



**COMMUNITY BOARD BUSINESS PLAN  
2007/08 - 2009/10  
FINAL COPY  
June 30, 2007**

# COMMUNITY BOARD BUSINESS PLAN 2007/08 - 2009/10 (DRAFT)

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## ACCOUNTABILITY STATEMENT

This business plan outlines activity for a three-year period commencing April 1, 2007, and was prepared under the direction of the South Alberta Community Board in accordance with the *Government Accountability Act* and the government's accounting policies. The Board operates under the authority of the *Persons with Developmental Disabilities Community Governance Act* and is, therefore, accountable to the Minister of Seniors and Community Supports and to the community and people it serves.

I understand and am aware that all of government's policy decisions as of April 1, 2007 that may bear any material, economic or fiscal implications have been considered in preparing this plan. In addition, the Board's priorities were developed within the context of the government's business and fiscal plans.

The South Alberta Community Board stands by the contents of this document and is committed to achieving the outcomes as stated herein.

*Signature*

\_\_\_\_\_, *Community Board Chair*

June 28, 2007

## PDD Governance and Accountability

The *Persons with Developmental Disabilities (PDD) Community Governance Act* establishes the organization and mandate to provide service and supports to adults with developmental disabilities. The preamble also provides the mandate to facilitate the inclusiveness of communities in Alberta. Through this legislation, the accountabilities, roles, responsibilities of and relationships between the Minister and the Community Boards are established. The responsibility to work with other public and private bodies to meet the needs of adults with developmental disabilities is also established.

Within the framework of the above legislation, PDD acknowledges that in order to fulfill its legislative responsibilities, as well its ethical obligations, it operates within the realm of both shared and community governance. In this respect, the PDD organization respects and values the authority and responsibilities of adults with developmental disabilities, their families/guardians, and the ability of communities to welcome and include adults with developmental disabilities. Adults with developmental disabilities have the right and responsibility to be self-determining, and to participate actively in the social and economic life of their communities. Through shared relationships, interdependent roles and responsibilities, and a mutual commitment to inclusive communities, PDD will be able to achieve its vision and mission.

## PDD Strategic Directions

**Vision** An Alberta that honours and respects the dignity and equal worth of persons with developmental disabilities.

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

### THE COMMUNITY GOVERNANCE STRUCTURE

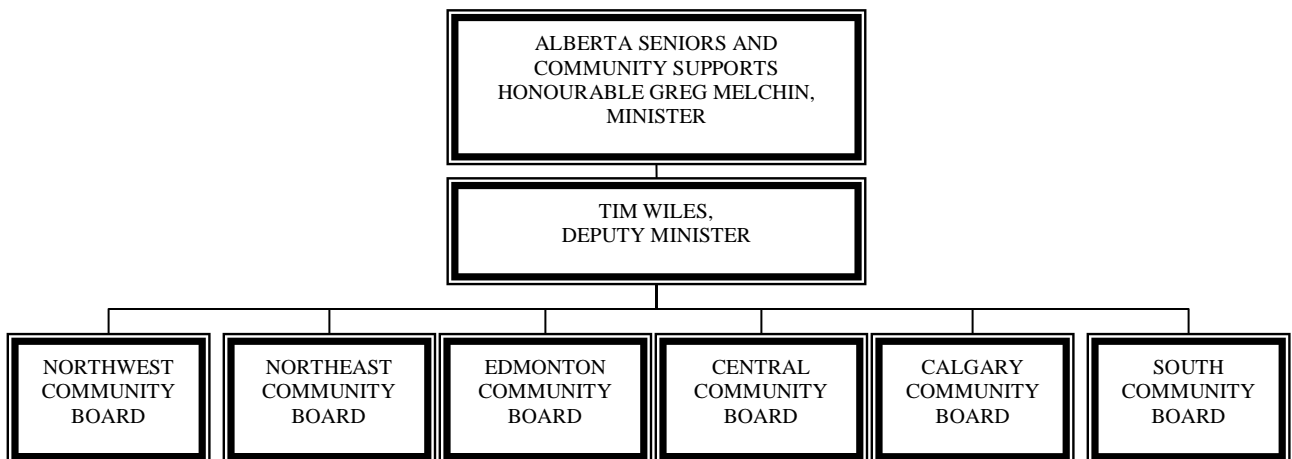
The South Alberta Community Board is one of six community boards. The board chair reports to the Minister of Seniors and Community Supports through the Deputy Minister. The Chief Executive Officer for the South reports to and is fully accountable to the PDD South Board through the Board Chair and to the Minister through the Assistant Deputy Minister. The Board has two reporting relationships in to the Ministry:

- The first is a Governance relationship where the Chairs of each Community Board are represented on the Council of Board Chairs, which meets with the Deputy Minister.
- The second is by the Boards' CEO who reports to the Minister through the Assistant Deputy Minister. There is a CEO Forum chaired by the Assistant Deputy Minister and each Community Board CEO attends.

The South Alberta Community Board is a corporation consisting of not more than nine (9) members appointed, for a term, prescribed by the Minister of Seniors and Community Supports.

The region's geographic area includes the communities between the Saskatchewan and British Columbia border as well as those as far north as Nanton in the west and Bassano in the east.

### PDD Structure



## **Board Membership**

Lorne Abells – Chairman  
John Deys  
Sylvain Bellefeuille  
Jo-Lee Godfrey  
Sandy Annis  
Joy Lawson

## **The Boards Role**

The revision to the Act establishes each Community Board as an agent of the Crown. The members of the Community Board are appointed by the Minister and are accountable to the Minister, through the Deputy Minister, for the carrying out of its roles and responsibilities.

Section 11 of the Act outlines the Community Board’s statutory duty to fulfill its roles and responsibilities:

- a) provide services;
  - a.1) determines community priorities in the provision of services to adults with developmental disabilities and allocates funding accordingly;
- b) develop, in accordance with the regulations and subject to the approval of the Minister, a plan for the delivery of services to adults with developmental disabilities;
- c) oversee and evaluate the implementation of the plan developed under clause (b);
- d) assess on an ongoing basis the needs of the region for services for adults with developmental disabilities;
- e) manage the provision of services to adults with developmental disabilities in a way that is responsive to the needs of those adults;
- f) ensure reasonable access to services for adults with developmental disabilities;
- g) Co-ordinate, with other Community Boards, public and private bodies, the provision of services to adults with developmental disabilities.

In addition to setting the direction for the delivery and provision of PDD services, the Community Board plays a critical role in modeling shared governance through the mobilization of key community partners in regional decision making processes.

To fulfill its statutory obligations, the South Alberta Community Board embraces the process of community governance. Through the Community Board’s leadership and facilitation, community partners are welcomed and collectively engaged in the pursuit of more inclusive communities – communities where people with developmental disabilities have opportunities to be contributing members both socially and economically.

To guide its efforts, the South Alberta Community Board’s has adopted the provincial vision and mission for PDD.

### **VISION:**

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

## MISSION:

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

The South Alberta Community Board operates within a set of guiding principles that allows the Board to assist every individual to the best of its ability. These principles are:

- Respect for the right of the individual to enjoy a life in the community that is as independent as possible
- Promote an individualized system of services and supports
- Promote the freedom of choice in the pursuit of independence
- Promote the freedom of choice and participation in the design, delivery and evaluation of services
- Promote open and honest communication, respecting confidentiality
- Provide equitable access to resources and services
- Provide the highest quality of service standards

## LINK TO THE ALBERTA GOVERNMENT AND MINISTRY BUSINESS PLANS

As agents of the Crown funded by the provincial government within the Ministry of Seniors and Community Supports, the PDD Community Boards, through their business plans and day-to-day business, are aligned with and accountable to the Government of Alberta and the Minister of Seniors and Community Supports. The following business plan supports the Government of Alberta Business Plan and the Ministry of Seniors and Community Supports Business Plan with the following links:

The Government of Alberta mandated strategic priority:

*Improve supports and services for persons with disabilities through better coordination and integration of programs.*

The Government of Alberta Business Plan (Goal 6):

*“Albertans will be independent and our children will be well cared for”*

The Alberta Seniors and Community Supports Business Plan (Strategic Priorities 1):

***“1. Improve supports and services for persons with disabilities through better coordination and integration of programs***

*Seniors and Community Supports will work with individuals and their families, community organizations, and other levels of government to align and coordinate programs and policies for persons with disabilities. The Ministry will continue to improve the AISH program to ensure it is responsive to client needs and improve the sustainability of the Persons with Developmental Disabilities (PDD) program. The Ministry will also work to coordinate the health-related benefits delivered to its clients. The Ministry will also work with partners to create awareness of barriers and to identify strategies that enable all seniors and persons with disabilities to participate in all aspects of Alberta society”.*

The Alberta Seniors and Community Supports Business Plan (Goals 5 and 6):

*“Seniors and persons with disabilities live in supportive, barrier-free communities and have access to the necessary supports and services to enhance independence”*

*“Safeguards for seniors and persons with disabilities are provided.”*

## **SIGNIFICANT CHALLENGES AND OPPORTUNITIES**

The South Alberta Community Board recognizes that there are opportunities and challenges that lie ahead as it works toward creating more inclusive communities.

### **Opportunities:**

#### PDD’s Legislation Mission and Vision

PDD’s vision of an inclusive society provides a rallying point for a number of various ministries and organizations. Within PDD’s community governance structure, there are many opportunities to demonstrate leadership in creating more welcoming communities which benefits all Albertans.

#### Relationships and Partnerships

Through the community governance process of connecting and planning with community groups, there are many opportunities for PDD to work with others in the promotion of people with developmental disabilities enjoying community life. Community inclusion can be realized when all facets of a community are engaged and committed to supporting all of its members. By meeting and collaborating with different groups and organizations in the various communities across the region, partnerships and alliances can be established with the common goal of supporting community members.

The South Alberta Community Board and PDD South staff have established working relationships with individuals with developmental disabilities, their families and guardians, and the service provider community. These relationships will be pivotal in the exploration and introduction of different approaches to supporting people.

#### Employment

The booming Alberta economy has resulted in extraordinary number of employment possibilities. There is great potential for people with developmental disabilities to showcase their talents and skills in the workforce.

### **Challenges**

#### Alberta’s Robust Economy

With employment opportunities abound across the province, the Persons with Developmental Disabilities workforce has experienced significant turnover. The

resulting staffing shortages are impacting the delivery of supports and services to adults with developmental disabilities and their families. The impacts are especially acute with people who have complex needs and challenging behaviors that are requiring a higher intensity and consistency in support. The staffing shortage is also challenging PDD's principles around individualized supports and services as there is growing pressure to group people together.

#### Affordable Quality Housing

Although not part of PDD's mandate, the availability and accessibility of affordable, quality housing has impacted on people's ability to live in the community in a home which is conducive to his/her support needs. The lack of affordable housing is resulting in individuals living with people they do not know or are not compatible with which can create further stress for them. As well, to cope with escalating housing costs, people are congregating in groups of 4 to 6.

#### People with Complex Needs

The number of adults with developmental disabilities who have difficulty coping and have significant challenges living to day to day has increased. This, coupled with the staffing shortage, has challenged the current PDD service delivery options. There is an urgent need to engage other ministries and organizations in responding to these Albertans needs.

### **STRATEGIC PRIORITIES**

- *Shifting from service systems to inclusive communities, understanding that it is in community that long-term societal outcomes are realized.*
- *Developing a new business model for supports and services that focuses on community outcomes for individuals and is sustainable within PDD's resource base.*
- *Focusing on long-term societal outcomes through policy coordination and integration. The ongoing pursuit of life outcomes for individuals provides an opportunity to focus on inclusion as the foundation for sustainability.*

### **CORE BUSINESSES**

- Support communities to include persons with developmental disabilities in community life.
- PDD funded services lead to inclusion and citizenship of adults with developmental disabilities.
- Ensure community governance is responsive and accountable to adults with developmental disabilities, families/guardians, service providers, their communities and the Ministry of Seniors and Community Supports.

## CORE BUSINESS ONE

Support communities to include persons with developmental disabilities in community life.

### Goal One

Communities welcome and include adults with developmental disabilities as full citizens.

### What it Means

- PDD South, through the community governance process, will assume a leadership role in promoting and funding opportunities for adults with developmental disabilities to meaningfully participate in their communities.
- Full citizenship is regarded as more than being in the community. It means participating and being a valued part of the community. Having a job is regarded as a primary social valued role.
- The day to day operations of the region will be guided by PDD principles including the importance of community relationships and partnerships.

### Strategies

- 1.1 *Strengthen and promote long-term connections between persons with disabilities and the community*<sup>1</sup>.
- 1.2 PDD South will present to community groups and other government departments with the intention to collectively working together to create inclusive communities for all citizens.
- 1.3 PDD South will initiate the development of an operating protocol with a First Nations group regarding the development and delivery of supports for First Nations' adults with developmental disabilities on reserve.
- 1.4 PDD South will support initiatives which promote the full citizenship of adults with developmental disabilities, such as training for community agency staff.
- 1.5 Through short term funding of pilot projects, PDD South will support innovative approaches which build on the strengths and abilities of adults with developmental disabilities and support valued social roles in the community.

### Performance Measure

1. a. Adults with developmental disabilities are included in their communities. (Data Source: Creating Excellence Together annual survey results for Quality of Life Standard 7, indicators 1, 4)

Target 07-08 <sup>2</sup>	05-06	04-05	03-04
98%	98%	96%	97%

<sup>1</sup> Ministry of Seniors and Community Support Business Plan 2007-10 strategy 5.5.

<sup>2</sup> Target is based on an average of 3 data points, plus 1% stretch.

## CORE BUSINESS TWO

Assure through PDD South's monitoring framework, PDD funded services lead to inclusion and citizenship of adults with developmental disabilities.

### Goal Two

PDD-funded services provide quality supports that contribute to community inclusion for adults with developmental disabilities

### What it Means

- PDD South will provide funding to service providers and families which contribute to and promote inclusion. To receive funding, service providers and families are required to describe the agreed upon supports; outline the individual's interests and abilities and identify how staff support will further develop those; describe how the supports will enable the individual to develop their independence as much as possible and to improve their connections in the community; and to outline how paid supports will assist the individual in maintaining current relationships and developing new relationships with family, friends and other community members.
- PDD South has a significant role in monitoring and evaluating the supports to ensure that individuals are receiving quality supports. To ensure effective and efficient approaches, it is important to coordinate and where possible, integrate regional and provincial practices.
- Community inclusion implies that PDD cannot be all things to all people. PDD South, in responding to people with complex needs will operate within the framework of engaging other ministries who have mandates to support Albertans in need.
- In its consultative and funding functions, PDD South has a responsibility to promote and encourage a culture among its partners that stimulates innovation and healthy risk taking which creates more interdependence and independence wherever possible.

### Strategies

- 2.1. *Work with individuals and their families, community organizations and other government partners to improve supports and services for the Ministry's clients<sup>3</sup>.*
- 2.2 PDD South will develop a comprehensive and coordinated regional monitoring and evaluation framework incorporating the work of the Alberta Council of Disability Services (ACDS) and the CET Standards as well as other ministry practices.
- 2.3 PDD South will engage individuals and families in regional monitoring efforts, as well as provide mentoring and support opportunities for families.
- 2.4 PDD South will work with the service provider council and the new multiple partner group, formerly known as Joint Planning, in their efforts to address the issues of staff recruitment and retention.
- 2.5 The region will develop an operational plan to address the challenges associated with people with complex needs.

### Performance Measure

2. a. Control being exercised by adults with developmental disabilities who are supported by PDD-funded services. (Data Source: Creating Excellence Together annual survey results for Quality of Life Standard 6, indicator 1)

Target 07-08 <sup>4</sup>	05-06	04-05	03-04
96%	97%	95%	94%

<sup>3</sup> Ministry of Seniors and Community Support Business Plan 2007-10 strategy 5.1.

<sup>4</sup> Targets for 2a and 2b are based on an average of 3 data points, plus 1% stretch.

2. b. Satisfaction by families/guardians of persons with developmental disabilities with PDD-funded services. (Data source: Bi-annual PDD Family Guardian Satisfaction Survey)

<b>Target 07-08</b>	<b>06-07</b>	<b>04-05</b>	<b>02-03</b>
<b>87%</b>	<b>83%</b>	<b>86%</b>	<b>89%</b>

### CORE BUSINESS THREE

Ensure community governance is responsive and accountable to adults with developmental disabilities, families/guardians, service providers, their communities and the Ministry of Seniors and Community Support Services.

<p><b>Goal Three</b> PDD community governance is effective and accountable.</p>
<p><b>What it Means</b></p> <ul style="list-style-type: none"> <li>▪ Community governance is the process of engaging communities across the region to become partners with the PDD South in fulfilling its mission and vision of people with developmental disabilities being respected and treated with dignity.</li> <li>▪ It is also about reflecting the regional uniqueness within a provincial system which as a whole is committed to inclusive communities for all citizens. Decision making process is transparent and predicated on understanding the regional opportunities and challenges as well as those within the Ministry.</li> <li>▪ The effectiveness of community governance is the mobilization of communities to ensure the delivery of quality supports to adults with developmental disabilities. Furthermore, it is based on the community board and the ministry, together with the various community partners, working together for the achievement of the mission and vision of PDD.</li> <li>▪ As a crown agent, there are different accountabilities associated with community governance. Not only is the South Alberta Community Board accountable to its partners in the communities across the region, it is also directly accountable to the Ministry of Seniors and Community Supports. It is incumbent on the community board to fulfill its obligatory responsibilities under Section 11 of the Act.</li> <li>▪ Community governance is effective when the decision making processes reflect a commitment to the governing bodies but also to adults with developmental disabilities, their families/guardians, the service providers and the broad community.</li> </ul>
<p><b>Strategies</b></p> <p>3.1 <i>Participate in the development of a provincial funding framework for PDD-funded services and review and strengthen monitoring and accountability mechanisms<sup>5</sup>.</i></p> <p>3.2 <i>Promote the continued development of Board leadership and governance capacity<sup>6</sup>.</i></p> <p>3.3 An annual evaluation of the South Alberta Community Board’s effectiveness will be conducted.</p> <p>3.4 PDD South will evaluate the effectiveness of its revised organizational structure to ensure it can respond to the operational requirements of the region.</p> <p>3.5 The South Alberta Community Board will sponsor a regional symposium involving community leaders in creating inclusive communities for all citizens in Southern Alberta.</p>

### Performance Measures

3. a. Community Boards manage within their financial resources. (Data Source: PDD financial reports)

<b>05-06</b>	<b>Target</b>
<b>100%</b>	<b>100%</b>

<sup>5</sup> Ministry of Seniors and Community Support Business Plan 2007-10 strategy 5.2.

<sup>6</sup> Ministry of Seniors and Community Support Business Plan 2007-10 strategy 5.3.

3. b. Staff satisfaction with organizational support for work related learning and development. (Data Source: GOA Annual Corporate Employee Survey)

<b>Target 07-08<sup>7</sup></b>	<b>05-06</b>	<b>04-05</b>	<b>03-04</b>
<b>72%</b>	<b>75%</b>	<b>69%</b>	<b>NA</b>

## **SOUTH ALBERTA COMMUNITY BOARD STATEMENT OF OPERATIONS**

(See Attached)

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<sup>7</sup> Target for measure 3b is based on an average of 3 data points, plus 1% stretch.