



Community Living  
VICTORIA

Hope. Help. Home.

**OUTCOMES MANAGEMENT REPORT**

**January 2025 – December 2025**

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## Introduction

Community Living Victoria (CLV), a nonprofit organization established in 1955, is dedicated to supporting individuals and families to live with choice, independence, dignity and self-determination, while balancing the needs of the people we serve within a large organization. CLV also fosters innovation while preserving trusted support structures.

Since 2003, CLV has used its Outcomes Management System to guide annual goals and objectives. Beyond tracking individual outcomes and staff development, this system informs strategic plans—including Workforce Development, Health and Safety, Risk Management, and broader organizational growth—while highlighting achievements and enhancing understanding of the diverse people we support.

This 22<sup>nd</sup> edition of the Measurable Outcomes Report presents data collected from January to December 2025. It reflects insights from outcome measures, demographic information, surveys, and strategic planning feedback, all of which inform organizational priorities and continuous improvement efforts.

CLV maintains CARF accreditation across all key service areas, including:

- Community Housing
- Community Integration
- Host Family and Shared Living Services (*Home share*)
- Supported Living (*Supported Independent Living and Supported Apartment Living*)
- Community Employment Services: Employment Supports
- Community Employment Services: Job Development
- Self-Directed Community Supports and Services: Flexible Support Planning (*Host Agency*)
- Service Coordination (*Parent Support Services*)

Each accredited service area is evaluated for effectiveness, efficiency, service access, and satisfaction. Feedback from individuals, families, and staff helps CLV refine services to meet diverse needs and support full participation in the community.

The Board of Directors reviews the Outcomes Management Results annually and provides guidance to the Executive Director. Highlights of these results are published each year in the CLV Annual Report, available on our website.

\* Note: In this report, 'goals' and 'objectives' are used interchangeably to represent overarching outcomes and specific steps towards achieving them, emphasizing a flexible approach in outcomes management.

## Characteristics Of Individuals Served

Community Living Victoria gathers key information about the people it supports to better understand who they are and to work alongside them in planning responsive, person-centred supports.

### Service Area

All Programs/Services	# Individuals
Community Homes	70
Community Inclusion	59
Employment Services	57
Home Share	51
Host Agency	48
Parent Support Program	6
Supported Living	40
<b>Total</b>	<b>331</b>

\* Statistics include total individuals supported throughout 2025; participation may be duplicated due to individuals attending multiple programs

\* Of the 331 individuals counted across multiple programs, the total number served at end of 2025 is 265.

Program/Service:	# Individuals
Intake	21
Exits	20

\* Participants exited their programs due to retirement (5%), relocation or transfer (10%), not a suitable match for services (20%), dissatisfaction with services (5%), not able to commit (5%), not specified (25%) and other (20%).

Community Homes	# Individuals
Brock Home	4
Burnside Home	4
Cedar Hill Home	3
EliVan Home	3
Jeffree Home	4
Lindsay Home	4
Marin Park Home	4
Mariposa Home	4
Marlene Home	2
McKenzie Home	4
Orillia Home	4
Redfern Home	5
Twin Oaks	9
Tyndall Home	5
Wascana Home	5
Wilcox Home	5
<b>Total</b>	<b>69</b>

Community Inclusion Programs	# Individuals
Community Access Program	22
Peninsula Community Inclusion	5
Reflections Community Inclusion	5
Satellite Day Program	19
Twin Oaks Community Inclusion	8
<b>Total:</b>	<b>59</b>

\* Stats do not include exited individuals

\* PCI program is based out of Marin Park home and includes 3 individuals from Marin Park Home and 3 from Jeffree home.

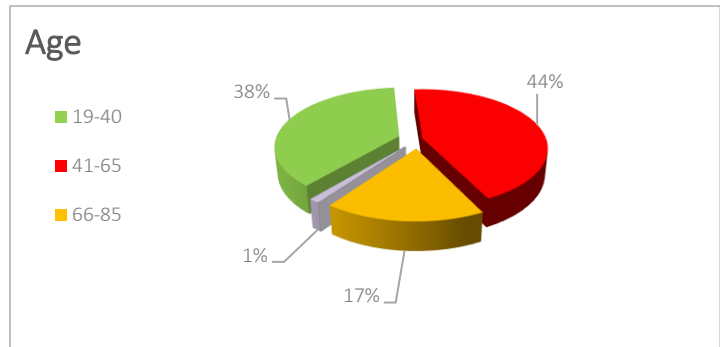
Twin Oaks Inclusion is primarily based out of the home, with 8 individuals residing at the home.

\* McKenzie Home capacity reduced 5 to 4 ongoing as per funder

\*Stats do not include exited individuals

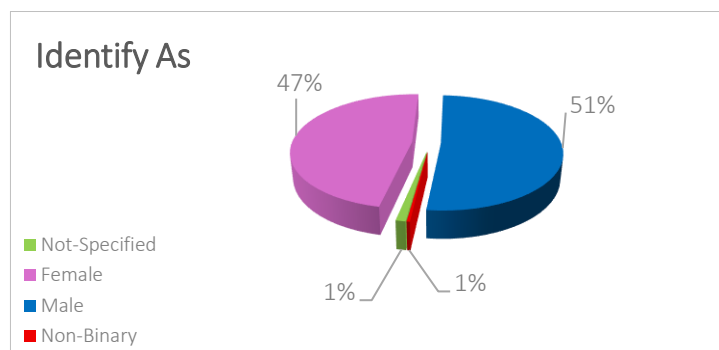
## Age

Age Range	# Individuals
0-5	0
6-17	0
18	0
19-40	100
41-65	116
66-85	46
86+	0
Not Specified	3
<b>Total</b>	<b>265</b>



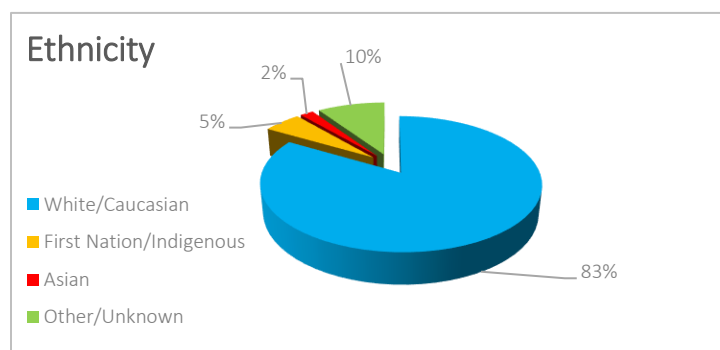
## Identify As

Identify As	# Individuals
Not Specified	4
Female	125
Male	134
Non-Binary	2
<b>Total</b>	<b>265</b>



## Ethnicity

Ethnicity	# Individuals
White/Caucasian	221
First Nation/Indigenous	14
Asian	5
Other/Unknown	25
<b>Total</b>	<b>265</b>

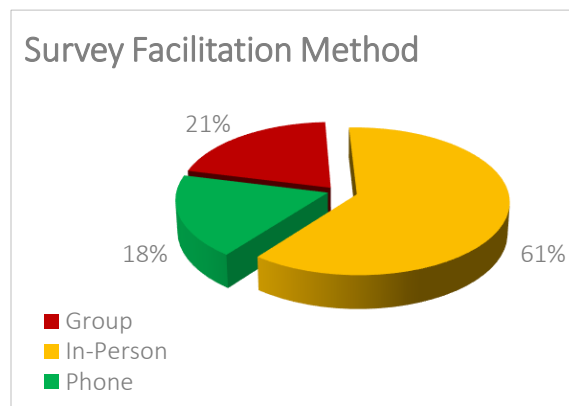
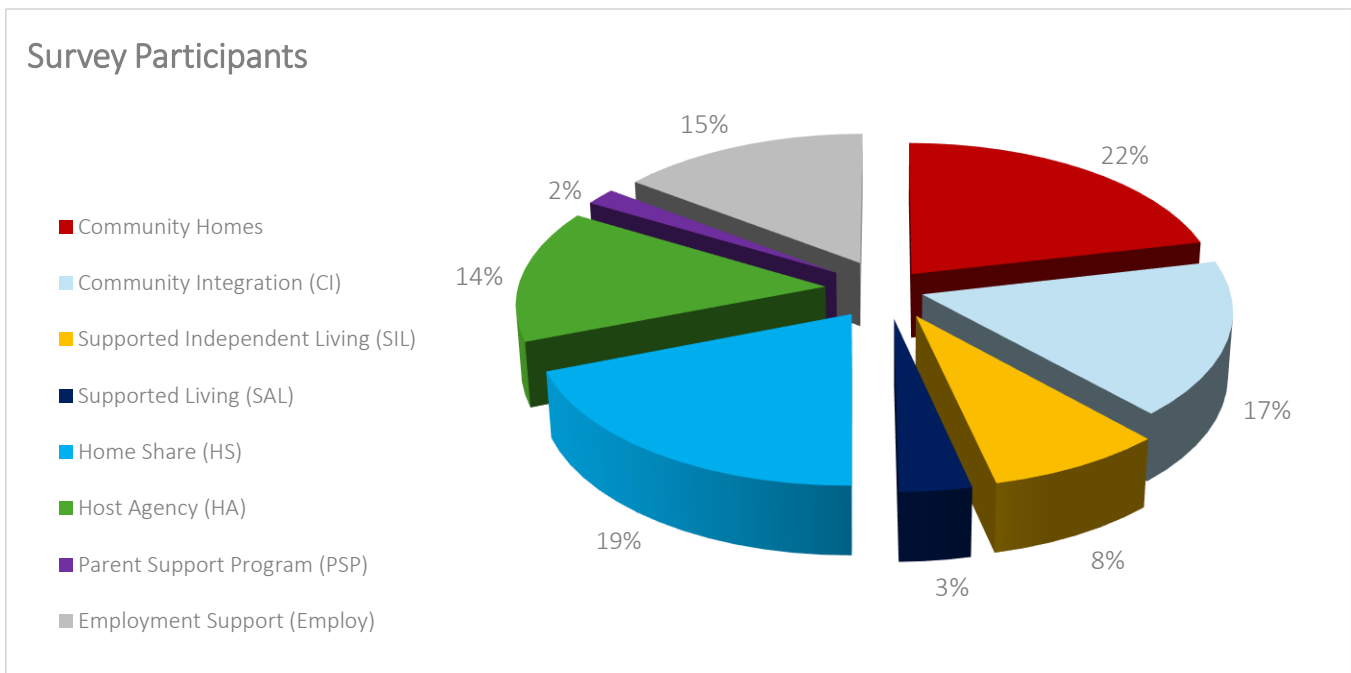


# Surveys

## Individual Experience

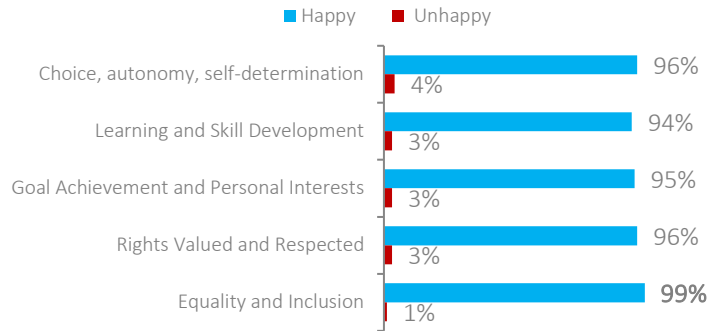
This year, in response to previous years' participation trends, CLV implemented a targeted approach to increase engagement and ensure diverse representation in the annual Individual Experience Surveys. Building on the success of last year, we increased the sampling size from 20% to 30% across all programs. We used stratified sampling to allocate participants proportionally based on program size. For example, in Community Homes, which has 70 participants, 21 individuals were invited to share their experiences, while the Host Agency, with 47 participants, included 14 individuals in the survey.

To make participation as accessible and convenient as possible, we offered multiple ways to complete the survey—including in-person, in groups, by phone, or via video—and provided gift card incentives as a token of appreciation. These steps allowed more individuals to have their voices heard. By actively listening to each participant, we gathered rich insights that directly inform how we refine and enhance our programs. This approach ensures that our services are responsive, meaningful, and centered on the real experiences and needs of the people we support.



## Independence and Empowerment

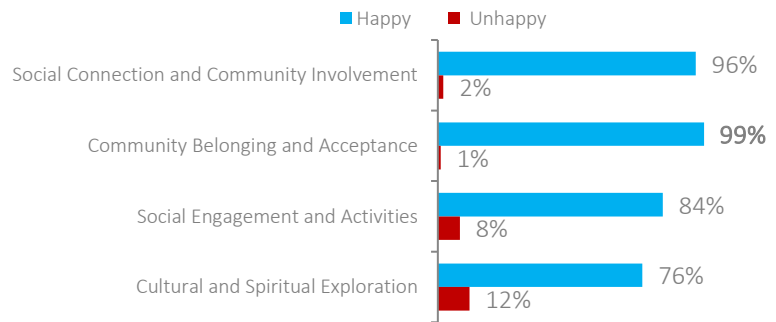
The category of Independence and Empowerment evaluates personal decision-making, skill development, goal achievement, respect for rights, and equal access to opportunities.



3% represent the proportion of individuals who either did not respond or left the question incomplete.

## Social Participation and Inclusion

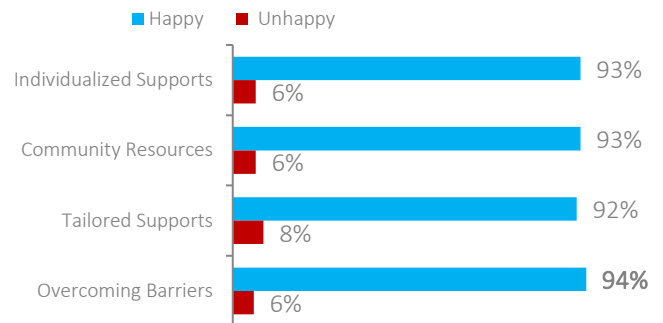
The category of Social Participation and Inclusion assesses opportunities to meet new people, engage in enjoyable activities, feel a sense of belonging, participate in social events, and explore cultural and spiritual interests.



6% represent the proportion of individuals who either did not respond or left the question incomplete.

## Accessibility and Accommodations

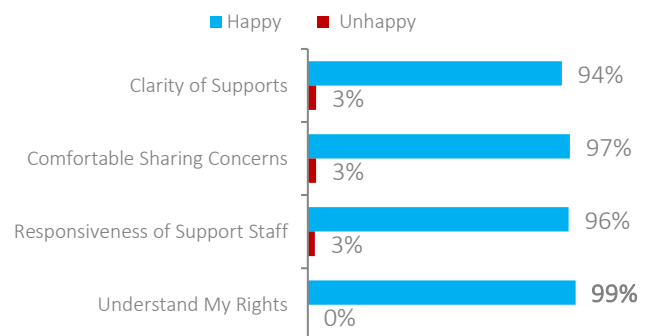
The category of Accessibility and Accommodations emphasizes easy access to services that meet individual needs, appreciation for available community options, respect for personal preferences, and reliable support in overcoming barriers.



7% represent the proportion of individuals who either did not respond or left the question incomplete.

## Communication

The category of Communication examines individuals understanding of schedules and support, feeling comfortable sharing concerns, receiving attentive listening from support workers, and having a clear understanding of personal rights.



2% represent the proportion of individuals who either did not respond or left the question incomplete

## Individual Perspectives

This survey provides valuable insights into the experiences, preferences, and aspirations of supported individuals, highlighting their desire for choice, autonomy, and meaningful engagement in daily life. Overall, 94% of supported individuals reported satisfaction, 4% were unhappy, and the remaining 2% chose not to participate or respond, a choice we fully respect.

Five key themes emerged:

- *Independence & Self-Direction* – Supported individuals want greater control over daily routines, personal care, and life choices. Many pursue goal setting and skill-building, while others value choosing not to set goals.
- *Trust, Consistency, and Staff Relationships* – Positive experiences occur when staff listen, respect choices, and provide consistent support. Frequent staff changes or inconsistent interactions create anxiety.
- *Community, Social, and Vocational Engagement* – Supported individuals seek meaningful activities and social connections. Barriers such as transportation, health, and scheduling can limit participation.
- *Skill Development & Learning Opportunities* – Some seek hands-on learning and vocational experiences, while others feel current programs meet their needs.
- *Safety, Comfort, and Belonging* – Feeling safe, respected, and valued is essential. Positive experiences happen when staff respond to feedback and honour preferences; negative experiences arise when preferences are ignored.

These insights guide our commitment to person-centered planning, ensuring services are tailored to individual goals and fostering an environment that is inclusive, responsive, and supportive of each person's journey. Supported individuals' comments will follow, providing real examples to inform new objectives and continuous improvements across all programs.

### *Independence and Empowerment:*

- *'I would like to be more independent.'*
- *'I have a goal that requires learning new skills'*
- *'I could use more support and different types of supports'*
- *'I think I still need to work on the independence part like managing my money.'*
- *'I can't get support services in my home community'*

### *Social Participation and Inclusion:*

- *'I am looking forward to joining the self-advocates group.'*
- *'I don't have religious beliefs but I am supported to participate in LGBTQ events.'*
- *'Love meeting new people'*
- *'I like that I am not being pushed to try new programs'*
- *'I don't have access to all the resources I need'*

### *Accessibility /Accommodations:*

- *'I would like more drivers able to drive the house van (Class 4)'*
- *'There are so many staff changes lately that I find it hard to connect with the staff before they find a different job or leave'*
- *'The services I receive do not always meet my needs as I have to wait for staff when they are supporting my housemates'*
- *'Wish I had more staff time to go out more'*
- *'I prefer female support who I can 'talk' to'*
- *'I've been doing good overcoming my barriers on my own.'*
- *'I do not have a variety of job options because of where I live'*

**Communication:**

- ‘Staff really listen’
- ‘HSP helps to the best of her knowledge’
- ‘I cannot choose who my support worker is’
- ‘Not comfortable sharing with everyone. Not everybody listens. The ones who do listen try to make change.’
- ‘Sometimes my support teams listen to me, sometimes not’

**Objectives and Outcomes 2025**

Objective	Outcome
<p>Create more community-based activities or programs that are accessible, diverse, and meet individual preferences.</p>	<p>In 2025, Music Bingo was delivered as a community-based activity shaped by individual interests and preferences. Eighteen to twenty individuals attended each of the 10 sessions, engaging with peers and building meaningful social connections. Strong and consistent attendance across all sessions demonstrates the activity was highly valued and a clear success in supporting inclusive community participation.</p>
<p>Empower individuals to lead a self-advocacy group and make decisions about their health, activities, and goals.</p>	<p>Planning for the self-advocacy group began in late summer 2025, including a consultation with a mainland peer advocacy group to better understand the fundamentals of supporting a group. The group officially launched in January 2026 and meets nine times per year. At the first meeting, members elected two co-chairs and a vice-president, including two individuals from community housing and one from supported living. Seven self-advocates representing seven different programs actively lead discussions and decisions, demonstrating a successful start in empowering individuals to direct their health, activities, and goals.</p>
<p>Ensure staff listen to each person’s preferences and provide services and activities that support their choices, empowering them to live a life of their own making.</p>	<p>We exceeded our 90% goal, achieving a 95% satisfaction rate. Supported individuals report that staff actively listen to their needs and co-create services that help them live the lives they choose. Our teams empower individuals by honoring their preferences and tailoring supports to their goals. We will continue strengthening communication and responsiveness to ensure every person’s voice shapes their experience.</p>

**Objectives 2026**

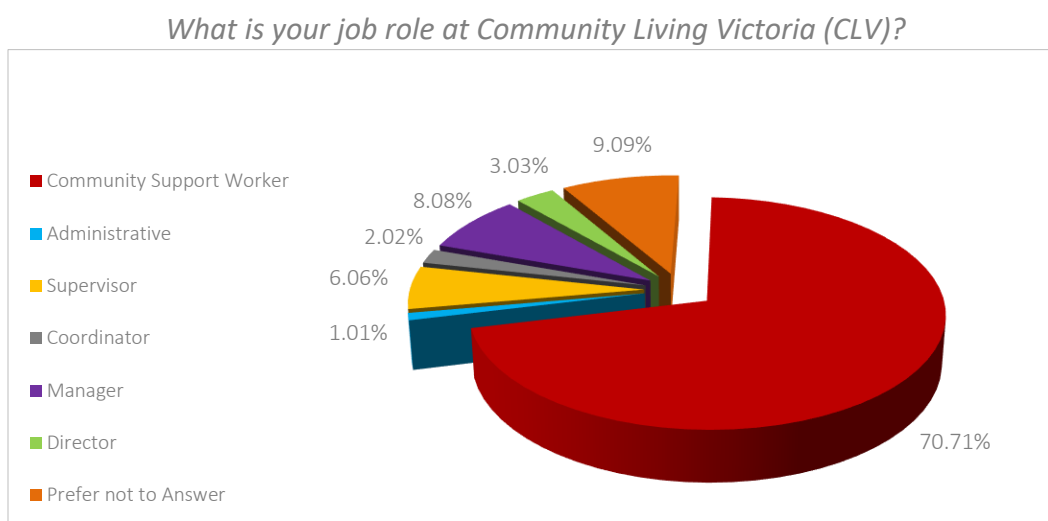
- Individuals exercise personal choice and self-determination by expressing preferences, priorities, and personal goals consistent with their desired level of independence.
- Individuals report feeling safe, respected, and comfortable in their interactions with staff and experience communication that supports trust and understanding.
- Individuals participate in social, recreational, and vocational activities that align with their personal interests, abilities, and schedules.

## Staff Experience

This year, we encouraged participation in CLV’s Staff Satisfaction Survey through a small incentive draw, offering employees the chance to win one of three Visa gift cards. We received thoughtful feedback from a diverse cross-section of our team, with 104 employees completing the survey out of 331 potential respondents.

Community Support Workers made up the majority of respondents (70.71%), ensuring strong frontline perspectives in the results. Leadership roles—including Supervisors (6.06%), Managers (8.08%), and Directors (3.03%)—were also represented, alongside Administrative (1.01%) and Coordinator (2.02%) staff. Additionally, 9.09% of respondents preferred not to disclose their role.

This distribution provides important context for interpreting the survey findings, reflecting the voices of both frontline employees and leadership across the organization.



At the heart of our organization are the dedicated staff who walk alongside the individuals and families we support every day. Creating a workplace where employees feel valued, supported, and inspired is essential to delivering compassionate, person-centred services across our community.

### *What we heard:*

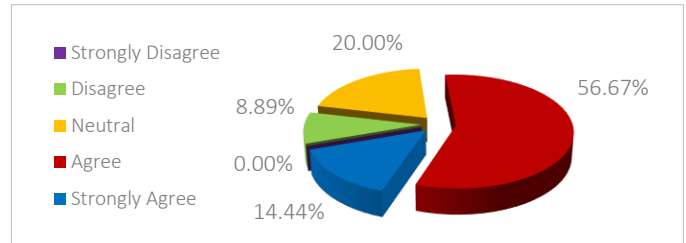
This year’s Staff Experience Survey results reflect a strong and positive organizational culture. Between 75% and 87% of staff shared positive responses across key areas of their experience. Work Environment received the highest level of positive feedback (87%), demonstrating that staff feel safe, supported, and equipped to do their work. When employees experience stability and respect in their workplace, they are better able to create meaningful, consistent relationships with the people we serve. Work Engagement and Well-Being (77% positive) and Leadership, Relationships and Recognition (75% positive) also reflect a culture of collaboration, trust, and shared purpose.

These results speak to a workforce that feels connected — both to one another and to the mission of supporting individuals to live full and meaningful lives. Career Development, while still receiving majority positive responses (62%), showed more varied feedback. This presents an important opportunity to strengthen pathways for growth, mentorship, and professional development so that staff can continue building their skills and confidence in person-centred practice.

The following provides a closer look at outcomes within specific staff experience areas:

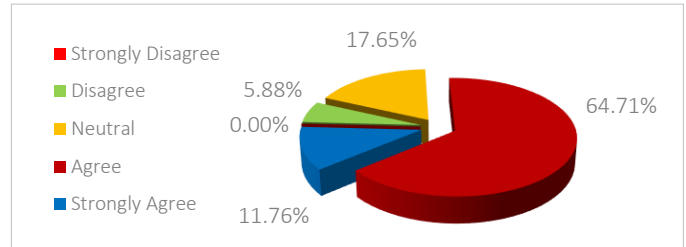
*I feel I have the support I need to succeed in my role. (e.g., training, mentoring, coaching)*

*Overall Satisfaction: 71.11% Positive*



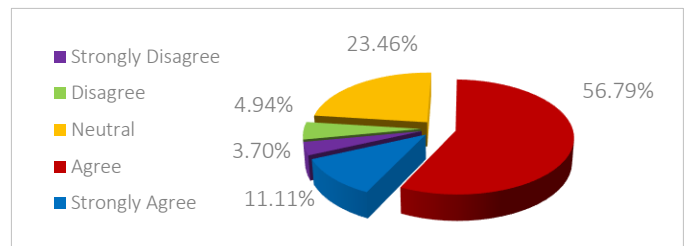
*I have what I need to perform my duties effectively (time, tools, support, skills).*

*Overall Satisfaction: 76.47% Positive*



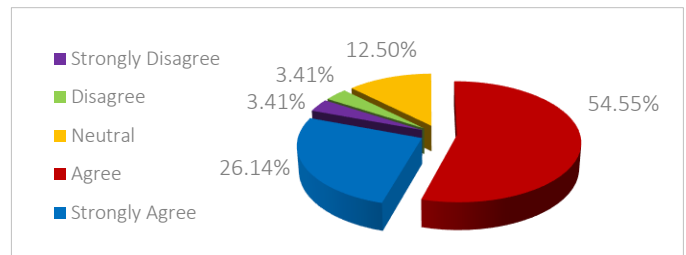
*Leadership communicates clearly.*

*Overall Satisfaction: 67.90% Positive*



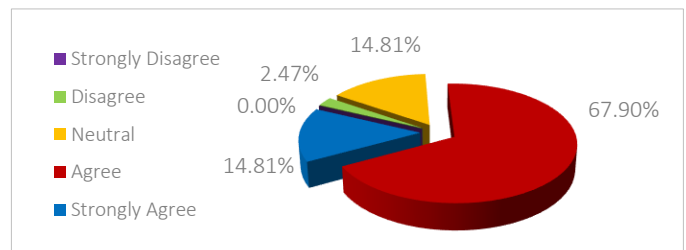
*My coworkers and I have a positive working relationship based on trust and respect.*

*Overall Satisfaction: 80.69% Positive*



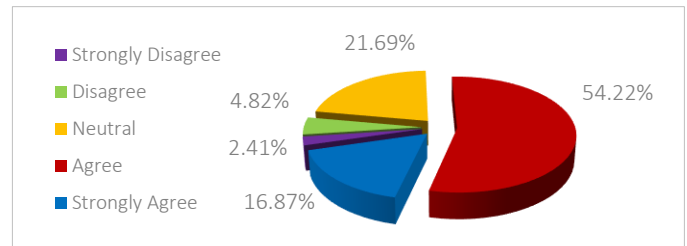
*CLV provides a physically safe work environment.*

*Overall Satisfaction: 82.71% Positive*



CLV provides a psychologically safe work environment (e.g., free from harassment, bullying, or fear of retaliation).

Overall Satisfaction: 71.09% Positive



## Staff Perspectives

The staff satisfaction survey provided an opportunity to explore the experiences and perspectives of CLV employees, capturing their insights into daily work life, professional growth, and workplace culture. The survey was designed around key themes — Career Development, Work Engagement & Well-Being, Leadership, Relationships & Recognition, and Work Environment — to ensure a comprehensive understanding of staff experiences across the organization. Responses from a wide range of roles, from frontline Community Support Workers to leadership and administrative staff, provide valuable context for understanding both the challenges and successes of working at CLV.

### Career Development

CLV supports staff in building skills, growing professionally, and advancing in their roles. The survey explored access to training, development opportunities, and pathways for advancement. Employees shared what works well and where targeted, job-specific support could help them reach their full potential.

- *'A positive working atmosphere, appreciation and value for my contributions.'*
- *'There is access to training, flexible work hours, fair compensation along with benefits, supportive, respectful and inclusive environment. Employees are being recognized for hard work. There's also a strong relationship with colleagues and supervisors/managers.'*
- *'I am happy with my employer and I admire how they are committed to company's vision, and values.'*

#### Areas for Improvement:

- *'Accessible resources and availability of useful trainings.'*
- *'More opportunity to move up within a role.'*

### Work Engagement & Well-Being

Staff shared insights into the supports, challenges, and experiences that shape their engagement, mental health, and overall well-being at CLV.

- *'The house I work, all the staff including the manager are very supportive of each other and helpful in every way and in any aspects of work, the house has been pleasant in any situation no matter what problem may occur because we all communicate.'*
- *'I feel well supported by my colleagues, directors and management team, who are approachable, non-judgmental, and always willing to help when support or guidance is needed. Having open communication and a team that works together makes challenges easier to manage.'*

#### Areas for Improvement:

- *'A workplace culture where some staff undermine others, avoid responsibilities, or create unnecessary conflict. Inconsistent leadership and follow-through can make it difficult to feel supported and affect morale and mental well-being.'*
- *'Address unprofessional behavior from employees that negatively affect the program, co-workers and people we serve.'*

### Leadership, Relationships and Recognition

Staff highlighted the importance of positive coworker relationships, supportive teamwork, and recognition in creating a sense of belonging and engagement at CLV.

- ‘When employees feel their peers recognize their hard work, it strengthens their sense of belonging and engagement.’
- ‘Appreciation is the key.’

#### Areas for Improvement:

- *‘Leadership can continue to be strengthened through open communication, regular check-ins, and clear, consistent expectations. Recognition could be enhanced by acknowledging staff efforts more frequently, both formally and informally, and celebrating small wins and milestones. Workplace relationships benefit from team-building opportunities, collaborative problem-solving, and a respectful, supportive culture where everyone feels heard. Encouraging feedback in both directions and maintaining a positive, inclusive environment helps build trust and strong working relationships.’*
- *‘Experienced co-workers should share their experiences with the new workers so they are encouraged to perform even better.’*

### Work Environment

Staff reflected on the physical, social, and cultural aspects of the workplace that influence their day-to-day experience, emphasizing the importance of a supportive, respectful, and inclusive environment. Many noted positive aspects of the work culture, while also sharing ideas for improving collaboration, recognition, and consistency across the organization.

- *‘The harmonious relationship between Manager / Supervisor as well as Individuals.’*
- *‘As culture is good, environment is good.’*

#### Areas for Improvement:

- *‘Recognition & Appreciation: small gestures, simple thank you.. go a long way.’*
- *‘Perhaps recognizing people’s different celebrations, Ramadan, Diwali etc. in some way.’*

The survey highlighted both strengths and opportunities in CLV’s staff experience. Employees value the supportive, collaborative, and inclusive environment, positive relationships with managers and colleagues, recognition for their contributions, and access to professional growth, training, and practical support. Feedback also identified areas for improvement, including clearer and more consistent leadership communication, fairer recognition, targeted role-specific training, and ongoing attention to staff wellbeing and mental health. By addressing these priorities while building on existing strengths, CLV can continue to foster a positive, engaging, and empowering work environment that supports staff growth, morale, and effectiveness in delivering person-centered services to the community.

### Objectives and Outcomes 2025

Objective	Outcome
Strengthen communication and feedback channels to ensure staff feel heard, valued, and supported through respectful communication.	The SV Feedback Tool was updated to cover a broader range of concerns and successfully rolled out, enabling more comprehensive staff feedback, increasing visibility of diverse issues, and reinforcing a culture where staff feel heard, respected, and supported.

Expand role-specific training and mentorship programs to enhance employee skills and career development.

A site-specific training needs assessment and pathway-aligned framework were completed, and an LMS platform is being evaluated to support selection of the most appropriate solution, setting the stage for a comprehensive on-demand training program in 2026 to enhance employee skills and career development.

Optimize staffing levels and workload distribution to reduce burnout and improve employee well-being.

Key performance indicators were defined in 2025 and will be implemented in 2026 as part of standard practice once baseline data has been established to guide workload management and support employee well-being.

### **Objectives 2026**

- Increase clarity, transparency, and equitable access to competency-based career and professional development pathways for frontline staff and leadership.
- Strengthen leadership consistency, communication, and follow-through across all programs to improve staff experience and trust in leadership
- Strengthen staff wellbeing, psychological safety, and positive team culture across all programs.

## Service Access

Service Access refers to how we ensure individuals can access the services they need. We measure it by how quickly we fill openings in our programs and homes. To do this, we set specific time frames to promptly fill vacancies, balancing the needs of those already in the program with our capacity to support new individuals referred to us. Our commitment to Service Access means offering services when and where they are needed, minimizing wait times, and ensuring quick appointments or referrals. We also advocate for and follow up on individuals referred to other services based on their needs or requests.

Service Access Timelines Objectives *	
Community Inclusion Programs	30 days
Residential Services	90 days
Community Services	30 days
Host Agency**	30 days
Home Share**	90 days

\* Vacancies will not exceed a certain period of time for programs are as above

\*\*Based on person having approved funding and CLV having the capacity to increase

## Summary and Objectives

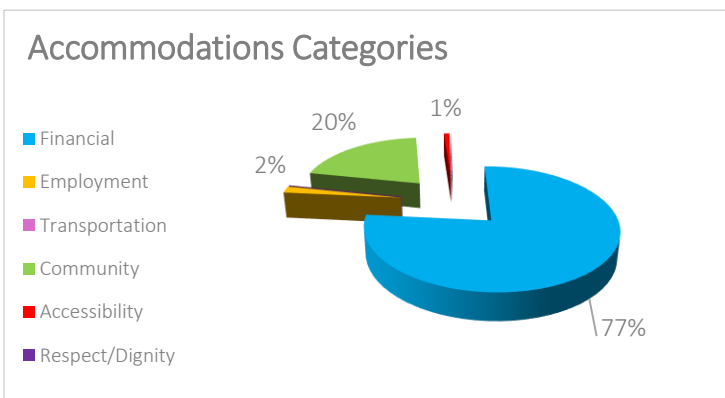
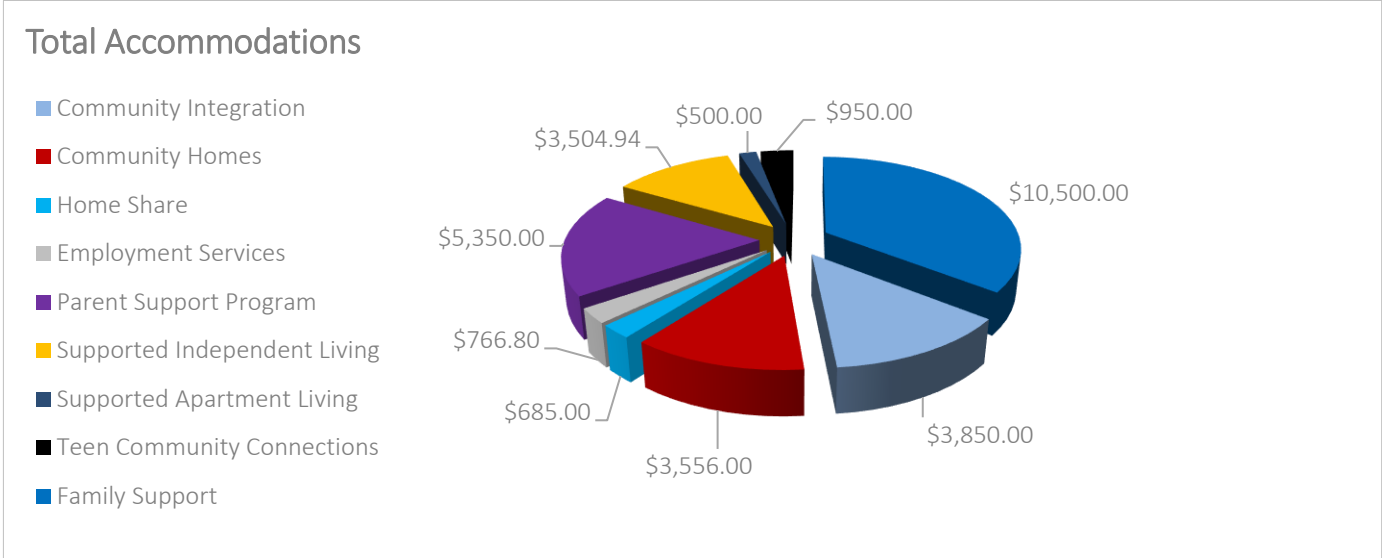
Intake	Exit	Summary 2025	Objectives 2026
<b>Community Homes</b>			
0	1	At the end of 2025, all homes were at capacity. We had an individual move out of McKenzie home based on support needs. This exit did not result in a vacancy with the funder agreeing to reduce total number of persons supported in the home.	We will assess future vacancies to align with our strategic plan, focusing on reducing larger homes and identifying growth areas. We are evaluating CLBC referrals to ensure new individuals are a good fit and can be adequately supported within current staffing levels. A key priority will be addressing the mobility needs of aging individuals and upgrading homes for accessibility.
<b>Community Inclusion</b>			
6	2	A key highlight of the past year was our diversified activities, which attracted participants and enhanced community engagement and satisfaction. At the end of 2025, vacancies included: Satellite (1 PT) with remainder of programs being at full capacity.	We aim to have each CI program running at full capacity and will promptly fill any vacancies with suitable referrals. CLBC has initiated negotiations of additional FTE to support increase in capacity of the program. Additionally, we are advocating for individuals attending our programs part-time to transition to full-time services if they choose.
<b>Home Share</b>			
4	4	Home Share followed standard CLBC preferencing, recruitment, and matching processes in 2025. Successful matches supported individuals entering services, including those new to the area, transitioning from other agencies, and families already connected to CLV through Host Agency services. In 2025, three individuals moved home with their families, and one transitioned to another agency to ensure the right match following their previous provider's retirement.	We will continue to pace future growth in alignment with the coordinator's capacity to manage referrals. Capacity is expected to strengthen over time through experience, supervision, process improvements, and enhanced workflow technology.

<b>Host Agency</b>			
<b>6</b>	<b>1</b>	CLV was pleased to expand service access within this program in 2025. Growth included several individuals re-engaging in services we had previously provided, one individual newly allocated services through CLBC, one individual who joined both programs after relocating from out of the area, one service transition from a micro board, and one individual who transferred from the SAL program.	We will continue to pace future growth in alignment with the coordinator's capacity to manage referrals. Capacity is expected to strengthen over time through experience, supervision, process improvements, and enhanced workflow technology.
<b>Community Services</b>			
<b>Employment Services</b>			
<b>4</b>	<b>10</b>	While striving to meet the FTE target of 55 in 2025, we faced challenges with both delays in referrals and the referrals themselves, as some individuals referred were either not employment-ready or had complex, competing needs that hindered a successful transition into the employment program. Currently, our FTE stands at 47. At the end of 2025, we had a total of (8) vacancies. CLBC approved 0.25 FTE ongoing to support the program.	To reach the 55 FTE, we will focus on employment-ready individuals and collaborate with CLBC to ensure referrals align with our supported employment services.
<b>Supported Apartment Living</b>			
<b>0</b>	<b>0</b>	CLBC currently manages an active waitlist. Three individuals reside in nearby condominiums, while the remaining eight live in the SAL apartment building.	The current SAL site operates at full capacity. We currently provide supports to 11 people, three of whom live in their own apartments close to the Sal apartment. We will continue using CLBC's contingency funding to meet growing demand. At the same time, we are committed to improving the transparency and accuracy of the waitlist, ensuring individuals are well-suited for our program.
<b>Supported Independent Living</b>			
<b>0</b>	<b>2</b>	Two individuals chose to leave the SIL program. One sought alternative service to better meet their needs, while the other disengaged, prompting CLV to request the funder to collaborate directly with the individual to ensure proper support and to exit them from the services. At the end of 2025, we have 1 vacancy.	Address the growing health and safety needs, as well as the increased support requirements of individuals, recognizing that the program is not designed to age in place or support complex needs. Collaborate with the funder and other governmental bodies, such as Health, to review and respond to these increased support needs.
<b>Parent Support</b>			
<b>0</b>	<b>0</b>	In the past year, the number of supported individuals and families remained at 6.	We continue discussions with CLBC to ensure appropriate supports are in place, as engagement has been challenging for some individuals. To maintain transparency, we will enhance communication with the funder, clarify the waitlist, and evaluate individuals' suitability for the program.

## Accommodations

At CLV, we support individuals with intellectual disabilities to access the accommodations and services they need to participate fully in daily life. This is made possible through the generosity of our community, whose donations fund individualized supports that remove barriers and increase opportunity. In 2025, community contributions enabled CLV to fulfill \$26,662.74 in accommodation requests across nine programs and six categories: financial support, employment, transportation, community participation, accessibility, and respect/dignity. The majority of these accommodations—77% (\$13,410.94)—addressed financial needs, reflecting the ongoing importance of economic stability in helping people remain connected to their communities and achieve their personal objectives (compared to 90% [\$17,075.64] in 2024).

Through donor-supported initiatives such as “Reach for the Stars” and “Reach for the Sun,” these funds help CLV’s provide housing opportunities, specialized transportation, nutritious food, and other essential services.



Total Program Service		
Community Integration	\$	3,850.00
Community Homes	\$	3,556.00
Home Share	\$	685.00
Employment Services	\$	766.80
Parent Support Program	\$	5,350.00
Supported Independent Living	\$	3,504.94
Supported Apartment Living	\$	500.00
Teen Community Connections	\$	950.00
Family Support	\$	10,500.00
	\$	<b>29,662.74</b>

## Summary and Objectives

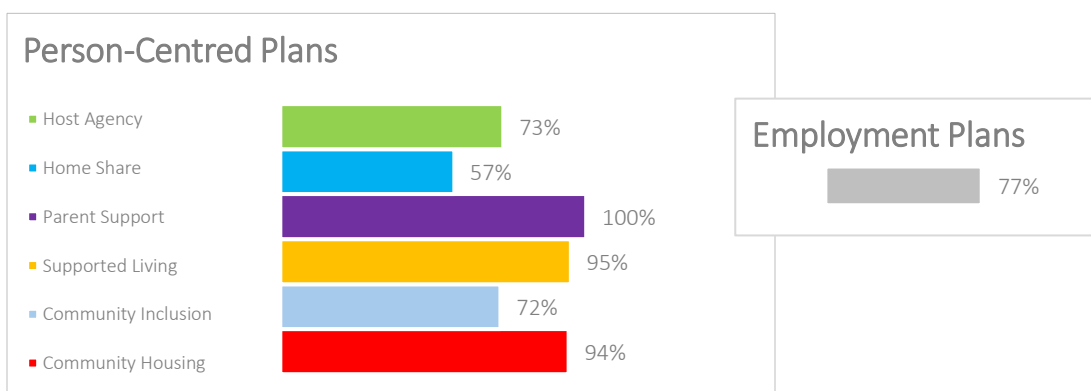
- **Community Inclusion:** A total of 13 accommodation requests were received across CAP (6), Reflections (4), and Satellite (3) programs, being both community and financial.
- **Community Homes:** A total of 6 accommodation requests were received across all housing programs addressing needs related to financial support.

- PSP: All accommodation requests, totaling 13 for 2025, were successfully met at 100%, with an overall increase in support from \$6050 in 2024 to \$5350 in 2025.
- SIL and SAL - Financial barriers are alleviated for SIL and SAL participants by disbursing fundraising dollars with a total of 56 requests totaling \$4004.94
- Employment services supported 2 accommodation requests, within the employment category.
- TCC received 2 financial requests totaling \$950.00, with 100% of funds supporting families. This included summer camp opportunities with waived registration fees and holiday gift cards for groceries and gifts.
- Family Support supported 19 requests totaling \$10 500, within the financial and community categories. Funds received from Santas Anonymous and McAdams. All Grants supported these requests specifically.

## Person-Centred Planning and Individual Outcomes

### Person-Centred Plans

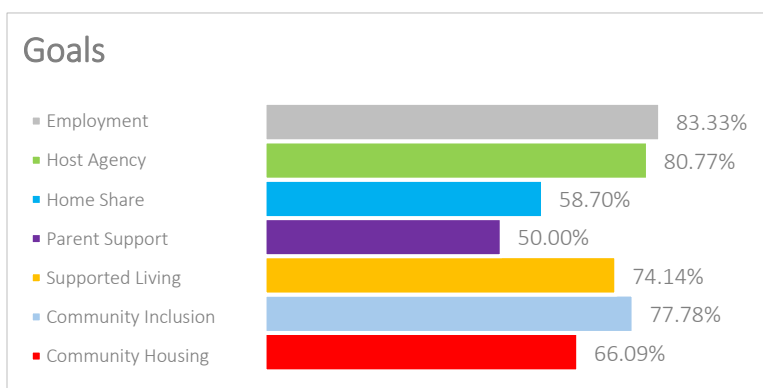
Community Living Victoria supported a total of 331 individuals in 2025, with 20 exiting before the completion of Person-Centred Plans (PCPs), leaving 311 individuals eligible for PCP completion. Adjusting for individuals receiving services in multiple programs, program-level data counts 240 unique participants by primary program assignment. Across these programs, 192 PCPs were completed, representing an 80% completion rate (across the organization) based on primary program assignments. This reflects CLV's commitment to continuous quality improvement and person-centred practice. In 2025, 77% (44 of 57) employment plans were completed, a decrease from 93% in 2024. This decline is primarily attributed to delays from funders related to referrals and individuals exiting before their plans were finalized.



A comprehensive review of person-centred planning policies and resources, alongside facilitated leadership training, identified gaps in both knowledge and tools needed to support consistent, high-quality practice. In response, we completely redeveloped guides and supporting documentation to strengthen person-centred outcomes. We will roll out these resources at the start of 2026, alongside a robust training plan for frontline staff, building foundational knowledge and ensuring every individual's goals reflect their preferences, needs, and circumstances.

### Individual Goals and Outcomes

We have made steady progress in supporting individuals to work toward their own goals, with 70% of the 437 goals either in progress, achieved, partially attempted, or attempted. This reflects the dedication and collaboration of staff in providing guidance, resources, and encouragement, empowering individuals to exercise self-determination and make meaningful progress. Although we did not reach the 90% target set at the start of the year, our ongoing efforts demonstrate a commitment to person-centred support, continuous quality improvement, and fostering a safe environment that supports independence and respects each individual's choices and priorities.



## Quality of Life

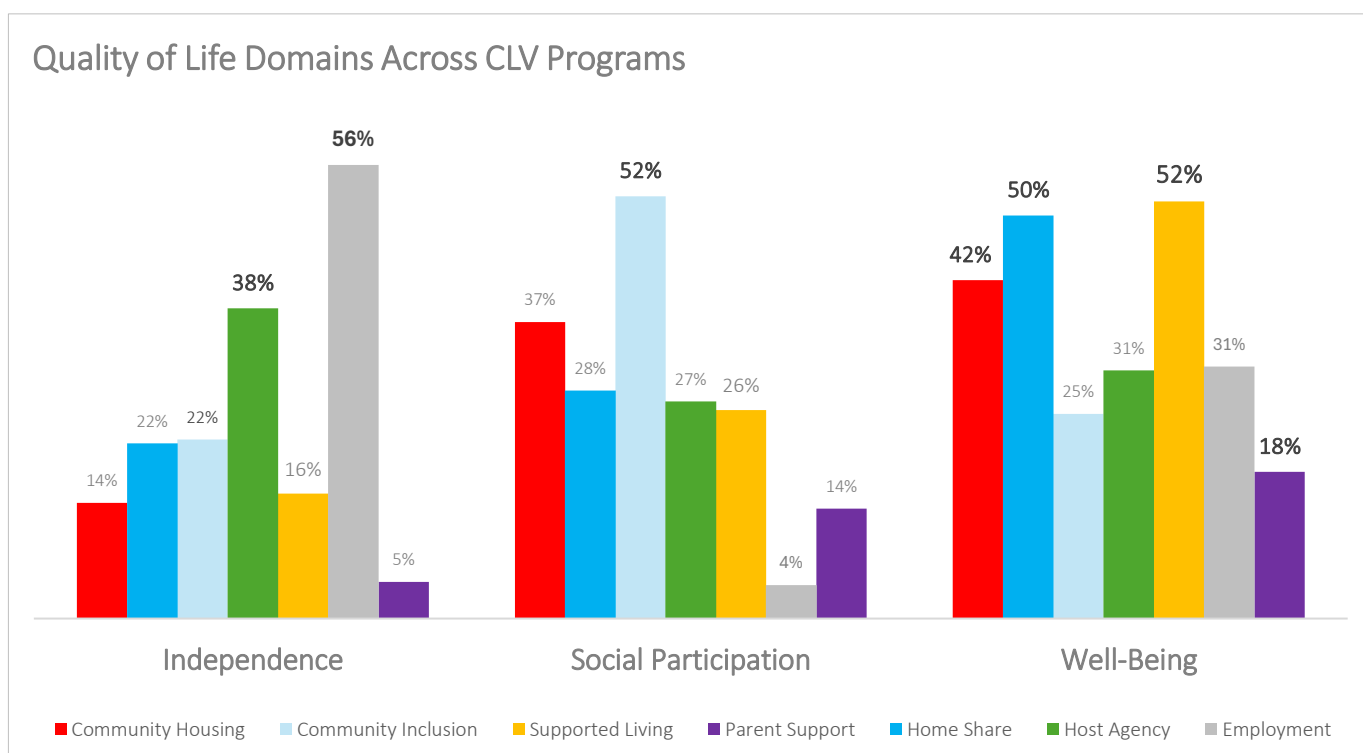
At CLV, we use Dr. Robert Schalock’s Quality of Life framework to support individuals in guiding and directing their own person-centered planning. Individuals establish clear, meaningful goals that reflect their unique preferences, needs, and circumstances, ensuring goals are measurable and achievable.

Quality of life reflects how people experience their overall well-being—physically, emotionally, and socially—and depends on fulfilling personal needs and desires that vary from person to person.

The domains highlight key areas influencing well-being, grouped into three main factors:

- **Independence:** Making decisions about important parts of life and how to live it.
- **Social Participation:** Connecting with family, friends, and community to build belonging.
- **Well-being:** Living a life that is safe, healthy, and fulfilling.

In the context of the Quality of Life (QOL) framework, individuals receiving services through different programs have personal goals that align with one of the three QOL factors: *Social Participation, Well-Being, and Independence*. Of the 70% of goals in progress across the organization, each program reflects the specific needs and goals of individuals within the dominant QOL factors.



This visual illustrates the relative emphasis of Schalock’s Quality of Life domains—Independence, Social Participation, and Well-Being—across individual goals supported in CLV program types. Domains may overlap, so totals can exceed 100%, reflecting that individuals’ goals often address multiple areas of life. The chart shows relative prominence rather than proportional distribution and is not intended to represent parts of a whole.

- **Community Housing – Dominant QOL Factor: Well-Being (42%)**  
Individuals in Community Housing prioritize Well-Being, focusing on emotional, physical, and overall health supports that enhance daily living. Social Participation (37%) is also significant, reflecting the importance of building meaningful relationships, while Independence (14%) supports autonomy within a connected living environment.

- *Community Inclusion – Dominant QOL Factor: Social Participation (52%)*  
Individuals engaged in Community Inclusion programs emphasize Social Participation, reflecting their choice to participate actively and meaningfully in community life. Well-Being (25%) and Independence (22%) are also important, supporting health, self-determination, and personal autonomy alongside social connections.
- *Supported Living – Dominant QOL Factor: Well-Being (52%)*  
Individuals in Supported Living focus on Well-Being, ensuring emotional and physical health are maintained according to their priorities. Social Participation (26%) and Independence (16%) also feature in their goals, supporting community involvement and personal autonomy within a supportive living environment.
- *Employment – Dominant QOL Factor: Independence (56%)*  
Individuals participating in Employment programs emphasize Independence, reflecting their goals around self-sufficiency, financial autonomy, and career development. Well-Being (31%) supports job satisfaction and personal fulfillment, while Social Participation (4%) is less frequently highlighted.
- *Parent Support – Dominant QOL Factor: Well-Being (18%)*  
Parents prioritize well-being, focusing on emotional and practical needs that support family stability and overall health. Social Participation (14%) and Independence (5%) are also represented, reflecting goals around community engagement involvement and personal autonomy.
- *Home Share – Dominant QOL Factors: Well-Being (50%)*  
Individuals in Home Share programs prioritize Well-Being, emphasizing safety, health, and personal fulfillment in shared living arrangements. Social Participation (28%) and Independence (22%) are also part of their goals, fostering social connections and personal decision-making.
- *Host Agency – Dominant QOL Factor: Independence (38%)*  
Participants in Host Agency highlight Independence, reflecting goals around leading autonomous lives. Well-Being (31%) and Social Participation (27%) complement this, supporting holistic health and maintaining meaningful relationships.

Across CLV programs, individual goals reflect diverse priorities aligned with personal needs. Community Housing and Inclusion emphasize social connection and well-being, Supported Living and Home Share focus on well-being with supportive independence and participation, while Employment prioritizes autonomy and empowerment. Parent Support targets family-centered well-being. Overall, the data highlights a balanced, person-centered approach to goal planning, honoring the domains most meaningful to each individual.

## Program and Services

### Community Inclusion

#### Summary

CLV delivers five distinct Community Inclusion (CI) programs designed to support individuals to achieve their personal goals, build meaningful relationships, and actively participate in their communities. Each program is structured to reflect the strengths, preferences, and support needs of the people we serve.

- **CAP and Satellite** support individuals who thrive in small group environments. With staffing ratios of 1:3 to 1:4, participants engage in community-based activities that promote social connection, skill development, independence, and community belonging.
- **Peninsula CI** supports residents of Jeffree and Marin Park homes to participate in community life with a 1:2 staffing ratio. The program focuses on building individual capacity, increasing choice and control, and strengthening community relationships.
- **Reflections** provides individualized 1:1 support for people with higher medical and physical support needs. Staff work closely with each person to achieve meaningful participation in community activities while ensuring health, safety, and dignity.
- **Twin Oaks CI** delivers home-based and community inclusion supports for Twin Oaks residents. Three individuals access individually funded community inclusion hours tailored to their personal goals, while five receive dedicated support from on-site support staff to participate in activities aligned with their interests and outcomes.

Across all programs, we use a person-centred planning approach to identify what matters most to each individual. We align supports with clearly defined annual goals and measurable outcomes, including increased community participation, development of independent living skills, expanded social networks, and enhanced wellbeing. We regularly review progress to ensure supports remain responsive, meaningful, and outcome focused.

#### Objectives and Outcomes 2025

Objective	Indicator	Target	Outcome
<b>EFFECTIVENESS</b>			
Ensure the honoring of individuals' choices as a fundamental aspect of service delivery.	i. % of personal planning goals that have been attempted,	90% attempted or achieved	i. 78%
	ii. % of annually completed PCPs	100%	ii. 72%
Ensure all employees complete PCP training to improve individual outcomes, including satisfaction, empowerment, and participation.	90% of employees report applying PCP principles in their daily work with individuals served.	90%	In Progress
<b>EFFICIENCY</b>			
Maximize program space utilization outside regular hours by hosting events that meet community needs.	Host 5 events that engage the community and address their needs.	5 events throughout 2025	100%
<b>SERVICE ACCESS</b>			
Collaborate internally and external agencies to create	Hold at least 4 collaborative meetings per	Jan-Mar, April-Jun,	Goal discontinued

more opportunities for individuals to access CI services and activities.	year.	Jul-Sept, Oct-Dec	
SATISFACTION AND FEEDBACK			
From Person Served			
Supported individuals will feel their rights, choices, autonomy, and self-determination are respected.	% person served who responded positively (Happy) to survey question: "I feel supported in making choices about my own life and activities."	90%	94%
From Stakeholder			
CLV management team respond to concerns or requests in a timely manner	% stakeholders respond positively (agree) to survey question: "CLV Management responds to questions, requests or concerns in a timely manner"	75%	91%

### Outcomes Analysis

- Our CI programs experienced a leadership transition, with the temporary Director concluding their term and the returning Director resuming their role, continuing the focus on program effectiveness and community engagement.
- To clarify how PCPs are tallied, we consider only individuals whose primary program is community inclusion, excluding those supported by other primary programs such as community housing or home share. Of the 59 individuals in CI programs, 25 are solely supported by CI, while 34 receive support from other primary programs. This distinction affects the PCP completion rates across our programs. In total, 18 PCPs were completed across all programs, with a 72% completion rate. Additionally, 78% of goals were achieved.
- Through facilitated PCP training with the leadership team and a thorough review of person-centred planning policies and resources, we identified gaps in both staff knowledge and tools needed to ensure consistent, high-quality practice. In response, we fully redeveloped guides and supporting documentation to better support meaningful, person-centred outcomes. This goal has been carried forward to allow time to finalize the resources and prepare for comprehensive frontline staff training and implementation at the start of 2026.
- The program exceeded its planned target of maximizing program space by hosting 10 events instead of the anticipated five. Full attendance at each event indicates strong community demand and effective utilization of space outside regular hours, supporting increased community engagement and access to inclusive activities.
- We invited individuals from CI programs to complete the annual individual satisfaction survey through a group setting, in person, or over the phone or video —29% chose the group setting, and 71%% completed it in person with 94% of individuals reporting they participated in activities they enjoy, with an overall program satisfaction of 96%.

### Objectives 2026

Objective	Indicator	Target
EFFECTIVENESS		
Ensure individuals are supported to make informed choices and that their preferences guide all service planning and delivery.	% of individuals whose PCP was reviewed/updated annually; % of person-centered goals attempted or achieved	100% annual PCP reviewed; 90% goals attempted or achieved
Ensure all employees complete PCP training to improve individual outcomes, including satisfaction, empowerment, and participation.	90% of employees report applying PCP principles in their daily work with individuals served.	90% of supervisors report employees applying person-centered planning effectively in their roles (based on performance

		reviews/observations).
<b>EFFICIENCY</b>		
Evaluate and adjust the staffing shift split between Tyndal and CAP to improve staff resource utilization and enhance timely, person-centred service delivery based on individual needs.	Staffing analysis completed and shifts implemented	100% analysis completed: revised shifts implemented on schedule
<b>SERVICE ACCESS</b>		
Complete a comprehensive analysis of vehicle-related access barriers and transportation usage trends to enhance community inclusion	Completion of documented analysis identifying barriers and usage trends	100% completion of analysis report including key barrier identification and usage trends
<b>SATISFACTION AND FEEDBACK</b>		
<b>From Person Served</b>		
Supported individuals will feel their rights, choices, autonomy, and self determination are respected.	% person served who responded positively (Happy) to survey question: "I feel supported in making choices about my own life and activities."	90%
<b>From Stakeholder</b>		
CLV management team respond to concerns or requests in a timely manner	% stakeholders respond positively (agree) to survey question: "CLV Management responds to questions, requests or concerns in a timely manner"	75%

## Community Home

### Summary

CLV proudly manages 17 Community Homes throughout the Greater Victoria area, providing 24/7 care and support to adults in a variety of living environments. Our homes, which accommodate two to five residents each, range from fully wheelchair-accessible to multi-level designs, reflecting our commitment to inclusivity, accessibility, and meeting the diverse needs of the individuals we serve.

Each home is staffed with a team tailored to the specific needs of its residents, ensuring personalized, compassionate care. Situated in well-established neighborhoods, our homes foster meaningful connections to the wider community, empowering individuals to engage in local life on their own terms.

### Objectives and Outcomes 2025

Objective	Indicator	Target	Outcome
<b>EFFECTIVENESS</b>			
Ensure the honoring of individuals' choices as a fundamental aspect of service delivery.	i. % of personal planning goals that have been attempted, ii. % of annually completed PCPs	90% attempted or achieved  100%	i. 66% ii. 94%
Ensure all employees complete PCP training to improve individual outcomes, including satisfaction, empowerment, and participation.	90% of employees report applying PCP principles in their daily work with individuals served.	90%	In progress
<b>EFFICIENCY</b>			
Streamline access to information and improve service delivery efficiency through the development and implementation of a comprehensive CSW Handbook.	50% reduction in procedural errors or non-compliance incidents.	50%	Carried over to 2026
<b>SERVICE ACCESS</b>			
Fulfill accommodation requests across all categories using available funds to remove barriers and ensure service access.	Number of accommodation requests fulfilled across all categories	100%	100%
<b>SATISFACTION AND FEEDBACK</b>			
<b>From Person Served</b>			
Supported individuals will feel their rights, choices, autonomy, and self-determination are respected.	% person served who responded positively (Happy) to survey question: "I feel supported in making choices about my own life and activities, in the way that works best for me."	90%	95%

From Stakeholder			
CLV management team respond to concerns or requests in a timely manner	% stakeholders respond positively (agree) to survey question: "CLV Management responds to questions, requests or concerns in a timely manner"	75%	91%

**Outcomes Analysis**

- In 2025, 94% of individuals in community homes completed their annual Person-Centered Plans (PCPs) within the 13-month period, a slight increase from 90% in 2024. We continue to strive for 100% completion within this period.
- In 2025, 66% of identified goals across our programs were attempted, partially achieved, achieved, or in progress, slightly below the organizational completion rate of 70%. A two-day leadership training was delivered to managers and supervisors to strengthen their capacity to set meaningful, SMART goals. This training highlighted the need to extend support to direct support workers by updating guides, tools, and resources, ensuring goals remain meaningful, measurable, and aligned with the priorities of the people we support.
- Leadership training and a review of PCP resources highlighted gaps in staff knowledge and tools. In response, we redeveloped guides and prepared a comprehensive training plan to launch in early 2026, ensuring goals remain meaningful and aligned with each person’s preferences and needs.
- The original goal to develop a comprehensive CSW Handbook, aimed at reducing procedural errors and non-compliance incidents has been rolled over to 2026. Leadership determined that revising the Leadership Handbook first would provide a clear administrative framework to guide procedures and ensure the CSW Handbook is accurate, practical, and aligned with organizational standards. The Leadership Handbook is targeted for completion in Q1 2026, after which the CSW Handbook will be tailored to meet staff needs.
- For the second consecutive year, the organization used a stratified sampling method to strengthen participation in the Community Homes satisfaction survey, increasing the target sample size to 30% (*Total – 21 Community Homes*) to support broader inclusion. The overall satisfaction rate was 91%, with 95% of respondents reporting they had meaningful choices in their lives and activities. These outcomes reflect the organization’s mission to empower people to enhance their quality of life through self-determination.
- Overall stakeholder feedback indicated high satisfaction with timely, respectful, and supportive responses (91%), with suggestions to enhance communication, engagement, and coordination.

**Objectives 2026**

Objective	Indicator	Target
<b>EFFECTIVENESS</b>		
Ensure individuals are supported to make informed choices and that their preferences guide all service planning and delivery.	% of individuals whose PCP was reviewed/updated annually; % of person-centered goals attempted or achieved	100% annual PCP reviewed; 90% goals attempted or achieved
Ensure all employees complete PCP training to improve individual outcomes, including satisfaction, empowerment, and participation.	90% of employees report applying PCP principles in their daily work with individuals served.	90% of supervisors report employees applying person-centered planning effectively in their roles (based on performance reviews/observations).
<b>EFFICIENCY</b>		
Streamline access to information and improve service delivery efficiency through the development and implementation of a comprehensive CSW Handbook.	50% reduction in procedural errors or non-compliance incidents.	50% reduction in errors
<b>SERVICE ACCESS</b>		

Identify individuals experiencing age-related decline whose service hours do not meet assessed needs and advocate to funders for additional hours, documenting all actions and responses.	Number of individuals identified with unmet service needs, Number of advocacy requests submitted to funders, Documentation of funder responses and follow-up actions.	100% of individuals with unmet needs are identified each quarter, 100% of identified individuals have advocacy requests submitted, 100% of funder responses and follow-up actions are documented.
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**SATISFACTION AND FEEDBACK**

**From Person Served**

Supported individuals will feel their rights, choices, autonomy, and self-determination are respected.	% person served who responded positively (Happy) to survey question: "I feel supported in making choices about my own life and activities."	90%
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**From Stakeholder**

CLV management team respond to concerns or requests in a timely manner	% stakeholders respond positively (agree) to survey question: "CLV Management responds to questions, requests or concerns in a timely manner"	75%
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## Home Share

### Summary

Community Living Victoria’s Home Share Program provides adults with intellectual disabilities personalized community-based living arrangements in partnership with carefully selected Home Share providers. These arrangements promote choice, independence, social inclusion, and natural relationships, while ensuring supports are tailored to each individual’s unique needs, preferences, and goals. The program aligns with CLBC and CARF standards by emphasizing person-centered planning, empowerment, safety, and consistent quality of care.

In 2025, changes within the coordinator team created opportunities to strengthen systems, deepen relationships, and enhance individualized support. This period allowed the program to reevaluate processes, reduce administrative burdens, and focus on maximizing meaningful engagement for the individuals and families we serve.

Through ongoing refinement and continuous improvement, the Home Share Program is building efficiency and capacity to dedicate more time to individualized care. These enhancements position the program to deliver higher-quality, person-centered services, furthering our mission to empower individuals to enhance their quality of life through self-determination.

### Objectives and Outcomes 2025

Objective	Indicator	Target	Outcome
<b>EFFECTIVENESS</b>			
Ensure the honoring of individuals' choices as a fundamental aspect of service delivery.	i. % of personal planning goals that have been attempted,	90%	i. 59%
	ii. % of annually completed PCPs	100%	ii. 57%
Identify challenges and learning opportunities for Home Share Providers and offer relevant resources and support through a quarterly newsletter.	Quarterly newsletter is sent to all CLV contracted Home Share Providers, featuring relevant content on current challenges and resources.	100%	100%
Enhance opportunities for individuals to reflect on, share concerns, and actively participate in designing and guiding their services.	Number of check-ins conducted with supported individuals and number of individuals who participate in said check-ins.	75%	50%
<b>EFFICIENCY</b>			
Coordinators will have more in-depth knowledge of and ready access to shared knowledge of community resources.	Creation and maintenance of a resource guide and inventory, with use case tracking for all identified challenges and support needs requiring external resources.	75%	100%
<b>SERVICE ACCESS</b>			
Expand access to Home Share opportunities.	Increase the number of Home Share contracts.	10%	-2%

SATISFACTION AND FEEDBACK			
From Person Served			
Supported individuals will feel their rights, choices, autonomy, and self-determination are respected.	% person served who responded positively (Happy) to survey question: "I feel supported in making choices about my own life and activities."	90%	100%
From Stakeholder			
CLV management team respond to concerns or requests in a timely manner	% stakeholders respond positively (agree) to survey question: "CLV Management responds to questions, requests or concerns in a timely manner"	75%	91%

### Outcomes Analysis

- 57% of individuals in the Home Share program had their annual Person-Centered Plans (PCPs) completed, reflecting an increase from 49% from last year. Delays in PCP planning and goal achievement in Shared Living Services in 2025 resulted from Coordinator team changes, scheduling conflicts with individuals and their networks, crisis management priorities, and insufficient focus on timely documentation.
- Open Futures Learning (OFL) resources appeared in all four Home Share newsletters in 2025. Contractor engagement with the content was moderate to low, but the data offered valuable insight into how resources are accessed and used. These findings are guiding 2026 objectives, with a focus on selecting relevant content, improving delivery, and increasing meaningful engagement.
- Coordinators conducted quarterly check-ins with individuals in 2025, introducing a new practice of documenting these conversations. While formal tracking was still developing, the process provided valuable insight into individual experiences and priorities. In 2026, clearer expectations and streamlined documentation processes will further enhance the capture of individual voice and support ongoing service improvements.
- In 2025, the resource library goal was adapted to prioritize collecting high-quality resources, both in response to immediate program challenges and through materials identified for future use. This shift highlighted the value of a flexible, living library and is informing 2026 work to continue building content while refining the library's organization and user interface to improve efficiency in addressing recurring issues.
- In 2025, coordinators prioritized stability and continuity for individuals in Home Share, which limited progress on new contracts. This experience is guiding 2026 efforts to balance program growth with ongoing quality and stability of service.
- The satisfaction survey targeted areas that support independence, empowerment, social participation, accessibility, and communication. Nineteen individuals were invited to participate, with 63% responding in person and 36% remotely, ensuring flexible and meaningful engagement. Overall satisfaction exceeded the 90% target, reaching 94%, matching the agency average. Notably, support in making personal choices reached 100%, reflecting the program's commitment to empowering individuals and promoting self-determination.
- A contractor-specific survey will be sent out in September of 2026 to improve engagement and gather valuable feedback.

### Objectives 2026

Objective	Indicator	Target
<b>EFFECTIVENESS</b>		
Ensure individuals are supported to make informed choices and that their preferences	% of individuals whose PCP was reviewed/updated annually; % of	100% annual PCP reviewed; 90% goals attempted or achieved

guide all service planning and delivery.	person-centered goals attempted or achieved	
Increased engagement with the quarterly newsletter through strategic restructuring to offer more relevant information and resources to HSPs.	Increases to click rate metrics and responses to new 'open feedback' tab.	30% increase in click rate over 2026 20 responses/pieces of feedback
Enhance opportunities for individuals to reflect on, share concerns, and actively participate in designing and guiding their services.	Number and quality of check-ins conducted with supported individuals.	75% of Total Check-in's completed
<b>EFFICIENCY</b>		
Establish a process for completing Risk and Vulnerability Assessments efficiently.	Percentage of Risk and Vulnerability Assessments completed using the standardized process.	20% Risk and Vulnerability and Assessment completed by Q4.
<b>SERVICE ACCESS</b>		
Implement and evaluate a new recruitment strategy to increase applications from prospective Home Share Providers.	Number of applications received from prospective Home Share Providers via new method.	50% increase in total applicants.
<b>SATISFACTION AND FEEDBACK</b>		
<b>From Person Served</b>		
Supported individuals will feel their rights, choices, autonomy, and self-determination are respected.	% person served who responded positively (Happy) to survey question: "I feel supported in making choices about my own life and activities."	90%
<b>From Stakeholder</b>		
CLV management team respond to concerns or requests in a timely manner	% stakeholders respond positively (agree) to survey question: "CLV Management responds to questions, requests or concerns in a timely manner"	75%

## Host Agency

### Summary

The Host Agency Program at Community Living Victoria, established in 2007, partners with individuals and families receiving Individualized Funding from CLBC to design personalized support arrangements. The program enables individuals to manage funding, choose their caregivers, and maintain greater independence, while coordinators and contractors collaborate to provide tailored supports that promote skill development, respite, community engagement, and employment opportunities.

In 2025, changes within the coordinator team temporarily limited new referrals but created an opportunity to strengthen relationships and focus on existing individuals and families. This reflective period guided improvements to systems and processes, reducing administrative workload and enhancing consistent, high-quality, individualized support.

Through continuous improvement, the Host Agency Program is streamlining operations, increasing efficiency, and maximizing coordinator capacity to focus on meaningful outcomes. These enhancements support more responsive, flexible, and person-centered services that enable individuals to pursue their goals and fully engage in their communities.

### Objectives and Outcomes 2025

Objective	Indicator	Target	Outcome
<b>EFFECTIVENESS</b>			
Ensure the honoring of individuals' choices as a fundamental aspect of service delivery.	<ul style="list-style-type: none"> <li>i. % of personal planning goals that have been attempted,</li> <li>ii. % of annually completed PCPs</li> </ul>	90% attempted or achieved  100%	<ul style="list-style-type: none"> <li>i. 81%</li> <li>ii. 73%</li> </ul>
Enhance the quality of support from and for contractors.	Documented quarterly check-ins between Coordinators and contractors.	75%	20%
Enhance opportunities for individuals to reflect on, share concerns, and actively participate in designing and guiding their services.	The number of check-ins conducted with supported individuals and number of individuals who participate in said check-ins.	75%	24%
<b>EFFICIENCY</b>			
Coordinators will have more in-depth knowledge of and ready access to shared knowledge of community resources.	Creation and maintenance of a resource guide and inventory, with use case tracking for all identified challenges and support needs requiring external resources.	75%	100%
<b>SERVICE ACCESS</b>			
Expand access to Host Agency opportunities.	Increase the number of Host Agency contracts.	10%	12%

SATISFACTION AND FEEDBACK			
From Person Served			
Supported individuals will feel their rights, choices, autonomy, and self-determination are respected.	% person served who responded positively (Happy) to survey question: "I feel supported in making choices about my own life and activities."	90%	100%
From Stakeholder			
CLV management team respond to concerns or requests in a timely manner	% stakeholders respond positively (agree) to survey question: "CLV Management responds to questions, requests or concerns in a timely manner"	75%	91%

### Outcomes Analysis

- In 2025, while PCP completion was 73%, 21 of 26 goals (81%) were actively attempted, in progress, or achieved. These outcomes reflect ongoing engagement and effort, and we are building on this by refining processes, improving documentation, and streamlining scheduling to better support individuals in achieving their meaningful goals.
- In 2025, coordinators carried out quarterly check-ins with individuals, piloting a new approach to documenting these conversations. Although formal tracking was still being established, the process offered meaningful insight into individual experiences and priorities. In 2026, clearer guidelines and simplified documentation will strengthen the capture of individual voice and inform continuous service improvements.
- In 2025, the resource library goal was adapted to prioritize collecting high-quality resources, both in response to immediate program challenges and through materials identified for future use. This shift highlighted the value of a flexible, living library and is informing 2026 work to continue building content while refining the library's organization and user interface to improve efficiency in addressing recurring issues.
- The Host Agency service access target was exceeded in 2025, with a 12% increase in contracts. Growth reflected strengthened coordinator capacity to manage referrals and service transitions, demonstrating the program's ability to expand access while maintaining service quality.
- Fourteen individuals participated in the survey, with 57% responding in person and 43% remotely, with a total of 14 individuals' participation. Overall satisfaction reached 92%, while satisfaction with personal choices and activities was 100%, demonstrating the program's commitment to individualized support.
- A contractor-specific survey will be sent out in September of 2026 to improve engagement and gather valuable feedback.

### Objectives 2026

Objective	Indicator	Target
<b>EFFECTIVENESS</b>		
Ensure individuals are supported to make informed choices and that their preferences guide all service planning and delivery.	% of individuals whose PCP was reviewed/updated annually; % of person-centered goals attempted or achieved	100% annual PCP reviewed; 90% goals attempted or achieved
Enhance the quality of support for and from contractors.	Documented quarterly check-ins between coordinators and contractors.	75%
Enhance opportunities for individuals to	Quarterly check-ins: total conducted	75%

reflect on, share concerns, and actively participate in designing and guiding their services.	and total individuals participating.	
<b>EFFICIENCY</b>		
Use Microsoft Teams transcription and Loop Software to ensure timely follow-up on supported individual action items from team meetings and supervision, improving service delivery for individuals.	All supported individual -related action items from meetings and supervision are logged in Loop. Coordinators report reduced time spent tracking action items.	100% of supported individual-related action items logged in Loop.  All Coordinators report improved efficiency in tracking and follow-up.
<b>SERVICE ACCESS</b>		
Implement a standardized quarterly conversation process to understand why individuals may not be using their approved Host Agency service hours and to document their choices when they opt out.	Percentage of individuals with unused approved Host Agency service hours for whom reasons are documented, specifying whether the non-use is due to an access barrier or an informed choice.	75%
<b>SATISFACTION AND FEEDBACK</b>		
<b>From Person Served</b>		
Supported individuals will feel their rights, choices, autonomy, and self-determination are respected.	% person served who responded positively (Happy) to survey question: "I feel supported in making choices about my own life and activities."	90%
<b>From Stakeholder</b>		
CLV management team respond to concerns or requests in a timely manner	% stakeholders respond positively (agree) to survey question: "CLV Management responds to questions, requests or concerns in a timely manner"	75%

## Employment Services

### Summary

CLV’s Employment Services Program supports individuals to secure meaningful employment, maintain job stability, and advance toward their long-term career goals. Each person leads their employment planning process, identifying goals based on their interests, strengths, and aspirations.

We deliver individualized employment supports tailored to the job seeker, the workplace, and the employer. Our team provides job development, on-site coaching, skills training, and coordinated access to community and mental health resources to promote sustainable employment outcomes.

Through Impact 2.0, we supported 12 youth aged 16–19 to explore career pathways, build employability skills, and transition successfully into adulthood. They secured positions in fleet maintenance, food service, retail grocery, agriculture and customer service.

In 2025, CLV leveraged targeted grant funding to strengthen employment supports in response to post-pandemic economic pressures.

- Funding from **Inclusion BC** Recovery Grant (\$159,000 + \$75,000) enabled us to:
  - Expand staffing capacity
  - Deliver consistent, individualized employment supports
  - Invest \$1,500 in staff training to enhance service quality and responsiveness
- Support from **United Way** through the Work Experience Opportunities Grant (\$20,000) enabled:
  - Four job seekers to participate in paid work experience placements
  - \$12,600 in direct participant stipends
  - \$7,400 to strengthen job coaching and employer engagement
- Funding from the **CIBC Foundation** (\$3,000) supported the Youth Impact Program and strengthened pathways to meaningful employment.

These investments enhanced service capacity, reduced employment barriers, and increased access to paid work experiences aligned with individual goals.

### Objectives and Outcomes 2025

Objective	Indicator	Target	Outcome
<b>EFFECTIVENESS</b>			
People supported have completed employment plans to ensuring they receive essential and tailored support.	Achieve 100% completion of employment plans for individuals in the program who have been participants for at least 3 months, enhancing the effectiveness of support services.	100%	77%
Increase the number of employers actively participating in supported employment initiatives by 10% within the next 12 months through targeted	A 10% increase in the number of participating employers within the next 12 months.	10%	100%

outreach, education, and partnerships.			
Complete a feasibility study, design the youth employment program, and secure necessary partnerships and funding to support its successful launch in Year 2.	Completion of feasibility study for youth employment program, program design, partnership agreements, and funding secured	All Tasks completed	Not achieved
<b>EFFICIENCY</b>			
To collaborate in modernizing BCEN's Foundations, Customized, and Marketing courses, optimizing resources (time, expertise, feedback) to enhance learning outcomes, streamline development, reduce costs, and align with industry standards.	The coordinator attends 100% of the scheduled sessions and actively contributes to feedback activities aimed at enhancing course content.	100% Attendance	100%
<b>SERVICE ACCESS</b>			
Develop and implement a standardized tool to assess support needs during intake.	Completion and implementation of the standardized assessment tool to determine employment readiness.	100%	100%
<b>SATISFACTION AND FEEDBACK</b>			
<b>From Person Served</b>			
Supported individuals will feel their rights, choices, autonomy, and self-determination are respected.	% person served who responded positively (Happy) to survey question: "I feel supported in making choices about my work and career goals."	90%	93%
<b>From Stakeholder</b>			
CLV management team respond to concerns or requests in a timely manner	% stakeholders respond positively (agree) to survey question: "CLV Management responds to questions, requests or concerns in a timely manner"	75%	100%

### **Outcomes Analysis**

- The outcome analysis indicates that 77% of participants (44 out of 57) successfully completed their employment plans, reflecting a strong achievement towards the goal. While the 100% target was not fully met, this was primarily due to delays in referrals or individuals exiting services prior to the employment plan being finalized.
- 40 informational interviews were conducted. These interviews focused on retail, food service, technical trades, manufacturing, healthcare, community care, and recreation sectors, offering diverse opportunities in entry-level and skilled labor roles. From the interviews, 24 employers partnered to create 15 paid job placements and 14 work experiences. The mix of corporate and locally owned businesses demonstrates efforts to accommodate various skills

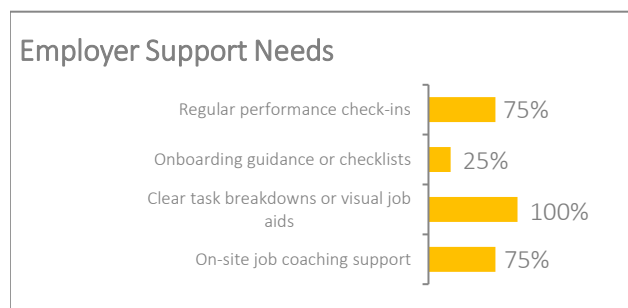
and interests.

- Competing projects with partner agencies limited engagement opportunities with key community partners, including SD61. Staffing capacity constraints also impacted the ability to complete the feasibility study, finalize program design, and secure partnerships and funding within the planned timeframe.
- The objective was achieved through collaboration to modernize BCEN’s Foundations, Customized, and Marketing courses. A working group met in January and March to review feedback and optimize the use of time and expertise. Updated curriculum was implemented in April, improving course alignment with industry standards while streamlining development and reducing resource use.
- The employment experience survey focused on independence, social participation, accessibility, and communication, with 100% in-person participation. Overall satisfaction was 95%, exceeding the agency average of 94%. Most individuals (93%) felt supported to make their own employment choices and work toward their employment goals. Individuals reported feeling included, valued, and able to access needed accommodations, supported by clear communication with staff.
- In partnership with CLBC, the agency developed and implemented a standardized, comprehensive referral and intake tool to better assess individual support needs and employment readiness. The intake process now follows a two-step, person-centered approach, beginning with an information session that clearly reviews eligibility criteria using the tool, followed by a formal intake. This process supports informed choice, clearer expectations, and improved access to employment services.
- Impact 2.0 Project exceeded placements with 12 placements: 0 job refusal, 7 work experiences and 5 paid.
- Accommodation requests are typically not reported, as we proactively secure funding from provincial partners to meet these needs. This year, we supported individuals by providing safety clothing and other necessary items.

### Stakeholder Survey

- We gathered feedback from employers to understand how they can best support employee success and well-being. Employers reported 100% overall satisfaction with the support provided. All employers (100%) highlighted clear task breakdowns and visual aids as essential supports, ensuring employees receive the guidance they need to thrive. Seventy-five percent also valued on-site job coaching and regular performance check-ins to support ongoing growth. Fewer employers prioritized onboarding guidance, mental health resources, communication tools, or workplace accommodations, highlighting opportunities to further strengthen holistic and inclusive workplace practices.

*What types of support would be most helpful to you as an employer?*



### Objectives 2026

Objective	Indicator	Target
	<b>EFFECTIVENESS</b>	
People supported have completed employment plans to ensuring they receive essential and tailored support.	Achieve 100% completion of employment plans for individuals in the program who have been participants for at least 3 months, enhancing the effectiveness of support services.	100%

Host an employer appreciation event in September 2026 to recognize and celebrate community employers and strengthen partnerships that support individuals served.	Event planned and executed. Number of employers attending. Employer feedback collected on support for individuals served.	Event completed on schedule. ≥50% of invited employers attend. ≥80% of employers report positive engagement and willingness to support individuals served
<b>EFFICIENCY</b>		
Develop and implement a ShareVision user guide for Employment Services staff to support efficient, accurate, and consistent documentation of person-centered services.	ShareVision user guide completed and implemented	100% User guide completed and implemented.
<b>SERVICE ACCESS</b>		
Collaborate with CLBC to expedite referrals and fill employment vacancies, improving timely access to supported employment services for persons served.	Number of vacancies filled	100% of vacancies filled
<b>SATISFACTION AND FEEDBACK</b>		
<b>From Person Served</b>		
Supported individuals will feel their rights, choices, autonomy, and self-determination are respected.	% person served who responded positively (Happy) to survey question: "I feel supported in making choices about my work and career goals, in a way that works best for me."	90%
<b>From Stakeholder</b>		
CLV management team respond to concerns or requests in a timely manner	% stakeholders respond positively (agree) to survey question: "CLV Management responds to questions, requests or concerns in a timely manner"	75%

## Supported Living

### Summary

Community Living Victoria provides two distinct programs designed to support individuals with intellectual disabilities to live fulfilling, connected, and autonomous lives: *Supported Independent Living (SIL)* and *Supported Apartment Living (SAL)*.

The SIL program delivers personalized 1:1 support that empowers individuals to achieve their goals, maintain community connections, and navigate challenges with confidence. Our staff collaborate closely with ministries, housing providers, health services, and CLBC to ensure each individual receives coordinated and responsive care. Staff actively support crisis management, skill development, and community participation, helping individuals live as independently and safely as possible.

The SAL program fosters a communal living environment with enhanced staff support, social engagement, and learning opportunities. Staff facilitate activities that promote relationship-building, safety, life skills, and ongoing personal development, while remaining responsive to each individual's preferences and goals.

In 2025, SAL navigated the retirement of a long-term supervisor and successfully transitioned a new supervisor into the role. This leadership change strengthened the team's capacity to provide consistent support while continuing to foster community, autonomy, and participation. Staff actively respond to changing health, aging, and mobility needs, ensuring individuals remain engaged, supported, and connected to their communities.

Both programs embrace a person-centred approach, prioritizing individual choice, dignity, and autonomy. Through collaboration, individualized planning, and responsive support, SIL and SAL help individuals thrive in ways that matter most to them.

### Objectives and Outcomes 2025

Objective	Indicator	Target	Outcome
<b>EFFECTIVENESS</b>			
Ensure the honoring of individuals' choices as a fundamental aspect of service delivery.	<ul style="list-style-type: none"> <li>i. % of personal planning goals that have been attempted,</li> <li>ii. % of annually completed PCPs</li> </ul>	90% attempted or achieved 100%	<ul style="list-style-type: none"> <li>i. 74%</li> <li>ii. 95%</li> </ul>
Guide individuals in preparing advance care directives and legal documents, ensuring their preferences are respected when needed.	10% of individuals complete advance care directives and legal documents, ensuring they reflect current preferences and health considerations.	10%	18%
<b>EFFICIENCY</b>			
Develop a formal partnership with a housing provider, to secure at least 1-2 dedicated housing units for individuals in need of housing through supported living programs.	2 Housing Units secured	1-2 Units	Not achieved based on sector changes

Increase individuals' awareness and understanding of essential resources by hosting quarterly educational sessions on various relevant topics.	Number of attendees and the percentage showing an increase in knowledge	80%	14 sessions delivered, 50% average attendance, 100% of attendees reported increased knowledge.
<b>SERVICE ACCESS</b>			
Enhance access to mental health supports for individuals in SAL by identifying those in need and facilitating their use of available services.	% of individuals in SAL who are connected to and actively using mental health support services.	80%	100%
Fulfill accommodation requests across all categories using available funds to remove barriers and ensure service access.	% accommodation requests fulfilled across all categories	100%	100%
<b>SATISFACTION AND FEEDBACK</b>			
<b>From Person Served</b>			
Supported individuals will feel their rights, choices, autonomy, and self-determination are respected.	% person served who responded positively (Happy) to survey question: "I feel supported in making choices about my own life and activities."	90%	SIL 100%/ SAL 67%
<b>From Stakeholder</b>			
CLV management team respond to concerns or requests in a timely manner	% stakeholders respond positively (agree) to survey question: "CLV Management responds to questions, requests or concerns in a timely manner"	75%	91%

### **Outcomes Analysis**

- Of the 40 individuals supported in both SIL (29) and SAL (11) respectively, 93% (SIL) and 100% (SAL) of PCP's were completed.
- Across SIL and SAL, 74% of goals (43 of 58) were achieved, attempted, partially achieved, or in progress, including all 22 SIL goals and 21 of 36 SAL goals. Progress was influenced by factors such as health, financial, and logistical considerations, as well as the retirement of a long-term SAL Supervisor and the welcoming of a new Supervisor. Individuals were actively supported through this transition to maintain stability, relationships, and continuity in their goals.
- The objective to develop a formal partnership with a housing provider was not achieved. In consultation with Douglas King, ED at TAPS, all housing providers have paused creating new partnerships with community agencies, and new applications are now managed through BC Housing's registry to ensure equitable access. Despite this, four informal housing placements were secured for individuals already in existing Supported Independent Living (SIL) programs.
- The objective to increase individuals' awareness and understanding of essential resources was partially achieved in 2025. Fourteen educational sessions were offered at SAL, exceeding the target of one per quarter, with an average attendance of six out of 12 participants (50%), below the 80% attendance target. Topics included personal

budgeting, financial literacy, banking, money management, and financial planning (e.g., RDSP, DTC, and retirement planning), enhancing participants' financial autonomy. All attendees verbally reported increased knowledge, meeting the knowledge-gain target of 75%.

- The objective to enhance access to mental health supports in SAL was fully achieved. Four individuals were identified as needing support, and all four were connected to counselling services within 30 days, meeting the 80% target.
- In SIL, 29% of participants completed the survey in a group setting and 71% in person, with 7 of 29 participants providing feedback. Overall satisfaction was 81%, and 100% of respondents felt their rights, choices and autonomy, were respected. In SAL, all participants completed the survey in person, with 3 of 12 providing feedback. Overall satisfaction was 87%, and 67% felt their rights, choices and autonomy were respected. Participants shared that high staff turnover and limited ability to choose their support staff can affect their experience, underscoring the importance of consistent, responsive supports that respect individual preferences.

## Objectives 2026

Objective	Indicator	Target
<b>EFFECTIVENESS</b>		
Ensure individuals are supported to make informed choices and that their preferences guide all service planning and delivery.	% of individuals whose PCP was reviewed/updated annually; % of person-centered goals attempted or achieved	100% annual PCP reviewed; 90% goals attempted or achieved
Host a social gathering for all SAL families by Summer 2026 to enhance family connections, engagement, and satisfaction with the program.	SAL Families report feeling more connected or informed about the program following the event.	At least 70% of SAL families attend.
<b>EFFICIENCY</b>		
Develop an abridged procedure manual for casual staff that includes program-specific requirements to optimize staff training time and access to relevant procedures.	Manual organized for clarity and ease of use; staff report reduced time searching for information	Manual reviewed and approved by program director. At least 75% of casual staff report improved usability and efficiency.
Develop and implement a flow chart for staff to use when identifying resources and supports for individuals experiencing an increase in age-related needs.	Percentage of individuals with increased age-related needs for whom staff document use of the flow chart to guide resource and support planning.	Ensure 100% individuals with increasing age-related needs are linked to supports identified and documented via the flow chart.
<b>SERVICE ACCESS</b>		
Fulfill accommodation requests across all categories using available funds to remove barriers and ensure service access.	100% of approved accommodation requests are fulfilled within 30 days of submission.	100% of accommodation requests are processed and fulfilled within the set timeframe.
<b>SATISFACTION AND FEEDBACK</b>		
<b>From Person Served</b>		
Supported individuals will feel their rights, choices, autonomy, and self-determination are respected.	% person served who responded positively (Happy) to survey question: "I feel supported in making choices about my own life and activities."	90%

**From Stakeholder**

CLV management team respond to concerns or requests in a timely manner	% stakeholders respond positively (agree) to survey question: "CLV Management responds to questions, requests or concerns in a timely manner"	75%
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## Parent Support

### Summary

The Parent Support Program (PSP) empowers parents with intellectual disabilities to strengthen their parenting skills, enhance family well-being, and access the supports they need to thrive. Staff provide long-term, in-home support tailored to each family’s goals and circumstances. PSP actively connects families with community resources—including housing assistance, childcare, recreational programs, food security services, and legal support—and advocates for access to government financial supports and grants to reduce barriers related to poverty or limited resources. This year, PSP strengthened focus on connecting families with all available community resources, ensuring supports address their evolving needs and opportunities.

Supports also address challenges such as social isolation, mental health, food insecurity, and emerging medical needs.

By building on each parent’s strengths and aspirations, PSP fosters autonomy, skill development, and family stability, promoting inclusive participation in the community.

### Objectives and Outcomes 2025

Objective	Indicator	Target	Outcome
<b>EFFECTIVENESS</b>			
Ensure the honoring of individuals' choices as a fundamental aspect of service delivery.	i. % of personal planning goals that have been attempted ii. % of annually completed PCPs	90% attempted or achieved 100%	i. 50% ii. 100%
Host a workshop, in collaboration with Youth Services, to enhance parents' knowledge of how to access critical resources and support for parents of children with disabilities and parents with disabilities.	80% of workshop participants report an improvement in their ability to access critical resources based on post-workshop surveys.	80%	100%
Create and distribute an interactive document that highlights critical community resources, including funding opportunities and food security programs, enabling individuals to independently access these services at their convenience.	50% of users report successfully accessing at least one listed resource, based on survey responses.	50%	In progress
<b>EFFICIENCY</b>			
Refine the Person-Centered Planning (PCP) template to enhance the relevance and clarity of the questions, ensuring that the planning process is more aligned with the needs of parents	90% of questions in the updated PCP template will be rated as relevant and useful by 80% of parents in feedback surveys.	90%	Carried over to 2026

with intellectual disabilities, thereby improving service delivery.			
<b>SERVICE ACCESS</b>			
Fulfill accommodation requests across all categories using available funds to remove barriers and ensure service access	100% of approved accommodation requests are fulfilled within 30 days of submission.	100%	100%
<b>SATISFACTION AND FEEDBACK</b>			
<b>From Person Served</b>			
Supported individuals will feel their rights, choices, autonomy, and self-determination are respected.	% person served who responded positively (Happy) to survey question: "I feel supported in making choices about my own life and activities."	90%	100%
<b>From Stakeholder</b>			
CLV management team respond to concerns or requests in a timely manner	% stakeholders respond positively (agree) to survey question: "CLV Management responds to questions, requests or concerns in a timely manner"	75%	Info captured in Family Support Survey

### **Outcomes Analysis**

- While all Person-Centred Plans were completed and 50% of goals were achieved or underway, engagement with formal goal setting was often secondary to the immediate demands of parenting and family advocacy, highlighting the need to adapt the PCP template and goal format to better reflect the realities and priorities of families in the Parent Support Program.
- TCC and PSP hosted a collaborative workshop to enhance parents' knowledge of available resources for families of children with disabilities and parents with disabilities. Eight families attended the session, and 13 families received the information summary. Families shared knowledge, connected with each other, and explored available supports, fostering peer-to-peer learning and collaboration. While a formal measure of knowledge gain was not collected, qualitative feedback suggests the session helped families better understand available resources.
- The goal to create and distribute an interactive resource document is in progress. Program coordinators are developing the document based on a brainstorming session with families, and it will highlight critical community resources to support independent access once completed.
- The goal to refine the Person-Centered Planning (PCP) template is in progress. The PCP policy and supporting documents are being updated first, followed by aligning organizational practices around person-centred planning to better support parents with intellectual disabilities. The revised template will be implemented in ShareVision in 2026.
- All accommodation requests were met at 100%, and fundraising dollars continue to support families with day camps, Christmas presents, family activities, clothing, and food cards, especially for those facing poverty barriers.
- The individual satisfaction survey highlighted a 100% overall satisfaction rate, increasing from 92% the previous year. This year we expanded our reach within the PSP program, with 50% of participants providing feedback.
- We did not invite stakeholders who collaborated with the program to participate in a separate survey. Instead, we captured this information through the family support survey, reflecting the crossover in cross-ministry supports for parents with disabilities.

## Objectives 2026

Objective	Indicator	Target
<b>EFFECTIVENESS</b>		
Ensure individuals are supported to make informed choices and that their preferences guide all service planning and delivery.	% of individuals whose PCP was reviewed/updated annually; % of person-centered goals attempted or achieved	100% annual PCP reviewed; 90% goals attempted or achieved
Develop and publish a family resource guide of community supports and assess its usefulness to families served.	Resource guide completed and posted online. Families provide feedback on accessibility and usefulness.	100% completion and online posting. At least 3 families provide feedback; majority (>50%) report guide is helpful and accessible.
Support parents' understanding of their rights in the PCP process by providing a user-friendly audio/visual resource that enhances comprehension and engagement.	Coordinators note ease of using the resource to facilitate discussion.	Coordinator reports that the resource is easy to use in 80% of PCP meetings.
<b>EFFICIENCY</b>		
Refine the Person-Centered Planning (PCP) template to enhance the relevance and clarity of the questions, ensuring that the planning process is more aligned with the needs of parents with intellectual disabilities, thereby improving service delivery.	90% of questions in the updated PCP template will be rated as relevant and useful by 80% of parents in feedback surveys.	90% of questions will be rated as relevant, with 80% satisfaction from parents on the clarity and usefulness of the updated template.
<b>SERVICE ACCESS</b>		
Fulfill accommodation requests across all categories using available funds to remove barriers and ensure service access.	100% of approved accommodation requests are fulfilled within 30 days of submission.	100% of accommodation requests are processed and fulfilled within the set timeframe.
<b>SATISFACTION AND FEEDBACK</b>		
<b>From Person Served</b>		
Supported individuals will feel their rights, choices, autonomy, and self-determination are respected.	% person served who responded positively (Happy) to survey question: "I feel supported in making choices about my own life and activities."	90%
<b>From Stakeholder</b>		
CLV management team respond to concerns or requests in a timely manner	% stakeholders respond positively (agree) to survey question: "CLV Management responds to questions, requests or concerns in a timely manner"	75%

## Youth Services

### Summary

Teen Community Connections (TCC) at Community Living Victoria (CLV) offers out-of-school programs for teens aged 13–18 with intellectual disabilities and autism. Aligned with Island Health’s Supported Child Development Program, TCC helps teens build friendships, engage with their community, and develop social, life, and decision-making skills.

In 2025–2026, families accessed up to 9 hours of after-school programming per week from September to June, plus spring (1 week) and summer (up to 5 weeks) day camps. Staff support teens to develop independence, social communication, self-regulation, and physical literacy, while guiding them to understand and use community resources.

Through structured programs and personalized support, TCC strengthens skills, confidence, and community inclusion.

### Service Access

Intake	Exit	Summary 2025	Objectives 2026
<b>Youth Services</b>			
13	6	TCC provides afterschool, spring break, and summer camps, strengthening community partnerships to offer engaging youth activities. Participation grew from 28 in 2024 to 34 in 2025.	Develop and publish a family resource guide of community supports and assess its usefulness to families served. TCC will also host a social gathering for all TCC families to enhance family connections, engagement, and satisfaction with the program

### Objectives and Outcomes 2025

Objective	Indicator	Target	Outcome
<b>EFFECTIVENESS</b>			
Enhance youth services promotion by updating the relevant Promotional materials to support comprehensive information accessibility	Achieve a 20% increase in youth engagement with updated promotional materials, measured through analytics and feedback on digital platforms and a 15% rise in the distribution of physical materials, indicating improved reach and effectiveness of the enhanced promotional efforts.	100%	100%
Develop a comprehensive transition resource for participants aging out of services, ensuring they have the necessary information to access continued support and services as they transition to adulthood	70% of eligible participants aging out of services (18+), and actively engaged in transition services	50%	Not completed

EFFICIENCY			
Host a workshop, in collaboration with PSP Services, to enhance parents' knowledge of how to access critical resources and support for parents of children with disabilities and parents with disabilities.	75% of workshop participants report an improvement in their ability to access critical resources based on post-workshop surveys.	75%	88%
Renegotiate contract with SCD for the TCC program to ensure coverage of all operational costs, including competitive wages with cost-of-living increases, supporting long-term sustainability and staff retention.	Successful renegotiation of the contract with SCD, ensuring full coverage of operational costs and competitive wages with cost-of-living increases	Renegotiation completed and terms agreed upon with cost-of-living adjustments in place	100%
SERVICE ACCESS			
Fulfill accommodation requests across all categories using available funds to remove barriers and ensure service access.	100% of approved accommodation requests are fulfilled within 30 days of submission.	100%	100%
SATISFACTION AND FEEDBACK			
From Person Served			
Supported Individuals are satisfied with services and supports received	% person served who responded positively (Very Effectively, Effectively) to survey question: "How well do you believe the staff understands and addresses the specific support needs of your teen within the program?"	90%	94%
From Stakeholder			
CLV management team respond to concerns or requests in a timely manner	% stakeholders respond positively (agree) to survey question: "CLV Management responds to questions, requests or concerns in a timely manner"	75%	100%

**Outcomes Analysis**

- In 2025, we updated and distributed promotional materials to improve accessibility of youth services information. This included postcards, posters, and social media content for workshops, events, and email promotions. We promoted TCC at CFYS Flourishing Children and Youth Program Fair and PISE Family Festival. Digital promotions were shared through the CLV Family Support and One Ability Newsletters, and the Yellow Book resource for families. In addition, summer camp details were emailed to school representatives. Printed materials were provided to SCD leads for distribution to facilitators.
- While staff highlighted strong team relationships and peer support as key to their positive experience., the entire

team completed gender diversity and inclusion training with Kingsley Strudwick, Founder and Lead Consultant of Ambit Gender Diversity Consulting, focused on understanding gender beyond the binary and practicing respectful, gender-affirming communication. This learning enhances our ability to engage inclusively with colleagues, individuals, and families, and reinforces our commitment to creating a supportive and welcoming environment for all.

- With 100% of accommodation requests met, some families received summer camp opportunities with waived registration fees and holiday gift cards to assist with groceries and gifts.
- The family survey question was adjusted to be more inclusive, asking how well staff understand and support teens' specific needs (such as communication, sensory, mobility, and behavioural needs). Results reflect strong program satisfaction, with positive feedback on teen expression, staff support, collaboration, safety, and CLV Management responsiveness; notably, 92% of families responded 'very effectively' or 'effectively' to how well staff understand and address their teen's specific support needs within the program.
- Family survey results reflect strong confidence in CLV's responsiveness, with 77% of families strongly agreeing and 23% agreeing that management addresses questions, requests, and concerns in a timely manner. To further strengthen relationships, CLV will introduce annual meetings for long-standing families and more frequent check-ins for families new to the program.

## Objectives 2026

Objective	Indicator	Target
<b>EFFECTIVENESS</b>		
Develop and publish a family resource guide of community supports and assess its usefulness to families served.	Resource guide completed and posted online.  Families provide feedback on accessibility and usefulness.	100% completion and online posting.  At least 8 families provide feedback; majority (>50%) report guide is helpful and accessible.
<b>EFFICIENCY</b>		
Host a social gathering for all TCC families by Fall 2026 to enhance family connections, engagement, and satisfaction with the program.	Number of families attending the gathering.  Families report feeling more connected or informed about the program.	Minimum of 10 TCC families attend.  >70% of families report increased connection or engagement.
<b>SERVICE ACCESS</b>		
Fulfill accommodation requests across all categories using available funds to remove barriers and ensure service access.	Number of accommodation requests fulfilled across all categories	100% of accommodation requests are processed and fulfilled within the set timeframe.
<b>SATISFACTION AND FEEDBACK</b>		
<b>From Person Served</b>		
Supported Individuals are satisfied with services and supports received	% person served who responded positively (Very Effectively, Effectively) to survey question: "How well do you believe the staff understands and addresses the specific support needs of your teen within the program?"	90%
<b>From Stakeholder</b>		
CLV management team respond to concerns or requests in a timely manner	% stakeholders respond positively (agree) to survey question: "CLV Management responds to questions, requests or concerns in a timely manner"	75%

## Family Support

### Summary

CLV Family Support has spent over 30 years helping children, youth, and adults with intellectual disabilities and autism access community services. Funded by a BC Gaming Grant and guided by community needs, the program provides service planning, referrals, and advocacy for families and individuals navigating challenges in accessing supports. The program is committed to connecting individuals and families with the resources, guidance, and supports they need to thrive.

CLV Family Support focused on several key initiatives in the last year. Family Support:

- Launched quarterly “Coffee and Conversation” breakfasts, connecting families with service providers and sharing resources.
- Partnered with Island Health’s Critical Care Outreach Team (CCOT) team and the new Island Health Navigator, improving access to mental health supports.
- Collaborated with FSI, VELA, and CLBC to provide Individualized Funding sessions and with Nidus for Representation Agreement workshops, empowering families and care providers.
- Reconnected with Fernwood, Saanich, and Esquimalt Neighbourhood Houses, sharing resources and strengthening community connections to address cost-of-living pressures and food insecurity.

These initiatives enhanced access, built knowledge, and addressed the community’s growing needs, reflecting CLV’s commitment to supporting families and individuals.

### Service Access

Intake	Exit	Summary 2025	Objectives 2026
<b>Family Support</b>			
71	64	In 2025, 106 individuals or families were supported, up from 69 in 2024. Of these, 57 accessed brief service and 49 complex services, focusing on mental health, health, and youth transition needs. Referrals primarily came from family, with 35 cases carried over from 2024.	In the coming year, the focus will be on continuing to build community capacity for families and individuals through increasing education opportunities for families about services and building resource partnerships for referrals to better access services.

### Objectives and Outcomes 2025

Objective	Indicator	Target	Outcome
<b>EFFECTIVENESS</b>			
Strengthening Support for Youth in Transition with Complex Care Needs through Integrated Resource Development and Systems Collaboration	Establish Centralized Resources; integrated education; fostering interdisciplinary education; advocate for policy alignment; strengthen community partnerships	100%	100%

EFFICIENCY			
Maintain the comprehensive directory, the Yellow Book which facilitates information about recreational and leisure services for Children and Youth with Support Needs	Ensure ongoing availability and regular updates of the Yellow Book directory	100%	100%
Efficiently revise and update the Family Support Program Manual to align with current best practices, including Advocacy in complex systems ensuring accuracy and relevance.	Complete the revision and update of the Family Support Program Manual within a specified timeframe	100%	In progress 60%
SERVICE ACCESS			
Fulfill accommodation requests across all categories using available funds to remove barriers and ensure service access.	100% of approved accommodation requests are fulfilled within 30 days of submission.	100%	100%
SATISFACTION AND FEEDBACK			
From Person Served			
Supported Individuals are satisfied with services and supports received	% person served who responded positively (Extremely satisfied, Satisfied) to survey question: "Please provide your level of satisfaction with the services and support you received."	90%	83%

### Outcome Analysis

- Youth in transition represented over 80% of the complex support needs requiring advocacy this year. Family Support enhanced supports by developing two new targeted resources in collaboration with Provincial Advocates, CLBC, and MCFD, and partnered with South Island schools to improve high school transitions. These efforts built an integrated framework for complex needs, strengthening CLV's role and responding to community priorities
- The Family Support Program Manual is 60% complete, incorporating feedback from community partners. An intake tool, identified as the best method to support individuals with complex needs, will be integrated into the new manual.
- The survey objective shifted from measuring immediate satisfaction to assessing meaningful outcomes, focusing on increased confidence and self-advocacy—key indicators of effective Family Support. The revised question asked: "After working with CLV Family Support, how confident do you feel in finding and advocating for services?" Results show that 83.33% of respondents reported increased confidence, with no respondents indicating decreased confidence. Despite a low response rate, these findings demonstrate a positive impact on individuals' capacity and experience with services.
- This year, we received \$5,000 in Campership funds and an additional \$8,500 grant from Santa's Anonymous, enabling us to support families in providing accommodations, groceries, and respite care for children aged 17 and under, ensuring they have access to essential resources and opportunities for participation.

## Objectives 2026

Objective	Indicator	Target
<b>EFFECTIVENESS</b>		
Expand knowledge base of community resources to provide more options of suitable resources available for children, youth, adults and their families	Staff are able to identify and suggest multiple suitable community supports for each individual/family	100%
Support education opportunities for families, individuals supported and community to increase their knowledge of community services	Families and individuals report improved understanding of available resources	≥50% access at least one new service
<b>EFFICIENCY</b>		
Maintain the comprehensive directory, the Yellow Book which facilitates information about recreational and leisure services for Children and Youth with Support Needs	Ensure ongoing availability and regular updates of the Yellow Book directory	100%
Efficiently revise and update the Family Support Program Manual to align with current best practices, including Advocacy in complex systems ensuring accuracy and relevance.	Complete the revision and update of the Family Support Program Manual within a specified timeframe	100%
<b>SERVICE ACCESS</b>		
Fulfill accommodation requests across all categories using available funds to remove barriers and ensure service access.	100% of approved accommodation requests are fulfilled within 30 days of submission.	100%
<b>SATISFACTION AND FEEDBACK</b>		
<b>From Person Served</b>		
Supported individuals demonstrate increased confidence and self-advocacy skills in finding and accessing services.	Percentage of individuals served who responded positively (Much more confident, Somewhat confident) to the survey question: "After working with CLV Family Support, how confident do you feel about finding and advocating for services in the future?"	90%

## General Growth And Capacity

As we enter the second year of our updated strategic plan, we continue to build on the momentum and direction established during our two-day strategic planning session. During this session, a diverse group of stakeholders engaged in a comprehensive SWOT analysis that formed the foundation for collaboratively redefining our mission, vision, and values.

### Mission

CLV empowers people to enhance their quality of life through self-determination.

### Vision

People are living a life of their choice.

### Core Values

**INCLUSION**

People’s unique strengths and talents are celebrated in communities that embrace diversity, where everyone is valued and supported to succeed.



**SUPPORT**

People’s support is personalized through empowerment, advocacy, and collaboration, ensuring their choices are honoured.



**BELONGING**

People experience respect and security, with opportunities for stability, growth, and meaningful connections.



From this process, we identified five key focus areas that will guide our work and growth:

Housing	Funding	Workforce	Technology	Collaboration
<i>People will have accessible and affordable housing, providing security and opportunity for all.</i>	<i>Broaden and diversify funding sources to strengthen sustainability and increase program impact</i>	<i>Maintain a diverse, engaged, and stable workforce</i>	<i>Invest in technology to improve service delivery and collaboration</i>	<i>Foster collaboration and drive community impact</i>

### Looking Forward to 2026

Building on the insights from our planning work, we established primary objectives for 2026 that align with our five focus areas. These objectives will guide our efforts to:

- Strengthen organizational capacity to support staff and programs
- Enhance the quality and consistency of services
- Support meaningful inclusion and community participation for the people we support

With a clear vision and strategic roadmap in place, we are well positioned to strengthen our services and continue supporting meaningful outcomes for the people and communities we serve.

## Outcome Management System Improvement Plan

To ensure all stakeholders are informed of Measurable Outcomes in a timely and accessible manner, CLV has developed both an Outcomes Management System Improvement Plan and a Communication Plan.

Objectives	Persons Responsible	Target
Review and track key performance indicators (KPIs) related to effectiveness, efficiency, service experience, and access	Director Team	Quarterly
Ensure robust systems are in place to measure and track all identified outcomes, aligning with CARF's focus on continuous improvement	Director of Quality Assurance	Feb-26
Complete and distribute the Management of Results (MOR) document in accordance with CARF standards	Director of Quality Assurance	Feb-26
Develop a plain language version of the MOR for clarity and accessibility, ensuring it aligns with CARF's emphasis on transparency	Director of Quality Assurance	Feb-26
Present the Outcome Management System improvement plan and findings to the Board and Leadership teams for CARF compliance review	Director of Quality Assurance	Mar-26
Collect and analyze data on outcomes based on participant, staff, and family feedback	Director Team	<i>Sept and Oct</i> for next report

## Outcomes Management Communication Plan

Stakeholder	Communication Method	Frequency	Responsible	Platform
Person Served (Individuals)	Plain Language Measurable Outcomes Report (available upon request)	Annually/As requested	Executive Director, Director Quality Assurance, Management	Website
CLV Board of Directors	Detailed Measurable Outcomes Report or Annual Report	Annually	Executive Director, Director Quality Assurance	ShareVision (Business Improvement Plan section), Annual Report
CLV Staff	Measurable Outcomes Report or Annual Report ShareVision	Annually	Executive Director, Management	ShareVision (Business Improvement Plan section), Annual Report (Website)
Families	Detailed Measurable Outcomes Report or Plain Language Measurable Outcomes Report	Annually	Executive Director, Director Quality Assurance, Management	Website- Resource Section
CLBC	Detailed Measurable Outcomes Report, Plain Language Measurable Outcomes Report or Annual Report	Annually	Executive Director, Management	Website - Resource Section
Our Community (The Public)	Measurable Outcomes Report	Annually	Executive Director, Management	Website - Resource Section

## Communication Timeline

- *Annual Report*: Distributed to Board of Directors, staff, families, and public via website.
- *Measurable Outcomes Report*: Detailed report and plain language version published on the website ([Link: Important Information For You To Know](#)) and ShareVision in the Business Improvement Plan section for staff.

## Responsible Parties

- *Executive Director*: Reports to the Board and ensures distribution to all relevant stakeholders.
- Director of Quality Assurance: Prepares and posts reports on the website, ShareVision, including in plain language formats.
- Management: Ensures families and community partners receive communication as needed.