

 | community **living** society
Annual Report 2022-2023



Artist: James Lash



The work of the CLS takes place on the lands of the Coast Salish peoples who have been here for thousands of years.

We know it is an honour to work, live and learn as settlers on these lands.

This acknowledgement was crafted in consultation with Supported Individuals.

2022 - 2023 Board of Directors



Darius Maze
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Vice Chair



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Treasurer



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Director



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Director



Vision

Communities where every person lives with dignity and enjoys a full life.

Mission

Supporting people to live as full citizens.

Values

Respect
Community
Integrity
Accountability



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Thank you to our Donors

imagine it - live it

Board Chair and CEO Report

The secret of success is focus on purpose – Thomas Edison

The 2022/23 year saw the gradual decline in the intensity and severity of COVID-19. This welcome change has allowed CLS to slowly return to its primary work and purpose. The year was marked by new initiatives and the fulfillment of many projects that had been delayed because of the pandemic.

Strategic Planning - This year the Board of Directors began the process of developing a new Strategic Plan for CLS. A Strategic Plan sets the broad directions for an organization and is its blueprint for the future. It identifies the goals and directions the organization will pursue over the next 5 years.

During the early spring of 2022, CLS began engaging with our community in this process through focus groups, interviews, and surveys. In partnership with an external facilitator, we spoke to Supported Individuals, families, employees, our leadership team, our Board of Directors, and partner organizations. After an extensive consultation process, we launched our new Strategic Plan in the winter of 2022. At the heart of our Plan is the time, energy, and honesty of nearly 100 people. Over the course of our outreach, we learned about CLS' core strengths and opportunities for change and evolution. Across all conversations, several key themes emerged which have informed our four Strategic Directions that will guide our work over the next 5 years.

1. **Recruitment & Retention** - CLS and the community living sector are facing unprecedented recruitment and retention challenges that must be addressed immediately.
2. **Housing** - Housing is top of mind for our stakeholders – specifically how we will create more independent housing solutions for individuals and ensure seniors can age comfortably in place.
3. **Connection** - Three years into a world pandemic with COVID-19, Supported Individuals are eager to get back into community and rebuild genuine connections.
4. **Operational Responsiveness** - CLS is a large organization with broad reach. Its systems and processes need updating, modernizing, and streamlining so that the organization can continue to best support individuals and families.

Our plan is designed to strengthen organizational foundations and renew outreach after three years of COVID-19. We are excited by our strategic priorities, and the opportunity to make positive and meaningful change for the individuals we support in the ways that matter most to them.

We Deserve to Work – After 2 years of hard work creating and rehearsing during the pandemic, the We Deserve to Work play opened to an enthusiastic audience at three performances in November 2022 at the Massey Theatre. The play is a co-creation between people with intellectual disabilities and theatre professionals. Funded by the Vancouver Foundation, this initiative is a partnership between the Canadian Institute for Inclusion and Citizenship at UBC, the Massey Theatre and CLS. The intention of the play is to entertain while also communicating a message about the importance of work for everyone, including people with an intellectual disability. The theater group will complete their final performance in June 2023 at the World Conference on Supported Employment to over 600 delegates.

Affordable Housing and Independent Living - Though our partnership with New Chelsea Society, 5 people supported by CLS were able to realize their dreams of living independently by moving into brand-new apartments in Vancouver.

Remote Support – In early 2023, CLS embarked on a pilot project with a coalition of interested parties and service providers wanting to explore how support could be provided through the use of technology. This three-year pilot project will test the delivery of remote or virtual support for people with an intellectual disability living independently in community. The coalition includes Community Living Society, InclusionBC, the Canadian Institute for Inclusion and Citizenship (CIIC) at UBC, Inclusion Langley Society, Aspire Richmond Society, and Spectrum Society for Community Living. The pilot project has started with 16 Supported Individuals (4 people per agency) and will expand to 30 Supported Individuals over the next three years.

Youth Employment - Research continues to demonstrate that early engagement in work leads to an increased

likelihood of lifelong attachment to the workforce. Unfortunately, people with an intellectual disability do not often get the opportunity to engage in work until they are adults.

Through a provincial grant, CLS alongside of 8 other organizations will be participating in a three-year pilot project aimed at supporting youth with an intellectual disability to gain summer employment. CLS will assist up to 12 youth to find summer employment in the Tri-Cities area starting spring 2023.

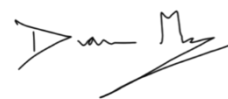
Systems Change – In 2022, CLS began the process of modernizing many of its electronic systems that will allow

us to work more efficiently, process information more effectively, and communicate more clearly with one another. It will take a couple of years to fully implement the new systems, however some of the benefits are already being realized.

In closing, we want to express our sincere gratitude to the CLS employees, Home Share Providers and the management team who continued to provide essential and quality services. We want to thank our funders, Community Living BC, BC Housing, Fraser Health Authority, and the Vancouver Foundation with whom we partner to continue doing the important work of the Community Living Society.

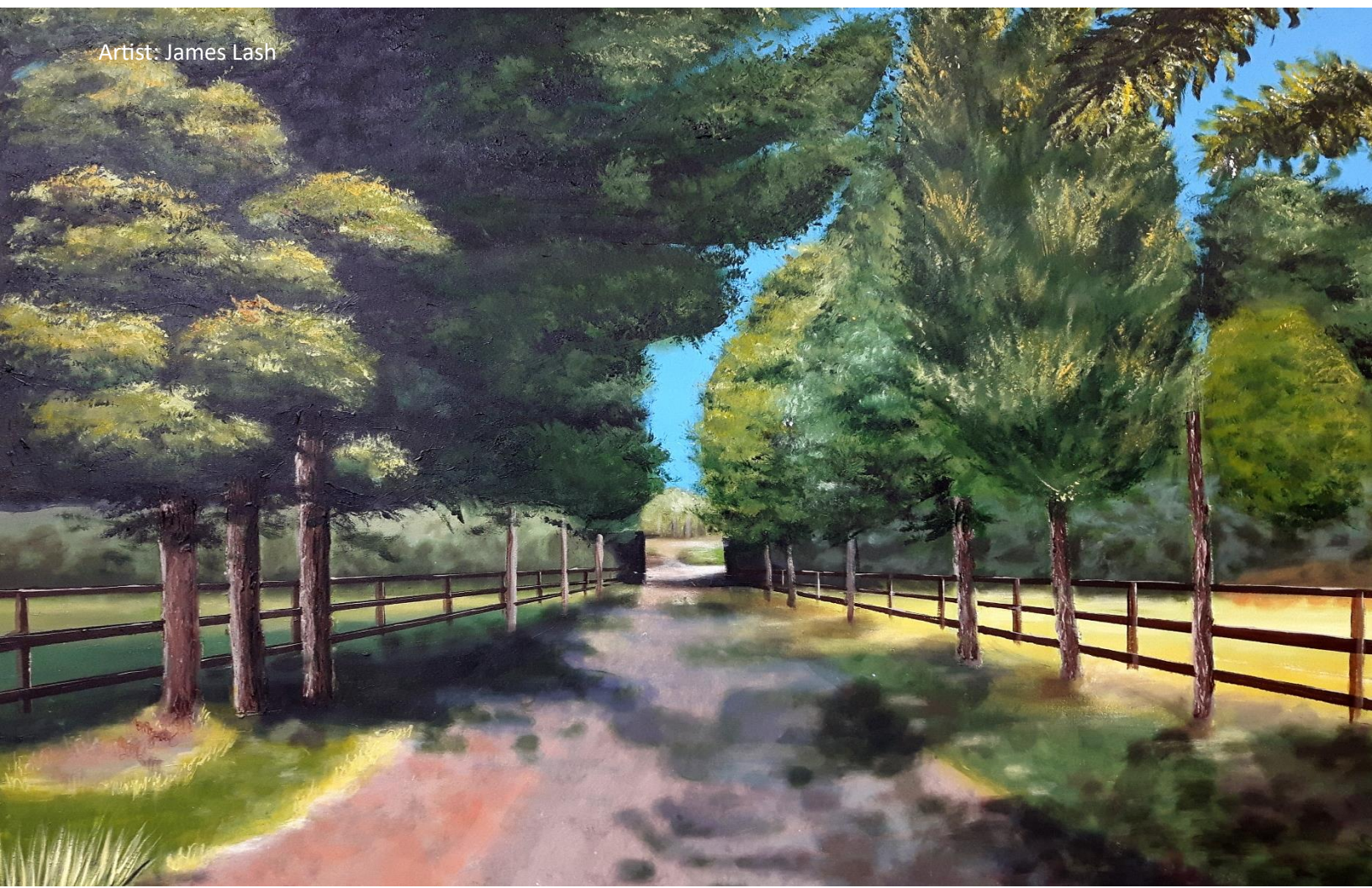


Janice Barr, CEO



Darius Maze, Board Chair

Artist: James Lash



Leadership Team



Janice Barr
Chief Executive
Officer



Gillian Rhodes
Chief Operating
Officer



Aaron McQueen
Chief Financial
Officer



Brenda Henderson
Director of Policy
and Practice



Jasmine Sandhu
Finance Controller



Marcela Herrera
Director of Programs



Max Sumner
Director of Programs



Elke Tilgner
Director of Programs



Heather Jones
Director of Programs



Rachel Pearsall
Director of Programs



Lili Marian
Director of Programs



Judy Wilson
Manager of
Human Resources



Vicky Pascoe
Manager of
Administration



Scott Baitz
Manager of Information
Technology



Winston Sicat
Manager of Finance
and Payroll

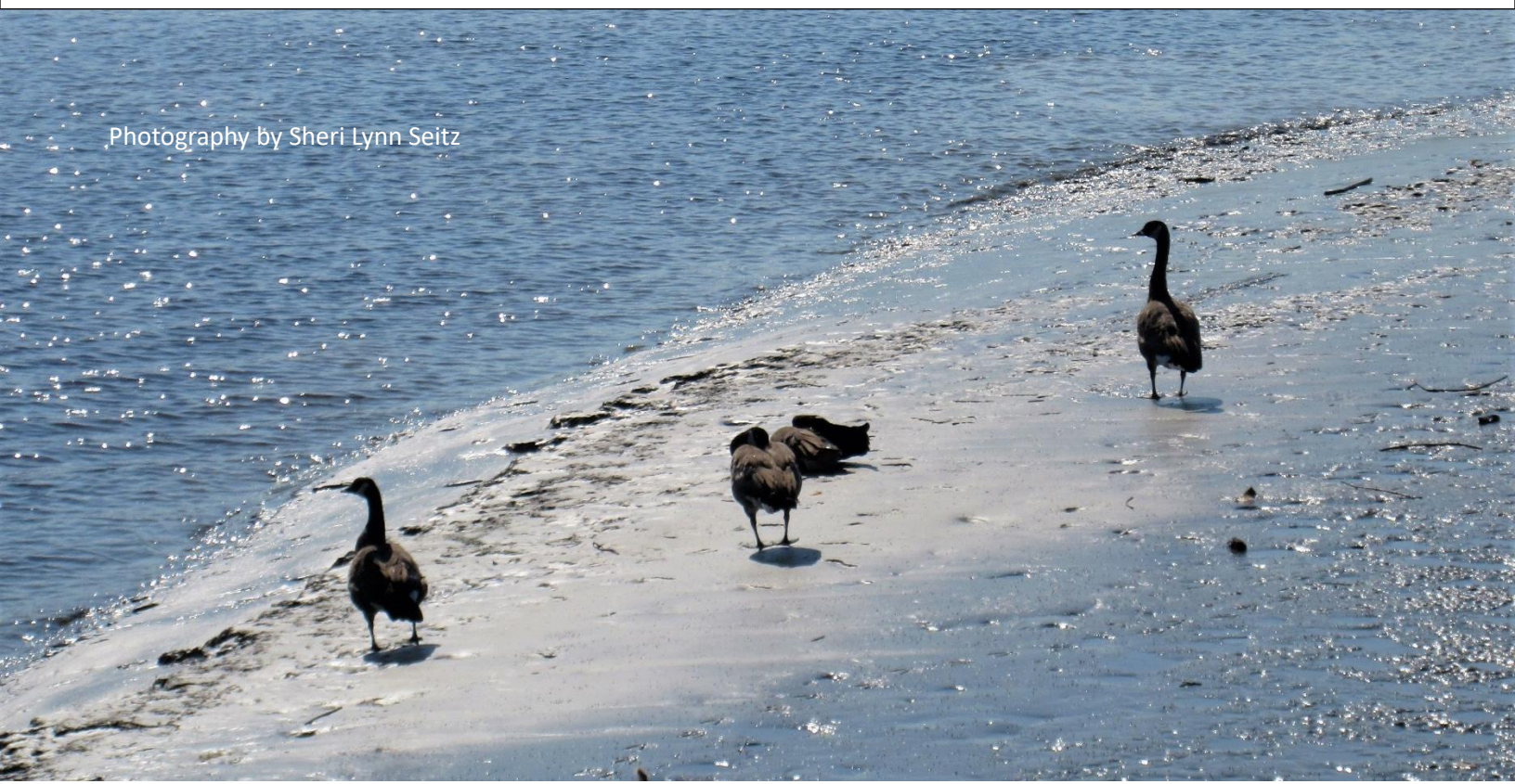


Luis Mata
Manager of
Property and Fleet



Jade Braunwell
Manager of
Quality Assurance

Photography by Sheri Lynn Seitz



2023-2027 STRATEGIC PRIORITIES

All strategic priorities are underpinned by an unwavering commitment to:

Equity, Diversity, Inclusion and Belonging

Strategic, accessible, and plain language communications

Meaningful action towards Indigenous reconciliation and self-education

RECRUITMENT and RETENTION

At CLS, we recognize our recruitment and retention efforts directly impact our ability to support individuals and families.

We are committed to enhancing recruitment and retention to ensure prospective candidates want to work with us and existing staff members want to stay with us.



HOUSING

We believe every person deserves a safe, inclusive, welcoming, and dignified place to live.

CLS wants to create innovative housing solutions that meet the specific and ongoing needs of the individuals and families we support.

We know that some people want more independent housing solutions while others are looking to age comfortably in place.



CONNECTION

The individuals we support are clear in their desire for greater connection and friendship.

The last three years of COVID-19 have made genuine connection much harder to maintain. CLS wants to recalibrate and rededicate ourselves to being collaborative, creative, and thoughtful as we develop programs and projects that nurture genuine friendships, connections, and a true sense of belonging for supported individuals.



OPERATIONAL RESPONSIVENESS

CLS is a large organization with broad reach. As we move forward, CLS wants to enhance operational responsiveness by streamlining, and modernizing the systems and processes we use to deliver our services.

By doing this work, we can best advocate for and support individuals and families.



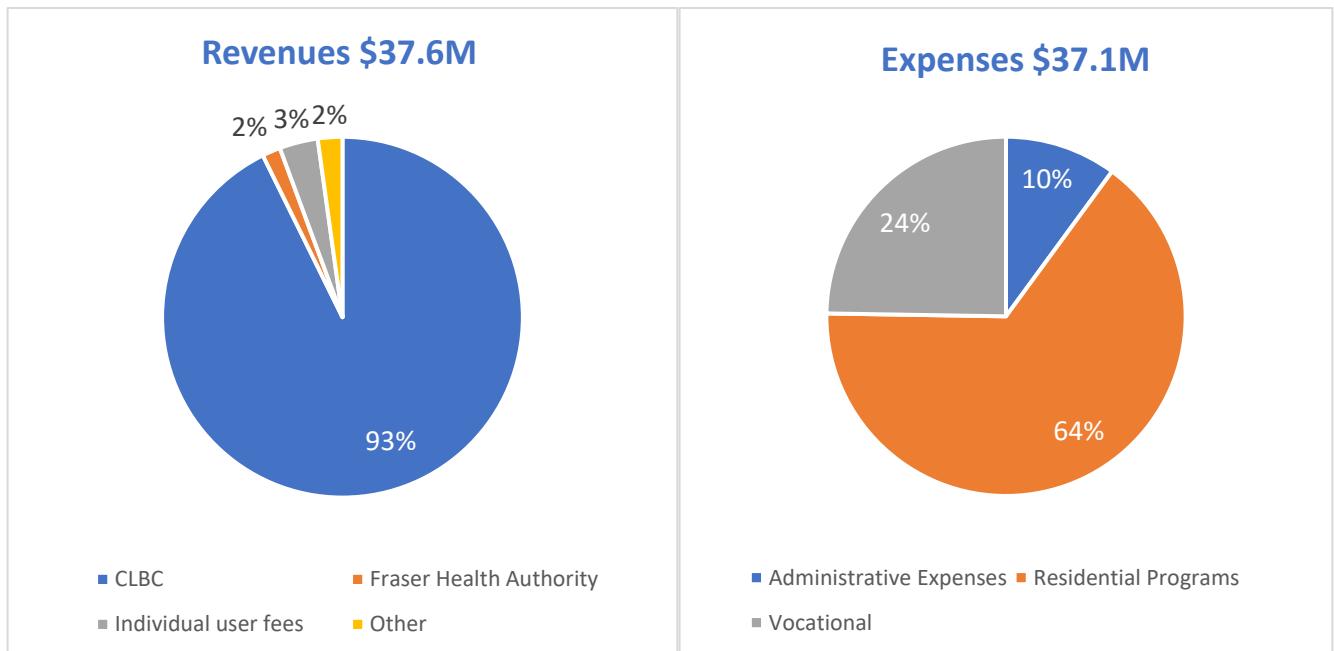
Communities
where every person
lives with dignity and enjoys a full life

Finance Report

For the fiscal year ended March 31, 2023:

- Total operational revenues have increased from \$34,625,717 to 37,631,337 an increase of 8.68% over the prior year. The revenue increase in Fiscal 2023 is mainly due to the annual wage increase, funded through Community Living British Columbia (CLBC) contracts.
- Total expenditures have increased from \$34,234,156 to \$37,065,504 an increase of 8.27% over the prior year. This is mainly due to increased costs for employee wages and benefits, repairs and maintenance and technology modernization initiatives.
- Total operational revenues exceeded total operational expenditures for the year resulting in an operational surplus of \$565,833.
- All programs continued to operate at pre-pandemic capacity with updated protocols for COVID-19 exposures in line with public health.
- During the year, changes in capital assets are as follows:
 - Initial capital costs incurred for the redevelopment of Ross Road home.
 - Two vehicles were replaced and one additional vehicle was added to the fleet.

CLS continues to pursue operational efficiencies and systems improvements to sustain anticipated needs and to direct as much of our funding as possible to support individuals.



Artist: Dan Tell



Projects and Initiatives

ORGANIZATIONAL REVIEW

During the last three years, CLS has been engaged in a front-line management restructuring process. This restructuring was based on an in-depth review by external consultants, and extensive feedback from Supported Individuals, employees and family/network members. We commenced the transition to this new management structure (Manager and Team Lead roles), starting with a pilot in late 2018. Since that time, this redesign has been gradually and thoughtfully rolled out across the organization.

CLS are very excited to have finally completed this restructure, endearingly referred to as “Podding”, in late Summer 2022.

This was a tremendous accomplishment and has been a significant amount of work for the organization, involving countless hours of in-depth meetings with all Leaders, employee teams, Supported Individuals and family/network members. We are thrilled with the final successful completion of this restructure and thank the “Podding” core team (Operations and Human Resources) for their dedication, passion and hard work throughout this transition.

This review and process also highlighted some significant capacity issues in certain areas. As a result (and with external support and analysis), some key positions were identified and added during the course of 2021 and 2022 in the areas of Information Technology and Operations, in order to better support the organization and ultimately the lives of the people we support.



‘WE DESERVE TO WORK’

- The Participatory Theatre Project

In 2020, CLS in partnership with the Canadian Institute for Inclusion and Citizenship at UBC received a grant from the Vancouver Foundation for a further three-year commitment to create another theatre production, this one focusing on Employment.

It has been a busy past two years as the cast and crew of ‘We Deserve to Work’ conducted the initial research, co-created the play with theatre professionals and actively rehearsed (both virtual and in person). Their hard work resulted in several performances in 2022 and 2023.

All the participants were very excited to perform at the Inclusion BC Conference in May 2022, presenting scenes they had written and created for which they received fantastic feedback.



The company then performed three in November 2022 at the Massey Theatre in New Westminster to an audience of over 500 and much acclamation. We were pleased to welcome the Minister for Social Development and Poverty Reduction, the Parliamentary Secretary for Accessibility and the Mayor of New Westminster to the Saturday night performance.

The final performances are coming in May and June 2023, for which they are busily rehearsing. In May, the troupe will perform at the B.C. Council of Administrators of Inclusive Support in Education (CAISE) Conference.

As a member of the BC Employment Network (BCEN), CLS will be co-hosting the World Conference on Supported Employment in June 2023 in Vancouver. The final performance of 'We Deserve to Work' will be at the closing event on June 8th, as the keynote. Over 600 conference delegates will be present for this performance. Studio Seventy Three and PotteryWorks will also be participating in the marketplace and several CLS employees will be attending the conference! It has been such a wonderful opportunity for all involved and we are excited to see what the future holds.

If you want to watch a very inspirational trailer for this performance, go to <https://youtu.be/-qaGzyn0EL4>.



A YEAR OF SYSTEMS CHANGE

– The Modernization of CLS Technology Systems

In 2021, CLS initiated the process of reviewing and modernizing our technology systems in response to increased demands and the need for integration of data across the organization.

These much-needed changes commenced with the switch of some of CLS financial systems onto one

platform, providing integrated full cycle accounting and financial reporting in May 2022.

In April 2022, we also commenced with the initial phase development and transition to an integrated Workforce Management System (UKG) to replace some of the stand-alone home-grown legacy databases.

The UKG platform provides an integrated solution to CLS' workforce management life cycle, from recruitment to end of employment, as well as payroll and benefit processing. This modernization will ultimately result in less duplication and manual data entry, more timely information, and improved analysis.

CLS successfully went live with the new UKG payroll module on January 1, 2023, and launched the integration of the Advanced Scheduling module on March 30. Further implementation of Human Resources modules will continue throughout 2023 into early 2024.

The implementation of these new systems has required a huge commitment of CLS resources over the past year. It involved the completion of frontline training for over 500 employees throughout January and February, and more detailed Manager and Leader level training for 90 employees, which was completed in March.

Considerable efforts were also made (and many hours spent) by the implementation and change teams, testing the configuration, and providing all in-person training required. The configuration stage provided a great opportunity for CLS and UKG to fully understand the complex scheduling and timekeeping requirements of CLS operations, and the opportunities that the system can offer both initially and once employees become comfortable navigating it.

With reaching the go-live milestone, the efforts of CLS management and employees remain considerable as the post go-live phase of the implementation is also critical to the success of the project. With projects of this magnitude, the initial go-live involved implementing the basic functionality. Work will continue over the next year to refine and improve the processes. Efforts for 2023 will be focused on improving efficiency in the processes,

establishing greater oversight, and creating useful reporting to support decision making.

Employees, while expectedly nervous, appear to have settled into the changes. As part of the ongoing change management process, we will continue to fully engage with employees to ensure they are comfortable in its use and full efficiency of the new system is realized.

Thank you to the efforts of everyone involved in this transformational initiative.

HOUSING PARTNERSHIPS

The ongoing partnerships with both the Co-Operative Housing Federation of BC (CHFBC) and our partnership with New Chelsea Society are both going well. Throughout the past year, CLS has been working with both organizations to formalize and align all operational processes and procedures, with standardized agreements, which are now complete.

In early 2022, CLS visited New Chelsea Society's new development in Vancouver (River District) to view the five suites that CLS was offered for the people we support. After great anticipation, this new building officially opened in July 2022. Although these suites were in high demand, in December 2022, five Supported Individuals were very excited to secure their new apartments. These subsidized, brand-new apartments have been truly appreciated by these people, who would not otherwise have had this opportunity to live independently.

In October, the CLBC Board of Directors and the new BC Advocate for Service Quality visited one of these independent living homes, one of the units at 43 Hastings, and received a presentation on CLS's array of housing options. Both groups were impressed with our commitment to finding innovative ways to provide affordable housing for the people we support. We look forward to further development of these partnerships and options in the coming years.



Carol enjoys the view from her new apartment for the first time

RETURNING TO NORMALCY

This year saw the return of several in-person popular events and activities resume. These opportunities to come together and celebrate in person have clearly been missed by many.

In May 2022, the Employee Representative Committee, and a number CLS employee volunteers successfully organized the second CLS employee boat cruise. Over 80 employees danced and ate the night away on the Fraser River while taking in the balmy evening views with their peers. A great evening was had by all, and another cruise is being planned for in 2023.

In late August, close to 400 Supported Individuals, their families/friends, CLS employees and their families came together at the Scandinavian Community Centre for the annual CLS picnic, which had been on hiatus throughout the pandemic. It was our biggest turnout yet and everyone enjoyed a live band, dancing, great food, activities for all ages, prize draws and more. The weather was beautiful and in the words of one participant “the best day ever!”

More recently, in March 2023, we held our Annual Employee Awards Gala at the Inn at the Quay in New Westminster to celebrate employees for their dedication, passion and hard work. The attendance was also our best ever, with 128 employees and guests in attendance for a fun-packed evening.

This past April, the Employee Representative Committee (ERC) and together with members of our Director team, organized participation in the annual Vancouver Sun Run. There were over 71 Supported Individuals and employees registered – again our biggest turnout so far. Even though the weather did not cooperate (it was very rainy) – people still had fun and enjoyed being part of the day regardless of getting wet!!

Finally, on the same weekend in April, the CLS annual Children’s Bring on Spring party was held (this is usually a Christmas party but was moved to the Spring due to COVID-19). This year over 125 guests (employees and their children) enjoyed breakfast, crafts, music and Scruffles the amazing balloon artist.

Derek Voting



Neville Guys in Nashville





Artist — Siobhan Harris



In 2022, PotteryWorks has returned to pre-pandemic busy schedules including: day, evening and Saturday workshops, a new Saturday workshop at the River Market, oriented to families and children, and many in-person art shows.

At the Inclusion Art Show, PotteryWorks set a new record for one day sales - \$3,500.00. The late Tom Mackie's painting was chosen as the image for the show's promotional material, and he was remembered and honoured at the show, for his long contribution.

During 2022, PotteryWorks expanded retail outlets to now include a Victoria Street studio, a large display at Pacific Arts Market in Vancouver, and Great Wall Tea at City at Lougheed Mall. PotteryWorks has also continued to develop the relationship with Simon's Soapbox, developing soap dishes and containers for their products. Simon was a drop in artist at the PotteryWorks studio for many years. Simon and his sister have opened their soap company and have quickly become extremely successful. We treasure this joint venture, with our former artist.

SHOWS AND EXHIBITS:

Opening in May 2022, "PotteryWorks at The Plaskett" in New Westminster was a unique show of 22 vignette windows, displaying paintings and pottery together. Also in May was the "West of Main Artwalk" in Vancouver. In July and September, PotteryWorks joined forces with Steel and Oak Brewery to offer pottery hand building workshops at the brewery. The workshops were very successful, and the brewery has rebooked for next fall.

Summer brought the annual *New West Cultural Crawl* and the Victoria Street Studio participated with a large number of visitors attending. PotteryWorks artists also participated in the Disability Work Fair at New Westminster Library.

November brought 4 days of the Eastside Cultural Crawl in Vancouver, and later that month the opening of "Winter Solstice", a show of paintings and photography at the Arts Council of New Westminster Gallery in Queens Park. Sheri Lynn Seitz was honoured to have her photo chosen as the promotional image for the show's print collateral.

On December 2nd, both "We Deserve to Work" at the Massey Theatre and "The Special Christmas Market" at the Crystal Mall opened. PotteryWorks artists displayed paintings and pottery at both venues and produced several original paintings with a theme of "working", for the Massey Theatre display.

PotteryWorks joined with the "Your Eyes My Vision" project, sponsored by the Vancouver Foundation. Blind artist, Louise Johnson, was accompanied by a professional sculptor to attend the studio and sculpt a life size statue of her guide dog "Princess Kiara." PotteryWorks fired and glazed the statue for Louise and the likeness was astonishing.

In 2021, James Lash painted a large painting of the Woodlands Building and site in New Westminster, for the "Journey to Community" exhibit at the Port Moody Station Museum. In 2022, the consortium constructing the new Pattullo Bridge crossing, selected James' painting to be placed in a permanent display, along with his photo and biography, on the original site of Woodlands.



In October, Demetriou Art Group, representing Capitol One Finance contracted with artists Sheri Lynn Seitz and Akim Zongo to display their photography for the month of October. The show of photography was digitally shown across North America, within the Capitol One and Affiliates online system. The two artists were each paid \$1000.00 for the use of their images for one month.

Finally, in early 2022, Vancouver filmmaker Garima Soni approached PotteryWorks about making a documentary short film on the artists of the Colour Collective. Garima was very pleased with the footage and has submitted an application to the Canadian Film Board for funding for a feature length documentary.



2022 has been yet another very busy and productive year for the Studio with the focus on a continued strong presence in community as well as the beautiful artwork that is created. The artists continue to participate in many community events and activities including the Adopt-A-Street program, they held an exhibition at Newton Cultural Centre (NCC) sharing the space with various local artists and represent Studio Seventy Three at every Newton Business Improvement Association (BIA) board member meetings. NCC and Belinda's Connection Café also invited the artists to teach several fused glass classes at their location in Surrey.

In October the studio artists held an "Open House" to celebrate Arts and Culture, as well as Community Inclusion Month. This was a free event, open to the public and included a space recognizing local artists, aimed at strengthening relationships within the community, as well as develop new ones. The Open House featured visual art, music and foods that represent the many cultures, nationalities and identities found in Surrey and neighbouring cities. This past year, also saw the Studio introduce and promote several new local artists to feature in the gallery intentionally focussing on diverse artists to better reflect the community.

Social advocacy is an important component for Studio Seventy Three. The artists make some beautiful pieces that promote inclusion and diversity. This year, they participated in an art exhibition hosted by Global Peace Alliance, "End Racism and Build Peace", with one of the artists receiving second place for her rainbow design featuring the colours of the pride flag. The team supported another community artist by purchasing his orange t-shirts in recognition of the National Day for Truth and Reconciliation.

Finally, several artists participated in "My Heritage" – an exhibition that gave artists the opportunity to present their personal heritage through art. An artist statement about the submitted artwork accompanied each piece. Everybody deserves to feel valued, seen, and heard. This is what Studio Seventy Three strives for with the artists and for those around them.



Artist: Mridu Sood



Artist: Harpreet Arneja



Artist: Ashley Dheil

2022 Performance Measurement Report Summary

What is Performance Measurement?

The Community Living Society (CLS) has produced a Performance Measurement Report (formerly called the Outcomes Management Report) annually since 2017. Prior to this date, the information was included in the Annual General Report. This report tracks and summarizes the identified outcomes of CLS programs and services. The information and analysis derived from the Performance Measurement process is used to highlight areas of strengths and identify areas requiring improvements. The annual Performance Measurement Report is part of CLS's continuous quality improvement and Integrated Planning Framework.

The Performance Measurement Plan which identifies the expected outcomes for CLS programs and services, is designed to provide essential information to CLS's management and Board of Directors to allow them to monitor and make improvements to service delivery. It is expected that the outcome results will assist the CLS employees to be more responsive to the needs of adults with an intellectual disability and their families who are served by the Society.

The Performance Measurement Plan has been refined over the years; outcomes changed, survey questions updated, measurement indicators adjusted, and processes for collection revised. In 2020 CLS completed a full review of CLS's Performance Measurement Plan.

CLS's Performance Measurement Plan and the desired outcomes for each program are evaluated and aligned with CLS's articulated values and the internationally validated Quality of Life Framework, developed by Dr Robert Schalock.

Results

CLS remains relatively stable in the number of individuals supported. In 2022, 477 individuals were supported in one or more programs at the same time (an increase of 4.5% from 2021). Independent and Supported Living, L.I.F.E. -based services, Home Share and Employment Services are attracting the greatest growth, especially amongst the younger age groups.

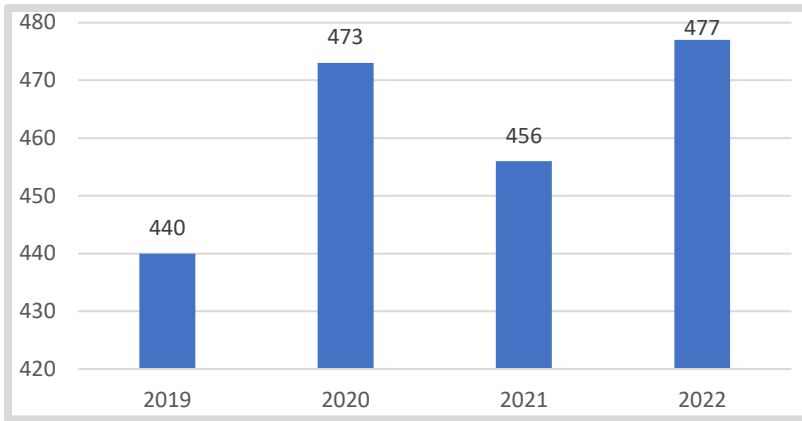
The growth and interest in L.I.F.E. -based service, Home Share, Employment Services and Independent and Supported Living (especially with the younger generations), suggests that further development of these newer CLS services is appropriate. In 2022, CLS responded to a Request for Proposals issued by CLBC for L.I.F.E. – based services and was awarded additional contracts to expand this service. Employment Services have also increased its capacity with additional funding from several sources (e.g. Inclusion BC COVID Recovery Fund, CLBC, MSPDR - Impact 2.0). Lastly, CLS continues to partner with housing organizations for increased Independent and Supported Living options.

Although some services continue to attract the younger generation, increasingly, a larger proportion (68% - 51 years or older) of people living in CLS staffed homes are in the later stages of life. As many of the people we support (especially in staffed homes) are aging, further development of resources, support, and guidance for employees to support people in the late stage of their life is appropriate. Late Life Planning materials have been developed and will be fully implemented in 2023. Training continues to be provided (e.g., Grief & Loss training) and the redevelopment of a comprehensive Training Plan is scheduled for 2023. The Housing Plan has been updated to address the housing needs for the people we support that are aging and increasingly require accessible housing.

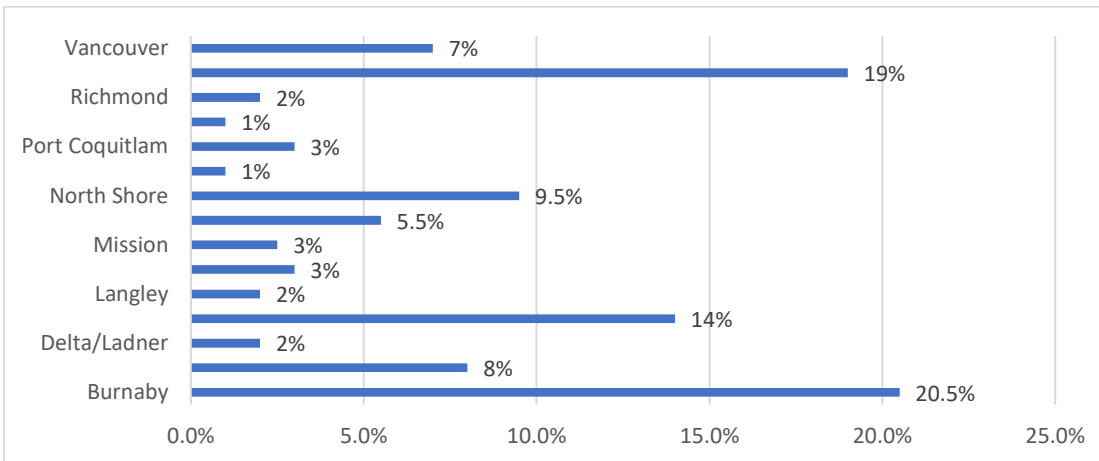
The majority of the people we support report that they are Caucasian, and English is their first language. This result is consistent with the Ministries data on languages spoken in the Greater Vancouver area.

The CLS Employment Services Program has been wonderful and I would recommend the program to employers.
Employer – Employment Services

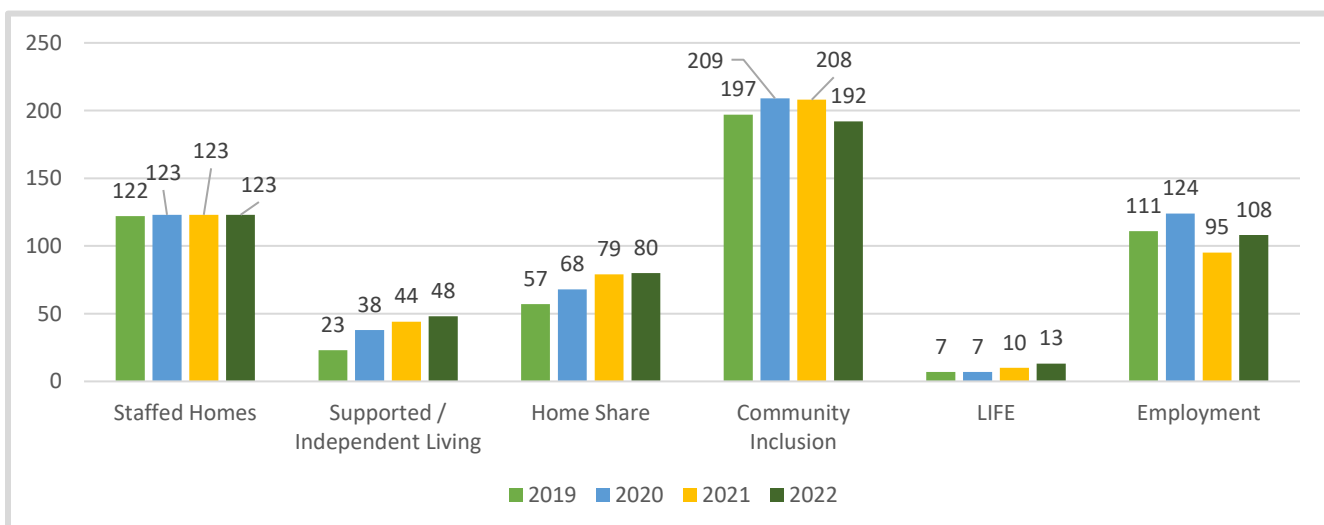
Total Number of Supported Individuals



Total Number of Supported Individuals by Geographic Location



Total Number of Supported Individuals in Each Program



They are always communicating with families via The Communicator, Family Matters, etc. This makes me feel more connected and open to the society as a whole.
Family member

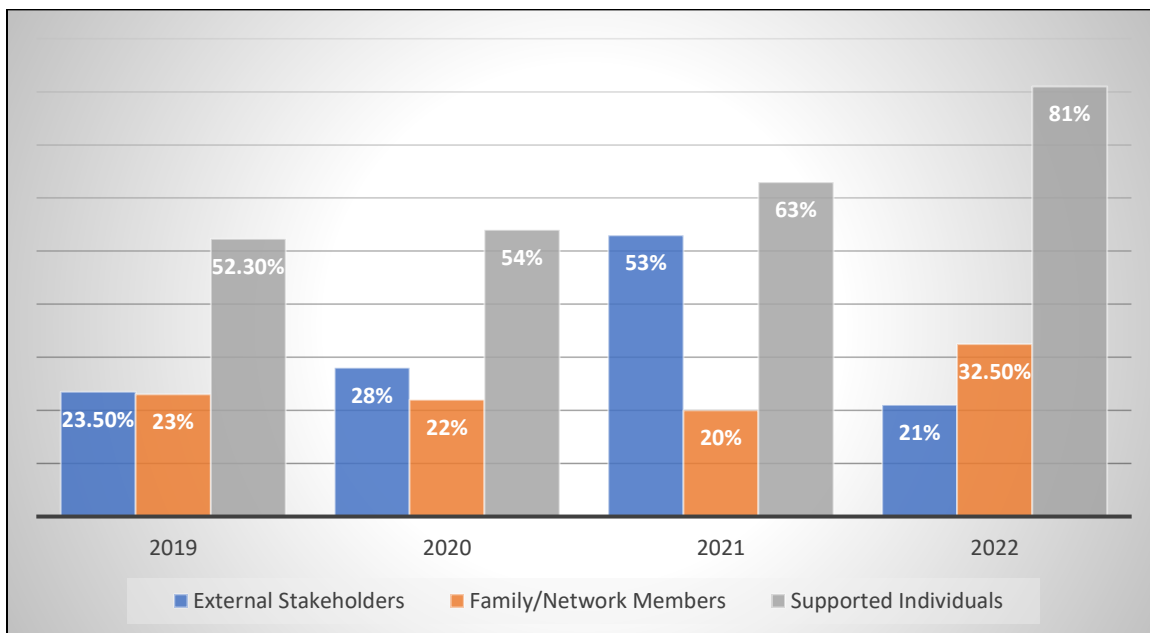
SATISFACTION SURVEY RESULTS

It has become increasingly difficult to maintain a positive response rate, even with repeated reminders. Consideration of alternative forms of gathering input may be needed.

Upon review of the results and comments, some themes emerged:

- The results indicated that families believed their loved ones were safe, well cared for and that their rights and choices were honored. Many families commented that CLS employees are caring and professional. Families also commented that they appreciated the level and different forms of communication.
- In 2022, respondents continued to comment on the challenges related to staffing. Specifically, some families commented that the increased employee turnover is leading to inconsistent support. Similar to other service providers and businesses, CLS has been very challenged to recruit and retain employees, especially during the post pandemic era. In 2023, after two years of strong advocacy with the Provincial government, CLS received funding for significant wage increases for employees which we hope will help with recruitment and retention. Considerable efforts have been made over that last 2-3 years to recognize employees and promote retention. Efforts to increase recruitment and retention will continue to be a priority in the coming years.

Survey Response Rates – External Stakeholders, Family/Network Members, Supported Individuals



"CLS provides me a very good accommodation, supported my best interest of my well being to live in an environment that promotes my health, safety and dignity."

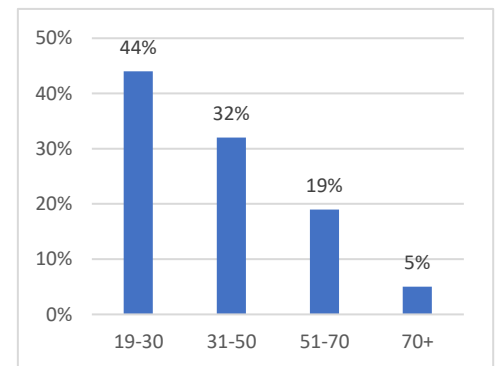
Supported Individual

HOME SHARE

It is the intention of CLS to deliver a service in which the Supported Individuals experience stability and feel included in their home and community. Survey results indicate that they feel included in home-life (92%), feel like they belong in their community (89%), are content with their living situation (100%), and have opportunities to make decisions and choices (100%). Stability is measured in different ways, longevity, unplanned moves and turnover of Home Share Providers. This year's results seem to indicate that Supported Individuals in Home Share experience reasonable stability. Unplanned moves (1.25% in 2022, 2.5% in 2021 and 3% in 2020) remain low. However, the turnover rate increased to 17% (14% in 2021 and 8% in 2020) which is higher than previous years and did not meet our target of 10%. Upon further analysis, a theme did not emerge that explained the increase. However, inflation, cost of living and compensation rates for Home Share Providers seem to be at the root of some moves. CLS, along with other service providers in the province, have advocated with CLBC to increase rates for Home Share Providers and will continue to do so in the future. Continued monitoring of turnover rates will be necessary. The average number of days from intake to placement (33 days) fell far below the target (90 days) and is impressive considering the very limited availability of Home Share Providers and the high number placements accommodated by CLS. A continued year over year comparison will provide better data to analyze the stability of the program.

Lastly, to continue to provide quality support the Home Share Providers must feel supported and receive support in a timely manner. The survey results indicated that Home Share Providers feel supported by CLS (97% in 2022, 97% in 2021) and received timely response from CLS staff (100% in 2022, 100% in 2021 and 91.6% in 2020). These results are a very good indication that Home Share Providers feel engaged and are willing to freely share their opinions.

Age of Supported Individuals in Home Share



COMMUNITY INCLUSION

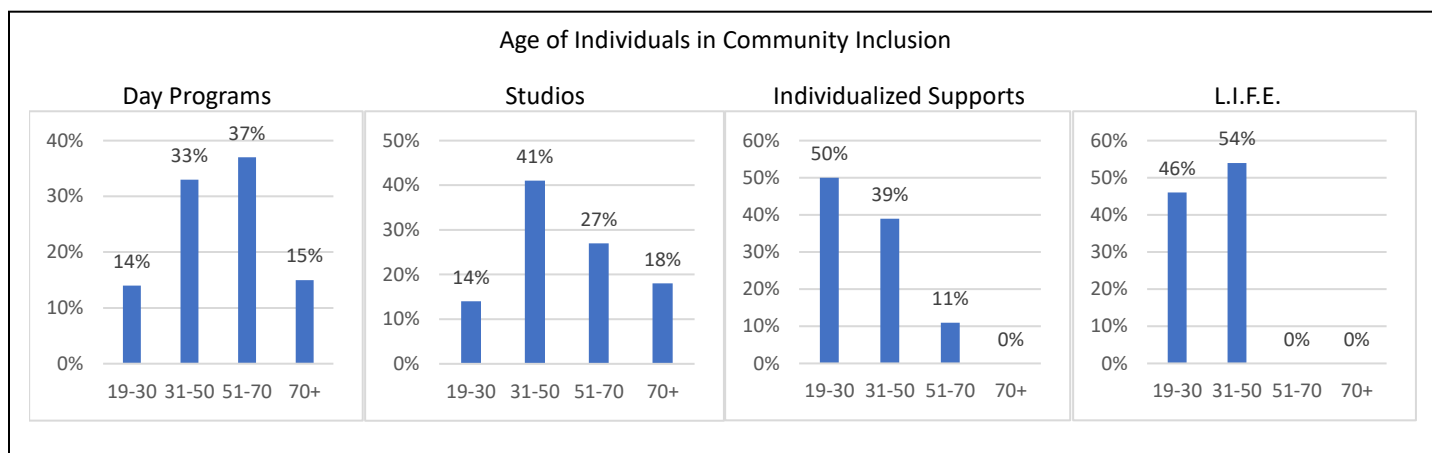
This year, improvements were noted for most outcomes in this service area. Survey results indicated that in all Community Inclusion programs, 99.5% (96% in 2021, 94% in 2020) Supported Individuals believed they were able to make choices in their program. This result continues to exceed the target of 90%. This year 80% of activities (77.50% in 2022, 75.8% in 2020) of activities in which Supported Individuals were engaged were linked to their goals and the number of times they participated in at least one community-based activity per supported day increased to 86% (62.50% for 2021). The percentage of Supported Individuals in day supports that were engaged in an activity that contributed to their community was 92%. It is important to CLS that Supported Individuals are supported to participate in activities that contribute to their community (e.g. volunteering, donating, etc.) so this is a very positive result. Finally, the percentage of Supported Individuals engaged and involved in a skill development increased to 98% annually.

The Community Inclusion programs continued to be the most directly impacted by the pandemic and therefore, some of the targets were not met because of the safety restrictions, reduced activities available in community and family/self-advocate fear of being supported outside of the program site.

This year's results were tabulated by program area under community inclusion (Individualized Supports, Day Supports, Independent Living, Studios and additionally in 2022 L.I.F.E.-based services) which has increased our understanding of the results and to which program area the indicator / measurements should be applied. The detailed breakdown has allowed for a more accurate analysis of results and highlighted metrics and targets that need to be modified.

In 2022, the number of service hours increased. 90% percentage of our expected service hours were delivered in 2022 (82% in 2021, 62% in 2020). Although steady improvement has been noted, employee recruitment challenges and COVID-19 continue to impact the service delivering in these programs.

In 2022, 19 new referrals were accommodated in the Community Inclusion programs (Day Programs, L.I.F.E. -based service, Independent Living, Studios or Individualized Services). The average time from the date of the referral to the start of service, was 8.5 weeks (6.5 weeks in 2021, 13 weeks in 2020). As many new referrals involve the recruitment of new employees or reassignment of existing employees, 8 weeks continues to be an ambitious, but reasonable target in a typical year.



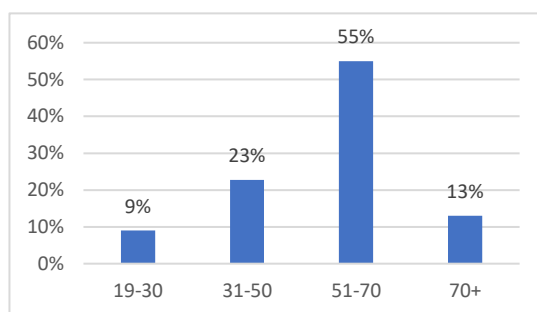
STAFFED HOMES

The results for this program area have improved over the previous year. Survey results indicated that 99% Supported Individuals that responded to the survey believed they were able to make choices in their home. This result exceeded the target of 90%. Of all moves out of or between placements only .8% (1.5% in 2021, 0.5% in 2020) as opposed to 5% (target) were unplanned. This continues to be a positive result and indicates that people living in staffed homes experience a degree of stability in their living arrangements. The third measure looked at the percentage of times a Supported Individual participates in at least one community-based activity per week. Although the result is better than the previous year, 74% (66% in 2021) is still below the set 95% target. Upon further investigations it appears that the lower-than-expected result can be attributed to several factors including, ongoing presence of COVID-19 and other illnesses, data collection errors and aging population living in staff homes (tired after community inclusion and want to relax at the end of the day). However, given the lower-than-expected result, additional employee training and monitoring will be undertaken. The fourth measure looked at the percentage of Supported Individuals with at least 1 person with whom they have a relationship, and regularly interact with each month. The result of 73% exceeds the target of 65%. It is often difficult for some of the people we support to develop and maintain relationships with family and friends. This challenge is well documented in research related to people with intellectual disabilities. In the coming year, CLS plans to provide additional employee training on strategies to support people to develop and maintain friendships.

Also, during the reporting year, 1 person expressed an interest in moving to another home and they were accommodated within 4 months (3.3 month in 2021, 9 months in 2020), which is well below the target of 12 months. This demonstrates that CLS can make accommodations in a timely manner.

The number of support hours delivered in relation to the number that were funded, is a good indication of how the organization efficiently managed its resources. In 2022, 98% (96% in 2021) of the hours funded were delivered. Although CLS continues to experience employee shortages due to recruitment challenges, this is an improvement on last year.

Age of Supported Individuals in Staffed Homes



SUPPORTED AND INDEPENDENT LIVING

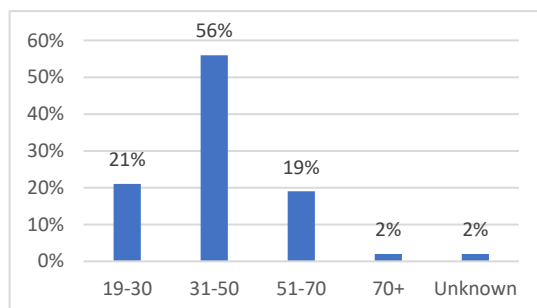
Survey results from the Supported Individuals in Supported and Independent Living indicated that 100% of individuals believed they were able to make choices and 97% indicated that they were able to learn new skills. These results exceeded the targets of 90%. Also, all moves out of or between placements were planned. This result indicates that people living in Supported and Independent Living experience a degree of stability in their living arrangements.

In 2022, 8 people (7 people in 2021) were accommodated which took an average of 4.1 months (4.3 months in 2021) from referral to placement. The average length of time between referral and placement was well below the target of 12 months. The reason for the shorter referral to placement time was the increased availability

of housing through the CLS housing partnerships. It continues to be impressive that despite the affordable housing crisis, the Supported and Independent Living program continues to support individuals to move into new living arrangements. CLS will continue to work with affordable housing providers to accommodate the people we support.

In 2022, the number of service hours increased. 94% percentage of our expected service hours were delivered in 2022 (82% in 2021). Although steady improvement has been noted, employee recruitment challenges and COVID-19 continue to impact the service delivering in these programs.

Age of Supported Individuals in Supported and Independent Living



EMPLOYMENT SERVICES

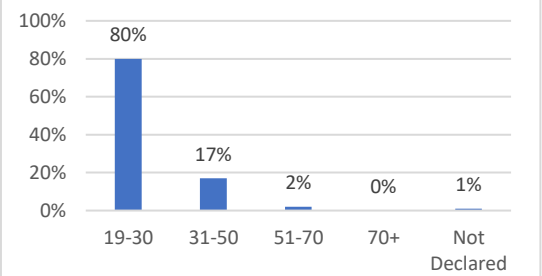
The Employment Services programs continue to show very positive results on all their performance measurements for the reporting year. In 2022 Employment Services met or exceeded all but one target. Although the % of new individuals successfully placed in employment within the first six months did not meet its target (74% vs. 75%), upon further analysis it appears that a small number of people have skewed the average. It has been challenging to find the right job match for a small number of Supported Individuals given their specific needs.

Employment Service continues to assist people to find and secure employment (40 in 2022, 33 in 2021, 37 in 2020). The variety of job options increased in 2022 (24 sectors in 2022, 22 sectors 2021), the number of employed Supported Individuals making more than minimum wage also increased (59% in 2022, 48% in 2021) and the number of Supported Individuals that received career enhancements (38% in 2022, 57% in 2021 and 35.9% in 2020 of employed individuals) is very impressive.

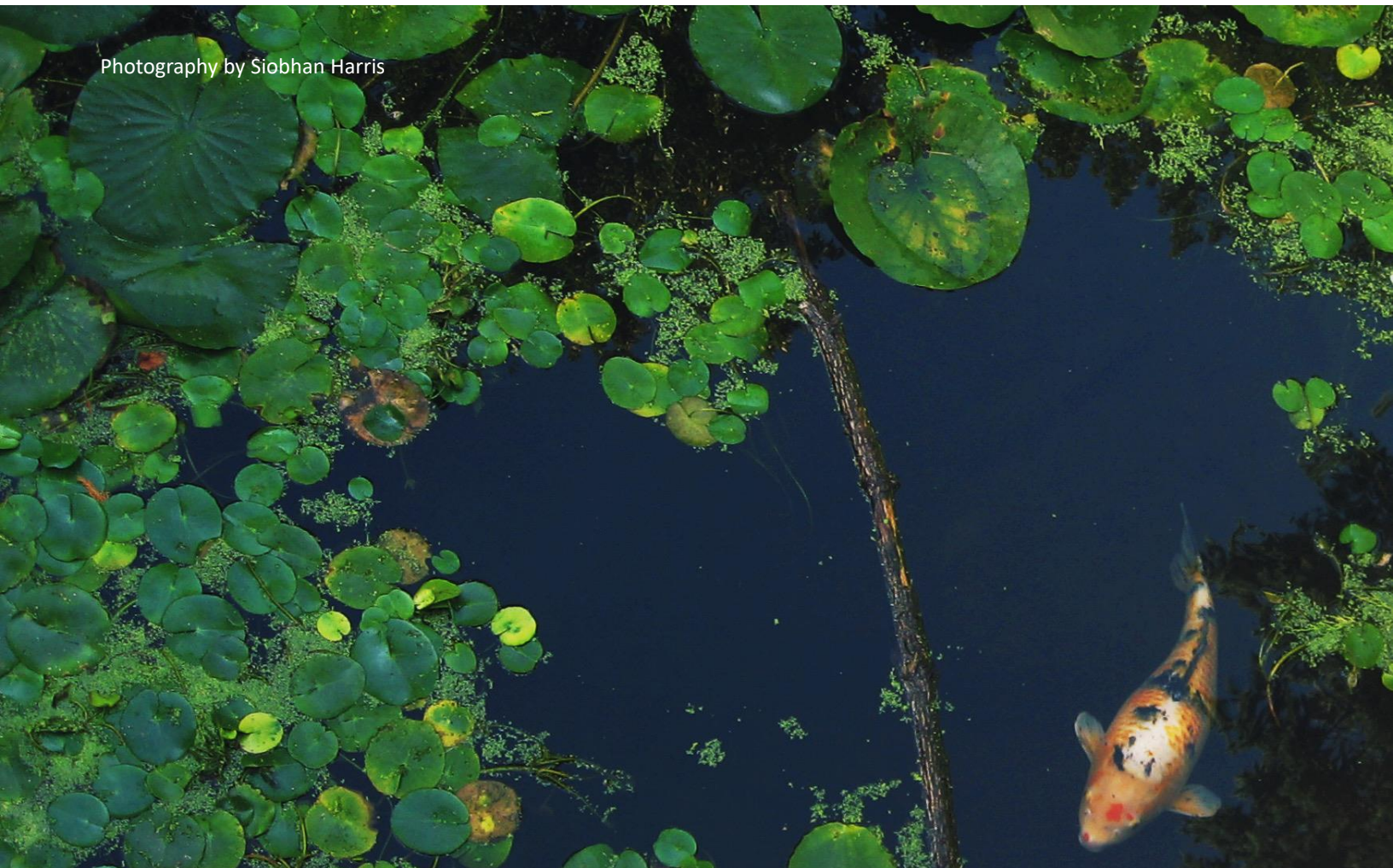
My son with a disability (Autism) got support from CLS and a job and continuous support for him to succeed on a long term basis. We could not come to think that my son would be employable unless there was a support from CLS. Thank you!

Family Member

Age of Supported Individuals in Employment Services



Photography by Siobhan Harris



Employee Awards

For the 2022 awards, we were finally able to come together in person again to celebrate employees who were nominated by their peers for achievements, and employees who reached milestone years of employment at the Community Living Society. We had a wonderful evening of music, food and fun at the Inn at the Quay on March 7th. Congratulations to all nominees and recipients.

WOODLANDS PARENTS GROUP AWARD FOR VISION, COURAGE AND CREATIVITY.

The Woodlands Parents' Group Award is awarded to an employee or employees who demonstrate a sincere motivation towards Vision, Courage and Creativity in their approaches to support and thinks consistently outside the conventional mindset to get things achieved for an individual or group.

This year the award is shared by two employees at the Maginnis home – who are also the winners of the TEAM award – Kelly Hooper and Christina Caampued. Kelly and Cristina were jointly nominated for their tireless support and dedication through some challenging times; they have worked for CLS for 23 years and 18 years respectively at the home of Miranda, Janice, David, and Joan in North Vancouver (the winner of the TEAM award this year).

Their commitment and dedication have gone above and beyond, ensuring David, Miranda, Joan and Janice continue to live wonderfully full lives, even when COVID-19 closed opportunities and a much-loved, long-term member went on leave.

They have remained positive, ensuring visitors are welcomed with warmth, including artwork and beautiful photos put together by the team. They have inspired many ways to create connection within the neighbourhood and community including magnificent Halloween displays and hosting fabulous open houses which all the Maginnis gang rave about!

These ladies have inspired commitment and passion in all new employees, passing along their knowledge and expertise.

COMMUNITY INTEGRATION AND INCLUSION AWARD

This award is presented to someone who consistently and significantly achieves success in a community integration and inclusion goal for an individual or group, specifically which engages them in differing and creative ways. This year's award recipient is Elena Unabia.

Elena has been with CLS since 2010, supporting across Surrey Day Supports, as well as previously in staffed homes and within Individualized Supports.

She is recognized by her peers for always finding the most amazing activities to do out in community, often sending bursts of pictures to celebrate all the wonderful adventures and experiences each person is having. Elena's "joie de vivre" is contagious to everyone around her, she is an inspiration to new and established members of the CLS Day Supports team.

PERSON CENTRED ACTIVE SUPPORT AWARD

This is the fifth year we have been presenting this award to an employee or a team who has demonstrated through multiple examples of sustained active support, attitude and passion, a commitment and embracement of the Person-Centered Active Support philosophy and approach. This year's award is also shared by two employees. Congratulations to this year's winners – Slavka Obretenov Bohac and Laura Pedersen.

Slavka joined CLS back in 2015, starting at the Waterfront Opportunities Centre on the North Shore and for the past three years supporting Tom, Dene and Donald at their Keith Road home, also in North Vancouver.



Slavka has been a wonderful presence for all at Keith Road, she approaches every interaction with a consistent commitment to active support, focussing on their engagement with everything they do. She takes each opportunity to ensure to involve each person making choices and having control in all areas of their lives, whether it is doing an art project, planning their day with them, or supporting them to fill out their own medical forms. Slavka ensures they have the opportunity to direct their own lives. Tom, Dene and Donald are thriving in their lives as a direct result of Slavka's support.

Laura first joined CLS way back in 1997 and has been in leadership roles since 2002. In fact she was also honoured during the evening with her 25 years of service award!

Laura is currently a Manager of Staffed Homes in Surrey, and prior to this role was the Coordinator for many years at the 133rd home of Lesley and Lorraine.

Laura has been nominated by her peers for her continued dedication and focus on enhancing the lives for the people that she has supported. Her team state that she is amazing, positive, calm, and unbelievably compassionate, always looking for ways to ensure every person participates in their communities.

She stands out to all who know her for how she has encouraged Lorraine and Lesley to have their own voice, not to ask permission to state their views, to make their own decisions, and most importantly to be independent and honoured.

Thank you to both of you for the inspiration and role modelling you provide to your peers and teams!

TEAM AWARD

This year, for the seventh year running, in addition to our years of service awards and the Peer Nominated Awards, a "Team" award is presented by nomination and votes by the Management team. This is an award that:

- recognises a team that deserves special recognition,
- that has gone above and beyond others to embrace and live the CLS values and demonstrated true team spirit,

This year the Team Award goes to a team of people that have ensured CLS has come through the last year intact.

The winning team this year is the Maginnis home employees – Caroline Sarich -Manager, Nydia Soler Gomez - Team Lead, Kelly Hooper, Cristina Caampued, Lina Hemet and Rachel Pearsall - Director.

The Maginnis team have gone through a substantial transition over the past year including some major changes in long term leadership and a number of employee changes. This did not phase the team, who weathered these significant changes to become known as the “fun house”, hosting many parties and events throughout the year! The supported individuals have begun venturing further out to explore surrounding communities and experiencing some exciting new events. One of the Supported Individuals who has had a fear of crossing bridges has managed to overcome that fear with the team’s encouragement and support. This has opened up a whole new world for her to explore. This wonderful team at Maginnis show up daily with enthusiasm and a focus on ensuring the individuals they support have a full and healthy life.



Artist: Linda Raudonus



In Memory

Eileen Postnikoff
Hugo Faragher
Nancy Wilson
Tom Mackie
Chris Huettl
Patricia (Patsy) Hannah
Christiane Pozzato
Grant Thompson
Harpreet Dhillon
Kelley Miller
Raymond Nelson
Bill Morrison

Photography by Dan Tell

Thank you to all of the individuals and organizations who
contributed to and supported CLS this past year.



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