



Burnaby Association
for Community Inclusion

BEING • BECOMING • BELONGING
ANNUAL REPORT 2014/2015

Vision (What we want):

A society that **includes** all people

Mission (What we do):

BACI creates places where people of all ages

- **connect** with family and friends
- achieve **hopes** and **dreams**
- **learn** and **grow**
- have **choices** respected
- **access** quality supports and services
- believe in and **advocate** for the rights and responsibilities of everyone





BEING • BECOMING
• BELONGING



ANNUAL REPORT 2014/2015

President's Message	2
Executive Directors' Report	3
Children's Services	7
Adult Services	15
Family Services	27
Organizational Services	30
Committees	35
Kudoz & Fifth Space	42
Auditor's Report	48
Financial Statements	50
Funders, Donors & Sponsors	62
Board of Directors	63



PRESIDENT'S MESSAGE



President, Paul Miller

As the Burnaby Association for Community Inclusion enters its 60th Anniversary year – and I enter my 11th year as a Board Director – I appreciate all the more BACI's drive to achieve its mission of creating 'A society that includes all people.'

The history of BACI is really the history of the Community Living movement in Burnaby – from 12 families gathering around a kitchen table in 1956 determined not to send their children to an institution, to the development of the first school in Burnaby for children with disabilities, to the expansion of services to support over 1,000 children, youth and adults with disabilities in Burnaby to lead as full lives as possible in our community.

With the help of some of the most creative and impactful thinkers, developers and 'doers' in the world, this past year saw more important steps forward – in aligning BACI's service delivery, community development and advocacy initiatives to better meet the needs and dreams of the children, youth and adults we support.

Collaboration – both inside and outside of the organization – has been a central theme this past year, and has resulted in an array of meaningful initiatives and outcomes. One partnership in particular – with the Sharing Our Future Foundation – continues to hold promise as the SOFF evolves their strategies to support BACI's mission.

As always, it is collaborations with the people of BACI – the inspiring individuals and families we serve, the resourceful staff and dedicated members of the Board – that has kept this organization at the leading edge of facilitating a more connected, caring and inclusive society.

EXECUTIVE DIRECTORS' REPORT



Co-Executive Directors, Tanya Sather & Richard Faucher

BACI is entering our 60th year! Can you believe it?

We are so thankful to still be surrounded by some of our founding families. We are forever grateful to Lois Godfrey, who continues to grace us with her enduring dedication and wisdom. The leaders on our Board of Directors have followed in Lois' footsteps, providing us with much appreciated ingenuity and guidance.

We are also thankful for the new families who have chosen to build a relationship with us. They push us to keep our services relevant to the new generation. They remind us of the importance of staying aligned with diverse cultures. They inspire us to be leaders in the community, the service sector and the advocacy movement.

To all of the people and families we serve, we extend a heartfelt Thank You for allowing us to be in relationship with you. We are humbled by the trust you place in BACI. We try every day to be worthy of that trust.

We're also incredibly thankful to the hundreds of dedicated people who work for and with BACI. Our staff work tirelessly to be the best they can be in their support of those they serve.

We have been around for a long time, yet our approaches to service continue to evolve – we haven't become stale. We have weathered many a government re-structuring scheme, and yet our relationship with them stays strong – we haven't become jaded.

We have seen fads emerge, we've jumped on and off a few bandwagons, yet have managed to stay true to our core values while capturing and incorporating the best new ideas into our policy and everyday practices – we haven't become cynical. We've worked long and hard and we've supported people and families who have lived long and hard lives – and yet we remain energized and positive.

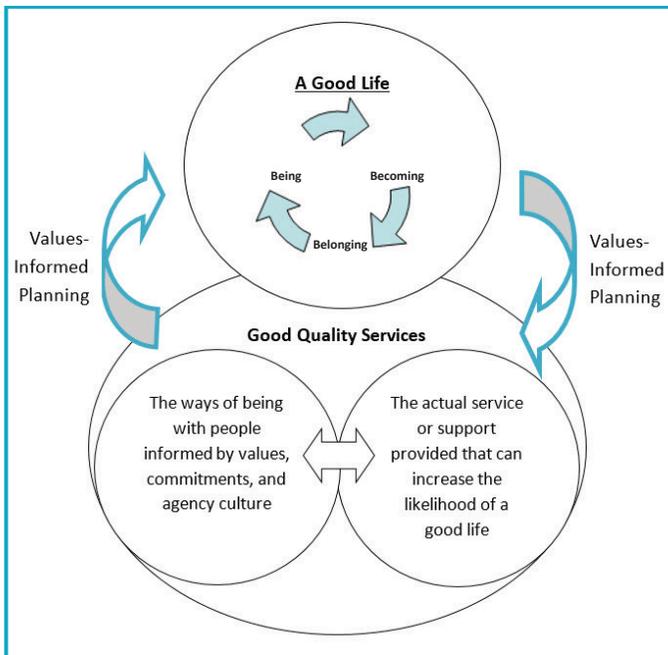


Figure 1 ~ How Good Quality Services Can Impact a 'Good Life'
 – Generated by BACI's External Quality Services Review

It may be our loyalty to the children, adults and families we have served over the years that has most shaped BACI's culture and reputation.

What makes us able to keep evolving, enthusiastic and curious? We think it is that loyalty to the people and families we serve. We want to be worthy of their trust.

We want to prove our worth by staying relevant and responsive. To do so, we must be intentional – about learning, about trying new ways to solve old and new problems, about collaboration, about how we measure how we're doing and how we hold ourselves accountable.

Our commitment to relevance and responsiveness aligns with our belief in the value of learning revealed through reflection. Over the last year, we continued to reflect on our work and find lots of reasons to give ourselves a big collective pat on the back... our reputation for edgy innovation is sky-rocketing; families, the children and adults we serve report staggeringly high levels of satisfaction; CARF was impressed by us, and funders are pleased.

But after a quick pat on the back, we remind ourselves not to put too much stock in what we've come to call 'vanity metrics.' We have decided that we can do better. We have rejected the old adage, 'If it ain't broke, don't fix it.' We know we can be better and do better for the children and adults we serve, their families, our staff and our community.

Our loyalty to the individuals we serve and their families continues to spark a dynamic energy for change. The change we seek is a new fuel that will propel our commitments to those we serve, and result in a powerful collective impact and personally improved quality of life.

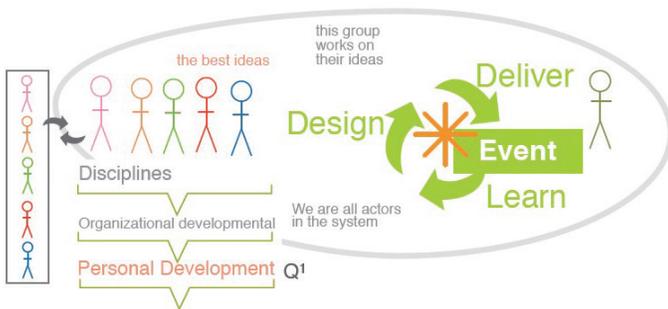


Figure 2 ~ Learning Loop

A huge component of our new fuel is 'learning.' BACI has become increasingly committed to being a 'learning organization,' and by that we mean that we want to learn from our past efforts and understand the impact we are really having on those we serve and our community. We want to be confident enough to take the risks necessary to innovate new and better ways to advance the inclusion and belonging of the people we serve. To this end, we have embarked on several important and connected initiatives:

- The external review of our Quality Assurance Initiative, with WRH Consulting (Figure 1)
- Participation in the 'Include Me Quality of Life Survey' – with CLBC and Dr. Schalock
- Participation in the SIG McConnell Innoweave Program – Impact and Strategic Clarity
- Leadership Training on 'Learning Loops' with Jeff Barnum (Figure 2)
- Guided Reflection with The Venture
- Narrative Intelligence with Denise Withers
- Partnership with InWithForward, Simon Fraser Society and posAbilities – Fifth Space and Kudoz Prototype (Figure 3)
- Building Caring Communities Partnership
- Raising IDP
- BC Partners in Workforce Innovation
- Leadership Training on Impact Evaluation – 'Getting Closer to What Matters' with Steve Patty

All our learning has generated some new language around BACI. We're saying things we've never said before, like... 'Intended Impact' and 'Theory of Change,' 'Inside and Outside the Triangle,' 'Deep Dives and Mini dives,' 'Impact Evaluation,' 'Developmental Leadership,' 'Design Thinking,' 'User Groups,' 'Learning Loops,' 'Patterns,' 'Prototype,' 'Iterative,' 'Ethnographic'...just to name a few.

BACI'S IMPACT STATEMENT:

BACI supports people with developmental disabilities from Greater Vancouver to live a 'Good Life,' from birth to death. BACI will increase belonging through advocacy, community development and service delivery.



BACI's Impact Statement & Theory of Change



Figure 3 – Kudoz – An Innovative Initiative by InWithForward, BACI & Other Service Agencies to Expose People to a Broader Range of Experiences and Opportunities



Lois Godfrey on her recent 90th birthday!

But more importantly, we're beginning to work in ways we've never worked before, like expanding our focus to pay deep attention to not just what we do, but how we do it; seeking input and advice from the children and adults we serve and their families not just because it's the right thing to do from a values perspective, but an essential thing to do from a service design perspective; testing new ideas before wide-spread implementation. Recognizing that when our staff have the time, encouragement and guidance to release their creative and innovative talents, everyone benefits.

So, mostly we at BACI have embraced the whirlwind of learning that has occurred over the last several years and have infused our approaches and practices with that learning. Sometimes, though, we struggle to see the connection between 'Impact Evaluation' and 'Learning Loops,' between 'Narrative' and 'Guided Reflection,' between 'Satisfaction Surveys' and 'Triangle Protocols.' If we were cynical (but we're not), we might find these learning opportunities to be disconnected 'flavours of the week.' Because we are curious and enthusiastic learners

(not jaded), we see the connection and potential between each of our learning experiences.

Each invites us to gain clarity on the change BACI hopes to shape in the lives of the children and adults we serve, their families and community. Each strengthens our ability to shape that change.

Each deepens our capacity to evaluate the impact of our efforts. Each sharpens our skills so our efforts hit target. Each helps us soften our pride so we can truly learn from our failure.

Each stokes our courage so we can ask about and measure what really matters to people, not just what's easy to count for us. And each learning experience keeps us fresh (not stale) and inspires us to keep raising and reaching our own bar.

Sixty years ago, Lois Godfrey and her friends staked their children's claim to community. BACI's has grown out of that claim. Today, as we look to our next 60 years, we invite you to join with us in staking a new claim – to support people with developmental disabilities to shape the communities in which they live and work into places where they can flourish and belong.

Tanya and I will likely not be around to celebrate BACI's 120th birthday...but the many children we serve will be. We can only imagine how BACI will evolve over the next 60 years!

CHILDREN'S SERVICES





Infant Development Program

By Jen Ghioda

It has been a busy year for the Infant Development Program (IDP), full of changes and beautiful progress.

IDP works with babies and toddlers up to three years old and their families to assist with development. A commitment to family-centered practice underpins all that BACI's IDP does.

This year, we brought a group of families and staff from different areas of BACI together to re-design our annual survey. We believed that the survey needed updating to more effectively engage the families we support. It was an exciting journey – full of enthusiasm from all parties and resulting in a number of outcomes that far exceeded our expectations!

We learned that families were eager to help and wanted to be consulted. From them we also learned what really matters.

We have since implemented many of their ideas in our daily work with families. We are continuing to refine the questions we ask families and plan to create a final version of the survey in the Fall.



BECOMING:

We have expanded the many play and educational groups offered by IDP through partnerships with other organizations. The YMCA has been a wonderful collaborator, offering space and support to run shared Infant Massage and Mother Goose classes. Cameray Child & Family Services has joined with us to run a Sensory

Play program – a wonderful opportunity for children to try different textures and mediums and get messy, while their parents are able to have conversations on various topics of interest.

Story Art is a new class we began this year that inspires great attendance and enthusiasm. Families also love the ever-popular Move With Me music class and the Baby Beluga pool program.



BELONGING:

One very special connection was recently made during the Story Art class. Isaac was getting frustrated while his mom and little sister were enjoying the class with other families. He does not like being in confined spaces, so he went for a walk with one of the IDP staff.

As Isaac roamed the halls of the building, he would not enter any office or look at anyone until he spotted Jack! He instantly went to Jack and wanted to be picked up. They sat together, read together and simply smiled at each other! It was a wonderful thing to see.

The interactions between families at playgroups have blossomed to become a wonderful support system. Both children and parents have made friendships and it is so beautiful to see the excitement when their friend arrives! New this year is our Family Night, which families had requested. The conversations and connections have been amazing, with families making plans together and helping each other.

One mom shared that she is so happy, that all she wanted was to feel connected with others who understand what she is going through. She had attended other groups, but had never felt that her family belonged or was accepted.



Little Anna

By Jen Ghioda

Little Anna came to us at only 13 days old with severe tightness in her neck muscles and a very flat spot on her head. Physiotherapy was initiated right away with some very difficult stretching exercises needing to be done numerous times each day.

As time has passed, she still needs physiotherapy, but much less intensively. Anna has shown continued progress with all of the work her parents have been doing. She is now over a year old, walking along furniture, inquisitive, happy and thriving!



Child Care Centres

By Chrisa Aiteur, Lesley Cannon, Anna Tran, Carly Neville

Under our mission of ‘A society that includes all people,’ and our constitutional commitment to support all children, BACI continues to operate four inclusive child care centres for infants and children up to 12 years old – Fairhaven, Variety, Brentwood Park Plus and South Slope.

Building on our work and learning from the past few years, each centre continues to use the findings and goals from the Harms & Clifford Review, as well as BACI Quality Assurance Indicators for Child Care, to plan for the children and families served. Both processes share similar indicators and outcomes around Social, Emotional, and Physical Development, Families as Partners, Inclusion & Diversity, Staff, Program Planning, and the Child Care Environment/space.

BACI strives for the centres to be places where all children are not only safe and healthy, but are growing, connecting, thriving, and contributing. Every day is precious, especially in the life of a developing child. Even the smallest things can have a significant impact.

There are countless examples of the positive effect the centres have on the children as each centre continues their work and development.



BECOMING:

The Fairhaven team focused on creating a space that was rich in colour, visual images and sensory stimulations. They added wall decorations based on literacy activities, diversity themes and other sensory images.

The children’s work was also displayed throughout the centre, to instill a sense of pride and contribution. The children have enjoyed the new visual images and décor, finding them more fun, engaging and ‘alive.’



LEARNING:

The Team at Variety learned how small changes can have a big impact. Often, when supporting children with special needs, personalized plans and strategies are used to ensure they are fully included. These strategies are not usually big and obvious, but rather, small and subtle – changing space so friends can eat lunch together, adding visual cues and images to make transitions easier, making activities shorter, and adding communication supports to make conversing and connecting more possible.

The work at Variety also reminds us that even though strategies may be designed to benefit one child, they impact and support the access and inclusion of all children.

At Variety, the children are included in the overall planning and feel of the centre. They have especially enjoyed planning and participating in activities that celebrate diversity. Every other month, the team chooses a country to learn about – usually one that is linked to a child's heritage. The children are learning about different cultures and traditions, but the key part of this activity is that they're learning from – and about – each other.

The children at Brentwood take a lot of ownership in creating a centre full of kindness and respect. They established a social contract with each other – the 'Rules of Relationships' – and set up a system of recognition and celebration for all their kind acts. This has inspired more positive interactions, and helped them hold themselves to their 'Rules.'



At South Slope, the team focused on Science & Nature and encouraged the children's participation and growth in this area. The children were encouraged to decide which experiments or themes they wanted to explore. From there, they created plans to teach their friends and peers.

This collaborative approach gave the children a greater sense of pride and belonging within the program, and fostered their leadership skills. It also reinforced positive interactions between all of the children! There is increased problem-solving, along with more interest in, and enjoyment of, activities involving Science & Nature.

As in the other centres, another key focus at South Slope was inclusion. The staff facilitated a buddy system so that all children could interact and build connections at the centre. This has not only increased friendships among children of all abilities, but more children are showing confidence and independence by reaching out to their peers, initiating positive interactions, and playing and reading together.



Children's Respite

By Jen Ghioda

The Respite program has been busy this year, with 7 new referrals, a few children aging out of the program, and one moving services to their home community. We currently have 31 children accessing respite.

The Respite initiative is making a wonderful difference in the lives of families. Our partnerships with Sense Communication and Tourism Burnaby have been crucial in creating special opportunities for families to get a much-needed break from their everyday routine.

The generous support from The Delta Burnaby Hotel & Convention Centre, The Hilton Vancouver Metrotown, and The Holiday Inn Express Vancouver-Metrotown, make it possible for families to spend a luxurious night away!

In the coming year, we are hoping to expand the number of hotels, restaurants and movie theatres who are willing to support the program.



BEING:

G's parents felt very spoiled! They arrived at the hotel and were treated like royalty. Once in the room, they were welcomed with a beautiful gift basket of perfectly chosen snacks and drinks made by Moordyd's Gifts, and a special hand-written note that they treasure.

They had not had a night to themselves since G was born, almost 9 years ago. After what they called 'the ultimate dinner experience' at e.b.o. Restaurant, they spent the evening enjoying the surroundings. It was a night they will never forget, particularly the uninterrupted sleep – their first in over 9 years.

G spent his very first over-night away from his parents and had a great time at the movies and going for special ice cream. For G's family, this wonderful opportunity has changed their lives.



BECOMING

J and his family have struggled significantly this year, with numerous hospital stays, police at the house, and mom being injured on a few occasions. On some desperate days, emergency respite was found, we changed J's services to work better for him, and have seen great results.

J's family has been so grateful for the Nutrition Coupons that we've been able to provide through our partnership with the BC Association of Farmer's Markets. This program has helped J to learn more about shopping for fresh, locally grown food, to eat healthier, and to meet a broader range of people from the local community. One farmer has invited J to visit his farm and help with the animals!

Youth Program

By Michelle Owen



LEARNING:

In previous years, BACI's Youth Program included the same group of youth doing various weekly activities and outings together. This year, we focused on making adjustments to the program that would enable youth to be more involved and connected to peers in their neighborhood. We spent time finding and creating opportunities for the group of participants to meet new people, build relationships and be active within their communities.



BECOMING:

BACI's Youth Program partnered with youth centres run by the City of Burnaby. This allowed youth with disabilities to spend time in the centres twice a month alongside their peers from high school. The staff worked hard to promote inclusion, ensuring that people were connecting and interacting with others, learning transit skills, and having fun.

The program also formed a partnership with the Burnaby Public Library, using their space and resources to help plan an event night once a month. Additionally, the program hosted one special outing or physical activity each month – open for anyone to join – including soccer, tennis, and baseball games.

Over the next year, we will continue making partnerships and encouraging youth to be involved in their communities.





BACI's Summer Youth Camp supported 15 teens every weekday during July and August. The majority of teens who typically attend the camp have transitioned to adult services, so we got to meet a whole new set of teens.

The team planned a wide range of activities that were fun and educational. Every day, the group enjoyed outings and activities that were interactive learning experiences. From learning about banking and budgeting to sports activities, local recreation and educational attractions, the activities provided opportunities for everyone to build on their skills and experience their community in new ways.

The staff in the summer program also educated high school students who are interested in volunteering on how to better support youth and adults with disabilities so they can access recreational facilities and make more connections in Burnaby.

Aaron

By Jade Campos

Aaron has been a part of the Summer Youth Camp for the past four years. He is a very talented artist and builder.

I first met Aaron last summer at the annual BACI BBQ. He loves to joke around and share pictures on his phone of different experiences he has had in the community. Aaron was quite shy, however, and it was rare for him to initiate conversations. When asked a question, he would sometimes freeze. When meeting new people, he was introverted and often kept to himself.

Aaron had aged out of the program, so this year he asked if he could volunteer with it. He went through the hiring process, and when he showed up the on first day you could sense how well he fit into his new role. He immediately began to help in more ways than one, and never forgot that he was there to support the individuals and staff – instead of being supported himself.

The staff in the Youth Camp can truly rely on Aaron when needed. He is no longer afraid to initiate conversations or spend time with new people. As well, he is now transiting independently to and from school. It has been amazing to watch Aaron grow and develop into a young adult as he transitions into post secondary school this September.

ADULT SERVICES





Community Inclusion

By Michelle Owen

In 2014 – 2015, the themes of personal growth and employment were evident as something people desired.

As a result of person centred facilitation and on-going planning throughout the past year, we uncovered that people aspire to tackle ‘big-picture’ things such as travelling, pursuing post secondary education, building new and existing relationships, and moving out or having increased ownership of their current home.



LEARNING:

Through these conversations, we have learned that setting goals with people is more meaningful when we deviate from traditional activity-centered, and ‘SMART’ goals. It is essential that we encourage growth, provide opportunities, discover what’s important to people, and find meaningful ways for them to grow and contribute in their own way.

We now know that to support people to achieve more, we need to further commit ourselves to being flexible, person centred and open-minded.

In February, an in-person Feedback Session was designed as a way to gather first-hand information from people served regarding four service delivery areas: personal growth and development, community and accessibility, relationships and home life. Facilitators asked people questions and led conversations in an effort to understand if and how BACI has made an impact on these areas.

People were asked if they are satisfied with their home lives, the people in their lives, opportunities for growth provided, and experiences in the community.

Findings and Themes:

1. Personal Growth and Development

People expressed their desire for on-going learning. Many people reported that they have learned new skills as a result of volunteering or working; others spoke about classes and community groups they are a part of. A number of people talked about the support they have received to learn basic life skills, including independence in personal care routines and cooking.

A common theme among people was the need for paid employment; people want to work more and earn money to pay for vacations or education. There were a few people who wanted additional supports to try new community classes, or to further their formal education.

2. Community and Accessibility

When asked about opportunities to be part of the community, people listed off a number of places they go and activities they regularly do. Activities include arts, holiday celebrations, cooking, volunteering, recreational, leisure, exercise, etc. Places people visit include churches, restaurants, coffee shops, parks, and more.

A few people talked about how flexibility is important, and how they appreciate that they are supported from their home – sometimes during evenings and weekends, rather than the typical 9 AM to 3 PM at Still Creek.

A number of people talked about needing support to plan a trip to visit their family, or take holidays outside of Metro Vancouver.





3. Relationships

People talked about four main types of relationships – with people in the community, with staff at BACI, and with family and friends. People reported that they have good relationships in the community with people they see at church or at places they regularly visit. A lot of people identified their relationships as being with their peers and staff at BACI. Family relationships are important to people; it was affirmed that families provide stability, consistency, love, and support.

People felt very good about their networks and friends. Friends are an important part of celebrations, and people enjoy learning from – and sharing – their gifts with their friends.

4. Home Life

Feedback around home life was generally positive. People reported that they have choice about where they want to live and whom they live with. A few people said they would like more privacy, and more choice about who visits their home. But people like where they live, and have choices about the things they do at home. Many people talked about how they chose their animals, and were proud to talk about how they took care of their pets and did chores at home.

As we move into 2016, we will continue to focus on what's important to people, empowering people and increasing opportunities for them to direct their services. We will continue to learn together, support people to grow, try new things and evaluate and adapt our services.

Housing & Community Development

By Teddy Chan

Over the past year, BACI's Residential Housing Services made a mandate to better represent person centered values and practices in all that we do. We began looking more closely at what's important to the 61 people we serve – what they truly want in their lives and, ultimately, how we can help facilitate that. Teams re-focused to ensure that their daily work really did individualize peoples' services.

Our goal is to always try to increase areas of satisfaction, happiness and accessibility for people. Led by our team of supervisors and coordinators, direct support teams dedicated their time and energy to realize this goal.



LEARNING:

In order to make the most impactful and long-term change in peoples' lives, staff teams realized that change needed to begin with their own behaviour.

Collectively, we asked tough questions, such as: "How are our actions limiting a person's opportunity? How good is our ability to problem-solve while valuing the needs and interests of the people we serve?" We discovered that the ritual for such critical thinking begins at team meetings, with the hope that it slowly embeds itself into our daily conversations at work.

We are looking to make a long-term impact by re-emphasizing service delivery expectations, branding ourselves with a strong identity, and aligning how we support each other to reach our intended goal.



BECOMING:

The result of this highlighted direction is an increase in person centred values that bleed into our work. Not only do we want to see a better approach in how we support people, but we want to increase our ability to humanize our work by providing a greater level of support and understanding to our employees. By fostering a culture that embodies this, we hope it goes hand in hand with human resource tools such as appraisals, training, and learning.

Another part of this shift is the desire to increase involvement with family. As a part of the organization that has deep roots with families, we want to re-establish our commitment and value to them. Many teams have a long-standing rapport with families, ensuring that there is regular communication and that relationships are built through dinners and other events. Some teams have established a routine of family gatherings to check in, while others maintain daily or weekly contact.



D's Team

By Joanne Zamora

It is often small moments that increase the quality of life in our aging home.

D's Place has taken pride in supporting the ladies to achieve a good quality of life within their home. Over the years, the residents at D's Place have experienced a few health barriers that have made daily access to community a little more difficult. While community access is slowing down a bit, the team has made an extra effort to make the neighborhood a more social environment.

As a team, D's Place has aimed to establish a fun and engaging environment not just for themselves, but for their entire condo community. They have developed weekly gatherings in their courtyard – gardening, scrapbooking and visiting with pets. They have also hosted karaoke, movie nights, and game nights in their home.

D's Place is just one example of a team that is adapting to changing needs, yet not compromising on their commitment to serve in the best interest of people. They have taken the responsibility to adapt their role and design interactive environments – no matter where they are or what they are doing.

We want to establish relationships with families that are built around trust. We want all service users and their networks to understand the vision of our services and be on board with our service delivery direction – that the perspective of the person in service is the primary one that we advocate for.

Moving forward, we want to continue to look for and offer new and creative housing opportunities for people – working with teams to re-define 'group homes' and reducing our footprint in peoples' lives. We want to address different housing challenges by increasing our ability to serve a broader range of people.

Economic Inclusion

By Seema Tripathi

'Diversity and Inclusion in the workplace are essential business tools today'

- Andy Wright, New York Times

BACI Bins



BECOMING:

BACI recently partnered with InclusionBC, Value Village and the Sharing Our Future Foundation (SOFF) in a clothing donation bin initiative to benefit the children, youth and adults we serve.

BACI acquired donation bins – known as BACI Bins – and placed eight of them at different locations throughout Burnaby and East Vancouver. Every day, two of the casual employees go with support staff to collect donated clothing from all the bins, then drop it off at Value Village and collect a certain amount of revenue calculated by weight.

This initiative has been very well received and has provided meaningful employment for the folks we support!





We will continue to promote an inclusive labour market and work towards meeting the employment and career needs of our jobseekers – helping them to explore their own potential and become proud and esteemed contributors in their community.



BELONGING:

With the right job match and support, everyone can be employed. Han's story confirms this. Han came to BEST wanting support to find a job. He worked with his Employment Specialist (ES) and obtained a job as a dishwasher at a local pub. Unfortunately, the pub closed down and Han was back looking for another job. He started working with his ES and was very motivated, but he had his share of challenges and anxieties about working in the food industry. He often struggled with making social connections, and did not fancy being on transit. Han wanted to enhance his employment skills, but was not sure how to go about it. He was not a big fan of sitting in the classroom, but with the support and encouragement of his ES, Han registered for FoodSafe and WHMIS certification. He passed both of these courses with marks in the 90th percentile!

Han wanted to build on his newly acquired skills and soon obtained a lobby attendant position at Tim Horton's downtown. He likes his job a lot! In his desire to excel at his work, he has proudly embraced the challenges of having to create his own rhythm. He is learning to interact with customers and co-workers, and also find his way through the crowds. On a busy day, his store sees 200 – 250 customers an hour!

When Han first started at Timmies, he knew he had to smile when interacting with customers and staff (a job requirement), but now he has a reason to smile and laugh!

BEST (BACI Employment Services and Training)

On the path towards 'Economic Inclusion' we have realized that at BEST we possess the knowledge, tools, resources, leadership and capacity to make meaningful employment an attainable and realistic goal for the people whom we support. It is time to scale things up!



LEARNING:

In our efforts to develop and maintain relationships with the business community, potential employers and community partners, we learned that it was of utmost importance to work towards a meaningful collaboration with them.

In simple words, we need to develop a smart business relationship – one that is equally beneficial to jobseekers and employers. One that will empower jobseekers to gain meaningful employment in workplaces that promote full inclusion. One where the employers decide to hire our jobseekers not because it is the right thing to do, but because it is the smart thing to do!

Yard 'N Works & Earthwise Tree



BECOMING:

The last year has seen some major and encouraging changes at Yard 'N Works. Earthwise Tree Services, a privately owned landscaping company, contracted with BACI to employ 5 of our casual Yard 'N Works employees on a part-time basis. They regularly maintain the BACI properties and all of their landscaping needs.

For the former Yard 'N Works team, the transition to more structured work, greater skills and knowledge development, and longer work shifts caused them to realize their greater potential. With the support of their new employer, they are thriving.

Earthwise Tree is dedicated to a diverse work force and, in particular, the economic inclusion of people with developmental disabilities. Earthwise does not see itself as an 'exceptional' business for this; rather, it does not see why other businesses would not employ people with a disability if they are able to perform the duties required of them to a satisfactory standard.

As more businesses become aware of the benefits of employing people with diverse abilities, we hope businesses like Earthwise Tree will be more the norm than the exception.



Action Packaging



BECOMING:

With businesses becoming more tech savvy and internet reliant, we have continued to experience reduced sales over the past year and thus have been exploring creative alternatives.

We have maintained relationships with our existing customers and have also established some new connections with Seasoned Gourmand Foods and Parissa Laboratories. These new connections offer casual employment for our employees at Action Packaging.

We are in the process of identifying casual employees who would like to connect with BEST to explore work opportunities in the regular labour market and supporting them to make it sustainable.



Life Sharing

By Karey DeGenova

We have been very busy over the past year working to improve the supports and services we provide. The Life Sharing managers meet bi-weekly to ensure that continuous improvements are being made and reflection on those changes is occurring.

Along with the other areas at BACI, we worked with consultant Steve Patty on doing a qualitative evaluation or in-depth personal interview, and creating a framework – or ‘canvas’ – for our departments. We completed two qualitative evaluations, with the first focusing on the individuals supported in Life Sharing. They were asked a series of questions around the type of supports they currently receive or would like to receive. We then focused our second evaluation on the contractors to determine what type of supports they need to best support those they live with.

The information we collected through these personal and thoughtful conversations aided us in the development of our Life Sharing ‘canvas.’ This included defining what we see our intended impact to be, outlining the process or conditions under which we will make these changes, and identifying our actions moving forward for the year.



LEARNING:

As our Life Sharing numbers continue to grow, we welcomed an additional manager to our team. With this growth, we recognized the importance of ensuring our team remains strong, cohesive, focused, flexible and responsive to people’s unique needs. To do this, we realized we must be in constant communication with one

another, collaborating spontaneously and through bi-weekly 'Learning Loop' meetings and monthly team meetings.

The managers have made commitments to attend regular home visits, conduct informal check-ins with supported individuals, their families and contractors, and complete formal annual monitoring. The managers will continue to do qualitative evaluations and have intentional conversations with a sampling of supported individuals and contractors. These conversations will be guided by a series of questions that will help us get closer to the heart of peoples' feelings. As well, they will ensure satisfaction surveys are completed with supported individuals and their families.

One key area we decided to concentrate on is training around Person Centred Practices. The Life Sharing department has taken a more intimate, personalized approach to training and is holding Person Centred Thinking (PCT) Pods throughout the various communities in which the folks in Life Sharing live.

Person Centred Learning Pods

By Avelina Britton

In the past, we limited ourselves to organizing events and workshops at our Still Creek Centre in Burnaby. Although many of our contractors were able to attend, most had challenges juggling their schedule and responsibilities. Thus, the community-based workshop series was born.

These 'Pods' were a novel way to introduce 'Person Centred Thinking and the Learning Community' to those we serve. The workshops were held in various communities in Metro Vancouver – either at a local community center or hosted in a Life Sharing provider's home.



As a PCT trainer, I facilitate the workshops which are open to the people receiving support through Life Sharing, their family members and the contractors. The workshop is well received by those who attend, with the individuals seeming to enjoy it and actively participating. Upon reflection, participants reported that they preferred the more relaxed, smaller group setting which was closer to home and gave them an opportunity to meet others in their local community.

Rich conversations were held about creating a Circle of Natural Safeguards for those supported and ensuring that both formal and informal relationships are acknowledged and nurtured. The importance of the Shared Commitment, which documents what is important to both the individual and the contractor, was reinforced through this person centred learning. Everyone learned how to develop their own One Page Profile, which heightened their sensitivity around what is relevant information that a person would want others to know about them.



BELONGING:

One of the people we support through Life Sharing, Allison Allyn, and the Santos family with whom she lives, created a Shared Commitment together where one of the commitments identified is around vacationing together. As the title of her story suggests, Allison believes that it's never too late to give up on your dreams. When the right people come together, dreams can come true.



You're Never Too Old To Travel The World And Learn Something New

By Allison Allyn

I never thought I would ever travel outside the Lower Mainland until I met Arceli and her family. When I first met my Life Sharing family, the lady of the house, Arceli, asked me, 'What are your goals?' I thought to myself, 'Well I'm old. I don't have any goals. I just want to live my life.' Then I said, 'I want to go on vacation outside Vancouver.' And boy oh boy! Did I find the right person! She made my dream come true. I didn't really want to talk about travelling because you know... I didn't think it would ever happen.

I have been many places in the last couple of years – the Philippines, Hong Kong, Seattle, Nevada, Edmonton, and Chicago. I am loving it! I really enjoy travelling and I want to stay healthy so that I can travel. I am 65 but that doesn't stop me from going to new places and having a great time.

And you know what else? I meet a lot of people when I travel. One more thing; you are not too old to learn something new. I am learning how to speak Tagalog (the Philippine national language). I can understand a lot more now and I can speak a few words. I asked Arceli to be my tutor and her daughter thought that was a great idea. I wish I had a magic wand and could make people small enough to fit in my pocket. Then they could travel along with me!

FAMILY SERVICES





Outreach

By Lyn King



BEING:

2014 – 2015 has been a year of collaboration and learning for the Outreach team, as we strengthened our relationships with both community partners and the people we serve.

We are enjoying our second year as part of the BC Association of Farmer's Markets Nutrition Coupon Program. Ten seniors and 9 families – over 55 people in total – receive weekly coupons to purchase fresh, local produce, cheese, eggs, meat and fish at the markets. Those who participated last year were eager to be involved again.

Our weekly community kitchens, supported by our Vancouver Food Bank donations and Can You Dig it garden plots, provide opportunities for folks to learn how to purchase and prepare fresh produce. We hope to have our second annual canning workshop and harvest meal later this Fall.



BECOMING:

Inspired by our work with Steve Patty around Impact Evaluation, the Outreach team has begun to ask different questions – and collect responses in a different way – to determine the impact that our services have had in peoples' lives.

Folks were invited to attend a gathering where small groups were asked questions about how they had been impacted as a result of the services they received. Two key themes emerged – challenges with aging, and supports needed to navigate social networks.

Challenges with Aging:

Suitable housing and independent living needs have been a priority for many folks supported in Outreach this past year. Thirty percent of the folks served in Outreach are over 55 years old, and 50% are between the ages of 60 and 90. Having access to appropriate, timely and respectful supports and services to meet their changing needs has been a focus of the supports provided.

Our developing and on-going partnerships with other BACI departments (Life Sharing, BEST) and other agencies (Building Caring Communities, BC Housing, Home Health, Services To Adults with Developmental Disabilities) are critical to successfully meeting peoples' needs around suitable housing, homemaker services, nursing services, equipment purchases and financial resources.

Before you speak:

THINK

T – is it True?

H – is it Helpful?

I – is it Inappropriate?

N – is it Necessary?

K – is it Kind?



LEARNING:

Navigating Social Networks:

For some of the younger folks, figuring out how to bridge conversations when interacting with community members was a key issue. They wanted support with learning how to get a conversation going and moving it towards a possible connection or friendship.

With the help of 4th year Douglas College Nursing Students, a small group of Outreach service users and Outreach staff worked together over three months to design a 'Mini 'zine' pocket tool to address that issue. With gentle prompts and humorous reminders, it offered ideas on how to start a conversation – and how to get out of an uncomfortable one.

This tool will be used in BACI's upcoming Healthy Relationship classes, with self advocate members of its design team invited to teach its use. We are very proud of the end result, and hope to work on further projects with the design team in the future.

Family Support

By Carol Stinson

Over the past year, Sarah Baumbusch, Carol Stinson and John Tsang hosted family networking and information sharing events, as well the Music on Mondays music therapy program and elementary-aged tutoring program.



BECOMING:

Much of the work in Family Support is done behind the scenes, as we help families navigate the systems that support our family members with disabilities. This year the transition to adult services continued to be a challenge, with the new streamlined Persons with a Disability Benefit Eligibility Application confounding many families.

Families in Burnaby continue to be a great source of inspiration as they cope with change. Burnaby has been identified by the Ministry of Social Development and Social Innovation as an aging community, which is a particular challenge for families. Siblings are taking over the caregiving and support role from their parents, and some families are adding the care of aging parents to the care they provide their loved ones with a disability.

Luckily, families today have more tools than they did in the past to help them plan a secure future – like Representation Agreements or the Registered Disability Savings Plan (RDSP).

Over the next year, BACI Family Support will partner with our fellow disability organizations and VanCity to present financial planning workshops in different languages, times and locations, to support families to be confident that they are prepared for the future – for themselves and their family members.

ORGANIZATIONAL SERVICES



Human Resources & Quality Assurance

By Lyn King, Lisa Thomson & Barb Trippel

All BACI programs and supports strive to ensure we are providing services that will lead to a good life for people served. One of QA/HR's roles is to gather feedback on those services from all of our stakeholders.

Our practice has been to send out annual Satisfaction Surveys to all the people we support, to see how satisfied they are with the services they are receiving. There have always been challenges around the number of surveys completed, as well as how effective they are in getting to what really is important to people.



LEARNING:

After doing some work over the past year with Steve Patty around Impact Evaluation, we decided to try something different this year with the Adult Services surveys. Our goal was to both increase the number of people who gave feedback and to get more meaningful information.

Questions were developed in collaboration with Adult Service managers. Individuals from the Community Inclusion and Outreach areas were invited to attend feedback sessions. Support staff, supervisors, coordinators and managers facilitated small groups to have conversations around the key questions. It was great to see how excited people were to participate.

Lots of feedback was given, and asking one question often led to something else being shared. Some of the most animated conversations took place around people's desire to learn new things – attending college, taking classes,



finding new jobs and playing musical instruments – travel, make new friends, and have a home of their own.

Participants spoke about the joy they find in volunteering, and how important it is to have a job and earn money to spend on things they want. People left the sessions happy, and asked when they would get to do it again.

Based on initial analysis, this seems to be a good direction to go in order to get deeper, more meaningful feedback from people about what matters to them and, in turn, make more meaningful changes to our services and supports. And participation rose by over 75% from the previous year!



Finance

By Peter Kerr

The operating results for the 2015 fiscal period is a deficit of \$20,600, which is less than 0.1% of our annual budget. The net asset position at year end is approximately 0.2% of the annual budget. As a long-term goal, this should be 5%. BACI will continue to employ strategies to strengthen the net asset position.

Operating results

On a comparative basis, operations have increased 3% over last year (2014 was 2%). The increase is lower than our historical trends of over 6%, however it reflects a continued growth in services – even with the cooperative savings plan implemented with CLBC and continued cost pressures from our funders.

The bottom line

A modest surplus is required to protect the Agency's finances. BACI's long-term goal is to generate surpluses of approximately 0.1% of the annual budget.

Replacement reserves

The replacement reserves form an important asset for the Association – to ensure that our BC Housing properties are provided for should major items require replacement. For this year and future years, any asset additions or improvements for non BC Housing properties will be capitalized and are not included in the replacement reserve figures. The total of reserves are sufficient to provide for any major repairs or replacements.

Partnerships and cooperation

BACI continues to investigate new technologies with our financial partners and improvements continue to benefit the Association. This year, the Finance department implemented several new systems and is continuing to roll out new on-line systems, including virtualization of our servers and improved access security. Consistent with BACI's philosophy, the Finance department is a disability confident employer.



Technology

By Derik Ng & Lisa Joy Trick

In 2015, the Technology Team focused on BACI's Support Services, ensuring that technology is being used in the best possible way to run our agency's administration.

This has included rolling out a new virtual desktop solution for Payroll, and new hiring software for Human Resources that collects and sorts resumes, making it easier for HR to collaborate with managers and supervisors when hiring.

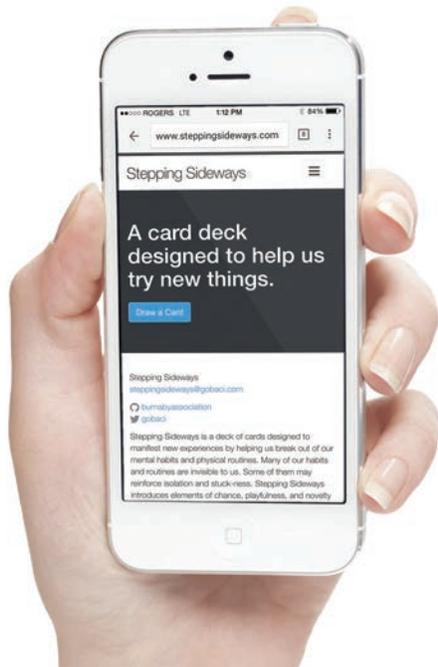
We've also focused on improving communications to families and the community through websites and social media. The new user-friendly Infant Development Program site (idp.gobaci.com) illustrates the journey through IDP and outlines how the referral process works. It includes a FAQ section and resources area, and a calendar that families can subscribe to.

In Residential services, we've been inviting families to participate on their loved one's ShareVision site, making it easier for them to read – and contribute to – the information we collect.

We've supported the technology behind several Building Caring Communities (BCC) 'urban interventions.' We worked with John Woods to develop a mobile card game at steppingsideways.com, where site visitors can 'draw' a card which has a statement and suggested prompt that breaks us out of our mental habits and physical routines. We also built vancouverishappy.com, so BCC would have a place to share updates from their #vancouverishappy pop-ups.

Most recently, we've been working with BEST employment services to build a new website at www.bestemployment.ca and a social media strategy that will reach out to the local business community.

This Spring, we supported BACI's accessibility efforts, filming stories of accessibility and rolling out our first tech-specific survey for individuals supported. Our aim is to understand what hardware and apps they have access to



and regularly use, so we can create target goals for our organization in increasing technology access.

We've been able to make smart phones and data plans more available to front-line staff and supervisors. Increased access to mobile apps and data on-the-go has made administration easier for supervisors. For example, some use TinyScan & Ringcentral to process documents quickly and send faxes from their device, so they don't need to spend time driving to the office.

A trend we're noticing in mobile teams, especially those who work more independently, is to use a group chat app like Kik or WhatsApp to communicate within teams. It's a great way to keep everyone updated and get questions answered quickly and efficiently. Many staff also adopted using ShareVision's mobile app, making it easier for them

to update log notes and personal profiles when they are out and about.

BACI continues to lead in technology access for our staff and people served, and this year our team has been involved in a number of capacity-building efforts. We've consulted for several other groups around best practices for being disability confident, and supported several conferences to use media and technology to deliver content. We expect to continue supporting smaller agencies and grassroots groups over the next year.



COMMITTEES



Help! Teeth Hurt



BACI Advocacy Committee

By Jake Anthony & Susan Anthony

It has been another successful and productive year for the BACI Advocacy Committee. In the past year, our group of dedicated and passionate Committee Members continued to strongly advocate for people with special needs and their families, and increase disability awareness both locally and provincially.

The Committee actively monitored changes within Community Living BC (CLBC) – from a new CEO to a government White Paper – vigilant for changes that may affect ‘a good life’ for the people and families we support. We followed the upsurge of advocacy efforts from unions, seniors and disability advocates around Canada Post’s decision to end home delivery, and completed questionnaires about the affordability of dental health (particularly having to pay up-front for oral surgery) in aid of a local family’s advocacy efforts.

Transportation remains a key issue for the individuals and families at BACI. Due to on-going issues with passenger satisfaction, we met with local taxi companies to explore the extent of their driver training on disability sensitivity and safety. As a result of our meeting, BACI is in discussions to assist in future driver training.

As a committee, we fought against the TREO (Port Mann) bridge toll system. Currently, the exemption applies only to people with disabilities who are the registered owners of a vehicle – leaving out countless individuals with disabilities who do not own or operate their own vehicle and families who must transport their loved ones across the bridge for treatments, therapies and programs. The Committee shared our concerns through correspondence with the BC Minister of Transportation and Infrastructure, who agreed to conduct a review to consider potential alternative options. The Committee is pleased to have been invited to write an article about the subject. “Towards a Fairer Port Mann Bridge Tolling Exemption” is featured in the August edition of *Transitions* magazine.

On a more local level, the Committee investigated the accessibility of accessible change rooms in local community centres, and of accessible washrooms in local malls. We also helped to identify dangerous intersections in the community.

The Committee has continued a valuable collaboration with the City of Burnaby’s Access Advisory Committee (on which two of our members currently sit), advising on accessibility issues and ways of improving accessibility for people with special needs throughout Burnaby.

The members of the BACI Advocacy Committee look forward to another year of fulfilling our mandate of helping individuals and families to advance their Being, Becoming and Belonging through Advocacy.

BASA (Burnaby Association of Self Advocates)

By Gregg Schiller & Gerry Juzenas

BASA supports and believes in the goals of creating a good life for people with developmental disabilities.

We encourage people to join us who are interested in developing information to educate our peers about their Rights. We spent time this past year recruiting new members from all over the city of Burnaby, and as far away as Port Coquitlam.

We also recruited new members from the Family Support Services network and made formal connections with the BACI Advocacy Committee – creating a liaison with Co-Chair Jake Anthony and having one of our members, Conrad Tyrkin, join the Advocacy Committee. We believe this increased sharing of ideas and information will greatly benefit each group.

We focused on writing a plain language booklet on bullying, as a follow-up to our successful Anti-Bullying Conference held in 2013. We spent the year getting educated and writing on various topics associated with this hot issue. The booklet will be completed and published this Fall.

We will use our plain language booklet to create workshop presentations for other self advocates, so we can inform our peers about preventing bullying and increasing our confidence in the community. We want to make sure that self advocates are not isolated and being taken advantage of. We want to stop bullying from ever happening to self advocates again.



We would also like to organize another Anti-Bullying Conference next year to showcase our efforts and have the self advocates be the experts leading the workshop panels, along with guest speakers from the community.

We look forward to following up on all our goals for the upcoming year, and networking with more self advocates to provide them with important information about their Rights. We strongly believe that our educational work will truly help them belong to safer communities, through accessibility to more knowledge and meaningful connections.



Celebrating together is a huge part of BACI's culture and identity. In fact, you can be sure that at the beginning of any gathering, someone will ask the question, "When is our next party?"

Some of the events we celebrated over the past year were: General Meetings, Valentine's Day, St. Patrick's Day, our Annual Summer BBQ, the Infant Development Program BBQ, the Halloween Party, and the Bonsor Holiday Party.

We also co-hosted two very successful Demo Days with our 3 partners in the Fifth Space project – InWithForward, posAbilities, and the Simon Fraser Society for Community Living.

We hosted smaller, more intimate events for planning with individuals or individual programs. This was an enjoyable way to come together and celebrate people by holding them and their wants and needs central in the conversation. At these planning meetings, we reviewed what was currently happening for each person or program, what was working, and what we wanted to change.

Coming together, working towards a common goal in a comfortable atmosphere, has been a successful way of ensuring we are providing services that people desire and need while strengthening our partnership with our stakeholders.

Hospitality & Events

By Karey DeGenova

At BACI, we pride ourselves on how well we receive and treat our guests in a warm and generous way. There is an outpouring of hospitality – whether we are hosting strangers, new friends or BACI members – and this generosity of friendship is magnified at our numerous events.

At our events, you will be met by greeters who usher in each person with smiles and words of welcome. You will see people scurrying about, working hard behind the scenes to ensure that all guests are comfortable and well fed.

These events are opportunities for people to connect with each other, celebrate, learn together – through informative and inspiring guest speakers – and plan for the future.

Quality Assurance Committee

By Lyn King

The Quality Assurance Committee meets quarterly with representatives from the Direct Services and Support Services departments. The Committee also includes members of the BACI Board, self advocates, other members and staff volunteers.

Direct Service managers typically report on success stories, while Support Service managers report on human resource and financial statistics, trends, and other notable learnings or issues.

In line with our work around Impact Evaluation, we have begun to use a process of inquiring around what has been tried, what have we learned, and what will we do differently over the next few months, to move closer to our overall goal of supporting folks to have a good life.

We are still interested in the success stories people have to share, but we want to dig deeper into what we are learning and how we can use it to inform all the work we do.

We will continue to use this forum to bring forward new learning and new issues that may impact our work in support of a stimulating, healthy, happy and safe life for those we support.

Wellness Committee

By Lisa Thomson

As evidenced by our Strategic Plan, BACI is committed to supporting a healthy staff team. This past year, we provided many training opportunities for staff to learn the importance of self-care practices and healthy team dynamics.

We were able to provide fitness opportunities such as drop-in Yoga and a weekly walking club. We also renewed our partnership with the West Coast School of Massage to continue our weekly massage therapy sessions.

As always, staff events such as the Winter Holiday Party were well attended and full of fun and celebration.

We heard from employees that our practice of sending cards and flowers to staff who are celebrating joyous events – or coping in times of loss – had a great impact in making them feel valued as part of the BACI team.

Our Wellness Plan also took into account the need for continual staff development – intentional opportunities for staff to share ideas and become inspired so that they are engaged and approaching their work with understanding and creativity.

As we work towards quality of life for people supported by BACI, we recognize the need for staff to be living good quality lives as well. We strive to provide opportunities to aid employees in doing so.



Community Connectors Project

By John Woods

How many times has a great job, a great business opportunity, a new circle of friends or even a life partner entered our lives because someone in our network said, “Oh! I know somebody you really need to meet!”

In many ways, the Community Connector initiative is about intentionally creating a team of staff who know lots of people, so that when they are supporting an individual, the chances will be good that they'll know someone that person really needs to meet.

This initiative, which is a joint endeavor between BACI, posAbilities, Simon Fraser Society for Community Living, and Inclusion Powell River, operates under the name of Building Caring Communities (BCC).

The BCC team consists of five full-time Community Connectors. These folks spend some of their hours partnering with local organizations like Neighbourhood Houses, Community Kitchens, Recreation Centers and faith organizations. They lend their skills and energy to joint community development initiatives, where they meet and network with a diverse range of people.



BELONGING:

The rest of a Connector's time is spent working one-on-one with individuals – discovering their gifts and finding places in the community where they can make a contribution. The individual eventually continues to participate in these places independently, as the Connector fades out and finds additional opportunities for them in other places. The common thread between the two parts of the Connector's work is discovering and developing untapped capacity in the community.

The people we support have contributed to their communities in diverse ways. Some have started volunteering at seniors' centers, at Habitat for Humanity, or at the New Westminster Archives at the Anvil Center. One fellow started a monthly meetup event at his local café, screening selections from his vintage science fiction movie collection to avid fans. Another spent several weeks acting in and crewing on a brand-new television sitcom that focuses on the transgender community.

Most of these opportunities came about through word-of-mouth, via the networks Connectors have built with their community organization partners. Most people are now continuing on their own without ongoing Connector involvement or support.

The community building work this year has been similarly diverse. Some of our partnerships have included the North Vancouver Food Bank, where we helped members re-design their space to include easy chairs, entertainment, and information about community events. We've also been working with the Museum of Vancouver, assisting them with live events for their *Happy Show* exhibit, and helping them develop their upcoming show on connection in Vancouver. These collaborations have often been the starting point where the individuals we serve meet, network and find places of long-term contribution.

It's been exciting to witness shifts in people's perceptions of themselves, or in families' perceptions of their son or daughter. Or a community's perception of its potential. Maybe it's a seniors' center realizing they have enough knowledge inside the walls of their building to create a free university. Capacities are being tapped, and the community is richer for it.



LEARNING:

One piece of interesting learning this year has built on the observation that the InWithForward Team made while conducting their research at BACI's Stride Place: for many people, what's missing is not so much connection as varied, meaningful experiences. Many of the people we support experience loneliness and isolation, and they do indeed yearn for a place to belong – a place where they will be welcomed when they arrive and missed if they don't. We have had considerable success helping these people find their people.



But other individuals we support place more value on the wide range of new experiences they are exposed to as they begin to explore their communities with their Connectors. We Connectors have tended to view this process as a means to an end – a way of zeroing in on a few places the individual might want to become a regular at, one of the gang.

But we have discovered that for some folks, this discovery process is an end in itself. They want these diverse, novel experiences to continue. They question why we would return anywhere a second or third time when there are so many places out there we haven't yet explored.

My hunch is that for these folks, the new Kudoz program would be an excellent fit. Conversely, a Community Connector might be able to play a valuable role for a Kudoz participant who has tried out a new experience and then decided they would like to continue to do that thing on a regular basis. We might just know someone they really need to meet...

KUDOZ & FIFTH SPACE

By Sarah Schulman

Kudoz and Fifth Space reflect the next iteration of social innovation practice – rigorous experimentation to turn our social safety nets into trampolines.



Kudoz

Kudoz is an alternative to disability day programs, coming from 12 months of Research & Development. It's a catalogue of hundreds of novel learning experiences hosted by passionate people in the community. Kudoz has been co-designed to address the poverty of experience felt by a segment of individuals and families within & beyond the disability sector.

Fifth Space

Fifth Space is a social Research & Development laboratory inside three of British Columbia's largest disability service providers. Frontline workers, mid-level managers and senior directors have 20% time to work in interagency teams, collect ethnographic data, and prototype new programs and policies from the ground up.

Kudoz and Fifth Space bring to life six innovation principles:



1. Collaboration & Partnership

Fifth Space and Kudoz are the product of a groundbreaking partnership between three service providers and one social enterprise with process expertise. Whilst the service providers have financed the first stage of work with their own dollars, the social enterprise has invested time pro-bono. We're finding this is changing the incentive structure for innovation, amplifying leadership and ensuring long-term commitment to systems change – as opposed to discrete projects & external consultancy.



2. Delivery & Development

Fifth Space and Kudoz flip the sequence of typical program & policy development. Typically, policy and program development happens prior to delivery and evaluation. Policy, delivery, and evaluation are separate functions performed by separate professionals. Not anymore. With Fifth Space and Kudoz, mixed staff teams start by evaluating current outcomes, implementing new services at a small scale, and only then formulating policy frameworks. The functions are blended rather than siloed.



3. Capacity Building

Fifth Space and Kudoz are up-skilling 35 staff within the agencies to work as innovation teams and use design & social science methods. The focus is on transferring know-how and discernment: the ability to understand and make good solutions to social challenges. Out of this capacity building comes revised HR structures and a new talent pipeline for the disability sector.

THE SIMON FRASER SOCIETY
FOR COMMUNITY LIVING



Burnaby Association
for Community Inclusion

pos/Abilities

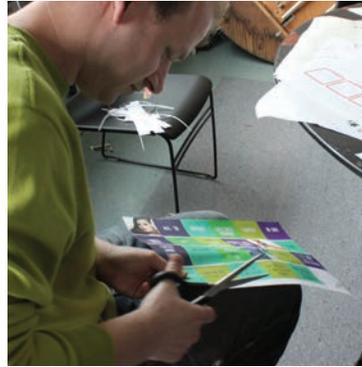


Powered by:



4. Data & Analysis

Fifth Space and Kudoz are evidence of a distinct epistemology: one which says that the knowledge to solve social problems comes from people's lived experiences. Immersive ethnographic fieldwork is the basis for generating solutions. Innovative ideas come from going to people, in their homes and backyards, rather than expecting people to come to workshops and forums.



5. Rapid Prototyping

Fifth Space and Kudoz show what it looks like to make abstract ideas real, at a small-scale, to rapidly refine and improve them. What's being refined and improved is the underlying theory of change. We're beta-testing which activities shift behaviors and outcomes for individuals, families and staff. This involves several months of intensive iteration of new roles, tools, metrics, and backend systems.



6. Outcome Focus

Fifth Space and Kudoz are oriented around flourishing outcomes. Success isn't measured in terms of the hours of care provided, but in terms of people's lives: their purpose, possibility, sense of control, choice-making, capabilities, and strength of their natural networks. Where Kudoz focuses on a shift in outcomes for individuals living with a disability and community members, Fifth Space focuses on a shift in outcomes for staff within the disability sector.

Kudoz does 5 things:

Learning not diversion.

Platform for informal exchange not formal service provision.

Catalyzes supply of and demand for in-community experiences.

Enables individual and community level outcomes.

Uses measurement to motivate behavior change.

Fifth Space does 5 things:

Roles not training.

Teams not individuals.

Critical thinking not tools.

Intentional risk taking not risk avoidance.

Spreading capacity not services.

Kudoz and Fifth Space aim to simultaneously solve social & system challenges.

Kudoz responds to three pain points experienced by individuals living with a cognitive disability. Instead of just developing a new service to respond to this pain, we are trying to go deeper and wider. Through the Fifth Space, we hope to address the systemic challenges preventing new solutions from taking hold and changing lives.

Kudoz responds to 3 pain points:



Experience poverty

Three months of ethnographic fieldwork helped us identify a segment of people with a cognitive disability whose physical & mental health was on the decline, and who had few opportunities to keep their minds active. These were people who lacked an ongoing source of novelty and learning.



Stagnation

Once individuals living with a cognitive disability graduate high school, there are limited options. In our research, we met people with jobs who wanted much more out of life than what was on offer. But without access to other credentials over time, they had limited opportunity to move in a different direction.

Stigma

Individuals with a cognitive disability reside in the community, and yet there are not many ways for community members and individuals to meaningfully interact over time. Without quality contact points, (mis)perceptions of incapability abound. True inclusion remains elusive.

Fifth Space responds to 4 challenges:

Creating & Dismantling

It's not enough to create new programs and services. There is also a need to dismantle what doesn't work, and to spread the capacity to critically think and continuously iterate when programs & services are not leading to good outcomes for people.



Capacity Gap

Staff of social services are hired, trained and performance managed to deliver a standard service rather than to co-design new models of practice. Anthropology, behavioral science, user-centered design, and adult learning are four disciplines we see missing from social service agencies.

Philosophy-Practice Disconnect

Philosophies like Asset Based Community Development (ABCD) and personalized planning offer a strong alternative narrative to traditional services, but they are blunt tools for root & branch change. These philosophies are not granular enough to shift practice, and risk perpetuating an ideological rather than an experimentation mindset.

Structural Barriers

Workshops, trainings, online resources and networks aren't sufficient to shift what staff do on a daily basis. Traditional hierarchies, a dearth of dedicated staff time, and an absence of methodological rigor can prevent new ideas from taking root.

Intrigued?

We're consolidating our learning and getting ready to spread the process of learning and solutions. We're looking for like-minded organizational leaders, funders and policymakers to offer feedback and help with the larger ambition: transitioning our social safety nets into trampolines.

www.kudoz.ca

www.fifthspace.ca

hello@inwithforward.com

the fifth space journey | Jan-July 2015

29 fellows (10 from BACi)



By Lisa Joy Trick

Lisa Thomson
John Woods
Ian Moyles
Dean Renning
Lisa Joy Trick
Carla Mandy
Rosalind Ho
Frankie Unrau
Shane Cadogan
Casey Kennedy

1) Name pain points & build teams...

...around problem statements by bringing together individuals with complementary backgrounds, skillsets, and mindsets.

2) Ethnographic Fieldwork...

...leaving the office and spending time in the places people live, work, and play to see day-to-day realities from their perspective.

5 weeks = 50+ ethnographies



an interagency social R&D space in British Columbia

We started by asking “what if we built capacity within the disability sector to continuously innovate and develop new solutions from the ground-up?”

The answer to our question was the Fifth Space: a small-scale experiment of a new organizational function: Research, Development, and Innovation. Since January staff have worked 20% of their time in interagency teams to research, build, and beta-test solutions to pain points experienced by individuals, families, and staff.

powered by:



Burnaby Association
for Community Inclusion



"It was a fantastic experience that taught me many new techniques and has enabled me to grow as a support staff in ways I didn't think were possible!" - Shane Cadogan

"Looking back at this juncture, with all these fully-realized new prototypes developed, it seems impossible that 6 months ago all we had was enthusiasm, coffee and a road map." - John Woods

"Fifth Space began as a shared space for idea generation and gestated into 6 concrete prototypes that we hope will make the leap into being." - Rosalind Ho

4) Prototyping front-stage interactions before back-end systems...

Starting by grouping the people we met by common aspirations and resources (called 'segmentations'), we...

3) generated & visualized ideas...

...for what could be.

4-weeks + 600 post-its + legos + 30 lemons

...making & testing each component of an idea to see the reactions from end users.

5-weeks = feedback from 85+ individuals, families, and staff

& at the end: 6 new ways of doing things:



Daily inspiration for staff by staff



15min weekly team building



All kinds of matches & friendships



Informal learning for supervisors



A way different kind of sex ed



Bringing jobs & small businesses together

read more at fifthspace.ca



Deloitte LLP
2800 - 1055 Dunsmuir Street
4 Bentall Centre
P.O. Box 49279
Vancouver BC V7X 1P4
Canada

Tel: 604-669-4466
Fax: 778-374-0496
www.deloitte.ca

Independent Auditor's Report

To the Members of
Burnaby Association for Community Inclusion

We have audited the accompanying financial statements of Burnaby Association for Community Inclusion (the "Association"), which comprise the statement of financial position as at March 31, 2015, and the statements of operations, changes in net assets and cash flows for the year then ended and notes to the financial statements.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

In our opinion, the financial statements present fairly, in all material respects, the financial position of the Association as at March 31, 2015 and the results of its operations, changes in its net assets and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Report on Other Legal and Regulatory Matters

As required by the Society Act of British Columbia, we report that, in our opinion, these financial statements have been prepared on a basis consistent with that of the preceding year.

Deloitte LLP

Chartered Accountants
June 25, 2015
Vancouver, British Columbia

BURNABY ASSOCIATION FOR COMMUNITY INCLUSION

Statements of operations - Statement I year ended March 31, 2015

	2015	2014
	\$	\$
Revenues		
Provincial and Federal grants		
Community Living British Columbia	18,773,021	18,088,656
Ministry of Children and Family Development ("MCFD")	1,109,426	1,110,411
British Columbia Housing and Management commission	309,694	355,761
Service contracts	381,590	361,989
Fraser Health Authority	76,583	76,560
Federal government	27,164	25,004
Other sources		
User fees	2,073,588	2,076,276
Other revenues	123,832	53,955
Contracts	68,170	126,730
Amortization of deferred contributions		
Property, buildings and equipment	136,896	112,526
Fundraising		
Gaming	100,000	100,000
Donations and gifts	57,186	51,854
United Way	45,000	45,000
Sharing Our Future Foundation (Note 14)	6,000	55,000
	23,288,150	22,639,722
Expenses		
Human Resources		
Wages and benefits	14,743,984	14,379,441
Staff training	79,694	92,477
Program		
Purchased services	4,941,979	4,548,488
Program costs	839,456	906,319
Transportation	241,162	256,450
Recreation and education	159,490	147,506
Supported employment	69,516	108,686
Occupancy		
Mortgage interest and lease payments (Note 6)	745,552	839,997
Repairs and maintenance	458,988	432,040
Property taxes, utilities, and insurance	432,301	405,168
Amortization of property, buildings and equipment	596,610	527,128
	23,308,732	22,643,700
Deficiency of revenues over expenses for the year	(20,582)	(3,978)

BURNABY ASSOCIATION FOR COMMUNITY INCLUSION

Statements of changes in net assets - Statement II

year ended March 31, 2015

	2015			2014
	Restricted - Replacement Fund (Note 2 (d))	Unrestricted	Total	Total
	\$	\$	\$	\$
Balance, beginning of year	344,307	44,163	388,470	392,448
Deficiency of revenues over expenses	-	(20,582)	(20,582)	(3,978)
Balance, end of year	344,307	23,581	367,888	388,470

The accompanying notes to the financial statements are an integral part of these financial statements.

BURNABY ASSOCIATION FOR COMMUNITY INCLUSION

(Incorporated under the Society Act of British Columbia)

Statements of Financial position - Statement III

as at March 31, 2015

	2015	2014
	\$	\$
Assets		
Current assets		
Cash	973,045	644,100
Accounts receivable	266,255	383,539
Prepaid expenses	67,393	93,431
Due from Sharing Our Future Foundation (Note 14)	11,004	12,883
	1,317,697	1,133,953
Investment - Estate of Hannah Filby (Notes 3 and 10)	448,083	438,206
Replacement Reserve Fund (Note 2 (d))	758,926	964,144
Property, buildings and equipment (Note 5)	9,618,672	10,018,884
	12,143,378	12,555,187
Liabilities		
Current liabilities		
Accounts payable and accrued liabilities	1,799,114	1,631,714
Government remittances payable	145,723	126,998
Deferred revenue	112,109	89,295
Current portion of mortgages payable (Note 6)	356,147	341,200
Current portion of bank loan payable (Note 7)	42,877	22,519
	2,455,970	2,211,726
Mortgages payable (Note 6)	7,625,179	7,985,470
Loans payable (Note 7)	186,679	129,622
Deferred contributions		
Replacement Reserve Fund (Note 8)	414,619	619,837
Property, plant and equipment (Note 9)	644,960	781,856
Estate of Hannah Filby (Notes 3 and 10)	448,083	438,206
	11,775,490	12,166,717
Contingencies and commitments (Note 13)		
Net assets (Note 11)		
Restricted - Replacement Reserve Fund	344,307	344,307
Unrestricted	23,581	44,163
	367,888	388,470
	12,143,378	12,555,187

Approved by the Board

(Signed) Paul Miller

Paul Miller, President

(Signed) Nailin Esmail

Nailin Esmail, Treasurer

BURNABY ASSOCIATION FOR COMMUNITY INCLUSION

Statements of cash flows - Statement IV

year ended March 31, 2015

	2015	2014
	\$	\$
Operating activities		
Deficiency of revenues over expenses for the year	(20,582)	(3,978)
Items not affecting cash		
Amortization of property, buildings and equipment	596,610	527,128
Amortization of deferred contributions - property, buildings and equipment	(136,896)	(112,526)
	439,132	410,624
Change in non-cash operating working capital items		
Accounts receivable	117,284	20,424
Prepaid expenses	26,038	28,830
Accounts payable and accrued liabilities	167,400	112,259
Government remittances payable	18,725	14,128
Deferred revenue	22,814	(8,367)
Due from Sharing Our Future Foundation	1,879	(7,613)
	793,272	570,285
Investing activity		
Receipt of grants and donations for property, buildings and equipment	-	243,675
Additions to property, buildings and equipment, net of amounts in accounts payable	(196,398)	(355,598)
	(196,398)	(111,923)
Financing activities		
Transfer to replacement reserve fund	-	(15,780)
Loan repayments	(22,585)	(21,513)
Loan from Sharing Our Future Foundation	100,000	-
Mortgage principal repayments	(345,344)	(329,410)
	(267,929)	(366,703)
Net cash inflow (outflow)	328,945	91,659
Cash, beginning of year	644,100	552,441
Cash, end of year	973,045	644,100

The accompanying notes to the financial statements are an integral part of these financial statements.

BURNABY ASSOCIATION FOR COMMUNITY INCLUSION

Notes to the financial statements

March 31, 2015

1. Purpose of the Association

Burnaby Association for Community Inclusion (the "Association") provides support and services for individuals of all ages with developmental disabilities and their families. It also provides early intervention support and programs to children from birth to 12 years. The Association is incorporated under the Society Act of British Columbia, is a not-for-profit organization and is a registered charity under the Income Tax Act. The Association's future operations are largely dependent upon the continuation of funding under several contracts with Community Living British Columbia and other Government entities.

2. Significant accounting policies

These financial statements have been prepared in accordance with Canadian generally accepted accounting principles for not-for-profit organizations ("ASNPO") and reflect the following significant accounting policies:

(a) Revenue recognition

The Association follows the deferral method of accounting for contributions (comprising provincial and federal grants). Externally restricted contributions are recognized as revenue in the year in which the related expenses are incurred. Unrestricted contributions and other sources of revenues are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured. Endowment contributions are recognized as direct increases in net assets.

Contributions restricted for the purchase of property, buildings and equipment are deferred and amortized into revenue at the amortization rate of the related property, buildings and equipment.

Externally restricted investment income is recognized as revenue in the year in which the related expenses are incurred. Unrestricted investment income is recognized as revenue in the statement of operations on an accrual basis.

User fees and contracts represent rental income on property owned by the Association and services rendered by the childcare programs. Other revenue consists of interest and miscellaneous income. These fees and income are recognized as revenue when earned and collectibility is reasonably assured.

Fundraising revenue is recognized when earned, which is the earlier of when the grant has been confirmed or the amount is actually received.

(b) Gaming revenue

Gaming funds are reported on a cash basis to the British Columbia Gaming Commission in accordance with the Gaming Authority's policy. The Association's financial statements report gaming revenue on an accrual basis and in accordance with ASNPO.

(c) Property, buildings and equipment

Purchased assets are recorded at cost less accumulated amortization. Donated assets are recorded at assessed value or estimated market value as appropriate less accumulated amortization.

Certain land and buildings are mortgaged to Canada Mortgage and Housing Corporation ("CMHC"). The terms of the mortgages require that amortization be provided in the accounts in an amount equal to annual principal repayments.

The Association provides amortization on the assets using the following rates and methods:

Buildings	Over remaining terms of mortgage
Equipment and furnishings	20%-25% straight-line method
Vehicles	25% straight-line method

BURNABY ASSOCIATION FOR COMMUNITY INCLUSION

Notes to the financial statements

March 31, 2015

2. Significant accounting policies (continued)

(c) *Property, buildings and equipment (continued)*

Capital assets are tested for recoverability whenever events or changes in circumstances indicate that the asset no longer has any long-term service potential to the Association or no longer contributes to the Association's ability to provide services. The amount of an impairment loss is recognized as the amount by which the carrying value of the asset exceeds its estimated residual value.

(d) *Replacement Reserve Fund*

The Association is required to maintain a capital replacement reserve fund as designated by CMHC and British Columbia Housing and Management Commission ("BCHMC"), herein after referred to as "the Group". Contributions for replacement fund are credited to deferred contributions. Contributions are transferred to income in the period that the expenditures are incurred. Amounts sufficient to support the balances designated by the Group have been placed in separate bank accounts and in term deposits. In addition to this reserve, the Association restricts funds to provide for replacement costs at residences not subject to the Group provisions (see Statement II).

(e) *Volunteer services*

Volunteers contribute approximately 3,805 hours per year to assist the Association in operating the various programs. Due to the difficulty of determining their fair value, contributed services are not recognized in the financial statements.

(f) *Financial instruments*

The Association initially measures its financial assets and financial liabilities at fair value when the Association becomes a party to the contractual provisions of the financial instrument. Subsequently, all financial instruments are measured at amortized cost.

Transaction costs related to financial instruments subsequently measured at amortized cost are added to the carrying value of the asset or netted against the carrying value of the liability and are then recognized over the expected life of the instrument using the straight-line method. Any premium or discount related to an instrument measured at amortized cost is amortized over the expected life of the item using the straight-line method and recognized in the statement of operations as interest income or expense.

With respect to financial assets measured at cost or amortized cost, the Association recognizes in the statement of operations an impairment loss, if any, when it determines that a significant adverse change has occurred during the period in the expected timing or amount of future cash flows. When the extent of impairment of a previously written-down asset decreases and the decrease can be related to an event occurring after the impairment was recognized, the previously recognized impairment loss shall be reversed in the statement of operations in the period the reversal occurs.

(g) *Employee future benefits*

The Association participates in a multi-employers defined benefit pension plan and accounts for contribution payments using the defined contribution plan accounting which recognizes contributions as an expense in the year incurred.

(h) *Use of estimates*

The preparation of financial statements in conformity with ASNPO requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Areas requiring the use of management estimates include accruals, contingencies, recoverability of accounts receivable, and useful life and recoverability of property, buildings and equipment. Actual results could differ from those estimates.

BURNABY ASSOCIATION FOR COMMUNITY INCLUSION

Notes to the financial statements

March 31, 2015

3. Investment - Estate of Hannah Filby

The Estate of Hannah Filby was donated to the Association in 1980 for the benefit of children with developmental disabilities. Designated amounts are invested in separate term deposits earning 1.3% per annum.

4. Vancouver Foundation

The Association has placed funds of \$10,000 with the Vancouver Foundation. In accordance with the Vancouver Foundation Act, these funds are held permanently by the Vancouver Foundation, and thus are not recorded in the financial statements of the Association. The Association, however, has the right to receive investment income on these funds and, therefore such interest income is recorded in the statement of operations.

5. Property, buildings and equipment

	Cost	Accumulated amortization	2015 Net book value	2014 Net book value
	\$	\$	\$	\$
Land and buildings	15,626,148	6,349,524	9,276,624	9,764,218
Equipment and furnishings	1,690,826	1,434,182	256,644	185,898
Vehicles	848,570	763,166	85,404	68,768
	18,165,544	8,546,872	9,618,672	10,018,884

See Note 13 (b) for restrictions on property, buildings, and equipment.

BURNABY ASSOCIATION FOR COMMUNITY INCLUSION

Notes to the financial statements

March 31, 2015

6. Mortgages payable

Mortgages payable are comprised of the following first mortgages with CMHC, various banks, trust companies and credit unions, secured by the land and buildings, mortgage of leases, assignments of rent, fire insurance and grant agreements. The current portion of long-term debt assumes mortgages maturing in the next fiscal period will be renewed at the current rates and terms.

	Annual interest rate	Monthly mortgage repayment	Monthly BCHMC subsidy	Renewal date	Principal outstanding	
					2015	2014
	%	\$	\$			
Cumberland	2.810	1,179	107	07/01/2023	105,030	116,070
Deer Lake	2.260	1,077	26	08/01/2016	41,463	53,308
Eastburn	3.440	1,296	196	09/01/2019	123,146	134,280
Edmonds	3.680	1,197	251	12/01/2018	108,249	118,449
Filby Court	3.680	4,896	4,896	12/01/2018	435,843	477,837
Genesis	3.290	4,377	-	07/01/2017	696,204	725,597
Neville	3.860	3,358	-	01/01/2019	530,000	549,588
Oakland	2.260	1,077	26	08/01/2016	41,463	53,308
Orchard Heights	3.800	3,061	2,315	12/01/2020	493,270	511,046
Sardis	8.000	571	-	11/01/2024	46,033	49,133
Still Creek	4.430	4,280	-	05/01/2017	106,317	152,095
Stride Place	5.180	33,718	17,953	08/01/2016	5,254,308	5,385,959
		60,087	25,770		7,981,326	8,326,670
			Less: current portion		(356,147)	(341,200)
					7,625,179	7,985,470

The minimum annual principal repayments in the next five fiscal years and thereafter - assuming renewals, under the existing terms of the mortgages - are as follows:

	\$
2016	356,147
2017	371,573
2018	344,654
2019	332,881
2020	338,888
Thereafter	6,237,183
	7,981,326

Included with mortgage interest and lease payment is \$367,694 (2014 - \$388,391) representing interest on long-term debt.

BURNABY ASSOCIATION FOR COMMUNITY INCLUSION

Notes to the financial statements

March 31, 2015

7. Loans payable

	2015	2014
	\$	\$
Bank of Montreal fixed rate term loan, bearing interest at 4.43% per annum compounded monthly, repayable with blended monthly payments of \$1,861,12, maturing on June 30, 2017. The loan is secured by the Association's Still Creek land and building.	47,515	67,330
Sharing Our Future Foundation (Note 14) advanced \$100,000 on July 1, 2007 at a rate of 5.59% per annum, repayable over 25 years for the purchase of the MacDonald facility. The Association paid \$4,617 (2014 - \$4,766) of interest on this advance during the year.	82,041	84,811
Sharing our Future Foundation advanced \$100,000 on December 9, 2014 at a rate of 2% per annum, repayable over 5 years for the purpose of assisting the Association with a project with InWithForward Consulting Group. The Association accrued \$492 of interest on this advance during the year.	100,000	-
	229,556	152,141
Less: current portion	(42,877)	(22,519)
	186,679	129,622

Scheduled principal repayments in the next five fiscal years and thereafter are as follows:

	\$
2016	42,877
2017	44,081
2018	28,360
2019	23,648
2020	24,942
Thereafter	65,648
	229,556

BURNABY ASSOCIATION FOR COMMUNITY INCLUSION

Notes to the financial statements

March 31, 2015

8. Deferred contributions - Replacement Reserve Fund

Deferred Contributions - Replacement Reserve Fund represents restricted contributions to the replacement fund as designated by the Group (Note 2 (d)). Changes in the deferred contributions balances are as follows:

				2015	2014
	BCHMC	CMHC	CLBC/ COB	Total	Total
	\$	\$	\$	\$	\$
Opening balance	491,376	6,813	121,648	619,837	635,617
Interest earned	6,314	85	-	6,399	10,748
Contributions during the period	14,169	1,084	-	15,253	47,169
Transfer of funds			(121,648)	(121,648)	(20,100)
Expenditures during the period	(105,222)	-	-	(105,222)	(53,597)
Ending balance	406,637	7,982	-	414,619	619,837

The BCHMC replacement reserve fund is invested in guaranteed investment certificates earning 1.3% per annum.

The Association determined that the deferral of CLBC/COB revenues for residential group home replacement reserves is no longer required. Therefore, these deferred contributions are no longer recorded and, as a result, the deferred balance related to CLBC/COB was recorded to revenue in the current year.

9. Deferred contributions - property, buildings and equipment

These represent restricted deferred contributions with which certain property, buildings and equipment were originally acquired. Changes in the deferred contributions balance are as follows:

	2015	2014
	\$	\$
Balance, beginning of year	781,856	650,707
Additions to deferred contributions	-	243,675
Amounts transferred to revenue	(136,896)	(112,526)
Balance, end of year	644,960	781,856

10. Deferred contributions - Estate of Hannah Filby

Deferred contributions - Estate of Hannah Filby represent restricted contributions (Note 3). Changes in the deferred contributions balance are as follows:

	2015	2014
	\$	\$
Balance, beginning of year	438,206	432,116
Interest earned	9,877	6,090
Balance, end of year	448,083	438,206

BURNABY ASSOCIATION FOR COMMUNITY INCLUSION

Notes to the financial statements

March 31, 2015

11. Net assets

(a) Restricted net assets

In 2015 the Association internally restricted \$nil (2014 - \$17,719) of net assets to be used as a replacement fund and expended \$nil (2014 - \$Nil) of previously restricted amounts. Combined with the opening balance, total restricted net assets at 2015 are \$344,307 (2014 - \$344,307). This fund is maintained to provide for replacement of capital assets at properties not subject to the Group reserve fund (Note 8). These funds are invested in bonds, equities and pooled funds with BMO Private Banking and are quoted at market value. These internally restricted amounts are not available for other purposes without approval of the Board of Directors.

(b) Unrestricted net assets

Included in unrestricted assets is \$992,386 (2014 - \$910,358) which represents an investment in capital assets, resulting in a net unrestricted deficit of \$968,805 (2014 - \$866,195).

12. Line of credit

The Association has a line of credit of \$600,000 available with the Bank of Montreal, bearing interest at bank prime rate plus 1%, repayable on demand. The line of credit is maintained to provide operating working capital as necessary. At March 31, 2015, no amounts were outstanding on the line of credit.

13. Contingencies and commitments

- (a) At March 31, 2015, the Association was aware of a claim by a previous long-term disability ("LTD") benefits carrier regarding the funding versus the provision of LTD benefits to the Association. The previous carrier of LTD benefits has presented a claim of \$352,255 (2014 - \$352,255) as the amount owing for unfunded LTD provisions.

The Association disputes this claim and the assumptions on which the claim is based. Subsequent

to the fiscal year end, a negotiation to resolve the liability has been undertaken on the Association's behalf by the CEO Network of BC. Based on management evaluation of the likely outcome, an amount has been accrued in accounts payable and accrued liabilities.

- (b) Certain of the Association's properties are subject to charges, as per the Human Resources Facilities Act, whereby the facility may only be used for human resources purposes. If the properties are disposed of or not used for these purposes, the greater of \$147,617, or a proportion of the fair value of the land based on the amount of the grant and fair value of land at the time of the grant funds were received, is repayable to the Province of British Columbia. The Association is required to obtain written consent from the Province of British Columbia prior to the disposal of certain properties.

- (c) The minimum aggregate and total annual future rentals payable under the terms of operating leases for a building facility and equipment used in programs are as follows:

	\$
2016	140,720
2017	65,483
2018	20,799
2019	11,240
2020	9,277
Thereafter	37,020
	<u>284,539</u>

14. Sharing Our Future Foundation

Sharing Our Future Foundation (the "Foundation") is a charitable foundation responsible for raising funds for the Association. The Foundation has its own exclusive board of directors. The Foundation is incorporated under the Society Act of British Columbia, is a not-for-profit organization and is a registered charity under the Income Tax Act. The Foundation's constitution requires that, on dissolution or windup, all of its assets are to be distributed to the Association or some other recognized British Columbia charity.

BURNABY ASSOCIATION FOR COMMUNITY INCLUSION

Notes to the financial statements

March 31, 2015

The Association contracts with the Foundation for fundraising events. The Foundation's responsibilities are to distribute the net proceeds of the fundraising events to the Association or to hold them in a capital fund for projects that will benefit the clients of the Association.

The Foundation has not been consolidated in the Association's financial statements. Financial statements for the Foundation are available upon request. As at March 31, 2015, the Foundation had total assets of \$739,879 (2014 - \$775,600), total liabilities of \$497,924 (2014 - \$534,583), net assets of \$241,955 (2014 - \$241,017), including restricted net assets of \$203,032 (2014 - \$203,032), total revenues of \$41,718 (2014 - \$41,935), total expenditures of \$40,780 (2014 - \$89,807) and an excess of revenues over expenditures of \$938 (2014 - (\$47,872)).

The Foundation made contributions of \$6,000 (2014 - \$55,000) to the Association, which are included in fundraising revenue of the Association.

The net amount receivable by the Association in respect of all transactions was \$11,004 as at March 31, 2015 (2014 - \$12,883). Transactions with related parties are in the normal course of operations and based on exchange amounts as established and agreed to by the related parties.

15. Pension Plan

The employer and its employees contribute to the Municipal Pension Plan (the Plan), a jointly trustee pension plan. The board of trustees, representing plan members and employers, is responsible for overseeing the management of the Plan, including investment of the assets and administration of benefits. The Plan is a multi-employer contributory pension plan. Basic pension benefits provided are based on a formula. The Plan has about 179,000 active members and approximately 71,000 retired members. Active members include approximately 284 contributors from the Association.

The most recent actuarial valuation as at December 31, 2012 indicated a \$1,370 million funding deficit for basic pension benefits. The next valuation will be December 31, 2015, with results available in 2016. Employers participating in the Plan record their pension expense as the amount of employer contributions made during the fiscal year (defined contribution pension plan accounting). This is because the

Plan records accrued liabilities and accrued assets for the Plan in aggregate, with the result that there is no consistent and reliable basis for allocating the obligation, assets and cost to individual employers participating in the Plan.

For the year ended March 31, 2015, the Association paid \$769,213 (2014 - \$652,652) for employers' contributions to the Plan.

16. Financial instruments

(a) Interest rate risk

The Association is not exposed to significant interest rate risk due to the short-term maturity of its monetary assets and current liabilities. The Association's mortgages bear a fixed interest rate; therefore is not exposed to significant interest rate risk. The Association does not use any derivative instruments to reduce its exposure to the fluctuations in interest rates.

(b) Liquidity risk

The Association's objective is to have sufficient liquidity to meet its liabilities when due. The Association monitors its cash balances and cash flows generated from operations to meet its requirements. As at March 31, 2015, the most significant financial liabilities are accounts payable and accrued liabilities, bank loan payable and mortgage payable.

(c) Credit risk

Credit risk is the risk that a counterparty will fail to perform its obligations when they come due. The Association is exposed to credit risk on its accounts receivable, cash balances and term deposits held as investments. This risk is mitigated by holding cash balances and investments at Canadian chartered banks or credit unions. Credit risk arising from accounts receivable is mitigated as the Association receives majority of its funding from government associations. Also, the Association maintains provisions for potential credit losses. For the year ended March 31, 2015, the Association has an allowance for doubtful accounts of \$16,572 (2014 - \$28,338).

FUNDERS, DONORS & SPONSORS



ADP
Alice Woolley
Amelia Pecile
Anita Leung
Ann Fretenburg
Arthur Dussa
Audrey & Alex McGregor
BC Association of Farmers'
Markets
BC Gaming
BC Housing & Management
Commission
Benevity Community Impact
Fund
Bonda Bitzer
Bridget & Robert Nairn
Burnaby Board of Trade
C. Herberts
CanadaHelps
Carmen Niculescu
Carol Li
Carol Weir
Cathy Anthony
City of Burnaby – Festivals
Burnaby

Clint Morrison
Community Living BC
Daniela & Mehernosh Patel
David Conder
Dawn James
Deloitte Day of Caring
Delta Burnaby Hotel & Conven-
tion Centre
Dennis & Joan Rush
e.b.o. Restaurant & Lounge
Ecole Alpha Secondary School
Edith Lando Foundation
Edna & Lyn Longair
Ericka Stephens-Rennie
Ernie Bodie
Filomena Furtado
Fraser Health Authority
Gloria Brown
Government of Canada –
Canada Job Grant
Gwen Lee
Hana Caulfield
Heather Ma
Hilton Vancouver Metrotown
Holiday Inn Express

Vancouver-Metrotown
IBM
James & Jane Yaschuk
James Baird
James McLennan
John & Ruth Rens
Julie Cayer
June Frith
June Hazell
Katherine Moy
Kids Up Front
Lenard & Renza Bartfai
Leo & Valerie Robitaille
Lewis Family Fund c/o
NWM Private Giving
Foundation
Li Ying Tang
Lotus Café
Lower Mainland Bengali
Cultural Society of BC
Lynn & Greg Clark
Mackenzie Financial
Corporation
Marathi Society of BC
Margaret Dickson
Margaret Manifold
Marlene Lepper
Marna Nelson
Merrilyn Cook
Mills Basics
Ministry of Children & Family
Development
Miranda Duffy
Monet Yu
Nancy Melenchuk
Nelly & Terry Wong
Norma Chu
Paul Miller
Peter & Lois Woolley
Rita Chada

Robert & Bridget Nairn
Salim & Shelina Datu
Salimah Adatia
Sense Communication
Sharing Our Future
Foundation (SOFF)
Susan Schenkeveld
Tajender & Narendra Jubbal
Team TELUS Cares
Telus World of Science
The J W McConnell Family
Foundation
Theresa Nipp
TMO Contracting Inc.
Tourism Burnaby
United Way of the Lower
Mainland
Vancity
Vancouver Aboriginal Child &
Family Services Society
Vancouver Coastal Health
Authority
Vancouver Foundation
Vincent Yu
Vinge & Associates
William Mah

BOARD OF DIRECTORS

President	Paul Miller
Vice Presidents	Manpreet Guttmann Zaheda Jiwa
Past President	Merrilyn Cook
Treasurer	Nailin Esmail
Directors	Susan Anthony James Baird Lynn Clark Margie Manifold Todd Nikolai Kristina Rody Lois Woolley
Self Advocate Representative	Daniel Walsh
Executive Directors	Richard Faucher Tanya Sather



Burnaby Association for
Community Inclusion (BACI)

2702 Norland Avenue
Burnaby, British Columbia
Canada V5B 3A6

t: 604.299.7851 / f: 604.299.5921
e: info@gobaci.com / w: www.gobaci.com



Printed on 10% Post Consumer Waste Paper