



Cheshire Homes Society of British Columbia

COMMUNITY REPORT

2023



Visit Our Website
www.cheshirehomes.ca



Contact Us
+604-540-0686



A WORD FROM THE BOARD PRESIDENT

Cheshire Homes Society of British Columbia's (CHSBC) affiliation with the Leonard Cheshire Disability Global Alliance supports expanding our services and being advocates for persons with disabilities. Global Alliance members are united by a desire to change attitudes towards disability around the world and supporting each other through sharing skills and experience.

It has been a great pleasure for me to have continued to serve not only as President of Cheshire Homes Society of BC (CHSBC), but also represent the Leonard Cheshire Disability Global Alliance as Chairperson.

CHSBC also continued to represent the office of the Secretariat of the Leonard Cheshire Disability Global Alliance. We have coordinated and participated in several meetings, and I am proud of the contribution that CHSBC has made in assisting with this process. We have a core group of countries and organizations that contribute a great deal to the Global Alliance and together, we have employed our best efforts to encourage further and better participation from all members. Together we will carry on the work of our founder Lord Leonard Cheshire and make a difference in the life of the people we serve.

Against that backdrop, our domestic operations are paramount, and we never lose sight of our primary responsibility to our clients. As I see it, CHSBC's ability to best serve our client's and meet the expectations of our stakeholders is continuing to be a recognized and reliable brand of service delivery. Our model of service delivery, "Steps to Independence", is unique and highly regarded. This is who we are. Our reputation and the solid leadership we have enjoyed from Mark Rattray and his team has made us what we are today. It is always very rewarding for our board of directors to talk to staff and clients when we visit the programs on our annual tour. We are enormously grateful for the wonderful dedication of our staff in providing quality services to the persons we serve. Kudos to all of them!

On October 2nd, CHSBC reached it's 50th anniversary of incorporation as a society. It is an incredible achievement for all those involved. We had a wonderful evening of celebration to recognize this significant landmark and it was wonderful to see many people there who have past and present affiliation with CHSBC.

I would like to take this opportunity to thank our volunteer Board of Directors who bring a wealth of experience and devote their time in the service of our organization. Their combined various experiences and input is invaluable and assist in providing the direction in which we need to go. One board member deserving special recognition is, Reg Smith who has served on the board for over 30 years and is not only a brain injury survivor, but an inspiration to us all. Thank you for your ongoing commitment and dedication throughout your continued years of service!



DAVID ANDERSON
Board President

Collectively, we are committed to ensuring that CHSBC continues to move forward in accordance with our Mission and yet be able to adapt when needed to the changing environment. Our collective task going forward will be to retool and expand our operations, cautiously and with purpose. With a bit of luck and lots of hard work that will be our legacy. These may be lofty ideas, yet so too were Leonard Cheshire's. I and no doubt you as well, am looking forward to the challenge.



A WORD FROM THE EXECUTIVE DIRECTOR

On September 29th, Cheshire Homes Society of British Columbia (CHSBC) celebrated its 50th year, having been incorporated on October 2nd, 1973. An event was organized to mark the occasion, bringing clients, staff, board members, friends and family of CHSBC together to celebrate. One of the highlights at the event was the presence of Mr. Du Moulin, the man who played a significant role in CHSBC's early days. He was a member of the original CHSBC committee, and he submitted the application to the BC Registry to become a Society. Overall, it was a wonderful get-together, witnessing individuals who've been associated with the organization for a long time, hearing their stories and sharing their memories, which was significant for a number of people.

At the beginning of this reporting period, Amanda Grinder was promoted to the role of Manager of Operations and Quality Assurance in late December 2022. Amanda started with CHSBC at Langley Timbers in 2015 as a part-time employee and transitioned to the role of program coordinator in 2017. She was further promoted to the Program Manager at Langley Timbers in April of 2019. Amanda is proving to be an asset to the leadership team with the knowledge and experience of working different roles within the organization.

Over the years, CHSBC has had a lot of success of promoting personnel from within. We therefore took steps to revitalize our 'Identified Leadership Program' aimed at identifying and nurturing potential leaders. Plans are created with those identified to provide necessary training and development opportunities so that when a position becomes available due to a departure, we have suitable candidates ready to step in. This initiative not only supports our succession planning but also contributes to increased staff engagement, personal growth, and career development.

While we made a lot of progress in meeting the majority of our objectives, the year was notably challenging in terms of managing financially. This was mainly due to staff wage increases taking place, which were backdated to April 2022, however, at the end of our fiscal year, we were waiting for the retroactive increases from our funding agencies. We also experienced a significant increase in overtime during the year as some sites did not have sufficient staff to cover shifts. Recruitment was challenging, as it was for a number of organizations within our sector, however, the Human Resources department worked diligently to onboard new employees. Operations also worked closely with Program Managers to focus on optimizing scheduling to minimize overtime.

Throughout the challenges that we faced, our committed team of staff and managers did a wonderful job at strengthening our programs and services. Their dedication is appreciated in providing quality services to the clients that we serve. I thank each of you for your contributions and the enthusiasm that you bring each day.

Overall, we continued to look for efficiencies in our operations yet ensure that we were able to continue to meet the needs of our clients and staff effectively. At the beginning of April 2023, the community Support Services office in Abbotsford was officially closed and relocated to a shared working environment providing an opportunity to network. The Bonsor Apartments office also closed and relocated to the same building as the administration location in May. As well as having more space, the move was proven to be extremely effective, as due to the centralized location, staff and clients are able to access the office to attend meetings and training which are now being regularly held in the office. It's a great pleasure to see everyone.



MARK RATTRAY
Executive Director

On August 19th, members of our board of directors toured Langley Timbers Apartments Program and Larkin House. It was great observing staff and clients presenting their sites and homes so proudly after limited interaction over the last three years. The Board members were again happy to see the sites, the service being offered, the professionalism of our staff, and the positive feedback from the people we serve.

We are very fortunate with the dedicated Board of Directors that we have who volunteer their time, and energy in support of our mission. Their expertise and support is invaluable with their ongoing commitment to the Society directly impacting the lives of those we serve. The unique skills and contribution of each member of the board makes a real difference and is very much appreciated.

As we look back on the challenges we faced together and the triumphs we celebrated as a whole, we are reminded of the strength that lies in collaboration. The unwavering commitment of so many has been the driving force behind every success, every milestone, every positive impact we've been able to make in the lives of the people we serve. Individual and collective contributions have not only fueled our programs and initiatives but have also created a ripple effect that reaches far beyond what words can express. It is only together at Cheshire Homes Society of British Columbia that we can continue to make a difference to the life of the people that we serve.

I look forward to working with you all in further achieving our mission and vision!



ABOUT US

The Cheshire Homes Society of British Columbia (CHSBC) was incorporated on October 2, 1973 (No. 10478) as a charitable, not-for-profit society by a group of individuals interested in providing support to persons with disabilities.

MISSION

To support persons with disabilities to achieve their level of independence and enhance their quality of life through innovative services, education and community integration.

VISION

Cheshire Homes Society of British Columbia will be recognized leader and dependable brand in delivering best practices and achieving successful outcomes for persons with disabilities.

VALUES

Cheshire Homes Society of British Columbia values the clients that they serve, staff, volunteers and stakeholders through relationships that are of quality, meaning and purpose, promoting ability out of disability.

Our values are represented under four key words whereby we recognize that each person has the right to:

- **Acceptance**
- **Empowerment**
- **Independence**
- **Opportunities**

OUR PROGRAMS AND SERVICES

The model of service delivery we developed has six steps of diminishing support. Our clients start and move through the steps depending on their level of ability.

Within each step, the programs are tailored to meet a wide variety of rehabilitation needs including transitional, longer terms, supported living apartments and community support/integration (also referred to as outreach support or life skills development).

Our clients are supported with moving towards independence in Activities of Daily Living (ADLs) and Instrumental of Daily Living (IADLs). We provide our clients with the opportunity to learn the skills and strategies to help them for difficulties in these areas.

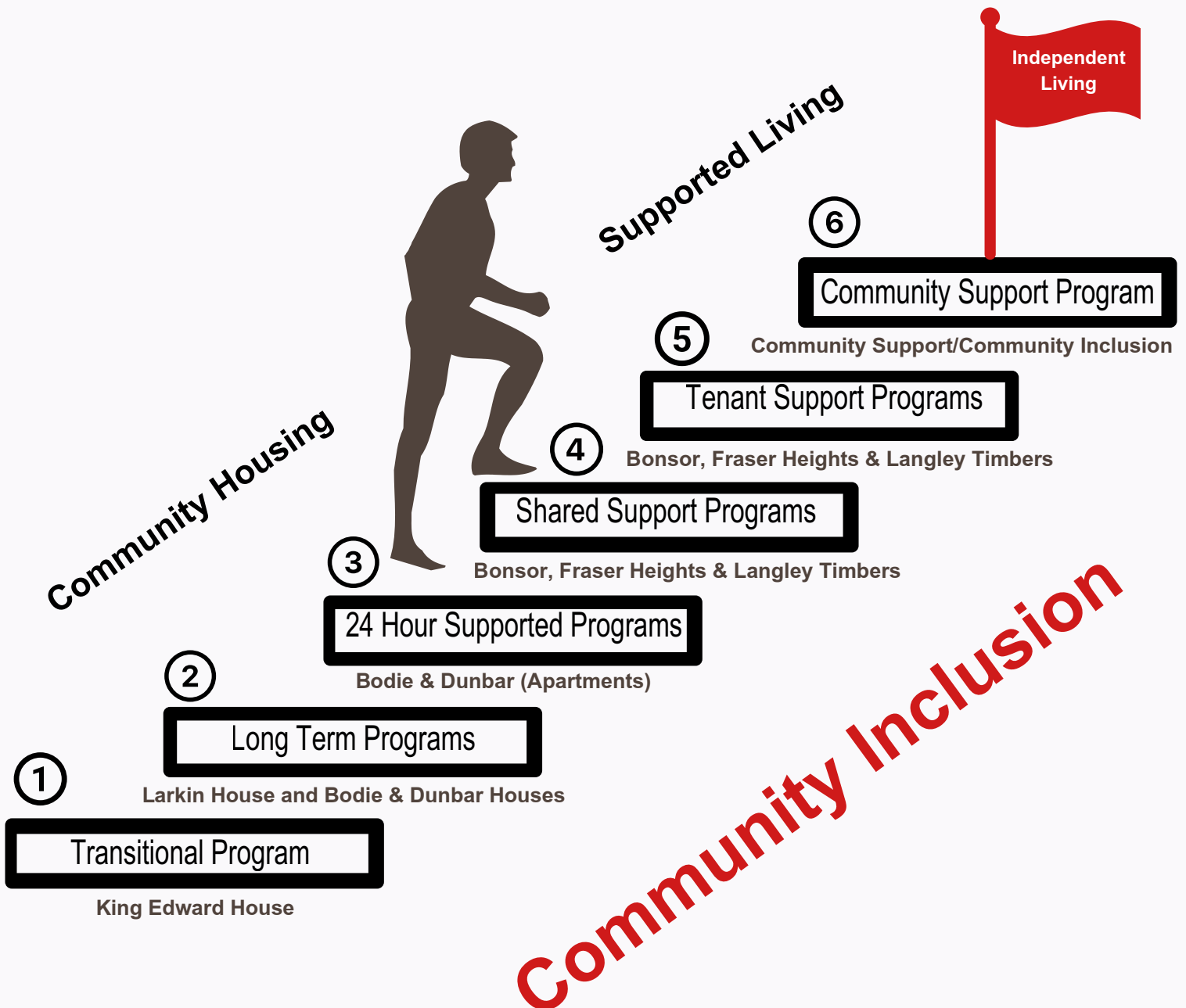
**“We do WITH clients,
not for Clients”**

Key components to the success of our programs are the Individual Support Plan (ISP), Individual Program Plan (IPP), Action Meeting, Functional Skills Observations (FSO's), Quarterly Progress Reports (QPR's) and Community Inclusion and Integration.



STEPS TO INDEPENDENCE

Optimal Level of Independence



OUR PROGRAMS AND SITES

CHSBC is dedicated to involving clients in community events, programs, and health and social support networks to foster their development of natural resources and assistance. Given the time-bound nature of most client contracts, it is vital to ensure that clients can access or know how to access resources if they choose to do so once services are no longer needed.

COMMUNITY HOUSING



KING EDWARD HOUSE

The site was designed as a licensed wheelchair accessible, transitional rehabilitation residence for up to six clients recently discharged from hospital. Its goal was to provide clients with intensive, short-term structured program to address their social, cognitive, emotional and life skill needs, as well as community integration. Today King Edward House often accommodates clients discharged from hospital who are experiencing difficulties establishing themselves with families and society as well as other individuals previously living in the community requiring a greater amount of support to develop functional life skills.



LARKIN HOUSE

The site was opened for clients with complex cared needs. This five bedrooms home is a wheelchair accessible and located in Port Coquitlam. This site was one of the first of its kind to provide intensive care for medically complex adults who has sustained a severe traumatic brain injury. It is equipped with a ceiling lift system, custom bath, and radiant floor heating.

Clients at Larkin House typically remain in the program over a long term, with some having resided there for over 20 years. All clients are actively involved in their care and have specialized means of communication to ensure their on-going participation in their program. Families are highly involved in the care provided. Guardians and committees play a role by participating in monthly client meetings and individual program and service plans.



BODIE & DUNBAR HOUSES

Bodie and Dunbar Houses, a bedroom duplex model, was first opened to address the need for slower stream rehabilitation programs for clients who required additional time greater than our King Edward House Transitional program.

The intent of the program was to provide a continuum of service from the more supported model in Step 2 to living independently with the same availability of staff support in the basement suites of the 3, 24 hour Supported Apartment Program.

SUPPORTED LIVING



BONSOR APARTMENTS

In this site, clients live in their own apartment units in this building as well as the surrounding community from North Vancouver, Vancouver to Coquitlam. Clients are part of a combined program of Community Support Services.

Clients participate in regularly scheduled sessions where staff meeting them at their homes or at a pre-determined location in the community.



LANGLEY TIMBERS APARTMENTS

After identifying identifying that Community Support Services was providing support to multiple clients residing within the building of the Langley Lions Housing Society (LLHS), CHSBC partnered with the Fraser Health Authority (FHA) and LLHS to create Langley Timbers Apartment Programs. In this program, the housing is subsidized through LLHS and clients are able to remain in their subsidized units if/when they reach a point in their life skills development that they no longer require CHSBC support and can live independently.



FRASER HEIGHTS APARTMENTS PROGRAM

The program is funded is globally funded by Vancouver Coastal Health. The program capitalizes on shared and tenant support whereby direct, and indirect services are offered to clients in an integrated community based setting.

The apartments are located a short distance from King Edward House and are close to shopping, hospital services, recreation centers and transit.

The program supports 15 clients in their own apartments within the building. CHSBC operates an on-site office to the Fraser Heights Apartments Program location that doubles as a “drop in”.

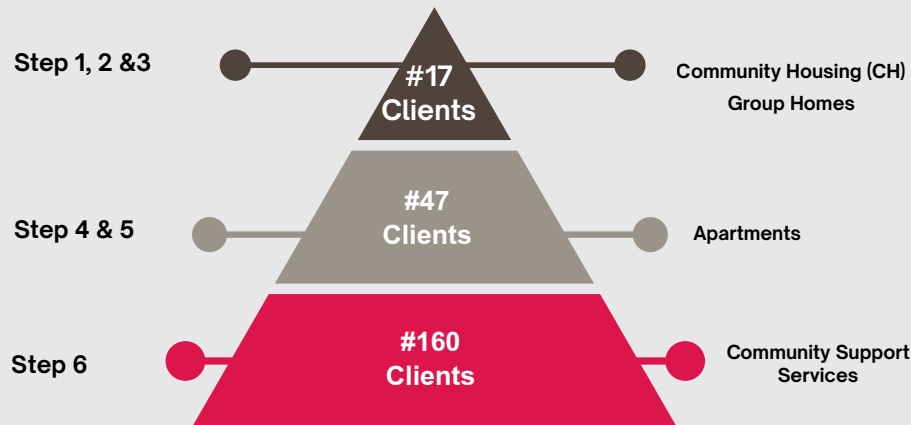
Rehabilitation Care Workers support the clients, with supervision from the Program Manager and Program Coordinator of the Program.



COMMUNITY SUPPORT SERVICES (CSS)

Community Support Services was established to address a need for support for clients living in their own homes. The program grew and subsequently CHSBC provides services to approximately 170 clients living in their own homes from Vancouver to Hope.

Moving Towards Independence



At the end of October, CHSBC serves a total of 224 clients across our programs.

CHSBC programs are based on an empowerment model that actively engages clients in taking control of their lives and assuming responsibility for their decisions. These programs are driven by client input, and clients are involved in every aspect of their rehabilitation program.

Our clients are expected to participate in action meetings and all team meetings related to their progress and are held accountable for their program's advancement. This is particularly significant concerning the establishment of achievable short and long-term goals, with any necessary goal adjustments and timeline establishment taking place during team meetings.

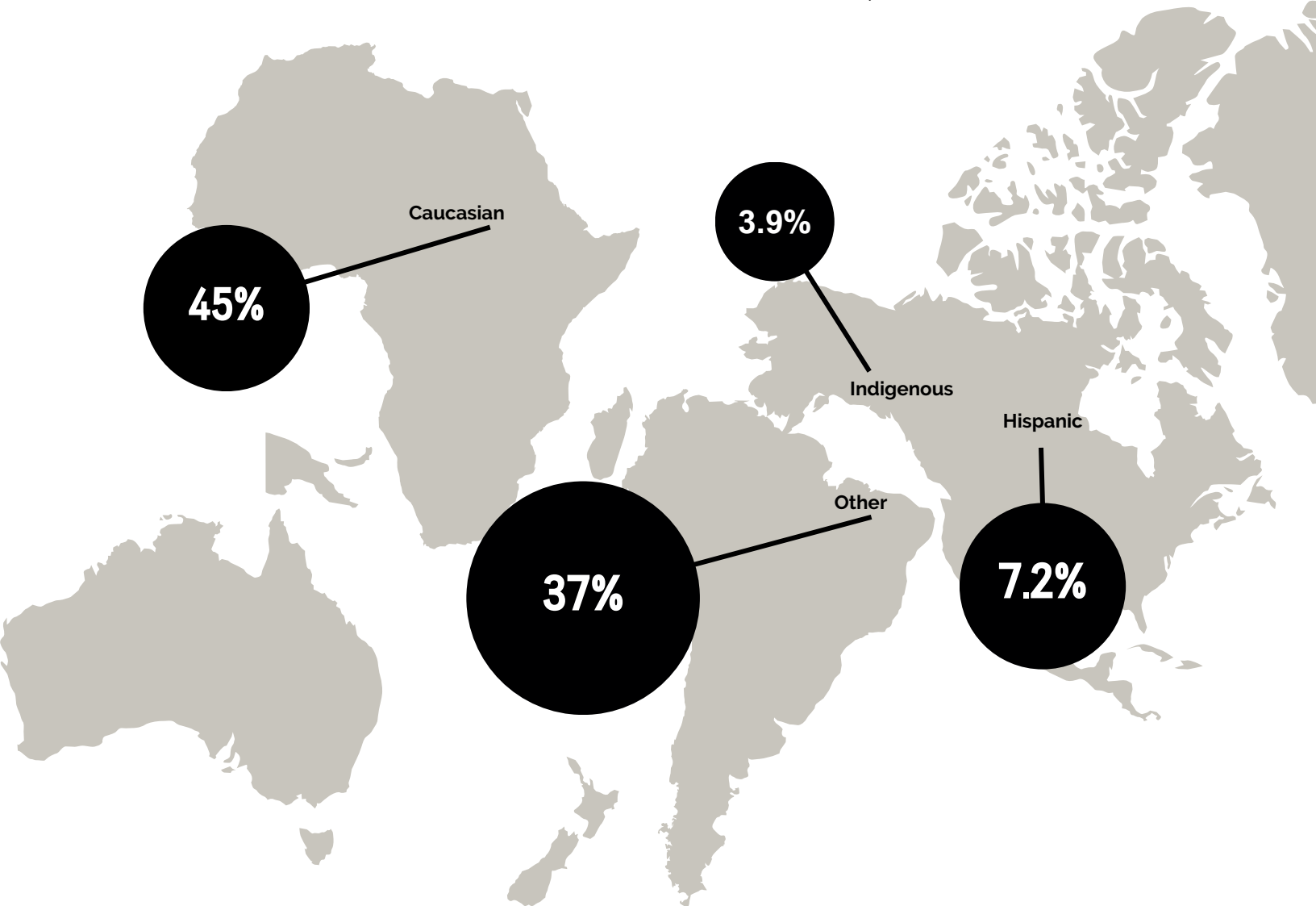
There is a strong focus on fostering positive interventions with the clients under our care, which includes promoting appropriate and socially acceptable behavior while empowering clients to make behavioral changes.

CHSBC's has a track record of success with improved cognitive, psychosocial and physical functioning of clients. Our unique empowerment approach which prioritizes client dignity and choice, and our diminishing support model, gained through decades of knowledge and experience, reflect our ability to be a financially viable service provider.

People We Serve

Client Demographics in categories of gender, age, ethnicity, and spiritual affiliation are also tracked to ensure services are client focused and client appropriate.

In 2022/2023, the majority of our clients identified as male 71.5%, Female 28%, and 0.5% identifying other or no gender, (In 2021/2022 we had 72% male, and 28% male).



CLIENT DEMOGRAPHICS

Over ten languages were identified by clients as their first language. The greatest number of clients speaks English, followed by "Other" which could include languages not currently defined e.g. Ethiopian.

Forty-nine percent of the clients reported having no spiritual affiliation; 32% were affiliated as Christians, and 5% as "Other", 3% Buddhist.

Client Satisfaction Survey 2023

In June, the client satisfaction survey was distributed by email and it was made available online to all clients.

A total of 27 clients (of approximately 207) responded to the survey (compared to 39 in 2022 and 21 in 2021)



All surveys included questions regarding personal experiences, safety, level of involvement, staff performance and their physical locations, and security where applicable. Unfortunately, due to some technology issues this year, our clients were only able to filled 8 questions despite our efforts to encourage clients, as well as extending the submission period.

In regards to staff interactions, our clients said:

"If I don't understand anything with my rights, my care worker always to explain them to me"

"I like working one on one with my worker. I like the level of independence here."

"Keyworker support is a big help for me."

"The care workers are very capable and happy to help me with any concerns I may have. They do an incredible job considering there are many clients here to look after."

While some individuals were not satisfied with aspects of CHSBC services, the overall survey results were positive. Some highlights from this year's survey that reflect the success of the programs include 89% of the clients that completed the survey said that they are satisfied with the support they received from CHSBC (94% in 2022).

In regards to the benefits and the things clients liked about CHSBC services, the clients said:

"I am getting the help I need."

"The Versality of the program."

"The assistance is provided in a comfortable manner."

"The assistance is provided in a comfortable manner."

"Everything that you offer I like."

"I like my own outings, sometimes I like to some to have coffee or tea with other clients."

Our goals for 2023 - 2024 will reflect the feedback we've received and will include efforts to:

- Support the clients to have more group engagement with other CHSBC clients through more group gatherings, social events, and outdoor activities.
- Increase clients inclusion in the communities they live in and around. CHSBC empowers the clients to organize events with their programs, peers, and people they want to spend time with.

Our Client Stories



Meet Selena Heath

Selena Heath, a client of the Cheshire Homes Society of BC, set a goal to secure employment. She actively engaged in and completed the Archway Employment Program. Despite facing challenges in accessing employment opportunities within the Abbotsford community, Selena and her CSW discussed exploring alternative programs for employment support.

Following this discussion, she met with Abby House and applied for a volunteer/paid position, ultimately securing a role within their program. Here is a snapshot of Selena's first day on the job, her radiant smile capturing the excitement of this achievement.

We are committed to recruiting and retaining our best-qualified staff to ensure that we can provide the highest quality of services to the community. Our team conducts regular evaluations on recruitment and retention, performance assessment, training, and development for improvement purposes. Our staff is required to keep their skillsets up to date to provide clients with the best standards of care and practices

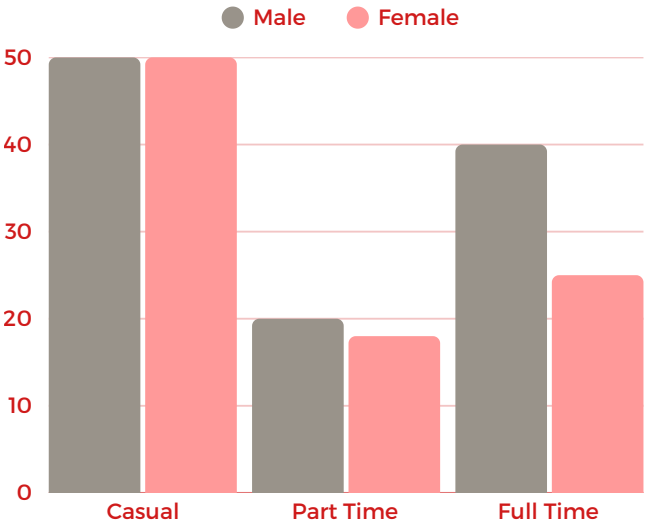
Furthermore, we maintain a team of professionals dedicated to assisting in the development of life skills, behavioral adjustments, and tailored healthcare plans for our clients. It is our protocol to engage these professionals as needed (e.g., when community resources are unavailable or have been exhausted) to offer assistance with referrals, transitions, and provide recommendations and guidance to managers and staff regarding care plans.

Recommendations and care plans are incorporated into the client's Individual Support Plan (ISP), which our staff must adhere to closely to ensure the provision of consistent support using best practices.

Our Staff

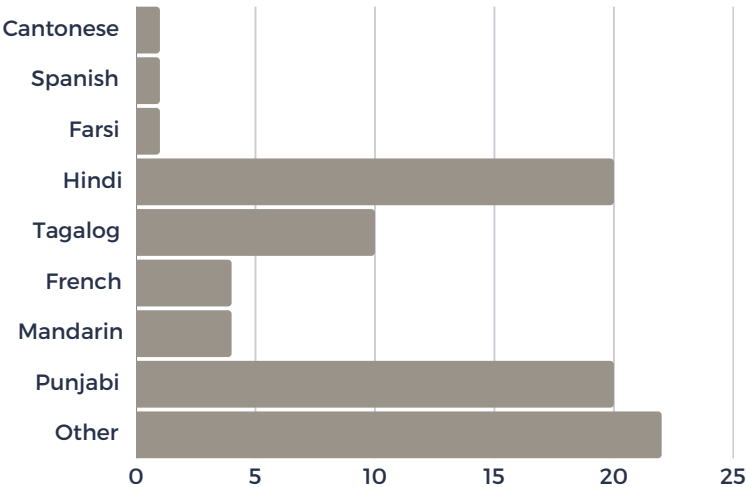


Staff Demographics



At CHSBC, our staff members represent a rich cultural background, collectively speaking over 8 different languages. We pride ourselves on fostering an environment of cultural awareness, respect, and inclusivity in all interactions with individuals we serve, staff, family/caregivers, and other stakeholders. This commitment is evident in our attitudes, organizational structure, policies, and services.

The Accessibility Plan and the Cultural Competency, Diversity, and Inclusion Plan were formulated to address the varied needs of our stakeholders efficiently. These plans delineate how our staff can cultivate the knowledge, skills, and behaviors required to collaborate effectively across cultures. This entails understanding, appreciating, and respecting differences and similarities in beliefs, values, and practices within and among cultures. CHSBC is steadfast in ensuring that our services are accessible to all stakeholders.



76%

Female Staff

#123

Total Staff

24%

Male Staff

Employee Satisfaction Survey 2023

In June, the Annual Employee Satisfaction survey was issued as a way for employees to provide feedback and input.

A total of 49 employees completed the survey, which is up 5 employees from last year.

Employee feedback this year shows that we continue to provide excellent service and support, but that there is still work for us to do:

- 92% of respondents agree that CHSBC's work positively impact people's lives.
- 82% of respondents are inspired to meet their goals at work.
- 80% of respondents agree that they feel safe in their work environment.
- 94% of respondents agree that CHSBC is dedicated to diversity and inclusiveness.

Recognition and Years of Service Awards

In 2023, CHSBC presented Recognition and Years of Service Awards to the following staff members:

Years of Service:



Oluwafunke Balogun from Larkin House was presented with a Five Years of Service Award as of February 22, 2023.



Claudia Hidalgo Tranquino from Community Support Services East was presented a Five Years of Service Award as of July 16, 2023.



Graeme Peters from Bodie Dunbar was presented with a Five Years of Service Award as of February 27, 2023



Alsya Stalman was presented with a Five Years of Service Award as of October 1, 2023



Deanna Lew was presented with a Ten Years of Service Award as of October 15, 2023

Outstanding Service Awards:



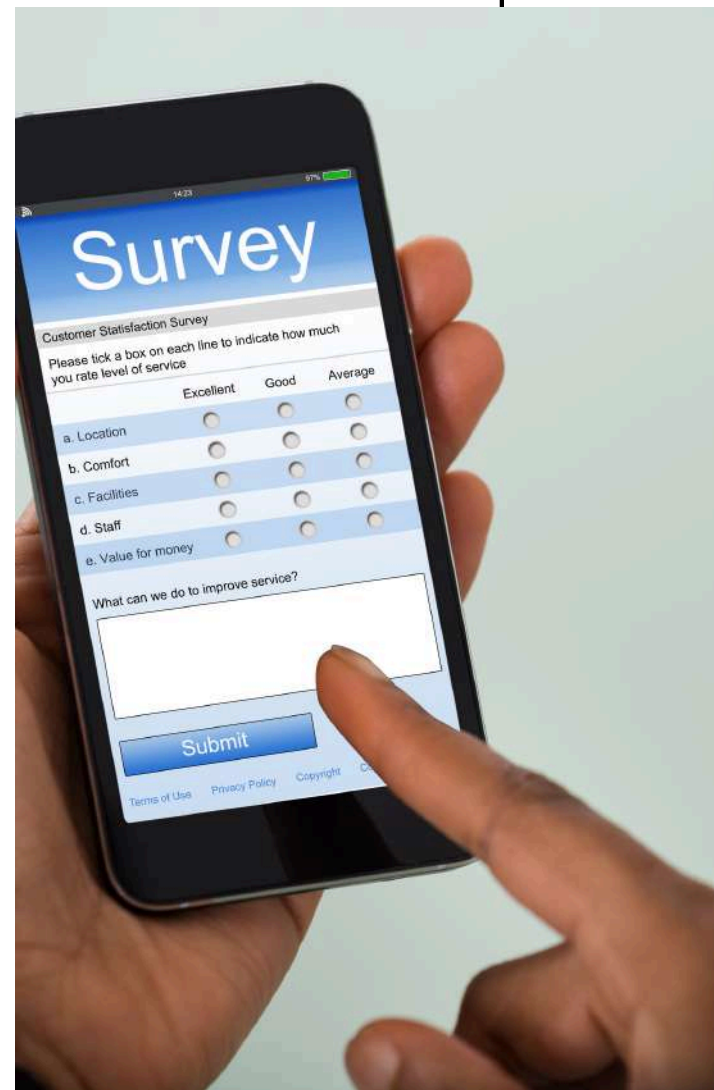
Reena Williams - presented in February 2023



Adamma Obiajunwa - presented in June 2023



Johanna (Jenna) - presented in June 2023



Continuous Quality Improvement & CARF Standards

Continuous Quality Improvement

CHSBC defines quality as the delivery of services to our clients at the highest standard, while optimizing resource allocation. Our quality is assessed based on how effectively CHSBC meets or surpasses the expectations and needs of our clients, in line with the benchmarks established by our funders, accrediting agency, and our own Continuous Quality Improvement (CQI) Program.

Our Strategic Plan, Risk Management Plan, Performance Management Plan, Accessibility Plan, Cultural Competency, Diversity and Inclusion Plan, and Technology Plan undergo quarterly reviews and annual updates. This review process guarantees that we uphold and consistently elevate the standards of excellence in delivering services to our clients.

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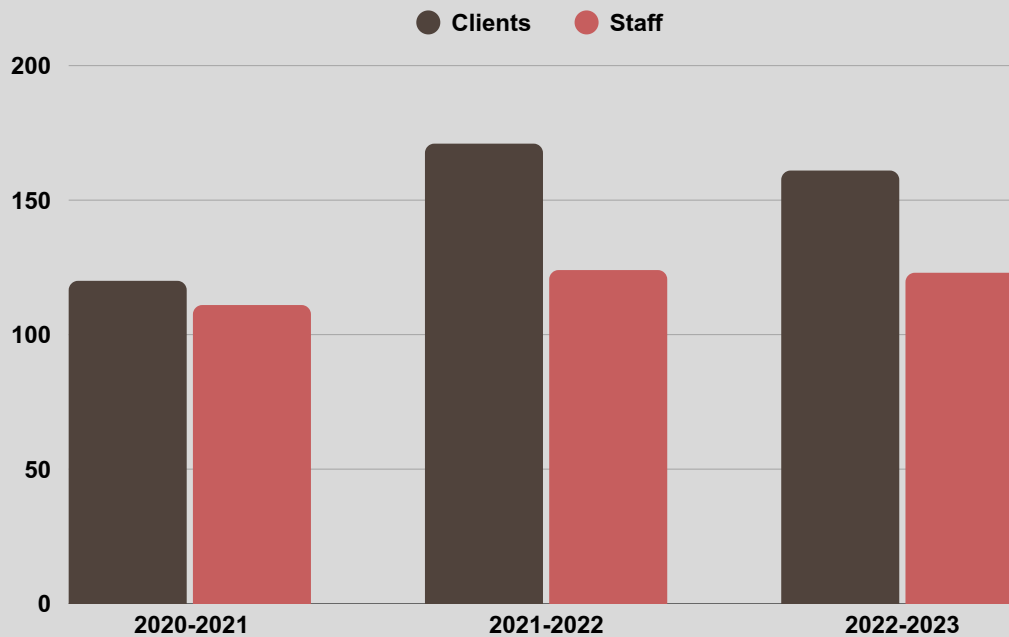
Strive for progress, not perfection.

CARF Accredited

As a three-time CARF accredited organization, CHSBC boasts a proven track record of strict adherence to standards. Our organization consistently updates policies and procedures to align with the latest CARF standards. Clients frequently express deep respect and appreciation for the services provided by our organization and its staff members. Our residences are consistently described as pleasant, suitable, and safe environments.

CHSBC maintains a dedicated and cohesive team that upholds Community Standards and prioritizes client needs. We regularly distribute annual satisfaction surveys to stakeholders to gather feedback for improved service delivery, measure the success of our goals and objectives, and uphold quality control standards within the organization.





Over the past three years, CHSBC has undergone substantial growth due to the expansion of both our staff and client base. This expansion has allowed us to take on more projects, enhance service quality, and improve operational efficiency. As our client roster has grown, so too has our financial stability, leading to increased revenue and strategic investments in infrastructure and personnel. The synergy between acquiring new clients and expanding our workforce has played a crucial role in driving our organization's progress. Moving forward, we remain dedicated to maintaining this momentum by prioritizing a balanced approach that ensures sustained growth, client satisfaction, and ongoing staff development.

FINANCIAL OVERVIEW

We highly appreciate the continued support and commitment of Fraser Health Authority (FHA), Vancouver Coastal Health Authority (VCHA), and Community Living of BC (CLBC) for their substantial funding, enabling us to deliver our services to the programs. Furthermore, we extend our heartfelt gratitude to WorkSafe BC, and Interior Health for their ongoing support throughout the year.

CHSBC concluded the 2022/2023 fiscal year on an unfavorable financial note, attributed to the employee wage increase.

The increase in wage, benefit, and mileage costs resulted in a funding shortfall for the organization due to the delay in payment from funding agencies.

Despite encountering financial challenges throughout the 2022/2023 fiscal year, we adeptly maintained the delivery of quality services to our clients by implementing necessary adjustments to ensure the sustainability of our organization.

CHSBC remains financially stable and, through meticulous planning, is poised to seize opportunities for future development.



CHSBC

EVENTS AND CONTEST

CHSBC Annual Smart Contest

Every year, CHSBC hold the **SMART** (Specific, Measurable, Achievable, Realistic, Timely) Contest, empowering clients to choose SMART goals they aspire to achieve and actively pursue them. Pictured on the left is James, a client from Bodie and Dunbar, who emerged as one of the runners-up in the contest. His goal was to study the Learner's practice test to enhance his understanding of road safety, and he successfully answered 80% of the quizzes correctly.

Garden Competition

In the summer season, we actively encourage our clients to engage in outdoor activities. To foster this spirit, we organize a competition where clients can showcase their gardening skills by planting and decorating their homes or gardens with various plants. Participants are required to submit pictures of their creations, and the best entries are selected as winners of the competition. The winner of this year's Garden's competition is William Rowe, a resident of Fraser Heights Apartments.



Cooking Contest

The Cooking Contest, held in October, encouraged clients to submit pictures of themselves cooking their favorite recipes along with the recipes themselves. This contest provided clients with an opportunity to practice their daily life skills, fostering independence.



CHSBC 50th Anniversary

On September 29th, 2023 Cheshire Homes Society of BC celebrates its 50th year, having been incorporated on October 2, 1973.

The wine and cheese night event was memorable bringing great joy to the clients, staff, board members, friends, and family of CHSBC who gathered to celebrate. The guests came together, mingling and sharing their stories.

A notable moment during the event was the presence of Mr. Tony Du Moulin, who can be seen cutting the cake. He was a member of the CHSBC Committee and he submitted the application on September 24, 1973, leading to CHSBC's official incorporation as a society.

Bodie and Dunbar Pizza and Games Day

The event took place in July, bringing together clients from various programs at Bodie and Dunbar Houses. Here, clients had the opportunity to engage with each other and staff members, enjoying pizza and playing games together. This event serves as a platform for our clients to reintegrate into the community.

“Witnessing people who’ve been associated with the organization for a long time, hearing their stories & sharing their memories was a significant moment for me ~ Priya Prathaban, Board Secretary.



Leonard Cheshire Disability Global Alliance

Secretariat Updates

The Cheshire Homes Society of BC assumed the role of the Leonard Cheshire Disability Global Alliance's secretariat following its transition in August 2022. Since taking over, the Secretariat has initiated various efforts to bolster the work of the Global Alliance. One such effort includes establishing a dedicated website and email address to serve as a communication platform for alliance members and enhance exposure of the Leonard Cheshire Disability Global Alliance brand. Additionally, newsletters have been issued quarterly to keep alliance members informed about organizational updates.

At present, the Secretariat has been actively providing ongoing administrative support to alliance members without funding support.



Global Alliance - Jersey Meeting

In October 2023, the Leonard Cheshire Disability Global Alliance convened for a three-day in-person meeting in Jersey, UK, hosted by Cheshire Jersey Home. Representatives from all regions attended, except for East Africa due to last-minute government changes in Kenya. The meeting was highly productive, focusing on discussions about the Alliance's future. Attendees also visited the Jersey Cheshire Home with a hydrotherapy pool, followed by an island tour. The meeting concluded with a sponsored dinner by Jersey Cheshire Home.



Global Alliance Secretariat Outreach

To enhance our outreach to the Global Alliance organizations worldwide, we have proactively engaged with affiliated organizations, inviting them to share their organizations updates and achievements. Any updates or stories we receive from these organizations are featured in the Global Alliance newsletter. This collaborative approach not only strengthens our network, but also fosters a sense of community and mutual support among all members.



Conclusion & Appreciation



Lord Leonard Cheshire

It all started with our visionary founder

On May 22, 1948, Leonard Cheshire, a former RAF pilot, extended his compassionate embrace to a dying man who had no other refuge, welcoming him into his home.

With no money, Leonard nursed the man himself. They became friends and this one act of kindness saw many people coming to Leonard for help, people who are keen to share a home with others and all chip in together.

Together, we pledge to honor the legacy of our founder, as we continue his noble work, striving to transform the lives of those we serve.



We extend our sincerest appreciation to our clients and stakeholders for their unwavering trust and steadfast support of CHSBC. Your confidence in our services and commitment to our shared goals to continuously strive for excellence. It is your belief in our mission that fuels our passion to deliver innovative solutions and unparalleled service.

We are deeply grateful for the opportunity to serve you and look forward to continuing our successful partnership in the future.

Thank you for your invaluable support.

Contact Information :

www.cheshirehomes.ca

admin@cheshirehomes.ca

101A - 3920 Norland Avenue,
Burnaby, BC V5G 4K7

admin@cheshirehomes.ca