

# Reach Higher, Dream Bigger

Strategic Plan 2023 - 2028

**CNIB**  
**DEAFBLIND**  
**COMMUNITY**  
**SERVICES**



“Reach Higher,  
Dream Bigger”  
in ASL





## Vision

To be the leading service provider for people within the Deafblind community in Canada.

## Mission

To provide individualized support directed by Canadians who are Deafblind to strengthen their independence and engagement with the world around them.

## Values

### Passion

We are passionate about what we do to support our clients.

### Collaboration

We will practice collaboration in how we deliver on our commitments.

### Leadership

We will continuously demonstrate our ability to be leaders in our field through a national lens.

### Integrity

We will maintain the trust of our clients and partners, while upholding the highest standards of ethics and accountability.

### Aspirational

We will continue to champion the limitless dreams, aspirations, and goals of the Deafblind community.



“Vision,  
Mission, and  
Values” in ASL

# The Future of Deafblind Services

## Message from the Board Chair and Vice President

As of today, it's estimated that there are around 466,000 Canadians over the age of 15 who are living with some degree of dual sensory loss. Despite the clear need, equitable access to services continues to be a major barrier for the Deafblind community in Canada.

In the last five years, we've witnessed a movement of change. More provinces and communities are highlighting and prioritizing the need for Deafblind services to be available from coast to coast to coast.

These changes have represented critical milestones for our community - **but it's not enough.**

There are still countless Canadians who are Deafblind who are unable to access the critical services they need, simply because of where they live.

## The time for change is now.

We must work together to develop new and innovative ways to ensure Canadians who are Deafblind have everything they need, want, and deserve to lead safe, independent, and fulfilling lives.

We're proud to introduce **Reach Higher, Dream Bigger**, our new five-year strategic plan designed to help us better serve the Deafblind community across Canada.

This plan is just the beginning. We will continuously learn and adapt to provide the best service in support of the Deafblind community - with their voices at the centre of our decision-making process.

Together, we will advocate for a limitless future for Deafblind Canadians - one where they can access the services they need no matter where they reside.



**Penny Bennett**  
Board Chair  
CNIB Deafblind  
Community Services



**Sherry Grabowski**  
Vice President  
CNIB Deafblind  
Community Services



“The Future of Deafblind Services”  
in ASL



# The Road Ahead

## Our strategic plan at a glance

For more than 60 years, CNIB Deafblind Community Services (DBCS) has worked alongside the Deafblind community to provide specialized support and emergency services for people who are living with a loss of both hearing and sight.

Today, we serve Canadians who are Deafblind in three provinces across Canada: Ontario, Saskatchewan, and British Columbia. As we look to the future, we hope to continue to expand our services to reach all Canadians who are Deafblind.

## Our clients led the way

During the development of our strategic plan, we launched our most extensive listening and research process to date. These community consultations allowed us to gather input from more than 750 stakeholders through confidential focus groups made up of DBCS clients from across Canada, representing all five of our service areas.

Through these consultations, we hoped to understand how we can better serve our community as we continue to grow and expand our reach. It's important to note that we've learned much more than can be reflected in this single document. We will use those learnings to guide us as we adapt and develop our services - ensuring that we can continue to deliver high-quality, high-impact services now and into the future.



### Dive deeper into our history.

Visit [deafblindservices.ca/ourhistory](https://deafblindservices.ca/ourhistory) to learn more.

While many things have changed since we first established our services, our focus remains the same: to deliver exceptional client service, driven by our community.

## Our commitments

From the key feedback received during our consultations, we established four commitments for this strategic plan:

- **Solidify and Expand Partnerships:** By leveraging new and existing partnerships on a national and global scale, we'll be better equipped to amplify the voices of our community and advocate for a better future for Canadians who are Deafblind.
- **Embrace Innovation and Technology:** By integrating innovative technologies into our service delivery models, we'll be better equipped to connect with and support more Canadians who are Deafblind than ever before.
- **Develop Our Talent Resources:** We'll work alongside our teams to build their skills and invest in their professional development. At the same time, we'll continue to build the next generation of passionate intervenors and literacy instructors to ensure we can provide reliable support for clients from coast to coast to coast.
- **Achieve Organizational Sustainability and Transparency:** We'll work towards implementing transparent and accountable practices, thereby creating a culture of innovation and excellence.



“The Road Ahead”  
in ASL

# Solidify and Expand Partnerships

Our community is truly our greatest asset. Together, our partners, clients, stakeholders, and allies have been working tirelessly to advocate for a brighter future alongside members of the Deafblind community at large. But we can't do it alone.





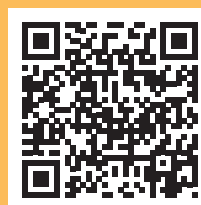
By solidifying and expanding our partnerships on a national and global level, we will be able to ensure we can continue to provide sustainable support and high-quality services for members of the Deafblind community.

## How we'll do it

- **With provincial and federal governments**, we'll work together to secure agreements for long-term funding to expand our outreach within provincial regions we currently serve and seek opportunities in unreached jurisdictions across Canada.
- **With our partners at CNIB and Vision Loss Rehabilitation Canada**, we'll nurture our "Stronger Together" commitment to accomplish far more than we could on our own. Together, we'll continue to explore customized employment program strategies and expand resources while working with employers and prospective employers.
- **With community-based organizations and providers**, we'll work collaboratively to support the Deafblind community by identifying additional organizations and seeking agreements regarding shared services and collaborative opportunities with an emphasis on mental health, housing, and aging-in-place.

## Our partners

As part of our Stronger Together commitment, CNIB Deafblind Community Services works collaboratively with our two affiliate organizations, CNIB and Vision Loss Rehabilitation Canada to provide holistic support to our shared community - and join forces on the issues that matter most.



“Solidify and Expand Partnerships”  
in ASL



# Embrace Innovation and Technology

As expansion is key to ensure access to services, we will continue to explore innovations to support development of timely availability and accessibility to intervenors.

By embracing innovation and leveraging technology, we help our clients lead fuller lives and play a leadership role in our field.

## How we'll do it

- **We'll continue to test and investigate** accessible technology from organizations across the globe.
- **We'll work alongside our partners** to ensure our clients have increased access to peer support and networking groups.
- **We'll advocate for government funding** to support modern communication technology, information sharing and expand the use of accessible formats, safety devices and affordable equipment for clients.



**“Embrace Innovation and Technology”  
in ASL**

# Develop Our Talent Resources



At CNIB Deafblind Community Services, our employees are our strength. Every day, our incredible team goes above and beyond to deliver exceptional service and support to our clients. Since the beginning, we've heard countless stories and testimonials from clients in communities across the country, all with the same message: that our staff care deeply about what they do and the people they support.

As our organization continues to grow and expand to better support more Canadians who are Deafblind, we must develop our talent resources to ensure our teams can continue to deliver high-quality and client-driven services.

## How we'll do it

- **We'll develop a robust recruitment strategy** to bring together an engaged, skilled, and passionate team of staff and volunteers across the country.
- **We'll develop a training program** to enhance the effectiveness of our onboarding process, fostering skill growth and continuous professional development for both staff and volunteers.
- **We'll review and enhance** our existing total rewards program based on current trends, industry standards, and changing demographics to support staff.



“ I love what I do. I find being an intervenor to be a privilege - knowing I'm invited into the lives of my clients, and that I'm a tool to help them be exactly who they were meant to be. It's an honour and something that I don't take for granted. ”

- Jennifer Mountney, DBCS Specialist, Intervention



“Develop Our Talent Resources”  
in ASL

# Achieve Organizational Sustainability & Transparency

CNIB Deafblind Community Services continues to develop our financial and talent resources and offer innovative, efficient services to add value for our clients and partners - ensuring we can turn our strategic ambitions into reality.

We will achieve a desired culture within our organization built on a foundation of shared ambitions, transparent and accountable practices and service excellence.

## How we'll do it

- **We'll determine appropriate business support services** to maximize use of resources, efficiency, and effective operations with clear outcomes and measures.
- **We'll build a sustainable infrastructure** to meet future organizational and service needs.
- **We'll pursue continuous improvement** in everything we do by leveraging processes such as regular client and staff exit interviews, satisfaction surveys, and check-ins.
- **We'll report on the progress** of our strategic plan each year through our annual report.



“Organizational Sustainability  
and Transparency”  
in ASL



# About DBCS

CNIB Deafblind Community Services is one of Canada's leading providers of specialized support and emergency services for people who are Deafblind. Our services enable people who are Deafblind to maximize their independence and engagement with the world around them.

- Visit **[deafblindservices.ca](https://deafblindservices.ca)**
- Email **[infoweb@deafblindservices.ca](mailto:infoweb@deafblindservices.ca)**
- Call **1-855-862-6001**

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**“About DBCS”  
in ASL**