



HIGH ROAD Services Society

Annual Report 2025–2026

Building a culture where everyone belongs



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Our mission and vision

Mission

To empower individuals with diverse abilities through respect, equality and self determination.

Our mission guides our strategic planning, the orientation of new employees and annual employee performance evaluations. We provide personalized support to individuals with developmental disabilities and acquired brain injuries, their families and the communities in which they live.

Our roots

Our organization was established in the summer of 2007 by parents who wanted more for their children. We remain connected to those roots by ensuring our services are person-centred and focused on the unique needs of each individual. We provide supports that foster independence, health and community inclusion, with a strong emphasis on choice, informed consent and respectful communication.

Vision

Building a culture where everyone belongs

Our vision is guided by our cultural competency, diversity and equality plan and by accepting, valuing and acknowledging the inherent dignity of every individual. Our policies and practices aim to create a welcoming and inclusive environment where everyone feels safe, supported and connected.

The purpose of our values

Our core values guide decisions, shape our identity and give a sense of purpose to the Board, employees and the individuals we serve. They support consistent choices, a positive culture and trust with individuals and stakeholders.

Our values in practice

Value	Agency definition	Operating principles
Respect	Individuals with disabilities should be treated with the same respect as any one without a disability. We operate in an inclusive and welcoming workplace where everyone is valued for their contributions.	We communicate openly and truthfully. We support our individuals' choices, by offering encouragement, being non-judgmental and valuing their opinions.
Integrity	Doing the right thing in a reliable way, the quality of being honest and having strong moral principles.	We value honesty and openness, both in the way we conduct our business and within the services we provide. We respect those around us no matter who they are and where they come from.
Transparency	We are committed to being honest and open about our organization. Sharing information with our stakeholder, agency partners, funders and the communities we serve. We maintain openness and accountability in everything that we do	We will complete an annual financial audit at the end of each fiscal year and provide the results to our stakeholders. We will publicly list our Board of Directors.

Why these values matter

Respect means seeing the individual, rather than defining someone by a disability. Integrity means being accountable for our actions, learning when we fall short and doing the right thing. Transparency supports well-informed decisions, diverse perspectives and public accountability.

Person centred support empathy and dignity

Value	Agency definition	Operating principles
Person Centred	We never forget to keep the voices of those we serve at the centre of our planning and practices.	We focus our services on the lived experiences of the people we support. We ensure our solutions are the most empowering, least intrusive and safest for the people affected.
Empathy	We actively listen, show compassion, and take action to address the barriers and inequalities faced by individuals with disabilities.	We honor the perspective of others without looking for them to change it or judge it. We understand the vital importance of acknowledging our individuals' experiences, we prioritize physical and emotional safety and work to create environments that make everyone feel safe.
Dignity	Supports the self-respect of the person, recognising their capacities and ambitions, and does nothing to undermine it. The right of a person to be valued and respected for their own sake, and to be treated ethically.	We are advocates for the rights and needs of our individuals. We involve our individuals in decisions and discussions that involve their supports and services.

Why these values matter

Planning is more useful when it responds to the people whose lives it affects. Understanding people's abilities and strengths helps remove barriers. Dignity means that a person's worth is not determined by disability, background or other differences.

Message from the Executive Director



Dear HRSS Members & Stakeholders

I am presenting a year of work that predates my time with High Road. This report is based on the records and reports provided by our dedicated managers and administrative team. The credit for these achievements belongs to the individuals we support, our staff, community partners, along with the outgoing leadership.

I would like to acknowledge Rachele Robinson for her leadership this past year in preparing the society for another CARF accreditation. Earning another gold seal of service for the coming three years is an amazing accomplishment!

High Road operational staff have made significant improvements in Finance, HR, and Compliance. Our program reports also describe paid employment, greater independence, community activities and changes made in response to feedback. This report reflects the work and dedication of High Road's managers and program staff, including achievements and priorities that continue into the coming year.

My focus in presenting this report is to make the information clear, accessible and to give a fair account of the previous fiscal year. Thank you to everyone who contributed to the year's work and to the reports that make it possible to share it.

"High Road Services Society is a seasoned not-for-profit in the region providing meaningful support services for adults with developmental disabilities. It is a privilege to be stepping into the role of Executive Director with High Road Services Society, and I am beyond excited to be given the opportunity to try and enrich an already strong legacy of community outreach to its individuals"

Mark J. Schuett

Executive Director

Financial year at a glance

Financial year ending April 30, 2026.



HIGH ROAD SERVICES SOCIETY

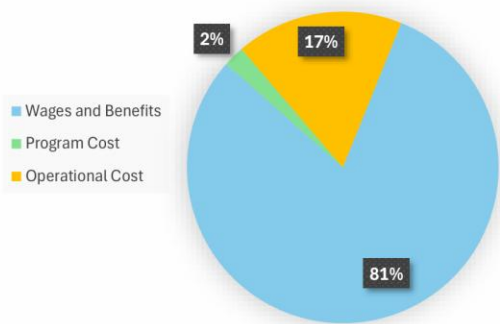
FINANCIAL HIGHLIGHTS

FISCAL YEAR ENDING APRIL 30, 2026

Comparative Financial Performance



2026 EXPENSE ALLOCATION



Comparative Financial Position



COMPARATIVE CASH FLOW SUMMARY

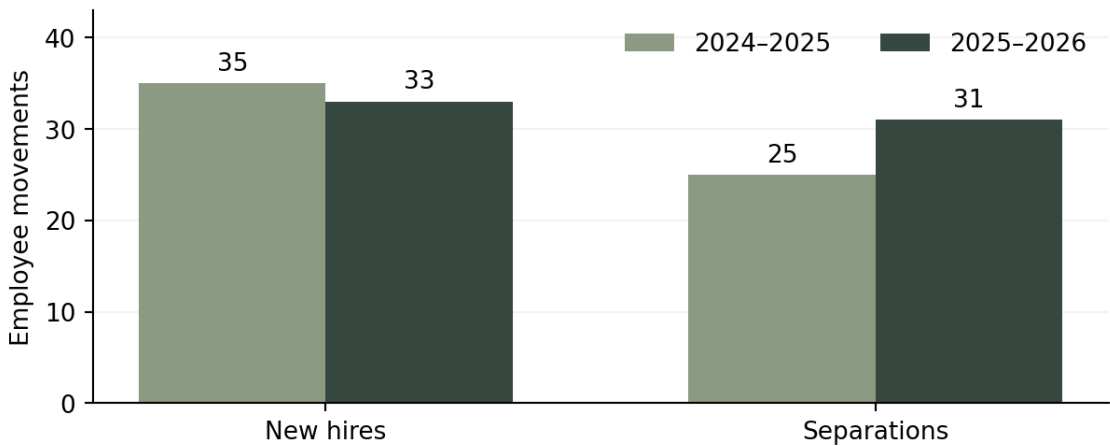
	2026	2025	2024
● OPERATING	\$ 676,845.00	\$ 593,107.00	\$ 791,899.00
● FINANCING	-\$ 90,798.00	-\$ 226,232.00	-\$ 29,637.00
● INVESTING	-\$ 734,742.00	-\$ 92,374.00	-\$ 502,779.00

Human Resources results

HR supported recruitment and service continuity while improving onboarding, documentation and compliance. CARF specifically recognized progress in workforce planning, hiring, orientation, feedback and reporting.

Measure	2025–2026 result
New hires	33: 31 frontline and 2 administration or management
Separations	31
Permanent conversions	10 new employees within their first 3 months
Internal progression	1 employee moved into management

Workforce movement over two years

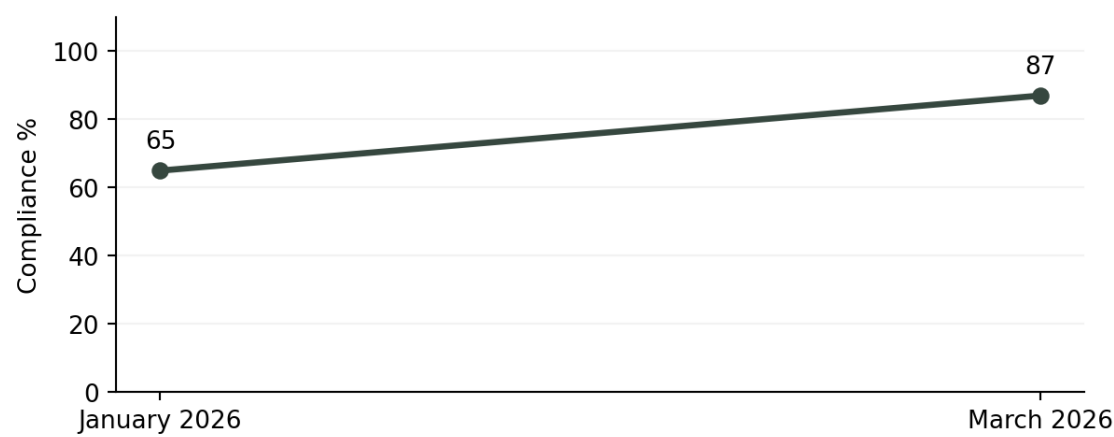


2024–2025: 35 hires and 25 separations. 2025–2026: 33 hires and 31 separations. These are employee movements, not turnover rates.

The report also records three summer students and four candidates who withdrew before orientation. These are separate measures and are not added to the hiring total. Recruitment remained active as vacancies arose.

HR compliance and learning

Business insurance compliance improved



65% in January 2026 to 87% in March 2026: an increase of 22 percentage points.

Requirement	Reported result
First Aid	100% compliance; no interruption in renewals
Criminal Record Checks	100% compliance
TB documentation	100% compliance
CLBC and Suicide Awareness courses	100% of new hires completed the courses during the January–March rollout
Existing staff learning	Rollout remained in progress at year end

Two approved vehicle exceptions remained under monitoring. Food Safe Level 1 was reinforced. Ageing, dementia, trauma-informed approaches and positive intervention practices were identified as further learning priorities. These are staff learning topics, not disclosures about any individual’s health.

HR systems and CARF recognition

The HR report describes more consistent processes across recruitment, orientation, employee support and manager follow-up.

Area	Work reported
Recruitment	Centralized intake, structured interviews, stronger references and clearer conditional offers.
Onboarding	Standard orientation, timelines, presentation materials and document requirements.
Compliance	Quarterly checks of learning, licences, abstracts, insurance, policies and renewals.
Employee support	Ongoing education for eligible staff about benefits, employee assistance, virtual care and pension options, with continued coordination and referral support.
Performance	Coaching records, probation reviews, annual evaluations and follow-up timelines.
Digital systems	Expanded Citation Hub use for training, surveys, communication and tracking.

CARF recognition of HR

HR contributed to HRSS’s Three-Year CARF Accreditation, awarded following the April 7–9, 2026 survey and valid until May 31, 2029. CARF commended improvements in workforce plan implementation, documentation, hiring and onboarding, feedback, and charting and reporting. The survey specifically highlighted the more detailed New Employee Orientation Checklist and the Coaching Guide Checklist for managers supporting new and probationary employees.

HR goals and performance

Goal carried forward	Reported progress
Maintain website information	Achieved
Improve HR procedures	Achieved
Reach diverse applicant pools	Ongoing
Expand Citation Hub use	Achieved and ongoing
Revise forms and documents	Achieved

Priorities for 2026–2027

Priority from the HR report	How progress will be shown
Mandatory learning	Existing-staff course completion, quarterly monitoring and follow-up on outstanding learning.
Employee development	On-time reviews, documented goals and follow-up dates.
Recruitment and retention	Time to fill, pre-start withdrawals, permanent conversions and internal moves.
Digital HR	Complete records, clearer dashboards and fewer manual follow-ups.

How the HR results relate to performance

Area	Evidence in the report
Effectiveness	33 hires, 10 permanent conversions and 1 internal management move.
Efficiency	Standard processes and digital tracking support consistent HR administration and follow-up.
Access	Recruitment outreach and candidate follow-up supported efforts to fill vacancies and maintain service coverage.
Experience	Ongoing benefits education, employee support and feedback processes helped staff access information and raise concerns.

How we measure performance

We use effectiveness, efficiency, access and experience to connect our mission with service results. The program tables describe personal outcomes, use of resources, access to support and feedback from the people we serve.

Area	Simple question	Evidence to look for
Effectiveness	Are supports helping people reach their goals?	Personal goals, paid work, independence and community participation.
Efficiency	How are resources being used?	Funded and delivered hours, staffing, learning and administrative work.
Access	Can people obtain the support they need?	Referrals, intake, waiting times, transport, staffing and provider availability.
Experience	What do people say about the support?	Feedback from individuals, families, jobseekers, employers and other stakeholders.

What the figures mean

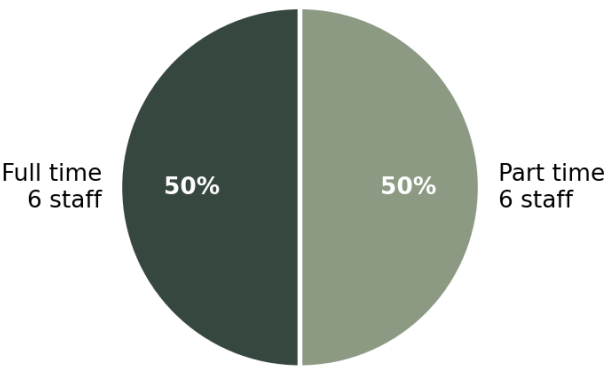
The HR report covers April 1, 2025 to March 31, 2026. Some program reports include later 2026 updates. Program counts are not added into an agency total because people can use several services. Staff counts are not full-time equivalents.

Goal reporting includes achievements, maintained skills and continuing progress. Funded hours describe contracted support capacity. Survey response counts describe participation; feedback is summarized separately.

Alfred Residential

“AR Program staff are committed to supporting each individual in developing, maintaining, and enhancing the skills required for daily living while promoting independence and self-determination.”

Reported staffing



6 full-time and 6 part-time staff. Manager-report snapshot.

Performance area	What the program report tells us
Effectiveness	70% of personal goals were reported met or maintaining progress. A new goal tracker was introduced in March 2026.
Efficiency	Two homes; a monthly records checklist, shift outlines and a deadline calendar support organized service delivery.
Access	Four residents during April–June 2025; three from July. Support continued during a care transition.
Experience	Planning involves people and their support networks.

AR describes stronger documentation and accreditation preparation. Next priorities include continuing personal-goal reviews, monthly meetings, two learning opportunities per employee and a group trip.

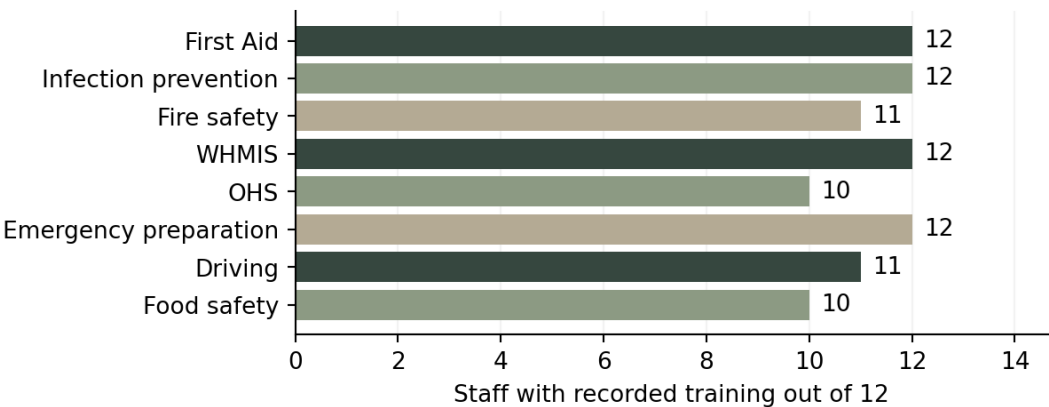
Alfred Residential community outings



Columbia Residential

The manager describes a focus on “strengthening the overall structure, organization, and quality of the Columbia Residential Program while maintaining a person-centered approach to supporting residents and staff.”

Staff learning recorded in the report



Training counts are out of 12 staff. The chart shows recorded course completion, not completion of every course by every employee.

Performance area	What the program report tells us
Effectiveness	Four residents in two homes. Support focuses on everyday choices, self-advocacy and practical skills.
Efficiency	12 staff: 7 full-time and 5 part-time. A supplier agreement offers discounts of 10–25%.
Access	One residential vacancy is reported.
Experience	The report describes attention to people's preferences and needs.

Documentation and binders were reorganized to improve accuracy, consistency and access to information, with reference to CARF and CLBC expectations. Priorities include independence, staff learning, emergency preparation and home maintenance.

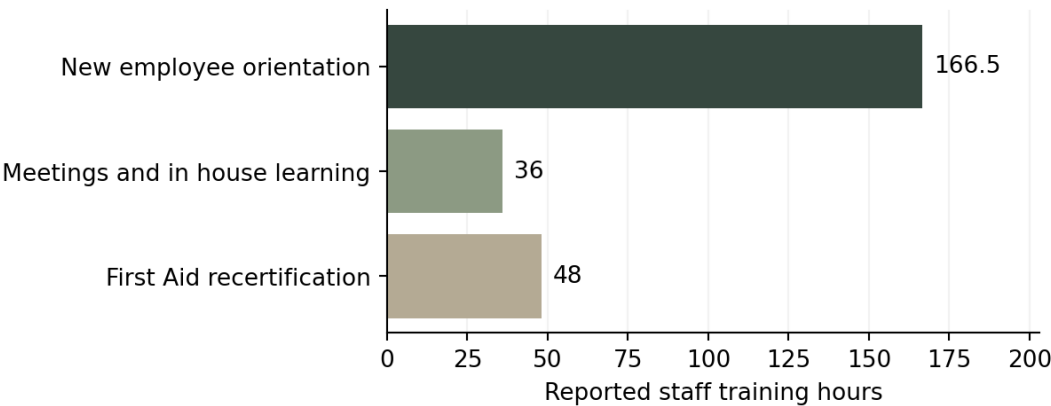
Columbia Residential shared activities



Trailside Residential

“The new home has truly started to feel like home, as both the individuals we support and staff have settled into consistent routines.”

Reported staff learning hours



Orientation 166.5; meetings and in-house learning 36; First Aid 48. These total 250.5 staff-hours. Other learning is reported separately.

Performance area	What the program report tells us
Effectiveness	Two people supported. Three community activities per quarter were reported achieved. Wellness initiatives remain in progress.
Efficiency	8 staff: 3 full-time and 5 part-time. Citation learning is approximately 26 hours per employee, not 26 program hours.
Access	7 additional funded support hours each week approved in September 2025.
Experience	The manager reports greater comfort with the home and routines.

All recommendations from the July 2025 licensing review were reported addressed by October 2025. Next goals include two wellness initiatives, 85% retention and maintaining licensing requirements. Licensing is reported separately from CARF.

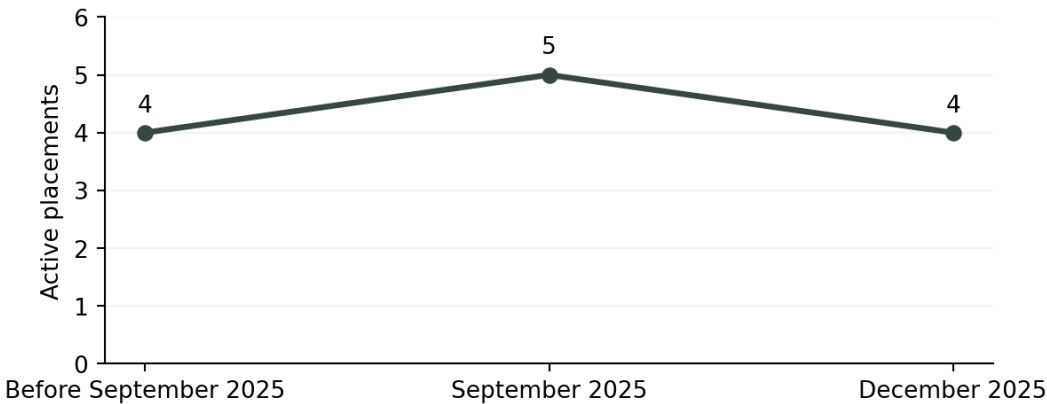
Trailside Residential celebrations



Home Share

The program offers people “the opportunity to live and thrive in supportive family home environments that promote independence, inclusion, and quality of life.”

Placements during 2025



Four before September, five in September and four from December. The opening count is derived from one placement added to reach five.

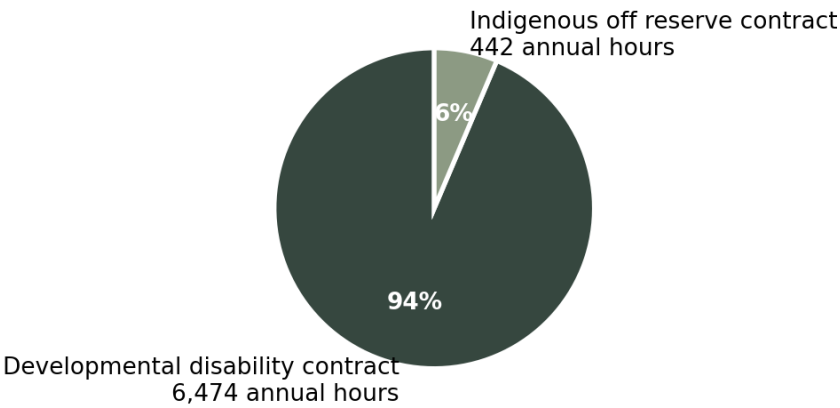
Performance area	What the program report tells us
Effectiveness	A new placement brought the total to 5 during the year. One person later chose more independent living, leaving 4 placements at year end.
Efficiency	4 current placements. Three providers renewed First Aid and accessed professional-development resources. The two planned targeted sessions remain outstanding.
Access	Expanding access to respite, suitable providers and specialist resources remains a priority in the rural communities served.
Experience	Matching and ongoing monitoring support individual needs.

The program reports three current placements in Smithers and one in Houston. Next goals are two new placements and four provider resources.

Harding Heights

The program implements strategies that “enhance the individuals’ independence, provide community inclusion opportunities, and promote the overall safety and quality of life within the community.”

Annual contract allocations



6,474 developmental disability contract hours and 442 Indigenous off-reserve contract hours: 6,916 funded annual hours.

Performance area	What the program report tells us
Effectiveness	5 people supported; all 5 maintained paid work. 95% of goals were described as met or being maintained.
Efficiency	3 weekday staff and an added weekend part-time shift. No staff turnover was reported. The chart shows contracted support hours.
Access	Weekday and weekend support is available.
Experience	Personal plans are developed with people and support networks.

The report identifies the program’s first CARF accreditation as a major milestone. Its three main goals and the outcomes described by the manager are retained on the next page.

Harding Heights three main goals

Goal from the original report	Outcome described by the manager
Maintain a safe and healthy living environment for the individuals and staff.	Individuals enjoy their safe living space and assist in the yard and area grounds work, taking ownership of their environment.
Provide support and activities throughout the day to enhance social and team building skills.	Regular participation on all program activities and peer mentorship.
Emphasize health and wellness to alleviate loneliness and depression.	Team building activities such as community walks, gym workouts, area hikes and attend community events.

These goals guide support for a safe home environment, social connection and everyday well-being. The outcomes below describe participation reported by the program manager.

Everyday support

The report describes meal planning, shopping, cooking, banking, correspondence and wellness walks. These activities help people practise daily living skills and take part in their community.

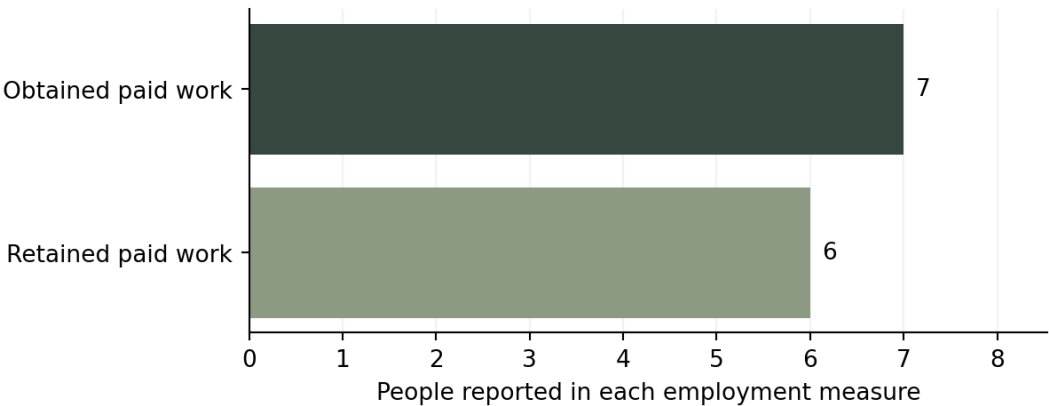
Harding Heights gatherings



Semi Independent Living Services

“The fundamental center of the SILS program is the individuals and their needs, desires, and goals.”

Paid work reported by SILS



7 obtained paid work and 6 retained it. These are related measures and must not be added together.

Performance area	What the program report tells us
Effectiveness	7 people supported. 90% of personal goals were described as met or maintained. Three people contributed 48 volunteer hours.
Efficiency	Three full-time staff provide daily living and community outreach support.
Access	Staff support everyday routines, employment and community involvement.
Experience	Participation in the IncludeMe survey supported opportunities for individuals to provide feedback.

SILS highlights three-year CARF accreditation. The report proposes six learning opportunities per employee, a 100% personal-goal target and at least five community inclusion activities each week for the next year.

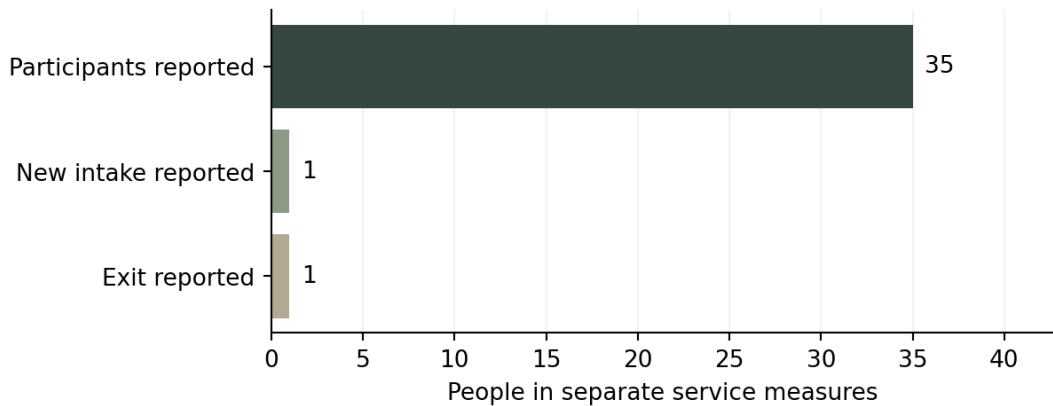
SILS community activities



Supported Employment

The program provides “goal focused, individualized supports to improve employment independence” through assessment, planning, advocacy, coordination and vocational support.

Reported service activity



35 participants; 1 intake and 1 exit reported for the January–June 2026 update.

Performance area	What the program report tells us
Effectiveness	Individualized job preparation, paid-work support and job maintenance help people pursue employment goals.
Efficiency	Three primary staff and a part-time role support employment service delivery.
Access	Staff completed an intake following scheduling challenges. Community resources, employer contacts and training support access to employment.
Experience	Employer surveys were completed and Workplace Experience Surveys refined to gather feedback on employment support.

The manager reports positive CARF feedback on documentation, file organization, relationships and digitized records. Employer outreach and support through iKitchen, iPupper and community partners continue. Product-sales goals have been deferred.

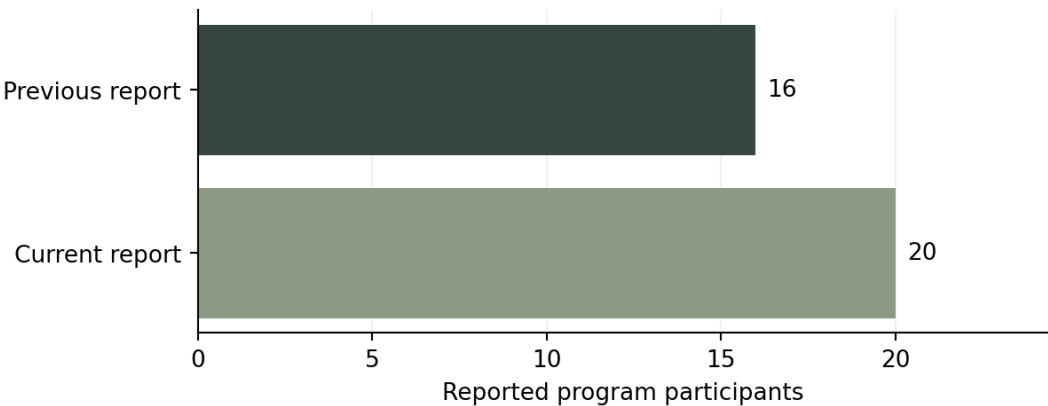
Supported Employment community event



Smithers Self Help Skills

“It is a place where people find their voice, try new things and become more visible and valued members of their community.”

Reported participation



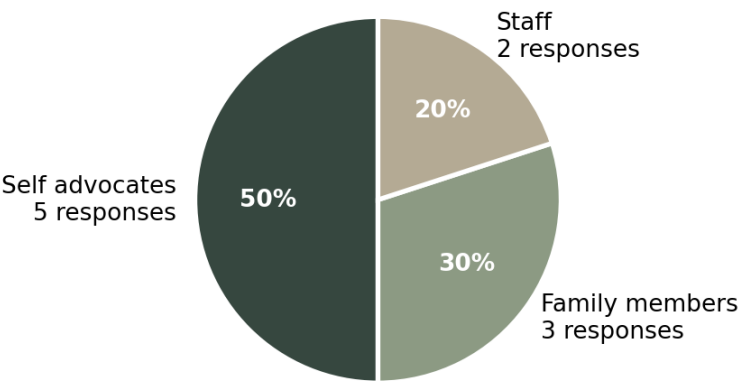
The manager reports an increase in participation from 16 to 20 people.

Performance area	What the program report tells us
Effectiveness	2 people earned learner’s permits; 3 moved into Supported Employment. Activities build daily living skills and community connections.
Efficiency	Seven staff: 4 full-time and 3 part-time. Homemaker services add 10 funded weekly hours.
Access	Service operates 5 days a week; expanded inclusion hours began in October 2025 for 4 people. Strengthening staffing coverage remains a priority to improve schedule consistency.
Experience	Ten satisfaction survey responses informed priorities for activities, communication and service consistency.

The report links the satisfaction survey to CARF reporting. Next priorities include stable staffing, person-led Hangar activities, following up feedback and stronger links across programs and communities.

Self Help feedback and response

Who responded



10 responses: 5 self-advocates, 3 family members and 2 staff. This is respondent mix, not satisfaction levels.

What respondents said	Response described in the report
Comfort, safety, respectful support and privacy	Continue the relationships and person-centred practices that people value.
Some activities do not match everyone’s interests	Give people a larger role in planning Hangar activities.
Communication could be clearer	Strengthen staff learning in communication and person-centred practice.
Staffing affects schedules	Work towards a stable team and more reliable casual pool.
People need to see action on feedback	Make concerns easier to raise and explain what changed.

Survey feedback highlighted valued aspects of support and opportunities to strengthen activities, communication and consistency.

Smithers Hangar activities and goals

The updated Smithers report describes a more person-led Hangar, with participants helping plan activities while staff connect sessions to personal goals. Bowling, bocce, walking, cooking, art and guest speakers support friendships and practical learning.

Finding	How the program responded
People want more say	Activities are becoming more spontaneous and participants contribute ideas.
Connecting communities	A trip to Houston brought participants and staff from Smithers, Houston and Burns Lake together.
Communication and learning	Monthly American Sign Language activities support communication and group learning.
Community contributions	Food-bank collection, litter pick-up and Fall Fair volunteering create opportunities to contribute.
Goals still ongoing	Community garden and market-stall ideas remain priorities for the coming year.



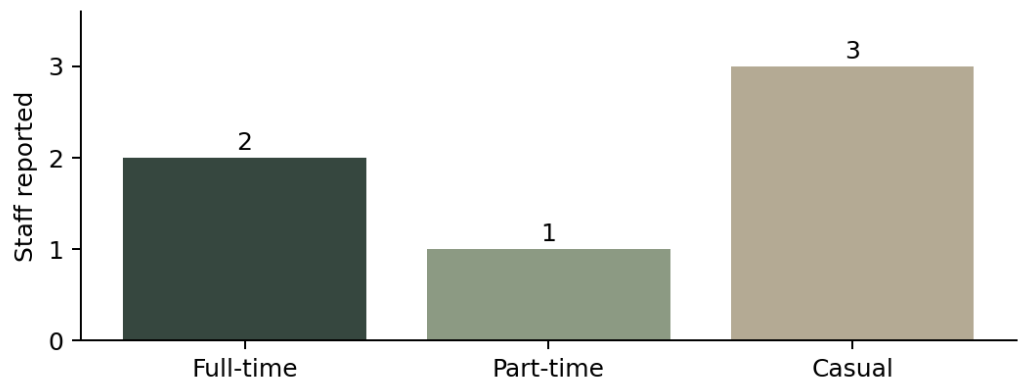
Smithers Self Help events



Houston Self Help Skills

“The Houston program's strength comes from the relationships staff have built with the individuals they support, their knowledge of the community, and their focus on helping each person maintain and build as much independence as possible.”

Measure	Reported result
People supported	11 throughout the 2025–2026 service year
Core staff	2 full-time and 1 part-time
Local casual pool	3 casual staff
Orientation	7 staff oriented during the year
Online learning	More than 54 hours; approximately 162 course completions across the team



The local casual pool gives the program greater flexibility for staff absences and additional coverage. Seven orientations are a year's activity, not seven current staff. Course completions are not distinct course titles.

Staffing is the manager's current snapshot; learning and orientation are reported across the year.

Houston community participation

Performance area	What the program report tells us
Effectiveness	Personal plans guide cooking, budgeting, household skills, decision-making, exercise and community participation.
Efficiency	Individual and small-group support, nearby activities and shared resources help organize support. A stronger local casual pool supports coverage.
Access	Community walks, local organizations and adapted exercise offer practical participation options.
Experience	People help choose activities. Staff communicate with individuals and support networks as needs change.

Community connections include Houston Link to Learning, the Seniors Centre, the Friendship Centre and volunteering at the Nature Centre. Cultural cooking days and adapted exercise support learning and social connection. Examples drawn from January–June 2025 are identified in the source; they are not presented as a separate full-year result.

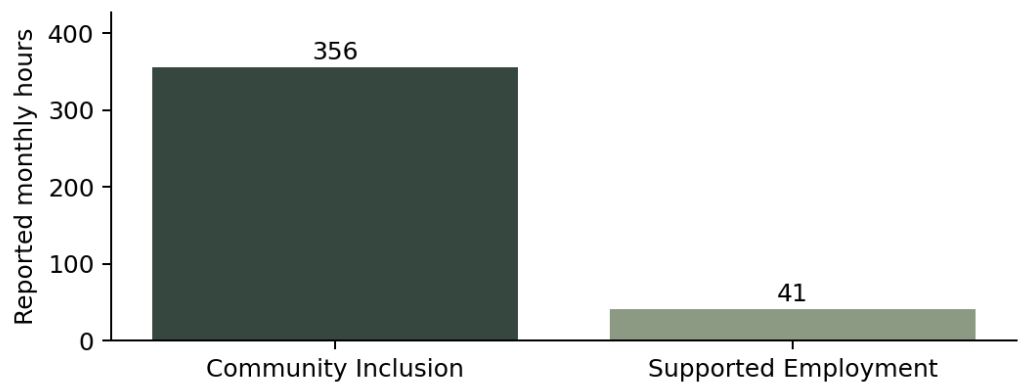
The manager reports improved kitchen and common-area flooring and security upgrades. Planned work includes extending the flooring and creating a staff area. Continued orientation, communication and consistency remain priorities.



Burns Lake Community Inclusion

The manager describes customized support that recognizes each person’s goals, builds independence and creates opportunities for community connection.

Measure	Reported result
People supported	12 across Community Inclusion and Supported Employment
School lunch partnership	4 people participate
Community Inclusion	Approximately 356 service hours per month
Supported Employment	An additional 41 service hours per month
Learning	41 hours of HR Downloads; more than 98 hours of program-specific training reported



Monthly hours are the manager’s approximate figures.

Burns Lake goals and participation

Performance area	What the program report tells us
Effectiveness	The manager reports progress on personal goals and four people contributing to the school lunch partnership.
Efficiency	The manager reports an additional worker and increased weekly support capacity.
Access	The program has moved into a new office and offers practical skills, job readiness and community activities.
Experience	Future plans include gathering feedback and increasing family participation.

Community participation includes Special Olympics, community barbecues, the Indigenous Arts Festival, a science fair, sports day, the farmers' market, food-bank volunteering and the hot lunch program. The report describes everyday skills, arts, exercise, job readiness and supported employment.

Goal	Status or next step reported
Personal goals	The manager reports progress against the previous target to meet or maintain 75% of personal goals. The next target is 80%.
Service capacity	The manager reports increased weekly support capacity.
Community visibility	Continue participating in at least 3 community events.
Staff learning	Target 2 training sessions each year.
Family involvement	Offer social events and opportunities to participate.

Burns Lake community activities

The manager report illustrates recreation, outdoor participation and community activities.



Burns Lake recreation and creativity



Three year CARF accreditation

HIGH ROAD Services Society earned Three-Year CARF Accreditation following the April 7–9, 2026 survey, valid until May 31, 2029. CARF praised Supported Employment as a model of excellence in service delivery and documentation. Harding Heights achieved its first CARF accreditation, with recognition for supporting safety, independence, privacy and social connection. Together with CARF’s commendation of HR systems, these accomplishments reflect the work of our staff, managers and the people we support.

Area	CARF accomplishments and program reporting
HR	CARF commended workforce planning, documentation, hiring, onboarding, feedback and reporting, including orientation and coaching checklists.
Alfred Residential	The manager describes accreditation preparation, documentation oversight and measurable personal goals.
Columbia	The manager links updated records and reorganized binders to CARF expectations. These are later 2026 updates.
Harding Heights	The program achieved its first CARF accreditation. CARF praised its supported living environment for balancing safety, independence, privacy and socialization, with positive feedback from individuals about their homes, work, friendships and community activities.
SILS	The report highlights three-year accreditation as a program and agency achievement.
Supported Employment	CARF praised the program as a model of excellence in service delivery and documentation, recognizing customized employment, ongoing job support, employer partnerships and a 44-document electronic file checklist.
Self Help Smithers	The manager describes using satisfaction feedback as part of CARF reporting.