Spectrum Society
FOR COMMUNITY LIVING



Annual Report 2026

Express yourself. Build your network. Find your voice.

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Cover Photo: Eddie C



Elaine and Esmond exploring downtown Vancouver



Dani, Bill, and Jeane at the Spectrum office



I am very pleased how my Button Blanket turned out. “KILLERWHALE ". Can't wait for the next Indigenous gathering - Shirlane



Jordan at a classic car show



Steve and Jeriah having an outdoor meeting by the river



Stefanos and Paul



Scott attending a BC Lions game. After the game one of the players gave his gloves to Scott!

Executive Director's Report

Overview of accomplishments for 2025



Looking Back at 2026 and Ahead to 2027

Welcome to the 2026 Annual Report for Spectrum Society for Community Living. This past year has been an important one for Spectrum. We continued the work of our 2025–2027 Strategic Plan, with its focus on a good life in community, protecting Spectrum's future, building strong teams, and enhancing our contributions. In 2026 we built on the work begun in the first year of the plan, including strengthening Community Inclusion, developing leadership resources, improving opportunities for employee recognition and engagement, involving more people we support and families in Spectrum activities, strengthening partnerships, and putting our communications and social media plans into action.

We finally received confirmation of funding for wage increases of 3% from April 2025 and 3% more in April 2026. We also increased coverages in our benefits plan and continue our work on ensuring wage equity for all community social service workers. The quality of our services is directly linked to the excellence of our teams and pay and benefits are two of our tools for improving recruitment and retention.

Of course, preparing for the future also means preparing for change. I will be retiring as Executive Director in June 2027, after 40 years with Spectrum. The Board began a recruitment process in April 2026 to find Spectrum's next Executive Director and to make this a thoughtful and values-driven transition. This is a significant change for me personally and for Spectrum, but I am confident about the future. We have an experienced leadership team, a committed Board, and an organization that remains firmly grounded in individualized, person-centred supports and genuine belonging in community.

Executive Director's Report

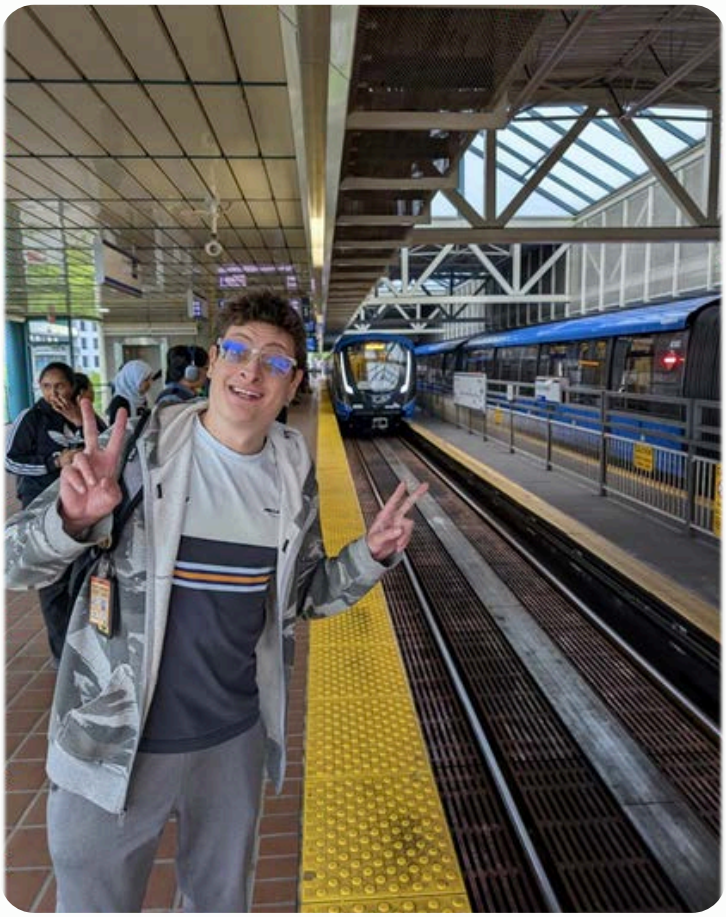
Overview of accomplishments for 2025

2027 will be both a year of transition and a year of continued progress. We will complete the final year of our current Strategic Plan while beginning to think about the next planning cycle. That work will involve the Board and seek input from people we support, families, employees, funders and other stakeholders. We will continue developing leadership throughout Spectrum and supporting a smooth transition to the next Executive Director, including sharing the knowledge, relationships and history that have developed over many years.

We are also looking forward to new opportunities for people with disabilities to take active roles in their communities. One initiative is Community Mapping, which is designed to develop community leadership, storytelling and mapping skills while building relationships with local organizations, businesses and community members. We thank United Way BC for their financial support of this project.

As I approach my final months as Executive Director, I am very grateful for what we have built together. Spectrum has always been about much more than an organization or a service. It is about people expressing themselves, building their networks, finding their voices, and being recognized for the contributions they make to their communities. It is also about relationships. We were sad to see Gary A leaving his home and team in Delta, but happy that he was moving to Chilliwack to live closer to his sister.

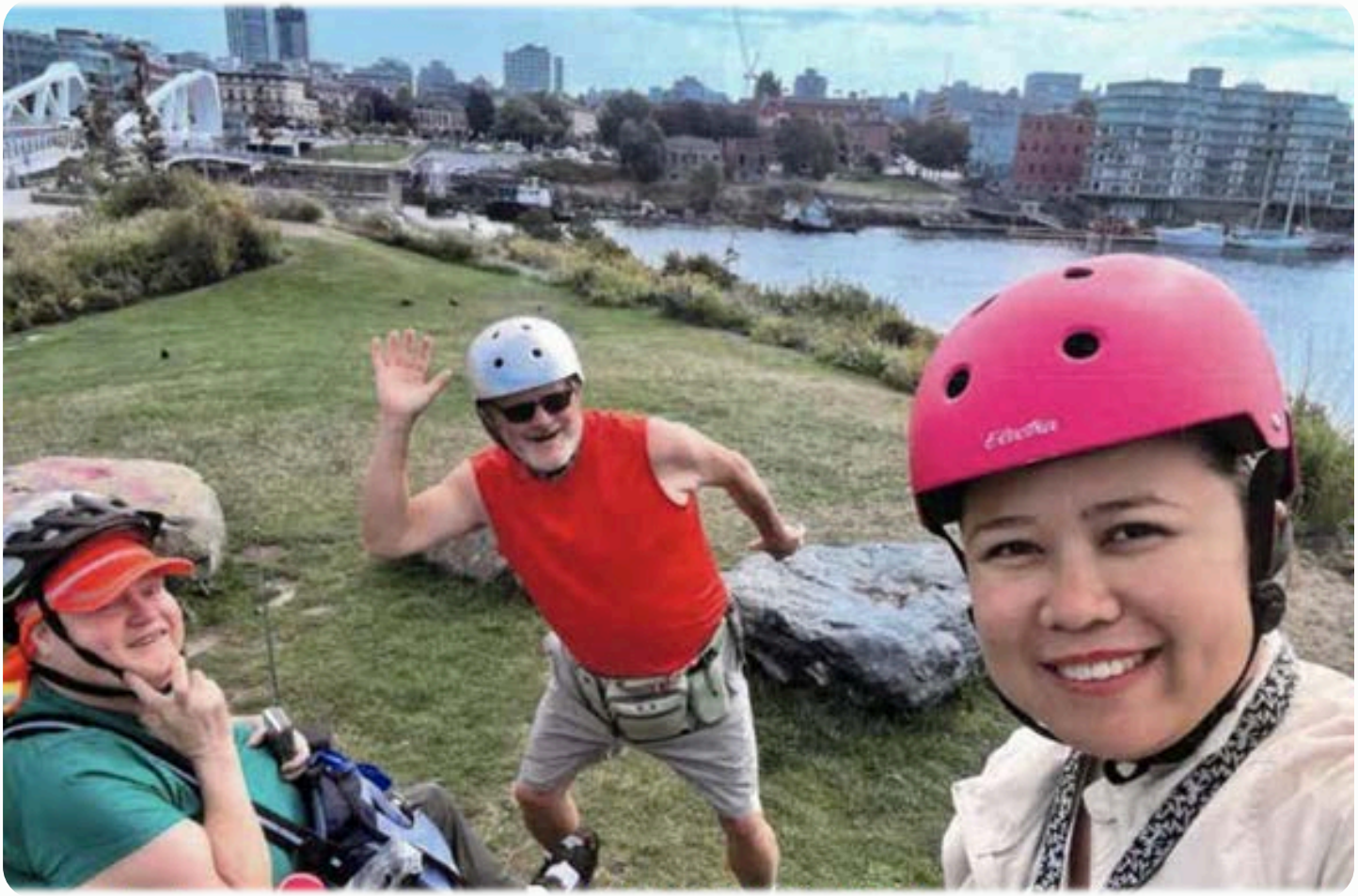
Thank you to the people we support and their families for continuing to guide our work; to our employees and leadership team for bringing Spectrum's values to life every day; to our funders, donors and community partners for their ongoing support; and to our Board of Directors for their leadership and commitment to Spectrum's future.
I look forward to 2027 with gratitude for our history, my confidence in the people who will carry the work forward, and excitement about Spectrum's next chapter.



Gareth getting ready to board his skytrain and explore community with Steve.



Eddie loves trains. If you have any questions about trains, especialy the new skytrains, ask Eddie!



Ken’s Birthday on Vancouver Island

Leadership Training











Community Living Services

The Coordinators Team



Over the past year, Spectrum's self-directed Coordinator Team has continued to strengthen how we work together to support quality community living services. The coordinators (Anne-Marie, Chad, Eilidh, Ray, Susan) share responsibility for service quality, operational oversight, strategic planning, organizational partnerships, and other responsibilities previously held by Susan Stanfield. The Coordinator Team is also focused on helping managers and staff have the guidance and support they need to provide thoughtful, person-centred services. Our work is guided by collaboration, accountability, adaptability, transparency, and continuous learning.

One major focus this year has been making it easier for managers to find the information, guidance, and learning they need to feel confident in their roles.

- The managers' orientation has been strengthened to give new managers a clearer, more structured introduction and a stronger foundation as they get started in the manager role.
- A manager guide is being developed as a practical, accessible resource that brings key responsibilities, processes, workflows, and helpful information together in one place for both new and experienced managers.
- The manager skills scan gives managers a chance to reflect on their strengths and areas where they would like to grow. It also helps identify shared learning needs that can guide future training and support. It is a tool for reflection and growth, not performance evaluation.

Together, these efforts are helping create a more consistent and supportive approach to manager learning and development. Strong services depend on people having clear information, useful tools, and opportunities to keep learning. By strengthening these supports, the Coordinator Team is helping managers and staff focus on what matters most: supporting people to have good lives.

Community Living Services

Strategic Plan Update

2026 was year two of Spectrum Society's current three-year strategic plan (2025-2027). As 2026 comes to a close, we are happy to share the progress we have made on the objectives that are designed to support our larger strategic goals.

Goal 1: A Good Life in Community

1.1 Leading Your Own Services
What we did: We supported a person who receives services from Spectrum to lead a workshop about leading their own services.
Why it matters: People should have a strong voice in the services and supports in their lives. Sharing knowledge and experience directly also creates opportunities for people, families, and employees to learn from the perspective of someone who receives support.

1.2 Bringing LIFE Ideas into Community Inclusion
What we did: We continued bringing ideas from the LIFE/Inclusion Plus service into Community Inclusion (CI), focusing on a small group of people receiving CI support. This builds on work begun in the first year of the strategic plan.
Why it matters: The goal is to create more opportunities for people to set meaningful goals for a good life and have a stronger role in guiding and evaluating their services.

1.3 Navigating Housing
What we did: We worked on a guide and presentation to help people better understand and navigate housing options.
Why it matters: Finding the right home, especially in crisis, can be complicated. Making information easier to find and understand can help people explore their options and make informed choices about housing.

Community Living Services

Strategic Plan Update

Goal 2: Protecting Spectrum's Future

2.1 Leadership Development
What we did: We developed leadership-development resources for Spectrum's public website and ShareVision so that learning opportunities and information about leadership development are easier to access. The public website page has been created, and the leadership development resource on Sharevision is in progress.
Why it matters: Developing future leaders helps Spectrum sustain its mission and values over time. Clear, accessible information also gives employees a better understanding of how they can develop their leadership skills.

2.2 Supporting Employees and Managers
What we did: We developed a performance-management flowchart to make the process clearer for employees. We incorporated a draft of the flowchart into the manager guide on our Sharevision site.
Why it matters: Clear processes help employees and managers understand expectations, identify opportunities for development, and have more useful conversations about goals and growth.

2.3 Planning for Leadership Transition
What we did: We continued work to clarify the Executive Director's responsibilities to help guide a future leadership transition, alongside work supporting Board succession planning.
Why it matters: Thoughtful succession planning protects organizational knowledge and helps ensure that Spectrum's mission, relationships, and person-centred approach continue through future leadership changes.

Community Living Services

Strategic Plan Update

Goal 3: Strong Teams

3.1 Recognizing Employees
What we did: We completed an employee recognition survey to learn more about how employees want their contributions to be recognized and appreciated.
Why it matters: Recognition is part of building a workplace where people know their contributions are valued. Listening to employees helps Spectrum make recognition more meaningful rather than assuming what people appreciate.

3.2 Learning Together
What we did: We focused on creating more opportunities for people we support and family members to participate in Spectrum's training and learning opportunities.
Why it matters: Strong teams include the person receiving support and the people who are important in their life. Learning together brings different perspectives into the conversation and helps keep Spectrum's work grounded in what matters to people.

3.3 Getting More People Involved
What we did: We worked on clearer communication about ways people we support, families, and employees can participate in Spectrum activities and learning opportunities, which included creating an events calendar on our website.
Why it matters: People can only participate when they know what opportunities are available. Better communication makes it easier for more voices and experiences to become part of Spectrum's community.

Community Living Services

Strategic Plan Update

Goal 4: Enhancing Our Contributions

4.1 Strengthening Partnerships
What we did: We continued improving Spectrum's partnership system with the goal of building deeper, more intentional relationships with organizations that share our values.
Why it matters: Strong partnerships create opportunities to learn from others, share what Spectrum has learned, and work together on common goals. They extend Spectrum's contribution beyond our own organization.

4.2 Sharing Spectrum's Story
What we did: We continued putting Spectrum's social-media plan into action and working toward dedicated responsibility for managing social-media content.
Why it matters: Sharing Spectrum's work and values helps people understand who we are, celebrates the contributions of our community, and can help connect Spectrum with people who share our values.

4.3 Learning With Our Partners
What we did: We hosted a training event with a partner organization, focused on Gentle Teaching.
Why it matters: Bringing organizations together to learn creates stronger community connections and provides an opportunity to exchange ideas, experience, and knowledge rather than developing good practices in isolation.

If you are interested in learning more about strategic planning, contact Chad Clippingdale at cclippingdale@spectrumsociety.org.

Spectrum 2026 Picnic at Trout Lake

























What is Person Centred Thinking?

Eilidh, a Spectrum coordinator, and Deepi, a self-advocate who is supported by Spectrum, have developed and led a workshop together for almost a year. It was created to help employees, caregivers, people supported, and their families understand Spectrum's values and what person-centred thinking means at Spectrum and what it means to them.



The workshop is a safe and welcoming place to learn and talk. People discuss how to respect each person's choices, rights and preferences and how support workers can support without taking away the person's control.

The workshop has received positive feedback from everyone who has attended. Workshop participants who are supported by Spectrum say the discussions help them share their needs, choices, and preferences.

Person-centred thinking means involving people in decisions about their own lives. Everyone has the right to be heard and to receive support that respects their dignity, independence and consent. Exploring the values of dignity, respect, equity and belonging benefits everyone at Spectrum.

Person-centred support also means learning from each other. It works best when everyone uses patience, kindness, respect, and open communication. Participants have told us they want more opportunities for these important conversations and hope the workshop continues to grow.

The goal is simple: work together, listen, respect each person's choices, and keep the person at the centre. We will be offering this learning opportunity throughout 2027; look for upcoming trainings on Spectrum social media and on the Spectrum website. We look forward to seeing you there.













Community Mapping Project



One new initiative in 2026 is Spectrum's Community Mapping project. Supported through United Way BC's Work Experience Opportunities Grant, the project was designed to employ four people supported by Spectrum in paid, short-term Community Mapping Researcher roles.

The project starts from an important idea: people with disabilities are not simply recipients of community services. They have knowledge to contribute about their neighbourhoods and can play active roles as researchers, connectors and community contributors.

Researchers are intended to explore their own neighbourhoods, connect with community members and places, and document community assets. The project also includes accessible training in community research and connection.

What I have learned as a Community Mapper by Rahul M.
I've been exploring many great places in my community, for example, parks, libraries, basketball courts, and community centres, and creating field diaries by using the app. I've shared photos and videos. I've also been attending meetings and training sessions and working as part of a team throughout this work experience.

Something that I learned in this Community Mapping project is how to listen and know how to ask questions when someone is speaking, and how to add to the conversation to build better connections. Something important I learned about my community is that people are really kind and respectful to each other.

I'm feeling more confident in my community because this is part of my personal goals, which are building my confidence, talking to people, and asking questions. I also want to build strong connections with the people I talk to, which I have been doing pretty well, and I have been getting support from the team. I think more people should have an opportunity like this because it gives you the strength to build connections and get to know more about your community.



Robert finally moved to Pender Harbour on the Sunshine Coast! Living with Shari in Pender Harbour has been a dream of Robert's for a long time. We are happy to see Robert thriving and developing a network in his new community











Human Resources Report



This year, our HR work centered on responding to employee feedback and strengthening the learning and resources available to staff. An employee satisfaction survey provided insight into priorities such as wages and benefits. In response, paramedical coverage was enhanced to give employees greater access to services that support mental health and overall wellness and, fortunately, sector wage increases received approved funding and were implemented retroactively to April 2025.

We are also developing a six-module competency-based training program for rollout before year-end. The program will support ongoing annual learning in health and safety, unsafe environmental factors, emergency and evacuation procedures, critical incident identification and reporting, medication management, reducing physical risks, and workplace violence prevention.

We continued to strengthen our talent pipeline through partnerships with academic institutions. Hosting practicum students from local colleges and universities supports the development of future professionals, provides learners with meaningful workplace experience, and helps us build long-term connections within the education sector.

We are pleased with our ongoing partnerships and participation in community-based hiring events with South Vancouver Neighbourhood House, PICS Society, YWCA, MOSAIC, and Career Fair Canada. We have now also partnered with ISSofBC on a pilot program that provides occupational language training and industry-relevant certifications to help racialized and immigrant women with caregiving experience to prepare for Community Support Worker and Residential Support Worker roles. Looking ahead, we will continue to strengthen recruitment partnerships and invest in initiatives that support an inclusive and resilient workforce.

Goals for 2027

1. Human-Centered Employee Experience - continue to focus on and develop strategies that create an employee experience that enhances well-being and engagement.
2. Human-AI Collaboration – Further explore and integrate how AI will support everyday work processes to enhance administrative efficiency and decision-making.

Human Resources Report

HR Support:
Thank you to Danna Neilsen, Talent Acquisition Leader and Charlotte Aurini, HR Generalist, for your proactive, consistent support to our teams.

We have welcomed a new Human Resources Assistant; Sanne Van Loon. We're excited to have you on the team!

Training & Professional Growth:
HR has participated in workshops, trainings, and conferences that review HR best practice, Employment, Labor and Immigration Law, Human Rights, Privacy, Wellness, and Leadership Development.

Staff trainings provided were:

- Mandt – with Susan Wilson ~ The Mandt System is a comprehensive, integrated approach to preventing, de-escalating, and, if necessary, intervening when the behavior of an individual poses a threat of harm to themselves and/or others.
- Spectrum Orientation – with Eilidh Nicholson ~ Overview of the history, vision and values of Spectrum and those people we support.
- Manager Updates & Training – Directors and Special Guests ~ updates, new information, and topics below to enhance or add to our skill sets.
- Psychological Safety and Emotional Intelligence – Chad Clippingdale
- Conversations on Wellness – Chantel Barton, Hayleigh Fleming and Jeriah Newman
- Open Future Learning – Online Training available to all employees with a variety of topics related to Health & Safety, Communication, and Person-Centered supports. Certificates are provided upon completion of each training.
- CLBC Privacy and Information Management Training and certificate
- BC CEO Network – Leadership Forum and Professional Development Day
- Inclusion BC Annual Conference
- Person-Centered Thinking Module – Eilidh Nicholson and Deepi Leihl
- Impact Storytelling – Hilary Henegar – Abundance Collective
- Choice and Voice: Self-directed Supports – Deepi Leihl

Human Resources Report

Update on 2026 Goals

Upskilling and Reskilling:
A skills assessment survey has been drafted and will be sent out to Managers to assess their current skills, identify gaps, and highlight opportunities for additional training.

Personalized Employee Experience:
We have established a consistent onboarding structure, provided opportunities for ongoing learning, and gathered employee feedback to help inform organizational decision-making.

Spectrum Employees:
If you have questions or would like support from Human Resources,
please connect with us at hr@spectrumsociety.org

Happy Retirements!



Best wishes to three long-time managers who retired or moved on this year - Anita (10 years' service), Lanni (25 years' service), and Sherri (34 years' service).



Finance Report

RESPONSIBLE STEWARDSHIP

The ongoing financial objective of Spectrum is to use financial resources optimally and sustainably. Spectrum upholds its commitment to using funds to maximize the social good and revenues are offset with operational expenses keeping the bottom line near breakeven.

Financial Statements

Our audit was completed by Tompkins Wozny LLP. The auditors reviewed our statements and examined the records and processes behind the statements and expressed their opinion that the statements present fairly the financial position of Spectrum on 31 March 2026. Revenues increased by 6% compared to 2025 due to changes to services and increases from funders. Offsetting expenses increased by 4.4% as compared to 2025. The year ended with a surplus of $130,000 or 0.8% of revenue.

Staff

A dedicated team of four employees meet the financial needs of Spectrum and its community.

Grace has been working in our finance department since 2012. She is accountable for the accurate processing of payroll and management of contracts as well as many other tasks within the department.

Jeane joined Spectrum in 2021 as Director of Finance.

Judy joined Spectrum in 2022 and is accountable for the accurate processing of our Accounts Payable.

Elizabeth joined Spectrum in 2022 as a Senior Accountant.

Finance Report

Donations

Spectrum received $34,200 in donations for 2026. Employee donations make up a significant portion of the donations received through semi-monthly payroll deductions. We also have a dedicated group of members who provide us with monthly contributions through direct deposit. These monthly givers and our employees who give from every pay cheque give us a little additional cash flow to support special requests not covered by government funding. If you would like to help Spectrum with a donation, please visit the donations page on the Spectrum website at: https://www.spectrumsociety.org/donate/.

WITH GRATITUDE

Spectrum's services would not be possible without the ongoing support of many individuals, funders and community partners. We gratefully acknowledge the funding provided to Spectrum by:

- Community Living British Columbia (CLBC)
- Vancouver Coastal Health Authority
- Fraser Health Authority
- Ministry of Social Development and Poverty Reduction
- Microboards
- B.C. Housing Management Commission
- B.C. Gaming Commission
- The Canadian Red Cross
- United Way BC
- Corporate and community partners

Our sincere thanks to the following for their generous financial and in-kind donations in 2025/2026:

Aaron Rick Johannes
Agnes Campbell
Andrey Studenov
Anne Maria Fulop
Antonio Umberto Coelho
Barbara Goode
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Finance Report

Ernie Baatz
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Mosaic Executive Search
Nicholas Swindale
Royal Canadian Properties Limited
Stephanie Levac
Susan Wilson
Suzanne Salter
Sylvia Roy
United Way East Ontario
Vancity Community Foundation on behalf of:
The McGill Ability Fund
Spectrum Endowment Fund

In Memoriam:

Remembering those we lost in 2026



To Huynh 1955 - 2026

To was a beloved son, brother, and friend. He has been supported by our Community Inclusion team since 1996. He loved walking and busing in his community; he was always on the move. To embraced his passion for curiosity and exploration throughout his years, and he was also quite the collector. Many people supported him over the years. For the past 13 years, Minh Hang accompanied him as he explored his community. They went out several times a week to explore and people-watch in all weather, including rain and snow. He enjoyed stopping for coffee and sometimes was the only person around who dropped by the office to share a cup during COVID. He lived with his family who were deeply involved in his life and developed collaborative relationships with his supports.

Minh Hang left a reflection:
“We had built a good relationship and had been travelling all over to places together.”

To will be deeply missed by his family and all who knew him.

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