



Strategic Plan



2022 - 2025 Strategic Plan Third Year Report



COMMUNITY LIVING
BRITISH COLUMBIA

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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), skwxwú7mesh (Squamish), and səliłwətał (Tseil-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

20 Years of CLBC – Celebrating our progress and planning for the future in 2024-25

Community Living BC's strength rests on the dedication and resilience of the community living sector — individuals, families, self advocates, service providers, staff, and community partners working together to create inclusive lives.

CLBC itself was created from the advocacy of the community. That history continues to shape us today, reflected in our governance structure through the Provincial Advisory Committee and Indigenous Advisory Committee, which ensure the voices of people we serve remain central to our decision making.

Over the past year, we have seen how this strength is built through relationships. From the development of new communication tools like the Communication for Everyone board, to the Aging Knowledge Hub that thousands have accessed for information and support, CLBC has worked alongside people and their families to make services more welcoming and accessible.

Self-advocates, in particular, continue to play a central role in shaping the direction of our work. Through groups such as BC People First, the BC Self Advocate Leadership Network, and the Empowering Self Advocates to Take Action Cooperative, we see leadership and innovation in action. These initiatives remind us that the most meaningful progress comes when people with lived experience are leading conversations about rights, inclusion, and community.

Looking forward, CLBC is beginning the process of engaging on its next Strategic Plan. This is an opportunity to reflect on what we have learned, strengthen what is working well, and ensure our efforts remain focused on the needs and aspirations of individuals and families. As always, the voices of self-advocates and the wider community will be central in shaping the path ahead.

On behalf of the Board of Directors, we want to thank everyone in the sector for their leadership, partnership, and commitment. Together, we continue to build communities where people with developmental disabilities are welcomed, supported, and able to live full lives.



A handwritten signature in black ink that reads "Shane Simpson".

Shane Simpson
Board Chair, CLBC
October 30, 2025



A handwritten signature in black ink that reads "Ross Chilton".

Ross Chilton
CEO, CLBC
October 30, 2025

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 2024-2025

In 2024-25, CLBC continued to build stronger relationships with individuals, their families, and support networks. We designed and tested a [picture-based Communication for Everyone board](#) in collaboration with the CLBC South Island [Community Council](#) to create a more welcoming and accessible environment in CLBC's Victoria office. After a successful reception by staff and families, this was expanded to additional offices.

In November 2024, we completed the phased implementation of the [Regional Management Reframing Project](#) across CLBC's regions to increase capacity for regional leadership to engage with staff to better support individuals, families, service providers, and other partners.

Aging Knowledge Hub

In September 2024, CLBC launched the [Aging Knowledge Hub](#) to support individuals, their families and support networks who are experiencing age-related changes. Created in partnership with community living organizations and people with lived experience, the Hub also includes resources for caregivers, service providers and health professionals in one easily accessible location.

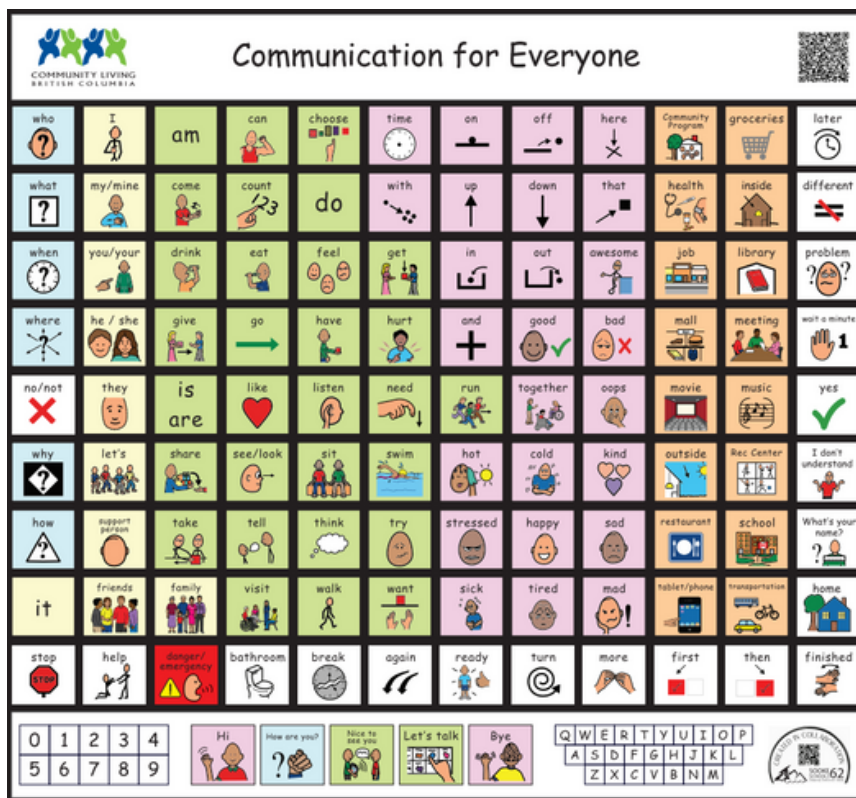
A total of 4,497 people visited the Hub in the year since it launched.



Accessibility First Year Progress Report

In January 2025, the [CLBC Accessibility First Year Progress Report](#) was published. The report highlighted key accomplishments, including:

- Developing a Plain Language Writing Guide for CLBC staff,
- Creating a page on the CLBC website where people can provide accessibility feedback and make requests to receive information in other formats,
- Updating accessibility criteria for selecting new CLBC office locations and renewing existing leases,
- Starting a CLBC and BC People First (BCPF) policy working group to make sure the people served by CLBC are involved in making policies that affect their lives, and
- Hiring a Diversity and Inclusion Lead and establishing an Equity, Diversity, and Inclusion Committee.



Communication for Everyone boards at CLBC offices across the province help people communicate with those around them through symbols and images.

Provincial Advisory Committee

In September 2024, the CLBC [Provincial Advisory Committee](#) (PAC) identified areas of priority at the provincial level to guide their work.

The five key areas included the following:

- Inclusive housing that meets the needs of individuals and families served by CLBC,
- Prioritized support for aging caregivers and individuals,
- Increased transparency about how CLBC provides support to individuals and families,
- Improved communication from CLBC to community councils, and
- Increased support for the overall sustainability of Councils.

The Provincial Advisory Committee (PAC) provides information and advice to the [CLBC Board of Directors](#) to assist with its governance and decision making. The PAC includes a representative from each Community Council and meets four times per year. The PAC acts as a link between Community Councils and the Board and recommends improvements to policy and practice to enhance the quality of life of people served by CLBC.

[Watch this video to hear from Provincial Advisory Committee members about their role.](#)



Members of the Provincial Advisory Committee (PAC) welcomed Hon. Sheila Malcolmson, Minister of Social Development and Poverty Reduction, to their quarterly meeting during Community Inclusion Month.

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 2024-2025

In 2024-25, CLBC continued to focus on supporting staff to better serve Indigenous individuals, families, and communities through practices that are culturally safe, helpful, accountable, respectful, and kind.

CLBC advanced relationships with several provincial partners such as [Métis Nation BC \(MNBC\)](#), [Victoria Native Friendship Centre](#), [Nisga'a Child and Family Services](#) and [Kwantlen First Nation](#).

CLBC's Indigenous Advisory Committee and [Elders Advisory](#) also continued to guide CLBC's approach to advancing reconciliation and supporting CLBC's alignment with the Declaration Act.

Training with Indigenous Perspectives Society

In partnership with the Indigenous Perspectives Society, CLBC's Indigenous Relations team delivered comprehensive two-day training sessions to almost 500 staff across the province. Feedback on the training was positive with staff reporting increased confidence with intercultural relationships and seeking further information regarding the local Nations and Territories where they work.

Indigenous Perspectives Society: Centre of Excellence in Community Education (IPS) is a charitable and not-for-profit social enterprise that offers specialized training and consulting services to help foster a deeper understanding of Indigenous perspectives, cultural differences, and the need for self-determination.

For more information, [visit the Indigenous Perspectives Society website](#).

New Indigenous Advisory Committee Chair

In 2024-25, CLBC welcomed a new Chair of the [Indigenous Advisory Committee \(IAC\)](#). Sue Sterling-Bur is a proud member of the Ntəʔkepmx and Stó:lō Nations. She holds a Master of Social Work and is a Ph.D. Candidate (ABD) at the University of British Columbia Okanagan. Her doctoral research centers on Indigenous knowledge for gifted children with disabilities, drawing from Ntəʔkepmx spłəxm and sptékʷt stories to identify guiding ethics, values, and beliefs that support Indigenous individuals with disabilities.



As a parent of children living with disabilities and an elected Council member for the Lower Nicola Indian Band, Sue brings both professional expertise and lived experience to her advocacy. She is committed to creating inclusive and culturally grounded systems of care that reflect Indigenous worldviews and uphold the rights and dignity of persons with disabilities. Sue enters the role of Chair of the IAC following several years of service by Neil Belanger, Executive Director of B.C. Aboriginal Network on Disability Society (BCANDS). CLBC sincerely thanks Neil for his dedication and leadership during his time as IAC Chair.

The IAC includes Indigenous individuals, families, and community members from across B.C. They meet to provide advice, share information, and identify strategies to best provide culturally relevant services to Indigenous individuals and their families. In addition, the Committee provides input on ways to enhance relationships with CLBC staff and First Nations, Metis and Inuit communities.

Launch of Territorial Acknowledgement and Respectful Engagement Guides

In June 2025, the CLBC Indigenous Relations team released a [Respectful Engagement with Indigenous Peoples Guide](#) and [Territorial Acknowledgement Guide](#) during National Indigenous History Month. The Territorial Acknowledgements Guide provides CLBC staff with information to respectfully recognize Indigenous Territories, acknowledging the historical and ongoing presence of Indigenous Peoples. The Respectful Engagement with Indigenous Peoples Guide was designed for CLBC staff and service providers to engage, collaborate, and work alongside Indigenous Peoples, their communities, and organizations in a respectful and meaningful way.



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 2024-2025

In 2024-25, CLBC continued to invest in the advancement of self-advocate and family leadership as well as the enhancement of service quality. CLBC provided ongoing funding to [BC People First Society \(BCPF\)](#) to support leadership skill building, peer mentorship, and rights education and awareness by and for people with developmental disabilities.

CLBC also extended grant funding to self-advocacy groups such as the [BC Self Advocate Leadership Network \(BCSALN\)](#) and the Empowering Self Advocates to Take Action Cooperative (ESATTA) who organized and hosted workshops that offer opportunities for learning and connection across the province.

CLBC also invested in supporting service provider best practices by hiring two new Quality Assurance Practice Analysts in January 2025. These new positions will conduct quality assurance audits to ensure effective monitoring.

Empowering Self Advocates to Take Action

Last year, CLBC provided additional funding to extend for another year for the [Empowering Self Advocates to Take Action \(ESATTA\) Cooperative](#) to deliver workshops. ESATTA coordinated six [People Planning Together](#) training sessions for 82 self advocates participating around the province. The two-day training events were facilitated by self-advocates to support their peers to take on a leadership role in planning a life they desire. ESATTA also coordinated Welcome Home Community Building projects to strengthen inclusion and accessibility. Over 50 self-advocates participated in these events that were led by self-advocates in partnership with city leaders and community-based organizations across B.C.

ESATTA supports people with disabilities to speak up for themselves and others with the goal to increase public awareness regarding disability issues and the right to be treated equally with respect and dignity as valued participants in their communities. For more information, [visit the ESATTA website here](#).



Strengthening Person Centred Societies

In November 2024, CLBC released a newly developed [Person Centred Societies \(PCS\) Policy and Contracting Framework](#) to support PCSs to deliver CLBC-funded services on a person's behalf. It was shaped through collaboration with Vela Canada, the people CLBC serves, their families and support networks and staff who work with PCSs.



Three key features of the Framework include:

1. Providing a clear and consistent approach for individuals, families and PCS Boards involved in managing a PCS, and for CLBC staff to understand how to work together effectively,
2. Encouraging innovative thinking and teamwork to enhance how services are managed and delivered, and
3. Supporting quality of services delivered by PCSs.

Self-directed funding options are an essential element of flexible and person-centred service, providing individuals and families greater control and flexibility to address their disability-related needs and interests. The PCS funding model is rooted in the philosophy of advancing self-determination and empowers individuals, their families and support networks to take leadership, accountability and ownership of their supports and services.

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 2024-2025

Last year, CLBC invested in initiatives to increase inclusive employment opportunities for people CLBC serves and worked with housing partners, service providers and other key partners to promote access to inclusive, affordable and accessible housing.

We provided a \$15,000 grant in partnership with Rotary at Work and Inclusion BC to support ten employer recognition events for 800 attendees. An additional seven grants were provided to our community partners to strengthen employment services. CLBC funded a public awareness campaign with the [Home Sharing Support Society BC \(HSSSBC\)](#) to provide information about the home sharing model. We established a partnership with [BC Housing and the Ministry of Health](#) to provide access to housing with specialized support in Prince George. CLBC also [created a video as a call to action](#) to build partnerships and collaboration around housing.

Building Partnerships to Expand Housing Choices

In September 2024, CLBC signed a [Memorandum of Understanding](#) between CLBC, [Co-Operative Housing Federation of BC \(CHF BC\)](#), and the [Community Land Trust \(CLT\)](#) to increase access to affordable co-operative housing units.

CLT is a social purpose real estate developer that helps to create permanently affordable housing solutions for people, with a focus on co-operative housing. CHF BC is a co-operative association made up of member housing co-ops and related organizations in BC with a mission to unite, represent and serve its members in the co-operative housing movement.

The agreement outlines that CLBC, and its contracted service providers will work with each new housing co-op to determine how many units are reserved in each development with subsidized rates for people CLBC supports.



Thom Armstrong, CEO, Co-operative Housing Federation of BC, Tiffany Duzita, Executive Director, Community Land Trust, Ross Chilton, CEO, Community Living BC, and Cheryl Fryfield, Co-op resident announce the joint agreement to expand inclusive housing options.

Sharing Best Practices

Last year, CLBC invested in initiatives to increase inclusive employment opportunities for people CLBC serves. In January 2025, CLBC released [best practice guides, updated glossaries and revised policies](#) for Employment and L.I.F.E. (Learning, Inclusion, Friendship and Employment) services. These resources were developed in collaboration with self-advocates, service providers and CLBC staff to ensure consistency and continuity of services across the province. The guides, glossaries and policies provide better alignment with practices of community partners and improve clarity regarding CLBC expectations for these services.



[Read how Melinda found meaningful work that matches her skills, passions, and goals.](#)



[Read how Jennifer found her career and grew into a confident advocate in an inclusive workplace.](#)

2025 Widening Our World (WOW) Awards

Since 2009, CLBC has presented [Widening Our World \(WOW\) Awards](#) to recognize British Columbians who are leading the advancement of inclusion and full citizenship for the people CLBC supports. For the 2025 awards, CLBC marked its 20th anniversary by asking the public to help them recognize people and places in communities across B.C. who were making a difference.



The five recipients were: Speak Up Self-Advocacy Awareness Society (SUSA), Spencer van Vloten, Ann Janssen, Tami Logan and Okanagan Regional Library. The provincial evaluation committee included self-advocates, family members, CLBC Community Council members and CLBC staff.

Foundation – We are resilient and act in alignment with the mission

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 2024-2025

In 2024-25, CLBC continued to grow as an organization, serving 29,271 people, and strengthening its systems to better support our staff and advance our mission. For example, in July 2024, CLBC implemented a revised Behaviour Support and Safety Planning Policy and released a [guide for service providers](#) and plain language materials for individuals and families that outline policy expectations and provide guidance on the development, implementation, and expected outcomes of Behaviour Support and Safety Planning.

CLBC Launches PRISM

Following extensive consultation and analysis, CLBC launched a new information management system in June 2025. PRISM (Privacy, Records, Information and Services Management) was developed to replace CLBC's legacy PARIS system, in use since 2006, and improve how information is collected to support the people we serve.



PRISM will streamline and enhance how CLBC staff:

- work with each other in local offices, regions and across the province,
- support and work with individuals, their families and support networks, and service providers,
- manage, share and use data, and
- coordinate their work, responsibilities, tasks and communications.

BC's Top Employer

In 2025, CLBC was recognized as one of BC's Top Employers for a fourth 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. These categories support staff job satisfaction which impacts interactions with individuals, families and support networks, service providers, community partners and colleagues. [The review](#) highlighted CLBC health and wellness initiatives as well as offering hybrid work options.



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 work on developing our next Strategic Plan, look out for information on engagement sessions or email us at CLBCInfo@gov.bc.ca.



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