



Performance Measurement Report

January 1, 2025 – December 31, 2025



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1. Introduction

The Community Living Society (CLS) has produced a Performance Measurement Report (formerly called the Outcomes Management Report), annually since 2017. Prior to this date, the information was included in the Annual General Report. In 2020, CLS conducted a thorough review of the performance measurement process resulting in the desired outcomes for each program being aligned with CLS's articulated values and the internationally validated Quality of Life Framework, developed by Dr. Robert Schalock. In subsequent years, the Performance Measurement Report has been refined; outcomes changed, survey questions updated, measurement indicators adjusted, and processes for collection revised.

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

The annual Performance Measurement Report is part of CLS's Integrated Planning Framework for continuous quality improvement.

1.1 CLS's Mission and Values

Mission:

Supporting people to live as full citizens.

Values:

Respect

- "Every person is a unique individual, with strengths, abilities, and value."
- "Making choices is a right, with support as necessary from friends, family, and trusted advisers."
- "Each person is entitled to live with dignity and equality in a safe and secure environment."

Community

- "Community is where we are known as Supported Individuals and as citizens."
- "Each community is strengthened by the inclusion of people from all walks of life."
- "We support social change that contributes to stronger, healthier communities for everyone."

Integrity

- "We are honest and dependable in our interactions with each other."
- "We support employee through training and engagement to advance our mission."
- "Best practices guide our efforts to provide flexible and responsive supports and services."

Accountability

- "Personal outcomes of the people we support guide decision making."
- "We use feedback to learn, grow and improve performance."
- "Our financial resources are used in innovative, cost-effective ways."

1.2 Quality of Life Framework

Developed by Dr Robert Schalock

The Quality-of-Life Framework measures a Supported Individual's quality of life in three areas:

1. Independence
2. Social participation
3. Well-being

These are further broken down into eight domain areas of quality of life:

- Emotional well-being - contentment, self-concept, lack of stress.
- Interpersonal relations - interactions, relationships, supports.
- Material well-being - financial status, employment, housing.
- Personal development - education, personal competence, performance.
- Physical well-being - health and health care, activities of daily living, leisure.
- Self-determination - autonomy/personal control, personal goals, choices.
- Social inclusion - community integration and participation, roles, supports.
- Rights - legal, human (respect, dignity, equality).

CLS's mission of supporting people to live as *full citizens* is represented in the outcomes for each of the program areas; Community Inclusion, Supported Living, Independent Living, Home Share, Staffed Homes, and Employment Services.

1.3 CLS Programs

Community Inclusion

The Community Inclusion programs are for people who require ongoing support to participate in community. Included in this area are the following CLS programs: **Individualized Supports**, **Day Supports**, the two art **Studios** and **L.I.F.E.** services. Community Inclusion programs operate in two different services; outside the Supported Individual's homes (community based) or from within the Supported Individual's homes (home-based). Both services may have a vocational, social, recreational, life-skill focus or, a combination of these, to support active engagement with community. For the purposes of this report, Community Inclusion includes only the community-based model.

Individualized Supports: Individualized Supports are provided on a one-to-one basis and can occur in the community or in a person's home. The type of support provided can focus on skill development, community inclusion or outreach. This service is highly individualized with the person determining the type of support and where and when the support is provided, on a set schedule. Supports respond to the person's strengths, individuality and changing needs.

Studios: There are two studios: Studio Seventy-Three, where a group of artists work with glass to create beautiful glassware, decorative pieces, and wearable art. The artists use techniques of molding and fusing to bring their original designs to life. Pottery Works studio is a collective of talented potters, painters and photographers who create original works of art from the varying mediums. Within both studios, some of the artists receive support, while others attend independently. The artists of both studios exhibit their work at art shows and galleries around the Lower Mainland.

Day Supports: The Day Supports program is designed for people who require ongoing support to participate in community. These Community Inclusion services are often provided in small groups where people will meet in the mornings at the small community embedded program location, located near a transit hub or Skytrain station to have easy access to community activities. They are supported to have a meaningful and purposeful day in community, based on their goals and preference of activities.

L.I.F.E. (Learning, Inclusion, Friendships, Employment): L.I.F.E.-based services combine support for people interested in employment who also want to connect to their community, pursue life-long learning, and build meaningful relationships. L.I.F.E. services are provided in community and occur when and where the Supported Individual's goals will best be achieved. It is a flexible and responsive service that offers support when it is needed and not when it's not. The service is driven by the Supported Individual and reflects their strengths, rights, and choices.

Supported Living

The Supported Living program is designed for people who want to live in a home that CLS owns and manages and would need ongoing support to do so. The support model of this program is different for everyone as people have different wants and needs. Some people need only a few (ten) hours of support each week and others may need up to 30 hours.

Independent Living

The Independent Living program is designed for people who own, lease, or rent their own home, living independently with minimal assistance (up to 10 hours a week) in daily living. Support is targeted through one-on-one sessions.

Home Share

The Home Share program is designed to foster relationships. Home Share is for people who want to share a home with a family, couple, or single person (as their Home Share Provider) who will support them with self care, meal preparation and the development of other life skills as well as to maintain or build relationships and access their community.

Staffed Homes

The Staffed Homes program provides people with a home and supports on a 24 hour, seven days a week basis. These supports include maintaining overall health and safety, support to communicate their choices, staying in touch with family and friends, caring for their home, participating in, and contributing positively to their communities. CLS encourages family and personal support network engagement to support people to make decisions about their lives with a goal to support people to gain and/or maintain the skills needed to determine their own life.

Employment Services

Employment Services supports people to find employment in the community or to develop the skills they need to obtain the employment of their choice. Job Coaches help people to develop skills to obtain meaningful, community-based employment and to earn competitive wages and benefits like other members of the community.

2. Measuring Performance: Methods

2.1 Outcomes Framework

To measure objectives for service delivery and business function of the organization and all programs, CLS has developed a framework identifying performance indicators within four areas:

1. **Effectiveness** – how well services operate compared to the results expected.
2. **Efficiency** – how well the organization makes use of the resources available.
3. **Service Accessibility** – how easy it is for people to acquire the services they need.
4. **Satisfaction** – how well CLS stakeholders report the organization is following through on agreements and meeting their needs.

Recommendations resulting from the analysis of the outcomes in this Performance Measurement Report are included in the CLS Business Improvement Plan and addressed throughout the year by the lead employee of the Senior Management team.

While analyzing the data for the purposes of performance measurement, CLS continues to adjust and fine tune some metrics and targets. This work ensures that the outcomes are reflective of the service area and are capturing the information we need to make decisions. Increased information sharing with CLS employees and collaboration with leadership for monitoring purposes has helped improve the accuracy of some results. Further consideration into employee comprehension of, and data collection for these metrics, is ongoing.

2.2 A Closer Look on Methods: Satisfaction of CLS Stakeholders

Satisfaction Surveys: What Happens to the Data?

To understand how stakeholders are experiencing CLS services, information is collected from: Supported Individuals, family and personal support network members, caregivers, funders, professionals, and employers. As applicable, CLS follows up with some survey respondents on a case specific and timely manner. In 2026, CLS hopes to expand the external stakeholder survey to include relevant community members as well. *Note:* Employee feedback is captured in the annual Workforce Management Report.

The Manager of Quality Assurance reviews the results with each Program Director and the Chief Operating Officer in preparation for this report. The Chief Executive Officer reviews the results and approves the report before it is presented to the Board of Directors.

The CLS Board of Directors reviews the results in the report annually and approves recommendations that arise from the analysis and results. The results are reported to CLS membership and to all other interested parties in the Annual Report. This report is also summarized in a short plain language version available in the CLS newsletter and on the CLS website. This access enables Supported Individuals to see how the feedback they provide is used to change or improve services.

Satisfaction Surveys: Methods to Gather Information

Three different methods are employed to gather information regarding satisfaction and stakeholder experience with the supports and services provided by CLS: surveys, interviews, and documentation reviews.

1) Surveys

Surveys are submitted either in paper form, online or by phone. Appropriate member(s) of CLS Senior Management follow up with respondents that indicate they would like to speak to a CLS representative about the service or their response if the respondent provides their contact information.

CLS stakeholders receive satisfaction surveys via:

	Paper	Online	Interview
Supported Individuals	*	*	
Family/ Personal Support Network Members		*	*
Home Share Providers	*	*	
External Stakeholders		*	
<i>Employers (Employment Services)</i>		*	

CLS continues to develop quality improvement initiatives related to satisfaction surveys. The aim is to improve response rates, increase the number of respondents, and determine if there is room for improvement in the validity of the data. As such, new goals are outlined in Section 10.1.

2) Interviews

Telephone interviews are conducted by a member of CLS Senior Management with families and personal support network members who do not have access to email and/or have indicated they prefer to be interviewed. In 2025, 8 family/ personal support network members were interviewed (mostly by phone) using the survey questions to guide the interview.

If Supported Individuals require assistance to complete the survey, they are interviewed by employees or an advocate, using the Participant survey questions. Some Supported Individuals are unable or unwilling to respond to the survey, though every effort is made to gather their feedback.

3) Documentation Reviews

CLS uses an online intranet and client management system called ShareVision. This system is referenced many times throughout this report as it is the main source for file reviews and data collection from program operations.

4) Satisfaction Surveys: Parameters and Omissions

To capture the opinions of a representative group, the process was designed to solicit input from a broad range of people engaging with CLS services. Though many efforts are made, it is important to note that some people may not be well represented. Specifically, Supported Individuals who are not able to communicate in ways that can be clearly understood by others, do not have a strong voice in the report. A second group of people that are not well represented are those Supported Individuals that do not have family/ personal network involvement, especially if they are also unable to communicate in ways that can be clearly understood by others.

Although the data processes used for this report have adopted methods consistent with research, the practices do not conform to the stringent guidelines of empirical research practices. The final conclusions contained in the report are based largely on information and opinions gathered from the surveys, interviews, and a review of specific documentation. That said, given that five different CLS groups were consulted using three methods to obtain the information, CLS is confident that the results and conclusions do represent many commonly held beliefs and opinions regarding services provided by CLS. Therefore, the results can be used to inform CLS of practices that successfully respond to the needs of the people CLS supports, and to highlight areas that require some improvement.

6.0 Executive Summary

Demographics of the People We Support

The 2025 net increase in referrals/ intakes is high, at 85 new Supported Individuals to CLS. CLS does not maintain waitlists for services and new people are referred to CLS by primary funders, Community Living British Columbia (CLBC), and the Fraser Health Acquired Brain Injury Program. This year, all programs had entrances, with the most growth experienced by Employment Services; Independent Living; Individualized Supports; and L.I.F.E services, particularly among ages 19 to 40.

Younger generations are increasingly attracted to services such as L.I.F.E., Independent Living and Employment Services. Additionally, during the last three years the younger age groups have been referred to CLS for Home Share. In Independent Living, the majority of Supported Individuals are under the age of 30, and the move into this program is their first time living in their own home.

The majority of Supported Individuals in Staffed Homes are in the later stages of life, with 67% of the over the age of 51 and 11% above the age of 70, a 1% increase from 2024. In Day Supports 46% of Supported Individuals are over the age of 51. Due to age related changes, four Supported Individuals transitioned from the community-based model of support to home-based community support in 2025. This trend is evident in Community Inclusion, where leadership reviews Supported Individuals needs on a case-by-case basis, adjustments such as shortening the length of time participating in the community per day or reducing the number of days.

Additionally, three transitions due to age related changes in health and mobility needs in Supported Living and Staffed Homes were accommodated in 2025. Renovations in the Staffed Homes and advocacy with health care professionals continues, explored further in the 2026-2029 Accessibility Plan.

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

Stakeholder Satisfaction

The survey results from Supported Individuals, family/personal support network members and external stakeholders including employers, were overwhelmingly positive in 2025.

Survey Results: Supported Individuals Feedback and Targets

The average survey response rate for this stakeholder group was 75% (2024: 75%, 2023: 72%). Survey results met or exceeded the 90% target for all averages.

Methods of providing the surveys changed for some programs, with the hope of improving the validity and reliability of the results.

It is important to note that though CLS makes a variety of efforts to solicit reliable and valid input, some people may not be well represented. Supported Individuals either completed the survey on their own or were assisted by CLS or a member of their personal support network. In the latter, Supported Individuals communicated their choices verbally or by using another communication system. Where a Supported Individual could not answer the question, it was marked as 'unsure.'

Outcome: Supported Individuals are treated as unique, with strengths, abilities, and value.

Supported Individuals that indicate employees are interested in them

98% of survey respondents agreed

Supported Individuals that indicate employees know what they are good at

99% of survey respondents agreed

Supported Individuals that indicate employees help them with what they need

99% of survey respondents agreed

Outcome: Supported Individuals are supported to exercise their right to make choices with support as necessary from friends, family, and trusted advisers.

Supported Individuals that indicate employees support them make their own choices/decisions

98% of survey respondents agreed

Supported Individuals that are connected with resources that they need

93% of survey respondents agreed (missing one program in 2025 due to clerical error)

Outcome: Supported Individuals are supported to live with dignity and equality in a safe and secure environment.

Supported Individuals that indicate feeling safe in their program or where they live

99% of survey respondents agreed

Supported Individuals that indicate employees listen to them

99% of survey respondents agreed

Outcome: Supported Individuals are supported to be known citizens in their community.

Supported Individuals that indicate employees support them to go out in their community if they want to

97% of survey respondents agreed

Outcome: Supported Individuals and families/personal support network members can depend on CLS

Supported Individuals that indicate they can depend on employees.

97% of survey respondents agreed

Outcome: CLS will be responsive and follow through on our commitments to Supported Individuals and families/personal support network members.

Supported Individuals that indicate employees do what they say they are going to do

98% survey respondents agreed

Survey Results: Family/ Personal Support Network Members Feedback and Targets

The average survey response rate for this stakeholder group was 55% (2024: 32%, 2023: 18%).

The responses were overwhelmingly positive, with all survey results exceeding the 90% target.

Outcome: Supported Individuals are treated as unique, with strengths, abilities, and value.

Family/ personal support network members that indicate CLS employees know their family member's strengths

98% of survey respondents agreed

Family/ personal support network members that indicate CLS employees see their family member as a unique individual.

97% of survey respondents agreed

Outcome: Supported Individuals are supported to exercise their right to make choices with support as necessary from friends, family, and trusted advisers.

Family/ personal support network members that indicate their family member's choices are respected by CLS employees

97% of survey respondents agreed

Family/ personal support network members that indicate CLS employees support their family member to make their own choices/ decisions

98% of survey respondents agreed

Outcome: Supported Individuals are supported to live with dignity and equality in a safe and secure environment.

Family/ personal support network members that indicate their family member is safe participating in the program/living in their home

97% of survey respondents agreed

Outcome: Supported Individuals are supported to be known as citizens in their community.

Family/ personal support network members that indicate CLS employees support their family member to be involved in their community, if they want to be

97% of survey respondents agreed

Outcome: CLS supports social change that contributes to stronger, healthier communities for everyone.

Family/ personal support network members that indicate CLS employees advocate for their family member

98% of survey respondents agreed

Family/ personal support network members that indicate CLS advocates for people with disabilities

97% of survey respondents agreed

Outcome: Supported Individuals and families/ personal support network members can depend on CLS.

Family/ personal support network members that indicate CLS acts with integrity

98% of survey respondents agreed

Family/ personal support network members that indicate CLS employees respond in a timely manner

97% of survey respondents agreed

Outcome: CLS will be responsive and follow through on our commitments to Supported Individuals and families/personal support network members.

Family/ personal support network members that indicate CLS employees follow through on the things they say they will do

94% of survey respondents agreed

Family/ personal support network members that indicate CLS listens and responds to their feedback

97% of survey respondents agreed

Survey Results: External Stakeholders Feedback and Targets

The average survey response rate for external stakeholders was 27% (32% in 2024, 18% in 2023) and for Employers with was 33% (11% in 2024, 55% in 2023). The responses were overwhelmingly positive, with all survey results exceeding the 90% target.

Outcome: Supported Individuals are supported to be included in their community.

External stakeholders that indicate CLS works to ensure Supported Individuals are involved in their community

100% of survey respondents agreed

External stakeholders that indicate CLS advocates for people with disabilities

100% of survey respondents agreed

External stakeholders that indicate CLS works to make a stronger, healthier community for everyone

100% of respondents agreed

External stakeholders that indicate CLS acts with integrity

100% of survey respondents agreed

External stakeholders that indicate CLS is dependable as an organization

100% of survey respondents agreed

Outcome: CLS ensures services and supports are flexible and responsive.

External stakeholders that indicate CLS is a responsive organization

100% of respondents agreed

Outcome: CLS is accountable to all our stakeholders.

External stakeholders that indicate CLS is an accountable organization

100% of survey respondents agreed

Outcome: Employment Services program ensures proper support for participating employers.

Employers that indicate they are satisfied with CLS Employment Services program

94% of survey respondents agreed

Employers that indicate they are satisfied with the on-the-job support provided by program team members

94% of survey respondents agreed

Employers that indicate job candidates were appropriate for the job

94% of survey respondents agreed

Service Delivery Outcomes: Program Performance

Community Inclusion Programs

In 2025, Community Inclusion had 30 new Supported Individuals enter services and 24 people exit services. The survey response rate for Supported Individuals in Community Inclusion were: Individualized Supports (63%), Day Supports (93%), Studios (60%), L.I.F.E (85%). The 2025 results meet the targets in four out of seven measurements for the Community Inclusion outcomes.

Effectiveness Measures:

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

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

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

97% of Supported Individuals in Day Supports and Studios are engaged and involved in contributing to their community at least once per year, exceeding the 90% target.

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

- On average, 78% of Supported Individuals are engaged and involved in skill development, not meeting the target of 85% quarterly.
- The information is recorded on activity logs, grouped by quarters, and aggregated annually. This measure was reviewed in 2024 to ensure the target and timeline were relevant to the programs, however upon deeper analysis CLS has found the target needs to be changed. Due to the uniqueness of each program and some challenges with data collection, the targets and measures will be adjusted next year.

Outcome: Self-determination will be encouraged and supported

100% of Supported Individuals in Community Inclusion indicate having opportunities to make choices, exceeding the 90% target.

CLS identifies a 'Supported Individual's goal' as their ambition or effort, aim or desired result. Goals are specific, measurable objectives tailored to the Supported Individual's aspirations and needs, focusing on enhancing socio-emotional well-being and personal development. Each Supported Individual has a minimum of one goal.

The Community Inclusion programs did not meet their individual targets. By program:

- Individualized Supports 2025 results: 40% Target: 75%
- Day Supports 2025 results: 66% 1x per week Target: 90% 1x per week
- Studios 2025 results: 73.4% Target: 75%
- L.I.F.E. services 2025 results: 65% Target: 90%

The 2025 results were not positive. Upon analysis, CLS has determined that the targets set in 2024 are realistic and appropriate. The issues appear to be the following, summary list:

- Individuals are engaged in many activities, yet not enough related to the goals they set.
- The goals are not measurable.
- The goals are not meaningful to the Supported Individual.
- Documentation is not accurately reflecting the work.
- Staffing and capacity challenges, limiting oversight.

CLS has done a significant amount of work on measurable goals training, however the concepts can be challenging to put into practice. The Directors for the four programs will work with their respective teams and the 2026 performance measurement planning will determine further plans to improve the results for next year.

Efficiency Measures:

Outcome: Maximize service hours received

86% of hours paid in relation to hours that were funded, below the 95% target (92% in 2024) and CLS was expecting this measurement to be below target.

1. Some programs do not have global funding but rather individualized funding. This could result in under delivering the hours if an employee is sick and/or a Supported Individual cancels or refuses supports. Another factor could relate to how when Leaders or employees are away, their hours are not covered - this includes vacation and sick time.

Service Access Measures:

Outcome: Minimize time to program entry and continuation

Average of 8 weeks from referral to beginning of service met the 8-week target.

Supported Living

In 2025, Supported Living had two new Supported Individual enter services, two internal transitions due to changes in health and/or mobility needs and one person exit services. The survey response rate for Supported Individuals in Supported Living was 84%. The Supported Living outcomes have positive 2025 results, meeting the targets in three out of five measurements.

Effectiveness Measures:

Outcome: Support to maintain stability in their living arrangement.

The program had zero unplanned moves in 2025.

Outcome: Self-determination will be encouraged and supported.

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

Outcome: Opportunities to learn skills that support independence.

75% of Supported Individuals reported they are engaged and involved in skill development, not meeting the 90% target.

2. The decrease in meeting this target surprised CLS, resulting in a deeper analysis. Though there were not significant changes in the survey process, there have been changes in the acceptance of supports through 2025, and possibly the Supported Individuals understanding of whether they are in fact working on skill development.
3. CLS defines skill development as working on a skill that increases and/or maintains independence, enhances personal development, or promotes the Supported Individual's quality of life.
4. CLS is considering how to ensure the Supported Individuals completing the surveys have clarity and understand the questions. For 2026, Leaders will go over the questions one by one prior to providing the survey to aid in this process.

Efficiency Measures:

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

The program did not meet the 95% target with **93%** of funded hours being delivered.

5. CLS has observed over the last few years how once Supported Individuals have secured housing, their support needs often decrease. This has led to some Supported Individuals declining to accept support. In 2025, five Supported Individuals refused supports frequently.

Service Access Measures:

Outcome: Minimize time to program entry and continuation.

The program exceeded the target in 2025 with a **1.25-month** average between expressed desire or need to move and placement for the Supported Individuals accommodated.

Independent Living

In 2025, Independent Living had 14 new Supported Individuals enter services and one person exit services. Growth of the Independent Living program has continued with 13 new housing units added through partnerships with housing providers M'akola and Sawmill Co-op, both in Vancouver. The survey response rate for Supported Individuals in Independent Living was 85%.

The Independent Living outcomes have positive 2025 results, meeting the targets in three out of six measurements. However, given the complexities of services in this program, the outcomes are under review as part of 2026 performance measurement planning.

Effectiveness Measures:

Outcome: Support to maintain stability in their living arrangement.

The program had **zero** unplanned moves in 2025.

Outcome: Self-determination will be encouraged and supported.

89% of Supported Individuals in the program indicated having opportunities to make choices, not meeting the 90% target. The change from 2024 (100%) is curious, however the supports provided in Independent Living are driven by the Supported Individual's choices, making the program entirely self-determined. As noted, CLS will be reviewing the outcomes to determine relevance and potentially improve methods of measuring effectiveness of the program.

75% of activities a Supported Individual engages in linked to their goals, meeting the 75% target.

Outcome: Opportunities to learn skills that support independence.

86% of Supported Individuals reported they are engaged and involved in skill development, not meeting the 90% target.

- CLS defines skill development as working on a skill that increases and/or maintains independence, enhances personal development, or promotes the Supported Individual's quality of life.
- Following analysis of supports through 2025, there appears to be a high amount of skill development, in most forms of support provided. It is possible that the Supported Individuals may benefit from clarification of whether they are in fact working on skill development to increase the validity of this data and meet or even exceed the target.
- CLS is considering how to ensure the Supported Individuals completing the surveys have clarity and understand the questions. For 2026, Leaders will go over the questions one by one prior to providing the survey to aid in this process.

Efficiency Measures:**Outcome: Minimum levels of support are being provided to all Supported Individuals**

73% of funded service level hours were delivered (70% in 2024): The program did not meet the target of 95% but improvement was noted.

6. CLS has observed over the last few years how once Supported Individuals have secured housing, their support needs often decrease. This has led to some Supported Individuals declining to accept support.

Service Access Measures:**Outcome: Minimize time to program entry and continuation.**

The program exceeded the target in 2025 with a 1.75-month average between expressed desire or need to move and placement for the Supported Individuals accommodated.

7. CLS partnering with affordable housing societies over the last few years has increased the number of affordable housing units available to individuals supported in Independent Living. Supported Individuals moved in with the following CLS partnerships in 2025:
 - M'akola Housing Society, Vancouver - 10 units
 - Sawmill Housing Cooperative, Vancouver - 3 units

Home Share

In 2025, Home Share had five new Supported Individual enter services and 17 exit services. The survey response rate for Supported Individuals in Home Share was 79%. The 2025 results for Home Share outcomes meet the targets in seven out of eleven measurements.

Effectiveness Measures:**Outcome: Home Share Providers will feel supported by the agency**

100% of Home Share Providers indicated they feel that support offered by the agency met their needs, exceeding the 90% target. The survey response rate for Home Share Providers was 79%, lower in 2025 due to a group of five Home Share Providers only being able to attend the training later than the reporting period.

Outcome: Supported Individuals will experience inclusion in their community.

93% of Supported Individuals in Home Share are present in the community during home share supported time at least two times per week, meeting the target of 90%.

Outcome: Self-determination will be encouraged and supported.

94% of Supported Individuals in the program indicated having opportunities to make choices, exceeding the 90% target.

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

This outcome is evaluated with four indicators measuring unplanned moves and satisfaction and longevity with the living situation. These results connect to the CLS efficiency measurement aiming to minimize turnover in Home Share providers.

There were six breakdowns in service resulting in 7.4% of Supported Individuals experiencing unplanned moves (2.5% in 2024, 4.3% in 2023 and 1.2% in 2022). This did not stay below the 5% target. It was a challenging year in the Home Share program, with complex situations CLS has worked to mitigate with the following changes in the program:

8. New Director of Programs accountabilities.
9. Established a new Manager of Home Share position.
10. Reviewed of all policies and procedures.
11. Increased monitoring and support role from the Quality Assurance department.
12. Plan to reduce the amount of independent suites in Home Share situations.
13. Improvements in the annual Home Share Provider training sessions.

87% of Supported Individuals in Home Share that choose to engage in the home-life indicate they feel included, not meeting the 90% target.

14. CLS improved the methods to distribute satisfaction surveys to the Supported Individuals in Home Share, having the Home Share Manager oversee the process, which in turn may have allowed for more clarity for Supported Individuals resulting in a more accurate representation.
15. The satisfaction survey for Supported Individuals in Home Share was updated to the following language: *'My Home Share Provider encourages me to join activities with the people I live with.'*
16. CLS is going towards changing the Home Share model to encourage more inclusive environments. CLS will no longer be contracting Home Share situations with separate suites, changing this expectation.

An analysis of the mean, mode and median regarding the amount of years Supported Individuals are in Home Share is completed annually for this measurement. The program exceeded the 4-year target (mean) with a mean of 7.3 years, a median of 4 years, and a mode of 2-3 years (in 2024, mean: 5.11 years, median: 3.8 years and mode: 2 years).

Efficiency Measures:

Outcome: Minimizing turnover in Home Share providers.

18% of Home Share Providers exited from providing services in 2025. The program did not meet the target (14% in 2024, 11.75% in 2023 and 17% in 2022).

CLS evaluates the efficiency of the program through the stability of Home Share Providers. As part of 2024 performance measurement planning, CLS reviewed this outcome and target.

- There has been a significant increase in monitoring and adjusting procedures in the Home Share Program. As outlined above, changes in the program including role accountabilities, support from the Quality Assurance department, reduction to the amount of independent suites in Home Share situations may have led to increased turnover.

CLS, along with other service providers in the province have been and will continue to advocate for CLBC to increase the pay rates for Home Share Providers.

Service Access Measures:

Outcome: Minimize the time from intake to placement.

In 2025, the program met the 90-day target with five new Supported Individuals averaging 62-days from intake to placement. This is indicative of transitions following a positive matching process.

Outcome: Maximize appropriate placements of Supported Individuals.

55% of accepted referrals were successfully matched. The program did not meet the 90% target. In 2025 there were nine accepted referrals, with five placed and four awaiting matching at the time of this analysis. The process whereby referrals become accepted and a Supported Individuals is ready for matching was reviewed in 2025 and improvements are planned for 2026.

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

100% of Home Share Providers indicate that their needs were responded to in a timely way by employees, exceeding the 95% target.

Staffed Homes

In 2025, Staffed Homes had two new Supported Individual enter services, two transitions to other CLS homes due to changes in health and/or mobility needs, two transitions from a CLS Home Share to a Staffed Home and no exits. The survey response rate for Supported Individuals in Staffed Homes was 73%. The Staffed Homes outcomes have positive results, meeting the targets in all six measurements.

Effectiveness Measures:

Outcome: Support to maintain stability in their living arrangement.

The program had zero unplanned moves in 2025.

Currently, CLS defines an unplanned move as “all moves that occur due to crisis or emergency situations and where the individual and/or family members have not been actively involved in planning for the move or having choice in the move.” CLS reviewed unplanned moves where Supported Individuals are displaced for a period of time resulting from issues with the Staffed Homes, versus situations where CLS cannot entirely prevent the event such as a severe storm causing damage and/or a flood.

Outcome: Self-determination will be encouraged and supported.

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

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

97% of times Supported Individuals in Staffed Homes are present in community at least one time per week, exceeding the 95% target.

CLS defines community presence as “activities that occur outside of the program or home (e.g. a walk in the park, grocery shopping, going out for dinner, going to the theatre, etc.) and does not necessarily involve interaction with other people.” These results have steadily improved.

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

97.4% of times Supported Individuals connect with at least one Unpaid Person with whom they regularly interact with every month, exceeding the 95% target.

CLS defines an Unpaid Person as “a person involved in a Supported Individual’s life who is unpaid such as family, friend, acquaintance, members of a club, group, team, or congregation, etc.). This would not include CLS employees, medical professionals, and other network members who are paid to be in the persons life.

In 2025, CLS improved the methods and accuracy to acquire data for this measurement. CLS created a new list on ShareVision to capture Supported Individuals Meaningful Relationships, defined as “connections that foster feelings of happiness and security; create a sense of belonging, inclusion and purpose; are authentic, reliable and consistent; contribute to quality of life and are characterized by several key elements: trust, support, communication, shared values and goals, boundaries, common interests, respect and reciprocity.

Efficiency Measures:

Outcome: Maintain use of funded service level hours.

The program exceeded the 95% target with **100%** of funded hours delivered.

Service Access Measures:

Outcome: Minimize time to program entry and continuation.

The program exceeded the target in 2025 with a **3-month** average between expressed desire or need to move and placement for the Supported Individuals accommodated.

There were two Supported Individuals who moved to different Staffed Homes due to changes in their mobility and overall needs. Both stayed in their same communities on the North Shore with accessibility modifications made for each of their new homes.

Employment Services

In 2025, Employment Services had 24 new Job Seeker/Participants enter services and 35 exit services. The survey response rate for Job Seekers/ Participants in Employment Services was 65%. The Employment Services outcomes have positive 2025 results, meeting the targets in seven out of eight measurements.

Effectiveness Measures:

Outcome: Supported Individuals will secure and maintain employment.

The percentage of new Job Seekers that were successfully placed in employment within the first six months of services did not meet the targets for one applicable funding category. CLBC funding categories are referenced as “A, B and C” in this report:

A: Lower Mainland PSI (Personalized Support Initiative)

B: Upper Fraser PSI (Personalized Support Initiative)

C: Lower mainland DD (Developmentally Disabled)

* UF PSI (B) is not applicable for this reporting period as referrals in this stream were received less than one month prior to year-end, leaving insufficient time to measure six-month outcomes.

The target is 75% within 15 weeks (average). The 2025 results are:

A: **50%**

B: Not applicable

C: **75%**

A: **15 weeks**

B: Not Applicable

C: **12 weeks**

Comparative analysis:

2023: A: 67%

B: 64%

C: 62%

2024: A: 25%

B: 50%

C: 0%

Supported Individuals were employed an average of **34 weeks** per year in Employment Services exceeding the 30-week target.

Outcome: Maximize Job enhancements for all employed Supported Individuals.

53% of employed Supported Individuals in Employment Services received more than minimum wage exceeding the 45% target.

The average wage for employed participants in Employment Services was \$19.43 in 2025, above the target of minimum wage (\$17.85 per hour as of June 2025, \$17.75 per hour prior to this).

35% of employed Supported Individuals received a job enhancement this year meeting the 35% target.

Efficiency Measures:

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

89% of at-risk job in jeopardy situations were prevented from breakdown (at the time of identification of imminent breakdown), exceeding the 75% target.

Service Access Measures:

Outcome: Job Seekers/ Participants will receive service in a timely manner.

100% of Job Seekers were in active job search within three months of intake. However, this is a self-driven program, which is a direct reflection of the interests and status of the Job Seeker. Though CLS exceeded the target, it is important to note that though the process is designed to be done systematically and immediately, it is entirely driven by the Job Seeker's choices.

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

Participants were employed in 23 sectors, exceeding the target of 20 sectors.

2026 Performance Measurement Goals and Plans

As a result of the recommendations from this report, CLS has identified six new priorities:

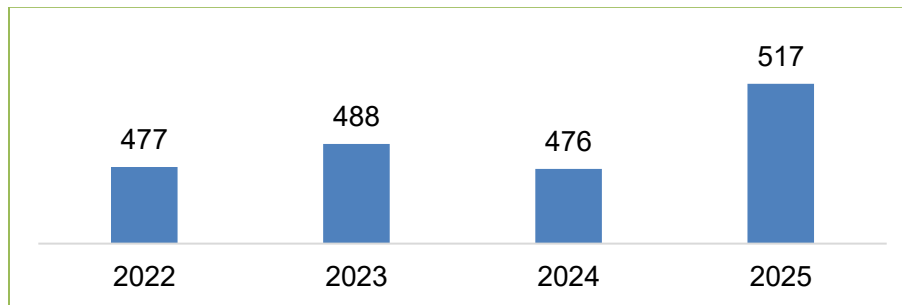
- Engage Supported Individuals in meaningful goal related activities.
- Improve activity log documentation across CLS programs.
- Improve accuracy of entrance/ transitions/ exits data.
- Improve timeliness of submitting reportable incidents.
- Ensure the outcomes for Independent Living reflect the program.
- Increase reliability of data in Supported Individuals satisfaction surveys.
- Ensure L.I.F.E services have a strong foundation of practice guidelines and policy framework that reflects best practices.

CLS is confident in the performance measurement processes set up to strive for continuous improvement.

4. Demographics: Supported Individuals

Supported Individuals by: Total Number, Program, Geographical Location, Primary Diagnosis, Age, Declared Gender, Declared Ethnicity and First Language.

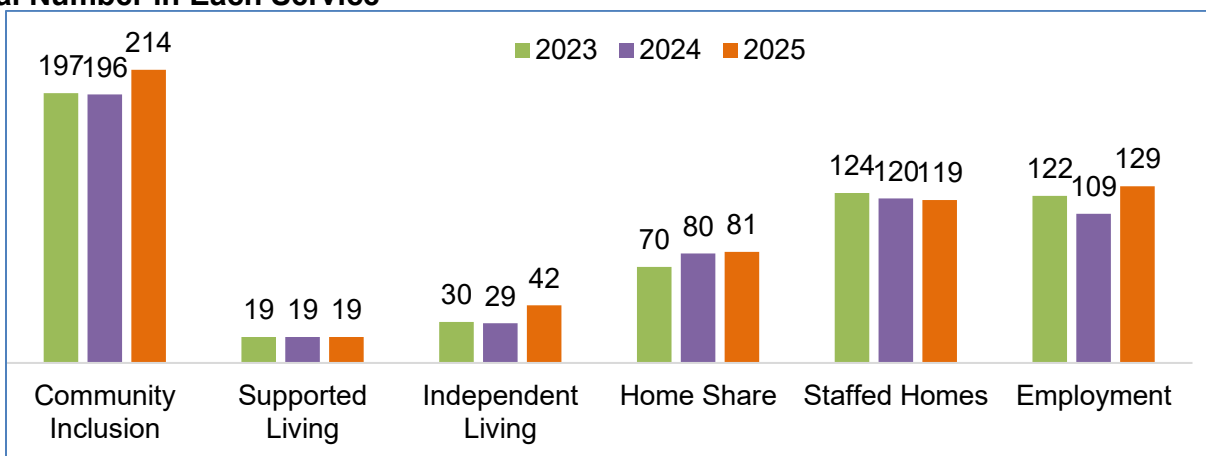
4.1 Total Number



Note: Not included in the totals reported are 14 youth supported by the CLS Employment Services team in the Impact 2 project over the Summer of 2025.

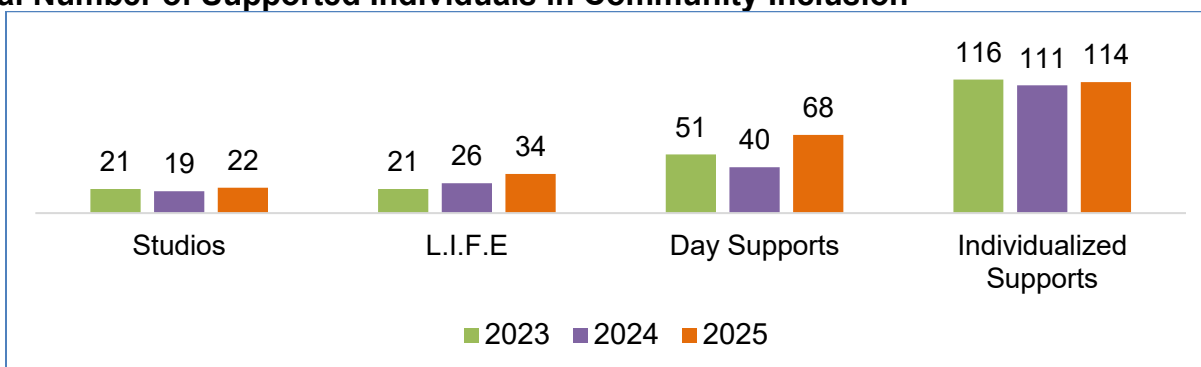
The number indicated in the columns of the chart above represents the highest total of Supported Individuals in CLS services at a single point throughout the year. Of the 517 Supported Individuals, some are supported in multiple programs. On December 31, 2025 there were 528 individuals in CLS services.

Total Number in Each Service



Note: These numbers are for the totals in each program equaling 604 Supported Individuals. Though as some people are in more than one CLS program, the above numbers are not the same as the total number of people supported by the CLS in 2025 at a given time, 517 Supported Individuals.

Total Number of Supported Individuals in Community Inclusion



4.2 Entrance, Transitions and Exits

Summary of the changes in 2025 within CLS Programs:

Status Description	Total
New to CLS	85
Transitioned from one CLS program to another	11
Exited CLS	66
Exited a program:	63
Passed away:	3

Entrances

Programs/Service	Total New Entrances
Supported Living	2
Studios	4
Staffed Homes	1
L.I.F.E	12
Individualized Supports	14
Independent Living	14
Home Share	5
Employment Services	24
Day Supports	8

Transitions

In addition to the exits from a CLS program/service listed below, the following transitions happened between a CLS service, without changing the service type.

Service	Transitions
Staffed Homes	3 transitions due to changes in health and/or mobility needs 1 - Duthie to Sidley 1 - Capilano to Norwood 1 - Frederick to Ross Road 1 transition from a Home Share to a Staffed Home - Home Share Provider's health changed suddenly preventing them from providing support
Supported Living	2 transitions due to changes in health and/or mobility needs 1 - Madison to 43 Hastings 1 - Madison 204 to Madison 207 1 transition from a Home Share due to the Home Share Provider serving notice
Home Share	4 moves from a Home Share to a new Home Share

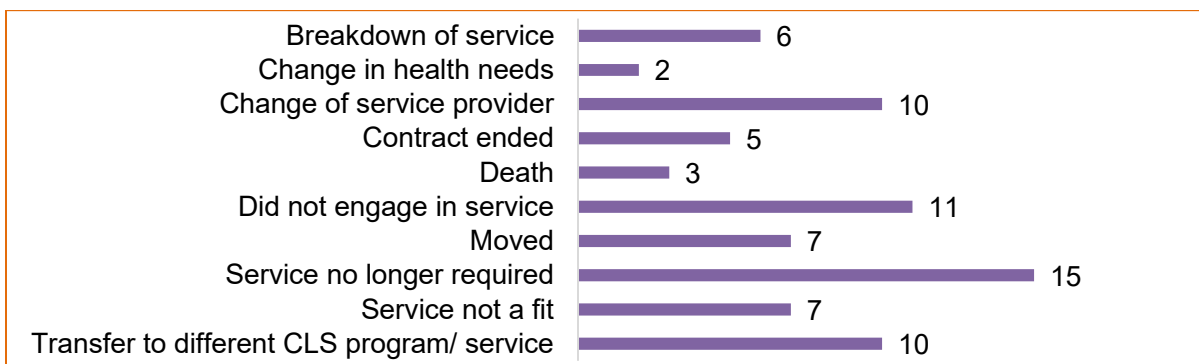
Unique situations not included in transitions:

- 3 Supported Individuals moved temporarily due to accessibility renovations in their home.
- 2 Supported Individuals who were moved from a Home Share placement into a Supported Living arrangement temporarily due to an emergency situation. They both later exited services.

Exits:

Program/Service	Total Exits	Exit Reason
Community Inclusion	24	
• Individualized Supports	11	Service no longer required (2) Moved (2) Did not engage in service (1) Death (2)
• Day Supports	9	Change of service provider (4) Change of service provider (1) Transfer to different CLS program/service (5) Moved (1)
• L.I.F.E.	2	Service no longer required (2) Did not engage in service (1)
• Studios	2	Transfer to different CLS program/service (1) Did not engage in service (1) Moved (1)
Supported Living	1	Death
Independent Living	1	Service no longer required
Home Share	16	Breakdown of service (6) Change of service provider (2) Contract ended by Supported Individual/Family (3) Contract ended by Home Share Provider (2) Moved (2) Change in health needs (1)
Employment	34	Transfer to another CLS program/service (4) Service not a fit (7) Service no longer required (10) Moved (1) Change in health needs (1) Did not engage in service (8) Change of service provider (3)

Exit Reasons



4.2.1 Considerations

Entrances in 2025:

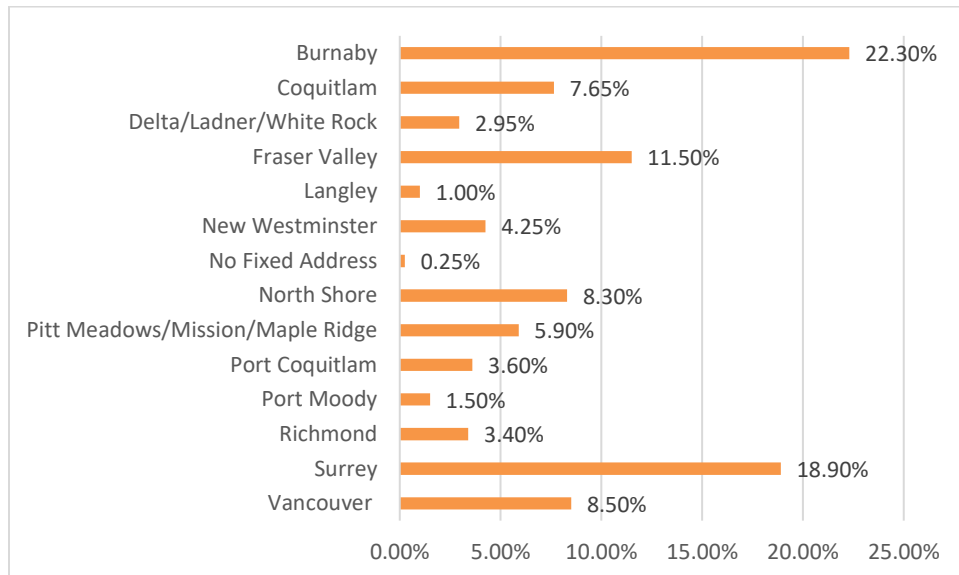
- Individualized Supports had a 75% increase in entrances from 2024.
- The Studios had new entrances to the program for the first time in three years.
- Day Supports had a 100% increase in entrances from 2024. One Day Supports program in Surrey is now offering a second shift (11am-5pm), for one program to provide support to people who wanted that flexibility.
- L.I.F.E. had a 100% increase in entrances from 2024.
- Supported Living had two entrances, both young and new to CLS.
- Independent Living grew as a result of 13 new housing units added through CLS partnerships with housing providers M'akola and Sawmill Co-op, both in Vancouver.
- With Employment Services entrances at 24, this number is closer to the typical average prior to 2024 which was a difficult year for the program due to staffing challenges and CLS had imposed a moratorium on new referrals from the second quarter until November 2024.

Exits in 2025:

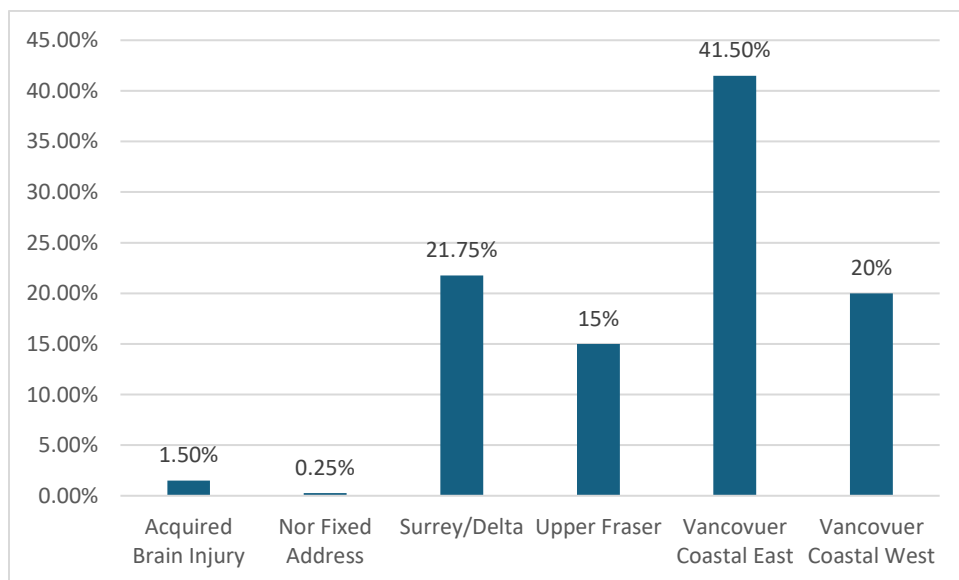
- CLS analyzed the exits from Individualized Supports finding no trends, however the following features were noted for 2 of the 11 as quite unique:
 - One Supported Individual had significant changes in their needs, and all community living services were altered.
 - CLBC had made an error where one Supported Individual had been funded for a second organization providing Community Inclusion, when CLBC found the error CLS services were halted.
- Day Supports had nine exits (3 in 2024), with four due to age related changes where the model no longer worked for them, one Supported Individual exited due to medical reasons, one moved, and one chose to leave services and access community without supports.
- One Supported Individual passed away outside of support hours in the Supported Living program.
- One Supported Individual exited Independent Living as they moved into long-term care.
- Home Share had a lot of changes this year. With 16 exits, this is a 38% increase from 2024. There were seven breakdowns of service, however CLS ended some contracts due to quality concerns. CLS made improvements to delivering and monitoring this program. New processes were implemented immediately with noted positive progression. Additionally, a longtime Home Share Provider had a sudden change in their health and the Supported Individual moved to a CLS Staffed Home where they are permanently living now.
- Employment Services had many exits this year, a 385% increase from 2024 (7 to 34). CLBC define referral criteria for Employment Services funded under their jurisdiction. CLBC is the first point of contact and makes all eligibility and service allocation decisions, however it is up to the Job Seeker when they begin services with CLS to engage in the process. For eight Job Seekers, they never did engage, and for another eight Employment Services did not fit their needs. CLS is nearing completion of the Employment Services policy framework with timelines and practices clearly outlined. For example, specific criteria for periods of 30 or 90 days to engage with a Job Seeker upon the beginning of service.

4.3 Geographic Location

The vast majority of CLS services are located and provided in the Metro Vancouver area.



Total Number of Supported Individuals by Funder (Region)



4.3.1 Canadian Census Information

Lower Mainland Population		
Population history		
Year	Pop.	±%
2001	2,224,515	+8.3%
2006	2,373,612	+6.7%
2011	2,590,921	+9.2%
2016	2,759,385	+6.5%
2021	2,966,830	+7.5%
Source: Statistics Canada [5][6][7][8][9][10]		

As of the 2021 census, the population of the Lower Mainland totals 2,966,830:

- 295,934 in the [Fraser Valley Regional District](#)^[8]
- 2,642,845 in [Metro Vancouver Regional District](#)^[9]

These figures are slightly inflated due to the inclusion of areas within the Regional Districts which are not normally considered to be part of the Lower Mainland, notably the lower Fraser Canyon and the heads of Harrison and Pitt Lakes, which are within the Fraser Valley Regional District, and Lions Bay and Bowen Island, which are within the Greater Vancouver Regional District.

Ethnicity in the Lower Mainland

Excerpt from the most recent Canadian Census Profile (2021).

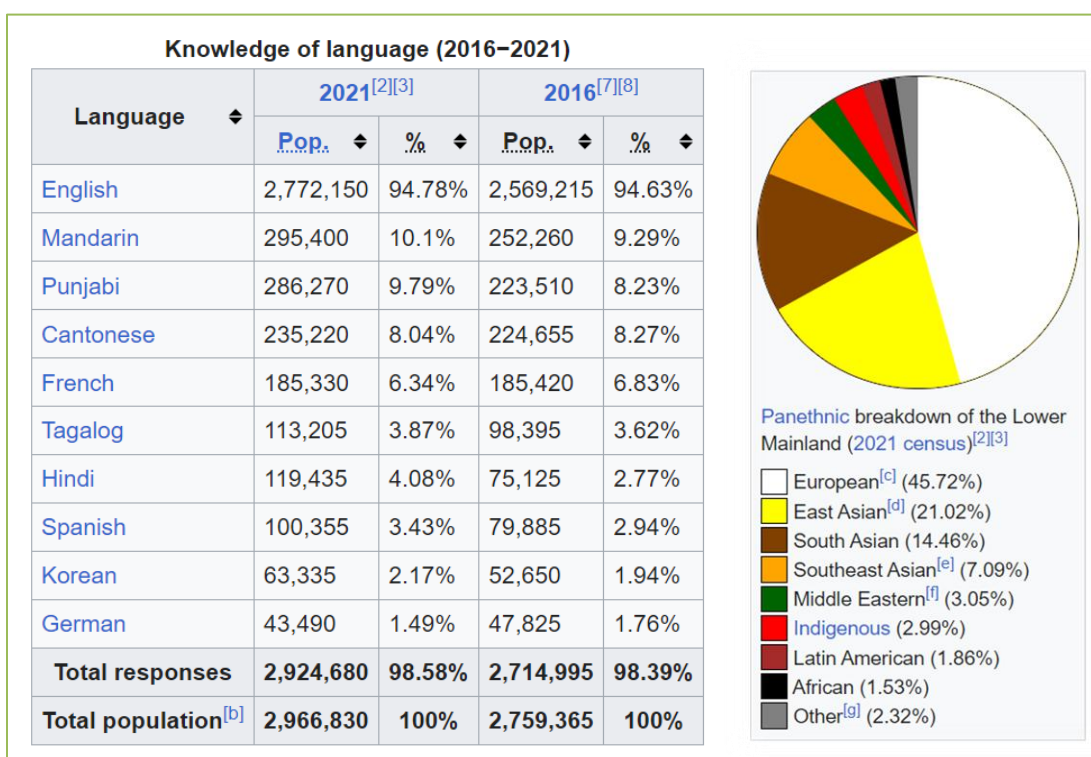
The Lower Mainland is among the most multicultural and diverse regions in Canada. As of 2021, Europeans form a plurality with 1,337,105 persons or 45.7 percent of the total population, followed by East Asians with 614,860 persons or 21.0 percent and South Asians with 422,880 persons or 14.5 percent.

Metro Vancouver is a multi-ethnic society. There remains a small population (2.99%) of indigenous people. From the time of the region's first non-indigenous settlement in the second half of the 19th century, people from Britain and Ireland were the largest group of immigrants and, collectively, remain the largest ethnic grouping in Lower Mainland to this day. The largest non-European ethnic groups situated in Vancouver include East Asian, South Asian, and Southeast Asian. The metropolitan area has one of the most diverse Chinese-speaking communities.

*Canadian Census Profile 2021

In the City of Vancouver and four adjacent municipalities (Surrey, Burnaby, Richmond, and Coquitlam), there is no visible majority. Hence, the term visible minority is used here in contrast to the overall Canadian population which remains predominantly of European descent.

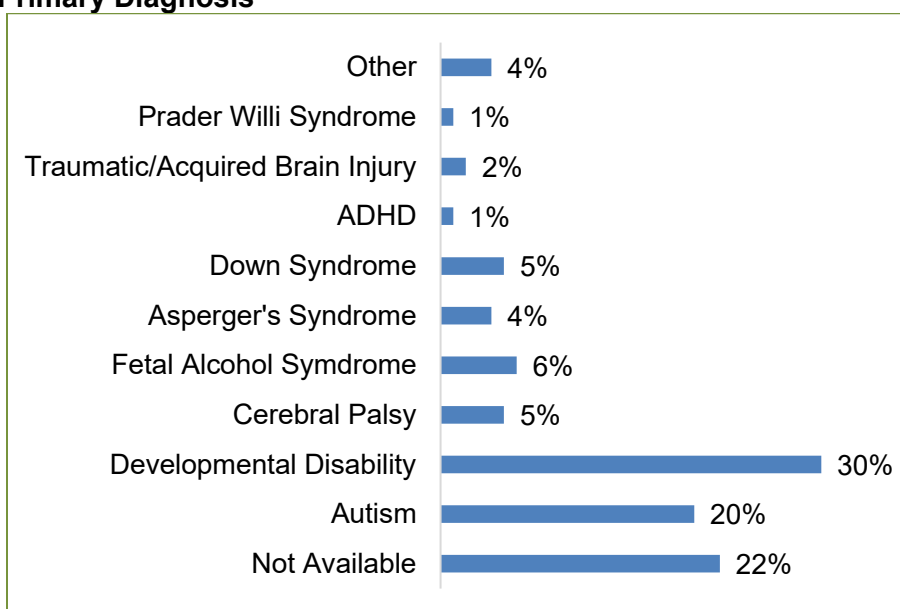
Continued: Excerpt from the 2021 Canadian Census Profile



4.4 Characteristics

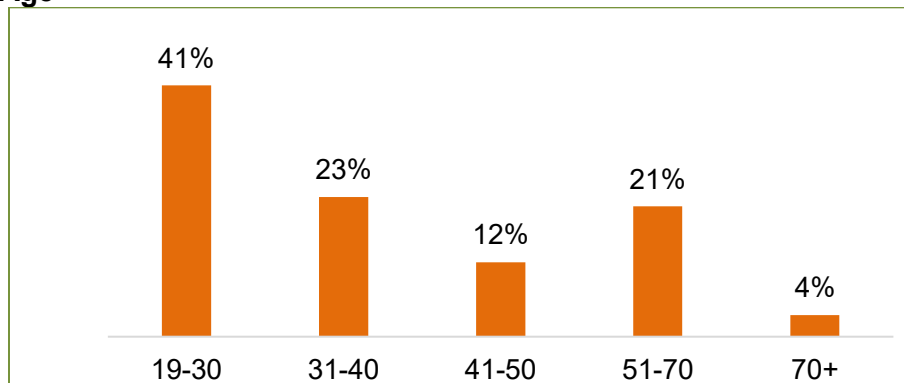
Primary Diagnosis, Age, Declared Gender, Declared Ethnicity and First Language.

All Programs: Primary Diagnosis

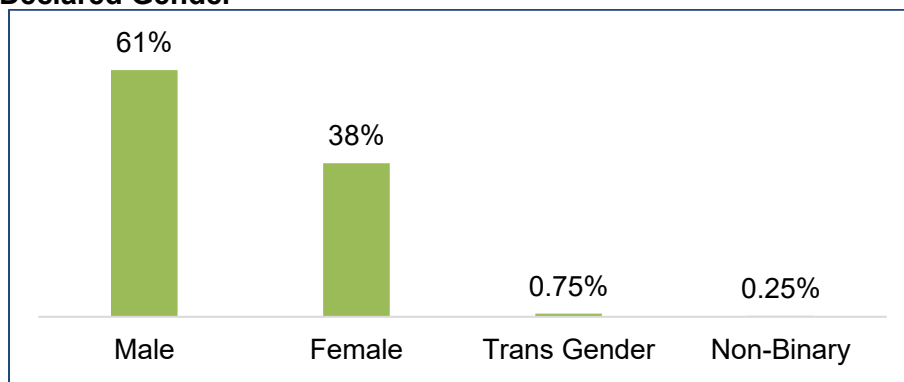


Note – we do not collect diagnosis for Supported Individuals in the Employment Services program, therefore the diagnosis is listed as 'Not Available.'

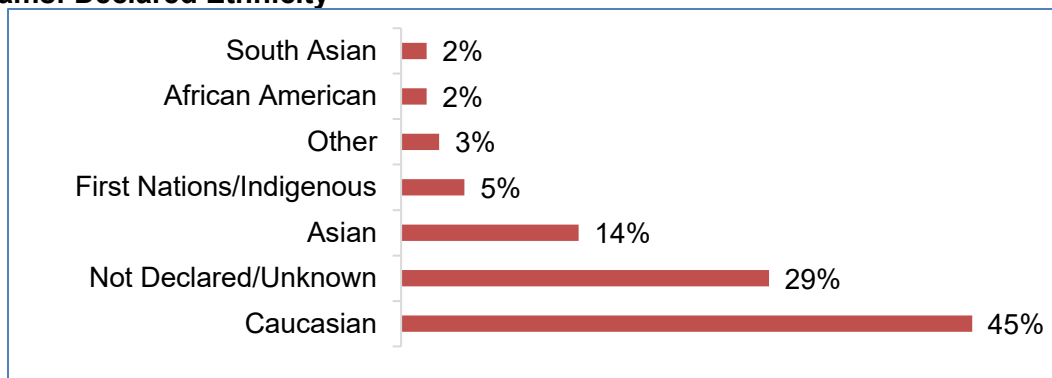
All Programs: Age



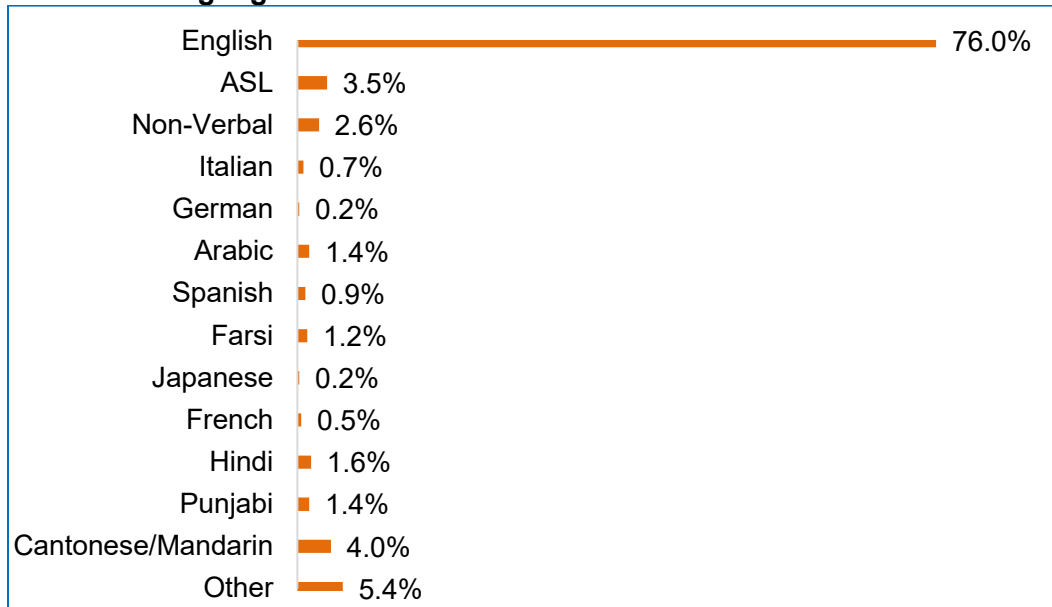
All Programs: Declared Gender



All Programs: Declared Ethnicity

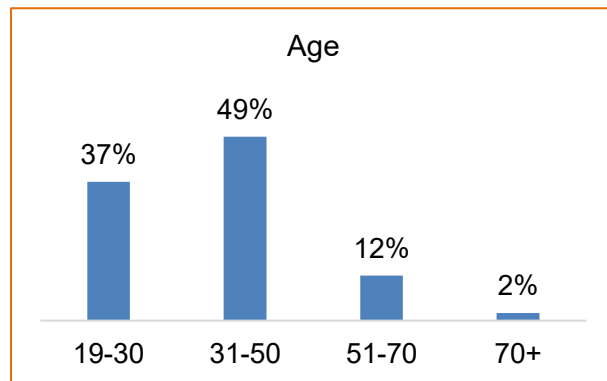
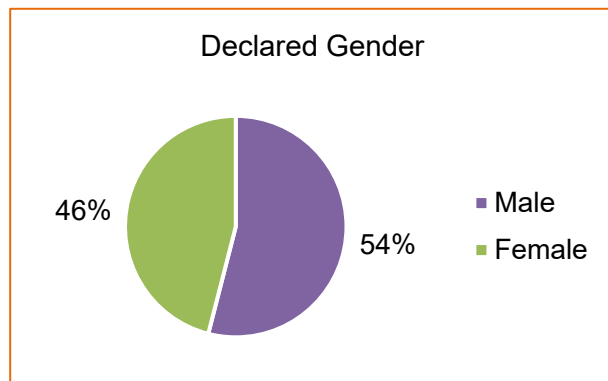


All Programs: First Language

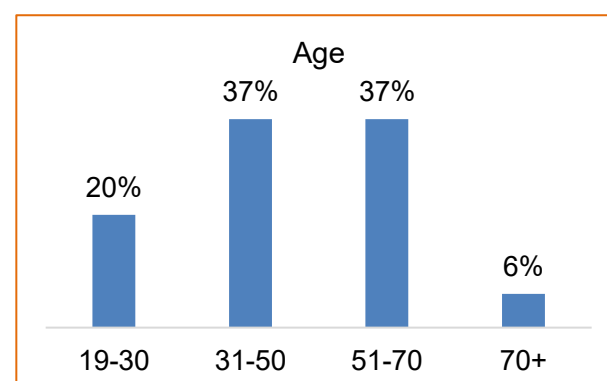
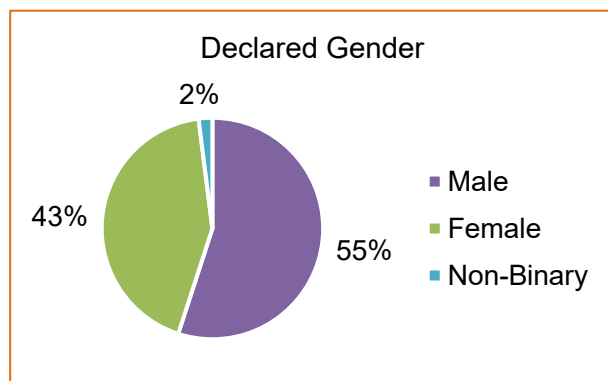


Demographics: By Program

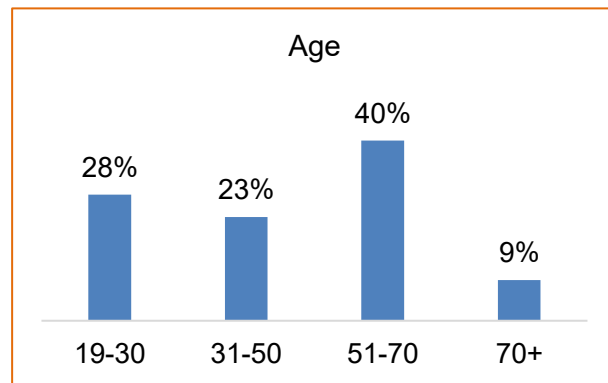
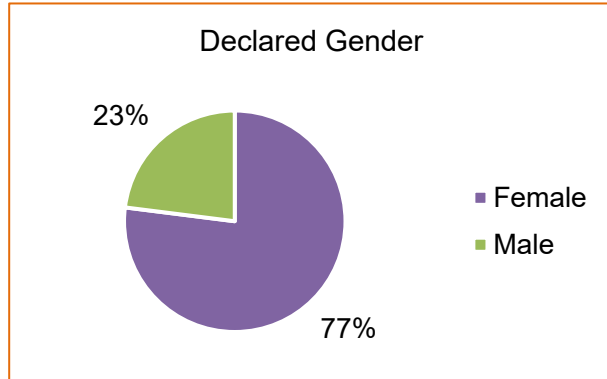
Individualized Supports



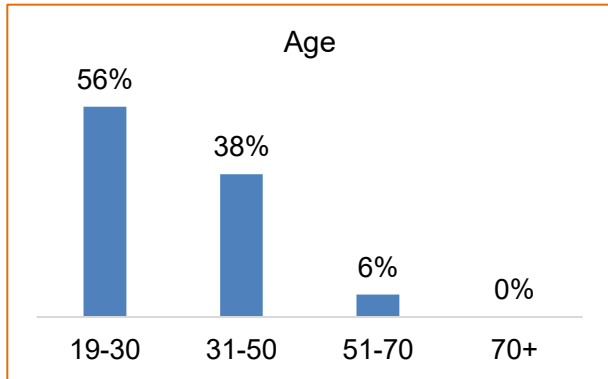
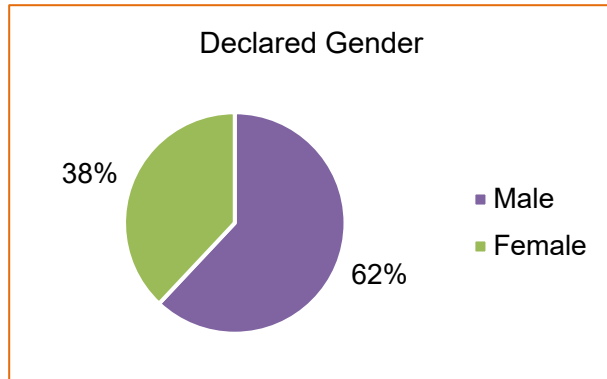
Day Supports



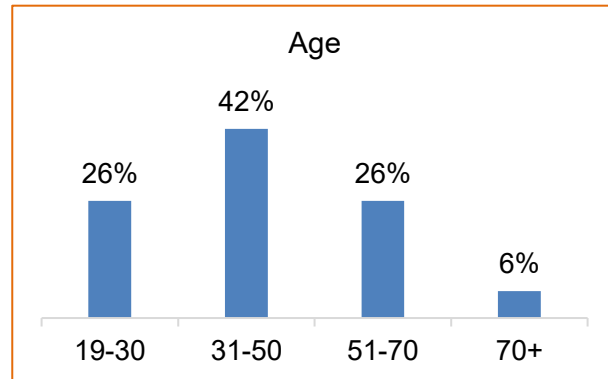
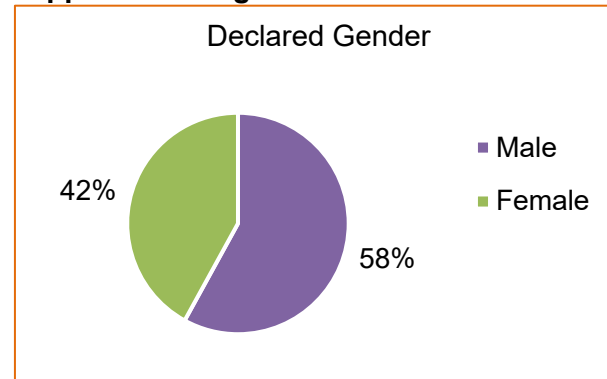
Studios



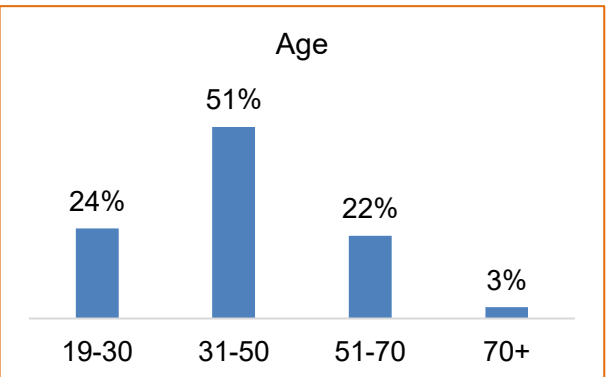
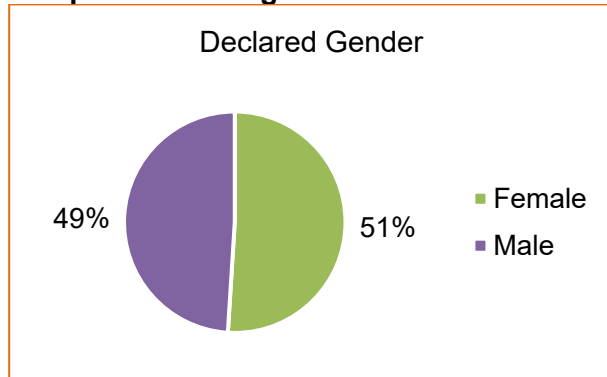
L.I.F.E



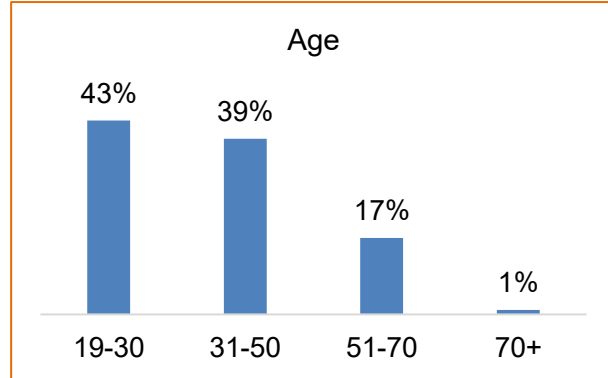
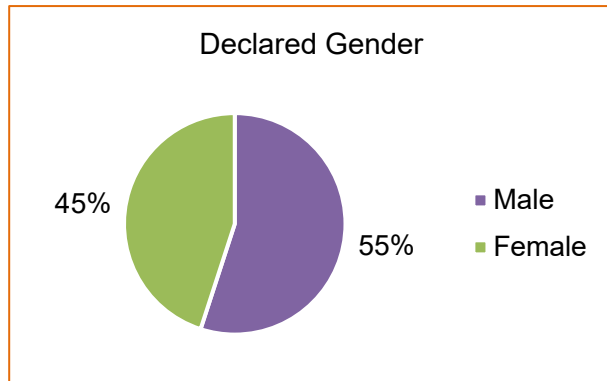
Supported Living



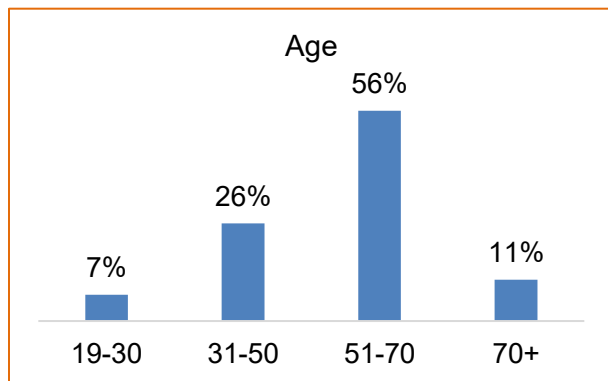
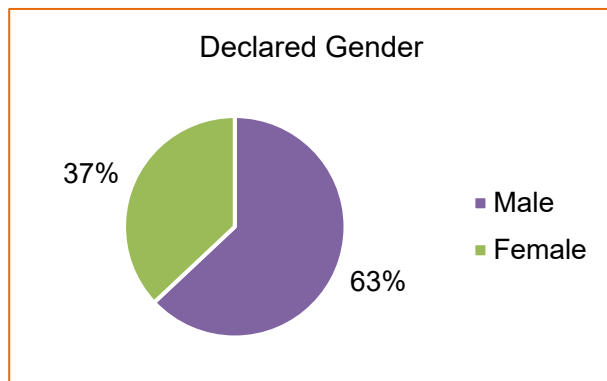
Independent Living



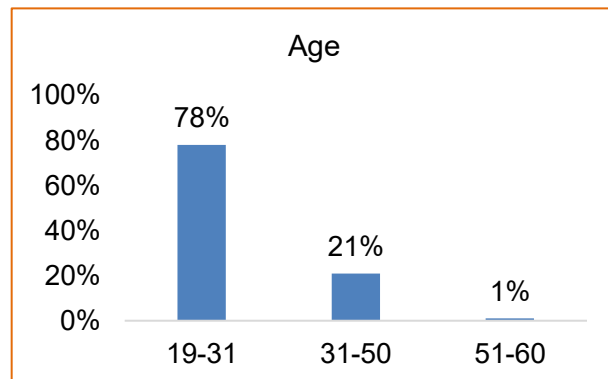
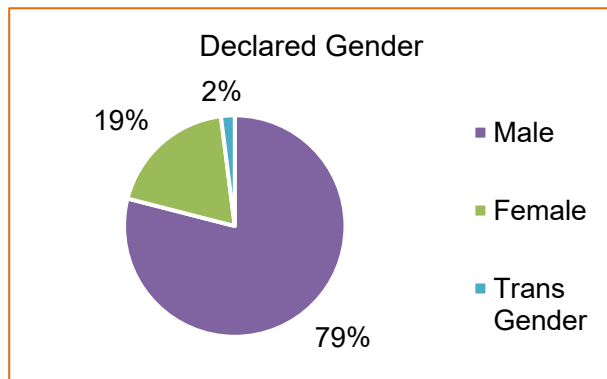
Home Share



Staffed Homes



Employment Services



4.5 Analysis

The review and analysis of CLS demographics have highlighted several themes:

Cost of Living in the Lower Mainland:

Over the last few years, CLS has seen many moves away from the Lower Mainland. The Lower Mainland continues to be a very expensive area to live, and the affordable housing crisis continues with escalating housing costs. Most of the people supported by CLS receive Person with Disability Benefits (PWD) provided through the Ministry for Social Development and Poverty Reduction as their sole or main income source. Although the monthly payment has increased in the last three years, the annual amount is still below the poverty level.

- A year's income at BC PWD rates for single persons is approximately \$16,300. The poverty line for Canada is approximately \$29,380 for a single person.

- Persons on BC Disability Assistance receive \$500 a month for shelter, however the average monthly amount for rent in BC is over \$2350.

Through advocacy and actions, CLS continues to endeavour to address some of the poverty issues experienced by the people supported by CLS:

- Developing and expanding Employment Services.
- Utilizing the CLS 10-year Housing Plan.
- Forming partnerships with housing providers and the Cooperative Housing Federation of British Columbia to access affordable housing for the people we support.

Growth: The 2025 net increase in referrals/ intakes is high, at 85 new Supported Individuals to CLS. To analyze the data in a meaningful way, in early 2025 CLS updated the method of gathering, analyzing, and presenting the data on entrances, transitions, and exits of Supported Individuals.

This year, all programs had entrances, with the most growth in; Employment Services; Independent Living; Individualized Supports; and L.I.F.E services, particularly among ages 19 to 40.

Age: Younger generations are increasingly attracted to services such as L.I.F.E., Independent Living and Employment Services. Additionally, during the last three years the younger age groups have been referred to CLS for Home Share. In Independent Living, the majority of Supported Individuals are under the age of 30, and the move into this program is their first time living in their own home.

The majority of Supported Individuals in Staffed Homes are in the later stages of life, with 67% of the over the age of 51 and 11% above the age of 70, a 1% increase from 2024. In Day Supports 46% of Supported Individuals are over the age of 51. Due to age related changes, four Supported Individuals transitioned from the community-based model of support to home-based community support in 2025. This trend is evident in Community Inclusion, where leadership reviews Supported Individuals needs on a case-by-case basis, adjustments such as shortening the length of time participating in the community per day or reducing the number of days.

Additionally, three transitions due to age related changes in health and mobility needs in Supported Living and Staffed Homes were accommodated in 2025. Renovations in the Staffed Homes and advocacy with health care professionals continues, explored further in the 2026-2029 Accessibility Plan.

Declared Gender: Supported Individuals gender across CLS continues to be mostly male. Though this differs across programs, the gender imbalance has also been noted in recent research regarding supported employment for people with an intellectual disability. It appears that gender bias and societal values influencing employment engagement of women, could also be affecting Employment Services and L.I.F.E. services in the sector. Further research into the reasons and supports required to change this trend would be beneficial sector wide.

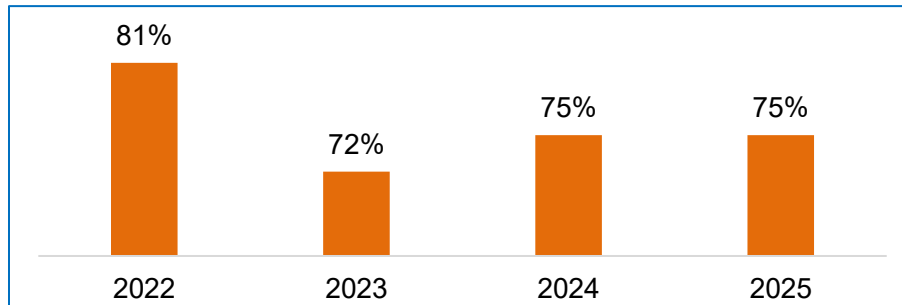
Diversity: The majority of the Supported Individuals report that they are Caucasian, and English is their first language. This result is consistent with the CLBC data. CLBC uses language information (not ethnicity) from the Ministry to target communications from the agency with Supported Individuals and their personal support networks.

5.0 Stakeholder Satisfaction – Service Quality: All Programs

Satisfaction surveys are intended to solicit the opinions and perspectives of Supported Individuals, family/ personal support network members, Home Share Providers, and external stakeholders.

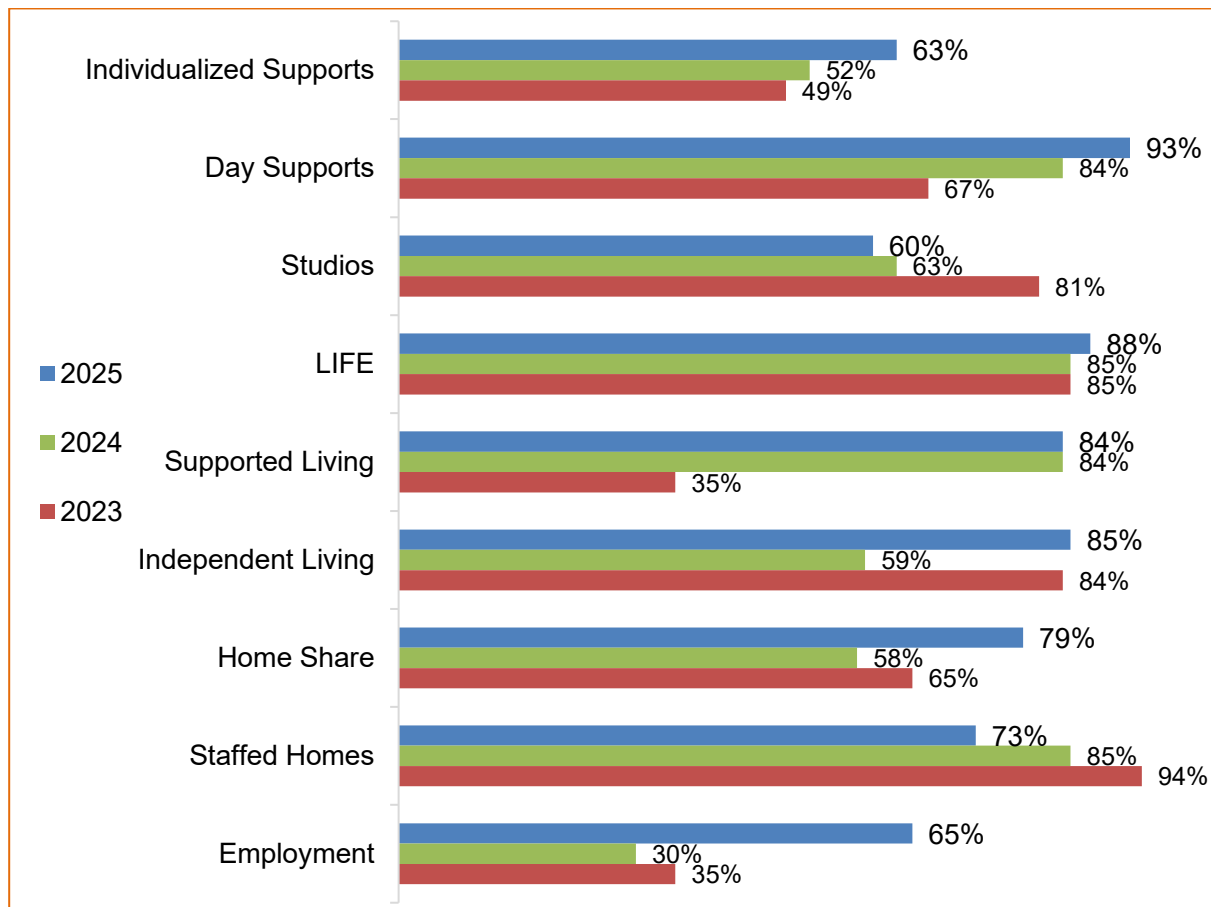
5.1 Survey Response Rates

Supported Individuals Survey Response Rate:

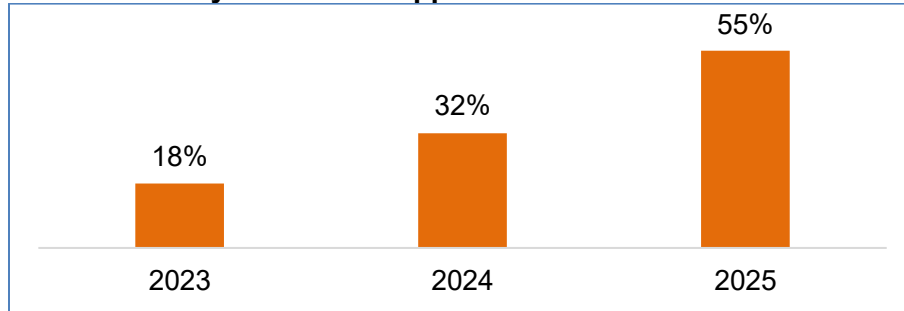


Note: The above graph does not include the survey responses from participants in Employment Services.

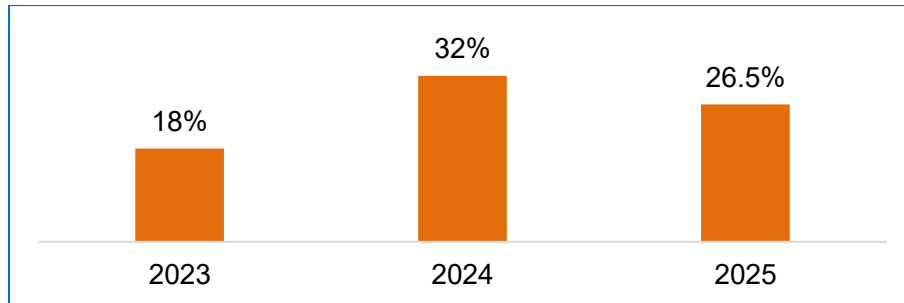
Supported Individuals by Program:



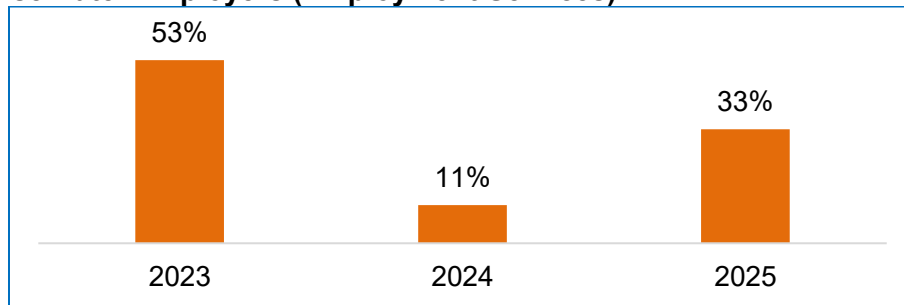
Survey Response Rate: Family/ Personal Support Network Members



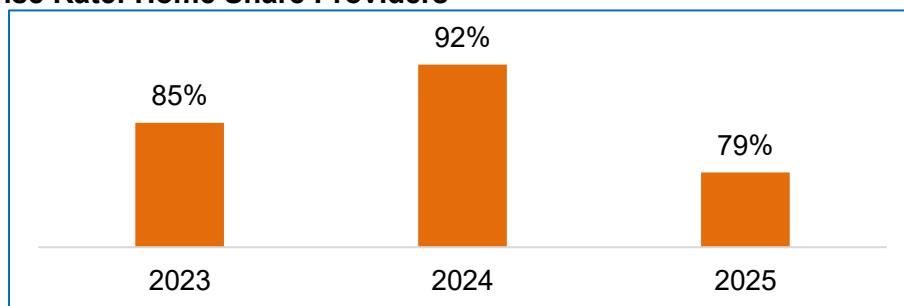
Survey Response Rate: External Stakeholders



Survey Response Rate: Employers (Employment Services)



Survey Response Rate: Home Share Providers



5.2 Survey Results

This Section outlines results the 2025 satisfaction results for the following three areas: Supported Individuals, Family/ Personal Support Network Members and External Stakeholders. The Home Share Providers survey results are captured in the corresponding Program Performance Measurement.

5.2.1 Supported Individuals Satisfaction Survey Results

Data Source: Participant Surveys (Appendix A and Appendix B)

Outcomes	Link to Agency Values	Indicator / Measurement	Who Applied to	2025 Results	Target
Supported Individuals are treated as unique, with strengths, abilities, and value.	Respect	% of Supported Individuals that indicate employees are interested in them.	All Supported Individuals <i>(excluding Employment Services)</i>	Average All Programs 98% Day Supports: 97% Individualized Supports: 100% Studios: 100% L.I.F.E.: 100% Supported Living: 100% Independent Living: 100% Home Share: 92% Staffed Homes: 100% 12 answered "Sometimes" 6 answered "Unsure"	90% agree
		% of Supported Individuals that indicate employees know what they are good at.	All Supported Individuals <i>(excluding Independent Living)</i>	Average All Programs 99% Day Supports 93% Individualized Supports 100% Studios 100% L.I.F.E. 96% Supported Living 100% Home Share 100% Staffed Homes 100% Employment Services 98% 17 answered "Sometimes" 8 answered "Unsure"	90% agree
		% of Supported Individuals that indicate employees help them with what they need.	All Supported Individuals	Average All Programs 99% Day Supports 100% Individualized Supports	90% agree

				96.5% Studios 100% L.I.F.E. 96.5% Supported Living 100% Independent Living 100% Home Share 98% Staffed Homes 100% Employment Services 96.5% 14 answered "Sometimes" 19 answered "Unsure"	
Supported Individuals are supported to exercise their right to make choices with support as necessary from friends, family, and trusted advisers.	Respect	% of Supported Individuals that indicate employees support them to make their own choices/ decisions.	All Supported Individuals (excluding Employment Services)	Average All Programs 98% Day Supports 100% Individualized Supports 100% Studios 100% L.I.F.E. 100% Supported Living 100% Independent Living 89% Home Share 94% Staffed Homes 100% 12 answered "Sometimes" 6 answered 'Unsure'	90% agree
	Community	% of Supported Individuals that are connected with resources that they need.	Supported Individuals in Individualized Supports and Independent Living programs	Independent Living 93% Individualized Supports (missed) 1 answered 'Sometimes'	90% agree
Supported Individuals are supported to live with dignity and equality in a safe and secure environment.	Respect	% of Supported Individuals that indicate feeling safe in their program/ or where they live.	All Supported Individuals (excluding Employment Services)	Average All Programs 99% Day Supports 100% Individualized Supports 100% Studios 100% L.I.F.E. 100% Supported Living 100% Independent Living 100% Home Share 100%	90% agree

				Staffed Homes 100%	
				5 answered 'Sometimes' 3 answered 'Unsure'	
		% of Supported Individuals that indicate employees listen to them.	All Supported Individuals	Average All Programs 99% Day Supports 96% Individualized Supports 100% Studios 100% L.I.F.E. 100% Supported Living 100% Independent Living 100% Home Share 98% Staffed Homes 100% Employment Services 98.5% 11 answered 'Sometimes' 8 answered 'Unsure'	90% agree
Supported Individuals are supported to be known as citizens in their community.	Community	% of Supported Individuals that indicate employees support them to go out in their community if they want to.	All Supported Individuals (excluding Employment Services)	Average All Programs 97% Day Supports 100% Individualized Supports 100% Studios 100% L.I.F.E. 89% Supported Living 93.75% Independent Living 100% Home Share 90% Staffed Homes 99% 9 answered 'Sometimes' 3 answered 'Unsure'	90% agree
Supported Individuals and families/ personal support network members can depend on CLS.	Integrity	% of Supported Individuals that indicate they can depend on employees.	All Supported Individuals (excluding Employment Services)	Average All Programs 97% Day Supports 100% Individualized Supports 98.5% Studios 91.5% L.I.F.E. 96.5% Supported Living 93.75%	90% agree

				Independent Living 100% Home Share 93.75% Staffed Homes 96.5% 9 answered 'Sometimes' 5 answered 'Unsure'	
CLS will be responsive and follow through on our commitments to Supported Individuals and families/ personal support network members.	Accountability	% of Supported Individuals supported that indicate employees do what they say they are going to do.	All Supported Individuals <i>(excluding Employment Services)</i>	Average All Programs 98% Day Supports 100% Individualized Supports 98.5% Studios 100% L.I.F.E. 100% Supported Living 93.75% Independent Living 100% Home Share 96% Staffed Homes 96.5% 10 answered "Sometimes" 6 answered "Unsure"	90% agree

Below are some comments from Supported Individuals:

They are awesome they found right fit for me.

I like that I am able to go out with staff to do what I like and also I like that staff help me.

I appreciated being empowered by support staff and help me be independent and do more activities. Also, I really like the best about CLS is that I receive more than 1 support staff and is an ASL user.

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

Staff help me to communicate with family and help me engage in the community.

My home is like my family, I am always included.

5.2.2 Family/ Personal Support Network Members Satisfaction Survey Results

Data Source: Family/ Personal Support Network Member Survey (Appendix C)

Outcomes	Link to Agency Values	Indicator / Measurement	Who Applied to	2025 Results	Target
Supported Individuals are treated as unique, with strengths, abilities, and value.	Respect	% of family/ personal support network members that indicate CLS employees know their family member's strengths.	All family/ personal support network members	98%	90% agree
	Respect	% of family/ personal support network members that indicate CLS employees see their family member as a unique individual.	All family/ personal support network members	97%	90% agree
Supported Individuals are supported to exercise their right to make choices with support as necessary from friends, family, and trusted advisers.	Respect	% of family/ personal support network members that indicate their family member's choices are respected by CLS employees.	All family/ personal support network members	97%	90% agree
	Respect	% of family/ personal support network members that indicate CLS employees support their family member to make their own choices/decisions.	All family/ personal support network members	98%	90% agree
Supported Individuals are supported to live with dignity and equality in a safe and secure environment.	Respect	% of family/ personal support network members that indicate their family member is safe participating in the program/ living in their home.	All family/ personal support network members	97%	90% agree
Supported Individuals are supported to be known as citizens in their community.	Community	% of family/ personal support network members that indicate CLS employees support their family member to be involved in their community, if they want to be.	All family/ personal support network members	97%	90% agree
CLS supports social change that contributes to stronger, healthier communities for everyone.	Community	% of family/ personal support network members that indicate CLS employees advocate for their family member.	All family/ personal support network members	98%	90% agree
	Community	% of family/ personal support network members that indicate CLS advocates for people with disabilities.	All family/ personal support network members	97%	90% agree
Supported Individuals and families/ personal support network members can depend on CLS.	Integrity	% of family/ personal support network members that indicate CLS acts with integrity.	All family/ personal support network members	98%	90% agree
	Integrity	% of family/ personal support network members that indicate CLS employees respond in a timely manner.	All family/ personal support network members	97%	90% agree
CLS will be responsive and follow through on our commitments to Supported Individuals and families/	Accountability	% of family/ personal support network members that indicate CLS employees follow through on the things they say they will do.	All family/ personal support network members	94%	90% agree

personal support network members.	Accountability	% of family/ personal support network members that indicate CLS listens and responds to their feedback.	All family/ personal support network members	97%	90% agree
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Below are samples of comments from family/ personal support network members:

Staff are always advocating for what my family member actually needs.

I love that CLS supports as much independence as possible.

Staff provide the opportunities for each individual to enjoy many activities according to their interests as well as

Staff always support my family member's need to have choices.

Staff are very aware of the individual's strengths and how to encourage them to reach their potential.

My family member's team is the best I've ever seen at her home. It really has made a huge difference in my family member's life with her support people also being deaf or being fluent in ASL. They are also fabulous role models. Her needs are easier for her to communicate in her own way and be understood completely. And respected.

I am very impressed with the way they encourage and support my sister to reach goals according to her abilities. She has made so much progress, all because of the

My family member has a strong relationship connection with his support worker and values their time spent together. He has been very understanding of my son's strengths and as well his downfalls and is always a trusted supporter for him.

5.2.3 External Stakeholders Satisfaction Survey Results

Data Source: External Stakeholder- includes Employers- Employment Services (Appendices E and F)

External Stakeholders survey respondents include members of funders, employers through the Employment Services program, organizations that partner to deliver services in the community, other service providers in the community, public organizations, and advocacy or other community groups.

Outcomes	Link to Agency Values	Indicator / Measurement	Who Applied to	2025 Results	Target
Supported Individuals are supported to be included in their community.	Community	% of stakeholders that indicate CLS works to ensure Supported Individuals are involved in their community.	All External Stakeholders	100%	90% agree
CLS supports social change that contributes to stronger, healthier communities for everyone.	Community	% of stakeholders that indicate CLS advocates for people with disabilities.	All External Stakeholders	100%	90% agree
	Community	% of stakeholders that indicate CLS works to make a stronger, healthier community for everyone.	All External Stakeholders	100%	90% agree
CLS ensures services and supports are flexible and responsive.	Integrity	% of stakeholders that indicate CLS acts with integrity.	All External Stakeholders	100%	90% agree
	Integrity	% of stakeholders that indicate CLS is a responsive organization.	All External Stakeholders	100%	90% agree
CLS is accountable to all our stakeholders.	Accountability	% of stakeholders that indicate CLS is dependable as an organization.	All External Stakeholders	100%	90% agree
	Accountability	% of stakeholders that indicate CLS is an accountable organization.	All External Stakeholders	100%	90% agree
Employment Services program ensures proper support for participating employers.	Accountability	% of employers that indicate they are satisfied with CLS Employment Services program.	All employers who currently have or have had a job placement in the year being surveyed	94%	90% agree
	Accountability	% of employers that indicate they are satisfied with the on-the-job support provided by program team members.	All employers who currently have or have had a job placement in the year being surveyed	94%	90% agree
	Accountability	% of employers that indicate job candidates were appropriate for the job.	All employers who currently have or have had a job placement in the year being surveyed	94%	90% agree

Below are some comments from external stakeholders:

I appreciate CLS leading the way to work collaboratively with other organizations around issues that affect the sector as a whole. I appreciate the sharing of resources with others and the strategic thinking.

Constant work to improve the agency's systems and the lives of Supported Individuals.

I appreciate the work that Employment Services and L.I.F.E are doing to find sustainable, meaningful employment for the individuals they serve.

It's a pleasure to partner with CLS. Staff are wonderful to work with. I can tell that most of the staff treat the individuals like their own family.

CLS is a trusted and collaborative community partner, dedicated to strengthening supports for individuals with developmental disabilities and their families through collective action and shared commitment.

CLS is an organization that has provided ongoing support not only to the BC CEO Network, but also to the service provider community as a whole.

I just love how CLS leadership and staff are willing to co-create projects, processes and solutions.

Employment Developer is amazing and so professional. She is readily available and helpful.

I cannot speak highly enough of how grateful we are as an organization to have carved out space for the opportunity to work with such great people from CLS. The experience has certainly expanded our perspectives, grown our circle of contacts, and led to valuable learning and growth.

"B" is incredibly lucky and blessed to have the staff and organization supporting him. I have never seen in my career this level of support before for someone like "B" with a disability like his, or who is considered palliative. Everyone has been amazing and "B" is receiving incredible care from the staff at CLS. – Palliative Care Physician

5.3 Analysis

Survey Response Rates

The survey response rates have improved or remained fairly stable from most stakeholder groups. Survey response rates continue to be an area of focus for CLS, with potential of improvement for some more feasible than others.

External stakeholders are asked to complete satisfaction surveys from numerous service providers each year and it is increasingly difficult to maintain a strong survey response rate. In 2025 the survey response rate decreased to 27% from 32%, even with repeated reminders. CLS increased the range of External Stakeholders surveyed to include three relevant community members. For the Employers group, (Employment Services) the rate increased by 20%, closer to that of previous years as the program was more stable in 2025.

The response rate for the Home Share Providers survey decreased from 92% to 79%, however this is well understood. There were multiple annual training sessions completed in 2025, where the Home Share Providers also complete the survey. For a portion of the Home Share Providers, this training did not occur in 2025 and was rescheduled outside of this reporting period.

The survey response rate for the family/ personal support network member survey increased by 72%, likely due to the improved methods identified in 2024 and implemented consistently in 2025. Acquiring feedback from family/ personal support network members is a valuable component of CLS assessing the quality of services and throughout the year CLS makes efforts to engage with this stakeholder group in a variety of methods.

Interestingly, the survey response rate from Supported Individuals was the same as 2024, though by program there were some changes. Highlights for an increase in the Supported Individuals survey response rate include the following programs:

- ✓ Employment Services increased 35%: changed methods
- ✓ Independent Living increased 26%: changed methods and updated the survey
- ✓ Home Share increased 21%: second year of new methods and updated the survey
- ✓ Individualized Supports increased 11%: updated the survey

For the other CLS programs: L.I.F.E and the Studios maintained very similar survey response rates though there is a 12% decrease from the Supported Individuals survey response rate in Staffed Homes.

Methods of providing the surveys changed with the hope of improving the validity and reliability of the results. For some programs CLS made a written version of the survey, with no picture symbols.

Feedback and Targets: Supported Individuals

The responses were overwhelmingly positive. Survey results met or exceeded the 90% target for all except one measurement. For the outcome regarding Supported Individuals indicating they are connected with resources that they need, CLS made an error when revising the surveys- unfortunately missing this question. In turn this data is missing for 2025 Supported Individuals in Individualized Supports.

Results show that 89% of Supported Individuals in Independent living indicate employees support them to make their own choices/ decisions, 1% below target. Upon deeper analysis, comprehension of this question may be an issue as the Supported Individuals in this program are typically self advocates who have agency over making their own choices and decisions.

As mentioned in Section 2, it is important to note that though CLS makes a variety of efforts to solicit reliable and valid input, some people may not be well represented. Supported Individuals either completed the survey on their own or were assisted by CLS or a member of their personal support network. In the latter, Supported Individuals communicated their choices verbally or by using another communication system. Where a Supported Individual could not answer the question, it was marked as 'unsure.'

To follow up on two measures identified during the 2024 analysis:

Outcome: Supported Individuals are supported to live with dignity and equality in a safe and secure environment.

- Supported Individuals that indicate feeling safe in their program or where they live.
 - Applicable Leadership reviewed and investigated situations where the respondents noted 'sometimes/unsure.' The resulting action was to update the survey question for this outcome.
 - For 2025 data, this issue persists and CLS will be reviewing the process by which surveys are completed with Supported Individuals in Independent Living to improve accuracy.

Outcome: Supported Individuals are supported to be known as citizens in their community.

- Supported Individuals that indicate employees support them to go out in their community if they want to:
 - Applicable Leadership reviewed and investigated situations where the respondents noted 'sometimes/unsure.' There were no resulting actions.

CLS is in progress of determining a process for tracking refusals of participation in Supported Individuals satisfaction surveys. Some Supported Individuals surveys and methods were revised according to goals outlined in CLS business improvement planning during the 2024 performance measurement analysis. These include:

- Updating the participant surveys for Home Share, Independent Living and Individualized Supports
- Changing the process of acquiring satisfaction surveys for Home Share.

As part of CLS efforts to support ongoing adoption of Active Support, CLS has developed a Practice Framework to be launched in 2026. This initiative aims to support embedding a framework where CLS Leadership will be better able to oversee, monitor and guide quality assurance in all services. The Practice Framework aligns with CLS strategic directions.

Family/ Personal Support Network Feedback and Targets

The responses were overwhelmingly positive, with all survey results exceeding the 90% target. For all survey respondents in this group, CLS asks if they would like to have a discussion with a CLS employee regarding their survey responses. If so, they must provide their name and contact information, otherwise the survey is anonymous. Once CLS acquires the feedback, applicable respondents are contacted respectively, within one month. For the 2025 results, CLS followed up with ten survey respondents who requested this and provided their name.

Upon review of the Family/ personal support network Members Survey results and comments, the results indicate that respondents believe their loved ones are safe, well cared for and that their rights and choices are honoured. A theme that emerged is that of CLS responsiveness with 97% of survey respondents indicating CLS responds in a timely manner and listens and responds to their feedback.

CLS is a large organization with broad reach. CLS continues to enhance operational responsiveness through modern systems and processes that align with strategic planning.

External Stakeholders

The responses were overwhelmingly positive, with all survey results exceeding the 90% target. For survey respondents in this group, CLS asks if they would like to have a discussion with a CLS employee regarding their survey responses. For the 2025 results, there were no respondents who requested this.

6.0 Program Performance Measurement: Service Delivery

6.1 Community Inclusion

CLS uses the following six outcomes to measure Effectiveness, Efficiency and Service Access. Some metrics and targets differ across Community Inclusion. As applicable to the indicators, results are tabulated by program: **Individualized Supports**, **Day Supports**, **Studios** and **L.I.F.E** based services. Below are the results for these four programs.

Total number of Supported Individuals supported in Community Inclusion: **214**

Outcome	Quality of Life Domain	Indicator / Measurement	Who Applied to	Time of Measure	Data Source	2025 results	Target
Supported Individual Impact Measures - Effectiveness							
Supported Individuals will be present in community and have access to community-based activities	Social Inclusion	% of times that Supported Individuals in Day Supports, IS and L.I.F.E. are present in community (see definition below)	Supported Individuals in Day Supports, Individualized Supports and L.I.F.E. programs (Breakdown by program)	Annually	Activity Log Are any of these Activities in the community?	Total Average 93% Individualized Supports 93.5% Day Supports 96.5% L.I.F.E. 98%	90%
Supported Individuals will be supported to contribute to their communities	Rights Social Inclusion	% of Supported Individuals in Day Supports and Studios that are engaged and involved in contributing to their community at least once per year (see definition below)	Supported Individuals in Community Inclusion: Day Supports & Studios only	Annually	Activity Log Are any of these activities part of a community contribution?	Total Average 97% Day Supports 96.5% Studios 100%	90%
Supported Individuals will have opportunities to improve upon or learn new skills	Personal Development	% of Supported Individuals that are engaged and involved in skill development (see definition below)	Supported Individuals in Community Inclusion programs (Breakdown by program)	Quarterly-aggregated annually	Activity Log Are any of these activities related maintaining or learning a skill?	Total Average 78% Individualized Supports 78% Day Supports 100% Studios 100% L.I.F.E. 77%	85% on a quarterly basis
Self-determination will be encouraged and supported	Self-determination Rights	% of Supported Individuals in Community Inclusion that indicate having opportunities to make choices	Supported Individuals in Community Inclusion programs that respond to the survey	Annually	Survey Item – three-point scale – Participant Survey (Appendix A)	Total Average 100% Individualized Supports 100% Day Supports 100% Studios 100% L.I.F.E. 100%	90%
	Self-determination Personal Development	% of activities a Supported Individual engages in that are linked to their goals	Supported Individuals in Community Inclusion programs (Breakdown by program)	Annually	Activity log Is there a goal related to any of these activities?	Individualized Supports: 40% Day Supports 66% 1x per week	Individualized Supports: 75% Day Supports: 90% 1x per week

					L.I.F.E.: Which goal did you work on today?	Studios: 73.4% L.I.F.E. 65%	Studios: 75% L.I.F.E.: 90%
Service Management Measures – Efficiency							
Maximize service hours received	N/A	% of hours paid in relation to hours that were funded	All funded hours	Monthly – aggregated annually	Tracking of direct service hours provided	86%	95%
Service Management Measures – Service Access							
Minimize time to program entry and continuation	N/A	Average time from referral to beginning of service	All new referrals	All Supported Individuals referred and in program	Program tracking	8 weeks	8 weeks
Definition of Terms and Acronyms:							
Community Presence: Activities that occur outside of the program or home (e.g., a walk in the park, grocery shopping, going out for dinner, going to the theatre, etc.). Does not necessarily involve interaction with other people.							
Skill Development: Skill development means working on a skill that increases and/or maintains independence, enhances personal development, or promotes the Supported Individual's quality of life. Skill development may be part of a goal, learning to partake in an activity, learning something new, improving upon an existing skill (e.g. cooking, gardening, banking, budgeting, etc.).							
Community Contribution: Examples include but are not limited to: <i>Volunteering</i> (Meals on Wheels, APCA, etc.), <i>Community Enhancements</i> (planting a community garden, cleaning up or picking up garbage in the community, etc.), <i>Assisting a neighbour/friend</i> (baking a neighbour cookies, picking up the mail for a neighbour, etc.), <i>Donation</i> (donating clothing, items or money to an organization or person), <i>Other</i> (voting in an election, etc.).							

Analysis

The 2025 results meet the targets in four out of seven measurements for the Community Inclusion outcomes (however one cannot be averaged). The survey response rate for Supported Individuals in Community Inclusion were: Individualized Supports (63%), Day Supports (93%), Studios (60%), L.I.F.E. (85%).

Effectiveness Measures:

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

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

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

- **97%** of Supported Individuals in Day Supports and Studios are engaged and involved in contributing to their community at least once per year, exceeding the 90% target.

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

- On average, **78%** of Supported Individuals are engaged and involved in skill development, not meeting the target of 85% quarterly.
- The information is recorded on activity logs, grouped by quarters, and aggregated annually. This measure was reviewed in 2024 to ensure the target and timeline were relevant to the programs, however upon deeper analysis CLS has found the target needs to be changed for the following reasons:
 - Data gathering for the measure were not sustainably feasible, as it was written.
 - The measure and target were unrealistic, as it was written.
 - Measuring the data by program rather by average will be more meaningful.
 - The new targets and measures for 2026 will be:
 - Individualized Supports: 75% of supported time is spent on skill development
 - Day Supports: 45% of supported time is spent on skill development
 - Studios: 75% of supported time is spent on skill development
 - L.I.F.E. services: 75% of supported time is spent on skill development

Outcome: Self-determination will be encouraged and supported

- 100% of Supported Individuals in Community Inclusion indicate having opportunities to make choices, exceeding the 90% target.
- The Community Inclusion programs did not meet their individual targets regarding activities a Supported Individual engages in that are linked to their goals. By program:
 1. Individualized Supports 2025 results: 40% Target: 75%
 2. Day Supports 2025 results: 66% 1x per week Target: 90% 1x per week
 3. Studios 2025 results: 73.4% Target: 75%
 4. L.I.F.E. services 2025 results: 65% Target: 90%

CLS identifies a 'Supported Individual's goal' as their ambition or effort, aim or desired result. Goals are specific, measurable objectives tailored to the Supported Individual's aspirations and needs, focusing on enhancing socio-emotional well-being and personal development. Each Supported Individual has a minimum of one goal.

In 2024, CLS revised this metric to better reflect the unique programs and meaningful self-determination. However, these 2025 results were not positive. Upon analysis, CLS has determined that the targets set in 2024 are realistic and appropriate. The issues appear to be the following, summary list:

- Individuals are engaged in many activities, yet not enough related to the goals they set.
- The goals are not measurable.
- The goals are not meaningful to the Supported Individual.
- Documentation is not accurately reflecting the work.
- Staffing and capacity challenges, limiting oversight.

CLS has done a significant amount of work on measurable goals training, however the concepts can be challenging to put into practice. As a start, the Director of Programs for these four programs have been provided the specific data to work with their teams and go towards planning for each person where there may be a deficit. Part of 2026 performance measurement planning will include determine further plans to go towards improving this outcome with applicable members of Senior management, and there are five new priorities outlined in Section 10.1.

Efficiency Measure:

Outcome: Maximize service hours received

- 86% of hours paid in relation to hours that were funded, below the 95% target (92% in 2024) and CLS was expecting this measurement to be below target.
 1. Some programs do not have global funding but rather individualized funding. This could result in under delivering the hours if an employee is sick and/or a Supported Individual cancels or refuses supports. Another factor could relate to how when Leaders or employees are away, their hours are not covered - this includes vacation and sick time.

Service Access Measure:

Outcome: Minimize time to program entry and continuation

- Average of 8 weeks from referral to beginning of service met the 8-week target.

6.2 Supported Living

CLS uses the following five outcomes to measure Effectiveness, Efficiency and Service Access. Below are the results for. Below are the results for the Supported Living program.

Total number of Supported Individuals supported in Supported Living: **19**

Outcomes	Quality of Life Domain	Indicator / Measurement	Who Applied to	Time of Measure	Data Source	2025 Results	Target
Supported Individual Impact Measures - Effectiveness							
Support to maintain stability in their living arrangement	Physical Well-Being Emotional Well Being	% of all moves out of or between living arrangements that are unplanned <i>(see definition below)</i>	All Supported Individuals in the program experiencing a move between or out of a placement	Annually	Exit Summary – ShareVision	0%	Less than 5%
Self-determination will be encouraged and supported	Self-determination Rights	% of Supported Individuals that indicate having opportunities to make choices	Supported Individuals in the program that respond to the survey	Annually	Survey Item - three-point scale – Participant Survey (Appendix A)	100%	90%
Opportunities to learn skills that support independence	Personal Development	% of Supported Individuals that report they are engaged and involved in skill development <i>(see definition below)</i>	Supported Individuals in the program that respond to the survey	Annually	Survey Item - three-point scale – Participant Survey (Appendix A)	75%	90%
Service Management Measures - Efficiency							
Maximize service hours received	N/A	% of service level hours as a proportion of funded hours	All funded hours	Monthly - aggregated annually	Service Level Hours review	93%	95%
Service Management Measures – Service Access							
Minimize time to program entry and continuation	N/A	Average number of months between referral and/or expressed desire or need to move, and placement for the Supported Individuals that were accommodated in the reporting year	All new referrals or internal accommodation requests from Supported Individuals	At time of program entry	Program tracking	1.25 months	12 months
Definition of Terms and Acronyms:							
Unplanned Placement Move: All moves that occur due to crisis or emergency situations and where the individual and/or family members have not been actively involved in planning for the move.							
Skill Development: Skill development means working on a skill that increases and/or maintains independence, enhances personal development, or promotes the Supported Individual's quality of life. Skill development may be part of a goal, learning to partake in an activity, learning something new, improving upon an existing skill (e.g. cooking, gardening, banking, budgeting, etc.).							

Analysis

The Supported Living outcomes have positive 2025 results, meeting the targets in three out of five measurements. The survey response rate for Supported Individuals in Supported Living was 84%.

Effectiveness Measures:

Outcome: Support to maintain stability in their living arrangement.

- The program had **zero** unplanned moves in 2025.

Outcome: Self-determination will be encouraged and supported.

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

Outcome: Opportunities to learn skills that support independence.

- **75%** of Supported Individuals reported they are engaged and involved in skill development, not meeting the 90% target.
 1. The decrease in meeting this target surprised CLS, resulting in a deeper analysis. Though there were not significant changes in the survey process, there have been changes in the acceptance of supports through 2025, and possibly the Supported Individuals understanding of whether they are in fact working on skill development.
 2. CLS defines skill development as working on a skill that increases and/or maintains independence, enhances personal development, or promotes the Supported Individual's quality of life.
 3. CLS is considering how to ensure the Supported Individuals completing the surveys have clarity and understand the questions. For 2026, Leaders will go over the questions one by one prior to providing the survey to aid in this process.

Efficiency Measure:

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

- The program did not meet the 95% target with **93%** of funded hours being delivered.
 1. CLS has observed over the last few years how once Supported Individuals have secured housing, their support needs often decrease. This has led to some Supported Individuals declining to accept support. In 2025, five Supported Individuals refused supports frequently.

Service Access Measures:

Outcome: Minimize time to program entry and continuation.

- The program exceeded the target in 2025 with a **1.25-month average** between expressed desire or need to move and placement for the Supported Individuals accommodated.
 1. CLS methods were modified for tracking expressed desire or needs for Supported Individuals to move as well as if they were accommodated. *Accommodation Request* records in ShareVision capture this information as overseen by the applicable Director of Programs, tracked by the Manager of Quality Assurance.
 2. Two Supported Individuals transitioned to different, renovated and/or accessible suites due to changes in their health and/or mobility needs.

6.3 Independent Living

CLS uses the following five outcomes to measure Effectiveness, Efficiency and Service Access. Below are the results for. Below are the results for the Independent Living program.

Total number of Supported Individuals supported in Independent Living: **42**

Objective	Quality of Life Domain	Indicator	Who Applied to	Time of Measure	Data Source	2025 Results	Target
Supported Individual Impact Measures (Effectiveness)							
Support to maintain stability in their living arrangement	Physical Well-Being	% of all moves out of or between living arrangements that are unplanned (see definition below)	Supported Individuals in the program experiencing a move between or out of a placement	Annually	Exit Summary - ShareVision	0%	Less than 5%
	Emotional Well Being						
Self-determination will be encouraged and supported	Self-determination	% of Supported Individuals that indicate having opportunities to make choices	Supported Individuals in the program that respond to the survey	Annually	Survey Item - three-point scale – Participant Survey (Appendix A)	89%	90%
	Personal Development	% of activities a Supported Individual engages in that are linked to their goals.	Supported Individuals in the program	Annually	Activity log: Is there a goal related to any of these activities?	75%	75%
Opportunities to learn skills that support independence	Personal Development	% of Supported Individuals that report they are engaged and involved in skill development (see definition below)	Supported Individuals in the program that respond to the survey	Annually	Survey Item - three-point scale – Participant Survey (Appendix A)	86%	90%
Service Management Measures - Efficiency							
Maximize service hours received	N/A	% of service level hours as a proportion of funded hours	All funded hours	Monthly-aggregated annually	Service Level Hours review	73%	95%
Service Management Measures – Service Access							
Minimize time to program entry and continuation	N/A	Average number of months between referral to and/or expressed desire or need to move into an Independent Living arrangement, and placement for the Supported Individuals that were accommodated in the reporting year	All new referrals	At time of program entry	Program tracking	1.75 months	12 months
Definition of Terms and Acronyms:							
Unplanned Placement Move: All moves that occur due to crisis or emergency situations and where the individual and/or family members have not been actively involved in planning for the move.							
Skill Development: Skill development means working on a skill that increases and/or maintains independence, enhances personal development, or promotes the Supported Individual's quality of life. Skill development may be part of a goal, learning to partake in an activity, learning something new, improving upon an existing skill (e.g. cooking, gardening, banking, , budgeting, etc.).							

Analysis

The Independent Living outcomes have positive 2025 results, meeting the targets in three out of six measurements. However, given the complexities of services in this program, the outcomes are under review as part of 2026 performance measurement planning. The survey response rate for Supported Individuals in Independent Living was 85%.

Effectiveness Measures:

Outcome: Support to maintain stability in their living arrangement.

- The program had **zero** unplanned moves in 2025.

Outcome: Self-determination will be encouraged and supported.

- **89%** of Supported Individuals in the program indicated having opportunities to make choices, not meeting the 90% target. The change from 2024 (100%) is curious, however the supports provided in Independent Living are driven by the Supported Individual's choices, making the program entirely self-determined. As noted, CLS will be reviewing the outcomes to determine relevance and potentially improve methods of measuring effectiveness of the program.
- **75%** of activities a Supported Individual engages in linked to their goals, meeting the 75% target.

Outcome: Opportunities to learn skills that support independence.

- **86%** of Supported Individuals reported they are engaged and involved in skill development, not meeting the 90% target.
 - CLS defines skill development as working on a skill that increases and/or maintains independence, enhances personal development, or promotes the Supported Individual's quality of life.
 - Following analysis of supports through 2025, there appears to be a high amount of skill development, in most forms of support provided. It is possible that the Supported Individuals may benefit from clarification of whether they are in fact working on skill development to increase the validity of this data and meet or even exceed the target.
 - CLS is considering how to ensure the Supported Individuals completing the surveys have clarity and understand the questions. For 2026, Leaders will go over the questions one by one prior to providing the survey to aid in this process.

Efficiency Measure:

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

- Measure: **73%** of funded service level hours were delivered (70% in 2024): The program did not meet the target of 95%. Although improvement has been noted, possibly in part due to new charting methods which included documenting remote supports.
- CLS has observed over the last few years how once Supported Individuals have secured housing, their support needs often decrease. This has led to some Supported Individuals declining to accept support.

Service Access Measures:

Outcome: Minimize time to program entry and continuation.

- The program exceeded the target in 2025 with a **1.75-month average** between expressed desire or need to move and placement for the Supported Individuals accommodated.
 1. CLS partnering with affordable housing societies over the last few years has increased the number of affordable housing units available to individuals supported in Independent Living. Supported Individuals moved in with the following CLS partnerships in 2025:
 - M'akola Housing Society, Vancouver - 10 units
 - Sawmill Housing Cooperative, Vancouver - 3 units

6.4 Home Share

CLS uses the following eight outcomes to measure Effectiveness, Efficiency and Service Access. Below are the results for. Below are the results for the Home Share program.

Total number of Supported Individuals supported in Home Share: **81**

Outcomes	Quality of Life Domain	Indicator / Measurement	Who Applied to	Time of Measure	Data Source	2025 Results	Target
Supported Individual Impact Measures (Effectiveness)							
Home Share Providers will feel supported by the agency	N/A	% of Home Share Providers that feel that support offered by the agency met their needs	Home Share providers that have provided services for at least two months that respond to the survey	Annually	Survey Item - four-point scale Home Share Provider Survey (Appendix D)	100%	90%
Supported Individuals will experience inclusion in their community	Social Inclusion	Supported Individuals in Home Share are present in the community during home share supported time at least two times per week (see definition below)	Supported Individuals in the Home Share program	Annually	Quarterly Report	93%	90%
Supported Individuals' self-determination will be encouraged and supported	Self-determination Rights	% of Supported Individuals in Home Share that indicate having opportunities to make decisions and choices	Supported Individuals in the Home Share program that respond to the survey	Annually	Survey item – three-point scale Participant Survey (Appendix A)	94%	90%
Supported Individuals will experience stability and contentment in their home	Physical Well-Being	% of all moves out of or between placements that are unplanned per year	Supported Individuals experiencing a move between or out of a Home Share placement	Annually	Exit Summary - ShareVision	7.4%	Less than or equal to 5%
	Emotional Well Being					6 Supported Individuals	
	Social Inclusion	% of Supported Individuals in Home Share that choose to engage in the home-life feel included	Supported Individuals in the Home Share program who choose to engage in the home-life	Annually	Survey item – three-point scale Participant Survey (Appendix A)	87%	90%
	Emotional Well Being	% of Supported Individuals in Home Share that indicate feeling content with their living situation	Supported Individuals in the Home Share program that respond to the survey	Annually	Survey item – three-point scale Participant Survey (Appendix A)	98%	95%
	Physical Well-Being Emotional Well Being	Average length of stay of Supported Individuals in the program	Supported Individuals in the Home Share program	Analysis completed annually of the mean, mode and median	Program History - ShareVision	Mean 7.3 years Median 4 years Mode 2-3 years	Mean = 4 Years
Service Management Measures - Efficiency							
Minimizing turnover in Home Share providers	N/A	% of Home Share Providers that exit from providing services each year	Home Share Providers that were active at any time in the given year	Annually	ShareVision – Programs and Residence List	18%	Under 15%
Service Management Measures – Service Access							
Minimize the time from intake to placement	N/A	Average number of days from intake to placement	All intakes (Supported Individuals matched)	At time of placement	ShareVision - Referral and intake forms	62 days	90 days Includes emergency placements

Maximize appropriate placements of Supported Individuals	N/A	% of accepted referrals that we are able to successfully match	All accepted referrals	At time of placement	ShareVision - Referral and intake	55%	90%
Home Sharing Providers will be responded to in an efficient timely manner	N/A	% of Home Share Providers indicating that their needs were responded to in a timely way by employees	Home Share Providers that have provided services for at least two months that respond to the survey	Annually	Survey Item - four-point scale Home Share Provider Survey – Appendix D	100%	95%
Definition of Terms and Acronyms:							
Community Presence: Activities that occur outside of the program or home (e.g., a walk in the park, grocery shopping, going out for dinner, going to the theatre, etc.). Does not necessarily involve interaction with other people.							

Analysis

In 2025, Home Share had five new Supported Individual enter services and 16 exit services. The 2025 results for Home Share outcomes meet the targets in seven out of eleven measurements. The survey response rate for Supported Individuals in Home Share was 79%.

Effectiveness Measures:

Outcome: Home Share Providers will feel supported by the agency

- **100%** of Home Share Providers indicated they feel that support offered by the agency met their needs, exceeding the 90% target. The survey response rate for Home Share Providers was 79%, lower in 2025 due to a group of five Home Share Providers only being able to attend the training later than the reporting period.

Outcome: Supported Individuals will experience inclusion in their community.

- **93%** of Supported Individuals in Home Share are present in the community during home share supported time at least two times per week, meeting the target of 90%.
 1. CLS updated the Home Share Supported Individual Quarterly Reports. As part of this review, CLS continues to examine the applicability of this measure across the Supported Individuals in Home Share as some choose not to access community with their Home Share Provider- doing so independently.

Outcome: Self-determination will be encouraged and supported.

- **94%** of Supported Individuals in the program indicated having opportunities to make choices, exceeding the 90% target.

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

This this outcome is evaluated with four indicators measuring unplanned moves and satisfaction and longevity with the living situation. These results connect to the CLS efficiency measurement aiming to minimize turnover in Home Share providers.

- There were six breakdowns in service resulting in **7.4%** of Supported Individuals experiencing unplanned moves (2.5% in 2024, 4.3% in 2023 and 1.2% in 2022). This did not stay below the 5% target. It was a challenging year in the Home Share program, with complex situations CLS has worked to mitigate with the following changes in the program:
 1. New Director of Programs accountabilities.
 2. A new Manager of Home Share position.
 3. Review of all policies and procedures.
 4. Increased monitoring and support from the Quality Assurance department.
 5. Recommendations beginning implementation to reduce the amount of independent suites in Home Share situations.
 6. Improvements in the annual Home Share Provider training sessions.

Of the six breakdowns in service, CLS went towards ending two of the contracts; two Home Share Providers were also family members to the Supported Individuals and they experienced conflict; one Supported Individual did not want to live in a home with security cameras on site, and one Home Share Provider experienced a sudden illness where the Supported Individual needed to move out immediately.

- **87%** of Supported Individuals in Home Share that choose to engage in the home-life indicate they feel included, not meeting the 90% target.
 1. CLS improved the methods to distribute satisfactions surveys to the Supported Individuals in Home Share, having the Home Share Manager oversee the process, which in turn may have allowed for more clarity for Supported Individuals resulting in a more accurate representation.
 2. The satisfaction survey for Supported Individuals in Home Share was updated to the following language: *'My Home Share Provider encourages me to join activities with the people I live with.'*
 3. CLS is going towards changing the Home Share model to encourage more inclusive environments. CLS will no longer be contracting Home Share situations with separate suites, changing this expectation.
- An analysis of the mean, mode and median regarding the amount of years Supported Individuals are in Home Share is completed annually for this measurement. The program exceeded the 4-year target (mean) with a **mean of 7.3 years**, a **median of 4 years**, and a **mode of 2-3 years** (in 2024, mean: 5.11 years, median: 3.8 years and mode: 2 years).

Efficiency Measure:

Outcome: Minimizing turnover in Home Share providers.

- **18%** of Home Share Providers exited from providing services in 2025. The program did not meet the target (14% in 2024, 11.75% in 2023 and 17% in 2022).
- These results connect to the CLS effectiveness measurement aiming to minimize Supported Individuals experiencing unplanned moves.
- In addition to longevity, satisfaction and unplanned moves, to assess Supported Individual's stability in their home, CLS evaluates the efficiency of the program through the stability of Home Share Providers. As part of 2024 performance measurement planning, CLS reviewed this outcome and target.
- In 2025, CLS changed the target for this outcome from below 10% to below 15%. CLS determined that it was realistic and potentially probable that 15% of Home Share Providers may not be a match given the change in CLS expectations. This target may decrease in the future as CLS tightens up orientation, training, and other processes.
 1. There has been a significant increase in monitoring and adjusting procedures in the Home Share Program. As outlined above, changes in the program including role accountabilities, support from the Quality Assurance department, reduction to the amount of independent suites in Home Share situations.
- Through 2025, context for the 18% of Home Share Providers exited from providing service with CLS includes:
 1. 1 deceased (CLS then served notice as the Home Share Provider's partner did not have a clear Criminal Record Check).
 2. 1 due to illness, resulting in retirement of the Home Share Provider.
 3. 1 changed agencies.
 4. CLS served notice on 2 who had separate suites, no longer matching CLS values.
 5. 1 Home Share Provider no longer wanted to contract.
 6. CLS terminated 2 Home Share Provider contracts due to safety concerns.
 7. 1 Home Share Providers not a good match with a Supported Individual and chose not to continue.

CLS, along with other service providers in the province have been and will continue to advocate for CLBC to increase the pay rates for Home Share Providers.

Service Access Measures:

Outcome: Minimize the time from intake to placement.

- In 2025, the program met the 90-day target with five new Supported Individuals averaging 62-days from intake to placement. This is indicative of transitions following a positive matching process.

Outcome: Maximize appropriate placements of Supported Individuals.

- 55% of accepted referrals were successfully matched. The program did not meet the 90% target. In 2025 there were nine accepted referrals, with five placed and four awaiting matching at the time of this analysis. The process whereby referrals become accepted and a Supported Individual is ready for matching was reviewed in 2025. Improvements to the methods to communicate that the file of a Supported Individual is ready for review for matching a Home Share Provider are underway in 2026.

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

- 100% of Home Share Providers indicate that their needs were responded to in a timely way by employees, exceeding the 95% target.

6.5 Staffed Homes

CLS uses the following six outcomes to measure Effectiveness, Efficiency and Service Access. Below are the results for the Staffed Homes program.

Total number of Supported Individuals supported in Staffed Homes: **119**

Outcomes	Quality of Life Domain	Indicator / Measurement	Who Applied to	Time of Measure	Data Source	2025 Results	Target
Supported Individual Impact Measures (Effectiveness)							
Supported Individuals will experience stability in their living arrangement	Physical Well-Being Emotional Well Being	% of all moves out of or between placements that are unplanned (see definition below)	Supported Individuals experiencing a move between or out of a Staffed Home that is unplanned	Annually	Exit Summary - ShareVision	0%	Less than 5%
Self-determination will be encouraged and supported	Self-determination Rights	% of Supported Individuals in Staffed Homes that indicate having opportunities to make choices	Supported Individuals in the Staffed Homes program that respond to the survey	Annually	Survey Item - three-point scale – Participant Survey – Appendix A	100%	90%
Supported Individuals will be present in community and have access to community-based activities	Social Inclusion	The percentage of times Supported Individuals living in Staffed Homes are present in community at least one time per week (see definition below)	All Supported Individuals in the Staffed Homes program	Annually	Activity Log Are any of these activities in the community?	97%	95%
Supported Individuals will have a network of unpaid healthy, positive, and stable relationships	Interpersonal Relations	% of times Supported Individuals with at least one unpaid person with whom they regularly interact with every month (see definition below)*	All Supported Individuals in the Staffed Homes program	Annually	Activity Log Did the Supported Individual connect with someone who is an unpaid person during this shift?*	97.4%	65% once per month
Service Management Measures - Efficiency							
Maximize service hours received	N/A	% of service level hours as a proportion of funded hours	All funded hours	Monthly-aggregated annually	Tracking of direct service hours provided	100%	95%
Service Management Measures – Service Access							
Supported Individuals accessibility needs related to choosing their living environments successfully accommodated	Physical Well-Being Emotional Well Being	Average number of months between expressed desire or need to move and placement for the Supported Individuals that were accommodated in the reporting year	All Supported Individuals in the Staffed Homes program expressing an interest or need to move	At time of move-aggregated annually	Tracking of moves – Accommodation Requests in ShareVision	3 months	12 months
Definition of Terms and Acronyms:							
Community Presence: Activities that occur outside of the program or home (e.g., a walk in the park, grocery shopping, going out for dinner, going to the theatre, etc.). Does not necessarily involve interaction with other people.							
Unpaid Person: A person involved in a supported individual's life who is unpaid (e.g., family, friend, acquaintance, members of a club, group, team, or congregation, etc.). This would not include CLS employee, medical professionals, and other network members who are paid to be in the persons life.							
Unplanned Move: All moves that occur due to crisis or emergency situations and where the individual and/or family members have not been actively involved in planning for the move or having choice in the move.							
* CLS improved the sections of the activity log used to acquire data for this measurement.							

Analysis

The Staffed Homes outcomes have positive 2025 results, meeting the targets in six out of six measurements. The survey response rate for Supported Individuals in Staffed Homes was 73%.

Effectiveness Measures:

Outcome: Support to maintain stability in their living arrangement.

- The program had **zero** unplanned moves in 2025.
- Currently, CLS defines an unplanned move as “all moves that occur due to crisis or emergency situations and where the individual and/or family members have not been actively involved in planning for the move or having choice in the move.” CLS reviewed unplanned moves where Supported Individuals are displaced for a period of time resulting from issues with the Staffed Homes, versus situations where CLS cannot entirely prevent the event such as a severe storm causing damage and/or a flood.
- This discussion did not consider unplanned emergency moves resulting from significant changes in health and medical of Supported Individuals, preventing their return to their home. CLS will be further clarifying the definition of an unplanned move in 2026 performance measurement planning to include these factors.

Outcome: Self-determination will be encouraged and supported.

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

As of 2026, for the effectiveness outcome; *‘self-determination will be encouraged and supported,’* CLS will measure a new indicator examining the activities Supported Individuals engage in that are linked to their goals in Staffed Homes. This will be calculated annually using data added by CLS employees in the activity logs.

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

- **97%** of times Supported Individuals in Staffed Homes are present in community at least one time per week, exceeding the 95% target.
- CLS defines community presence as “activities that occur outside of the program or home (e.g. a walk in the park, grocery shopping, going out for dinner, going to the theatre, etc.) and does not necessarily involve interaction with other people.” These results have steadily improved and CLS is reviewing an increase in this target.

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

- **97.4%** of times Supported Individuals connect with at least one Unpaid Person with whom they regularly interact with every month, exceeding the 95% target.
 1. CLS defines an Unpaid Person as “a person involved in a Supported Individual’s life who is unpaid such as family, friend, acquaintance, members of a club, group, team, or congregation, etc.). This would not include CLS employees, medical professionals, and other network members who are paid to be in the persons life.

In 2025, CLS improved the methods and accuracy to acquire data for this measurement. CLS created a new list on ShareVision to capture Supported Individuals Meaningful Relationships, defined as “connections that foster feelings of happiness and security; create a sense of belonging, inclusion and purpose; are authentic, reliable and consistent; contribute to quality of life and are characterized by several key elements: trust, support, communication, shared values and goals, boundaries, common interests, respect and reciprocity.

2. To ensure Supported Individuals have opportunities to build and maintain new and existing relationships, friendships, and networks in their community which are meaningful to them, the activity logs have a new field: *Did the Supported Individual connect with someone in their "Meaningful Relationship" list? If yes, who did they connect with?*
3. An additional comment box has also been added for the original measure: *Did the Supported Individual connect with someone who is an unpaid person (ie: not a CLS employee) during this shift? If yes, please provide details of this connection.*
4. As part of 2026 performance measurement planning, CLS is considering revision of this measure to match the data collection updates.

Efficiency Measure:

Outcome: Maintain use of funded service level hours.

- The program exceeded the 95% target with **100%** of funded hours delivered.

Service Access Measure:

Outcome: Minimize time to program entry and continuation.

- The program exceeded the target in 2025 with a **3-month** average between expressed desire or need to move and placement for the Supported Individuals accommodated.
 1. There were two Supported Individuals who moved to different Staffed Homes due to changes in their mobility and overall needs. Both stayed in their same communities on the North Shore with accessibility modifications made for each of their new homes.
 2. In 2025, CLS updated the methods to track these types of needs and desires amongst Supported Individuals in Staffed Homes using *Accommodation Request* records and a transition checklist on ShareVision. The process will further improve in 2026 as an internal ticketing system is in progress of development to ensure consistent information is alerted to appropriate members of Senior Management.

6.6 Employment Services

CLS uses the following five outcomes to measure Effectiveness, Efficiency and Service Access. Below are the results for Employment Services.

Total number of Job Seekers/Participants in Employment Services: **129**

Outcomes	Quality of Life Domain	Indicator / Measurement	Who Applied to	Time of Measure	Data Source	2025 Results	Target
Supported Individual Impact Measures (Effectiveness)							
Job Seekers/ Participants will secure and maintain employment <i>(see definition below)</i> Note: Results are prorated for Participants that have been receiving services for less than one year	Social Inclusion	% of new Job Seekers successfully placed in employment within the first six months of services	All new Job Seekers in Employment Services	At six months of service	Job Seekers/ Participants file review	By funding category: A: 50% B: N/A C: 75%	75% by funding category
	Material Well-being	Average number of weeks to attain first employment placement				A: 15 weeks B: N/A C: 12 weeks	15 weeks
	Social Inclusion	Average weeks of employment per year across Participants	All Participants in Employment Services that have been placed in at least one job	Annual review of Participants that have had at least one job placement	Participant employment status tracking	34 weeks	30 weeks
	Material Well-being						
Maximize career enhancements for all employed Participants <i>(see definitions below)</i>	Material Well-being	% of employed Participants that exceed minimum wage	All Participants in Employment Services that have achieved employment	Annual review of Participants that have had at least one job placement	Participant employment information tracking	53%	45%
	Material Well-being	Average wage across all employed Participants	Participants in Employment Services that have achieved employment	Annual review of Participants that have had at least one job placement	Participant employment information tracking	\$19.43	\$17.85 per hour
	Material Well-being	% of employed Participants that receive a job enhancement each year	Participants in Employment Services that have achieved employment	Annual review of Participants that have had at least one job placement	Participant employment information tracking	35%	35%
Service Management Measures - Efficiency							
Minimize preventable employment breakdowns	Material Well-being	% of at-risk job in jeopardy situations where breakdown is prevented	All at-risk situations amongst Participants in Employment Services that have maintained employment	At the time of identification of imminent breakdown	Participant job in jeopardy employment information tracking	89%	75%
Service Management Measures – Service Access							
Job Seekers/ Participants will receive service in a timely manner	Rights	% of Job Seekers in active job search within 3 months of intake	All Job Seekers in Employment Services that have received three months of service	At three months from time of intake	Job Seekers/ Participants file review	By funding category: A: 100% B: N/A C: 100%	90%
Participants will be employed in a variety of employment sectors reflective of their community	Social Inclusion	# of employment sectors in which Supported Individuals are employed	All Participants in Employment Services that have achieved employment	Annually (Using 4-digit National Occupational Codes (NOC) matrix for classification)	Employment Sector Tracking	23 sectors See below for sector details	20 sectors

Definition of Terms and Acronyms:		
Employment: Paid work that takes place in an integrated community setting; and where wages, benefits and working conditions comply with industry standards and relevant laws (e.g., Employment Standards). Employment does not include work experience or volunteering.		
Job Enhancements: Typical enhancements fall into three categories: the Participant receiving more pay, more or different hours, more responsibilities with or without a new position.		
At Risk of Breakdown: Any job in jeopardy situation where an employer or Participant indicates that they are considering ending the employment relationship due to issues or concerns either party has with the employment arrangement (e.g., excluding situations where the parties mutual agree on ending the relationship, where the job loss is due to layoffs or re-structuring, or where an individual decides to seek a new employment option unrelated to an issue with the present employer).		
Funding categories: ("A, B and C" used in this report to reference the funding streams as outlined below. A: PSI LM B: PSI UF C: DD LM A: Lower Mainland PSI (CLBC Personalized Support Initiative) B: Upper Fraser PSI (CLBC Personalized Support Initiative) C: Lower mainland DD (CLBC Developmentally Disabled)		
National Occupational Codes (NOC)		
1	11201	Professional occupations in business management consulting
2	13110	Administrative assistants
3	14100	General office support workers
4	14101	Receptionists
5	14400	Shippers and receivers
6	33109	Other assisting occupations in support of health services
7	53121	Actors, comedians and circus performers
8	53124	Artisans and crafts persons
9	63202	Bakers
10	64100	Retail salespersons and visual merchandisers
11	64409	Other customer and information services representatives
12	65102	Store shelf stockers, clerks and order fillers
13	65201	Food counter attendants, kitchen helpers and related support occupations
14	65211	Operators and attendants in amusement, recreation and sport
15	65311	Specialized cleaners
16	65312	Janitors, caretakers and heavy-duty cleaners
17	72102	Sheet metal workers
18	75101	Material handlers
19	75119	Other trades helpers and labourers
20	75201	Delivery service drivers and door-to-door distributors
21	85103	Nursery and greenhouse labourers
22	85121	Landscaping and grounds maintenance labourers
23	95109	Other labourers in processing, manufacturing and utilities

Analysis

The Employment Services outcomes have positive 2025 results, meeting the targets in seven out of eight measurements. The survey response rate for Job Seekers/ Participants in Employment Services was 65%.

Effectiveness Measures:

Outcome: Supported Individuals will secure and maintain employment.

- The percentage of new Job Seekers that were successfully placed in employment within the first six months of services did not meet the targets for one applicable funding category. CLBC funding categories are referenced as "A, B and C" in this report:

A: Lower Mainland PSI (Personalized Support Initiative)

B: Upper Fraser PSI (Personalized Support Initiative)

C: Lower mainland DD (Developmentally Disabled)

* UF PSI (B) is not applicable for this reporting period as referrals in this stream were received less than one month prior to year-end, leaving insufficient time to measure six-month outcomes.

- The target is 75% within 15 weeks (average). The 2025 results are:
 - A: 50% B: Not applicable C: 75%
 - A: 15 weeks B: Not applicable C: 12 weeks
- Comparative analysis:
 - 2023: A: 67% B: 64% C: 62%
 - 2024: A: 25% B: 50% C: 0%
- Supported Individuals were employed an average of 34 weeks per year in Employment Services exceeding the 30-week target.

Outcome: Maximize Job enhancements for all employed Supported Individuals.

- 53% of employed Supported Individuals in Employment Services received more than minimum wage exceeding the 45% target.
- The average wage for employed participants in Employment Services was \$19.43 in 2025, above the target of minimum wage (\$17.85 per hour as of June 2025, \$17.75 per hour prior to this).
- 35% of employed Supported Individuals received a job enhancement this year meeting the 35% target.

Efficiency Measure:

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

- 89% of at-risk job in jeopardy situations where breakdown is prevented (at the time of identification of imminent breakdown), exceeding the 75% target. The Employment Services policy framework provides clarification on this measure and as of 2026 data collections will be more reliable, focusing on Participants in Job Maintenance specifically.

Service Access Measures:

Outcome: Job Seekers/ Participants will receive service in a timely manner.

- 100% of Job Seekers were in active job search within three months of intake. However, this is a self-driven program, which is a direct reflection of the interests and status of the Job Seeker. Though CLS exceeded the target, it is important to note that though the process is designed to be done systematically and immediately, it is entirely driven by the Job Seeker's choices.

Outcome: Participants will be employed in a variety of employment sectors reflective of their community. Participants were employed in 23 sectors, exceeding the target of 20 sectors.

7.0 Agency Management Measurement: Business Function

All Programs

Human Resource Outcomes	Indicator / Measurement	Data Source	Report	2023 Data	2024 Data	2025 Results	Target
Employees will have an up-to-date performance evaluation	% Performance Plans and Reviews completed bi-annually	UKG	Workforce Management Report	80.5%	62%	81%	100%
Employees will be sufficiently trained for their positions	% of employees completed Way of Thinking (CORE) training within 6 months of hire	UKG	Training Report	54% completed within 6 months 24% completed except for Mandt	73%	90%	95%
CLS will have an engaged workforce	% of employees that complete the annual Employment Engagement Survey	Simple Survey	Workforce Management Report	43%	42%	48%	50%
Health and Safety Outcomes	Indicator / Measurement	Data Source	Report	2023 Data	2024 Data	2025 Results	Target
Employees will be familiar with Emergency Response Procedures	Six emergency drills completed annually	ShareVision, Health and Safety Report	Health and Safety Report	97%	100%	100%	100%
Employees will be fully trained on Health and Safety Policies and Procedures	% Annual Health and Safety Training completed	ShareVision, UKG	Training Report	Health and Safety 90.5% Emergency Preparedness 90% Safe Driving 84%	Health and Safety 91.5% Emergency Preparedness 90% Safe Driving 89%	Health and Safety 90% Emergency Preparedness 90% Safe Driving 88%	100%
File Management Objectives	Indicator	Data Source	Report	2023 Data	2024 Data	2025 Results	Target
Critical Incident Reports will be submitted according to process	% Critical Incident reports submitted on time.	ShareVision	Quality Assurance Report	Total Average 95.5% <u>CLBC</u> 91% Six incidents not filed on time. 3 reports not submitted <u>Fraser Health</u> 96% 3 incidents not filed on time. <u>Vancouver Coastal Health</u> 100%	Total Average 93% <u>CLBC</u> 90% 10 incidents not filed on time <u>Fraser Health</u> 96% 1 incident not filed on time <u>Vancouver Coastal Health</u> 93% 2 incidents not filed on time	Total Average 91% <u>CLBC</u> 87% 17 incidents were not filed on time <u>Fraser Health</u> 91% 8 incidents were not filed on time <u>Vancouver Coastal Health</u> 96% 2 incidents were not filed on time	100%
Formal complaints in writing are appropriately documented	% Are responded to within 10 working days	ShareVision	Quality Assurance Report	100%	100%	100%	100%

Analysis for the Agency Management Measurement outcomes are included in the appropriate reports: Health and Safety Report, Quality Assurance Report, Training Report, and Workforce Management Report.

8.0 Reflecting on Results: Data Analysis and Dissemination Plan

Type of Data	Reporting to	Frequency and Format	Comparative Analysis	Potential Extenuating or Influencing Factors
Agency Management Measures	- Board of Directors - Employees	Annually - Business Improvement Plan - Health and Safety Report - Quality Assurance Report - Training Report	Results compared against targets and with previous year's results for trends	- Changes in the job market - Changes in government policy - Pandemic
Demographics: Supported Individual Characteristics	- Board of Directors - Employees - Stakeholders (members, families/ personal support network members)	Annually - Performance Measurement Report - Equity Diversity and Inclusion Report	Results compared with previous years for trends	Limited sector wide comparative data available
Program Performance Measures-Stakeholder Satisfaction: Service Quality Measures	- Board of Directors - Employees - Stakeholders (members, families/ personal support network members) - Supported Individuals	Annually - Performance Measurement Report - Annual Report - Newsletter	Results compared against targets and with previous year's results for trends	- Changes in the job market - Changes in government policy - Pandemic
Program Performance Measures-Effectiveness: Supported Individual Impact Measures	- Board of Directors - Employees - Stakeholders (members, families/ personal support network members) - Supported Individuals	Annually - Performance Measurement Report - Annual Report - Newsletter	- Results compared against targets and with previous year's results for trends - Results broken out by client characteristics, including gender and cultural background	- Changes in the job market - Changes in government policy - Pandemic
Program Performance Measures-Efficiency/ Service Access: Service Management Measures	Employees	Annually - Performance Measurement Report - Annual Report - Newsletter	Results compared against targets and with previous year's results for trends	- Changes in the job market - Changes in government policy - Pandemic

9.0 Acting on Results: Business Improvement Plan

Development, Implementation and Communication

Analysis of the performance information outlined above includes both service level and agency level consideration. Any actions to improve CLS performance may result from the reflections on annual results, especially by comparing with year-over-year trends. All action plans are included in the Business Improvement Plan, which is monitored regularly by the appropriate Employee Lead (member of CLS Senior Management). The results are reported to the Board of Directors on an annual basis as per the Integrated Planning Framework.

Action plans will be communicated to employees and key stakeholders (where appropriate) to support organization-wide understanding of continuously quality improvement in CLS.

9.1 Goals Status

Target Date	Status	Goal	Indicator of Success	Progress Comments/ If Complete, Comments on Intended Difference
2025	Complete	Develop an accessible home in North Vancouver.	Redevelop Ross Road as an accessible home.	The home is fully wheelchair assemble and the supported individuals have move back into their new home.
2025	Complete	Improve the satisfaction survey response rates and increase the number of respondents.	Increase the range of External Stakeholders surveyed: relevant community members.	A list of community members relevant to be surveyed added to our list of external stakeholders. Group sent the satisfaction survey for 2025.
2026	Complete	Ensure that CLS employees are well trained for their positions.	Implement a comprehensive learning and development path for aging streams.	An Aging pathway is in place, with some fine tuning and further development needed. Sessions in place include Advance Care Planning, Dementia, Grief and Loss, Back Care, and Open Future Learning sessions. A pathway summary is in progress.
2025	Complete		Provide ergonomic, musculoskeletal injury prevention training to CLS employees as their job requires.	Partnered with Access Therapists who hosted four back care sessions in 2025 as part of Aging and High Medical Pathway. 3-5 more sessions to be planned for 2026.
2026	Complete	Ensure Supported Individuals know how to make a formal complaint.	Develop 'Animaker' film to describe the CLS Feedback and Complaint process. Shared with employees, families, and Supported Individuals.	Video complete and has been introduced to the Manager's on April 22, added to the Resource Portal on the CLS website, included in Intake Packages, and referenced in the next edition of The Communicator and Family Matters newsletters.
2026	Complete	Increase the reliability of data in Supported Individual's surveys.	Update the participant surveys for Home Share.	Satisfaction surveys have been reviewed and redeveloped for the Home Share group. Surveys also prepared in the format of written without pictures in addition to that of the picture option.
2026	Complete		Change the process of acquiring feedback through satisfaction surveys for supported Individuals in Home Share.	
2026	Complete		Update participant surveys for Independent Living and Individualized Supports.	Satisfaction surveys have been reviewed and redeveloped for the Independent Living group. The formats are one with pictures and one without.
2025	Complete	Develop ShareVision	Develop an Employment Services Program site.	Employment Services program site is complete and will be introduced to the Employment Services team to start using on May 11, 2026. The information tracked on this new site will allow for better oversight, communication, and ease of reporting requirements for CLBC.
2026	Complete	Ensure that CLS employees are well trained for their positions.	Develop ongoing foundational staff training to support people that require Positive Behavioural Support and Intervention	A contract with Laurel Group offered by PosAbilities has been signed to support ongoing training and roll out of training related to Positive Behavioural Support. A Behavioural Lead program was established and began in March 2026. CLS can engage appropriate supports for ongoing, sustained training with this model.
2025	Complete	Develop ShareVision	Develop an Independent Living program site.	The development of the Independent Living site on ShareVision has been completed
2025	Complete	Ensure that Employment Service has a strong foundation of practice guidelines and policy framework that reflects best practices.	Review and update Employment Services policy framework, practice guidelines.	The Employment Services policy framework is complete.
2026	In Progress	Create Acquired Brain Injury (ABI) Incident Report in ShareVision.	ABI Incident Report list completed and in use.	Report has been created and ready to launch. Delayed due to some follow up required with the ABI program.

2027	In Progress	Ensure Active Support sustainability across CLS.	Review resources and tools to support ongoing adoption of Active Support including core training and eLearning.	As part of a fulsome review of our Active Support strategy, additional training has been identified.
2026	In Progress	Address CLS's aging housing stock and the demographics of Supported Individuals.	Redevelop Nelson to become a fully accessible home.	An application for a building permit has been submitted to the City of Burnaby.
2026	In Progress		Sell 12th Avenue home and purchase a home that can be modified for better accessibility.	CLS, along with other service providers, continue to advocate with BC Housing to develop a clear process for the removal of Section 215 restrictive covenants.
2025	In Progress	Ensure Leaders are well trained for their position.	Update Leader Level II to provide additional training and materials to Leaders on building relationships, problem solving and conflict resolution.	Leader level II training for 2025 up to September 16th has included: > A leader's role in building high-performance teams > Situational Leadership > Leadership & Emotional Intelligence; Individual Development Plans
2026	In Progress	Increase family/ network communications with the CLS.	Ensure that Managers have contact with family/ network quarterly.	We have gathered baseline data for the last 3 quarters of 2025. This data will be reviewed to obtain a better idea of the amount of communication currently being had and subsequently determine what a reasonable goal would be.
2026	In Progress		Ensure that Directors of Staffed Homes have contact with family/ network members semi-annually (if applicable).	We have gathered baseline data for the period of July-December 2025. This data will be reviewed to obtain a better idea of the amount of communication currently being had and subsequently determine what a reasonable goal would be.
2027	In Progress	Increase validity of data in Supported Individuals satisfaction survey response rates.	Develop process for tracking refusals of participation in Supported Individuals satisfaction surveys.	Have determined needs and next steps to create an operational tool tracking the method and status of survey for each Supported Individual. This will be implemented in HS, IL, IS and possibly other programs. Plans to develop the tool in June/July 2026 for implementation in next survey season.
2025	In Progress	Ensure that Independent Living has a strong foundation of practice guidelines and policy framework that reflects best practices.	Review and update Independent Living policy framework, practice guidelines.	Policy Framework is almost complete and it's currently on hold until the Employment Policy Framework is complete (April 15th, 2026).
2025	In Progress	Ensure that Individualized Supports (IS) fulfills the right needs and is not duplicating other services.	Evaluate Individualized Supports regarding its alignment with other CLS services, funding model and oversight.	We will be dealing with the contract aspects first. Currently on hold until the new rates are released (April 15th, 2026).
2027	In Progress	Integrate training concepts on how to support and facilitate friendships for and with Supported Individuals.	Increase friendships and community connections in Supported Individuals lives.	Management has met with Leaders regarding integrating these concepts. Activity logs were reviewed for each applicable program. For Staffed Homes specifically, activity logs now include new area for recording regular interactions, there is a new section on the individuals page where Meaningful Relationships are added for this record.
2027	In Progress		Record "family" separately from list of possible unpaid persons tracked by staff in activity logs and provide support to maintain momentum.	Activity logs entered by employees have been updated to include new area for recording interactions outside of family. In beginning stages of gathering data.

2024	Discontinued	Increase engagement with IS and Independent Living employees who work remotely.	Complete baseline study regarding engagement with CLS for IS and Independent Living employees who work remotely.	This goal is now discontinued as the Management structure of both models have been revised. The newer structure (Manager/ Team Lead) allows for better communication with the staff team.
2027	Not Started	Ensure that Supported Living has a strong foundation of practice guidelines and policy framework that reflects best practices.	Review and update Supported Living policy framework, practice guidelines.	Not yet started.
2028	Not Started	Increase reliability of data in Supported Individuals satisfaction surveys.	Update the participant surveys for Staffed Homes and Day Supports.	Not yet started.

9.2 Considerations

CLS made considerable progress on many goals in 2025. Connected to Performance Measurement planning, 12 business improvement goals are complete, 12 are in progress, one is discontinued and two are not yet started.

With fulsome training, CLS continues efforts to ensure employees can provide effective support to Supported Individuals aligned with these outcomes. Continuing to develop strong program specific policy frameworks and utilizing ShareVision for recording more meaningful data, will lead to even better consistency and accountability in CLS programs.

10.0 Moving Forward

CLS continues improving the quality of services. As a result of the recommendations from this report, CLS has identified 11 new business improvement priorities.

10.1 New Goals

Target Date	Status	Plan Origin	Outcome	Indicator of Success	Employee(s)
2027	New	Performance Measurement	Engage Supported Individuals in meaningful goal related activities.	Increase completion of goal related activities in Individualized Supports (to 75%) and in LIFE (to 90%).	Brenda Henderson Max Sumner Elke Tilgner
2028	New	Performance Measurement	Engage Supported Individuals in meaningful goal related activities.	Create a measurable goals policy that reflects quality of life indicators.	Brenda Henderson Jade Braunwell
2028	New	Performance Measurement	Engage Supported Individuals in meaningful goal related activities.	Distribute monthly tracking reports of goal documentation in activity logs to Individualized Supports, LIFE, Day Supports.	Brenda Henderson Jade Braunwell
2028	New	Performance Measurement	Engage Supported Individuals in meaningful goal related activities.	Develop guidelines on measurable goals for the Studios.	Brenda Henderson Jade Braunwell
2028	New	Performance Measurement	Improve activity log documentation across CLS programs.	Program Directors will analyze quarterly distributed reports of documentation in activity logs.	Brenda Henderson Program Directors
2028	New	Performance Measurement	Improve accuracy of entrance/ transitions/ exits data.	Review the entrance/transitions/exits data with Operations Directors in December/ January.	Brenda Henderson Jade Braunwell
2027	New	Performance Measurement	Improve accuracy of entrance/ transitions/ exits data	Develop an Exit Summary specific to Employment Services.	Brenda Henderson Vicky Pascoe

2027	New	Quality Assurance Report Performance Measurement	Improve timeliness of submitting reportable incidents.	Distribute quarterly tracking reports of reportable incidents by service area.	Brenda Henderson Jade Braunwell
2028	New	Performance Measurement	Ensure the outcomes for Independent Living reflect the program.	Review the outcomes framework for Independent Living.	Brenda Henderson Anna Gao Jade Braunwell
2029	New	Performance Measurement	Increase reliability of data in Supported Individuals satisfaction surveys.	Update the participant surveys for L.I.F.E services.	Jade Braunwell Max Sumner
2028	New	Performance Measurement	Ensure L.I.F.E services have a strong foundation of practice guidelines and policy framework that reflects best practices.	Review and update L.I.F.E services policy framework, practice guidelines.	Angela Keulen Brenda Henderson Max Sumner

Communication and consultation with employees and key stakeholders (where appropriate) will continue in 2026 with development of action plans for the new goals. CLS is confident in the performance measurement and management processes set up to review results and effect change through striving for continuous improvement.

11. Appendices

The following eight pages outline the content of the satisfaction surveys for all CLS stakeholders:

People supported by CLS: Supported Individuals/ Job Seekers/ Participants

Appendix A: 2025 Participant Survey

Appendix B: 2025 Participant Survey - Employment Services

Family/ personal support network members to the people supported by CLS

Appendix C: 2025 Family/ Personal Support Network Member Survey

Contracted Home Share Providers

Appendix D: 2025 Home Share Provider Survey

External consultants, funders, partner organization, advocacy or other community groups, etc.

Appendix E: 2025 External Stakeholder Survey

Appendix F: 2025 Employer Survey

Appendix A: 2025 Participant Surveys

Supported Individuals in all programs aside from Employment Services complete this section:

This survey has been completed

- On my own
- With assistance from CLS staff
- With assistance from family/ network
- In person
- On the phone
- Video call

I communicate:

- Well with words
- With a few words
- With gestures and vocalization
- With sign language
- With behavioural communication
- With a communication device

Supported Individuals in Programs: Day Supports, Studios, L.I.F.E. or Staffed Homes

I receive support from CLS in

- ☐ Day Supports
- ☐ Studio
- ☐ L.I.F.E.
- ☐ Staffed Homes

Ratings for 1-10

- ☐ Yes
- ☐ No
- ☐ Sometimes
- ☐ Unsure

1. Staff are interested in me.
2. Staff know what I am good at.
3. Staff help me with what I need.
4. Staff listen to me.
5. I can depend on my staff.
6. Staff do what they say they are going to do.
7. Staff support me to go out in my community if I want to.
8. Staff support me to have friends.
9. Staff help me make my own choices/decisions.
10. I feel safe in my program/living here.
11. What I like best about CLS is...

Supported Individuals in Individualized Supports only

Ratings for 1-10

- ☐ Yes
- ☐ No
- ☐ Sometimes
- ☐ Unsure

1. Staff see me as an equal and treat me with respect.
2. Staff support my strengths, abilities and value in my community.
3. Staff help me with what I need.
4. Staff listen to me.
5. I can depend on my staff- they are reliable.
6. Staff support me to go out in my community if I want to.
7. Staff support me to connect with new people and engage in new opportunities.
8. Staff help me make my own choices/decisions.
9. When I asked for help connecting to resources in the community, my staff have helped me.
10. I feel safe when supported in community.
11. What I like best about CLS is...

Supported Individuals in Supported Living only

Ratings for 1-12

- ☐ Yes
- ☐ No
- ☐ Sometimes
- ☐ Unsure

1. Staff are interested in me.
2. Staff know what I am good at.
3. Staff help me with what I need.
4. Staff listen to me.
5. I can depend on my staff.
6. Staff do what they say they are going to do.
7. Staff support me to go out in my community if I want to.
8. This past year I needed to get support from a community resource.
If yes, my staff supported me with this connection.
9. Staff support me to have friends.
10. Staff help me make my own choices/decisions.
11. I feel safe in my program/living here.
12. I have learned new skills this year.
13. What I like best about CLS is...

Supported Individuals in Independent Living only

Ratings for 1-12

- ☐ Yes
- ☐ No
- ☐ Sometimes
- ☐ Unsure

1. Staff see me as an equal and treat me with respect.
2. Staff support my strengths, abilities and values in my community.
3. Staff are interested in working with me.
4. Staff listen to me.
5. I can depend on my staff - they are reliable.
6. Staff support me in my community if I need them to.
7. When I asked for help connecting to resources in the community, my staff have helped me.
8. My staff help me to maintain/connect with my network.
9. Staff help me make my own choices/decisions.
10. I feel safe when supported in community.
11. I have enough friends.
12. I learned new skills this year.
13. What I like best about CLS is...

Supported Individuals in Home Share only

Ratings for 1-12

- ☐ Yes
- ☐ No
- ☐ Sometimes
- ☐ Unsure

1. My Home Share Provider is interested in spending time with me:
2. My Home Share Provider knows what I am good at.
3. My Home Share Provider helps me with what I need.
4. My Home Share Provider listens to me.
5. I can depend on my Home Share Provider.
6. My Home Share Provider encourages me to join activities with the people I live with.
7. My Home Share Provider does what they say they are going to do.
8. My Home Share Provider supports me to go out in my community, if I want to.
9. My Home Share Provider supports me to have friends.
10. My Home Share Provider helps me make my own choices/decisions.
11. I feel safe in my home.
12. I like where I live.
13. What I like best about CLS is...

Appendix B: 2025 Job Seeker/ Participant Survey - Employment Services

Job Seekers/ Participants in Employment Services only

Ratings for 1-7

- ☐ Yes
- ☐ No
- ☐ Sometimes
- ☐ Unsure

1. The CLS team help me meet my employment goal.
2. The CLS team make themselves available to support me if the need arises.
3. My Job Coach spends time getting to know me, what I am good at, and my needs.
4. My Job Coach listens to me.
5. My Job Coach does what they say they are going to do.
6. I am satisfied with how long it took me to find work.
Ratings for 6. Yes/ No/ Unsure/ Not applicable, I am not employed yet
7. I am satisfied with the on-the-job support from CLS.
8. Is there anything else you would like to share with us?
9. Do you want to be entered into a draw for a \$25 gift card? If yes, please ensure your name and contact information are entered below.
10. Would you like to discuss your survey response with a member of the CLS management team?
If yes, please ensure your name and contact information is entered below.

Appendix C: 2025 Family/ Personal Support Network Member Survey

Please list all CLS program(s) your family member participates/lives in:

- ☐ Staffed Home
- ☐ Supported Living
- ☐ Independent Living
- ☐ Home Share
- ☐ Day Supports
- ☐ Individualized Supports
- ☐ Art Studio
- ☐ L.I.F.E.
- ☐ Employment
- ☐ Unsure

Ratings for 1-13

- ☐ Yes
- ☐ No
- ☐ Sometimes
- ☐ Unsure

1. CLS employees know my family member's strengths.
2. CLS employees see my family member as a unique individual.
3. My family member's choices are respected by CLS employees.
4. CLS employees support my family member to make their own choices.
5. My family member is safe participating in the program/living in their home.
6. CLS employees support my family member to be involved in their community, if they want to be.
7. CLS employees are advocates for my family member.
8. CLS advocates for people with disabilities.
9. The organization acts with integrity.
10. CLS employees respond in a timely manner.
11. CLS employees follow through on the things they say they will do.
12. CLS listens and responds to my feedback.
13. I would recommend the services offered by CLS to someone close to me.
14. Please share one thing (or more) that you appreciate most about CLS.
15. Would you like to discuss your survey responses with a member of CLS Senior Management?

Appendix D: 2025 Home Share Provider Survey

Home Share only

Ratings for 1-9

- ☐ Strongly Agree
- ☐ Agree
- ☐ Disagree
- ☐ Strongly Disagree

1. In the last year I feel the support offered by CLS meets my needs.
2. In the last year, my needs were responded to in a timely way by CLS.
3. I understand what the expectations are of me as a Home Share Provider.
4. In the last year I feel that the Home Share Coordinators(s) has responded to me in a reasonable amount of time.
5. In the last year I was been made aware training opportunities that may be of use to me in my role as a Home Share Provider.
6. Would you be interested in receiving information on workshops or training.
7. I would recommend the services offered by the CLS to someone close to me.
8. I would recommend CLS to other people interested in becoming a Home Share provider.
9. I would you be willing to provide Respite to other Home Share providers.
10. Please share one thing (or more) that you appreciate most about the Community Living Society.
11. Would you like to discuss your survey responses with a member of CLS Senior Management?

Appendix E: 2025 External Stakeholder Survey

1. My organization's relationship with the Community Living Society is

Please check all that apply:

- ☐ Funder
- ☐ Another non-government agency service provider in the community
- ☐ A public organization (e.g.: Health, Municipal/Regional/Provincial/Federal Government)
- ☐ An organization that partners to deliver services in the community
- ☐ An advocacy or other community group
- ☐ Other – please specify

2. I have:

- ☐ Regular contact with CLS
- ☐ Occasional contact with CLS
- ☐ Very little contact with CLS

Ratings for 3-10

- ☐ Strongly Agree
- ☐ Agree
- ☐ Disagree
- ☐ Strongly Disagree

3. CLS works to ensure Supported Individuals are included in their community.
4. CLS advocates for people with disabilities.
5. CLS works to make a stronger, healthier community for everyone.
6. CLS acts with integrity.
7. CLS is dependable as an organization.
8. CLS is a responsive organization.
9. CLS is an accountable organization.
10. I would recommend the services offered by CLS to someone close to me.

11. Please share one thing (or more) that you appreciate most about CLS and/or the Home Share Provider.
12. Would you like to discuss your survey responses with a member of CLS Senior Management?

Appendix F: 2025 Employer Survey

Employment Services only

Ratings for 1-5

- Strongly Agree
- Agree
- Disagree
- Strongly Disagree

1. I am satisfied with the CLS Employment Services program.
2. CLS Employment Services employees have the appropriate expertise and knowledge.
3. The candidate(s) presented was appropriate for the job.
4. I am satisfied with on-the-job support provided.
5. CLS Employment Services respond in a timely manner.
6. Any additional comments that can help us maintain and/or improve CLS Employment Services?