



**DISTRICT OF 100 MILE HOUSE**  
**COMMITTEE OF THE WHOLE**  
**TO BE HELD IN DISTRICT COUNCIL CHAMBERS**  
**Tuesday November 12<sup>th</sup>, 2024, AT 5:30 PM**

	<p><b><u>CALL TO ORDER</u></b></p> <p>Mayor to call the Committee of the Whole meeting to order.</p> <p>Mayor acknowledges that this meeting is being held on Tsqescencúlecw.</p>
<b>A.</b>	<p><b><u>APPROVAL OF AGENDA:</u></b></p>
	<p><b>A1</b></p> <p><b>BE IT RESOLVED THAT</b> the November 12<sup>th</sup>, Committee of the Whole agenda <u>be approved</u>.</p>
<b>B.</b>	<p><b><u>INTRODUCTION OF LATE ITEMS</u></b></p>
<b>C.</b>	<p><b><u>DELEGATIONS:</u></b></p>
<b>Hot July Nights</b>	<p>Representatives from Hot July Nights organization requested an audience with Council to discuss District support for their annual event.</p>
<b>D.</b>	<p><b><u>UNFINISHED BUSINESS</u></b></p>
<b>E.</b>	<p><b><u>CORRESPONDENCE</u></b></p>

<b>F.</b>	<b><u>STAFF REPORTS:</u></b>
<b>First St. &amp; Birch Ave Intersection</b>	<b>F1</b>  <i>“For discussion only - No resolution Required”</i>
<b>721 Cariboo Trail - Zoning Application</b>	<b>F2</b>  <i>“For discussion only - No resolution Required”</i>
<b>G.</b>	<b><u>BYLAWS:</u></b>
<b>H.</b>	<b><u>OTHER BUSINESS:</u></b>
<b>I.</b>	<b><u>QUESTION PERIOD:</u></b>
<b>J.</b>	<b><u>ADJOURNMENT:</u></b>
	<b>BE IT RESOLVED THAT</b> the Committee of the Whole meeting of November 12 <sup>th</sup> , 2024, adjourn:       PM:

*“Committee of the Whole” means a committee comprised of all Council Members of the District of 100 Mile House to consider and recommend on matters of the Districts’ business. The Committee sits in a deliberative rather than a legislative capacity, for informal debate and preliminary consideration of matters awaiting action.*



**District of  
100 MILE HOUSE**

**COUNCIL REPORT  
File No. 570-01**

**Committee of the Whole Meeting  
Nov. 12, 2024**

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**REPORT DATE:** Oct. 30, 2024  
**TITLE:** First St & Birch Ave intersection  
**PREPARED BY:** J. Doddridge, Director Economic Development & Planning

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**PURPOSE:** To obtain Council endorsement to proceed with the new intersection design

**RECOMMENDATION:** Recommended Resolution:

No resolution is required – for discussion only.

**BACKGROUND INFORMATION / DISCUSSION:**

The *Pedestrian Safety – Intersection Improvement Project* was approved by Vision Zero to acquire and install solar LED lit stop signs, each having flashing LED lights to increase the visibility of the four-way stop. The purpose of the project is to add another layer of safety at this intersection and reduce instances of near misses between pedestrians and motorists.

Upon the suggestion of the Vision Zero team, the District agreed to host a site visit with a qualified traffic engineer to determine whether the LED stop signs were the best safety solution for the intersection, or if other options would be more effective.

The traffic engineer visited the site and has made recommendations to more successfully increase safety. Those recommendations include narrowing the travel paths of the intersection, reducing the number of lanes, moving the crosswalks further into the centre, and creating pedestrian refuge areas contained within bollards at all corners of the intersection.

The new proposed design will improve pedestrian safety. However, it will be a dramatic change to the way the intersection looks and functions now. Therefore, staff is seeking



Council views about the change prior to applying for a project extension and/or seeking a cost estimate to complete the work.

**OPTIONS:** The traffic engineer can be consulted for alternative solutions.

**BUDGETARY IMPACT:** The total funding received from Vision Zero for this project was \$14,000. The cost of the new design has not yet been determined, given road crew companies have concluded their summer programs. A cost estimate will need to be obtained, after which the District could consult with the funder about potentially accessing additional funds.

**LEGISLATIVE CONSIDERATIONS (Applicable Policies and/or Bylaws):** N/A

**ATTACHMENTS:** 2 detailed drawings showing the proposed changes overlaid on the current intersection

**Prepared By:** J. Doddridge  
J. Doddridge, Dir Ec Dev & Planning

**Date:** Nov. 7/24

**Reviewed By:** T. Conway  
T. Conway, Dir Community Services

**Date:** \_\_\_\_\_

**Reviewed By:** T. Boulanger  
T. Boulanger, CAO

**Date:** Nov. 7/24

Canadian  
2 for 1 Pizza

Community  
Garden

Higher Ground  
Health Foods

Donex  
Parking Lot

NB: CL approx 30cm  
to east from Ex CL to  
align N/S legs.

Approx. 1.5m  
Walking Path  
(Min 1.3m Width)

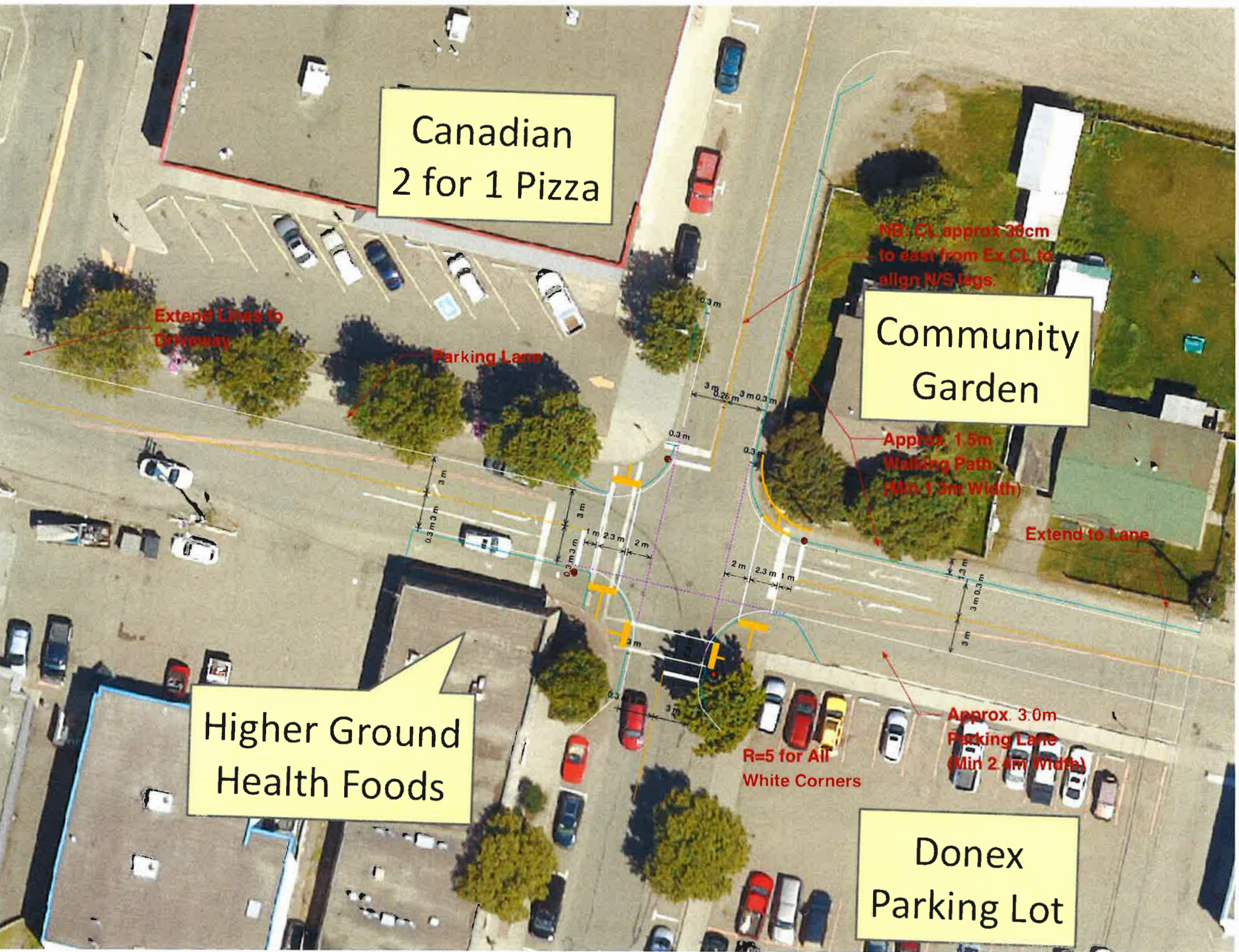
Extend to Lane

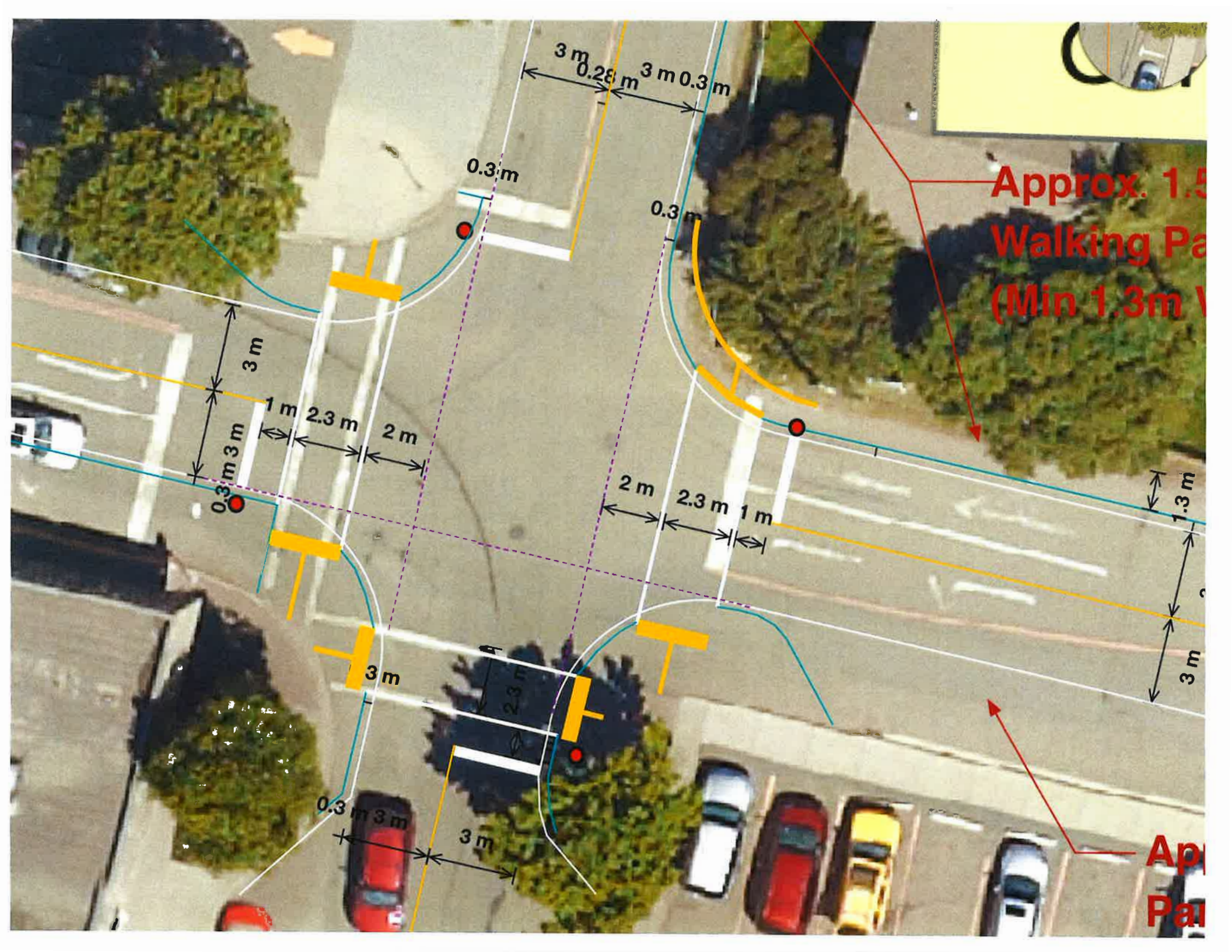
Approx. 3.0m  
Parking Lane  
(Min 2.4m Width)

R=5 for All  
White Corners

Extend Lines to  
Driveway

Parking Lane





**Approx. 1.5  
Walking Pa  
(Min 1.3m)**

**Apri  
Pa**

3 m 0.28 m 3 m 0.3 m

0.3 m

0.3 m

3 m

1 m

2.3 m

2 m

0.3 m

3 m

2 m

2.3 m

1 m

1.3 m

3 m

3 m

2.3 m

0.3 m

3 m

3 m



**District of  
100 MILE HOUSE**

**COUNCIL REPORT  
File No. 570-01**

**Committee of the Whole Meeting  
Nov. 12, 2024**

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**REPORT DATE:** Nov. 7, 2024  
**TITLE:** 721 Cariboo Trail – Zoning Application  
**PREPARED BY:** J. Doddridge, Director Economic Development & Planning

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**PURPOSE:** To obtain Council direction on the approach to change a definition as a means to a zoning amendment application

**RECOMMENDATION:** Recommended Resolution:

No resolution is required – for discussion only.

**BACKGROUND INFORMATION / DISCUSSION:**

A zoning amendment application has been received from Children Matter Community Services. The application requests changes to the District of 100 Mile House Zoning Bylaw definitions for *child care*, *care centres*, or *residential services* to allow for specialized home support services for children and youth. Such services may include 24-hour support, counseling, life skills, and care for 2 or less children or youth in a residential setting. The Zoning Bylaw definitions for *child care* and *care centre* are attached.

Typically, the District has handled zoning amendments either as a wholesale change from one zone to another, or as a site-specific amendment, where one or more uses are added to a particular property only.

The approach to changing the definition of *child care* would mean that a use comprised of specialized home support services would be permitted in all residential zones that currently permit *child care* as an accessory use. It would not apply only to 721 Cariboo Trail.

The following 9 zones currently allow *child care* as an accessory use to a residential primary use: A-1; A-2; ER-1; ER-2; R-1; R-2; R-3; R-4; and R-5. Changing the definition of *child care* would impact all these zones. Due to the number of properties that would be



impacted, individual Public Hearing notices would not be sent to property owners. Rather more broad notifications would be undertaken, such as a newspaper ad, website notice, etc.

The following 6 zones currently allow *care centre* as a principle permitted use: R-1/SR; R-4; R-5; C-1/Cedar Ave; C-6; and P-1. Note that the only residential zones that currently permit a *care centre* are medium and high-density zones and the specialized zone created for Cedar Crest Society.

The Zoning Bylaw does not contain a definition for *residential services*.

The applicant has provided preferred verbiage to amend the District's definitions to facilitate their services. They have also provided some sample definitions from other municipalities (Kelowna, West Kelowna and Vernon), including Group Home; Care Facility Minor; Group Home Minor; and Child Care Centre Major. These are not the only definitions possible as there are many options to create definitions that would reflect the applicant's intended use.

**OPTIONS:** Council may indicate a preference for an application that would seek:

- a wholesale zoning change;
- a site-specific zoning amendment applicable only to 721 Cariboo Trail;
- exploring alternative definitions; or
- Council may indicate acceptance of the approach to change a definition, as submitted.

**BUDGETARY IMPACT:** N/A

**LEGISLATIVE CONSIDERATIONS (Applicable Policies and/or Bylaws):** N/A

**ATTACHMENTS:**

- Zoning Amendment application from Children Matter Community Services for 721 Cariboo Trail
- Zoning bylaw definitions for *child care* and *care centre*

**Prepared By:**   
J. Doddridge, Dir Ec Dev & Planning

**Date:** Nov. 7/24

**Reviewed By:**   
T. Boulanger, CAO

**Date:** Nov. 7/24



OCT 18 2024

DISTRICT OF 100 MILE HOUSE  
BRITISH COLUMBIA



# DISTRICT OF 100 Mile House

#1-385 Birch Avenue, PO Box 340  
100 Mile House, BC, V0K 2E0  
250-395-2434  
district@100milehouse.com

## LAND USE APPLICATION

Reference to Land Use Application Procedure and Fees Bylaw No. 1258

Official Community Plan  
Zoning Amendment  
Board of Variance

Development Permit  
Development Variance Permit

**Applicants are advised to consult with the District of 100 Mile House staff before submitting an application.**

**\*\*This application will not be accepted unless it is complete, and the required fee(s) and plans are attached\*\***

APPLICATION TYPE	
Check appropriate box(s)	
<input type="checkbox"/> Development Permit	Fee \$ _____
<input type="checkbox"/> Development Variance Permit	Fee \$ _____
<input checked="" type="checkbox"/> Zoning Bylaw Amendment	Fee \$800
<input type="checkbox"/> Official Community Plan Bylaw Amendment	Fee \$ _____
<input type="checkbox"/> Joint Zoning and Official Community Plan Bylaw Amendment	Fee \$ _____
<input type="checkbox"/> Board of Variance	Fee \$ _____
<b>Total Fee \$800</b>	

### PROPERTY INFORMATION

Legal Description of Property(s): Lot 19 District Lot 2136 Plan KAP 28704 Lillooet District  
 Civic Address of Property(s): 721 Cariboo Trail, 100 Mile House  
 Size of Property(s): 9583 sqft / 0.22 Acre BC Assessment Roll No.: PID: 004-490-631  
 Current Zoning: R-1 Current OCP Designation: Low Density Residential  
 Proposed Zoning: \_\_\_\_\_ Proposed OCP Designation: N/C

### FOR OFFICE USE ONLY

Application Fee Paid: \$ 800 Receipt Number: 101460

Received by Alicia Vinje Date: Oct 18, 2024

**PAID**  
 OCT 18 2024  
 debit

## INFORMATION FORM

APPLICANT/AGENT	OWNER(S)
Name: <u>Children Matter Community Services</u>	Name: <u>Katie and Tyler Judd</u>
Mailing Address: <u>138 - 160 Celano Crescent</u> <u>Kelowna, BC</u>	Mailing Address: _____
Postal Code: <u>V1V 1X9</u>	Postal Code: _____
Phone Numbers: (Bus): _____ (Home): <u>204-898-6483</u>	Phone Numbers: (Bus): _____ (Home): _____
(Fax): _____	(Fax): _____
E-mail: <u>ShawnEnns@cmcs-bc.com</u>	E-mail: _____

If the applicant is not the registered owner, complete the owner information and have the property owner(s) sign the application form. Note also the owner requirement in Attachment H.

As owner(s) of the land described in this application, I/we hereby authorize Children Matter Cor to act as applicant in regard to this land development application.

Signature: 

Signature: 

Date: 2024-Sept-19

Date: 2024-Sept-19

I have attached the required documentation as noted on the Application Submission Checklist, along with the required application fee and hereby agree to submit further information deemed necessary for processing this application. Furthermore, I hereby acknowledge that any fees paid are non-refundable except as noted on the fee schedule, if applicable.

I also certify that the information contained herein is correct to the best of my knowledge and belief. I understand **this application, including any plans submitted, is public information**. I authorize reproduction of any plans/reports for the purposes of application processing and reporting.

Signature: *Shawn Enns*

Date: October 17th, 2024

I/We Children Matter Community Services INC. agree to allow the agents of the District of 100  
(Applicant's Name)

Mile House to enter onto the subject property to inspect the land and buildings.

**A copy of a State Title of Certificate, or a copy of a Certificate of Indefeasible Title, dated no more than thirty (30) days prior to submission of the application must accompany the application as a proof of ownership.**

**DESCRIPTION OF EXISTING LAND USE: (use separate sheet if necessary)**

See separate attachment.

**DESCRIPTION OF PROPOSED DEVELOPMENT/USE/BYLAWS CHANGE:**

(use separate sheet if necessary)

See separate attachment.

Services Currently Existing or Readily Available to the Property (check applicable area)

Services	Currently Existing		Readily Available*	
	YES	NO	YES	NO
Road Access	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Water Supply	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sewage Disposal	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Hydro	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Telephone	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
School Bus Service	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**NOTE:**\*Readily available means existing services can be easily extended to the subject property.

**Proposed Water Supply Method**

Pre-existing.

**Proposed Sewage Disposal Method**

Pre-existing.

**Approximate Commencement Date of Proposed Project**

As soon as possible.

**Reasons in Support of Application**

Reasons and comments in support of the application (use separate sheet if necessary)

See separate attachment.

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October 17<sup>th</sup>, 2024

Land Use Application – District of 100 Mile House

**Description of Existing Land Use**

Currently, 721 Cariboo Trail is in an R-1 zone which allows for,

Principal Use:

- a) Single Detached Dwelling

Accessory Permitted Uses:

- a) Accessory buildings and structures;
- b) Bed and Breakfast;
- c) Child Care;
- d) Home Occupation; and
- e) Secondary Suite.

We believe that our Specialized Home Support Services are essential for the well-being and development of 100 Mile House children and youth to receive care in their own community. Please note each program will provide 24 hours support, counseling, life skills and care for a maximum of two or less children or youth. Our program provides targeted support and care for children and youth with unique needs, and we have seen firsthand the positive impact our services have on the lives of these individuals and their families. Our goal is to facilitate change and support young people to thrive and learn the skills necessary to be contributing members of their community.

Our goal is to demonstrate to the city council that our services align with the spirit of the "Child Care" permitted use, and that the zoning definitions should be updated to reflect the evolving needs of our community. We are committed to working collaboratively with the city to address any concerns and ensure that the amendment is in the best interest of the community as a whole.

It's evident that the lack of suitable zoning in 100 Mile is a significant barrier to providing essential support to children and youth in their home communities. This further emphasizes the



**CHILDREN MATTER**  
COMMUNITY SERVICES (C.M.C.S.) INC.

importance of bylaw zoning amendment to address this gap and ensure that these vital services are accessible to those who need them most.

**Shawn Enns**  
**President**

*Shawn Enns*



October 17<sup>th</sup>, 2024

Land Use Application – District of 100 Mile

**Description of Proposed Development/Use/Bylaw Change**

Children Matter Community Services (CMCS) is writing to propose an amendment, change and/or addition to the current zoning definitions related to child care, care centers or residential services.

As per correspondence from Joanne Doddridge, Director of Economic Development and Planning of the District of 100 Mile, it has been brought to our attention that definitions do not align with proposed use for CMCS homes in the zoning by-laws.

The specific concern raised is regarding the requirement for licensing under the Community Care and Assisted Living Act for in-home family child care or in-home multi-age child care. It has been highlighted that the proposed use by Children Matter Community Services, which involves caring for fewer than 3 children in each unit, does not fit within the current zoning definitions.

The proposed use aligns more closely with a “care center”, which allows for residential care, educational services and supervision for children, youth and adults. However, this definition also necessitates licensing under the Community Care and Assisted Living Act, which currently poses a challenge for our proposed services. As it has been brought to our attention that Interior Health, the health authority overseeing the district of 100 Mile, does not require licensing nor would they license a home, when providing services to 2 children or less in one care setting.

After conducting a thorough review of various municipalities, their bylaws, and definitions, it has been determined that a simple and effective change would be to amend the existing zoning definitions from:

“In home family child care or in home multi-age child care licensed under the Community Care and Assisted Living Act.”

To:

“In home family child care or in home multi-age child care licensed, as required, under the Community Care and Assisted Living Act.”



The proposed addition of "as required" to each definition that limits or prevents the ability for children and youth to receive services in their home communities, or any definition that outlines licensing as a requirement for any type of residential service, will address the current discrepancy.

After reviewing various municipalities, their bylaws and definitions, it seems the simplest change would be to go from:

*"In home family child care or in home multi-age child care licensed under the *Community Care and Assisted Living Act.*"*

To

*"In home family child care or in home multi-age child care licensed, as required, under the *Community Care and Assisted Living Act.*"*

To illustrate, examples of definitions from different municipalities, such as West Kelowna, Vernon, and Kelowna, have been outlined below:

**West Kelowna:** Group Home: GROUP HOME means premises used to provide care and room and board for clients with physical, mental, social or behavioural problems that require professional care, guidance or supervision, licensed as required under the *Community Care and Assisted Living Act.*

Care Facility, Minor: CARE FACILITY, MINOR means a use of an occupied single detached dwelling, manufactured home or duplex licensed as required under the *Community Care and Assisted Living Act* intended to provide care, educational services or supervision for children or adults and may include limited overnight accommodation for shift workers.

<https://www.westkelownacity.ca/en/city-hall/zoning.aspx>





**Vernon:** Group Home, Minor: GROUP HOME, MINOR means a residential premise licensed as required under the Community Care Facilities Act intended to provide residential care to children, youth, or adults.

<https://www.vernon.ca/government-services/bylaws>

**Kelowna:** Child Care Centre, Major: CHILD CARE CENTRE, MAJOR means an establishment licensed as required under the Community Care and Assisted Living Act intended to provide care, educational services, and supervision for more than 8 children. See Table 8.3.6 for parking requirements of Child Care Major uses.

<https://www.kelowna.ca/city-hall/city-government/bylaws-policies/zoning-bylaw>

In conclusion, the proposed bylaw definition change will enable Children Matter Community Services and other social services agencies to provide Specialized Home Support Services to children/youth from the 100 Mile community, within the 100 Mile community.

We believe that this amendment will not only facilitate the provision of essential services to our community's children and youth but also ensure compliance with the regulations set forth by the health authority.

**Shawn Enns**  
**President**

*Shawn Enns*



**CHILDREN MATTER**  
COMMUNITY SERVICES (C.M.C.S.) INC.

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## **Land Acknowledgement**

At Children Matter Community Services, we recognize that we are situated on the ancestral and unceded lands of numerous Indigenous peoples in British Columbia. These territories have housed a variety of nations, and we honor their enduring ties to this land. We express gratitude for the opportunity to live, work, and learn on these lands and commit to fostering respectful relationships with the various Nations.

## **Commitment to Truth & Reconciliation**

At Children Matter Community Services, our organizational commitment to working alongside Indigenous children, families, and communities is rooted in a profound understanding of the importance of cultural significance and reconciliation. We are dedicated to actively engaging with Indigenous perspectives, traditions, and values, recognizing their intrinsic role in the well-being of children, youth, and families.

In alignment with the Truth and Reconciliation Commission's Calls to Actions 1-5, our approach to child welfare involves a comprehensive strategy. We pledge to collaborate with Indigenous communities, respecting their self-determination and actively seeking their input in the development and implementation of our services. This commitment extends to creating a safe and inclusive space where Indigenous children can thrive, maintaining connections to their heritage.

In line with the Calls to Actions, we emphasize community-based solutions, aiming to strengthen family ties and support systems. This involves collaborating with Indigenous Elders, leaders, and community members to establish culturally relevant programs and services that promote healing, resilience, and empowerment.

Moreover, Children Matter Community Services is committed to accountability and transparency. We will regularly assess and reassess our practices, seeking feedback from Indigenous partners to continuously improve our approach. By actively contributing to the journey of truth and reconciliation, we aim to create a lasting, positive impact on the lives of Indigenous children in British Columbia.

## **Children Matter Community Services Vision, Mission, and Values**

### **Vision**

Our vision is a world where the pursuit of a brighter future is a shared mission, and where each person's unique potential contributes to a richer, more equitable global society where no one gets left behind.

### **Mission**

At Children Matters, we are a passionate community united by a bold vision: to provide unwavering support, nurturing individual growth, and fostering vibrant communities.

Our unwavering commitment to integrity, respect, transparency, advocacy, and acceptance enables us to empower the young people we support, propelling them towards a future filled with boundless possibilities.

### **Values**

Integrity  
Respect  
Transparency  
Advocacy  
Acceptance

## **Specialized Homes and Support Services**

### **“The Why”**

*Our overarching goal is to empower and support children and youth in transitioning back to their families and community, residing in a less intrusive environment, and navigating the path into adulthood equipped with the necessary skills for success.*

*Our commitment lies in facilitating a smooth and holistic transition that enables young individuals to thrive, build resilience, and embrace their journey towards independence and personal growth.*

## “The Who”

The inception of Children Matter Community Services (CMCS) stemmed from a shared aspiration to effect positive change and save lives. What began as a simple conversation about the potential impact of assuming leadership roles evolved into a concrete vision and mission rooted in values. CMCS aspires to be an organization that delivers outstanding service to those it supports, the dedicated staff it is privileged to have, and the welcoming communities it serves.

The founding partners of CMCS have personally encountered profound losses in their line of work, especially young individuals affected by the opioid crisis, suicide, and street violence. Tragically, over half of these losses have been Indigenous youth and adults. With two partners being Métis, this has further fueled their commitment to be agents of change for young people, particularly Indigenous youth in care. Developing principles that resonate across all children, youth, and families, CMCS aims to guide them on their paths of healing, learning, connection, and positive impact on the world.

Embracing these principles extends beyond those directly served by CMCS to include the staff members who choose to join us on this journey. By applying the same ethos of service and care to the team, CMCS is nurturing a culture of compassion, support, and personal growth. This approach not only enriches the lives of those involved with CMCS but also radiates positive effects throughout the broader community.

The four partners who played instrumental roles in transforming the concept of Children Matter Community Services (CMCS) from a conversation into a tangible reality are Shawn Enns, Tarcicio Rosales, Katelynn Nicholls, and Julie Pariseau. Initially, Shawn Enns and Tarcicio Rosales initiated the dialogue that laid the foundation for CMCS. Subsequently, they welcomed Katelynn Nicholls and Julie Pariseau to collaborate on this journey of service and transformation.

The partnership among these four individuals is founded on principles of trust, respect, transparency, and relationships. Each partner brings unique skills to the table, creating a balanced team that thrives on hard work, camaraderie, and shared laughter.

Who are the four partners that helped bring CMCS from a conversation to a reality?

### Who are the CMCS partners?

**Shawn Enns**, a Red River Métis, was born and raised in Winnipeg, Manitoba. Throughout his life, he has been deeply dedicated to helping others both personally and through his volunteer work and professional endeavors. While initially pursuing a journey towards becoming a Computer & Electrical Engineer during his college education, his path shifted towards the social services sector over the following two years. This transition led him to complete his Community Support Worker certificate, which incorporated courses emphasizing Business Administration. In addition to his professional pursuits, Shawn is a self-taught musician who finds joy in nature,

camping, cooking, and continuous learning. His adventurous spirit has led him to explore new experiences, including embarking on a solo backpacking trip across three Asian countries.

**Tarcicio Rosales:** More information coming soon

**Katelynn Nicholls**, a North Okanagan Métis, originates from New Westminster and was raised in Lumby, BC. Her academic journey began as a Care Aide, specializing in Dementia and Acquired Brain Injury care, which inspired her to further her education as a Psychiatric Nurse. Katelynn is not only passionate about helping others but also embodies strong and reflective leadership qualities. Currently pursuing her Master's in Leadership at Royal Roads University, she is committed to making a positive impact in the world by championing mental health support for children and youth facing challenges in their lives.

In addition to her professional pursuits, Katelynn is actively involved in her community as a hockey coach and finds joy in outdoor activities such as hiking and embracing physical wellness. Her dedication to leaving a lasting, positive influence reflects her drive to contribute towards a brighter and more supportive future for those she serves.

**Julie Pariseau**, Calgary-born and raised, possesses a fondness for change, reflected in her diverse living experiences spanning cities across Canada, from Halifax, NS to Chilliwack, BC. Her upbringing involved being placed in the care of the Government, experiencing multiple placements in foster homes, group homes, and residential facilities. These early encounters fueled her aspiration to pursue education in Child and Youth Care.

From a young age, Julie exhibited leadership qualities and drew inspiration from influential female mentors, steering her towards attaining a Master's in Leadership at Royal Roads University. Despite a diverse career supporting individuals of all ages and leading organizations, her unwavering dedication remains with youth. Embracing continuous learning, prioritizing personal growth and adaptability, Julie finds comfort in reading, delights in golfing, and treasures moments spent with her family around a campfire.

### **Staff Are Our Greatest Asset**

#### *Life Work Balance*

*"Balance is a feeling derived from being whole and complete; it's a sense of harmony. It is essential to maintain quality in life and work"*

*Joshua Osenga*

The challenging and emotionally demanding nature of our work in the social services sector can lead to a high risk of burnout, as research indicates. At CMCS, we firmly believe that by prioritizing the well-being of our staff members, they in turn can better serve the youth under our care.

One crucial aspect we emphasize for achieving a healthy work-life balance is the importance of establishing and maintaining boundaries. By supporting all staff members in setting boundaries, we aim to facilitate a harmonious integration of their personal and professional lives. This approach not only safeguards their well-being but also enables them to be more effective and resilient in their roles, ultimately benefiting the youth and families we serve.

### *Caring for Staff*

To care for our staff at CMCS, we uphold the same principles that guide our interactions with young people. Here are some key ways we support our team:

1. **Partnership:** We value a partnership approach with our staff, actively seeking and incorporating their input. Leaders at CMCS listen carefully to suggestions and work towards integrating them into our practices. Continuous learning is encouraged through open and honest feedback from all staff members across the organization.
2. **Connection & Belonging:** Creating a culture of connection and belonging is a priority. Given that we spend a significant amount of our day at work, fostering an environment where laughter, fun, and positive relationships thrive is essential. At CMCS, we maintain a "ZERO" tolerance policy for gossip and toxic behavior, promptly addressing any such issues. Building strong workplace relationships involves respecting boundaries, such as the sharing of personal information, managing social media connections, and maintaining a clear separation between personal and work life. By prioritizing these values and practices, we aim to cultivate a supportive and positive work environment where our staff can thrive, feel valued, and ultimately deliver the best possible care and support to the youth we serve.
3. **Identity Building:** At CMCS, we place a strong emphasis on building identity within our teams. Each team is encouraged to embrace the organization's Vision, Mission, and Values, creating a shared "team identity." We foster trust among team members, promoting open communication, challenging discussions, shared commitment to goals, mutual accountability, and the pursuit of exceptional care standards.
4. **Knowledge & Learning** – Additionally, we prioritize knowledge and learning within our organization. We believe in succession planning and support staff in attaining their professional and academic aspirations. At all levels of CMCS, we promote and facilitate professional development. We strive to cultivate a culture of continuous learning by viewing mistakes as opportunities for growth and improvement. To support this culture, we encourage staff to debrief situations by reflecting on the following questions:
  - a. What did I do well?
  - b. What could I do differently next time?



c. What support do I need?

By adopting these practices, we aim to create a dynamic and inclusive learning environment where staff members can develop professionally, learn from experiences, and collectively work towards achieving our organizational goals and providing exceptional care to those we serve.

*Staff Training*

The young people we serve deserve the best we have to offer and at CMCS we believe that you hire the best and you train the best. Prior to working directly with children and youth, all staff are required to successfully complete the necessary CARE, MCFD, and Health & Safety training.

In addition to these essential trainings, we mandate that all staff complete the Art & Science of Youth Work Certificate offered by the Youth Intervention Program Association. This comprehensive certificate program includes competency-based modules focusing on:

- The Field of Youth Work
- Youth Development
- Communications
- Ethics
- Intercultural Engagement
- Behavior Intervention
- At Risk Behaviors
- Mental Health Basics

By upholding these training standards and prioritizing the ongoing professional development of our staff, we aim to empower our team members with the necessary knowledge and skills to provide exceptional care and support to the youth entrusted to our care. Furthermore, we believe that this commitment not only helps prevent staff burnout but also enhances professional competence and fosters individual career growth and fulfillment. Our investment in the development and well-being of our staff ultimately translates into better outcomes for the young individuals we serve and creates a positive and sustainable work environment for all team members.

*“If we take care of our staff, our staff will take care of our children, youth and communities”*

### “The Where”

While the head office of CMCS is situated in North Okanogan, we extend our services across British Columbia. Despite the geographical spread, our leadership team ensures accessibility and connection by being available in person and through virtual platforms like TEAMS. This commitment to maintaining connectivity and open communication allows us to operate as a cohesive and united organization, irrespective of physical distances.

### “The What”

Children Matter Community Services (CMCS) is qualified to provide Specialized Home Support Services (SHSS) for the Ministry of Child and Family Development (MCFD) with a focus on having a positive impact on children, families, communities, and the world. SHSS four pillars of service are

- Specialized Long-Term Care – A home for children or youth whose circumstances don't allow them to live with their family or caregiver. This home provides 24 hours specialized care that supports behavioral, mental health, medical and other exceptional needs.
- Emergency Care – A safe supportive short-term home for a young people who comes into the care of MCFD and requires a safe and support home while other care options are being considered.
- Respite Care – Short overnight care for young people whose needs require a staffed setting. The intention is providing support to families and caregivers from day-to-day parenting to ensure the health and wellness of the family unit.
- Low Barrier Short-Term Stabilization Care – A specialized supportive placement for children or youth experiencing a functional crisis and/or instability in their living environment. This service is a 3-9 month out of home stay while offering healing, interventions, and crisis support.

At CMCS, our homes provide person-centered, holistic, trauma-informed, and strength-based supports to empower young individuals to connect, heal, learn, and embrace their identity and resilience. We recognize the detrimental effects that multiple placements can have on a young person's overall well-being, impacting their physical, mental, emotional, socio-economic, cognitive, and developmental outcomes. To counteract this, we prioritize attachment and commitment. Once a young person chooses CMCS as their home, we are fully committed and dedicated to supporting them until they decide to leave, reunite with their family, or transition into adulthood.

Our services operate around-the-clock, offering 24-hour support to our young people. Additionally, our staff members have access to an on-call manager after hours, providing crisis support and ensuring the prompt reporting of any serious incidents. This comprehensive and unwavering commitment to the well-being and stability of the young individuals in our care underscores our dedication to providing a safe and supportive environment conducive to their growth and development.

Furthermore, it is vital that our staff feel supported, confident, and empowered to make decisions, knowing that there is always someone available to provide crisis support when needed. By prioritizing the well-being and confidence of our team members, we create a work environment where they can thrive, make informed choices, and feel reassured that assistance is readily accessible during challenging moments. This commitment to staff supports not only enhances the overall effectiveness of our services but also fosters a culture of trust, empowerment, and resilience within our organization.

### What Do We Mean?

Person Centered: In the social services sector, the term "person-centered" is commonly used, but it's true meaning goes beyond just words. At CMCS, we define person-centered as a partnership that revolves around always considering an individual's desires, wants, values, connections, social circumstances, and lifestyle. It involves approaching decision-making with compassion and respect, fostering shared decision-making processes.

This partnership places the youth or child at the very core of the service, acknowledging that they and their families are the true experts of their own lives. At CMCS, we walk alongside these individuals, their support networks, and collaborate with professionals to help the youth or child live their best life and achieve the goals they identify as important.

Holistic Approach: A holistic approach is closely intertwined with being person-centered, as it's challenging to have one without the other. Being holistic at CMCS means tailoring unique approaches to support and services for each individual. We understand that every person is unique, and, therefore, our services, support, and guidance are tailored to their specific needs. Our focus extends across the physical, cognitive, mental, emotional, social, and spiritual aspects of an individual.

Strength-Based: When it comes to being strength-based, we at CMCS challenge the ingrained habit of easily identifying weaknesses while hesitating to acknowledge strengths. Instead of focusing solely on overcoming weaknesses from a deficit perspective, our emphasis is on recognizing and nurturing a person's strengths. We prioritize understanding what individuals excel at and work towards fostering, building, and supporting those strengths. This strength-

focused approach is integrated into our organization's culture, reflected in our tools, interventions, supports, homes, and lifestyle practices.

Trauma Informed Care: All young people in care have encountered trauma and/or generational trauma, often manifesting through their actions. At CMCS, our primary objective is to consistently offer emotional, physical, cultural, and spiritual safety by nurturing trusting relationships. These relationships are founded on principles of collaborative partnership, providing choices, empowerment, and compassion. We strive to cultivate a serene, homelike atmosphere that is inviting, secure, and comforting. Furthermore, we view all young individuals as resilient beings, recognizing that their behaviors have been adaptive mechanisms to cope, survive, and shield themselves during their challenging life journeys. By acknowledging their resilience and offering a supportive environment based on trust and empathy, we aim to help them heal, grow, and thrive.

### **The Principles of Service**

At CMCS, we uphold the foundational importance of incorporating four guiding principles into all our relationships, stakeholder partnerships, interactions, programming, and services. These principles include Partnership, Connection and Belonging, Identity-building, and Knowledge and Education. Our intentional focus on these principles is designed to enrich and maximize every opportunity for young people to heal, achieve success, and develop the skills and knowledge needed for a holistic and healthy life as they transition to their family, community, or adulthood.

While we maintain a strength-based approach, we also recognize the significance of addressing and working through the challenges identified by the people we serve. These challenges are crucial and necessitate solutions that are free from judgment or blame, aiming to prevent feelings of inadequacy or isolation.

It is crucial to acknowledge that despite our efforts, there are limitations to our programming. True healing and empowerment for young people often stems from their communities, community connections, and cultural traditions. By respectfully recognizing this, we emphasize the importance of broader community involvement in supporting and nurturing the growth and well-being of the young individuals we serve at CMCS.

#### *Partnership*

At CMCS, we place a high value on cultivating partnerships and collaborations with children, youth, families, caregivers, and communities to deliver comprehensive, person-centered support and guidance to those under our care. By engaging in partnerships, we uphold the integrity of a person-centered approach where every voice is heard, and decisions are made with careful and meaningful consideration.

Our approach to partnership involves working together in collaboration, embracing diverse perspectives, thoughts, and acknowledging that we each view the world through our individual lens. Understanding the importance of multiple perspectives, we recognize that incorporating various viewpoints is essential for achieving positive and impactful outcomes in the services we provide. Through inclusive partnerships and holistic collaboration, we strive to create a supportive and enriching environment for the individuals we are privileged to serve at CMCS.

This partnership approach extends beyond our direct interactions with children, youth, families, caregivers, and communities to encompass our relationships with funders, other service agencies, and stakeholders. By fostering collaborative and cooperative partnerships we ensure alignment in our goals, enhance coordination of services, and work together towards collectively beneficial outcomes. This collaborative approach strengthens the foundation of our support network and amplifies the impact of our services within the broader community.

### *Connection and Belonging*

We understand that every young person needs a sense of connection and belonging in order to thrive. We create a welcoming and inclusive environment where young people can feel accepted, valued, and respected. We foster a sense of belonging by creating opportunities for meaningful relationships and social connections with peers, natural supports, families, Elders, spiritual leaders, and community members.

We honor a person's cultural connections through the integration of cultural protective factors by drawing from the young people's specific community that include:

- Embracing traditional cultures, values, and spirituality.
- Providing access to community Elders.
- Amplifying cultural emphasis on protective factors such as strong family ties and community networks.
- Demonstrating allyship to the LGBTQ2 community with a tailored focus on supporting young individuals in their unique journeys.
- Facilitating peer support and mentorship within each person's community.
- Actively engaging and nurturing natural supports and relationships.

As an organization CMCS builds relationships with communities, professionals, Elders, and various stakeholders to create a supportive network that enriches the experiences and lives of the young individuals we serve. By embracing cultural diversity, fostering meaningful relationships, and providing a sense of belonging, we aim to empower and uplift every young person on their path to growth and fulfillment.

### *Identity Building*

At CMCS, we prioritize the development of a positive sense of self, confidence, and self-worth for every young individual. Through a strength-based, trauma-informed approach, we create an environment that fosters self-expression, support, and growth. Here are some ways in which CMCS supports the development of self-identity and confidence:

- Employing a strength-based, trauma-informed approach.
- Facilitating connections to the community, peers, family, and natural support networks.
- Providing opportunities for self-expression.
- Organizing enjoyable experiences that teach life skills, boost confidence, and nurture the inner child.
- Connecting young people to the earth through outdoor activities, nature, mindfulness, and environmental stewardship.
- Supporting young individuals in connecting with, celebrating, and embracing their culture, traditions, values, languages, and fostering pride in their heritage.
- Exploring and embracing spirituality.
- Creating and facilitating opportunities for volunteering, experiencing generosity, and giving back.
- Encouraging a love for learning and knowledge-building through various engaging activities.

At CMCS, we are committed to helping young individuals build their confidence and self-worth through experiential activities, connections to nature, and a deep appreciation for their cultural identities. By fostering a supportive and nurturing environment that encourages exploration and celebration of cultural backgrounds, we empower young people to understand and embrace who they are.

#### *Knowledge and Learning*

At CMCS, we understand that everyone learns differently and not all fit into traditional learning styles. We strongly believe that instilling a love for learning is crucial for young people transitioning into adulthood. Our approach involves collaborating closely with the School District to support students in graduating, while also creating an environment that capitalizes on natural learning opportunities. Embracing the concept that "Mistakes are learning opportunities," we strive to enhance a young person's love of learning through various methods:

- Engaging in experiential activities that incorporate overt or subtle lesson plans.
- Providing opportunities for success to boost confidence.
- Involving young people in activities connected to the land that teach essential life skills.
- Offering a focused approach to teaching life skills through activities and mentorship.
- Reading aloud to young individuals.
- Establishing dedicated "homework/life skills" time tailored to each individual's needs and the type of programming.
- Cultivating partnerships with mentors in areas of the young person's interest.
- Encouraging all staff to role-model and demonstrate that learning can be enjoyable.

By integrating these approaches, we aim to create a supportive and nurturing learning environment that caters to everyone's unique learning style, fosters a love for learning, and empowers young people to develop essential life skills as they journey into adulthood.

### “The How”

CMCS integrates "intentionality" into each home, embedding a standardized approach designed to adapt to the unique needs of individuals, the home environment, input from the young person's community, and cultural influences. Here are some key aspects of our approach:

1. Relationships - Building positive and healthy relationships is at the core of our trauma-informed and harm reduction approach. Relationships are fundamental to engaging youth in their healing and success, shaping our interactions with staff, young people, and the community.
2. Organizational Culture – Prioritize the well-being and satisfaction of our staff, recognizing their central role in serving young people effectively. Our organizational culture focuses on leading by example, fostering continuous learning, communication, collaboration, inclusivity, and professional development opportunities.
3. “No” is not a word – our role at CMCS is to support youth to learn to problem solve, think critically, and refine their decision-making skills. We do this by reframing, using everything as a teaching opportunity. As much as we want or are conditioned to say, “no you can’t, that’s not safe” – instead, we say, “let’s talk about the possible outcomes of that decision” or “how can we help you do that safely.” Our role is to guide, nurture and support without judgment and being open to allowing young people to make mistakes while it is still safe to do so.
4. Community Integration – CMCS is a piece of a young person’s larger community, and that community is the road to their healing, and life journey. Our role is to be curious and seek the support of each person’s unique community. Examples of communities are: Indigenous nations and bands, LGBT2Q networks & communities, or neurodiverse communities. At CMCS we listen and include communities identified by the young people and foster skills development and relations to assist the person to live and thrive successfully within their own community.
5. Day to Day Living – Individualized structures, activities, and strategies address the physical, emotional, social, mental, and spiritual needs of each person on a daily basis.

6. Harm Reduction Model – CMCS embraces the principles of Harm Reduction as it aligns with our values and practices. Our leadership team members have experienced loss of young people to overdoses. We believe that substance use has likely touched everyone’s lives in form or another. Harm Reduction and/or Recovery models elicit strong feeling and bias's however, at CMCS substance use is considered a health issue not a moral one. We strive to support staff in their own journey and feelings about substance use to ensure they can approach youth from a Harm Reduction model of care. Although we embrace a Harm Reduction model, we recognize that we work within a system, and we will ensure a collaborative process with professionals, family, and the young person’s community.

We believe our role is to save lives long enough for a young person to reach the place where they are ready to discuss their own recovery process. Our approach includes the following guidelines

- Compassion
- Relationship & Youth Engagement
- Naloxone training
- Safe Use education
- Development of a safe use Substance use strategy/plan with the young person and their circle of care.

7. Mentorship – Many of the young people we serve have come from families that struggle with poverty, substance use, unhealthy relationships, and generational trauma and as a result may have limited exposure to “what could be.” At CMCS our goal is to reduce paid professionals and increase natural support networks that will be available long after they have moved on from our care. Our approach is to encourage and seek out community members to be mentors and create “possibilities of what could be,” create healthy relationships, explore new activities, and build on the young person’s strengths.

In addition, we know that adolescents are a time that peers become more influential and impactful than adults in a young person life. We will be looking to develop partnerships with other service providers and communities to develop a peer mentorship program. “STAY TUNED.”

CMCS adheres to CARF accreditation standards, MCFD policies, and internal policies to ensure the health, safety, and quality of service for all individuals. Our comprehensive and community-



oriented approach aims to empower young people towards healing, growth, and positive life trajectories

### “The When”

At CMCS, we adhere to CARF accreditation standards and align with the Ministry of Children and Family Development (MCFD) model of Service Delivery. Our service delivery framework for the Specialized Homes and Support Services (SHSS) program is outlined as follows:

1. **Bid Process:** The process begins with a bid submission for the contract. After successful bidding, CMCS is awarded the contract.
2. **Contract Terms and Transition Negotiation:** The leadership team engages in negotiating the terms of the contract and developing a transition plan post-award.
3. **Communication and Implementation:** All communication and procedural steps regarding the contract and transition plan are coordinated and executed through the Ministry Integrated Case Management (ICM) portal.

By following this structured service delivery framework, CMCS ensures effective communication, seamless transition, and successful implementation of services under the SHSS program.

#### Screening/Placement:

At CMCS, we are prepared to work with children and youth, typically targeting ages 12-19, with referrals coming from the Ministry of Children and Family Development (MCFD) through a placement request sent along with relevant documents via the portal.

While the process is collaborative, the service provider is contractually obliged to accept the placement, with the safety and well-being of all children and youth falling under the responsibility of the MCFD Resource Team.

#### Waitlist:

There is no waitlist for the SHSS program, all waitlisting for placements is done by the Ministry.

#### Intake:

During the intake process, the Resource Worker, Guardianship Worker, and Program Manager (or designate) closely review placement information, discuss safety considerations for all individuals in the home, share and review relevant assessments, reports, and other pertinent details. Upon mutual agreement that the child or youth is a suitable match for the home, an intake date and transition plan are established. This process may vary in the case of emergency placements.

At the time of intake at CMCS, the primary focus is on addressing the basic needs of the individual and creating a safe and secure environment while initiating the relationship-building process. Ideally, the initial intake is conducted by the Program Manager and/or Residence Coordinator, with staff trained to step in if required.

Critical tasks at the time of intake include:

- Completion of a basic intake form.
- Review of any legal obligations, no-contact orders, or legal safety concerns.
- Conducting a safety assessment for individuals with a history of substance use, violence, suicidal ideation/actions, self-harm, or other risks to themselves or others.
- Development of a safety plan if deemed necessary.
- Gathering and documenting medication information and administering medications as needed.

By attending to these key tasks during intake, CMCS ensures a comprehensive and structured approach to meeting the immediate needs and safety concerns of the individuals entering the program.

- Basic intake form to be completed
- Review of any legal obligations, no contact orders and/or legal safety concerns
- Completion of a safety assessment with young people with any history of substance use, violence, suicidal ideation/actions, self-harm, and/or other dangers to either the young person or staff by others.
- Develop safety plan, if applicable
- Medication information and intake of medication.
- Reviewing expectations with all young people, which may include:
  - AWOL (Absent Without Leave) protocol.
  - Weapons policy
  - Use of tobacco products and vaping regulations.
  - Substance use policy and procedures.
  - Guidelines on the use of restraints and/or seclusion.
  - Negotiating additional expectations and consequences with the young person during the assessment period.
- Conducting a tour of the home, providing essential health and safety information to familiarize the individual with their new home.

These measures are essential in establishing clear guidelines, promoting safety, and ensuring that all young people understand the expectations and procedures within the home at CMCS.

#### **Orientation:**

During the initial 5 days of intake, CMCS conducts a comprehensive orientation process that is tailored to meet the individual needs of each young person. To ensure clarity and effectiveness, communication tools such as interpreters, electronic assistive devices, or pictorials will be utilized if needed. Family members, caregivers, and other identified supports may also be involved in the orientation process.

Orientation serves as a vital opportunity for relationship building and mutual understanding. The following topics are covered and discussed during orientation:

- Negotiation of expectations and consequences.
- Introduction to staff members and their roles.
- Guidance on accessing after-hours support.
- Discussion on the approach to providing behavioral support.
- Review and signing of confidentiality policies.
- Explanation of the complaint process.
- Clarification of rights and responsibilities.
- Discussion on providing input for service improvement.
- Overview of the types of reports completed, the evaluation process, and the rationale behind them.
- Review of the organization's research policy.
- Understanding of discharge criteria and circumstances.
- Methods of staying connected after discharge.

Additionally, orientation may include tailored information regarding assessments, service plans, and personal objectives based on the individual needs and situation of the young person. This comprehensive orientation ensures that each individual understands their rights, responsibilities, and the support available to them throughout their time at CMCS and beyond.

#### **Circle of Care:**

MCFD and CMCS collaborate with the young person to establish a Circle of Care, incorporating individuals who support the Service Plan Goals. This circle typically consists of the MCFD Guardianship Worker, MCFD Resource Worker, Guardian, CMCS Program Manager, Residence Coordinator, or designated representatives. Additionally, Elders, Probation Officers, Counselors, or other relevant professionals may be included in the Circle of Care. This collective approach

ensures that the young person receives comprehensive support, guidance, and resources from a network of dedicated individuals working towards their well-being and success.

#### **SHSS Service Plan and CMCS Assessment:**

MCFD is tasked with ensuring that the young person has a Service Plan encompassing goals across all essential domains, closely aligned with CMCS's core principles of service:

- Community Inclusion/Belonging
- Cultural attachment and connections
- Social, Emotional, and Day-to-Day Wellness
- Developmental needs

Furthermore, MCFD will provide CMCS with additional assessments containing detailed information regarding the young person's background, diagnoses, medical status, developmental history (if relevant), family history, mental health and/or behavioral treatment history, legal involvement, and current family/caregiver details. This information is integral to CMCS's assessment process. By leveraging this data, CMCS ensures that the young person does not need to repeatedly recount their personal history and background, ensuring a more streamlined and sensitive approach to their care and support.

At CMCS, we are dedicated to supporting youth in achieving established goals and understanding their unique strengths, preferences, abilities, and needs. This involves conducting a comprehensive strengths assessment, which is done naturally through conversations, observations, and intentional interactions with the young person, professionals, and natural supports within the first 30 days of service, with the option for an extended period if necessary.

Staff members at CMCS are trained in motivational interviewing to gather assessment information organically, without the need for formal sit-down sessions. They document information obtained from intentional conversations, observations, and activities. The Residence Coordinator and Program Manager consolidate this information and spend time with the youth to conduct a thorough assessment of their strengths and needs, with all interactions being intentional and part of understanding the young person.

The assessment at CMCS focuses on gathering information in various areas:

- Communication methods, style, and functioning.
- Social supports and community resources utilization.
- Family involvement and relationship dynamics.

- Behaviors, including self-harm, risk-taking, violence, and positive behaviors and skills.
- Emotional regulation, triggers, de-escalation techniques, and coping strategies.
- Peer relationships and support networks
- School and/or employment status.
- Spirituality and belief system.
- Cultural and community connections.
- Life skills such as hygiene, cooking, routines, literacy, technology use, and safety practices.

Throughout the assessment process, the youth is kept informed of the process and the intended outcomes. The Residence Coordinator, Program Manager, or designated trained staff are responsible for completing the assessment tool to determine the youth's strengths, preferences, abilities, and needs effectively.

#### **Individualized Plan:**

Upon completing the assessment, the Program Manager and Residence Coordinator at CMCS will review the assessment outcome and the current MCFD Service Plan to devise a plan in collaboration with the young person that supports them in achieving their intended goals.

If the young person desires to modify or include new goals, CMCS will arrange a meeting with the Guardianship Worker and Resource Worker for further discussion. The individualized plan will be aligned with trauma-informed, person-centered, and strength-based approaches, focusing on the "how" strategies based on the four principles of service.

#### **Safety Plan:**

Safety plans are created whenever there are risk factors or safety concerns related to violence, suicidal ideation, substance use, and are developed in collaboration with the young person and shared with the Circle of Care. These safety plans include triggers, coping strategies, warning signs, response outlines, and interventions for personal and public safety. They are regularly reviewed and updated, with a minimum of once a week, or more frequently if necessary.

Safety plans are always reviewed in monthly meetings.

#### **Daily Progress Notes:**

Daily notes at CMCS are *factual, respectful, non-judgmental, detailed, and accurate*, focusing on how the youth are being supported in achieving their goals. While providing intentional communication, opinions should be clearly labeled and supported by facts. The Residence Coordinator and/or Program Manager review daily notes in the morning and provide feedback to staff if needed to ensure accuracy and professionalism in documentation.

### Critical Incidents and Notable Incidents:

Differentiating between critical incidents and notable incidents is essential at CMCS. Critical incidents involve unexpected or severe events that put the young person at risk. Critical Incidents are defined by MCFD and CARF as follows:

- Medication error
- Use of seclusion or restraint
- Injury
- Communicable disease
- Infection controls
- Aggression or violence
- Use and unauthorized possession of a weapon
- AWOL
- Vehicle accident
- Biohazardous accident
- Use of and/or possession of illegal substances
- Abuse
- Neglect
- Suicide, attempted suicide or suicide ideation
- Sexual assault
- Overdose
- Victimization
- Community Event

These incidents are closely monitored to enhance service quality, minimize risk, and prioritize safety for the youth in care.

Critical incidents at CMCS necessitate documentation on an MCFD Critical Incident form, with submission required within 24 hours of the occurrence.

On the other hand, a reportable incident refers to an event that is slightly out of the ordinary and could have potentially led to a more severe incident. These incidents are child-specific and may vary based on the context, such as substance use in a low-barrier home, which, while not critical, could classify as a reportable incident for tracking purposes. The determination of reportable incidents is made by the Program Manager in consultation with the MCFD Guardianship Worker and Resource Worker.

It's important to note that CMCS refrains from using seclusion as a behavior management technique. While staff are trained in restraints, their use is subject to strict protocols, with approval for rare instances requiring authorization from the MCFD Director and CMCS

COO/CEO. Detailed policies and procedures regarding the use of restraints and seclusion are outlined for guidance in such situations.

**Monthly Check Ins:**

MCFD required monthly check-ins at CMCS are a collaborative process designed to actively listen to the young person, engage with the Circle of Care, and evaluate progress towards established goals. These check-ins aim to identify effective strategies, areas that require adjustments, and ensure that the individual's needs are being met. Each month, the Program Manager, Residence Coordinator, or designated staff member will organize a Circle of Care meeting, ensuring that all necessary documentation is completed and uploaded by the specified deadlines.

**Required Documentation:**

The responsibility for entering data into the Integrated Case Management (ICM) portal lies with the organization. Data input primarily takes place following the monthly Circle of Care meetings. The Program Manager, Residence Coordinator, or designated staff member is tasked with overseeing the accurate and timely completion of all documentation, ensuring that it aligns with the specified requirements.

<b>Documentation Type</b>	<b>Who Does Input</b>	<b>Reviews and/or Uploads Input</b>	<b>Input Due</b>
Daily Notes	Staff on Each Shift	RC reviews and uploads  PM does quality control checks monthly	At CMCS, staff members are required to write daily notes at the end of their shift. The Program Manager (PM) or Residence Coordinator (RC) then reviews and uploads these notes the following morning. All daily notes must be entered into the portal by Monday at 5:00 PM to ensure timely documentation and record-keeping.
Critical Incident	Staff who led the incident	RC reviews and discusses any required changes with PM.	At CMCS, staff members aim to complete Critical Incident reports before the end of their shift. If this is not possible, the

		<p>PM reviews and uploads</p> <p>COO is notified and reviews.</p> <p>CEO/COO complete monthly analysis and makes recommendations for change.</p>	<p>report must be submitted within 24 hours of the incident. The Program Manager (PM) and Residence Coordinator (RC) then review and upload the Critical Incident report the following day.</p>
Medication	Staff who dispensed	<p>RC</p> <p>PM does monthly quality review checks</p>	<p>At CMCS, it is crucial to chart all medication administration, intakes, and errors promptly following the medication delivery. This immediate documentation ensures accurate and up-to-date records of medication administration, intake details, and any errors that may occur, maintaining a comprehensive record of medical care provided to the individuals under supervision.</p>
Activity Logs (in ICM)	RC	<p>RC enters information and PM does monthly quality review checks</p>	<p>To be completed each Monday before 5 pm</p> <p>If a long weekend Tuesday before 12 noon</p>
Updates all goals in each youths Service Plan with input from Circle of Care (ICM)	RC	PM reviews monthly	Due by the 5 <sup>th</sup> day of each month
Completes the rating scale with youth input (ICM)	RC and/or staff designate	PM reviews monthly and	Due by the 5 <sup>th</sup> day of each month



		shares with Leadership Team	
HR report of staff turnover	COO/CEO with input from PM	Leadership Team Review PM enters into ICM after review with COO	Due on the 5 <sup>th</sup> day of the month – of the 1-year month of house opening
Rating perception of preparedness for transition after Care Circle meeting. (Youth, Care Circle & Service Provider)	RC enters	PM reviews and uploads	Due by the 5 <sup>th</sup> day of each month
Rate cultural attachment and connections being met	RC	PM Reviews and uploads	Due by the 5 <sup>th</sup> day of each month
Update Service Plan on community inclusion/belonging goals progress	RC	PM Reviews and uploads	Due by the 5 <sup>th</sup> day of each month

#### Youth Monthly Check in Questions:

MCFD has a specific set of questions to ask a youth monthly to help determine whether the service is meeting the needs of the youth and to evaluate progress. The language used is formulated by the Ministry. CMCS will use simpler language without skewing the validity/reliability of the data. Each month the PM, RC and/or designate will review the questions with the youth and enter the compiled data into ICM.

1. Do you feel like the goals and strategies in your SHSS Service Plan are helpful to you?
2. Do you feel like the adults in (name house) are there to listen to you when you need someone to talk to?
3. Do you feel like have a say at (name house)?
4. Do you feel confident and prepared for your transition?
5. Do you feel safe living at (name house)?
6. Has your wellbeing improved since moving into (name house)?
7. Have you felt connected to your family, community and important people in your life while living at (name the house)?

#### Transitions and Discharge:

At CMCS, we view transition as a significant change in a person's state or location. We initiate transition planning for discharge starting at the intake stage, with a strong emphasis on

facilitating young people's return to their family, community, less intrusive placement or into an independent living situation, as they transition into adulthood. Our trauma-informed and strengths-based approach ensures that transitions and discharges are carefully planned, inclusive, and relevant, considering the challenges young people may face due to prior placement disruptions and life experiences. Collaboratively documenting a transition plan supports not only the young person but also aids in preparing them for their next steps in their journey.

Transitions at CMCS extend beyond permanent moves and can involve short-term treatment, new academic settings, or temporary visits with family or support networks. Transition planning is approached thoughtfully, inclusively, and respectfully, ensuring that each transition—regardless of duration or nature—is well-supported and tailored to the individual's needs and circumstances.

A documented transition plan for will include the following information:

- Progress on goals identified in the Service Plan
- Person(s) responsible for discharge and contact information
- Information on the on where the young person(s) going
- Supports the young person is connected to
- Continuity of medication (if applicable)
- Referral information
- Strengths, needs, preferences and abilities
- Support strategies (if applicable)

A copy of the transition plan is given to the young person and also to the next placement (if applicable)

Upon discharge written summary is completed that includes the following information:

- Date of admission
- Identifies presenting conditions
- Describes services provided
- Describes achievement of goals & objectives
- Describes reason for discharge
- Lists recommendations for services or supports
- Includes date of discharge
- Includes medication prescribed or administered.

## “The Big Picture”

At CMCS, continuous improvement is a key focus to enhance our services, organizational culture, and expand support to more clients. To achieve this, we prioritize measuring, analyzing data, and setting performance goals across various aspects of our operations. This includes evaluating and setting performance goals for each individual in our care, as well as at a program level. We also apply this approach to areas such as Critical Incidents, Health & Safety, Human Resources, Finances, and Risk Management. By consistently evaluating our performance and setting goals, we strive to enhance the quality of our services and ensure ongoing development and growth within our organization.

Each year at CMCS, we establish performance targets and utilize reliable methods to gather valid data. This data collection process involves surveys, reports, quantitative measurements, tracking changes over time, and evaluating financial reports. By leveraging these methods, we aim to obtain accurate and meaningful data to assess our performance, monitor progress towards our goals, and make informed decisions to continually enhance the quality of our services.

The Intended Outcomes and Indicators for the Long-Term Care Home /young person are as follows:

1. Progress towards young personas goals for community inclusion
  - a. Young person participates in activities that are meaningful to them and/or improved participation in community/culture in alignment with their goals.
  - b. Program towards young person’s developmental goals (cognitive, behavioral, and/or physical)
2. Placement stability for young person(s)
  - a. No unplanned living disruptions for young person for 12-month period
  - b. Consistent staffing – less than 10% turn over in a year
  - c. Young person(s) has strong, caring relationships with care providers.
3. Young people with significant support needs experiences improved transitions to adult care system
  - a. Young person reports feeling confident and prepared for their Transition (having meaningful connections)
4. Young people experience safety and improved wellbeing
  - a. Progress towards identified goals for social emotional and day to day well-being.
  - b. Young person’s wellness and emotional mental health in maintained or increased

5. Young person's attachment and emotional ties to family and other supportive relationships is improved
  - a. Self-reported feelings of belonging, positive relationship and progress toward cultural attachment and connectedness goals.
  - b. Active encouragement and work towards "growing the circle" (family, home visits, other supportive relationship, and community/cultural engagement)



**“care centre”** means an establishment licensed under the *Community Care and Assisted Living Act* intended to provide residential care, educational services, and supervision for children, youth or adults and may include overnight accommodation to accommodate caregivers. This use includes a group day care centre, long term residential care facility, community living facility, special needs housing, and a hospice but does not include a temporary shelter.

**“cemetery”** means the use of land as a place of burial of human remains or cremated remains and includes a columbarium, tombstone, monument, plaque or other marker on a grave or plot and any incidental or ancillary buildings but not a crematorium.

**“child care”** means in home family child care or in home multi-age child care licensed under the *Community Care and Assisted Living Act*.

**“civic use”** means a use provided by a local government, provincial government, the federal government, a Crown corporation, government agency or non-profit society providing a service to the general public and includes an office, hospital, library, museum, fire hall, ambulance station, art gallery, police station, court of law, jail or prisons, post office and exhibition grounds.

**“club (or lodge)”** means a building or structure used by an association or organization for fraternal, benevolent, non-profit, philanthropic, social or recreational purposes. Clubs or Lodges may include rooms for eating, drinking and general assembly.

**“coach house”** means a second dwelling unit on a parcel that is separate from and accessory to the principal dwelling unit.

**“commercial recreation”** means the use of land or a building for social or recreational purposes for gain and includes an amusement arcade, billiard and pool hall, bowling alley, cabaret, caterer, climbing wall, dance hall, night club, and other similar uses.

**“community garden”** ~~community garden~~ means the use of land for cultivation or growing plants by a group of people for food consumption and educational purposes and may include a greenhouse but does not include a ~~medical marijuana production facility.~~ **cannabis production.**

Bylaw No. 1348