



# Strategic Plan



Community Living British Columbia (CLBC) and its stakeholders envision a future where all British Columbians experience **communities of belonging and lives with connection**.

We seek to contribute to this vision together **with individuals, families, friends, service and community partners by advancing the full inclusion and participation of adults with developmental disabilities**.

This Strategic Plan outlines CLBC's work towards this vision over the next three years, how we will track progress and the difference the work is making in collaboration with our stakeholders.



**COMMUNITY LIVING  
BRITISH COLUMBIA**



OUR VISION & MISSION

# Communities of belonging, lives with connection

Together with individuals, families, friends, service and community partners, we advance the full inclusion and participation of adults with developmental disabilities.

VALUES

Culturally safe • Helpful • Accountable • Respectful • Kind

GOALS

**We have trusting relationships with the people we serve**

- 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

**Our actions align with the rights of Indigenous peoples**

- 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

**We invest in and value our sector partners**

- 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

**Our actions advance inclusion and accessibility in community**

- Build awareness and desire for inclusion outside the sector
- Prioritize Re-Imagining Community Inclusion and other shared activities that advance inclusion in community

STRATEGIES

FOUNDATION

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

We invest in our staff and support them to excel

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

We fund activities that evidence shows advance the vision



Community Living BC  
7th Floor, Airport Square  
1200 West 73rd Avenue  
Vancouver, B.C. V6P 6G5

Contact  
Email: CLBCInfo@gov.bc.ca  
Phone: 604.664.0101  
Toll Free: 1.877.660.2522

Learn more at  
[CommunityLivingBC.ca](http://CommunityLivingBC.ca)

# Contents

- Message from the CLBC Board Chair and CEO ..... 1
  
- From Our Story of Change to CLBC’s 2022-25 Strategic Plan ..... 2
  
- Strategic Plan Components ..... 3
  - Our Vision ..... 3
  - Our Mission..... 3
  - Our Values ..... 4
  - Foundation..... 5
  - Goals and Strategies ..... 5
  
- Accountability, Evaluation, Improvements ..... 7
  - Appendix 1 – Pathway of Change that Led to the Strategic Plan ..... 9
  - Appendix 2 – Detailed Plan on a Page with Activities ..... 10
  - Appendix 3 – Plain Language Description of Terms and Words Used in the Strategic Plan ..... 11

**Cover photo, left to right:**

Baksho (parent) and Manjeet Ghangass (self advocate), Julie Unger (Executive Director, Chilliwack Society for Community Living) and Matthew Yeomans (self advocate) shared their thoughts on CLBC’s new Strategic Plan.

To hear their messages, watch the video at: [CommunityLivingBC.ca/Strategic-Plan](https://CommunityLivingBC.ca/Strategic-Plan)

# Message from the CLBC Board Chair and CEO

This strategic plan was created in the unique and challenging context of 2021, a year that included the global COVID-19 pandemic and other calamitous events that resulted in significant trauma and disruption to people's lives (like the discovery of the unmarked graves of thousands of Indigenous children at residential school sites, the toxic drug supply crisis, wildfires displacing thousands, and other extreme weather events).

That a thorough, highly energetic and engaged process of strategic planning was possible in such a challenging context is a testament to the commitment of the diverse stakeholders who make up the community living sector: the people and families we serve; service agencies, government and other community partners; and CLBC staff, board members and other advisors and committee members. These include members of CLBC's Indigenous Advisory Committee, Provincial Advisory Committee and Community Councils, Editorial Board, Partners Group, and the Advocate for Service Quality team. To the many hundreds of people who contributed to the creation of this plan, we extend our deepest gratitude.

This planning process coincided with the development of the Re-Imagining Community Inclusion (RCI) workplan, initiated by the Ministry of Social Development and Poverty Reduction. As the RCI initiative is focused on a more inclusive British Columbia for all citizens, this allowed us to align strategies and activities and identify collaborative roles in key areas. These key areas are: Indigenous Strategies for Community Inclusion, Flexible Housing Options, More and Better Employment Opportunities, and Improved Access to Health and Mental Health Services.

This CLBC plan seeks to provide the first steps towards our new vision of **communities of belonging, lives with connection** based on the best information we have now. Its final section outlines our commitment to tracking progress, evaluating the differences the work is making, reporting this information out, and course correcting if and as needed.

At the beginning of this process, we set an intention to learn from the full range of diverse CLBC stakeholders. We would say we partially accomplished this (with contributions from over 500 people, families, CLBC staff, service, community, and other partners). We remain aware that there are voices and experiences of people and families with whom we do not yet have relationships and whose experiences we may not yet understand. As we build relationships with a wider diversity of stakeholders, including Indigenous peoples and communities, we commit to learn more about the experiences of these people and families, and to incorporate what is learned going forward.

We hope that as you read through the following pages, you find the plan and its contents resonate and that you see your place within it. We invite you to participate with us in the next stage of this journey in whatever way makes sense for you, including annual feedback opportunities to help us understand if and how the work is making a difference in your life.

Sincerely,



**Michael J. Prince**  
Board Chair



**Ross Chilton**  
CEO

# From Our Story of Change to CLBC's 2022-25 Strategic Plan

This strategic plan outlines the goals, strategies and supporting activities we intend to take over the next three years toward our vision of **communities of belonging, lives with connection**.

We arrived at these goals, strategies, and activities by mapping out a **pathway of change** with the input of the people we serve, their families and supporters, service provider and other community partners, and CLBC staff.

Our pathway of change shows how we expect to get from where we are today, to a future where communities are places of belonging for everyone, and where all people have meaningful connections in their lives.

Our pathway is included in Appendix 1. The story of change it tells is based on what we believe to be true about how things are now and about the changes that will lead us to our vision.

If you have been part of creating a pathway of change, you know that only those steps that are absolutely necessary to reach the vision are included, and that the first steps must happen in order for the next ones to be possible, and so on, until the vision is reached.

For this reason, the goals of this strategic plan are focused on the first several steps on the pathway of change – on the beginning of our change journey together...

## Our Story of Change

We believe that to reach our vision of **communities of belonging, lives with connection**, the change needs to start with ourselves and the people, families, friends, and service partners who make up community living.

CLBC's actions must advance the vision and CLBC must operate in ways that allow us to effectively continue to support the people and families we serve into the future. CLBC also has work to do on strengthening our relationships with those we serve and ensuring that our actions align with our commitment to the rights of Indigenous peoples.

If we are successful in accomplishing these foundational changes, we believe the next set of steps on the pathway will happen: that those supporting the people we serve (self advocacy leaders, families, support networks, funded and community partners) will themselves be supported and valued and we will be effective in encouraging key influencers in childhood and community life towards inclusion.

### Looking forward to the next chapters...

With a foundation of trusting relationships, supported and valued sector partners, and "walking the talk" of the things we believe in all in place, we believe that our services will be effective, timely and reliable. Once this is the case, we believe we will begin to move towards all people being included and able to participate fully in typical services, places, and spaces across their lifespan. We believe they will be able to realize higher pathway steps, like experiencing positive quality of life outcomes in the areas of independence and social participation, fulfilling roles and responsibilities as valued citizens, and ultimately, living in **communities of belonging with lives of connection**.

# Strategic Plan Components

Our Strategic Plan on a Page summary view is included in the opening page of this document. The following section speaks to each component of the Plan on a Page, providing additional detail and context. For more information about specific activities, see our Detailed Plan on a Page in Appendix 2.

## Our Vision

Our vision is central to this strategic planning process because it is the “north star” or ultimate outcome of the pathway of change that underlies the strategic plan. Our vision helps us get a picture in our minds of how the world would ideally be in the future.

Our vision statement was updated in 2021 through a multi-step process that included testing possible options with different groups. Two needs that guided our updates to the vision statement were: (1) making sure it is easy to understand and remember, and (2) that it focuses on how the world would be ideally and then, how the lives of people CLBC serves would be. Switching the order of these two parts in the vision statement was key to thinking first about our collective responsibility as citizens together, and then about the people we serve (moving the focus from “fixing” people to respecting people as they are and enhancing communities so that everyone belongs).

Our updated vision statement’s emphasis on belonging and connection was also felt to be more resonant across diverse cultures and people including Indigenous cultures and peoples.

**Communities of  
belonging, lives  
with connection**

## Our Mission

Our mission statement describes, at the highest level, what part Community Living BC will play in achieving the vision.

CLBC’s mission statement as of January 2022 is included on the right. We updated our mission statement by referring to [the Community Living Authority Act](#) (the legislation that formed and governs CLBC) and by following a process similar to the one used to update our vision statement. As with updates to the vision statement, key criteria of the updated mission statement are that it is easy to understand and easy to remember.

**Together with individuals,  
families, friends, service and  
community partners, we  
advance the full inclusion and  
participation of adults with  
developmental disabilities.**

For more information about what our mission statement means in action, visit our website at [www.communitylivingbc.ca/about-us/clbc-strategic-plan](http://www.communitylivingbc.ca/about-us/clbc-strategic-plan). Additional information will be added as our learning and experiences highlight new ways the mission is being brought to life over the course of this strategic plan.

## Our Values

We have chosen the following five values to focus on over the next three years. These values show who we want to be in our work and how we plan to do that. Our intention is that these values will shape our conversations, the stories we share, and our actions with others and with each other. Across all these values and in the spirit of our governing legislation, the Community Living Authority Act, is our commitment to be innovative, forward-thinking, and inclusive.

For updates about our values in action and the actions you can expect in support of each of these values, visit our website at [www.communitylivingbc.ca/about-us/clbc-strategic-plan](http://www.communitylivingbc.ca/about-us/clbc-strategic-plan). Stories from the people we serve, their families and supporters, funded partners, CLBC staff and other partners and allies will be added as we bring these values to life over the period of this Strategic Plan.

### In everything we do, we are:

**Culturally Safe** - All people feel spiritually, socially, emotionally and physically safe when interacting with us. We are aware of our own cultural beliefs and identities and recognize that we have much to learn. We strive to reflect the diversity of B.C. in our workforce. We support people to draw strengths from their identity, culture and community. We acknowledge that only each person can determine if they feel safe.

**Helpful** - We respond in ways that work for people. We share information that supports people to make sense of available choices and to plan next steps. Where we don't have the answer or solution, we connect people to those who do or work together with others to figure it out.

**Accountable** - We are open with and accountable to the people we serve, their families and supporters, our funded partners, those who fund us, and each other. We strive to let people know what to expect from us and when to expect it. We use equitable processes that are clear and get people the supports they need within the resources available.

**Respectful** - We are clear and honest in our communications. We value other people's points of view and listen actively to what people have to say with humility and heart. We communicate in a timely manner. We build relationships where we are "on the same side." We are honest about the realities, even when they are hard to share.

**Kind** - We show care and compassion for the feelings of others. We are patient and seek to understand the different situations people are in and how that might feel. We are understanding when people make mistakes or have a bad day. We assume people are coming from the best of intentions.



## Foundation

At the foundational level of the pathway of change is a step focused on work we need to do within CLBC so we can continue providing effective services to those we serve over time in ways that advance the vision. This step includes supporting our staff to excel in supporting service delivery to those we serve; ensuring our processes, tools and systems support the vision and our responsiveness; and focusing on those funding activities that evidence shows advance the vision.

We believe that by taking action in these areas, CLBC will be able to succeed in our 2022-25 goals and progress along the pathway of change toward the vision.

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

We invest in our staff and support them to excel

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

We fund activities that evidence shows advance the vision

## Goals and Strategies

### We have trusting relationships with the people we serve

This strategic plan goal is reminiscent of our recent (2017-2020) strategic plan's focus area to **Strengthen Relationships with Individuals and Families**. Given that relationship building and strengthening takes time, we believe that it makes sense for us to take a deeper dive in the same area.

Community Living BC was founded by the people we serve, their families, and supporters in partnership with community and government allies. When thinking about critical steps on the pathway to get from where we are today to our ultimate outcome – **communities of belonging, lives with connection** – trusting relationships with those we serve is foundational.

In support of this goal, the plan identifies three strategies we believe will get us closer to realizing this goal. These strategies focus on how CLBC interacts with the people we serve, accessibility and transparency of our processes for the people we serve, and improving the overall experiences the people we serve have with CLBC. These strategies were identified through years of feedback from people and families on what has (or has not) built trust, along with consultation and testing with our stakeholders during the creation of this strategic plan.

### We have trusting relationships with the people we serve

- Improve individual & family experience of CLBC
- Make CLBC processes easier and more transparent for individuals and families
- Consistently demonstrate respect and responsiveness in our interactions



## Our actions align with the rights of Indigenous peoples

Recognizing and supporting the rights of Indigenous peoples is a deeply held commitment in British Columbia. Never have we been more aware of the traditional and unceded lands upon which we live, work and play, and of the history of injustices towards Indigenous peoples - injustices that continue to exist today. From ongoing systemic racism to the discovery of the unmarked graves of Indigenous children on former residential school sites, there is much to acknowledge and reconcile.

In 2021, Community Living BC created an Indigenous Relations department and co-chaired the Indigenous Strategies for Community Inclusion working group as part of the Re-Imagining Community Inclusion process. Through these channels and CLBC's Indigenous Advisory and Elders Committees, a number of strategies and activities have been identified. The overarching emphasis of many of these activities is developing and strengthening relationships with Indigenous people, families, supporters, communities, and partners in culturally safe ways. The strategies identified here are a first step in this journey.

### Our actions align with the rights of Indigenous peoples

- 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

## We invest in and value our sector partners

The many people, roles, and entities – natural and funded – that support people eligible for CLBC are critical to delivering on our Mission.

Sector partners include self advocacy leaders who pave the way by example, lived experience, and inspirational leadership; families and support network members whose extraordinary personal commitment, vision, creativity and determination for a better future keeps us true to the intention of the community living movement; and funded partners who are the backbone of most supports received by people and families across B.C. A “finger on the pulse” of people’s current and future needs, sector partners are on the frontlines of service delivery, service innovation and community leadership.

Sector partners work tirelessly through all manner of challenges, especially at this time of rapid change and unexpected hardships in the world. Investing in our valued partners for all that they do and continue to do is not only appropriate, it is foundational to the sustainability of the sector and the quality of life of the people we serve.

### We invest in and value our sector partners

- 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

Investing in and valuing our sector partners constitutes several foundational steps on the pathway of change and is one of four goals of the 2022-25 Strategic Plan. Through a variety of strategies and activities (like changes and resources that support partner leadership, innovation grants to pursue new and better ways, improved processes and tools that support alignment and consistency towards the vision), we are committed to taking actions that invest in and value our partners.

## Our actions advance inclusion and accessibility in community

One critical assumption behind our story of change is that those of us in the community living movement can't reach the vision on our own. We require buy-in and support from government bodies, organizations, businesses and citizens at large to advance inclusion for everyone. The ability to engage those outside of community living towards accessibility and inclusion is essential to realizing later steps in the pathway, like the independence and social participation of all people and all people being valued and included in community.

For this reason, a focus on strategies and activities that advance inclusion and accessibility for all people in community is one of the foundational steps on our pathway of change and one of the four 2022-25 Strategic Plan goals.

This focus is also deeply aligned with the work of British Columbia's new Accessible British Columbia Act<sup>1</sup> which is **committed to supporting people with disabilities to meaningfully participate in their communities**; and with the Re-Imagining Community Inclusion (RCI) initiative whose goal is that **people with diverse abilities thrive fully and equally with everyone**<sup>2</sup>.

Many of the strategies and activities supporting this goal in the strategic plan will also be reflected in the RCI 2022 Workplan.

### Our actions advance inclusion and accessibility in community

- Build awareness and desire for inclusion outside the sector
- Prioritize Re-imagining Community Inclusion and other shared activities that advance inclusion in community

1 [BC Accessibility Legislation 2021](#)

2 [Re-imagining Community Inclusion Report, March 2019](#)

# Accountability, Evaluation, Improvements

*Is the work happening? Is it making a difference? Are changes needed?*

We believe that to be effective in complex situations, a strategic plan must be embedded in a learning cycle. That cycle starts when the plan is being developed and repeats as action on the plan is taken and learning from the results of the action is gathered and reflected upon. This allows evidence-based decisions to be made about what needs to change so we remain on track towards our end goals.

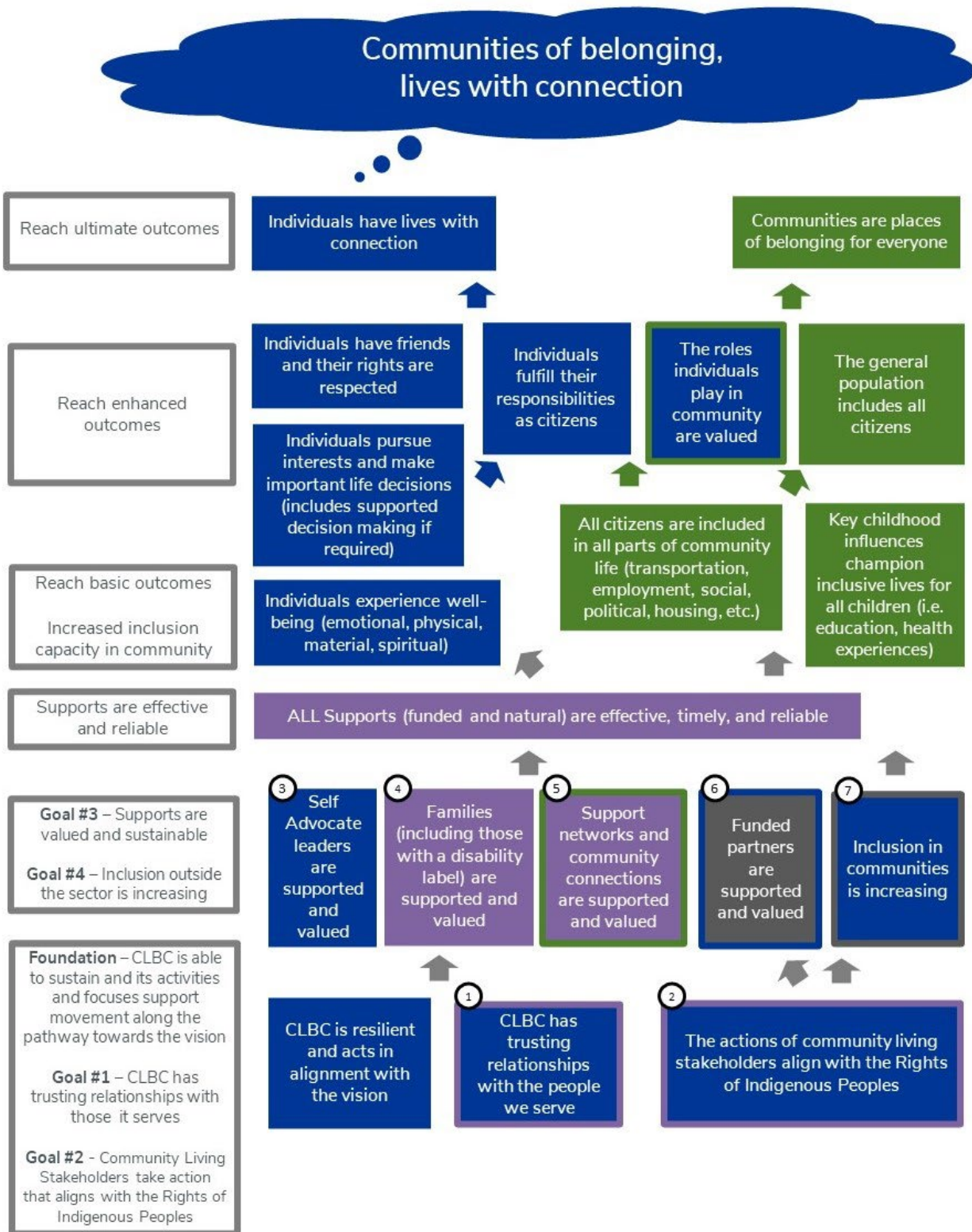
Based on this belief, CLBC has committed to gathering information on the progress of plan activities and the differences these activities are making in the lives of the people and families we serve. In keeping with the approach used to develop the strategic plan, information will be gathered from involved stakeholders in different ways, including the people CLBC serves, their families, service and other community partners, CLBC staff, and other relevant stakeholders. Information gathered will include both quantitative data and learnings about the experiences of stakeholders.



Once information is gathered, CLBC is also committed to sharing back with all interested stakeholders on an annual basis what it has learned about progress and the difference the work is making and what it will change as a result. This part is particularly important based on feedback in our last strategic planning process that many stakeholders were not aware of the work CLBC was undertaking to implement the plan or the difference that work was making.

In the first year, we expect that evaluation activities will focus on progress to date and how impact will be measured. In subsequent years, a greater emphasis on the difference the work is making will be the focus.

# Appendix 1 – Pathway of Change that Led to the Strategic Plan





## Appendix 2 – Detailed Plan on a Page with Activities

We have trusting relationships with the people we serve	Our actions align with the Rights of Indigenous Peoples	We invest in and value our sector partners	Our actions advance inclusion and accessibility in community
<p><b>Improve Individual &amp; Family experiences of CLBC</b></p> <ul style="list-style-type: none"> <li>▪ Increase feedback gathering activities with individuals and families (Mustel Survey Expansion)</li> </ul> <p>-----</p> <p><b>Make CLBC processes easier and more transparent for individuals and families</b></p> <ul style="list-style-type: none"> <li>▪ Engage in activities related to new MCFD service delivery model</li> <li>▪ Improve dispute resolution</li> <li>▪ Improve planning process</li> </ul> <p>-----</p> <p><b>Consistently demonstrate respect and responsiveness in our interactions</b></p> <ul style="list-style-type: none"> <li>▪ Implement Trauma Informed Practice (TIP) training as part of role based learning</li> </ul>	<p><b>Develop &amp; strengthen relationships with Indigenous Partners</b></p> <ul style="list-style-type: none"> <li>▪ Reconciliation is led by the Board, and supported through Policy and Guidance</li> <li>▪ [RCI] Develop and implement Land Acknowledgement of all offices through Art &amp; Ceremony in collaboration with the Nations on which our offices sit</li> <li>▪ [RCI] Strengthen connection to Indigenous Communities, Agencies, and Partners</li> <li>▪ Implement Community Living Authority Amendments (strengthened Indigenous membership on CLBC Board, direct relationship between Indigenous [RCI] CLBC's commitment to Advisory Committee and CLBC Board)</li> </ul> <p>-----</p> <p><b>Increase culturally safe and appropriate services</b></p> <ul style="list-style-type: none"> <li>▪ Develop Cultural Safety Policy and embed in CLBC's Quality Service policy menu</li> <li>▪ Culturally Safe Shared Living Project</li> </ul> <p>-----</p> <p><b>Support CLBC staff to serve Indigenous individuals and families in culturally safe ways</b></p> <ul style="list-style-type: none"> <li>▪ Implement Cultural Safety training for staff</li> <li>▪ Offer Cultural Safety Community of Practice for CLBC Staff</li> </ul>	<p><b>Invest in and advance self advocate leadership</b></p> <ul style="list-style-type: none"> <li>▪ Self Advocate are part of RCI Health Committee Action Plan process</li> <li>▪ Fund Self Advocacy Organizations</li> <li>▪ Invest in Self Advocate Leaders</li> <li>▪ Engage in activities that help self advocates adapt post pandemic</li> </ul> <p>-----</p> <p><b>Invest in families and advance family leadership</b></p> <ul style="list-style-type: none"> <li>▪ Conduct research to clarify CLBC's relationship with those it serves across their lifetimes</li> <li>▪ Engage in activities that help family caregivers adapt post pandemic</li> </ul> <p>-----</p> <p><b>Invest in funded partners and advance partner leadership</b></p> <ul style="list-style-type: none"> <li>▪ Implement &amp; evaluate Innovation Grants</li> <li>▪ Work with funded partners to address recruitment and retention crisis in sector</li> <li>▪ Engage in activities that support funded partners to adapt post pandemic</li> </ul> <p>-----</p> <p><b>Foster alignment with the vision across sector partners to enhance service quality</b></p> <ul style="list-style-type: none"> <li>▪ Implement Improvements to Home Sharing (Update Standards, Policy Alignment, New Society, Contracted Home Sharing Transfer Plan)</li> <li>▪ Update Unaccredited Service Standards to Establish Core Standards</li> </ul>	<p><b>Build awareness and desire for inclusion outside the sector</b></p> <ul style="list-style-type: none"> <li>▪ Participate in and support Re-imagining Community Inclusion Implementation</li> </ul> <p>-----</p> <p><b>Prioritize Re-imagining Community Inclusion and other shared activities that advance inclusion in community</b></p> <ul style="list-style-type: none"> <li>▪ [RCI] Implement policies and procedures to track and share housing needs</li> <li>▪ [RCI] Lead exploration of provincial health leadership initiative and inter-Ministry table</li> <li>▪ [RCI] Update Collaborative Care Guidelines</li> <li>▪ Develop relationships outside the sector to better serve people with complex needs</li> </ul>
<p><b>We are resilient and act in alignment with the vision</b></p>			
<p>We invest in our staff and support them to excel</p>	<p>Our processes, tools, and systems advance the vision and service quality and effectively manage change</p>	<p>We fund activities that evidence shows advance the vision</p>	

## Appendix 3 – Plain Language Description of Terms and Words Used in the Strategic Plan

**Strategic Plan** - A strategic plan is the 'big picture plan' that guides what an organization will do over a specific period of time. This plan will guide the work of CLBC from 2022 to 2025.

**Stakeholders** - Stakeholders are all the different people and groups that care about and are involved with CLBC and the strategic plan in some way.

Stakeholders include people who use CLBC services and their families and support networks. Stakeholders also include agencies and staff who provide support. For example, local community living associations, as well as organization like Inclusion BC, BC People First and the Family Support Institute.

**Pathway of Change** - A pathway of change is a kind of map that shows the steps from where we are now to where we want to end up in the future.

CLBC met with over 500 people, families, staff, and community partners to create a map that shows how we expect to get from where we are today, to a future where communities are places of belonging for everyone - and where all people have meaningful connections in their lives. The first steps on the map are the key goals in the CLBC Strategic Plan.

**Strategic Plan Components** - For a strategic plan to work well it needs different components, or parts, including a vision, mission, values, goals and strategies.

Here are the different parts of the CLBC Strategic Plan:

**Vision** - A vision is our 'north star' or the way we want things to be in the future. CLBC's vision is that we all live in 'communities of belonging, (and have) lives with connection.'

**Mission** - A mission is the action CLBC will take to get closer to our vision.

The CLBC mission in this strategic plan is:

*Together with individuals, families, friends, service and community partners, we advance the full inclusion and participation of adults with developmental disabilities.*

This means CLBC will work together with people, their networks and those that support them, to be included and fully participate in all parts of life and community.



**Values** - Values are the things we believe in that help us walk the talk or act in a certain way. To reach the vision, CLBC staff need to believe in the same values.

The five CLBC values are:

1. **Culturally safe** - This value is about everyone feeling safe, respected, and understood for who they are and how they identify as a person.
2. **Helpful** - This value is about being helpful and working together to figure things out, even when we don't have the answer.
3. **Accountable** - This value is about being open and honest with everyone we work with and following through on what we say we are going to do.
4. **Respectful** - This value is about listening and caring and creating trusting relationships.
5. **Kind** - This value is about being patient and understanding people's feelings and the different situations of their day to day lives.

**Foundation** - A foundation is what holds something up. For the CLBC Strategic Plan to work it needs a strong foundation to hold up the values and support CLBC staff to have what they need to make it possible to reach our goals.

The foundation of the CLBC Strategic Plan is:

**We (CLBC) are resilient and act in alignment with the vision.**

This means CLBC will do things to make sure staff feel strong and valued and that all parts of CLBC (tools, processes, people) work in ways that support the vision of 'communities of belonging, lives with connection.'

The three parts of the foundation of the strategic plan are:

**We invest in our staff and support them to excel** - This means CLBC staff will have what they need and feel supported to do their work in ways that make a difference for the people and families we serve.

**Our processes, tools, systems advance the vision and service quality and effectively manage change** - This means that the way CLBC works is easy to understand and makes it possible for staff to follow through and support people in a timely way.

**We prioritize funding activities that evidence shows advance our vision** - This means that CLBC pays for the kinds of things that are proven to help us get closer to our vision of 'communities of belonging, lives with connection.'

**Goals** - A goal is something you want to achieve or make happen.

There are four main goals in the CLBC Strategic Plan:

**Goal 1 - We have trusting relationships with the people we serve** - This goal is about building and strengthening relationships, so people trust and want to work with CLBC.

**Goal 2 - Our actions align with the Rights of Indigenous Peoples** - This goal is about making sure that all the work of CLBC lines up with and supports the rights of people we serve who are Indigenous.

**Goal 3 - We invest in and value our sector Partners** - This goal is about making sure everyone CLBC works with feels supported and has what they need to do their work.

**Sector Partners** - These are all the people and groups that CLBC needs to work with in order to get closer to the vision. This includes individual and family leaders in the community living and self advocacy movements, as well as other government and community organizations, agencies, and service provider partners and staff.

**Goal 4 - Our actions advance inclusion and accessibility in community** - This goal is about all of the places and spaces and opportunities in the broader community working to become more accessible, inclusive and welcoming to all people, including people with diverse abilities.

**Strategies** - Strategies are the activities or things CLBC will do to reach the goals in the strategic plan. There are strategies connected with each goal.

The strategies for **Goal 1 - We have trusting relationships with the people we serve** are:

- **Improve Individual and Family experience of CLBC** - This strategy is about the things CLBC can do for people and families to have a positive experience when they work with CLBC staff.
- **Make CLBC processes easier and more transparent for Individuals and Families** - This strategy is about making it easy to understand how CLBC works, including how people and families ask for the support they need and how decisions are made about funding.
- **Consistently demonstrate respect and responsiveness in our interactions** - This strategy is about CLBC always being respectful and following through on what they say they are going to do.

The strategies for **Goal 2 - Our actions align with the Rights of Indigenous Peoples** are:

- **Develop and strengthen relationships with Indigenous Partners** - This strategy is about the ways CLBC will build respectful and trusting relationships with Indigenous peoples, families, organizations, communities, and governments.
- **Support staff to serve Indigenous individuals and families in culturally safe ways** - This strategy is about CLBC staff learning to work alongside Indigenous peoples and families in a culturally safe way, acknowledging and respecting their lands and cultures. Working in culturally safe ways includes understanding systemic racism and ableism that happened both in the past and today. It also means working to create spaces that are physically, socially, emotionally, and spiritually safe.
- **Increase culturally safe and appropriate services** - This strategy is about CLBC funded services being safe and respectful for Indigenous peoples, their families, and communities.

The strategies for **Goal 3 - We support and value our sector Partners** are:

- **Invest in and advance Self Advocate Leadership** - This strategy is about CLBC doing things to promote and help the **self advocacy movement** in B.C. grow and be a strong voice by and for people who are labelled with a developmental disability. For example: Investing in organizations like BC People First and other organizations led by people who have been labelled as having a developmental disability.

**Self advocacy movement** - This is a rights movement led by people who have been labelled as having a developmental disability. Self Advocacy groups around B.C. and the world are making positive changes so people who are labelled have the same rights and opportunities as everyone else.

- **Invest in Families and advance Family leadership** - This strategy is about recognizing the strength and leadership of families now and in the past. It is about the things CLBC can do to help families create the best lives possible for their loved ones and support families who are supporting their family members.
- **Support funded Partners and Partner leadership** - This strategy is about recognizing and supporting the leadership of service providers and other community partners funded by CLBC. For example, organizations that support families.

**Funded Partners** - These are the agencies and organizations that CLBC funds to provide the supports and services to individuals and families we serve.

- **Foster alignment of the vision across sector Partners and advance service quality**  
- This strategy is about figuring out ways for everyone to work together to get closer to the vision of 'communities of belonging, lives with connection.'

The strategies for **Goal 4 - Our actions advance inclusion and accessibility in community** are:

- **Build awareness and desire for inclusion outside the sector** - This strategy is about finding ways to connect with the parts of community and government outside of the community living field, so they understand what inclusion is and what they can do to help everyone to be included and contribute to their community. For example, building awareness could be sharing stories from people with lived experience.
- **Prioritize Re-imagining Community Inclusion and other shared activities that advance inclusion in community** - This strategy is about CLBC paying attention to and being part of opportunities that will make the community more inclusive for everyone. This includes working with sector partners on the Re-Imagining Community Inclusion initiative started by the Ministry of Social Development and Poverty Reduction in 2018.

**Re-imagining Community Inclusion (RCI)** - RCI was started in May 2018 by the Minister of Social Development and Poverty Reduction. This project has a 10-year plan and vision where 'People with diverse abilities thrive fully and equally with everyone.'

**Evaluation** - Evaluation is a way to figure out whether what you are doing is making a difference.

**Learning Cycle** - A learning cycle is a kind of evaluation tool. It is about continuously asking questions along the way to make sure we are on the right path and have the right goals and strategies in place. It is also about making changes when we need to get closer to the vision of 'Communities of belonging, lives with connection.'