



The cover features a large teal speech bubble containing the title 'Strategic Plan'. To its right is a smaller yellow speech bubble with the dates '2020-2025'. The background is white with decorative elements: a dashed blue line forming a path, a light blue circle with three gears, a yellow lightbulb with radiating lines, and a dark blue curved shape at the bottom with a blue circular graphic.

Strategic Plan

2020-2025

Supporting Inclusion Across the Lifespan

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We acknowledge that we are grateful guests on the unceded traditional territories of the Kwantlen, Katzie, Matsqui and Semiahmoo First Nations where we live, learn, work and play.



Message from Inclusion Langley Society Board Chair and CEO

For over 60 years, Inclusion Langley Society has been working to advance the citizenship aspirations of children, youth, adults and their families. This strategic plan represents their views as well as that of many other stakeholders who shared their hopes and dreams for their future and the future of the organization.



We organized an extensive consultation process talking to self-advocates and their families, external stakeholders, our Board of Directors and staff to learn about their experiences with our organization as well as their views about important considerations for the organization's future.

This plan represents their collective aspirations for the future of the Inclusion Langley Society. We know that it will challenge all of us if we are to achieve our vision. We invite you to be a part of shaping our future and supporting us to achieve the goals outlined in the plan.

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Executive Summary

Inclusion Langley Society commenced the process of developing its strategic plan in late 2019. The organization conducted an extensive process of stakeholder consultation including:

A facilitated discussion with the Langley Self-Advocate committee exploring their hopes for the future;

A facilitated dialogue with approximately 30 Inclusion Langley Society senior staff;

A facilitated strategic planning session with members of the ILS Board of Directors and leadership staff;

Consultations with families who have a family member supported by ILS;

Interviews with external stakeholders including representatives from CLBC, MCFD, allied community organizations and Inclusion BC.

In addition, we reviewed a number of key aspirational and service delivery documents from MCFD, CLBC, the Representative for Children and Families, Inclusion BC and the Township and City of Langley to deepen our understanding of their plans for the future. These documents and stakeholder discussions revealed a number of important priorities for the future of Inclusion Langley Society.

The following six strategic directions emerged from this work. They are:



1

Ensuring children experience positive and optimistic starts in life

Minimizing wait times, ensuring availability of extra supports for as many children as possible, expanding early years services and collaborating with local partners to advance child specific services



2

Supporting smooth and seamless transitions during important life transitions

Supporting smooth transitions to kindergarten, preparing youth for adult services and encouraging and supporting healthy retirement lifestyles



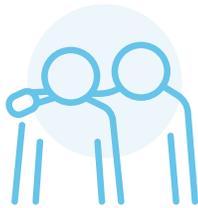
3

Ensuring those supported by ILS live inclusive and meaningful lives

Supporting inclusive childcare options, emphasizing economic inclusion through employment, discovering inclusive housing, addressing quality of life matters and engaging in service reviews

Inclusion Langley Society leadership staff will prepare an annual action plan each fiscal year identifying strategic actions that support achievement of the strategic directions. These action plans will identify measurable outcomes, key accountabilities and timelines as well as cost implications.

A summary report will be prepared and distributed each April.



4

Supporting aging adults to experience healthy and engaged senior years

Developing late life planning tools, ensuring retirement activities are engaged, meaningful, and supporting people to age in the right place



5

Maintaining talented and tenured employees and contractors with the tools and resources they require

Addressing strategic investments to improve recruitment and retention, creating efficient and effective technological solutions to improve workflow and continuing to support diverse and engaged talent



6

Building a welcoming and inclusive community

Collaborate with other groups, organizations and associations across community to ensure Langley is welcoming and inclusive of those with disabilities.

Background

Inclusion Langley Society is a vibrant and dynamic organization that supports in excess of 1400 children with developmental or support needs, youth and adults with intellectual disabilities and autism spectrum disorder, individuals with FASD, as well as their families. The Society's activities are guided by a strong set of values and principles informed through our relationship with the people we serve and their families.

Inclusion Langley Society Vision and Mission Statements

Throughout the strategic planning process, the vision and mission statements of the organization were front and center.

Vision Statement

Inspiring a community where we all belong.

Mission Statement

We provide services that improve quality of life for children with developmental or support needs and adults with intellectual disabilities and autism spectrum disorder.

Inclusion Langley Society builds and strengthens community through information, support and advocacy.

Inclusion Langley Society Core Values

ILS conducted an extensive engagement process to identify its core values. These values help to share and guide our approach to support and service delivery. Periodically, these values are reviewed with key informants to ensure they continue to reflect a shared approach to our collective work. These core values are as follows:



Person-Focused Growth and Development

Meeting needs and building capacity



Moving Forward

Embracing and driving change for the better



Supportive Relationships

Being connected and imagining what it must be like for each other



Community Building

engaging and contributing to "everyone has a place and a role here"



Practice Excellence

commitment to lifelong learning and professional development

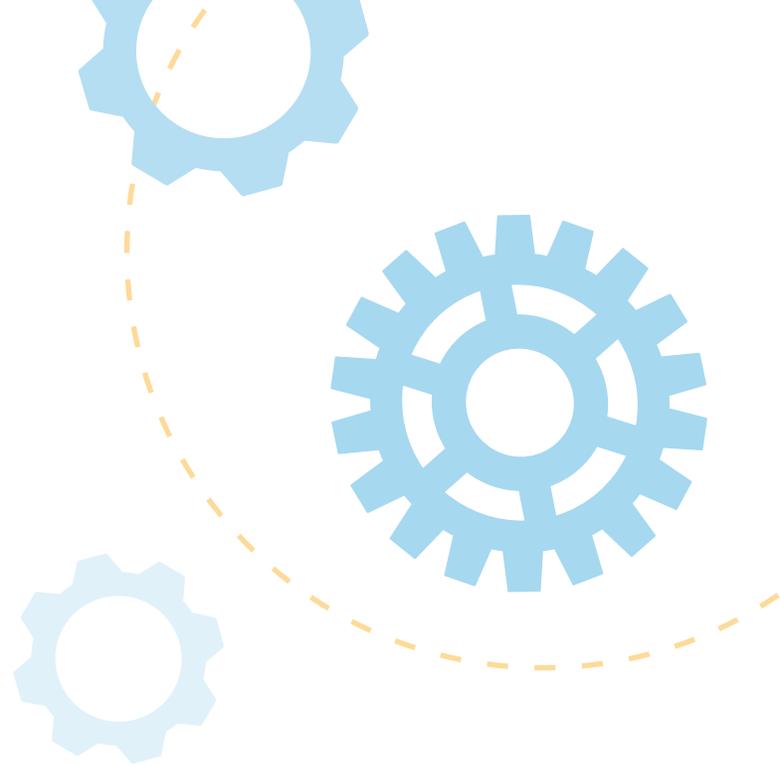


Collaborative Creativity

joining forces to develop possibilities

Planning Context

Successful strategic planning must consider the myriad of factors that have the potential to affect the near and long term. The following considerations were identified as notable and likely to have an impact on our organization's future.



Changes in the Sector

- Competition with increasing numbers of providers
- Individuals expecting greater control over their lives
- Increasing personalization of services
- Initiatives that challenge current approaches to service delivery
- Demand for innovative responses

Changes in Policy, Legislation and Regulations

- Proposed changes in inclusive childcare
- Introduction of a revised CYSN Framework

Demographic and Population Trends

- Increasing complex presentation of needs
- Poverty, housing and food insecurity
- Population growth

Economic Trends

- Diminishing government and community resources relative to demand
- Increased accountability for use of public funds

Technological Trends

- Demand for access to current technologies
- Increasing costs to maintain effective and efficient IT infrastructure and support
- Training needs of participants, employees and allies

Acknowledging Government and Funder Priorities

Inclusion Langley Society is dependent on funds from a variety of crown ministries and agencies.

It is important for us to be knowledgeable of their assessment of service and funding priorities and the implications for our work.

Ministry for Children and Family Development



The primary focus of this Ministry is to support all children and youth, indigenous and non-indigenous, to live in safe, healthy and nurturing families and to be strongly connected to their communities and culture. The Ministry supports children, youth and their families emphasizing early intervention, prevention and cultural and community connections. MCFD's strategic priorities include:

Boosting CYSN respite funding

Beginning a phased implementation of the Child and Youth with Support Needs Framework, promoting children and youth with support needs development and family quality of life, enabling them to reach their full potential.

Continue to increase accessibility to inform the development of long-term strategies for inclusive childcare

Finalize and begin to implement a youth and young adult Transitions Services Framework.

ILS will pay particular attention to developments and investments related to the CYSN Framework as a majority of our child development services fall under this framework.

Community Living BC



At March 31, 2020, CLBC is serving 23,389 adults with a 5%+ annual growth rate. CLBC anticipates that the number of individuals registered for their funded services who are older than 50 will more than double by March 2039. By March 2039 the CLBC caseload will be 49,651 eligible individuals.

CLBC has identified strategic goals in housing that enable people to live more independently, employment of PWD, improved transitions, increased service to indigenous communities and people with multiple and complex needs and improvements in home share. CLBC believes that quality of life; especially the personal development domain will have the greatest impact on individual's futures and suggests that service provider's deliver supports and services that meet individual's personal development growth need.

Influential Individuals and Organizations

A number of important individuals and entities have influence over the direction and nature of services, the priorities of government and community and best practice considerations. These organizations and their stated priorities are acknowledged for the potential impact they have on service delivery.

Inclusion BC



Inclusion BC is a non-profit provincial organization that advocates for the rights and opportunities of people with intellectual disabilities and their families. IBC a federation of member organizations that includes people with intellectual disabilities, their families and agencies that serve them. Inclusion Langley Society is a member agency.

Among its stated priorities is the alleviation of poverty, advocating for access to required supports and services, access to inclusive housing and advocacy to ensure the Province continues to make strategic investments supporting children, youth and adult with intellectual disabilities. IBC is keenly active in promoting improvements to the public education system to ensure every child experiences inclusive education.

IBC also convenes the Children Can't Wait campaign. With respect to service to children, the campaign partners are advocating for stronger collaborative approaches between ministries and between community agencies and ministries, emphasizing a family-centered approach to support, ensuring sufficient capacity to meet the needs of families in a timely way and advocacy for a system that determines access to service based on need and not diagnosis.



REPRESENTATIVE FOR
CHILDREN AND YOUTH

Representative for Children and Youth

British Columbia's Representative for Children and Youth has supported our province's young people and their families in dealing with the provincial child and youth welfare system. The Representative also provides oversight to this system and makes recommendations to improve it. The Representative is a non-partisan, independent officer of the Legislature, reporting directly to the Legislative Assembly and not a government ministry.

Recent reports from the representative highlight the need for increased investments in services to support children and youth with special needs, particularly services that strengthen families. The Representative has called for additional investments in respite funding for families.





BC Advocate for Service Quality

Leanne Dospital is B.C.'s Advocate for Service Quality. Leanne reports directly to the Minister of Social Development and Poverty Reduction.

The Office of the Advocate for Service Quality (OASQ) helps government better support:

Adults with a developmental disability (this includes Autism Spectrum Disorder and Fetal Alcohol Spectrum Disorder)

Teens with a developmental disability who are almost an adult

Teens with support needs

Family members and others who support a person with a developmental disability



Ministry of
Social Development
and Poverty Reduction

The OASQ may act as a neutral third party with and individual, family and service providers. They will help solve problems and find solutions to concerns and complaints. The OASQ's goal is to get quality service for individuals.

The advocate has identified a number of significant trends and challenges in services for youth and adults with intellectual disabilities and recommends that there be:

Greater attention to youth and adults requiring mental health services;

Increased consideration for transitions to adult services for those with complex care needs and;

Increased attention to the health of adult with intellectual disabilities.

Local Government - Township & City of Langley

The Township of Langley is experiencing significant growth and development, affecting community life in a variety of ways. As the number of families increases, including immigrant and refugee families, we can expect an increased demand for our services.

Collaboration with local governments to aid in informing provincial and national governments will be important in ensuring funding for need services reaches our community. In the coming years, an emphasis on accessibility and public transportation investments, increased green space and public leisure, recreation and arts facilities will be required including novel age and dementia friendly infrastructure.



While the City of Langley's growth will pale in comparison to the Township, anticipated future Skytrain and related development in Langley City will significantly alter the fabric of our community. Langley City is supporting significant rental development and we can expect modest demands for increases to our services as a result. Langley City is keen to develop and expand inclusive recreational and leisure services for children, youth and adults.

Inclusion Langley Society volunteers and leadership maintain active and fulsome engagement with civic governments elected representative as well as employees. We share a mutual goal of ensuring our communities are welcoming and inclusive.



Inclusion Langley Consultations

Consultations and focus groups were conducted to ensure the voice of internal stakeholders was obtained. In this instance, internal stakeholders were determined to be person’s served, families, board members and senior staff, as well as a cross section of employees through the Society. Below are the key findings.

Self-Advocates

My Priorities	How Inclusion Langley Can Help	Barriers
<ul style="list-style-type: none"> Living on my own Attending college Travel Owing a business Working developing new skills Overcoming my fears Having new relationships 	<ul style="list-style-type: none"> Find mentors Find scholarships Support me to be more independent Support my family Create opportunities for me to meet people Assist me to find and secure work 	<ul style="list-style-type: none"> My anxiety A lack of motivation Lack of educational opportunities Limited personal finances Parents saying no – being overprotective Transportation Access to technology

Families

Strengths and Opportunities	Areas for Improvement
<ul style="list-style-type: none"> Timely access to services Smooth transitions Flexibility of service delivery Well maintained homes Responsive leadership Caring employee Excellent contracted care providers 	<ul style="list-style-type: none"> Timely access to services Transitions Greater funder flexibility Opportunities for all children to experience inclusion Access to specialists Communication Affordable and inclusive housing

Board and Leadership

Strengths and Opportunities	Areas for Improvement
<ul style="list-style-type: none"> Staff and care providers Organizational reputation Our community involvement Family centered Focus on employment Individualized supports Accountability Risk tolerance Cultivation of relationships Values driven 	<ul style="list-style-type: none"> Ability to address funding gaps Recruitment of employees and care providers Access to affordable housing Access to services when required Increased need for mental health services Waitlist management in child development services Planning for seniors Ability to say No Business process and infrastructure

Senior Staff

Strengths and Opportunities	Areas for Improvement
<ul style="list-style-type: none"> Employment for PWD Lifespan services Relationships Staff skills and talent Core values Life-based services introduction Introducing new and evolving services Commitment of care providers Supporting quality of life improvements 	<ul style="list-style-type: none"> Recruitment of staff and contracted care providers Response to changing demographics Internal communications Resources to support teams Ensuring our community is more accessible Advocating for more inclusive and affordable housing

Staff

Strengths and Opportunities	Areas for Improvement
<ul style="list-style-type: none"> Progressive organization Cohesive organization Proactive and progressive We take risks Solid footprint in community Passionate people Diverse Shared values Ensuring all children experience inclusion 	<ul style="list-style-type: none"> Succession planning Recruitment and stabilization of our workforce Workforce development Knowledge communication across the organization Community awareness of ILS Services for 12-19 year olds Orientating our staff to our values Working in a system resistant to novelty

Strategic Directions and Goals

1.0 Ensuring children have positive and optimistic starts

1.1 Increase Staff Capacity to Meet Service Demand

Advocacy with MCFD for funding for an additional IDP consultant position

Advocate with MCFD to have the IPD Playgroup Coordinator funded full-time

Increase Early Years programming

1.2 Provider Leadership to Kids Can't Wait Campaign

Advocate for additional investments in SCD/ASCD

1.3 Establish a Family Support Worker position

1.4 Continue to Build and Strengthen Infant Mental Health initiative

2.0 Support smooth and seamless transitions during important life changes

2.1 Establish strong preschool to kindergarten transition supports

Delivery the My Booklet training across the region

Delivery CALM training at local childcare centers

2.2 Expand inclusive after-school programming options

2.3 Prepare Youth for Adult Life

Continue to fund and support Youth Works

Implement Impact Youth Employment Project

Expand school diversion services for secondary students

Support access to post-secondary educational opportunities

3.0 Support inclusive and meaningful lives

3.1 Improve Access to Appropriate Housing

Implement Steps to independence service option

Continue to advocate for access to portable rent subsidies

Continue to engage with Compass Co-housing project

Build new relationships with all local non-profit housing providers

3.2 Assist People to Strengthen Personal Networks and Resources

Ensure strategic investments in employment services

Enhance self-advocacy supports

Implement a Quality of Life App

Establish an ongoing gathering space for indigenous participants

Transition responsibility for YGFH to Supported Living and Home Share

Strengthen parent support group

3.3 Improve Home Share Accountability Measures

Review and enhance Home Share monitoring standards

Review and revise Home Sharing Provider's Handbook

Participate in a Home Share coordinator and Home Share provider training program



3.4 Assess Status of Community Inclusion Services

Review and revise program specific purposes and space requirements

Advocate for vocational counselor funding in Community inclusion services

Improve and increase services to aging adults

Expand access to LIFE-Based services option, including PSI eligible individuals

3.5 Support People to Improve their Well-being

Advocate for access to improved mental health services

Support Advocacy efforts to increase PWD benefits

Participate in local poverty reduction initiatives

4.0 Supporting adults to experience healthy and engaged senior years

4.1 Ensuring retirement activities are engaging and meaningful

4.2 Supporting an aging in the right place approach to services

4.3 Developing late life planning tools

5.0 Maintain a talented and tenured employees and contractors with the tools and resources they require

5.1 Address Long-Term Leadership Requirements

Complete leadership succession planning

Develop a comprehensive professional development program for staff

5.2 Improve Recruitment Outcomes

Establish an employee recruitment and retention initiative

Implement a contracted provider recruitment and succession planning initiative

5.3 Improve Staff and Contractor Resources

Strengthen our IT infrastructure to support staff success

Develop a care provider portal (home share and respite) on ShareVision

6.0 Build a welcoming and inclusive community

6.1 Increase Strategic Alliances and Partnerships

Develop strategic alliances to increase early year's services

Develop strategic alliances to increase access to inclusive and affordable housing

Produce annual "community works" report with metrics

6.2 Improve ILS profile in Langley

Complete branding and development of promotional materials

Redesign ILS Website

Support initiatives that allow the organization to "give back" to community

Pursue new fund development activities

6.3 Improve access to Tertiary Health care for individuals with intellectual disabilities

Next Steps

Inclusion Langley Society leadership staff will prepare an annual action plan each fiscal year identifying strategic actions that support achievement of the strategic directions. These action plans will identify measurable outcomes, key accountabilities and timelines as well as cost implications. A summary report of accomplishments will be prepared and distributed each April.



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 Inclusion Langley Society

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