



HERE & NOW COMMUNITY SOCIETY

Strategic Plan 2026–2028

Building Strong Foundations for a Good Life

I. Why We Started

Here & Now Community Society did not begin with a strategic plan, a budget, or even a formal organization. It began in 2008 with a simple concern shared by several families. Many adults with developmental disabilities were spending most of their time at home because meaningful opportunities for community participation were limited. For families who also faced language, cultural, and system-navigation barriers, accessing appropriate services and supports was often even more difficult.

Rather than waiting for change, a small group of volunteers decided to create opportunities themselves. Once each month, approximately ten adults with developmental disabilities gathered for a two-night Home Camp where they shared meals, outdoor activities, music, friendships, and everyday life together.

The program was simple. Yet it reflected a belief that continues to guide Here & Now today:

Every individual deserves opportunities to experience belonging, meaningful relationships, community participation, and a good life.

As more families became involved, it became increasingly clear that volunteer efforts alone could not adequately respond to the growing needs within the community. To provide sustainable and professional support, Here & Now Community Society was formally established as a registered charitable organization in 2012.



The organization was not created simply to deliver programs. It was created to become an organization that individuals and families could trust—one that listens carefully, responds thoughtfully, and grows only when doing so improves the lives of the people it serves.

Today, that same purpose continues to guide every decision we make.

Our Belief, Vision, Mission and Values

The foundation of Here & Now has never been a program or a funding source. It has always been a belief.

Our Belief, Vision, and Mission define who we are, why we exist, and how we make decisions.

They remain unchanged and continue to guide every aspect of this Strategic Plan.

Rather than introducing a new direction, this Strategic Plan represents the next step in fulfilling the vision that has guided Here & Now since its beginning.

Our Belief

We believe that people with disabilities can live a good life as anyone else does.

Our Vision

We want to see our loved ones live a good life: friends and family who love and care for them, a home they like to live in, financial dignity, wishes and choices respected, contributions to society.

Our Mission

We exist to advocate for and support individuals with disabilities and their families so that our loved ones can live a good life in their lifetime and our families have a peace of mind by providing quality services, future planning, and family support.

Our Journey

Our history has never been defined by rapid growth.

Instead, Here & Now has intentionally grown **one stage at a time**, strengthening each foundation before taking the next step.

Phase 1 (2008–2012)

Building the Foundation



The journey began with monthly Home Camps created for adults with developmental disabilities who had limited opportunities for meaningful community participation. These experiences confirmed that families needed more than occasional activities. They needed an organization that understood their circumstances, respected their culture, supported their journey, and remained committed to helping individuals live meaningful lives within their communities. This realization led to the establishment of Here & Now Community Society as a registered charity in 2012.

Phase 2 (2013–2017)

Building the Organization

With no staff, no office, and very limited financial resources, the organization's first priority was not growth but preparation. During these years, Here & Now focused on building the organizational foundation necessary for long-term sustainability. This included developing the organization's identity, strengthening relationships with families, expanding community education, establishing governance and operational systems, and preparing to become a qualified CLBC service provider.

In August 2017, Here & Now successfully achieved Qualified Service Provider status with CLBC. This milestone reflected years of careful preparation rather than rapid expansion.

Phase 3 (2018–2025)

Building Core Services

Beginning in August 2018, Here & Now launched Community Inclusion services with two individuals. Later that year, Home Share services were introduced in response to requests from families seeking culturally responsive home sharing opportunities.

Throughout this period, the organization continued to strengthen its leadership, workforce, policies, and operational systems while expanding its ability to provide high-quality person-centered services.

Recognizing the importance of the physical environment, Here & Now established the Langley Centre as a welcoming and comfortable community base for individuals participating in Community Inclusion services. Rather than focusing on the type of building itself, the



organization has always prioritized creating environments that are safe, calm, respectful, and person-centered—places where individuals feel comfortable, valued, and connected. As the organization grows, Here & Now will continue to develop community-based service models that preserve these qualities while responding to changing needs and operational realities.

Phase 4 (2026–2028)

Building Organizational Excellence

Today, Here & Now enters a new stage of development. Preparation for CARF accreditation and organizational reviews by CLBC have encouraged us to examine every aspect of our organization.

Although this process has required significant commitment, it has also provided an opportunity to strengthen our leadership, policies, operational systems, technology, and overall organizational capacity. We view accreditation and quality standards as important tools—not because compliance is our goal, but because stronger systems enable us to provide better support to individuals and families.

Our commitment is to ensure that organizational systems serve people, rather than people serving organizational systems. As we strengthen our core services and organizational capacity, we will also prepare for the next stage of our journey, including children's services and other future initiatives that respond to genuine community needs.

For nearly two decades, Here & Now has never attempted to grow as quickly as possible. Instead, we have chosen to grow responsibly, strengthening one foundation before building the next.

This Strategic Plan continues that same philosophy. Our goal is not simply to become a larger organization. Our goal is to become an organization that individuals and families trust because we remain faithful to why Here & Now was created.



As we look toward the future, we remain committed to learning, improving, and building strong foundations—one step at a time—so that individuals with developmental disabilities can experience **A Good Life**, and their families can experience **Peace of Mind**.

II. What We Have Learned

Over the past eighteen years, Here & Now has experienced steady growth, organizational change, and many new opportunities. More importantly, we have learned valuable lessons that continue to shape who we are and how we make decisions. These lessons provide the foundation for our Strategic Plan and will continue to guide the organization as we move into the next stage of our journey.

1. Strong Foundations Come Before Growth

Throughout our history, Here & Now has intentionally chosen to strengthen each stage of development before moving to the next. Before providing funded services, we built the organization. Before expanding programs, we strengthened leadership and operational systems. Today, before launching new initiatives, we are strengthening quality, accountability, and organizational capacity. We believe that sustainable growth is achieved by building strong foundations—not by expanding as quickly as possible.

2. Quality Is More Important Than Size

Success is not measured by the number of people we serve or the size of our organization. Success is measured by whether individuals experience a meaningful life and whether families have confidence that their loved ones are receiving safe, respectful, and person-centered support. As Here & Now grows, maintaining quality will always take priority over rapid expansion.

3. Community Needs Should Drive Organizational Growth

Every major step in the development of Here & Now has been a response to genuine community needs. Community Inclusion services, Home Share services, and our future Children's Program were not created simply because opportunities existed. They were developed because individuals and families identified important needs that were not being adequately addressed. We will continue listening carefully before deciding where and how to grow.



4. Strong Systems Should Support Great Services

Over the past several years, Here & Now has invested significant time in strengthening policies, operational procedures, technology, leadership, and quality management. Preparing for CARF accreditation and responding to CLBC organizational reviews have accelerated this work. We believe these systems are important—not because compliance is our goal, but because strong systems enable staff to spend more time supporting people and less time managing unnecessary administrative work. Organizational systems should always serve individuals, families, and staff—not the other way around.

5. Continuous Learning and Improvement

Since its beginning in 2008, Here & Now has continued to learn through experience. Each new stage of development has required the organization to strengthen its leadership, improve its services, and build stronger organizational systems. Preparing for CARF accreditation and responding to CLBC organizational reviews are part of that same journey. We recognize that there is still much to learn. For that reason, Here & Now remains committed to continuous learning, thoughtful reflection, and ongoing improvement so that we can provide better support to individuals and families.

These lessons now shape our direction for the next three years. Rather than pursuing rapid expansion, Here & Now will focus on strengthening its core services, leadership, organizational systems, and long-term sustainability while preparing thoughtfully for the next stage of development. The following Strategic Priorities describe how we will achieve that vision.

III. Our Strategic Direction

The first eighteen years of Here & Now have been dedicated to building a strong foundation. What began as a small volunteer initiative has gradually developed into an organization that provides Community Inclusion and Home Share services while continuing to respond to the changing needs of individuals with developmental disabilities and their families.

As we enter the next stage of our journey, our direction remains clear.



We are not seeking growth for its own sake. We are seeking to become a stronger organization—one that provides consistently high-quality services, supports its staff well, earns the trust of families, and remains sustainable for many years to come.

Our decisions over the next three years will continue to be guided by one simple question: *“Will this help individuals with developmental disabilities experience a Good Life and provide greater Peace of Mind for their families?”*

If the answer is yes, we will continue moving forward.

If the answer is no, we will reconsider our approach.

Based on our experience, the lessons we have learned, and the needs expressed by the community, Here & Now has identified four Strategic Directions for 2026–2028.

Strategic Direction 1

Strengthen Community Inclusion Services

Community Inclusion has become the foundation of Here & Now's direct services. Over the next three years, our focus will not be on serving more people, but on continually improving the quality, consistency, and person-centered nature of the services we provide. We will continue strengthening service planning, staff competency, outcome measurement, and operational practices so that every individual has meaningful opportunities to participate in community life and pursue personal goals.

Strategic Direction 2

Strengthen Home Share Services

Home Share represents an important opportunity for individuals to experience stability, belonging, and meaningful relationships within a family home. Building a sustainable Home Share program requires more than recruiting Home Share Providers. It requires strong systems, thoughtful matching, ongoing support, quality monitoring, and continuous learning. During this Strategic Plan period, Here & Now will focus on building a Home Share program that is safe, sustainable, and trusted by individuals, families, and Home Share Providers.

Strategic Direction 3

Strengthen Organizational Capacity



High-quality services depend upon a strong organization. Over the next three years, Here & Now will continue strengthening its leadership, workforce, financial management, technology, and organizational systems. Recent investments in ShareVision, BambooHR, Google Workspace, Artificial Intelligence, and other organizational systems are intended to support this direction. These investments are not goals in themselves. They are practical tools that help reduce administrative burden, improve consistency, strengthen communication, and allow staff to spend more time supporting individuals and families.

Strategic Direction 4

Prepare for the Next Stage of Service Development

Throughout its history, Here & Now has expanded only after identifying genuine community needs and establishing the organizational capacity to respond responsibly.

That philosophy will continue.

While the primary focus of this Strategic Plan is strengthening our existing services, we will also prepare for the next stage of development.

Our first priority will be the implementation of a Children's Program designed to support young children with developmental disabilities through enjoyable, developmentally appropriate, community-based experiences while also supporting parents through education and partnership.

As organizational capacity grows, Here & Now will also explore additional opportunities, including employment-related supports and other initiatives that respond to emerging community needs.

These four Strategic Directions are closely connected.

Strengthening Community Inclusion and Home Share services requires a strong organization. A strong organization creates opportunities for thoughtful and sustainable future development. Together, these Strategic Directions provide a practical roadmap for the next stage of Here & Now's journey while remaining faithful to the purpose that inspired its beginning.

IV. Measuring Our Progress

A Strategic Plan has value only when it guides day-to-day decision making and organizational improvement. Rather than measuring success solely by organizational growth or the number of services provided, Here & Now will evaluate its progress by asking whether we are becoming a stronger organization that provides better support to individuals and families.

Progress toward this Strategic Plan will be monitored through the organization's Performance Measurement and Management Plan (PMMP), reviewed annually through the Annual Performance Summary (APS), and translated into organizational improvement priorities through the Performance Improvement Plan (PIP). This integrated performance management process helps ensure that strategic priorities remain relevant, measurable, and responsive to changing organizational and community needs.

Progress will be reviewed annually by Leadership and the Board of Directors. Where appropriate, strategic priorities and implementation strategies may be adjusted in response to performance results, stakeholder feedback, organizational capacity, funding requirements, emerging risks, and lessons learned.

How We Will Measure Success

Strategic Direction 1. Strengthen Community Inclusion Services

Success will be demonstrated by:

- Consistent delivery of high-quality, person-centred Community Inclusion services.
- Positive individual outcomes and stakeholder satisfaction.
- Ongoing staff competency development and professional growth.
- Continuous improvement through annual performance review and quality improvement activities.

Strategic Direction 2. Strengthen Home Share Services

Success will be demonstrated by:

- A safe, sustainable, and well-managed Home Share program.
- Effective recruitment, assessment, education, and support of Home Share Providers.
- Consistent monitoring, quality assurance, and continuous improvement.

- Positive experiences reported by individuals, families, and Home Share Providers.

Strategic Direction 3. Strengthen Organizational Capacity

Success will be demonstrated by:

- Stable and effective organizational leadership.
- Continued workforce development and staff retention.
- Financial sustainability and responsible resource management.
- Effective use of technology and organizational systems to improve efficiency and service quality.
- Continuous improvement of organizational policies, operational systems, and performance management practices.

Strategic Direction 4. Prepare for the Next Stage of Service Development

Success will be demonstrated by:

- Organizational readiness for future service expansion.
- Implementation of new services when organizational capacity and community needs align.
- Ongoing evaluation of emerging community needs and service opportunities.
- Sustainable organizational growth that remains consistent with the organization's mission, vision, values, and available resources.

Annual Review

This Strategic Plan is intended to be a living document.

Each year, Leadership and the Board of Directors will review:

- Progress toward each Strategic Direction.
- Performance results summarized through the Annual Performance Summary.
- Organizational strengths, challenges, and improvement priorities.
- Emerging community needs and organizational risks.
- Strategic priorities for the coming year.

The Strategic Plan may be updated when necessary to reflect significant organizational changes while remaining faithful to the mission, vision, and values of Here & Now.



V. Looking Forward

The future of Here & Now will not be defined by how large the organization becomes. It will be defined by how faithfully we continue to support individuals with developmental disabilities and their families, while remaining true to our mission, vision, and values.

Over the next three years, we will continue strengthening our Community Inclusion and Home Share services, investing in our people, improving our organizational systems, and preparing thoughtfully for future opportunities that respond to genuine community needs.

We recognize that meaningful and sustainable growth begins with strong foundations. By continuously learning, improving, and working together, we will build an organization that individuals, families, staff, and community partners can trust.

Our commitment remains unchanged since our journey began in 2008: to help individuals with developmental disabilities experience **A Good Life** and to provide their families with **Peace of Mind**.

That commitment will continue to guide every decision we make and every step we take in the years ahead.