measures and Targets	
G. Budget Estimates and Projections	18

A. Statement of Accountability

Our three-year business plan commencing April 1, 2006 was prepared under the leadership of the Calgary Region Community Board Persons with Developmental Disabilities in accordance with the Government Accountability Act, the government's accounting policies, as well as with the directions provided by the Provincial PDD Board.

The Calgary Region Community Board operates under the authority of the Persons with Developmental Disabilities Community Governance Act. In addition to individuals with developmental disabilities and the community it serves, the Board is accountable to the Minister of Seniors and Community Supports through a reporting relationship with the Chair of the Provincial Board.

I understand and am aware that all of government's policy decisions as of April 1, 2006 that may bear any material, economic or fiscal implications have been considered in preparing this plan. What's more, our Board's regional strategies were developed within the context of the Provincial PDD Boards business and fiscal plans.

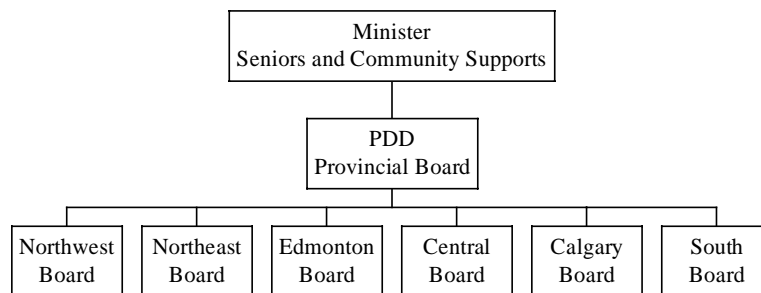
The Calgary Region Community Board is proud to present this Business Plan on behalf of individuals with developmental disabilities and their families. Our Business Plan also reflects our Board's commitment to building strong relationships with individual, families, service providers, community organizations, other government ministries, and local governments to achieve our mission. The Calgary Region Community Board is committed to achieving the goals as presented in this business plan.

Art Froehlich, Chair
Calgary Region Community Board
Persons With Developmental Disabilities

B. Community Governance Structure

The PDD community governance structure, as established in legislation, consists of a Provincial Board and six Community Boards. The PDD Provincial Board reports to the Minister of Seniors and Community Supports, who appoints the PDD Boards. The Provincial PDD Board is directly accountable to the Minister, whereas the Community Boards are accountable to the Minister through the PDD Provincial Board.

It is essential that the issues and needs, as well as the thoughts and ideas, of adults with developmental disabilities and their families/guardians are brought to the attention of the Provincial Board as part of the process to establish provincial direction, policy and long-term program direction. To this end, the Chair of each Community Board sits as a full voting member of the Provincial Board. Each Chair also brings forward information gathered through local consultation processes. The Provincial Board uses this information to make decisions on provincial directions in keeping with perspectives provided by the members at large.



Calgary Region Community Board Membership

Art Froehlich, Chair
Kathy Clarke, Vice-Chair
Ken Larsen

Richard Cochrane
Jerry Muelaner
Lili Bunce

Roles and Responsibilities

The roles and responsibilities of the Minister and the PDD Boards are set out in the *Persons with Developmental Disabilities Community Governance Act*.

Minister's Role

The Minister provides strategic direction, sets goals and standards, and evaluates results with respect to supports for adults with developmental disabilities. Additionally, the Minister works with other ministers and governments to co-ordinate the provision of services to adults with developmental disabilities and ensures reasonable access, comprehensiveness and portability across regions in the delivery of supports to adults with developmental disabilities.

The Persons with Developmental Disabilities Provincial Board works under the direction of the Minister, within the context of the Ministry of Seniors and Community Supports. The Ministry furthers its mission of community supports, fairness and inclusion in its work with PDD by co-ordinating the PDD allocation and annual financial reporting to government, as per the *Government Accountability Act*; supporting PDD in the achievement of the Board's Mission and Mandate and collaborating with PDD in initiatives that fall within the mandate of both governance entities.

Provincial Board Role

The Provincial Board promotes the inclusion of adults with developmental disabilities in community life by developing, overseeing and evaluating the implementation of a provincial plan and polices for the provision of consistent, quality supports and services to adults with developmental disabilities. The Provincial Board funds, coordinates, monitors and assesses the activities of PDD Community Boards, as well as working with the Government and public and private bodies to co-ordinate the provision of supports and services to adults with developmental disabilities.

Community Board Role

The Community Boards develop, subject to approval of the Provincial Board, a regional plan for the delivery of supports and services to adults with developmental disabilities that is aligned with the Provincial Board Business Plan and reflects community priorities and the needs of the region. Community Boards oversee and evaluate the implementation of the plans and management of the provision of supports and services to adults with developmental disabilities in a way that is responsive to the needs of those adults, meets standards, and ensures reasonable access. Community Boards also co-ordinate with other Community Boards and public and private bodies, the provision of supports and services to adults with developmental disabilities.

C. Calgary Region Community Board Service Mandate and Responsibilities

Service Mandate

In keeping with the *Persons with Developmental Disabilities Community Governance Act*, the Calgary Region Community Board has developed the following Mandate:

The Calgary Region Community Board (CRCB) willingly accepts the responsibility of ensuring the provision of quality services to persons with developmental disabilities within the region, in addition to its role in the development of a unified and equitable provincial service delivery model. The Board is committed to an overall provincial service delivery framework and governance model, which ensures provincial continuity and regional responsibilities.

Responsibilities

In accordance to Section 11 of the *Persons with Developmental Community Governance Act*, the responsibilities of the Calgary Region Community Board are:

- To assess the needs and determine community priorities for the provision of services to adults with developmental disabilities in the Calgary Region.
- To develop a plan for the delivery of services to the Region, and to implement, monitor and evaluate that plan.
- To manage the provision of services to adults with developmental disabilities in a responsive manner and in a manner that ensures reasonable access to services.
- To coordinate with other relevant stakeholders the provision of services to adults with developmental disabilities.
- To allocate resources accordingly.

Community Board Alignment with the Provincial Board Goals and Strategic Priorities

In keeping with this service mandate, the Calgary Region Community Board has developed its 2006-2009 Business Plan in alignment with the Provincial Board's goals and key performance measures. CRCB's commitment to regional priorities and service needs is demonstrated through the identification of specific regional strategies to address the Provincial goals. In addition, the CRCB Business Plan addresses the strategic priorities of the Provincial Board Business Plan. The Strategic priorities of the Provincial Board are outlined below with the corresponding CRCB strategies appearing in brackets.

Provincial Board Strategic Priorities:

- Shifting from service systems to inclusive communities, understanding that it is in the community that long-term societal outcomes are realized; not within government or service systems. (1.1, 1.2, 1.3, 1.5)
- Developing and implementing a new business model for supports and services that focuses on community outcomes for individuals and is sustainable with PDD's resource base. (2.1, 2.2, 3.4, 3.5)
- Focusing on long-term societal outcomes through policy coordination and integration. The on-going pursuit of life outcomes for individuals provides an opportunity to focus on inclusion as the foundation for sustainability. (3.2, 3.3)

Calgary Region Opportunities and Challenges

Relationships

- Strengthening and maintaining resourceful relationships with Service Provider Boards and their administration.
- Partnering with an increasingly sophisticated self-advocacy movement.
- Responding effectively to an increased community demand for transparency.
- Developing partnerships with Community Organizations.

Service Development

- Developing family managed services.
- Collaborating with Mental Health and our Service Providers on the development of an effective service delivery model for individuals with dual diagnosis and complex needs.
- Responding to an aging population demand for medical and mental health services.
- Recruitment and retention of a skilled workforce.

Resource Allocation

- Developing a framework for the equitable distribution of resources for community boards, individuals, Service Providers and community capacity.
- Growing service needs that are greater than our increasing resource allocation.
- Reducing the boom and bust cycles of funding.
- Ensuring funded services are sustainable with resources available.

Regional Governance Capacity

- Enhancing our community governance model to ensure individuals, families and Service Providers have a meaningful voice.
- Enhancing Governance and Leadership capacity within the community.
- Implementing a Governance and accountability framework, which fosters an effective working relationship with all PDD partners both regionally and provincially.
- Developing a Governance Agreement with other Regional Health Authorities, School Boards and Children's Authorities, that overlap with the Calgary Region.

PDD Organization

- New CEO and leadership changes in the management structure of CRCB.
- Enhancing our forecasting and reporting systems to be more timely.
- Reducing administrative burden on families, Service Providers and PDD staff.
- Enhancing the physical office work environment.

D. The Business Planning Process

Purpose

The Calgary Region Community Board has developed the 2006-2009 Business Plan to address the following purposes:

1. To ensure that the service needs and priorities of individuals with developmental disabilities and their families are the basis of the stated strategies at a local community and regional level.
2. To guide the work of the Calgary Region Community Board in implementing strategies and monitoring the achievement of stated goals and strategies.
3. To ensure that the Calgary Region Community Board business plan is in alignment with and supports the Provincial Board Business Plan.
4. To provide a public document which demonstrates accountability to individuals with developmental disabilities and their families, the Provincial PDD Board, the Minister of Seniors and Community Supports, and the community at large.

Community Consultation Process

In May and June of 2005, the CRCB completed an extensive community consultation process during the redesign of its 2006–2008 Business Plan which was approved by the Provincial Board in June 2005. These community consultations and the resultant report and business plan have become the basis for the development of the current 2006-2009 plan. Given the recency of the larger community consultations, the Board's approach was to invite our key community stakeholders and partners to send their representatives. As a result, on February 10, 2006 over forty participants attended representing Calgary Family Voices, Service Providers Chairs' Council, Community Rehabilitation Service Providers Association of Calgary Council, along with provincial representation from AARC and representation from the Children's Authority. Individuals from the Disability Action Hall were engaged in refining action plans.

The session included the following phases:

1. **Review and Realignment of Goals and Strategies**
Discussion focused on the re-alignment of the current five Provincial goals (2005/06) and CRCB strategies to correspond to the new three goals (2006/07) of the Provincial Board. The intent of the realignment is to ensure that CRCB's strategies correspond to the three goals of the Provincial Board. CRCB's strategies were realigned without loss of content and/or intent.
2. **Review Current Strategies**
During this phase, strategies relevant to each of the three goals were reviewed. Recommended changes, enhancements, deletions, new directions, or new strategies were identified.
3. **Action Plans for Strategies**
During this phase, a series of relevant activities were identified to address each strategy. These activities were identified as actions that would assist the board in implementing its strategies in achieving its goals.

4. Prioritization

This phase included the identification of actions that were deemed a priority in order for the Board to carry out its strategies to achieve each goal.

Resulting Directions and On-Going Commitments for 2006-2009

Following the above-noted consultation and development process, the resulting strategies, emerging directions and actions are represented in the 2006-2009 CRCB Business Plan. CRCB is committed to ensuring continued community involvement in its business planning process and will be engaging the community at various times throughout the life of this plan for review and continued input.

E. Strategic Elements of the Business Plan

The following strategic elements were approved by the Board to provide a framework for the development of the Business Plan and guide the ongoing work of the Board.

The Calgary Region Community Board believes that it is important to have a shared and common vision and mission for all persons with developmental disabilities throughout the province. As such, the Calgary Region Community Board has endorsed and adopted the Provincial PDD vision and mission.

I. Vision

An Alberta that honors and respects the dignity and equal worth of persons with developmental disabilities.

II. Mission

To create an Alberta where adults with developmental disabilities are included in community life.

III. Calgary Region Community Board Strategic Role

To ensure the success of the Provincial Vision and Mission the Calgary Region Community Board has the following critical and strategic roles:

- Creating a Calgary Region where adults with developmental disabilities are included in community life.
- Collaborating with the Provincial and Community Boards in the design, implementation and monitoring of value based, sustainable community services and supports.

IV. Values and Beliefs

The Calgary Region Community Board values full citizenship, freedom and a meaningful life for all. Our values fit within those set out in Canadian and International charters, such as the Charter of Rights and Freedoms and the United Nation Charter of Human Rights. As values direct our behaviour, so we behave in ways that show:

- We do what we say and we help each other.
- We are respectful, flexible, and fair and we recognize each person's unique contribution.
- We are willing and able to look at many different ways of getting the services that people need.
- We believe that all persons are equal and that relationships are based on equality.

V. Core Business of the Board

On behalf of persons with developmental disabilities and as trustees of public resources, the Calgary Region Community Board is responsible and accountable for the following core businesses:

- Supporting individuals with developmental disabilities to be included in community life.
- Supporting communities to include persons with developmental disabilities.
- Ensuring the Board is acting in a socially responsible manner in all areas of Board business including funding of quality programs and supports, fiscal management, public accountability and organizational effectiveness.
- Ensuring community governance is responsive and accountable to adults with developmental disabilities, their families/guardians, their communities, and the Minister of Seniors and Community Supports.

**F. Business Plan Goals, Strategies,
Emerging Directions and Actions**

Goal 1:**Communities welcome and include persons with developmental disabilities as full citizens.**

Strategies**Emerging Directions and Actions**

1.1 In partnership with Calgary Region communities, assist them to develop their capacity and that of the organizations within them, to include adults with developmental disabilities and promote the value of their contributions to the community.

- Develop partnerships with the Chamber of Commerce, businesses and the corporate sector.
- Identify innovative practices and areas of continuous improvement to achieve community inclusion within a sustainable funding model.
- Create forums and visitations to engage community organizations in this initiative.
- Develop, promote and support community capacity activities focusing on this initiative within Calgary Region communities.
- Support initiatives to enhance accessibility of generic resources.

1.2 In collaboration with individuals, families, Service Providers, and Ministry Partners define and monitor indicators of successful transitions within the continuum of services available in the community.

- Develop protocols for coordination between PDD, Children’s Services, Health and School Boards.
- Develop indicators and monitoring process.
- Participate with Central Region in a process to return citizens at Michener Services to the Calgary Region.

1.3 Support the continued development of advocacy and family leadership within Calgary and the surrounding communities.

- Create opportunities for individuals and families to share and tell their stories in powerful ways.
- Support participation in provincial and regional advocacy forums and leadership events for individuals and families.

<p>1.4 Create knowledge resources to promote full citizenship and access within the community.</p>	<ul style="list-style-type: none"> • Support an advocacy committee of individuals, families and Service Providers to review and impact federal, provincial, and local policies in the areas of housing and transportation. • Promote the benefits/strengths of employing individuals with developmental disabilities to employers. • Develop information on employment, housing, relationships, community contributions, voting, continuing education and means for individuals to own their own homes.
<p>1.5 Celebrate and profile the contributions of adults with developmental disabilities as leaders, advocates, workers, volunteers, and consumers.</p>	<ul style="list-style-type: none"> • Celebrate and recognize positive contributions through stories, media, public events and awards. • Tell stories to elected officials, business representatives, service organizations and the general public about the gifts that adults with developmental disabilities bring to their communities.
<p>1.6 Collaborate with First Nations communities to develop their capacity to support their members with developmental disabilities.</p>	<ul style="list-style-type: none"> • Invite First Nations groups to participate in PDD events and activities. • Consult with and support Aboriginal leaders on the development of services within their local communities.

Performance Measure:

1a. Adults with developmental disabilities are included in their communities.

Last Actual	Target
95.9%	96.4%

Goal 2:

PDD-funded services provide supports that contribute to community inclusion for persons with developmental disabilities.

Strategies**Emerging Directions and Actions**

2.1 In collaboration with their families, allies and service providers, support individuals to increase their opportunities to contribute to and benefit from the Alberta economy

- Identify the roles of individuals and organizations in providing support.
- Create measures for the type and nature of supports available, including natural supports and networks.
- Provide funding to implement the development and use of best practices in the areas of employment, community living and inclusion.
- Establish a pilot project to assist Service Providers to develop outcome measures that address the goals of community inclusion.

2.2 Review current service delivery models within the Calgary Region and enhance the existing accountability frameworks.

- In collaboration with the Service Provider Council develop and implement a pilot project to fund, monitor and account for the provision of services within an 'Outcomes Based Model'.
- Explore the delivery of services provided to individuals with developmental disabilities by the CRCB being delivered through alternative community based service models and approaches.
- Ensure that PDD funded Service Providers continue to be certified under AARC's *Creating Excellence Together* standards.
- Create comparative cost analysis profiles for the type and nature of services provided.
- In partnership with individuals, families and Service Providers review and evaluate safeguards against the mistreatment of individuals with developmental disabilities.
- Create opportunities for solicited and unsolicited proposals for the restructuring of current services.
- Enhance the research and innovation capacity in the region.

2.3 In Partnership with Family Voices and AACL enhance the option of family managed services and supports within the Calgary Region.

- Develop regional family networks and resources for families.
 - Ensure an accountability framework for family managed services and supports.
 - Ensure Family Voices and AACL are represented on advisory committees with the Community Board and administration.
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2.4 Promote and support the development and retention of a stable, skilled community rehabilitation workforce.

- Build partnerships with post-secondary institutions to develop a skilled workforce.
- In partnership with post-secondary institutions, AARC and Service Providers, develop and implement strategies to strengthen the capacity of the workforce within the Calgary Region i.e. Workforce 2010.
- Profile the service provider sector as an integral part of the community support model.
- Promote value based training to assist agencies and families in recruitment and training of staff.
- Provide existing staff with increased developmental opportunities (designations, workshops, conferences).
- Increase awareness of the impact of wage inequity between government and service provider staff in the provision of services to individuals.

2.5 Continue to work with other Ministries to ensure that individuals receive improved access to high quality services in the community.

- Develop a protocol with mental health, children’s services, and home care that defines the shared responsibilities to provide an integrated seamless approach to service delivery.
- Ensure frontline staff from each Ministry have opportunities to understand and contribute to this initiative.
- Develop models of service delivery that respond to unique individual needs along the continuum of supports and services.
- Develop a service delivery model with PDD, mental health, and children’s services that is integrated and utilizes staff hired or contracted jointly.

Performance Measure:

2a. Control being exercised by adults with developmental disabilities who are supported by PDD-funded services.

Last Actual	Target
96%	95%

2b. Satisfaction by families/guardians of persons with developmental disabilities with PDD-funded services.

Last Actual	Target
85.5%	89%

2c. Annual turnover in the community Service Provider workforce.

Last Actual	Target
32.3%	31.5%

Goal 3:**PDD community governance is effective and accountable.**

Strategies**Emerging Directions and Actions**

3.1 Increase CRCB capacity for effective governance practices and its ability to measure progress towards our vision, mission, and values.

- Develop outcome measures and indicators.
- Implement a Board development and evaluation program.
- Establish a stakeholder advisory committee to the Community Board for policy development and evaluation.
- Develop a succession plan for CRCB board to ensure continuity of good leadership. Plan should include appropriate recruitment, community involvement, and community nomination to the board.

3.2 Develop Board to Board working relationships to foster a common understanding of everyone's roles and responsibilities in making PDD governance effective, accountable and aligned with the philosophy of supporting adults with developmental disabilities to be full citizens.

- In collaboration with the Council of Service Provider Board Chairs and AARC, create regional forums to enhance understanding and application in the areas of:
 - Community Governance Model and Accountability Framework
 - Board Roles, Responsibilities and Relationships
- Initiate a Board leadership and development series in collaboration with the Service Providers Boards, AARC and AAACL.

3.3 Establish a governance framework with the Children's Services Authority, the Health Authority (Mental Health and Homecare), and School Boards to define and oversee areas of shared responsibility.

- Plan meetings of the respective boards to gain a common understanding of service mandates and to develop protocols and agreements for effective working relationships.
 - Develop a framework to ensure transitions are effective and services are accountable to people with complex needs.
 - Develop a collaboration model with other systems along with a monitoring / feedback mechanism.
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3.4 In collaboration with families and service providers enhance current CRCB administrative policies and procedures through a review focusing on the areas of accountability, flexibility, administrative burden and user-friendly practices.

- Establish a stakeholder advisory committee to the CEO for review of administrative policies, procedures and practices.
- Develop a plan to enhance a forecasting model for service planning and resource requirements.
- Develop a plan to manage information effectively re: clarification of information flow, the quality of information collected, access to information, sharing generic information, and the need for a data bank of information and process to access it.
- Explore the development a “cost for unit” model for payment for services.
- Review contracting policies and procedures.
- Develop a shared policy manual.
- Collaborate with individuals and families in the design of decision-making processes around the equitable distribution of resources.
- Ensure that individuals and their families have control to the highest degree possible.
- Identify best practices and promote ways to implement them.

3.5 CRCB will ensure a well-managed and accountable Regional PDD organization through the timely use of Provincial and Regional Board policies and procedures and managing within their allocated resources.

- The Board will:
- Request and review reports from their administration in a timely manner.
 - Receive and review reports from the Audit Committee, Policy Review Committee, and Community Advisory Committees.
 - Undertake a Community Board evaluation with input from the Provincial Board and the community

Performance Measure:

3a. Provincial and Community Boards manage within targets.

Last Actual	Target
100%	100%

3b. Staff satisfaction with the support to acquire or develop knowledge and skills in their current job.

Last Actual	Target
77%	76%

**PERSONS WITH DEVELOPMENTAL DISABILITIES CALGARY REGION COMMUNITY BOARD
BUDGET ESTIMATES AND PROJECTIONS**

(thousands of dollars)

	Comparable 04/05 Actuals	Comparable 05/06 Budget	Comparable 05/06 Forecast	06/07 Estimates	07/08 Projected	08/09 Projected
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REVENUE

Internal Government Transfers

Transfer from Department	113,839	118,267	126,521	127,806	129,646	138,988
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Investment Income

Interest	-	-	-	-	-	-
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Other Income

Other Revenues	282	-	-	-	-	-
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Total Revenues

114,121	118,267	126,521	127,806	129,646	138,988
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EXPENSE (By Element)

Board Governance	125	165	165	170	175	175
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Supports to Delivery System	19,257	19,474	20,256	20,374	20,509	20,509
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Direct Operations	876	1,032	1,118	1,130	1,137	1,137
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Specialized Community Supports	1,873	2,412	2,485	2,510	2,527	2,527
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Community Access Supports	25,748	23,894	25,002	25,381	25,551	25,551
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Employment Supports	8,398	11,139	11,680	11,798	11,877	11,877
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Community Living Supports	57,429	60,214	65,878	66,515	67,942	77,284
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Total Operating Expenses	113,706	118,330	126,584	127,878	129,718	139,060
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Gain/(Loss) on Disposal	-	-	-	-	-	-
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Net Revenue/(Expense)

415	(63)	(63)	(72)	(72)	(72)
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Capital Investment:	107	130	130	135	135	135
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Less: Disposal of Capital Assets	-	-	-	-	-	-
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Less: Amortization	(112)	(109)	(109)	(123)	(123)	(123)
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Increase/(Decrease) in Capital Assets

(5)	21	21	12	12	12
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Surplus/(Deficit)*

420	(84)	(84)	(84)	(84)	(84)
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* Includes capital investment, but not amortization.