



# BC Centre for Ability

*Beyond challenges—the sky's the limit*



## Scaling with Purpose and Care

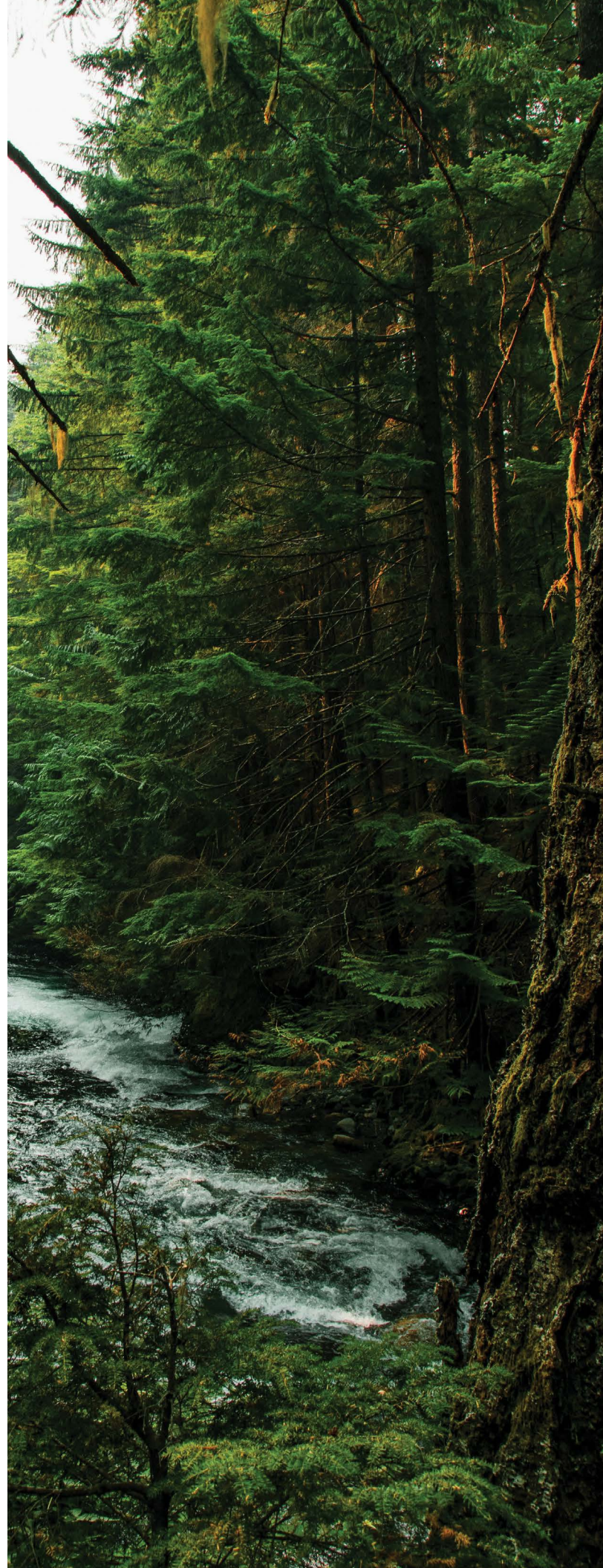
BCCFA Strategic Plan 2025-2027



We humbly acknowledge that our Centre operates on the unceded territories of the x<sup>w</sup>məθkwəyəm (Musqueam), Skwxwú7mesh (Squamish), and Səlílwətaʔ/Selilwitulh (Tsleil-Waututh) Nations. Unceded means that this land was never ceded or given up to the Crown—from time immemorial and into the future, these Nations have had and will continue to have inherent rights to their land.

We are beyond grateful to be able to work, live, and serve communities on Indigenous land. As we provide care and support to the community we serve, we recognize our privilege to operate on these lands and affirm our dedication to learning from and working alongside Indigenous communities.

We recognize that reconciliation is an ongoing and active process—one that requires accountability, continuous learning, and meaningful action. As an organization, we are committed to embedding reconciliation into our governance, policies, and practices by fostering cultural humility, amplifying Indigenous voices, and ensuring our services are inclusive and culturally safe. We acknowledge the intersection of disability with other equity-deserving identities and remain dedicated to addressing the unique barriers Indigenous individuals and families may face in accessing care and support. Through ongoing education, collaboration, and reflection, we strive to honour the truth of this land's history and contribute to a future rooted in respect, justice, and reconciliation.





# Introduction

For nearly half a century, the BC Centre for Ability has been a cornerstone of support for individuals with disabilities and their families, delivering essential services and fostering inclusion across British Columbia. In recent years, we have expanded our programs, deepened our partnerships, and strengthened our ability to serve those most in need. This progress has reinforced our role as a leader in the disability sector and set the stage for what comes next.

This strategic plan builds on our legacy of impact while charting a bold path for the future. Over the next three years, we will evolve thoughtfully—not simply by expanding, but by strengthening key capacities, addressing critical service gaps, and deepening our collaboration with families, caregivers, community organizations, and government partners. Our focus is on ensuring that every step forward is intentional, sustainable, and responsive to evolving needs. By enhancing accessibility, driving service innovation, and advocating for systemic improvements, we will strengthen the disability support network and create meaningful, lasting change.

## Who We Are

### Vision

Inclusive communities where every person thrives at all stages of life.

### Mission

To lead in the design and delivery of community-based services for persons with disabilities.

### Values

**Hope** — We help clients and families see hope for the future.

**Kindness** — Kindness and empathy form the basis of every interaction.

**Collaboration** — We work together as staff, clients, members, and communities to build on our strengths and achieve the best possible outcomes.

**Innovation** — We are creative risk-takers who relentlessly seek to improve and excel.

**Family Centred** — We honour and respect the unique needs and preferences of our clients, celebrate our diversity, and ensure that clients, families, and caregivers are at the centre of everything we do.

# Our Ten-Year Intended Impact

Our ten-year intended impact serves as the bridge between our Vision and our three-year strategic plan. It acts as a compass to guide our next decade of growth, providing a **measurable and realistic horizon to track progress** toward a more inclusive, equitable, and accessible British Columbia for people with disabilities and their families. While our strategic plan defines the immediate priorities that guide our focus and resources, our intended impact ensures that our efforts remain aligned with the broader, lasting outcomes we are working to achieve.

**Our intended impact spans four dimensions of the British Columbia we are striving to create over the next ten years:**

## Access and Inclusion

Individuals with disabilities across B.C. experience fewer barriers to accessing high-quality, person-centered services, with more timely, standardized, and comprehensive support available in all regions.

## Uplifting Potential

The strengths, talents, and contributions of individuals with disabilities are recognized and valued across B.C., shaping more inclusive childcare facilities, schools, workplaces, and communities.

## Breaking Barriers

B.C.'s policies, systems, and services are built on the principles of universal accessibility and equity, ensuring that inclusion is not an afterthought but a fundamental expectation.

## Sector Capacity and Resiliency

Our sector is stronger, more connected, well-informed by data and lived experience, and better equipped through sustainable funding and innovative service models to meet the evolving needs of the communities it serves.

# Who We Serve

**Our work spans across three interconnected levels:**

**Individuals** — Our services primarily support children, youth, and young adults with disabilities. Through high-quality, comprehensive services, we help them overcome barriers and engage meaningfully in their lives.

**Families and Caregivers** — When families are supported, individuals with disabilities are better equipped to thrive. We provide resources, guidance, and services to help children, youth, and young adults, along with their families and caregivers, navigate challenges and meet their unique needs.

**Disability-serving organizations** — We recognize our ability to explore new approaches, invest in innovative service delivery, and enhance existing practices. By sharing our learnings and insights, we contribute to a stronger, more adaptable sector that benefits individuals, families, and communities.

# Our Strategic Priorities

At the core of our strategic plan are five interconnected priorities: **Inspiring Our People and Teams; Delivering Exceptional, High-Quality Services; Growing Our Impact and Influence; Strengthening for the Future; and Advancing Reconciliation, Equity, Diversity, and Inclusion (REDI)**. These priorities don't stand alone—they work together to help us achieve the change we're striving for.

REDI is both a dedicated priority and a lens that informs everything we do. It's embedded across all aspects of our work—shaping how we approach challenges, design services, and engage with the communities we serve. By centering REDI in our decision-making, we ensure that our growth reflects the diverse needs of the people who rely on us and creates meaningful, lasting impact.



# Inspiring Our People and Teams

Our people are the driving force behind our impact. We are committed to creating an engaging, dynamic, and supportive workplace—one where individuals feel valued, connected, and empowered to grow. At the BC Centre for Ability, we don't just fill positions—we build careers, nurture talent, and foster a workplace culture that is exciting, purpose-driven, and inclusive.



## How We'll Get There

### **Goal 1: Cultivate an engaging and inclusive workplace**

- Create a workplace where employees feel heard, valued, and empowered through ongoing engagement, feedback, and action.
- Invest in workplace safety, accessibility, and well-being, ensuring every employee can thrive.
- Ensure our workforce reflects the diversity of the communities we serve.

### **Goal 2: Become an employer of choice**

- Develop and launch a future-proofed recruitment strategy that attracts top talent and builds a strong pipeline of skilled professionals.
- Build BCCFA's reputation as a workplace where people feel valued and inspired by strengthening employer branding and deepening community connections.
- Prioritize employee well-being and retention through comprehensive workplace culture, benefits and recognition programs.

### **Goal 3: Support continuous growth and development**

- Expand career development opportunities, giving employees the tools to enhance their skills, grow, and succeed.
- Establish career laddering and development programs that provide clear progression pathways.
- Strengthen succession planning and mentorship to develop future leaders and ensure the organization is prepared for long-term success and resilience.

# Delivering Exceptional and High-Quality Services

Providing exceptional, high-quality services is at the heart of our mission. We are dedicated to ensuring that individuals and families receive the support they need to thrive. By continuously improving service delivery, we reduce barriers to care, build trust, and strengthen relationships with clients, funders, and partners—creating a more accessible and responsive system of support.



## How We'll Get There

### **Goal 1: Optimize services for improved accessibility and effectiveness**

- Continuously evaluate and refine programs and processes to ensure they are inclusive and accessible to all eligible families and clients.
- Integrate leading international service frameworks across all child and youth programs to enhance consistency, impact, and family-centered care.
- Reduce program wait times by optimizing workflows, increasing capacity, and prioritizing services in alignment with REDI commitments.
- Implement and expand digital tools to improve accessibility and create a seamless user experience for clients and families.

### **Goal 2: Create a responsive service model through evidence and engagement**

- Expand program-advisory committees to ensure diverse client and family voices are actively shaping services.
- Enhance opportunities for clients and families to provide meaningful input into service design and improvement.
- Establish robust processes for gathering and analyzing quality data to drive informed decision-making and continuous service enhancement.



# Growing Our Impact and Influence

Growing our impact and influence is about reaching more people, addressing critical service gaps, and ensuring equitable access to care for underserved communities. It also involves amplifying our voice in policy and sector leadership to drive meaningful change that prioritizes the needs of those we serve.



## How We'll Get There

### **Goal 1: Deepen and expand services to address unmet needs**

- Use data to identify and address critical gaps in service delivery where BCCFA is best positioned to make an impact.
- Grow the reach of existing programs, increasing accessibility and impact across more communities.
- Integrate new and existing programs to enhance service continuity and improve access to care.
- Expand student-supported delivery models across our services to improve accessibility and capacity across multiple disciplines.

### **Goal 2: Strengthen collaborations and partnerships**

- Deepen collaborative ties with neighbouring organizations to extend both geographic reach and service offerings.
- Increase capacity across partner organizations through proven service delivery models such as student-supported service delivery.
- Build strategic partnerships with organizations and communities to identify and address common challenges.

### **Goal 3: Amplify BCCFA's voice and influence in the sector**

- Increase public awareness through media engagement, public relations, and thought leadership initiatives.
- Strengthen government relations to shape policy conversations and advocate for increased funding and support.
- Lead sector innovation and development by sharing best practices, mentoring, and supporting capacity building efforts across partner organizations.



# Strengthening for the Future

Strengthening for the future focuses on future-proofing BCCFA to thrive in an evolving landscape. Through resilient planning, robust risk management, and strategic investments in infrastructure and technology, we ensure the organization remains adaptive, sustainable, and a trusted resource for generations to come.



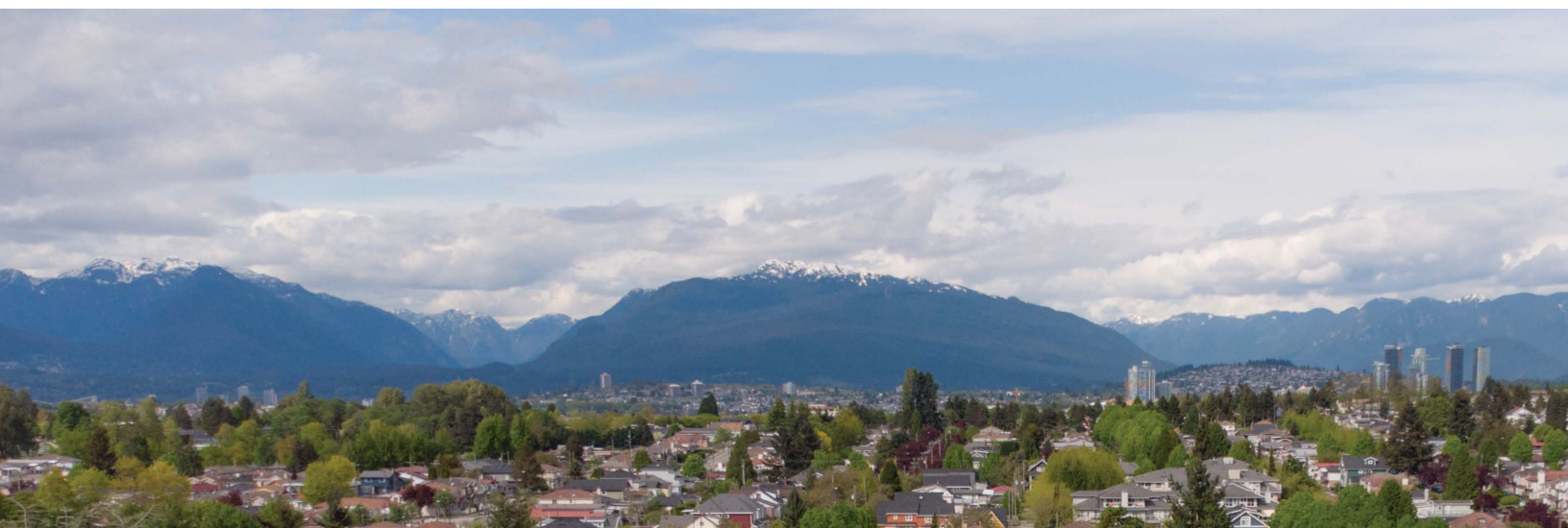
## How We'll Get There

### Goal 1: Deepen organizational resilience

- Enhance governance by strengthening practices and processes and ensuring the Board remains diverse, skilled, and reflective of the community, with succession for continued leadership.
- Enhance the organization's risk management framework and protocols to support strategic decision making.
- Strengthen cybersecurity and digital infrastructure for risk and efficiency.
- Diversify revenue streams for risk reduction and increased revenue opportunities.

### Goal 2: Position BCCFA for future opportunities

- Invest in infrastructure improvements to ensure facilities are accessible, functional, and future-ready.
- Leverage real estate and physical assets to support program delivery and organizational growth.
- Explore and expand investments that generate income and strengthen long-term financial stability.
- Establish processes to proactively identify and evaluate opportunities for future service expansion, innovation, and partnerships.



# Advancing Reconciliation, Equity, Diversity, and Inclusion

Advancing Reconciliation, equity, diversity, and inclusion (REDI) is integral to how we serve individuals, families, and communities across British Columbia. As a disability-focused organization, we recognize that disability intersects with other equity-deserving identities, shaping unique experiences, barriers, and opportunities. We are committed to creating an environment where accessibility, cultural humility, and equity are embedded in everything we do.



## How We'll Get There

### **Goal 1: Continue to embed REDI into governance, policies, operations, and culture**

- Align with well-respected frameworks to integrate REDI principles into decision-making, accountability structures, and organizational policies.
- Evaluate and take action to ensure all individuals who engage with our organization feel valued, respected, and included, recognizing their diverse identities and lived experiences.
- Provide ongoing training and learning opportunities to deepen understanding of systemic inequities and strengthen cultural humility.

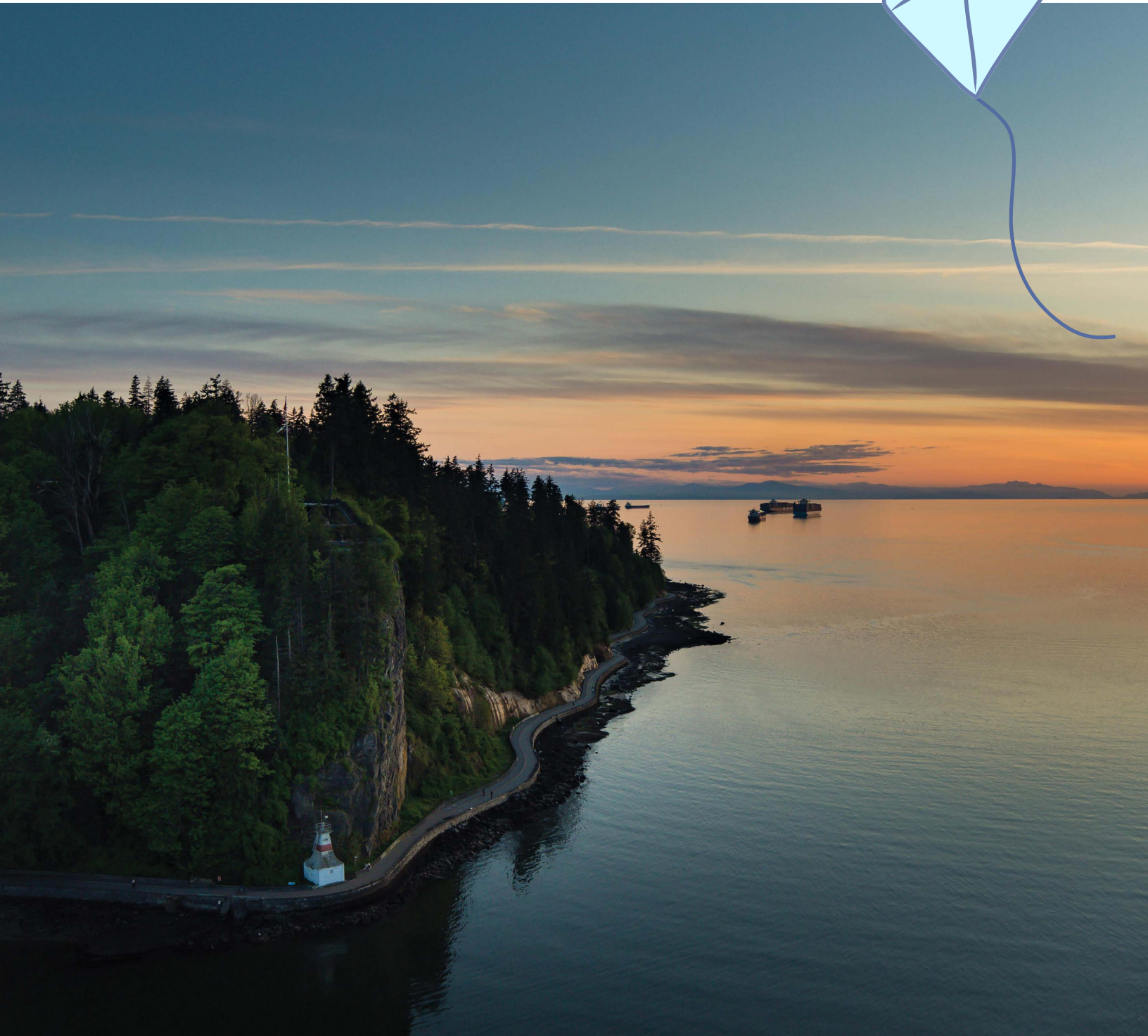
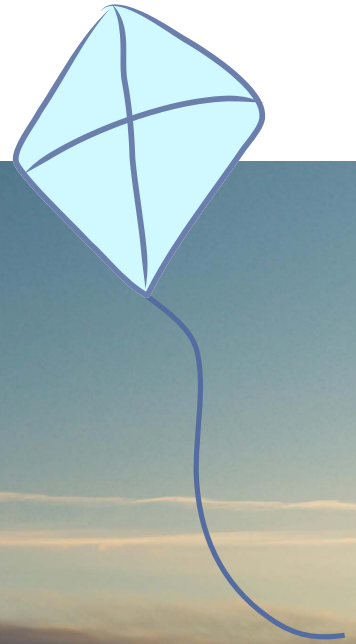
### **Goal 2: Deliver inclusive, culturally safe, and equitable services**

- Develop, enhance, and adapt programs to be person- and family-centered, ensuring services—both existing and new—are responsive to the diverse and evolving needs of individuals, families, and communities across the province.
- Remove barriers to access by embedding equity-based practices into service delivery, evaluation, and client engagement.



This strategic plan charts an ambitious course for the BC Centre for Ability, rooted in a commitment to excellence, growth, and equity. By focusing on our strategic priorities, we aim to expand our impact, strengthen our capacity, and build a future where every individual has the opportunity to thrive.

**This is not something we can achieve alone.** It will take collaboration with families, caregivers, sector partners, and community networks to turn this plan into reality. **We invite you to join us in this journey—whether as a partner, supporter, or advocate—and help us build a more inclusive and equitable future for all.**





**BC Centre  
for Ability**

[bc-cfa.org](http://bc-cfa.org)