



## Strategic Plan



# 2022-2025 Strategic Plan First 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), sḵwxwú7mesh (Squamish), and səliłwətał (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 Board Chair and CEO

### CLBC's Journey: Creating and Implementing the Strategic Plan

CLBC introduced our 2022-2025 strategic plan in July 2022. The process of creating the strategic plan was fulsome, completed in consultation with over 500 people, including individuals, families, service providers, and partners from throughout the province. The plan recognizes the role we all have to play in our new vision statement, to see "communities of belonging, lives with connection". By ensuring the participation of those who are directly affected by CLBC's work, we are staying committed to operating with the notion that nothing is done for the community without their direct influence and feedback.

This first year report on our progress reviews the four goals outlined in the 2022-2025 Strategic Plan, along with each goal's strategies, and will feature new and enhanced projects and initiatives started in 2022/23 that have helped to move the organization closer to its vision and deliver on its mission. The report also includes projects that are helping to strengthen CLBC's resiliency and ability to advance towards the vision and uses stories and visuals to help people access report information.

While this report is an overview of the first year of the Strategic Plan's implementation, it is important to note that the Strategic Plan is a living document. Therefore, as reports, activities and feedback continue to be sought, received, and analyzed, they will influence the Plan and the ways CLBC responds to the needs of individuals, families and communities. While this report does not detail every activity undertaken, it highlights particular projects, initiatives and grants to community organizations that are designed to move the overall strategic plan forward.

**Communities of  
belonging, lives  
with connection**



Michael J Prince  
Board Chair, CLBC  
November 20, 2023



Ross Chilton  
CEO, CLBC  
November 20, 2023

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

**4**

Number of CLBC open Board meetings each year

**100**

Approximate number of self-advocates and family members on CLBC's 13 community councils

**> 500 +**

Self-advocates and family members who provided input last year to projects like the CLBC Accessibility Plan

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

**11**

Number of years CLBC has had an Indigenous Advisory Committee which was instrumental in creating the CLBC Board's Commitment Statement to Indigenous Reconciliation in 2023

**13**

Number of Elders who joined a new advisory group last year to support CLBC staff in day-to-day work to build relationships with Indigenous communities

**7**

Number of Re-Imagining Community Inclusion grants given to Indigenous groups to help develop culturally safe services

### We invest in and value our partners

**350**

Estimated number of self-advocates participating in self-advocacy leadership organizations

**\$720 k**

Funds provided to family and service provider groups to help them recruit support workers

**\$74 mil.**

Amount of services directed by individuals and families through individualized funding standard, host agency and person centred societies



Baksho Ghangass, mother of a woman who receives CLBC services

## Our actions advance inclusion and accessibility in the community

22%

Percentage of supported individuals younger than 65 reporting employment income

2,536

Number of individuals who are living in their own home through supports for independent living

17

The number of L.I.F.E. (Learning, Inclusion, Friendship, Employment) services now being provided in communities throughout B.C.

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

19

Number of self-advocates working for CLBC

30

Number of actions that are part of CLBC's Accessibility Plan to make it easier to get information from CLBC, visit an office and work with CLBC staff

55

Number of projects underway to support the Strategic Plan goals

## 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

### *The Strategic Plan in Action!*

#### An overview: Goal One work in 2022-2023

Last year, we worked with our Indigenous Advisory Committee, Provincial Advisory Committee and 13 Community Councils to support relationships with self-advocates and families around the province. CLBC worked with the Ministry of Children and Family Development (MCFD) on a CLBC-MCFD Liaison committee to update and improve youth transition. We updated our welcome workshops to help more families to understand how CLBC works. Finally, we undertook the following key projects to change how we talk about services and improve accessibility.

#### CLBC changes how we talk about services

In April 2023, we announced changes in the way we talk about our services. The initiative was in response to feedback collected throughout the year from individuals, families, support networks, service providers and other key partners that some service language can be unclear and confusing and sometimes culturally inappropriate. We rehailed our vocabulary, developing the new “Supports Funded by Community Living BC” document to replace the former “Catalogue of Services” and updating its website and public documents.

A key change was to replace use of the label “residential services,” which carries painful historical meaning for Indigenous communities. Now, our staffed living, shared living and supported living services are called “Supports to live in my home.”

Another major change to the new Supports Funded by Community Living BC was the removal of the overall term of “respite,” which was replaced by the new “Supports for my and my family’s well-being.” This addressed feedback from self-advocates that the service should not be about having a break from someone, but about supporting both individuals and family caregivers to be resilient. This category aligns the services with the new [Individual and Family Wellness Policy](#), better encompassing the flexible support options available through the service. Read all about this [project’s launch](#), with the [public plain language website](#) and [handout](#).

### CLBC launches Accessibility Plan

Accessibility is foundational to the vision of “Communities of belonging, lives with connection.” The new [Accessible BC Act](#), made law in 2021, led CLBC to create an advisory committee and develop an accessibility plan and feedback mechanism.

A staff team was assembled as an Accessibility Working Group in the summer of 2022 and CLBC’s Provincial Advisory Committee agreed to advise on CLBC’s Accessibility Plan. In addition to an internal review, a series of five virtual engagement sessions with individuals, families and service providers were held and an online survey drew feedback from over 500 people. People were asked about how easy it is to work with staff, visit our offices and get information from CLBC.

Findings pointed to five main themes for actions on improving accessibility and these were compiled in [CLBC’s Baseline Accessibility Report](#). This report informed the development of [CLBC’s Accessibility Plan](#), published in August 2023. The release of the Accessibility Plan was accompanied by an [accessible feedback mechanism](#), which will ensure a streamlined way for CLBC to receive necessary, ongoing input from self-advocates, families and other key partners.



**Relationships make all the difference**



**Clear, timely communication is key**



**Information needs to be shared in many ways**



**Welcoming physical spaces help people feel they belong**



**Accessible employment is necessary**



## 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

*The Strategic Plan in Action!*

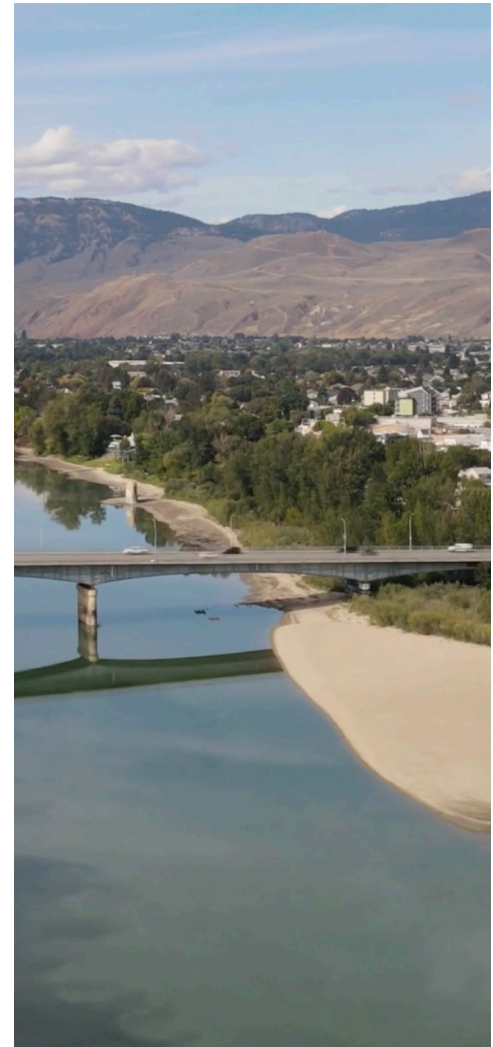
#### An overview: Goal Two work in 2022-2023

On June 3, 2023, Minister Sheila Malcolmson, CLBC's Board Chair and CEO and representatives from the Indigenous Advisory Committee signed a Commitment to Indigenous Reconciliation. This was a highlight of the year that capped many activities to support Indigenous relationships. These included the creation of an Elders Advisory Committee, conducting several CLBC office land acknowledgement ceremonies with First Nations around the province, and the projects described below to create a new Cultural Safety Policy and partner with the BC Association of Friendship Centres.

#### Community Living Authority Act Amendment

In 2023 the government of BC amended the Community Living Authority Act – the legislation that governs CLBC – to include the Indigenous Advisory Committee and ensure CLBC's Board composition better represents the people it serves. This change ensures an ongoing dedication to reconciliation, and the tenant within CLBC that "nothing about us without us" is followed. Though CLBC had already been meeting this new requirement before the legislative change, the enactment into law solidifies the continued presence of Indigenous individuals in decision making processes. CLBC's Board of Directors is currently made up of 11 members and includes two individuals with disabilities, three immediate family members and two Indigenous individuals.

The Indigenous Advisory Committee will work to see implementation of more culturally appropriate services in line with the new Cultural Safety Policy (discussed below) and the creation of new, inventive services such as the [Kamloops housing project Kikékyelc: A Place of Belonging](#), which is discussed further under Goal 4.



**Culturally responsive programming** is the incorporation of Indigenous knowledge, research tools, lived experience, ancestral wisdom, and community involvement throughout the research and design process.

**Indigenous anti-racism** involves taking action to create conditions of greater inclusion, equality, and justice.

**Indigenous trauma-informed and responsive approach** centers on the holistic wellness of the individual as part of the collective community, the natural world, spirit world, and ancestors.

## CLBC launches new Cultural Safety Policy

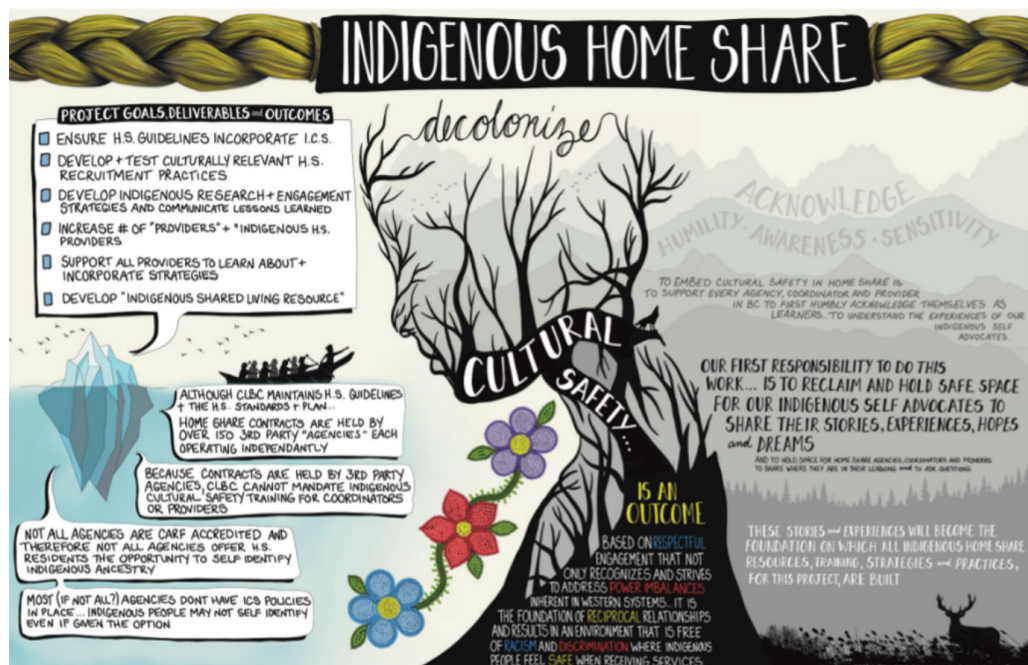
We released our [Cultural Safety Policy](#) in Spring 2023. This new policy supports both the implementation of BC's Declaration on the Rights of Indigenous Peoples Act (DRIPA), as well as the Truth and Reconciliation Commission: Calls to Action and gives guidance to CLBC staff and contracted service providers.

The policy outlines a series of six Guiding Principles to lead CLBC,

our partners and service providers in their work and highlights the importance of incorporating Indigenous knowledge, values and worldviews into their work. Further, it challenges people to reflect on unconscious bias and assumptions that further harm relationships with Indigenous communities.

## Indigenous Home Sharing Project

In addition to having social connections and work, having an inclusive and safe home is key to quality of life. Home Sharing continues to be one of the most accessed CLBC home support services. With CLBC's strategy to increase culturally safe and appropriate services, it was a natural fit that work be done to ensure this service is designed to help individuals live their best lives.



Credit: Lise Gillies

[The BC Association of Aboriginal Friendship Centres \(BCAAFC\)](#) entered into a partnership with CLBC to develop a strategy to ensure cultural safety within Home Sharing across the province. This strategy will include training and educational support for Home Sharing Providers and Coordinators. With support from CLBC, the BCAAFC is working towards three main outcomes moving forward:

1. Development of an Indigenous Cultural Safety workshop and accompanying resources, specific to Home Sharing in BC;
2. Delivery of 5 sessions (one per region) of the "Indigenous Cultural Safety in Home Sharing" workshop and;
3. Development of an Indigenous Shared Living Resource Guide.

## 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  
vision across sector  
partners to enhance  
service quality

*The Strategic Plan in Action!*

#### An overview: Goal Three work in 2022-2023

Everyone has a role to play in achieving our vision for belonging and connection. Last year, CLBC invested in the capacity of self-advocates, families and service providers in several ways. CLBC increased standard core funding available to individuals and families that can be used flexibly for services, including wellness supports, from \$3,600 to \$4,200 per year. CLBC provided grants to family and service provider partners to help them recruit support workers and staff. CLBC also supported four self-advocate leadership groups, assisted in the launch of the new Home Sharing Support Society of BC and worked with an innovative new family group to promote non-traditional supports.

#### Self-Advocates of the Rockies (SAOR)

During the pandemic CLBC supported four self-advocate groups across the province through one-time grants to provide leadership and reduce social isolation. One successful grant applicant was the Self-Advocates of the Rockies (SAOR), a group based in Cranbrook, BC.

During the last year, SAOR offered paid employment opportunities for self-advocates to plan and carry out activities and events for peers in the community. Some of these events included Karaoke nights, open mic nights, potlucks, educational workshops and a phone tree that connects self-advocates across the province.

To assist with their planning and hosting of these events, self-advocates were offered an assertiveness training course to help them develop skills to see their groups grow. In the future, the plan is to also offer the self-advocates more business-related courses to again arm them with skills to see their programs prosper. More information on SAOR is found on the [SAOR website](#).

#### New Pathways to an Authentic Inclusive Life grant

STEPS Forward, an organization that supports young adults with developmental disabilities, has been advocating and working in the province since 2001 to fill a gap identified in access to post-secondary education. As part of CLBC's Community Inclusion Innovation grants, STEPS Forward was able to launch their new project, "[Families Supporting Regular Equitable Authentic Lives \(REA-L\)](#)," which became a registered society in November 2022. The goal of this new society is to, "envision a future in which people with developmental disabilities have lives that are fulfilled, self-directed and result in a good life which does not solely rely on traditional services and programs." This vision will be achieved through empowering families, particularly those in marginalized groups, to be able to support their family members.





Throughout the 2022/2023 year, with the support of their CLBC grant, REA-L has been able to:

1. Identify potential partners who they can learn from and who can support them to meet their goals.
2. Invite adults, families and allies to help design their information sessions.
3. Build a communications strategy with ongoing sharing of research, resources and stories.
4. Plan a family leadership series with an annual schedule of topics and events.
5. Seek to network, learn and present at a variety of conferences where diverse learning and sharing can occur.

Continuing on through the remainder of the grant's term, REA-L is focused on communication and connection between families, including establishing an active, private Facebook group, launching a podcast and developing content for workshops to assist families on a practical, meaningful and ongoing basis.

### Launch of the new Home Sharing Support Society

Home Sharing is a well-used home support service offered by CLBC. Home sharing providers open their homes to CLBC-eligible individuals, supporting them to live in a meaningful, supportive and culturally sensitive way, while participating in their community. The role of a home sharing provider is important and rewarding. To support those who offer Home Sharing services, the newly formed [Home Sharing Support Society](#) was established in 2022 to “enhance and support the sustainability and quality of home sharing and other housing options for adults with development disabilities throughout British Columbia.” This society is not intended to provide or coordinate Home Sharing services throughout the province, but rather to provide additional central resources for CLBC's home sharing and service providers, as well as those using Home Sharing services.



Manjeet Ghangass, self-advocate



## 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

### *The Strategic Plan in Action!*

#### An overview: Goal Four work in 2022-2023

CLBC continues many projects to advance access to inclusive employment, housing and health care, many of them through under the umbrella of the Ministry of Social Development and Poverty Reduction's [Re-Imagining Community Inclusion \(RCI\) Workplan](#). In the area of housing, CLBC is funding projects that include research on portable rent subsidies, and funding a housing feasibility study in Delta, BC. CLBC is also providing awareness and planning resources through the [Key to Home website](#). Together with partners we are also advocating to city officials for housing for adults with developmental disabilities, at conferences like Housing Central Conference. Finally, CLBC is also improving individuals' access to mental health and other health services, by supporting a range of activities related to these services.

#### Employment Story

Andrea was determined to find meaningful, paid employment. Living in Ft. St. John, she has goals in her life including moving out on her own, getting married and having financial stability. When she received support from a CLBC funded employment program, she started working as an administration assistant. However, it quickly became obvious that as a social person, this job was not allowing Andrea to build the social and emotional connections she needed. She was then matched with the city to work at their community's recreation centre pool through their inclusive employment program.

At this new job, her supervisor soon identified that again, her potential was not being reached. Andrea was approached with a new job opportunity that would allow her to have more interaction with patrons and really shine as a strong employee; she was asked to be a slide attendant. This new job would allow her to directly work with people; something her other positions did not offer. Not only would this allow her to thrive socially, but because of its responsibilities, the new position offered her an opportunity for professional development. Andrea received the necessary training and certification – which involved successfully passing First Aid and swimming qualification courses – and quickly moved into her new role. Now, she can't wait to go to work, and says, "I could live there if I had to...every time I go to work, it makes me excited."



Through support and training, Andrea is an independent employee who is successfully doing her job in addition to creating new friendships with co-workers, all adding to an increase in her self-confidence. She is seeing her future goals and plans coming to life. “When I think about the future, I look forward to moving out on my own, being more independent, getting engaged, getting married...starting a life,” she notes.

These goals were always her and her parent's goals, but until the success and confidence gained through this experience, she was not sure how the goals would be accomplished. Her access to inclusive employment was more than simply finding paid employment but finding a place in the world.

[Check out a video from InclusionBC on Andrea's story](#)

**“When I think about  
the future, I look  
forward to moving  
out on my own, being  
more independent,  
getting engaged,  
getting married...  
starting a life.”**

**— Andrea**

### Housing Central Conference

In November 2022, CLBC's new Kamloops housing project [Kikékyelc: A Place of Belonging](#) was highlighted at BC's Housing Central Conference. This project had been in development between BC Housing and the Kamloops CLBC office and is operated by Lii Michif Otipemisiwak Family and Community Services. This housing serves Indigenous youth who have aged out of the foster care system and find themselves at risk (including those supported by CLBC), as well as Elders. This culturally safe model of housing is an inclusive and accessible option for those who would otherwise be at risk of experiencing homelessness. Instead, this affordable housing encourages mentoring between the youth and elders, allowing the sharing of traditions and knowledge, while creating further feelings of connection.



### Community Health Advisory Team - CHAT

Founded in December 2022, CHAT is a working table to improve collaboration across all bodies of government for health-related topics and issues. This activity is part of the Re-imagining Community Inclusion (RCI) initiative.

CHAT's mission is "to provide a culturally safe environment for people to discuss and propose solutions around accessibility and health-related issues" and is comprised of individuals with lived experience, CLBC staff, and Ministry of Health representatives.

June 2022 was CHAT's first official meeting, and the group has facilitated conversations on the intersections of disability and health. Feedback from CHAT members with lived experience revealed how having a disability can negatively impact access to health services and how this is a systemic issue dating back to the time of institutionalization.



In May 2023, CHAT and the Ministry of Health co-hosted the Health Leadership Collaborative. Attendees at this meeting included individuals with lived experience, as well as representatives from BC Housing, Correction Services, the Burnaby Division of Family Practice, as well as several Ministries including Health, Mental Health and Addictions, and Social Development and Poverty Reduction. The discussion of the day focused on four main areas:

- Health Systems - Access, Flow and Accessibility
- Aging supports and services (“aging in the right place”)
- Mental health support and services (access and continuity)
- Primary care access and continuity

To support CLBC’s new strategy on aging, the CHAT Aging Working Group was formed and prioritized specific actions to move their vision forward. These actions include:

- Explore innovative service approaches
- Focus on strategies that allow aging in the right place
- Dementia planning
  - Training and Education from the National Task Group - Early Detection Screen for Dementia and Alzheimer
- Developing an aging resource/database that links relevant information and services for people and families

With this new Health initiative, CLBC’s desired future state will be to see equitable access to quality health and mental health supports and services for people experiencing barriers.



Julie Unger, CEO of  
Chilliwack Society for  
Community Living  
and Matthew Yeoman,  
Self-advocate



## 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

### The Strategic Plan in Action!

#### An overview: CLBC resiliency work in 2022-2023

In the past year CLBC has worked to grow as an organization with skilled staff and systems that support our mission. During this year we continued to implement a post-pandemic hybrid workplace, reached agreement on a new collective agreement, and delivered new staff and leadership training. Among many other improvements, we also updated our Emergency Response Plan and Business Continuity Plan and rolled out our new program negotiations systems – automating processes for negotiating contracts and implementing contract increases. We also continued to train staff and service providers to support the expansion of our new L.I.F.E service.

#### Expansion of L.I.F.E. Service

L.I.F.E., which stands for Learning, Inclusion, Friendship and Employment, was first introduced through five pilot projects and became a formal, new CLBC service in 2021. It brings with it a refreshed and personalized approach to services for individuals. Instead of setting specific weekly hours, individuals are able to better direct how much service they need and when, recognizing that at some points in life people require more or less support. The service supports individuals to have more choice in their receipt of service and to build their support networks and their confidence.

In the first year of the Strategic Plan, 12 new L.I.F.E. contracts were successfully procured, for a total of 17 service providers now offering the service. Further, in January 2023, CLBC held a L.I.F.E. conference to help further invigorate the interest of individuals, families and CLBC service providers.

#### BC's Top Employer

CLBC was named one of BC's Top Employers for a second year in a row. Being named one of BC's Top 100 Employers takes into account certain criteria that include work atmosphere, health and wellness initiatives, training and skill development and community involvement. Each of these criteria support staff job satisfaction which impacts interactions with individuals, families and support networks, service providers, community partners and colleagues.

The [review of CLBC](#) highlighted how we support the health and wellness of our employees.





## 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 second year of implementing the Plan, look out for information on engagement sessions or email us.



7<sup>th</sup> Floor, Airport Square  
1200 – West 73rd Avenue  
Vancouver, BC V6P 6G5

Phone: 604.664.0101  
Toll Free: 1.877.660.2522  
Fax: 604.664.0765  
Email: [CLBCInfo@gov.bc.ca](mailto:CLBCInfo@gov.bc.ca)  
[www.communitylivingbc.ca](http://www.communitylivingbc.ca)



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