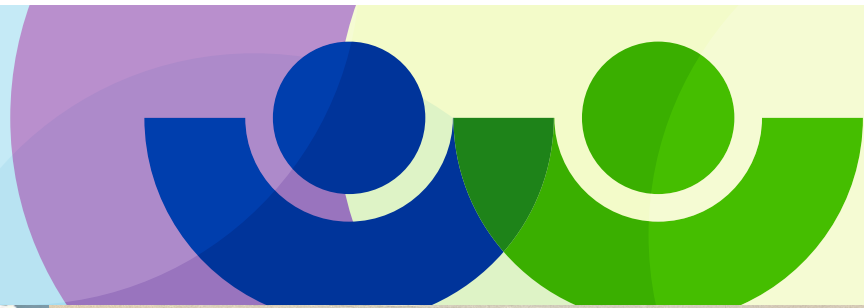




# Strategic Plan



## 2022-2025 Strategic Plan Second Year Report



COMMUNITY LIVING  
BRITISH COLUMBIA

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Cover images: (left) Matthew Lai, member of CLBC's Richmond Community Council.

(right) Tami Pedersen and Tony Cuglietta, Co-Chairs of CLBC's Thompson Cariboo Community Council.

## Territorial Acknowledgement

CLBC works with people, families, service providers, community, and government partners across the unceded traditional territories of the more than 200 distinct First Nations throughout the province. CLBC's head office is located on the unceded traditional territories of the xwməθkwəyəm (Musqueam), sḵw̓xwú7mesh (Squamish), and səlilwətaʔ (Tsleil-Waututh) Nations. CLBC is committed to reconciliation, learning, and building relationships with Indigenous communities. CLBC approaches this necessary relational work as a foundation for planning and action.



# Message from the Board Chair and CEO

## Stronger together – Advancing our strategic plan goals in 2023-24

We're very pleased to share that we made important strides in our progress in year two of Community Living BC (CLBC)'s 2022-2025 Strategic Plan. Working with the people we serve, and in collaboration with families and partners, we've taken important steps toward realizing our vision of "Communities of belonging, lives with connection."

Here are some of the highlights:

### Goal One - We have trusting relationships with the people we serve

We improved our processes and made it easier for people and families to connect with us, ensuring respect in every interaction. As a result, 90 per cent of respondents to CLBC's transitioning youth survey said they felt respected when interacting with us.

### Goal Two - Our actions align with the rights of Indigenous peoples

We built stronger relationships with Indigenous organizations, increasing funding to nine groups by 55 per cent within the last year. Through support and training for our staff, we made strides towards providing culturally safe services to better support Indigenous people and families.

### Goal Three - We invest in and value our sector partners

We invested in the advancement of family and self-advocate leadership, helping people shape their own futures. This led to 445 people participating in self-advocacy groups and leadership events, giving them the confidence to speak up for themselves and their communities.

### Goal Four - Our actions advance inclusion and accessibility in the community

By promoting inclusion beyond our sector, we helped create more opportunities for people to take part in their communities. Many found jobs, with 21.2 per cent of those under 65 earning income through employment that matched their skills and goals, an important indicator of gradual recovery from the pandemic when so many lost their jobs.

### Foundation - We are resilient and act in alignment with the vision

We improved our tools and processes to provide better services and adapt to change. This allowed us to invest \$126.62M in key services like employment, L.I.F.E., inclusive post-secondary education and supported living.

While we are glad to be making progress on our strategic plan goals, we know we have much more to do. We are committed to continued work to further that progress. Our plan grows and changes as we learn more and hear new ideas. We'd love to hear your thoughts! Tell us how these efforts have affected your life and share ideas for how we can improve.



**Shane Simpson**  
Board Chair, CLBC  
December 16, 2024



**Ross Chilton**  
CEO, CLBC  
December 16, 2024

## Goal One – We have trusting relationships with the people we serve

### Our Strategies

Improve individual and family experience of CLBC

Make CLBC processes easier and more transparent for individuals and families

Consistently demonstrate respect and responsiveness in our interactions

#### An overview: Goal One work in 2023-2024

In 2023-24, we continued to build stronger relationships with individuals, families and support networks. Relationships with CLBC are strengthened when people know what to expect and are better prepared to make informed choices about their lives. We collaborated with CLBC's Indigenous Advisory Committee and the Elders Advisors Committee to improve relationships with Indigenous peoples and their communities. Regional staff delivered Welcome Workshops for youth, families and support networks transitioning to CLBC services in virtual and in-person formats to improve transparency and access to information about CLBC. We began making changes in our regional offices and worked with sector partners to be more responsive to the people we serve.

#### Supporting staff to better serve individuals and families

In winter 2023, CLBC began a phased implementation of the [Regional Management Reframing Project](#) starting in CLBC's North and Thompson Cariboo region. This project realigns regional management responsibilities to better serve individuals and families and to strengthen relationships with key partners.

Now, Service Delivery Managers will focus on supporting CLBC staff working directly with individuals and service providers, while Service Area Managers focus on relationships with external partners and improving access to mainstream services. This new management structure will enhance the organization's ability to support CLBC Facilitators and Analysts working directly with individuals, their families and support networks.



Dallas Roshinsky, CLBC Service Area Manager in the Southern Interior (centre), with self-advocates Dale and Leanne Froese.

## Making moves easier

Last year, CLBC revised its [Transfer Policy](#) and made it public to provide greater clarity and transparency to individuals and families who are moving between regions in B.C. The policy describes what individuals, families and their support networks can expect from CLBC before and after moving to a new area. It also explains how CLBC staff will help plan for CLBC-funded support and services in their new community.

With the release of the revised policy, [additional resources were made available on the CLBC website](#), including a Moving to a New Community checklist and video to help individuals, families and their support networks prepare for a successful move within B.C.

CLBC and the Ministry of Children and Family Development (MCFD) worked collaboratively last year to improve the experience of youth with support needs and their families, including those formerly in care. CLBC and MCFD implemented [Strengthening Abilities and Journeys of Empowerment \(SAJE\)](#), a new MCFD program to provide enhanced planning services and benefits for eligible youths aged 14 to 27 who have previously been in care and are transitioning to adult services.

CLBC is also improving transition planning as MCFD pilots four [Family Connection Centres](#) in the North and Southern Okanagan. As part of the pilots, MCFD and CLBC have introduced earlier planning, starting conversations with CLBC-eligible youth and their families as early as age 14.



[Watch the video on transferring CLBC services](#) that explains the steps to take when moving to a new community.

## Goal Two – Our actions align with the rights of Indigenous peoples

### Our Strategies

Develop and strengthen relationships with Indigenous partners

Support staff to serve Indigenous individuals and families in culturally safe ways

Increase culturally safe and appropriate services

#### An overview: Goal Two work in 2023-2024

Last year, CLBC's Indigenous Advisory Committee (IAC) and the Elder's Advisory Committee continued to guide CLBC's approach to advancing reconciliation and supporting CLBC's alignment with the B.C. Declaration on the Rights of Indigenous Peoples Act (Declaration Act). We advanced partnerships with three Indigenous Child and Family Services Agencies (ICFSAs), five First Nations and two Friendship Centers. A dedicated facilitator was hired to work On Nation with communities across CLBC's North and Thompson Cariboo region to support eligible adults and their families and address systemic barriers with the eligibility process. CLBC also revised organizational bylaws to include the Indigenous Advisory Committee as an advisory committee to the Board of Directors following changes to the Community Living Authority Act.

#### CLBC implements land acknowledgements in local offices

Last year, land acknowledgements in the Langley, [Kamloops](#), Kelowna, [Prince George](#), Penticton, [Smithers](#) and Vernon offices were completed through art and ceremony as part of the Built Space project. As part of CLBC's efforts towards reconciliation, Built Space ensures that every CLBC office builds relationships and meaningful connections with the Nation(s) on whose territory they operate, and appropriately acknowledges the Nation(s) through an installation of local Indigenous art in each office.

This project provides language about how to acknowledge the territory as well as a unique visual presence in each CLBC office. The ceremonies were developed and implemented in collaboration with local Nations, and the art pieces were commissioned from artists across B.C. in coordination with each Nation.



Jennifer Pighin, Lheidli T'enneh Nation (LTFN) artist, and Jennifer Parisian, Indigenous Relations Practice Advisor, unveil new artwork in CLBC's Prince George office.



## CLBC signs Partnership Memorandum of Understanding with Secwépemc Child & Family Services Agency (SCFSA)

On September 15, 2023, [CLBC signed a historic Partnership Memorandum of Understanding](#) with Secwépemc Child & Family Services Agency (SCFSA) to support the delivery of Indigenous-led CLBC funded services to the seven Indigenous Child and Family Services Agencies, Nations and urban Indigenous peoples in the Kamloops region. The agreement was celebrated in a ceremony that involved SCFSA dignitaries, CLBC leadership and the Minister of Social Development and Poverty Reduction.

This agreement ensures that each of the seven bands will have jurisdiction over how they want to receive CLBC funded services through the SCFSA. “Indigenous people with intellectual and developmental disabilities in Kamloops can now stay in their own communities, supported and surrounded by Secwépemc culture and teachings,” said Sheila Malcolmson, Minister of Social Development and Poverty Reduction, at the signing ceremony.



Carmen Hance, Board Member for Secwépemc Child and Family Services Agency, and Ross Chilton, CLBC CEO, sign the historic Memorandum of Understanding.



To ensure the success and continued progress of this agreement, an ongoing monthly partnership committee with representatives from CLBC and the SCFSA will oversee implementation, provide mentorship, develop policies and processes and support conflict resolution. CLBC's Indigenous Relations team is leading this effort and regional operations staff are providing support for services and referrals of Indigenous individuals to the SCFSA.

Left to right: Jocelyn Cartwright, CLBC Integrated Services Manager, Joanne Mills, CLBC Vice President, Quality Services and Indigenous Relations, Karen Coelho, CLBC Practice and Service Advisor, and Honourable Sheila Malcolmson, Minister of Social Development and Poverty Reduction, at the signing ceremony.

## New Indigenous Advisory Committee logo

During Indigenous Disability Awareness Month in November, [CLBC's Indigenous Advisory Committee \(IAC\) officially shared its new logo](#). The logo is a symbol that honours the committee's past and will represent it in the future. According to Joanne Mills, CLBC's Vice President, Quality Services and Indigenous Relations, “the logo represents a renewal of the relationship between the Indigenous Advisory Committee and Community Living BC and is an important step in their efforts to advance reconciliation for people living with diverse abilities.”

The IAC worked with Northwest Coast artist Shawna Kiesman to design the logo. Each of the elements in the logo holds an important meaning. The raven symbolizes the creation of a new path, transformation of the old one, knowledge of the past and the truth to move forward. The person inside the raven represents the IAC's person-centered focus and dedication to its work. The symbols between the wings of the raven recognize the three distinct groups of Indigenous people in B.C. – Inuit, First Nations and Métis. The colours of blue and green represent the connection to CLBC.



## Goal Three – We invest in and value our sector partners

### Our Strategies

Invest in and advance  
self-advocate  
leadership

Invest in families  
and advance family  
leadership

Invest in funded  
partners and  
advance partner  
leadership

Foster alignment  
with the vision  
across sector  
partners to enhance  
service quality

#### An overview: Goal Three work in 2023-2024

In 2023-24, CLBC invested in the advancement of family and self-advocate leadership and supported service providers to recruit staff and home sharing providers. We consulted families, support networks, and self-advocates who use Person Centred Societies to learn how to improve CLBC's infrastructure to support individuals and families to direct their own services. Self-Advocates of the Rockies (SAOR) hosted the 2024 Leap into our Voice Conference through CLBC's Leading Connections grant. The BC Self-Advocate Leadership Network Society (SALN) partnered with CLBC's Vancouver Community Council to host a community fair to celebrate community inclusion. To enhance collaboration with service providers, we introduced a communication approach that included sharing findings from compliance audits to provide clarity on CLBC expectations for contracted services.

#### 2023 Self-Advocacy Leadership Institute

In August 2023, the first Self-Advocacy Leadership Institute was hosted at the University of British Columbia's Okanagan campus in Kelowna. CLBC provided grant funding to Inclusion BC who facilitated the event to advance self-advocate leadership. The two-year planning process was directed by self-advocacy leaders and resulted in the forming of connections and sharing of knowledge between people striving to be more effective advocates.



Above: Tami Pederson, Vice President,  
Stand Up for Self-Advocacy.

Left: Tanya Norman, self-advocacy leader  
from Powell River, Karla Verschoor,  
Executive Director, Inclusion BC, and Bryce  
Schaufelberger, Manager, Self-Advocate  
Net website.







The four-day conference included presentations and workshops to support the learning and skill development of 25 self-advocates with varying levels of advocacy experience. Participants and presenters from across the province were excited to have the opportunity to learn and connect in person and were keen to share their learnings with groups in their home communities. “I’m learning to be more of a self-advocate for myself and for my family and friends,” said Tami Pederson, conference presenter and participant.

[Check out a video from Inclusion BC about the event here.](#)

*Krista Milne, Self-Advocates of Semiahmoo and Self-Advocate Leadership Network, and Danielle Burns, self-advocacy leader from Surrey.*

### BC People First and CLBC Policy Working Group

In January 2024, CLBC began a new partnership with BC People First (BCPF) to ensure the lived experience and expertise of those who access CLBC services is included in the policy development process. BCPF is a non-profit organization that works to make sure people with intellectual and developmental disabilities are included and respected in their communities as full citizens.

The purpose of the BCPF-CLBC Policy Working Group is to work together to:

1. Make CLBC policies stronger by having people with lived experience involved in the policy making process, and
2. Help people with lived experience build skills to understand government systems and learn ways to have a voice in these systems.

For more information, [visit the BC People First \(BCPF\) website.](#)



New [plain language videos](#), including “Understanding the steps to apply for CLBC support” (above), have been created with input from the BCPF-CLBC Policy Working Group to help individuals and families navigate CLBC processes more easily.

### Careers in community living

Last year, CLBC provided a \$500,000 grant to the BC CEO Network to promote a campaign to build awareness about career opportunities in the community living sector. The BC CEO Network is an organization that represents over 120 agencies delivering services to adults with developmental disabilities in B.C.

The [Community Living Careers website](#) was launched in 2021 by the BC CEO Network to help agencies encountering staffing challenges and provide information about community living services and work opportunities. “There are agencies big and small in every community offering part-time and full-time, steady work,” said Brenda Gillette, CEO of the BC CEO Network. “They offer training, the opportunity to work in a team environment, as well as excellent career development options.” The grant will support the promotion and extension of the campaign across the province through to March 2025.



## Goal Four – Our actions advance inclusion and accessibility in community

### Our Strategies

Build awareness and desire for inclusion outside the sector

Prioritize Re-Imagining Community Inclusion and other shared activities that advance inclusion in community

#### An overview: Goal Four work in 2023-2024

In 2023-24, CLBC continued to collaborate with government bodies, community-based organizations, and non-profits to help create communities where people with developmental disabilities have more choices about how they live, work, and contribute. CLBC provided \$175,000 in funding to develop culturally safe employment services training for service providers and \$15,000 to Rotary at Work who hosted nine community inclusive employer events during Community Inclusion month. To ensure that increases made by the B.C. government to disability assistance for shelter costs flow through to home sharing providers and staffed living operators, we amended the *Individual Contributions to Home Sharing Support* policy in August 2023. We also expanded the L.I.F.E. (Learning, Inclusion, Friendship and Employment) service to more communities across B.C.

#### Housing Central Conference

In November 2023, CLBC presented several workshops at the BC Housing Central Conference, and CLBC CEO Ross Chilton provided opening remarks highlighting the pilot project for Grosvenor House to the more than 1,600 attendees. The Surrey pilot project is a collaboration between CLBC, Lookout Housing and Health Society and the Fraser Region Aboriginal Friendship Centre Association (FRAFCA). The focus of the Grosvenor House project is to provide creative ways to support people with developmental disabilities who have complex needs, including homelessness and addiction.



[Watch the video on Grosvenor House here.](#)

Lookout Society utilizes a “housing first” philosophy that supports every individual where they are at in their life and does not require people to change their lifestyles to access services. “I think there is a huge need for this type of program for folks that maybe don’t want to live in an abstinence-based residence, who still want all the supports that come with it,” said Megan Kriger of Lookout Housing and Health Society. Tenants at Grosvenor House have experienced homelessness or several housing placements and identify as Indigenous. This culturally safe model of housing provides opportunities for the tenants to connect with their Indigenous culture through the partnership with FRAFCA.

### Beyond Collaboration: Employment and L.I.F.E. Summit

In February 2024, CLBC hosted the “Beyond Collaboration: Employment and L.I.F.E. Summit” to focus on collaboration amongst employment and L.I.F.E. (Learning, Inclusion, Friendship and Employment) service providers and CLBC. Over 240 people attended the event. The first day of the event included discussions regarding culturally safe employment services and the B.C. labour market. The second day focused on providing input into best practices for L.I.F.E. and employment services. Individuals with lived experience had the chance to share their personal stories with summit participants. Service providers and community partners also discussed social enterprises and opportunities for how CLBC can support in this area.



### CLBC launches Home Sharing Property Support Program

In December 2023, CLBC introduced the [Home Sharing Property Support Program](#) to provide no-cost comprehensive insurance to home sharing providers for damages that may be caused by a person supported by CLBC. Home sharing providers play a critical role by providing essential support and care to CLBC eligible individuals. This specialized program provides comprehensive insurance coverage against significant property damage and protection from occasional minor property damage outside of normal wear and tear.



### 2023 Widening Our World (WOW) Awards

Since 2009, CLBC has presented [Widening Our World \(WOW\) Awards](#) to recognize British Columbians who are creating opportunities for people with developmental disabilities to lead full lives with connection and have choices in how they live and work.

In 2023, four employers were recognized in the communities of Chilliwack, Abbotsford, Fort St. John and Langley for their inclusive hiring practices and workplaces. The provincial evaluation committee included self-advocates, family members and CLBC staff. The award recipients represent the growing number of employers who are championing inclusive workplaces across B.C. and we hope to see this number continue to grow.



## Foundation - We are resilient and act in alignment with the vision

### Our Strategies

We invest in our staff and support them to excel

Processes, tools, and systems advance the vision and service quality and effectively manage change

We fund activities that evidence shows advance the vision

#### An overview: CLBC resiliency work in 2023-2024

In 2023-24, CLBC worked to grow as an organization with skilled staff and systems that support our mission. A strong foundation is important for our work, and as we have matured as an organization, our systems and processes have evolved to better serve our vision. Several large projects were completed this year to enhance the tools available for regional staff. During this year, we finished a new contract management system, Program Negotiations – Global Uplifts, to create more efficient processes for regional staff and service providers when there are sector-wide increases in compensation. We also updated our *Monitoring of Quality Services Framework* to enhance the tools available to staff.

#### CLBC updates Monitoring Policy and practice

[Monitoring CLBC-funded services and programs](#) is a way to make sure CLBC services are safe, reliable and will help support individuals to achieve their goals in life. Last year, we updated the *Monitoring of Quality Services Framework*. Requirements for monitoring timeframes and frequency of program visits were included in the updates to policy, guidance, tools and an electronic system to track compliance. These changes recognize the ongoing activities completed in the regions throughout the year and support staff to prioritize monitoring responsibilities and reach the organization's targets. With the implementation of the changes, on-site monitoring visits increased by 8 per cent in 2023-24, totaling 98 per cent for the year.

#### BC's Top Employer

CLBC was named one of [BC's Top Employers for a third year in a row](#). Employers are selected based on criteria that includes work atmosphere, health and wellness initiatives, training and skill development and community involvement. Each category supports staff job satisfaction which impacts interactions with individuals, families and support networks, service providers, community partners and colleagues. The Top Employer review highlighted how CLBC supports the health and wellness of our employees and our commitment to cultural safety.





## **Welcoming Feedback**

As our Strategic Plan is implemented, we are committed to learning and hearing from individuals, families, support networks, service providers, staff and community partners. If you have thoughts about our Strategic Plan, we welcome them. As we move to our third year of implementing the plan, look out for information on engagement sessions or email us at [CLBCInfo@gov.bc.ca](mailto:CLBCInfo@gov.bc.ca).



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