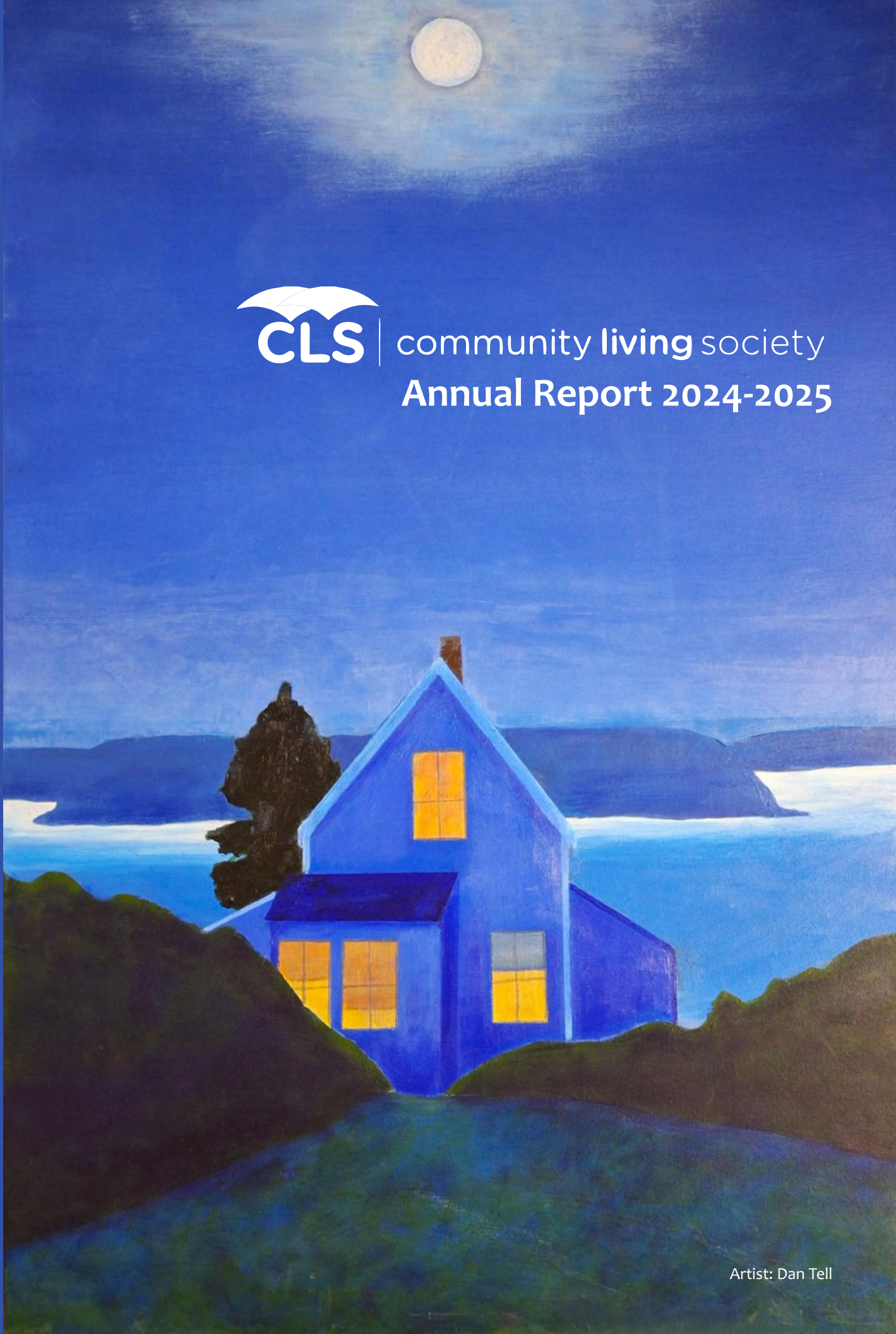




community living society
Annual Report 2024-2025



Artist: Dan Tell



Artist: Jessica Park

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.

2024-2025 Board of Directors



Susan Regan
Chair



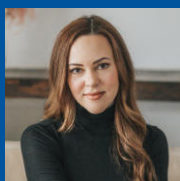
Wesley Ma
Treasurer



Heather Russell
Vice Chair



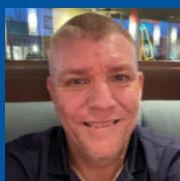
Reba Noel
Director



Penny Dale
Director



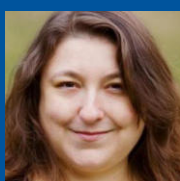
Todd Stewart
Director



Sky Hendsbee
Director



Ming Chang
Director



Rachel Warick
Director



Jonathan Wynn
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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Employee Awards
Thank You to Our Donors

imagine it-live it

Creating Spaces and Places Where People Can Thrive

Message from the CEO and Board Chair

The 2024/25 has, once again, been a busy and productive year. We have made good headway on our strategic directions and have embarked upon some exciting new initiatives.

Housing – Housing has continued to be a focus for the 2024/25 year. There are three main drivers that have influenced our housing decisions.

1. Like the general population, an increasing portion of the people we support are aging. Consequently, we are experiencing a substantial increase in the need for accessible housing.
2. CLS has been providing 24-hour home-based services for 47 years. Therefore, several of our homes have come to the end of their useful cycle, require substantial upgrades, and others no longer meet the needs of supported individuals as they age.
3. Increasingly we are supporting people that want to live independently with support from CLS however, housing affordability is a barrier to realizing this choice.

This year we were able to make some significant strides towards addressing some of these housing priorities. After almost 5 years, we have finally reached substantial completion on one of our homes in North Vancouver - Ross Road home. This older home was demolished and is being redeveloped as a 4-bedroom, accessible home. We are looking forward to full occupancy in July 2025. This is one of two homes that are being redeveloped. We have completed the design phase on the second home in Burnaby - Nelson home. Construction of this 4-bedroom, accessible home with an additional one-bedroom suite will begin in 2025. These

two major projects were in addition to several upgrades to existing homes, including 33 projects to improve accessibility.

CLS continues to form housing partnerships with local housing providers to access affordable housing units for the people we support. In 2024/25 we were fortunate to forge a new partnership with M'akola Housing Society and expand our partnership with the Community Land Trust. The M'akola Housing Society provides safe, affordable and appropriate homes primarily for Indigenous people and families. M'akola has awarded CLS 10 bachelor suites in their new development in the River District. The Community Land Trust also awarded CLS three one-bedroom units in their new development in the River District. CLS has selected the new tenants for both buildings and will assisting people to move into their new homes in spring/summer 2025.

Building Connections – Providing opportunities for the people we support to build connections is one of our four strategic directions. This year we supported several events and initiated some new projects to help people connect and celebrate together.

In October, CLS hosted three days of staff training with Janet Klees from Ontario. Janet is a well-known subject matter expert and author. Leaders and staff received training on how to support individuals to develop and maintain relationship and friendships. The training was inspiring, practical and very well received.

The CLS self advocate theatre group that co-created and delivered Romance, Relationships & Rights and We Deserve to Work began working on a brand-new theater production. This



"When you create space for another to thrive, it always unleashes new energies."

- Rob Bell



talented group of researchers, co-creators and performers began work on a new play called We All Need a Home. The theater group works with theater professionals and researchers to create and deliver social justice theatre. Social justice theatre is created by the community for the community. It has a social justice focus and ensures that the stories, input, and creativity of people with disabilities are centred in all aspects of the production. All characters are played by actors with disabilities. In this kind of theatre, the audience is asked to play an active role in “witnessing” the performance and then consider how they can take the messages from the play back out into the rest of the world and make changes in their own lives. In partnership with the Canadian Institute for Inclusion and Citizenship at UBC and Massey Theater we look forward to this new production in June 2026.

In 2024/25 CLS continued to host several successful events that brought people together to celebrate and have fun.

The CLS Sun Runners team took to the streets of Vancouver in April. Over 70 runners, walkers and rollers had a lot of fun completing the 5 or 10 K loop around Vancouver. The CLS sponsors both employees and Supported Individuals to participate in this iconic Vancouver event.

In August we welcomed over 375 people to our annual summer picnic at the Scandinavian Community Centre for an afternoon of food, music, games and prizes. The event was enjoyed by the people we support and their families and, employees and their families. It was a great opportunity to come together and spend the afternoon having fun.

In December we hosted A Very Elvis Christmas party. Over 200 people we support and CLS employees attended this party which included an Elvis impersonator, dancing, lunch and gifts.



Recruitment and Retention – During the development of the Strategic Plan in 2023 there was a strong emphasis on employee recruitment and retention. In the last two years we have seen positive changes in this area. The time to fill positions has steadily declined and our employee retention rate continues to be better than the provincial average. Several factors have contributed to these positive trends including, improved wage rate, additional resources targeted at recruitment, staff training, etc. Although some factors are out of our control, staff training is an area we can influence which does lead to better retention rates. During the last two years we have made enhancements to our staff training opportunities including, additional leadership training, improved orientation and onboarding and specific training on emerging practice issues (e.g. dementia, support people to develop friendships, etc.).

On March 31, 2025, CLS hosted its first ever all staff conference. The keynote speaker was Dr. Julie Beedle Brown. Julie Beedle-

Brown is one of the original creators and authors of Person Centred Active Support and has many publications on the topic. Person-Centered Active Support is the foundation of the way in which CLS staff provide support. The tenants of Person-Centered Active Support guide our staff to provide just enough of the right type of support to enable people to take part in meaningful activities and relationships. 350 CLS staff attended the one-day training event. This one-day training session was followed by smaller leadership training sessions and onsite instruction with staff for the rest of the week. March 31st was a fantastic opportunity for staff to meet each other, learn together, share stories and ideas.

2024/25 has been a busy but productive year. 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 Inclusion BC with whom we partner to continue doing the important work of the Community Living Society.



Janice Barr
CEO



Susan Regan
Board Chair

Leadership Team



Janice Barr
Chief Executive
Officer



Brenda Henderson
Chief Operating
Officer



Aaron McQueen
Chief Financial Officer



Marcela Herrera
Director of Programs



Max Sumner
Director of Programs



Elke Tilgner
Director of Programs



Lili Marian
Director of Programs



Rachel Pearsall
Director of Programs



Jessica Beasley
Director of Programs



Jasmine Sandhu
Finance Controller



Judy Wilson
Manager of
Human Resources



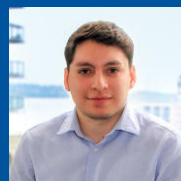
Vicky Pascoe
Manager of
Administration



Angela Keulen
Director of Policy
and Practice



Scott Baitz
Manager of Information
Technology



Luis Mata
Manager of Property
and Fleet



Jade Braunwell
Manager of
Quality Assurance



Alvin Sidhu
Accounting Manager



Samantha Dickson
Senior Project Manager

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

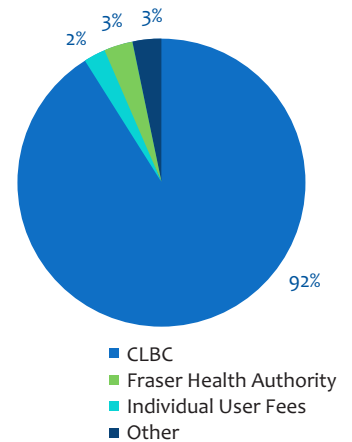
Finance Report

For the fiscal year ended March 31, 2025:

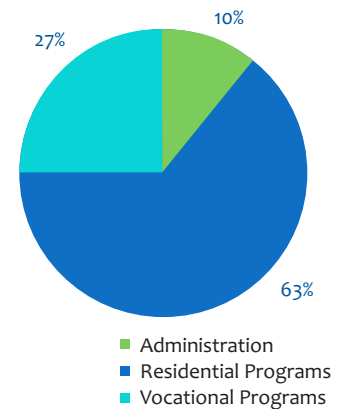
- Total operational revenues have increased from \$43.5 million to \$45.1 million, an increase of 3.6% over the prior year. The revenue increase in Fiscal 2025 is mainly due to the annual wage increase, funded from Community Living British Columbia (CLBC) contracts. CLS also recognized a \$1.2 million dollar revenue adjustment for previously deferred revenue relating to underdelivered services in prior years.
- Total expenditures have increased from \$41.2 million to \$43.0 million, an increase of 4.4% 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 \$911,600 before the revenue adjustment.
- During the year, changes in capital assets are as follows:
 - One home was sold and replaced
 - Additional capital costs incurred for the redevelopment of Ross Road home
 - Two vehicles were replaced in 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.

REVENUE \$45.1M



EXPENSES \$43.0M



Artist: James Lash



Artist: Sherri Lynn



Artist: Dan Tell

2024 Performance Measurement Report Summary

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.

In 2020, CLS conducted a thorough review of the performance measurement process resulting in the desired outcomes for each program being aligned with CLS's articulated values and the internationally validated Quality of Life Framework, developed by Dr. Robert Schalock. In subsequent years, the Performance Measurement Report has been refined; outcomes changed, survey questions updated, measurement indicators adjusted, and processes for collection revised.

This report tracks and summarizes the identified outcomes of CLS programs and services and the information and analysis

derived from the performance measurement process is used to highlight areas of strengths and identify areas requiring improvement. The report is designed to provide essential information to CLS's management team and Board of Directors for them to monitor and make improvements to service delivery. It is expected that the outcome results will assist CLS employees to be more responsive to the needs of the people we support and their families/ personal support network members.

The annual Performance Measurement Report is part of CLS's Integrated Planning Framework for continuous quality improvement. A full copy of the Performance Measurement Report is located on our website at

<https://www.communitylivingsociety.ca/about-us/commitment-to-quality/annual-report/>

Demographics of the People We Support

The 2024 net increase in referrals and intakes is lower than that of the previous year, for various reasons. CLS does not maintain waitlists for services and new people are referred to CLS by our primary funders, Community Living British Columbia (CLBC), and the Fraser Health Acquired Brain Injury Program.

This year, L.I.F.E services and Home Share have grown, particularly among ages 19 to 40. Employment Services did not have an increase that has been trending in recent years, in part due to the decreased capacity of the team.

Younger generations are increasingly attracted to services such as L.I.F.E., Independent Living and Employment Services. Additionally, during the last three years the younger age groups have been referred to CLS for Home Share and Supported Living. Reasons for the younger generations choosing the above-mentioned services may be threefold:

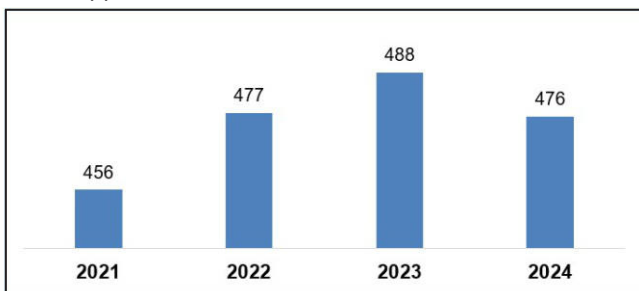
- 1) The services better reflect the choices and preferences of younger generations.
- 2) Funding for these services is more available.
- 3) Over the last five years, CLS has made a concerted effort to develop services to provide a wider repertoire of options for the people we support.

In Independent Living, the majority of Supported Individuals are under the age of 30, and most had previously been living with their parent(s). The move into this program is their first time living in their own home.

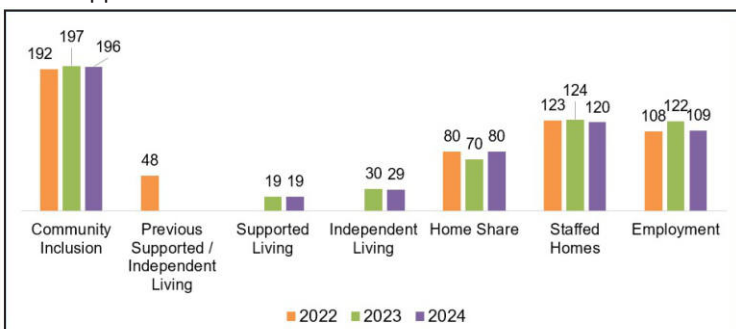
Although the programs/services noted above have attracted the younger generation, increasingly, most people living in Staffed Homes are in the later stages of life. 66% of the Supported Individuals in Staffed Homes are over the age of 51, with 10% above age 70. In 2024, two Supported Individuals transitioned out of Day Supports program due to age related changes, moving into home-based community support.

The majority of Supported Individuals across the CLS continue to be male. Though this differs across programs, the gender imbalance has also been noted in recent research regarding supported employment for people with an intellectual disability. It appears that gender bias and societal values that may be influencing the engagement of women in employment in general, could also be affecting Employment Services in our sector. This gender gap is also evident in L.I.F.E. Services at CLS. Further research into the reasons and supports required to change this trend would be beneficial sector wide.

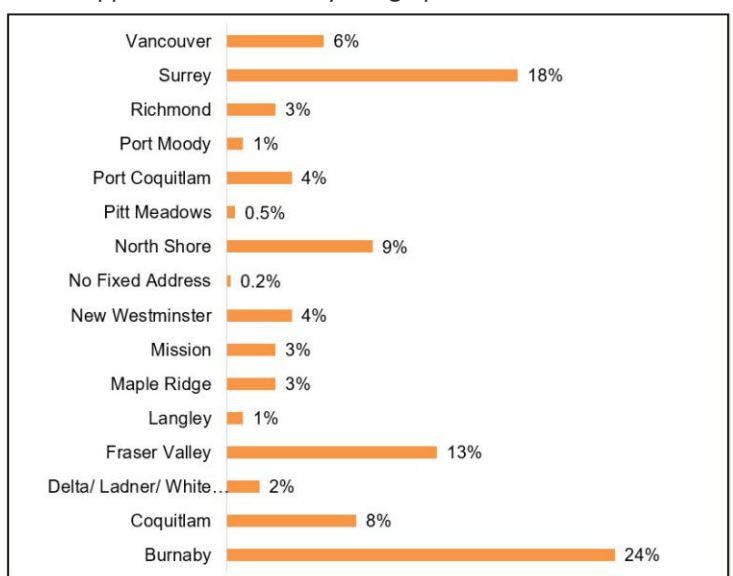
Total Supported Individuals



Total Supported Individuals in each service



Total Supported Individuals by Geographic Location



The Theatre projects that CLS has been involved with sponsoring is a great example of CLS working to make a stronger, healthier community for everyone.

Stakeholder Satisfaction Survey Results

The survey results from Supported Individuals, family/personal support network members and external stakeholders including employers, were overwhelmingly positive in 2024. However, the survey response rates across some stakeholders are still lower than CLS would like.

Both the family/personal support network members and external stakeholder groups had increases in survey response rate, however, long term challenges remain. External stakeholders are asked to complete satisfaction surveys from numerous service providers each year. It is increasingly difficult to maintain a strong survey response rate, even with repeated reminders.

Over the next two years, CLS will be reviewing the survey process to improve response rates and validity of data.

Supported Individuals either completed the survey on their own or were assisted by CLS or a family/personal support network member. In the latter, Supported Individuals communicated their choices verbally or by using another communication system (e.g., pictorial symbols, augmentative communication device, etc.). The responses were overwhelmingly positive, with all survey results exceeding the 90% satisfaction target. The results indicated that Supported Individuals believe CLS employees are dependable, know them well, support them to make choices, to access the community and assist them in realizing their goals.

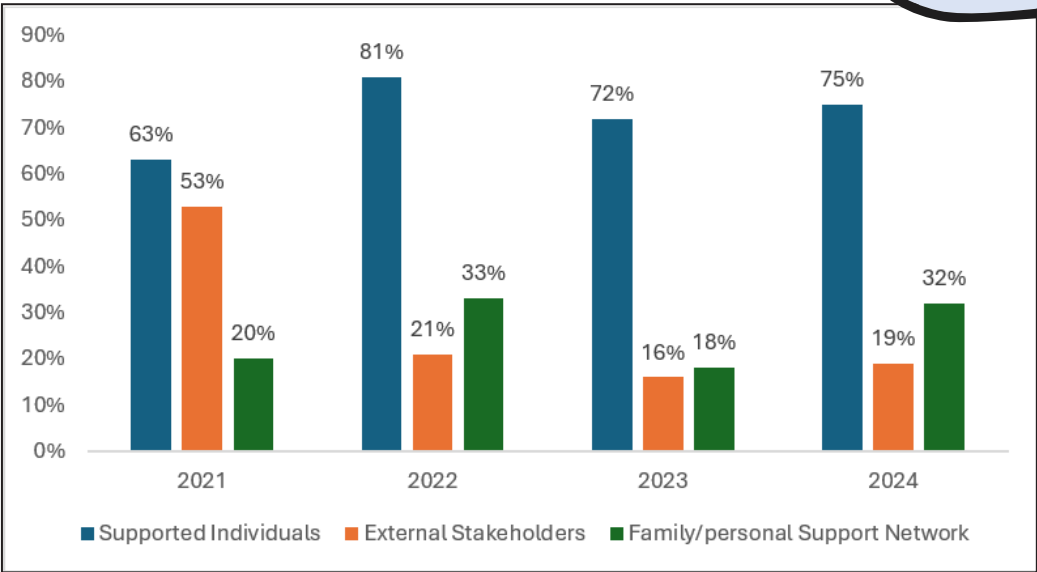
The responses from family and personal support network members were overwhelmingly positive, with all survey results exceeding the 90% satisfaction target. The results indicated that family/personal support network members believed their loved ones were safe, well cared for and that their rights and choices were honored. Many family/personal support network members commented that CLS employees know their loved one well and responded to their unique needs.

The responses from external stakeholders were overwhelmingly positive, with all survey results exceeding the 90% satisfaction target. The survey results indicated that external stakeholders believe that CLS is a dependable and responsible organization that acts with integrity and ensures Supported Individuals are involved in their community.

CLS leadership team is passionate about the individuals they look after and they encourage personal growth and community growth.

The treatment of family member by CLS is that of one of their own. They are very transparent and always looking for the best for my family member. The encourage growth.

Satisfaction Survey Response Rate



Community Inclusion

In 2024, Community Inclusion had 18 new Supported Individuals enter services and 17 people exit services. The Community Inclusion outcomes are overwhelmingly positive, with 2024 results exceeding the targets in five out of seven measurements.

Community Inclusion effectiveness:

Outcome: Supported Individuals will be present in community and have access to community-based activities.

- 93% average for the number of times Supported Individuals in Day Supports, IS and L.I.F.E. services are present in community, exceeding the 90% target.

Outcome: Supported Individuals will be supported to contribute to their communities.

- 95% of Supported Individuals in Day Supports and Studios are engaged and involved in contributing to their community at least once per year, exceeding the 90% target.

Outcome: Supported Individuals will have opportunities to improve upon or learn new skills.

- 100% of Supported Individuals are engaged and involved in skill development, exceeding the target of 85% quarterly.

Outcome: Self-determination will be encouraged and supported.

- 97% of Supported Individuals in Community Inclusion indicate having opportunities to make choices, exceeding the 95% target.
- 69% of activities Supported Individuals engage in are linked to their goals. The average did not meet the 75% target. By program:
 - Individualized Supports met the target with 90%
 - Day Supports did not meet the target with 38%
 - Studios met the target with 87%
 - L.I.F.E. services met the target with 80%

The target currently outlines that all Supported Individuals participating in the Community Inclusion programs would be working on one of their goals 75% of the time they are supported. After a few years of analyzing this data, we believe the target is unrealistic as individuals are supported to engage in many activities, but they are not always related to the goals they set each year during their annual planning meeting. Also, some programs are more goal directed than others, i.e. L.I.F.E. services. This metric will be revised next year to better reflect the unique programs and meaningful self-determination.

Because all the support staff are also deaf, the first language in the home becomes ASL, which has greatly benefitted everyone's ability to understand and communicate as clearly as possible leaving nothing to assumptions and miscommunications.

Community Inclusion efficiency:

Outcome: Maximize service hours received.

- 92% of funded hours were delivered. This was below the 95% target. Interestingly, the number is the exact same as in 2023 (90% in 2022).

There are multiple contributing factors to this result, such as Individualized Supports does not have global funding but rather individualized funding. This could result in under delivering the hours if, for example, an employee is sick and/or a Supported Individual cancels or refuses supports. Another factor is that in both Day Supports and the Studios, some positions are not backfilled when the employee is away. CLS is examining if this practice can be reconsidered in the future.

Community Inclusion Service Access:

Outcome: Minimize time to program entry and continuation.

- It took an average of 6.7 weeks from referral to beginning of service which is below the 8-week target.

Supported Living

In 2024, Supported Living had one new Supported Individual enter services and two people exit services. The Supported Living outcomes have overwhelmingly positive results, with all 2024 results meeting or exceeding the targets.

Supported Living effectiveness:

Outcome: Support to maintain stability in their living arrangement.

- The program had zero unplanned moves in 2024.

Outcome: Self-determination will be encouraged and supported.

- 100% of Supported Individuals in the program indicated having opportunities to make choices, exceeding the 95% target.

Outcome: Opportunities to learn skills that support independence.

- 100% of Supported Individuals are engaged and involved in skill development, exceeding the 90% target.

Supported Living efficiency:

Outcome: Minimum levels of support are being provided to all Supported Individuals.

- The program met the 95% target with 95% of funded hours being delivered.
- CLS has observed over the last few years how once Supported Individuals have secured housing, their support needs often decrease. This has led to some Supported Individuals declining to accept support.

Supported Living Service Access:

Outcome: Minimize time to program entry and continuation.

- The program exceeded the target in 2024 with a 2-month average between expressed desire or need to move and placement for the Supported Individuals accommodated.

Independent Living

Growth of the Independent Living program has continued. CLS has been working on increasing the number of affordable housing units available to individuals supported in Independent Living. In 2024, 15 new housing units were added through our partnerships with housing providers, far exceeding our target of three. CLS is nearing completion of development of a policy framework that reflects best practices for Independent Living.

The Independent Living outcomes have overwhelmingly positive results, with 2024 results exceeding the targets in three out of four measures.

Independent Living effectiveness:

Outcome: Support to maintain stability in their living arrangement.

- The program had zero unplanned moves in 2024.

Outcome: Self-determination will be encouraged and supported.

- 100% of Supported Individuals in the program indicated having opportunities to make choices, exceeding the 90% target.

Outcome: Opportunities to learn skills that support independence.

- 100% of Supported Individuals in the program indicated having opportunities to learn new skills, exceeding the 90% target.

Independent Living efficiency:

Outcome: Minimum levels of support are being provided to all Supported Individuals.

- 70% of funded service level hours were delivered. The program did not meet the target of 95%. Although improvement has been noted, CLS was expecting this measurement to be below target. CLS has observed over the last few years how once Supported Individuals have secured housing, their support needs often decrease. This has led to some Supported Individuals declining to accept support.

Independent Living Service Access:

Outcome: Minimize time to program entry and continuation.

- The program exceeded the target in 2024 with a 6-month average between expressed desire or need to move and placement for the Supported Individuals accommodated.

Home Share

The Home Share outcomes are overwhelmingly positive, with 2024 results exceeding the targets in nine out of eleven measures.

Home Share effectiveness:

Outcome: Home Share Providers will feel supported by the agency.

- 97.7% of Home Share Providers indicated they feel that support offered by the agency met their needs.
- The Home Share program experienced some sudden unexpected employee transitions in 2024. These results indicate that despite the ensuing challenges, there are strong relationships, and the Home Share Providers feel connected to the organization.

Outcome: Supported Individuals will experience inclusion in their community.

- 91% of Supported Individuals in Home Share are present in the community during home share supported time at least two times per week. Some missing data influenced this result. Also, for some Supported Individuals, they choose not to access community with their Home Share Provider, yet currently they are included in the data collection. The recommendation is to update this measure, and where the data is collected, to appropriately capture Supported Individuals who choose not to be accompanied/ supported to access community.



I like feeling like I'm engaging with my community when I'm with my support staff.

Outcome: Self-determination will be encouraged and supported.

- 96% of Supported Individuals indicated having opportunities to make choices, exceeding the 95% target.

Outcome: Supported Individuals will experience stability and contentment in their home.

- There were two unplanned moves (2.5%) in 2024, meeting the target of less than or equal to 5%.
- 95% of Supported Individuals in Home Share that choose to engage in the home-life indicated they feel included, exceeding the 90% target.
- 100% of Supported Individuals in Home Share indicate feeling content with their living situation, exceeding the 95% target.
- An analysis of the mean, mode and median regarding the amount of years Supported Individuals are in Home Share is completed annually for this outcome. The program exceeded the 4-year target (mean) with a mean of 5.11 years, a median of 3.8 years and a mode of 2 years.

Home Share efficiency:

Outcome: Minimizing turnover in Home Share providers.

- 14.5% of Home Share Providers exited from providing services in 2024. The program did not meet the target (under 10%). Throughout 2024, CLS contracted with 55 Home Share Providers, eight discontinued service with CLS resulting in 14.5%.

To assess Supported Individual's stability in their home, CLS evaluates longevity, turnover of Home Share Providers, and unplanned moves. This year's results indicate that on average, Supported Individuals in Home Share experienced reasonable stability. Unplanned moves remain below target at 2.5% (4.3% in 2023 and 1.2% in 2022). The turnover rate remains above target (14% in 2024, 11.75% in 2023 and 17% in 2022).

Though a strong theme is not evident, upon further analysis, the cost of living, inflation, 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 been and will continue to advocate for CLBC to increase rates for Home Share Providers. For three of the Home Share Provider exits, the situations were complex with elements of fit of the service model and/or the specific needs of the Supported Individual affecting the end result. Though we realize the realities of these challenges, CLS continues to aim for the 10% turnover target.

The staff are awesome, friendly, supportive, inclusive, encouraging and help me to learn life/cooking skills. I love my house and support staff.

Home Share Service Access:

Outcome: Minimize the time from intake to placement.

- In 2024, the program met the 90-day target with 65 days from intake to placement. The 65-day timeframe is positive and is indicative of transitions being able to follow the matching process.

Outcome: Maximize appropriate placements of Supported Individuals.

- 87.5% of accepted referrals were successfully matched. The program did not meet the 90% target, there was one unsuccessful match.

Outcome: Home Sharing Providers will be responded to in an efficient timely manner.

- 97.7% of Home Share Providers indicated that their needs were responded to in a timely way by employees, exceeding the 95% target. As mentioned above, this depicts the strengths of the team response even amongst unexpected staff changes.

Staffed Homes

The Staffed Homes outcomes are overwhelmingly positive, with all 2024 results meeting or exceeding the targets.

Staffed Homes effectiveness:

Outcome: Support to maintain stability in their living arrangement.

- 1.8% of all moves out of or between living arrangements were unplanned: The program met the target (under 5%). Currently, CLS defines an unplanned placement move as "all moves that occur due to crisis or emergency situations and where the Supported Individual and/or family members have not been actively involved in planning for the move or having choice in the move." In 2024, there were multiple other emergency placements for Supported Individuals in Staffed Homes that did not result in permanent moves, thus not part of the data in this measure. While CLS cannot be entirely prevent unplanned emergency moves, such as when a home is damaged because of a severe storm, flood or the sump pump breaks, CLS will examine these situations to determine if there are possible strategies that would mitigate the impact on Supported Individuals.

Outcome: Self-determination will be encouraged and supported.

- 99% of Supported Individuals in Staffed Homes indicated having opportunities to make choices, exceeding the 90% target.

Outcome: Supported Individuals will be present in community and have access to community-based activities.

- 97% of times Supported Individuals living in Staffed Homes are present in community at least one time per week which exceeded the target of 95%.

CLS defines community presence as “activities that occur outside of the program or home (e.g. a walk in the park, grocery shopping, going out for dinner, going to the theatre, etc.) and does not necessarily involve interaction with other people.” In previous years, the results for this measure were below the target (85.5% in 2023 and 74% in 2022). The target is very realistic, and consequently, CLS implemented two approaches to improve the results for 2024:

- 1) Regularly distributing and reviewing results with programs on whether or not Supported Individuals living in Staffed Homes were present in community.
- 2) Reviewing accuracy of documentation regarding whether or not Supported Individuals living in Staffed Homes were present in community.

Practice and documentation improvements both contributed to the program meeting this target. The monitoring processes remain in place currently.

Outcome: Supported Individuals will have a network of unpaid healthy, positive, and stable relationships.

- 97% of times Supported Individuals with at least one Unpaid Person with whom they regularly interact with every month which exceeded the target of 95%.

Currently, CLS defines an Unpaid Person as “a person involved in a Supported Individual's life who is unpaid such as family, friend, acquaintance, members of a club, group, team, or congregation, etc.). This would not include CLS employees, medical professionals, and other network members who are paid to be in the person's life.” We believe the results from this measure indicate that there is room for further growth. This is an exciting path for CLS, especially following completion in 2024 of training with employees regarding how to support and facilitate friendships for and with Supported Individuals.

Staffed Homes efficiency:

Outcome: Maintain use of funded service level hours.

- 100% of funded hours were delivered which exceeded the target of 95%.

Staffed Homes Service Access:

Outcome: Minimize time to program entry and continuation.

- The program exceeded the target in 2024 with a 2.8-month average between expressed desire or need to move and placement for the Supported Individuals accommodated.

Employment Services

The Employment Services outcomes are positive given the challenging year for the program, with 2024 results exceeding the targets in nine out of eleven measurements. Some of the results were influenced by several employee changes that impacted the program. CLS is nearing completion of development of a policy framework that reflects best practices for Employment Services.

Employment Services effectiveness:

Outcome: Supported Individuals will secure and maintain employment.

- The percentage of new Supported Individuals that were successfully placed in employment within the first six months of services did not meet the targets of 75% by funding category. (Funding categories “A, B and C” are used in this report to describe the following funding streams from CLBC):
 - A: PSI VCE (Personalized Support Initiative: Vancouver Coastal East)
 - B: PSI UF (Personalized Support Initiative: Upper Fraser)
 - C: DD VCE (Developmentally Disabled: Vancouver Coastal East)
- Target is 75% for each funding category. Comparative analysis:
 - 2023: A: 67% B: 64% C: 62%
 - 2024: A: 25% B: 50% C: 0%

Further considerations are discussed below.

- Supported Individuals were employed an average of 42 weeks per year in Employment Services which exceeded the 30-week target.

Outcome: Maximize career enhancements for all employed Supported Individuals.

- 44% of employed Supported Individuals in Employment Services received more than minimum wage. The program did not meet the 45% target but this still a favourable result.
- The average wage for employed participants in Employment Services rose from \$18.33 to \$19.15 in 2024, above the target of minimum wage (\$17.40 per hour).

- 50% of employed Supported Individuals received a job or career enhancement this year which exceeded the target of 35%.

Employment Services efficiency:

Outcome: Minimize preventable employment breakdowns (Supported Individuals that have achieved employment).

- 91% of at-risk situations (job in jeopardy) were prevented (at the time of identification of imminent breakdown). The program exceeded the 75% target.

Employment Services Service Access:

Outcome: Supported Individuals will receive service in a timely manner.

- 100% of Supported Individuals were in active job search within 3 months of intake. However, this is a self-driven program, which is a direct reflection of the interests and status of the individual. Although we exceeded our target, it is important to note that the process is designed to be completed systematically however, it is entirely driven by the choices of the Supported Individual which can influence the outcome..

Outcome: Supported Individuals will be employed in a variety of employment sectors reflective of their community.

- Supported Individuals were employed in 21 sectors, exceeding the target of 20 sectors.

They helped me get my job, a new home and create my cookbook.

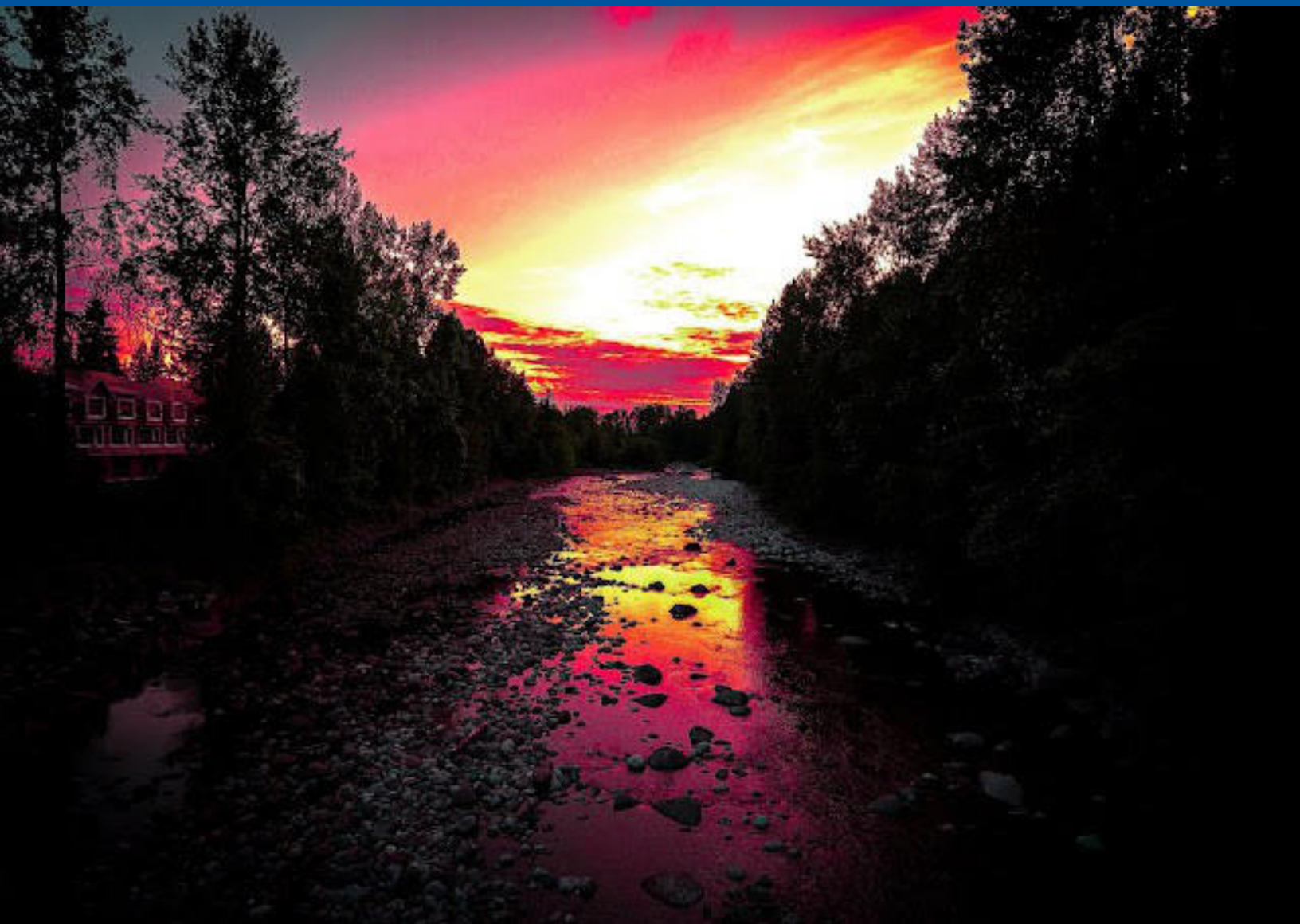
Looking Forward

Overall, the results were positive for this reporting year. Year over year analysis helps to assess and determine future changes that may be necessary and prioritize modifications to specific program planning. Developing strong policy frameworks and utilizing our digital data management system, ShareVision, for recording more meaningful data have led to even better consistency and accountability in CLS programs.



Artist: Cheyenne Hare
Anti-Racism Exhibition





Artist: Akim Zongo

In Memory

Amy Saip
Lesley Wood
Sonya Kulhanek
Vandana Goyal



Studio 73 artists are deeply connected to their community. While best known for their handmade glass artwork, the team is equally committed to engaging with and giving back to the people and organizations surrounding them. In 2024, the artists embraced a wide variety of opportunities to support others, collaborate on meaningful projects, and celebrate the richness of their diverse community.

Earlier this year, Fatima, Harpreet, and Jill stepped away from the studio to support Anishinaabe artists James Groening and Mike Alexander at *Art Vancouver*—a vibrant gathering of talent from around the world. Jill also visited the Newton Cultural Centre to support local artist Olga of *So Exquisite Art*.

The team was also thrilled to welcome Danny Reid, a Salish artist and talented bead artist, to the Studio73 family. You can find Danny's beautiful work on Instagram at [@handmadebydannyreid](https://www.instagram.com/handmadebydannyreid).

One of the year's biggest highlights was a collaborative piece commissioned by the City of Surrey. A team of Studio73 artists came together to recreate one of Cheyenne's stunning glass designs, with each member contributing a section. The result, *Colours of Community*, represents the vibrant diversity of Surrey. The glass artwork was scanned and reproduced on plexiglass, then installed in the upgraded parklet just outside the Studio 73 storefront. In mid-June, City of Surrey employees joined the artists at the storefront for a celebration.

Other notable activities from 2024 include:

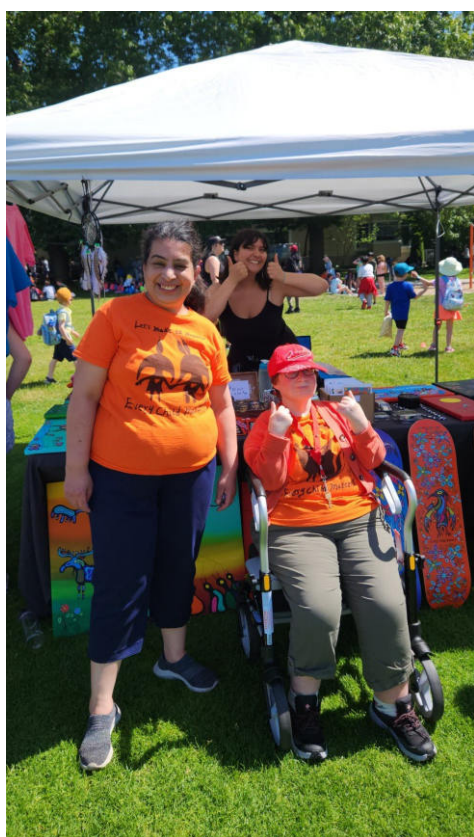
- Hosting another pop-up with Belinda's Café.
- Participating in Car Free Day in Surrey.
- Celebrating the 40th anniversary of the Neil Squire Society.
- Receiving a social media shoutout from West Coast Curated.
- Attending the National Indigenous Peoples Day event in Mission.
- Taking part in Surrey Pride.

Through a grant from the City of Surrey's Cultural Grant Program, Studio 73 offered **free fused glass classes** to members of the community from diverse backgrounds. Some classes were held at the Newton Cultural Centre, and two were offered to Annie Ohana's Social Justice classes. Students created pieces that reflected their personal identities.

In early September, we hosted a retirement gathering for **Minister Harry Bains**, a long-time supporter of Studio73. He was presented with a photo album of memories and in return, he gave the group a framed certificate recognizing our commitment to local artists, creative expression, and community inclusion.

Another exciting opportunity came through the **Downtown Surrey Business Improvement Association**, on behalf of **King George Hub**. They commissioned 400 handmade cheese plates, keeping the artists happily busy for months!





Studio73 also participated in the second **Anti-Racism Art Exhibit**, hosted by **Progressive Intercultural Community Services Society**. Three of the artists received special recognition and cash prizes for their powerful work.

Shortly after a successful art sale at the office of Engineers and Geoscientists of BC, they received heartbreaking news that one of their greatest supporters, and someone we knew well, had passed away unexpectedly. In her memory, her workplace commissioned a special glass piece from Studio73 to be displayed at the front desk where she once welcomed everyone with her radiant smile, warmth, and humour. This was a tremendous privilege for us to provide them to honour her memory.





A wonderful development in the studio over this past year, was the multi-culturalism from the artists showcased in their work. From the Japanese script design by Kaori Gokita, the Korean anime' characters by Jessica Park, and First Nations contemporary designs of Ryley Jensen Fisk, we are proud to support each artist to express their heritage in their work.

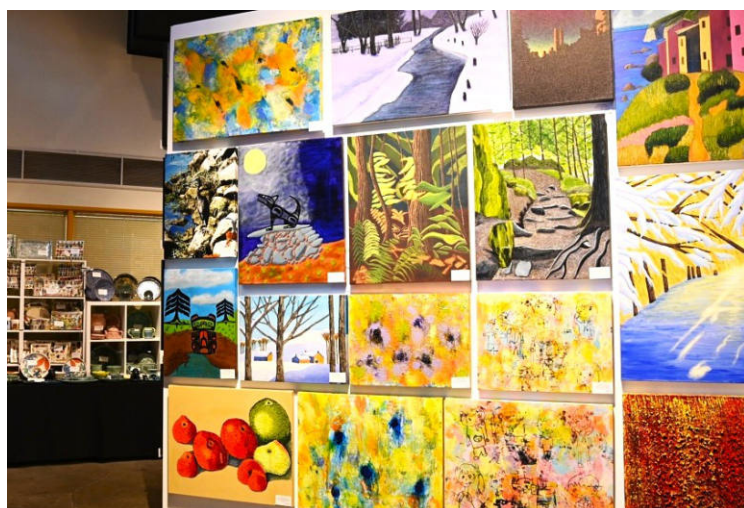
PotteryWorks artists began the Fall show season with the New Westminster cultural crawl from October 4 – 6, 2024 and were very busy with many visitors.

The month of October ended with the Inclusion Art Show on October 23rd. This was the first year at a beautiful new location - The Roundhouse in Yaletown. Colour Collective artist Sangeeta Rekhi's painting was chosen for the promotional poster for the event.

PotteryWorks artists opened the largest show in many years at the Anvil Centre. "The Way We See It" was a multi-media show of 30 paintings and photo giclee's that ran for two months starting in December. A video presentation was made for the event and PotteryWorks employee Inthirani Arul provided a talk at the event titled "A Spark of Creativity and Inclusion" which presented biographies and photos of each artist whose work was showcased.

In January photographer Akim Zongor had his first 'one man show' at the New Westminster Library Gallery which was a milestone event for him. Akim sold one of his large giclee' prints during this show.

PotteryWorks was awarded a bursary from the North West Ceramics Foundation, a non-profit organization that supports education and promotion in the ceramic community. The Foundation said that PotteryWorks has played an important role in the teaching of ceramic arts over our history and wanted to recognize this achievement. The bursary funds will be used to produce a coffee table book. The book will celebrate Potteryworks 25th anniversary.



Employee Awards

On March 11th we celebrated employees with the largest yet Employee Awards Gala (140 in attendance). We were entertained with music by the Sons of Granville string quartet, and once again the food was fantastic at the Vancouver Golf Course. This is an evening that celebrates employees who have reached milestone years of employment at the CLS as well as 4 nominated awards. Congratulations to all recipients and all who were nominated for awards by their peers. This is a tremendous acknowledgement of your hard work and dedication to the CLS and Supported Individuals.

Woodlands Parents' Group Award for Vision, Courage and Creativity

This award is for employees who demonstrate sincere motivation towards Vision, Courage and Creativity in approaches to support. They consistently think outside the conventional mindset to get things achieved for an individual or group. They are aligned with the original inspiration, vision and courage shown by the Woodlands Parents' Group.

The following employees were nominated for this award:

- | | |
|---------------------|-------------------|
| • Angela Mezzatesta | • Elysia Bernard |
| • Tiziana Nolet | • Amaka Mbadike |
| • Leni Loconte | • Trudy McClughan |
| • Sue Fawcett | • Jance Del Valle |
| • Taranjeet Bhangu | • Southern Team |
| • Lisa Shen | • Alanna Bellamy |
| • Nick Herrera | • Barbara Lago |

This year's winner was Trudy McClughan



Trudy McClughan has dedicated 42.5 years to the people she supports and perfectly embodies the organization's mission, vision and values. Trudy's dedication to the people she supports is unwavering, reflecting her deep commitment to their growth and happiness. She actively fosters meaningful family connections and creates a warm, inclusive environment. Trudy's innovative problem solving and positive spirit inspire others, while her

advocacy for the people she supports is both passionate and respectful. Trudy's remarkable leadership fosters a supportive atmosphere where everyone feels valued.

Community Integration and Inclusion Award

The Community Integration and Inclusion Award is presented to someone who consistently and significantly achieves success in a community inclusion and integration goal for an individual or group, specifically which engages them in a number of differing and creative ways. The following employees were nominated for this award:

- | | |
|------------------|--------------------------|
| • Michael Lewis | • David Wiegert |
| • Ingrid Ferry | • Rijul Tuteja |
| • Maria Belmonte | • Trudy McClughan |
| • Sue Fawcett | • Slavka Obretenov Bohac |
| • Nick Herrera | • Trushar Kelange |
| • Noel Blanco | • Amaka Mbadike |

This year's winner was shared by Michael Lewis and Nick Herrera.

Michael began his career at CLS in 2015 and is a dedicated advocate for those he supports. Consistently striving to help the people he supports reach their full potential, Michael fosters new community opportunities where possible. Last year, Michael initiated a volunteer program at St. Andrews Church, where people supported at Waterfront Opportunity Centre helped maintain a community garden that provides produce to those in need. This year, Michael continues to foster community inclusion and community contribution by encouraging clothing donation drives for the downtown east side, making it a valued routine for the people he serves. Michael serves as a role model to both his peers and the broader community.



Nick is the Acting Roving Team Lead for all the Community Inclusion Programs. Not only does he support people to be out in community, but he also encourages people to be contributing members of their communities. Nick takes time to plan with each person served new activities they may enjoy and empowers them to use their voices to direct their days. Each person is



supported to have their choices honoured. For those who require some guidance to make decisions, activities are tailored not only to past interests but also through introduction of new adventures. Nick has worked diligently to lead his teams to find various ways to discover meaningful ways for the individuals they support to participate in and contribute to their communities. Examples include, attending community events that are important to their culture, such as the National Indigenous People's Day celebration, park clean up on Earth Day and participating in the London Drugs Stockings for Seniors, where each of the program attendees made cards and small gifts to local seniors' culture.

Person Centred Active Support Award

This award is presented to a team or an employee who has demonstrated through multiple examples of sustained active supports, attitude and passion, a commitment and embracement of the Person Centred Active Support philosophy and approach.

This year's nominees were:

- | | |
|-------------------|--------------------|
| • Abby Sicat | • Hannah Robertson |
| • Edith Markser | • Barbara Lago |
| • Lorraine Lepine | • Nick Herrera |
| • Anna Suwaji | • Tushar Kalange |
| • Kailee Matthies | • Sylvior Burungi |
| • David Wiegert | • Janice Del Valle |
| • Dennis Baylon | • Ron Torres |
| • Val McGowan | • Keith 2 Team |
| • Amrita Sharma | • Olu Oregbemi |

This year's winner was Barbara Lago



During her time at CLS, Barb has made a significant impact at the Newmarket home by actively engaging the people she supports both in community and at home. Throughout the year, she has organized numerous outings, ranging from trips to local attractions like Stanley Park and Science World to seasonal events such as the Tulip Festival and pumpkin patch visits. She also creates enjoyable experiences at home. She supports the people living at Newmarket to hosts themed social events, providing opportunities for crafting and social interaction, which fosters a welcoming atmosphere.

TEAM Award

The TEAM Award recognizes a team in CLS that deserves special recognition:

- A TEAM that has gone above and beyond others to embrace and live the CLS values.
- A TEAM that has accomplished / achieved / reached a goal that has significantly enhanced and improved the quality of lives for individuals. These accomplishments/ contributions support the CLS Mission, Vision and Values.
- The impact of this TEAM's contribution has enriched the supported individual(s), the CLS and the community.
- A TEAM that has demonstrate a true TEAM spirit.

This year the following teams were nominated for this award:

- 158A
- Southern
- 133rd L/L
- Community Inclusion Day Supports
- West 28th

The winner of the TEAM award this year was the Southern team.



In the past six years, the dedicated team at Southern has shown remarkable resilience and compassion. Despite the loss of five people over the years, they have picked themselves up and resumed their support with more passion and dedication for the individuals that continue to rely on them. Faced with evolving medical needs of the people they support, they have embraced rigorous training with unwavering determination. This team takes immense pride in providing extraordinary supports and embodies collaboration and unity.

Years of Service Awards

3 Years

Maria Elena Briones
Naveen Dhaliwal
Melanie Ma
Tajinder Kaur
Eloisa Bagaoisan
Izunna Dike
Jenny Madrid
Sapan Patil
Rachel Pearsall
Shagufta Jaria
Elizza Mae Asa
Janeth Labunog
Randall Lim
Susana Vilareal
Monique Power
Taranjeet Bhangu
Moinya Sanfa
Maria Tejada
Arlynn Nobel
Ishaan Chander
Navansh Bindra
Joshua Arruda
Scott Baitz
Sybil Bayog
Halle Golding
Jazmin Minwalla

Flor Daroy
Braulia Jocol Garcia
Quinten Silcox
Darlene Robotham
Sadia Khan
Winta Gebru
Ruth Adogo
Ana Suwaji
Jennifer Malin
Julie Sweeney
Yasmin Hussein

5 years

Val McGowan
Shireen Syed
Izzy Carter
Maria Pasarivaki
Stephen Wu
Hayley Miller
Titilola Babatunde-Alabi
Judy Wilson
Bee Murray
Daniel Bahng
Cindy Purdon
Aubrey Lussier
Brigitte Gagne
Prakash Jaiswal

Nick Herrera
April Ordonez
Kelly Williams
Melody Kruppa
Maria Leticia De Lemos
Mel Hawkes
Amanda Davidson
Sharon Lee
Johnny Dhaliwal
Jessica Beasley
Don Don Gaité
Sophie Rhodes
Naz Jablonsky
Marlene Green-Holness
Tara Thomas
Rinawa Qadeer
Javi Sidhu
Meron Aregy
Mellany Hugo
Nigel Dadswell
Dolly Motsumi

10 Years

Edith Markser
Nancy Aguilar
Gina Tolonics
Aaron McQueen

15 Years

Vikki Ruppel
Christina Gagno
Carol Lo
Joanne Lozano
Penny Palak
Diane Ebner

20 Years

Jodi Leech
Rosa Mejia-Gonzales

25 Years

Joanne Hauer
Mark Embacher
Alla Melnikova
Jackie Farmer
Mobina Ali
Purnima Maharaj
Kristi Wilken
Paul Hetherington
Musare Iya-Songa

30 Years

Danielle Walsh
Jacqueline Culliven
Anish Ahmed

35 Years

Inthirani Arul
D'Alquen Jackson



Artist: Rachel Applewhite
Anti-Racism Exhibition



Artist: Jarred Samatte
Anti-Racism Exhibition



Artist: Geoffrey Lee

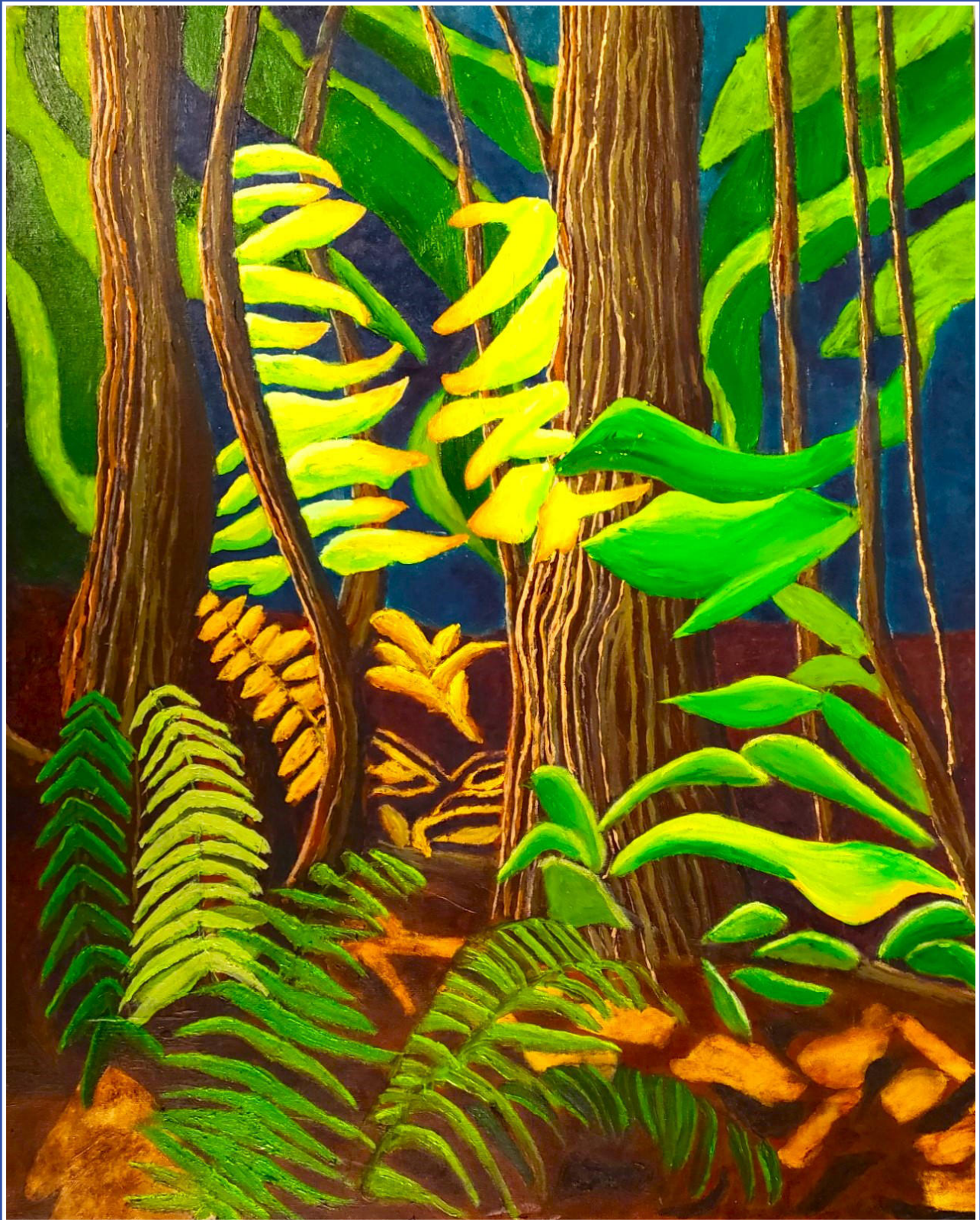
Thank you to all of the individuals and organizations who contributed to and supported CLS this past year



Terry Greenaway
Imagepath Printing Solutions Inc.
James Harris
Ann and Michael Crocker
Teresa Taylor
Karen Draganiuk
Bonny Munn
Carmen McCracken Personal Real Estate Corp.
Estate of Phyllis Donaldia Suais
Sprout & Harvest Growth Partners Inc.
Loredana Sanvido
Sylvia Walterhouse
Totem Classic Thunderbird Club of BC
Interlink Realty Corp.
Harvey Hunt
Tamera Friesen
Rotary at Work and Rotary International



Artist: Fatima Khan



Artist: Sangeeta Rekhi



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