



MSA Society for Community Living

"Supporting People – Enhancing Lives"

2026 ANNUAL REPORT

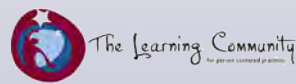


CELEBRATING COMMUNITY, INCLUSION, AND IMPACT

MSA Society for Community Living



MSA Society for Community Living is a CARF Accredited Organization that embraces Person Centered Thinking and uses True Colours and The Mandt System with our staff teams to enhance our communication with each other.



We are grateful for our funders and community partners:



MSA acknowledges that we are located on the traditional ancestral and unceded shared territory of the Matsqui and Sumas First Nation. These two First Nation Communities are part of the Sto'lo' Nation. We provide a range of services and support to people with developmental disabilities and their families in the Fraser Valley.

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From our Board President, Jonathan Ratzlaff



A warden who used to be a parole officer was called to a hospital where one of her cases was. She asked why she had been called. She was told that he had named her as next of kin. Our actions influence the people around us, even if we don't realize it.

The Christmas party last year was a prime example of this. I saw how the MSA staff looked after the persons in our programs. There was a real personal bond, more like a family than what could be expected from a caregiver client relationship. I want to acknowledge the quality of the staff we have at MSA.



There have been changes to our organization since our last meeting. Shelly Talbot-Clout retired after decades providing support and mentorship to our staff. She shows up every so often, mostly to show off her grandchildren. While Shelly was on staff as Director of Programs our Home Share, Community Inclusion, and Community Housing managers reported to her. With her retirement, these managers have moved into Program Director roles and now report to our Executive Director. This brings about a change in responsibility, including staff relations and dealing directly with outside agencies.

We are all getting older. We are starting to age out. The majority of our board members are either retired or could retire if they wish. In short, we have an age crisis. We need some younger board members to help transition MSA Society into the future.

Our Executive Team have been developing succession plans; it is important that we maintain continuity and do not lose the history and culture that has been created over the last 69 years. This is a unique organization, and we want to ensure that it continues long after we are no longer involved.

As parents and caregivers age, we face difficult and challenging decisions about how our children, many of whom have complex needs, continue to enjoy their current quality of life. Some may lose benefits, such as extended medical and dental coverage beyond what the province provides. Others may encounter housing difficulties. We must work together - as families and as a Society - to address these challenges.



By working together with compassion, courage and a shared commitment to the people we serve, we can honour MSA Society's strong legacy and build a future in which every person and family continues to feel supported, valued, and hopeful.

Thank you for being part of this important journey.

***Jonathan Ratzlaff, President
Board of Directors***

OUR STRATEGIC PLAN



We are dedicated to empowering individuals and their families to maximize their independence and enhance their well-being.

- We inspire our employees to be imaginative, creative and flexible in their roles.
- We care for and respect one another.
- We communicate openly and proactively and nurture a team atmosphere.
- We foster and support contributions from all our members.



Community Inclusion

Strategic Direction: To Diversify and Expand Service Delivery

1

Develop and implement a Life Skills and Employment Program

2

Increase and expand community inclusive opportunities for persons served

3

Create and develop an intentional seniors-focused program

Facilities and Housing

Strategic Direction: To Provide Safe, Community-Centred Housing Options that Allow for Increased Capacity

1

Explore possible relocation of MSA programming and housing

2

Purchase permanent housing for Resource Home

3

Develop a crisis response service framework and proposal

Respite Services

Strategic Direction: To Provide A High Quality MSA Managed Respite Services Program

1

Develop a MSA managed Respite Services Program

2

Develop criteria for required skills and abilities for respite providers

3

Recruitment and promotion of the Respite Services Program

4

Launch the MSA managed Respite Services Program

Operational Excellence

Strategic Direction: To Create A Culture Of Innovation, Ongoing Quality Improvement And

1

Implement an automated accounting system

2

Expand usage of ComVida payroll system to create

3

Expand Technology Plan to Ensure Increased Security

4

Embed CARF practices and standards into all programs and services



Our Mission:

**“MSA Society
for Community Living
is committed to
supporting persons
with developmental
disabilities to fully access
and equally participate
in their community”**



Our Current Board of Directors (2025-2026)

Jonathan Ratzlaff—President
Wendy Beaulieu—Vice-President
Garth Green—Immediate Past President
Rick Gendemann—Treasurer
Doris Woodman-McMillan—Director
Don Velie—Secretary
Esther Paterson—Director
Jim Sikorski—Director
Simon Gibson—Director
Mike Palitti—Director
Debbie McNeil—Director



Employee Long Service Recognition

Congratulations to the following long service employees for their dedicated years of service—you have reached a milestone for which we are grateful for:

25 years	Brenda Norbury	
10 years	Parmjit Sandhu	Sandaljeet Sindel
5 years	Carmen Lundy	Rajpreet Sandhu
	Aigbehomwan Egharevba	

These employees will be recognized at the MSA Annual General Meeting on September 15, 2026 and will receive their long service recognition gift at the MSA Christmas celebration.

On behalf of all the individuals we provide service for, thank you for your ongoing dedication and commitment to MSA Society for Community Living.

CARF Accreditation 2026 Report

We continue to work every day to meet CARF International standards of excellence and follow recognized best practices in the services and support we provide.

We are pleased to share that we have received our 3-Year Accreditation Award plaque sticker, recognizing our ongoing commitment to maintaining CARF standards.

We are also beginning preparations for our next on-site CARF survey, which is expected to take place between March and July 2027. The confirmed survey dates will be communicated once they are finalized by CARF.

We are extremely grateful to persons served, our leadership team, employees, contractors, and all stakeholders for their dedication and hard work. Your daily commitment ensures that we continue to provide high-quality services while maintaining, practicing, and upholding CARF standards throughout our organization.

Thank you for everything you do to support excellence in service delivery.



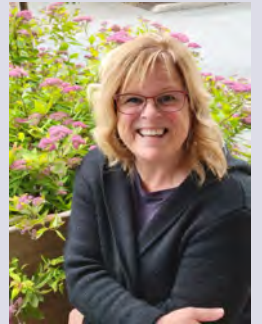
From the desk of our Executive Director, Jackie Ayer

It is my privilege to present this Annual Report on behalf of MSA Society for Community Living. As we move through our 68th year of service, I am proud to reflect on another year of growth, innovation, resilience, and commitment to the people we support.

This past year has been marked by significant organizational achievements, exciting opportunities for future growth, and a continued focus on delivering high-quality, person-centred services. Through the dedication of our employees, leadership team, Board of Directors, families, Home Share providers, community partners, and funders, MSA continues to strengthen its role as a trusted and respected community service provider.

Our Organization

MSA Society for Community Living currently supports individuals through Community Inclusion, Community Housing, and Home Share services. We employ more than 87 dedicated staff members and continue to provide individualized supports that promote belonging, independence, participation, and meaningful community connection.



Our mission remains clear: to ensure the people we serve can fully access, participate in, and contribute to their communities while exercising choice and self-determination.

Strategic Plan Achievements

The completion of our 2022–2025 Strategic Plan marked an important milestone for MSA Society. Over the past four years, substantial progress has been achieved across the strategic priorities of:

- Diversifying and expanding service delivery
- Increasing community inclusion opportunities
- Developing senior-focused programming
- Exploring housing expansion opportunities
- Strengthening operational excellence

Embedding continuous quality improvement practices throughout the organization



MSA Society remains committed to operational excellence and continuous quality improvement. Achievements this year include:

- Ongoing implementation of comprehensive staff onboarding systems
- Expansion of paperless payroll and financial systems
- Continued investment in technology and cybersecurity
- Ongoing staff development and leadership training
- Regular stakeholder consultation and feedback initiatives
- Maintenance of accreditation standards and quality assurance practices

A particular point of pride is MSA's continued success in maintaining CARF accreditation. Our commitment to person-centred excellence, accountability, and quality improvement was reinforced through ongoing CARF compliance activities and annual reporting requirements.

Our People

The strength of MSA Society has always been our people.

Every day, MSA employees demonstrate compassion, professionalism, creativity, and commitment to improving the lives of those we support. This year, employees continued to participate in Mandt Systems training, quality improvement initiatives, onboarding mentorship, and leadership development opportunities.

To every member of our Leadership Team, employees, Home Share providers, Board members family and care providers, community partners and funder, thank you for your unwavering commitment to our mission.

At the heart of MSA Society are the people we serve. From the young people who have recently joined our Community Housing, Community Inclusion, and Home Share programs to the seniors who have been with us since the very beginning, each of you is an important part of our story. Thank you for the gifts you share, the relationships you build, and the many ways you enrich our lives and strengthen our community. We are grateful for every one of you.

Looking Ahead

As we begin developing our new 2026–2029 Strategic Plan, our focus remains centered on sustainable growth, innovation, and person-centred excellence.

The future of MSA Society for Community Living is bright. Together, we will continue creating opportunities, fostering inclusion, and enriching lives across our community.

Thank you for your continued support and belief in the work we do.

Jackie Ayer, Executive Director





COMMUNITY HOUSING



Home is where the heart is—a place to make memories, build relationships, and experience comfort, support, and belonging. This is at the heart of MSA's Community Housing Program.

This past year, we celebrated the first anniversaries of two of our newest individuals in the program. Both celebrations brought family and friends together in their home, including a backyard pizza party and summer games, as well as a birthday and one-year celebration with family. These special moments reflect the meaningful connections and sense of community that make a house feel like home.

Community Housing is also experiencing an exciting period of transition. The McCallum Resource Home is moving from Community Inclusion to the Community Housing program, bringing the total number of individuals supported to eight. We are also welcoming and training a new Team Leader and are pleased to support her as she grows into her role.

Currently, MSA provides safe, inclusive, and supportive housing for six individuals, four living together in the Mill Lake group home and two receiving 24-hour support in their own apartments. All individuals are doing well and are actively participating in their communities. Our focus continues to be on promoting independence, meaningful relationships, community involvement, and a strong sense of belonging.

Looking ahead, we remain committed to growing and strengthening Community Housing so that more individuals can experience the stability, connection, and joy of having a place to truly call home.



**We are grateful to the
individuals, families, staff, and community partners
who help make MSA Community Housing a place
where everyone can feel at home.**

*Carmen Lundy
Community Housing Director*



Community Inclusion

When I reflect on the past year, what stands out most are the people we support. It is the friendships formed, the confidence gained, the goals achieved, and the moments when people discovered strengths they did not know they had. Those moments are why Community Inclusion exists and why this work is so meaningful.

This year, Community Inclusion continued to evolve as people joined and left our services at different stages of their lives. We currently support 55 individuals and have had the privilege of welcoming new people into our

programs. Through every transition, our commitment remains the same: supporting each person with dignity, respect, and opportunities to pursue the future they want for themselves.

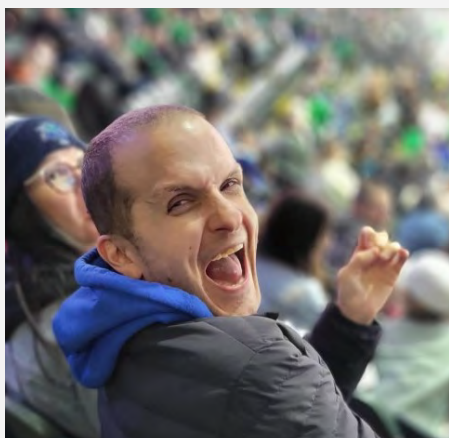
Throughout the year, our focus remained on creating opportunities for people to connect, contribute, learn, and belong. Whether through community outings, wellness activities, skill development, new friendships, or personal achievements, people participated in experiences that reflected their interests, goals, and choices. One of our greatest accomplishments continues to be moving away from a one-size-fits-all approach and focusing on what matters most to each individual.

The Skill Seeker program continued to grow, helping people build practical skills, confidence, leadership abilities, and a greater understanding of their own strengths. We also began to see exciting opportunities for deeper community connection through initiatives such as our Fashion Show Fundraiser, creating meaningful opportunities for people to be included, celebrated, and have their voices heard.

Behind every success is a dedicated team of staff whose compassion, creativity, and commitment make this work possible. I am grateful for their dedication, as well as the support of families, caregivers, community partners, our leadership team, Board of Directors, and volunteers. Together, we help create opportunities for people to thrive.

Most importantly, thank you to the people we support. Your determination, humour, resilience, kindness, and unique contributions inspire us every day. As we look ahead, we remain committed to fostering choice, independence, personal growth, and meaningful community participation while continuing to learn and grow alongside you.

Tasha Desrochers, Community Inclusion Director



HomeShare—Share your life, share your home

Another successful year has come and gone for our Home Share Program. Throughout the year, we continued to focus on providing high-quality supports while adapting to evolving standards and expectations within the Home Share sector.

This year, we strengthened our quality assurance practices by aligning with updated Community Living British Columbia (CLBC) review standards and best practices, including training for Home Share providers. As part of the new standards and practices, we welcomed our agency's analyst from CLBC into two Home Share homes to take part in the review visits.

In January 2026, one person transitioned from our Home Share program to an agency in Sorrento when her Home Share provider relocated there. She has shared that she has found her "forever home" and wishes to remain with her Home Share provider. They have lived together for more than five years being supported by MSA Society and, over the past two years, have spent time in Sorrento for visits and extended stays, building strong connections with family and the community.

In May 2026, we transitioned one Home Share provider, and the person served she supports to another agency. The provider, a grandmother supporting her grandson, has been with MSA Society's Home Share program since February 2022. While they have expressed appreciation for the support received, they have chosen to move to a faith-based organization that more closely aligns with their family values.



The MSA Home Share Program experienced growth this year with the addition of **two new persons served receiving Home Share services**. We continue to work diligently to identify and match individuals with providers who can offer supportive, welcoming, and inclusive home environments. At the same time, we have remained committed to a thorough vetting and approval process for prospective Home Share providers to ensure the best possible outcomes for everyone involved. We remain optimistic about the future of our Home Share Program. We are committed to recruiting and supporting exceptional Home Share providers, maintaining rigorous standards, and ensuring the highest quality of care for both the individuals we support and the providers who make Home Share possible.

We are grateful for the dedication of our Home Share providers. Their commitment helps people remain connected to family, friends, and community while creating meaningful relationships and life experiences. We also value their cooperation and openness as we work together to maintain safe, high-quality services. Each year, my appreciation grows for the privilege of working alongside such dedicated providers and remarkable persons served. Their resilience, kindness, and commitment to building meaningful lives and inclusive communities continue to inspire us as we look ahead to another year of growth, connection, and success.

***We are always looking for caring individuals and families
who are interested in opening their homes and hearts
to support someone in their community.***

***If you are curious about Home Share, we would love to connect with you
and explore whether this rewarding opportunity is a good fit for you and your family.***

***If you know someone who may have the heart, space, and commitment
to provide a safe and welcoming home,
please share this opportunity with them—home sharing can make a meaningful and
lasting difference in someone's life.***

*Trisha Ambridge, Home Share
Continuous Quality Assurance Director*



At MSA Society,
we value the unique gifts
and strengths each team member
brings to our community.
Together, we foster a
collaborative environment
rooted in a shared commitment
to making a positive difference
in the lives of the people we
serve every day. We are caring,
dedicated professionals
working to create an
inclusive, accepting, and
welcoming place for all.



Human Resources

Throughout the year, we have made remarkable progress in cultivating meaningful relationships. The Human Resources (HR) Department has been pivotal in advancing MSA's mission by strengthening recruitment and onboarding, nurturing positive labor relations, improving disability and claims management, increasing HR's visibility across programs, and modernizing employee recordkeeping.

Our approach is centered on people. We are committed to creating a workplace where employees feel empowered to express concerns, leaders receive timely guidance, and our employment practices are grounded in clear policies, respectful communication, and consistent processes.

2026 Highlights at a Glance

In 2026, MSA welcomed new team members while successfully navigating employee movement and maintaining recruitment stability. We used recruitment platforms like Indeed and Canada Job Bank, with plans to broaden our outreach to additional platforms

Employee recognition remains a cornerstone of MSA's retention strategy and organizational culture. The revised Employee Appreciation Policy establishes a consistent framework for honouring employee service and contributions, including acknowledgments during the Annual General Meeting.



The HR department has nurtured respectful and collaborative relationships with shop stewards and BCGEU representatives. These partnerships foster early dialogue, clearer communication, and a shared commitment to addressing workplace issues with professionalism. Effective labour-management engagement is vital in MSA's daily operations.

The HR department has increased its presence in programs by attending staff meetings and program activities. Connecting with employees and persons served, building stronger day-to-day relationships. This visible approach aims to make HR more approachable, facilitate early resolutions of concerns, and create a supportive environment for employees to seek guidance or report workplace issues.

A significant achievement in administration was the digitization of active employee files. Transitioning records into an organized electronic format enhances retrieval, reduces reliance on paper, and fosters more efficient HR services. This work emphasizes the significance of secure access, confidentiality, and consistent file management practices.

We eagerly anticipate implementing new initiatives in the coming year. Thank you to MSA employees, leaders, shop stewards, union representatives, Board of Directors and community partners for your ongoing collaboration and commitment to uplifting individuals and enhancing lives.

Rolland Osei, Human Resources Manager



Individual & Family Support

The Individual & Family Support Program continues to provide information, advocacy, and practical support to individuals and families navigating complex systems and accessing community resources. Throughout the year, the program has focused on empowering families through education, connection, and early planning while strengthening opportunities for self-advocacy.

A key priority this year has been supporting families as youth transition into adulthood. By participating in local high school transition fairs and working closely with school teams and community partners, families have received timely information about adult services, funding options, housing, employment, and community inclusion. Providing these resources earlier has helped families feel more confident and prepared for this significant life transition.

The Abbotsford Self-Advocates have continued to grow in both membership and leadership. Monthly meetings and regular virtual check-ins have strengthened relationships and encouraged members to take active roles in planning events, speaking up on issues that matter to them, and increasing awareness of self-advocacy within the community. Throughout the past year, we have been intentionally reimagining our Individual and Family Support programming in response to the changing needs of self-advocates and families in our community. By listening, collaborating, and exploring inclusive ways to connect and support individuals and families, we are building programming that fosters meaningful engagement, stronger community connections, and greater access to information and resources.

Several self-advocates also participated in provincial networking and learning opportunities, connecting with peers from across British Columbia to share experiences, develop leadership skills, and bring new ideas back to their local community.

Throughout the year, the program has continued to support individuals and families facing challenges related to housing, government systems, and accessing appropriate services. By building collaborative relationships with schools, community agencies, and government partners, the Individual & Family Support Program remains committed to promoting inclusion, strengthening self-advocacy, and ensuring individuals and families have the knowledge, confidence, and support they need to achieve their goals.



Amber McGill

Individual and Family Support Worker



Abbotsford Self Advocates Group

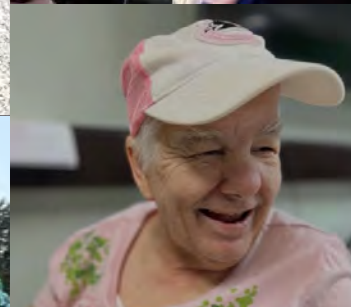
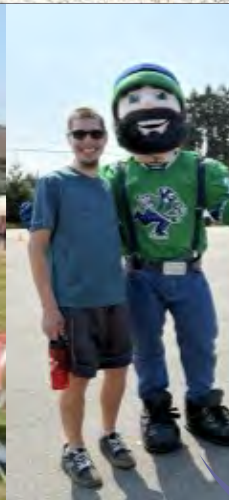
**4th Wednesday of each month
6:00pm-7:30pm**

Come and join us!

amcgill@msasociety.com

604-725-3629

We like to have fun together!





MARK YOUR CALENDARS . . .

A significant upcoming milestone will be the Community Inclusion Program's first fundraiser planned and delivered with **individuals taking the lead** throughout the process.

Satirical Fashion Show

—Turning creativity into Leadership!

Our role is to support them in recognizing that they have something valuable to contribute to those communities—and to create opportunities for the community to recognize it too.



Tickets available soon!

Check our website for the release date



*Did someone order
spaghetti & meatballs?*



LAST CALL FOR THE MSA COOKBOOK

MSA SOCIETY Community Inclusion's COOKBOOK

A collection of recipes made and enjoyed by the person served.



NOW ONLY \$10

Contact Ally @
236-887-2061
to get your copy now!



Upper Fraser Community Council presents...

FREE

Harvest DANCE

HOT DOGS-SNACKS-DANCE-FUN

DRESS UP, READY FOR A GREAT TIME!

22 OCTOBER, 2026

5:30 PM - 7:30 PM

please RSVP by October 9th to mellandrew@homesociety.ca

LEGACY BANQUET HALL

(beside Rotary Stadium)

3270 TRETHEWAY STREET, ABBOTSFORD, BC

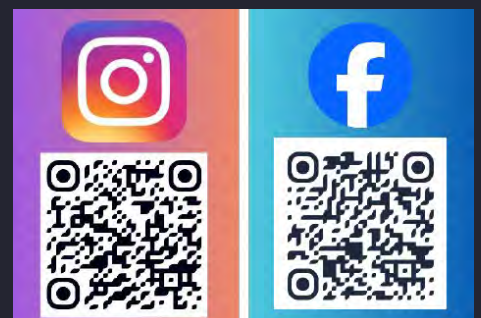


Together, we are “Supporting People ~ Enhancing Lives”

MSA SOCIETY FOR COMMUNITY LIVING

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