

Community Living British Columbia Annual Service Plan Report

April 1, 2006 to March 31, 2007



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MESSAGE FROM BOARD CHAIR TO MINISTER RESPONSIBLE

In our first full year of operations, CLBC continues to make significant progress in transforming our service delivery model to provide more supports and services to better meet the hopes, dreams and needs of the people we serve. CLBC is firmly committed to being transparent in everything it does and accountable for the decisions it makes.

CLBC is committed to enabling adults with developmental disabilities and children and youth with special needs and their families to live as full and contributing citizens in their communities. The board's goal is to implement a responsive service delivery system within available funding. CLBC closed the fiscal year with a balanced budget and in doing so was able to provide new and enhanced services to individuals with an annual cost of \$27.3 million. This was made possible through the careful management of contracts and the realization of annual savings within existing services that enabled \$8.3 million to be reallocated to supporting these new initiatives.

To achieve this, CLBC continues to manage community living services effectively while building community capacity and the business infrastructure necessary to implement and operate its service delivery approach. The Residential Options Project is one example of a new initiative that has allowed for the development of new forms of residential support to ensure individuals have greater choice about where they will live.

An exciting opportunity now exists to further improve how programs and services are organized and delivered in BC. Our service delivery model is designed to give those whose lives are affected by a developmental disability a greater say in how they are supported in BC's

diverse communities.

Transitioning to a new way of thinking about how people with developmental disabilities can be supported is an exciting opportunity yet we remain equally focused on providing safe, quality supports and service to individuals and families during this period of change.

Through the introduction of individualized funding and direct payment options, targeted amounts of flexible funding are now being managed directly by those who require services. More proactive person-centred planning, supported by a provincial waitlist policy and development of a new, more effective information management system allow greater flexibility, responsiveness and cost-efficient planning methods to address future demands.

CLBC is committed to enhancing broad-based community consultation through on-going input and feedback. To this end, the executive and management teams facilitated over 200 community forums throughout the province. In addition, CLBC recently established an Advisory Committee to the Board with province-wide representation in accordance with the Community Living Authority Act. This 10-member committee, which is made up of equal numbers of self-advocates and family members, provides the board with a provincial point-of-view, gauging satisfaction and bringing forward valuable information for long-term planning purposes. In addition, 17 Community Councils have been formed throughout BC that assist people to build connections, provide feedback



on how well the new system is working and help set budget priorities. This committee and these councils will also provide feedback on how effective CLBC and its community partners are in responding to the unique needs of the individuals and families we support. They will provide important recommendations to the board, directly or through area managers, on key province-wide issues faced by individuals, families and communities.

Our first three-year strategic plan continues to guide how we achieve operational objectives that support CLBC's vision, mission and mandate. CLBC also obtained community input on important operational issues through a variety of working groups like the Service Provider Reference Group and Innovation Support Network, comprised of various stakeholders. Additional community consultation is garnered through the establishment of issue specific working groups that come together and provide input on specific projects and objectives. Together, with our skilled and committed staff and our many community partners, we have achieved the majority of the goals outlined in our February 2006/07 Service Plan and reported within the Performance Measures section of this report.

CLBC faced a number of significant challenges during this past year. Demand for service continues to grow due to population growth, increased awareness about CLBC and identification of new individuals eligible for support. Supports for children reaching adulthood and leaving the school system add pressure due to limited access to day programs, vocational and employment opportunities and respite options. Additionally, individuals with disabilities are aging and requiring more complex support needs. Families and other care providers are also aging, which places further demands on the system.

We undertook a number of strategies to mitigate

these pressures including the development of a waitlist policy, targeted funding for adult respite and a number of initiatives aimed at enhancing cost-efficiencies.

CLBC faces a potential labour shortage with 28 per cent of existing staff aged 54 years or older and considering retirement. Due to BC's hot economy and demand for workers, our community partners face an ongoing recruitment challenge which is more critical in certain geographical areas of the province due to limited experienced workers and the health sector's demand for the same workers. CLBC must focus considerable energy on enhanced recruitment and retention strategies to prepare the organization and our community partners for future staffing needs.

The 2006/07 CLBC Annual Service Plan Report was prepared under the direction of the CLBC Board of Directors in accordance with the Budget Transparency and Accountability Act. The board is accountable for the contents of the report, including the content and how it is reported. The information presented has been prepared in accordance with the BC Reporting Principles and reflects the actual performance of CLBC for the 12 months ended March 31, 2007 in relation to our 2006/07 Service Plan.

The measures presented are consistent with CLBC's mission, vision, and values and focus on aspects critical to our performance.

The board is responsible for ensuring internal controls are in place to ensure performance information is measured accurately and in a timely fashion. All significant decisions, events and identified risks, as of March 31, 2007 have been considered in preparing this report. The report contains estimates and interpretive information that represent the best judgement of management. Any changes in mandate direction, goals, objectives, strategies, measures or targets made since the February 2006 Service

Plan was released and any significant limitations in the reliability of the data are identified in the report.

I want to acknowledge the leadership role taken by the BC government in committing to achieve the Five Great Goals during the next decade to help BC become “a prosperous and just province, whose citizens achieve their potential and have confidence in the future.” CLBC is uniquely positioned to support government to achieve its third Great Goal which is to “build the best system of support in Canada for persons with disabilities, those with special needs, children at risk and seniors.”

On behalf of CLBC’s Board, the management and staff of CLBC, as well as our many valued community partners, CLBC remains committed to building a sustainable and fair system that meets the needs of those people we support

Yours truly,



Lois Hollstedt, Chair
Community Living British Columbia

Dear Mr. Mowles,

RE: Holly

On behalf of the Board and staff of the PDD (Persons with Developmental Disabilities) Central Alberta Community Board, I wish to acknowledge and thank Community Living British Columbia for the tremendous support received in reuniting a woman from Alberta with her family in British Columbia.

After a great deal of planning, and with the outstanding cooperation, support, and guidance of Community Living British Columbia, Holly moved to the Twin Oaks Home operated by Victoria Community Resources Society in Victoria on December 19, 2006. This was a very happy day for Holly and her family.

Dale Chandler (Manager, Community Planning and Development) and his team worked extensively with us in making the long-awaited move a reality. This included an assesment of the individual’s needs and choices, finding a home that would meet her personal, physical, and health care requirements that was close to her family, and coordinating the actual move.

The outstanding work and leadership demonstrates Community Living British Columbia’s commitment to the provision of quality service to adults with developmental disabilities in respect to their rights and choices.

Thank you,

Lorne McEwan
Chief Executive Officer
PDD, Central Alberta Community Board

HIGHLIGHTS

CLBC continues to implement and refine its new service delivery model. Proposed changes were evaluated and strategies that did not achieve expected results were redefined. New business practices, IT programs and systems, and changes in policy, field level practice and contract management are being rolled out in a coordinated and timely manner.

CLBC has re-designed how its professional staff will work with individuals and families to develop, implement and monitor individuals support plans. The result is the creation of two distinct roles: facilitators and quality service analysts. Further clarification combined with substantial training and professional development opportunities have assisted staff in ensuring a greater transference of knowledge and improved communication with the individuals and families CLBC supports.

CLBC is proceeding with accreditation through the Commission of Accreditation of Rehabilitation Facilities (CARF) and signed an agreement to support the accreditation process to 2011.

The development of individual support plans is central to the person-centred model and continues to be a catalyst for change. In addition, the following initiatives have been undertaken to support system transformation:

- Greater service provider accountability was made possible through revised contracts
- A Guide for Support Allocation was produced to assist in making equitable funding allocation based on disability related needs
- A Catalogue of Services was developed to consistently identify type and cost of supports and services available, creating further equity

- Both formal and informal strategies were developed to put enhanced safeguards into place
- Innovation funding was allocated to support new support options
- A Family Independence Fund of \$30 million was established to assist families in keeping loved ones at home (details of fund can be found under Addressing Key Risks and Opportunities on page 25)
- An electronic social record is being populated to manage information on individuals served
- The Residential Options Project was set up for individuals to pursue alternative living situations of their choice (details of progress to date can be found under Performance Measures, Objective #3 on page 32)

The scope of change is significant and refinements in both policy and practice will continue throughout the organization for a number of years. This is what drives CLBC to implementing improved support and services and subsequently, make our mission and values a reality.



ORGANIZATIONAL OVERVIEW

Vision

CLBC's vision is one of full citizenship in which people with developmental disabilities lead good lives, have rich relationships with friends and family, financial security, choices in how they live their lives, meaningful employment opportunities and are accepted and valued as citizens. This vision is best described as people leading *Good Lives in Welcoming Communities*. As a steward of this vision, CLBC is committed to supporting the growth of inclusive, supportive communities.

Mission

CLBC responds to the life-long needs and goals of individuals and families by recognizing their abilities and contributions, sharing leadership with communities, and funding supports that honour individual choice.

Values

CLBC believes all individuals and families have hopes and dreams like everyone else. CLBC's role is to assist adults with developmental disabilities and children and youth with special needs and their families to meet their needs. CLBC is committed to upholding the following values in everything it does:

- Respecting the rights of all people
- Supporting people to make their own decisions
- Promoting people's ability for life-long learning, development and contribution
- Promoting a culture of responsibility, respect and trust
- Inspiring quality, creativity and innovation
- Being accountable to the people we serve

These values guide our day-to-day operations in a wide variety of ways. CLBC helps individuals,

children and their families achieve goals and live the life they want. Our organization helps people create individual support plans, ensures health and safety standards are met when they live away from their family, provide help so people connect with their community and put paid supports in place when needed.

Enabling Legislation

As a Crown agency, CLBC is classified as a Service Delivery Corporation. CLBC is responsible to provide community living supports and services under the Community Living Authority

Act, subject to available funding, for adults and children with developmental disabilities as well as children and youth with Autism Spectrum Disorder, severe disabilities special needs and their families. CLBC is accountable to the provincial legislature through the Ministry of Children and Family Development (MCFD). The Minister is responsible for funding, setting provincial standards and monitoring performance.

CLBC is responsible for directing operations, ensuring standards are met and managing funds and services. The Advocate for Service Quality (ASQ) is appointed by order-in-council and has a direct reporting relationship to the Minister. The ASQ, who is independent from CLBC, provides consultation, advice, conducts service reviews and assists with resolution of concerns.

CLBC services and supports for adults are provided once the presence of a developmental disability is determined: an assessment must be conducted by a certified and registered psychologist.

CLBC helps individuals, children and their families achieve goals and live the life they want.

Under the Community Living Authority Act, CLBC is mandated to endeavour to:

- Offer a range of funding and planning options that promote choice, flexibility and self-determination, for example, individualized funding, independent planning support and the involvement of community resources
- Promote choice and innovation in the manner in which services are delivered
- Encourage shared responsibility among families, service providers and community resources
- Utilize and further develop the capacity of individuals, families and community resources
- Assist adults with developmental disabilities to achieve maximum independence and live full lives in their communities
- Promote equitable access to community living support

- Coordinate the provision of community living support with services provided by the government and community resources

“Community living support” includes any of the following:

- support and services to children and adults with developmental disabilities
- support and services to families to assist them in caring for a child or an adult with a developmental disability
- support and services to children:
 - diagnosed with Autism Spectrum Disorder to assist the family in caring for the child, and the administrative services that are related to the support and services offered
 - eligible for the At Home program of Community Living Services in the Ministry of Children and Family Development



CLBC's New Service Delivery Model

Under the Community Living Authority Act, CLBC's Board of Directors guide management in implementing the service delivery model. Two board members must be adults with developmental disabilities and a majority must be family members or citizens with a significant connection to those with developmental disabilities. Board representation recognizes that community members, particularly those affected by a developmental disability, can play an important role in determining how the system is governed and operated. This concept is known as community governance and is supported by 17 community councils that assist people to build

In time, as the CLBC service delivery model becomes even more person-focused, a wider range of flexible supports and services will be developed.

connections in community, provide feedback on how well the new system is working and help set budget priorities. An advisory committee, made up of five self-advocates and five family members, will provide the board with provincial feedback.

CLBC's designers set out to change how communities respond to people with developmental disabilities. To separate planning, regarded as a key to people leading better lives from system management functions like eligibility approval and contract management, CLBC created two divisions. Community Planning and Development provides independent planning support, engages in community development, and responds to people in crises. Quality Services is responsible for eligibility determination, resource allocation, contract management, safeguards, and

accountability and outcome reporting. This split structure separates planning from operational decision-making activities, and ensures a focus on using limited resources more effectively, while supporting choice.

CLBC uses these two key staff in local communities: facilitators and quality service analysts, more commonly referred to as analysts. Facilitators provide information, advice and practical assistance to eligible individuals and families. This assistance may be short-term, connecting them to existing CLBC-funded

PERSON-CENTRED PLANNING: OUR KEY TO EFFECTIVE SERVICE DELIVERY

Person-centred planning helps an individual, or a family on behalf of their child, to identify hopes, dreams, needs and wants. Personal goals are established in this planning approach to help each individual meet his or her needs and live their life as they envision. Various options are explored which might include accessing generic community resources, seeking out support from family and friends, as well as arranging for services or supports funded through CLBC. With an individual support plan, services are tailored to each person's unique needs.

services or generic community supports. They may also help develop an individual support plan – the basis for a request for CLBC funds. Facilitators do not have a decision-making role and operate independently from service providers and CLBC analysts who make funding decisions. If requested to help develop and implement a plan, facilitators adapt existing supports and services, or create individually tailored options. Previously, funding was seen as the answer to people's disability-related needs. A key to this new process is including generic services and informal community supports in the plan.

Analysts confirm eligibility, make decisions on funding and/or service requests, monitor contracts with service providers and associated deliverables, assess system gaps, ensure appropriate safeguards exist, develop increased provider capacity, ensure there is crisis response capacity in local communities and work to improve the effectiveness of contracted services. When individualized funding (IF) is used, individuals and families are accountable to analysts for how funds are spent.

Facilitators and analysts play complementary, but equally important, roles to ensure well-rounded plans are developed and that supports and services enable individuals to achieve their goals. Facilitators are CLBC's public face and address most requests for information. Individuals with developmental disabilities and their families direct the planning provided by facilitators, or they can develop their own plans. Conversely, analysts have an on-going relationship with service providers, and ensure that the elements needed for an effective service delivery system are in place and working. Each staff group works from different locations throughout BC.

CLBC expects role separation to increase job satisfaction and stimulate professional creativity. The goals are flexible supports that meet peoples' needs, helping people make decisions that maintain independence and greater community involvement in developing cost-effective and sustainable person-focused solutions. Greater use of IF is expected to result in even more innovative and personalized options.

The primary benefit of this community-based approach to service delivery is that those served, many of whom live on very limited incomes, are able to meet their disability related needs and participate in meaningful ways within their community. This includes being active members of the provincial workforce.

In time, as the CLBC service delivery model becomes even more person-focused, a wider range of flexible supports and services will

be developed. This will support the further inclusion of people with developmental disabilities in a wider variety of roles in community life.

WHO WE SERVE

As of March 31, 2007, CLBC serves 19,343 children and adults.

- 10,400 adults using residential or family and day support services, or both
 - 5,150 adults using residential services
 - 2,435 in staffed residential
 - 2,715 in home sharing/semi-independent living situations
 - 5,250 adults using family and day support services
 - 367 children in care; 231 of these children receive services under special needs agreements
- 8,943 children with special needs and their families receiving services and supports



How Services Are Delivered

To be eligible for CLBC services or supports, adults must be assessed as having a developmental disability by a registered and certified psychologist, the cost of which is covered by CLBC. Children's eligibility is determined through one of three assessments: having a developmental disability as confirmed by a certified and registered psychologist, an Autism Spectrum Diagnosis or be eligible for the At Home Program, which is a support offered to children with severe disabilities resulting in very specialized needs.

A CLBC quality service analyst then reviews the report to confirm eligibility for funding.

Once approved, an individual support plan is prepared to help the individual achieve goals based on their needs and wishes to live life as they imagine it. An individual might choose to make this plan on his or her own, with the help of family members, with a service provider, or with the help of a CLBC facilitator. This plan is then reviewed by a CLBC analyst who determines funding based on budget allocations. The plan may be funded entirely or in part, or the person may be placed on a waitlist depending on available funding and services.

Programs and resources for adults with developmental disabilities and children with special needs are managed and supervised by CLBC-contracted service providers. These are usually organizations within the community that specialize in programs for people with disabilities. However, services can also be provided by trained individuals. How services are delivered are dependant upon the personal hopes, dreams

and needs of the person with a developmental disability.

CLBC collaborates with the Ministries of Education, Health and Employment and Income Assistance on issues of mutual interest

DIALOGUE SHAPES RELATIONSHIPS THROUGH COMMUNITY FORUMS

More than 200 community forums took place during 2006-2007. CLBC staff and senior management lead discussions with individuals, family members, service providers and stakeholders on a wide variety of issues. Through these forums, policies, practices, funding and other important issues facing CLBC were explored and openly discussed informing CLBC in its stated outcomes.

and mandate. In addition, CLBC's success is dependent upon our ability to work closely and in alignment with the numerous private and non-profit service providers and community associations within the community living services sector.



CLBC maintains close relationships with service providers and meet with them on a regular basis to discuss issues, successes, and challenges. Analysts evaluate the outcomes and deliverables in CLBC-funded services.

Analysts work collaboratively with service providers to observe and review the agreed-upon services, and identify potential risks, safety concerns and service concerns. If changes are necessary, the analyst works with the service provider to ensure the services meet the quality assurance standards of CLBC.

Managing Our Adult Waitlist

Demand for services and supports for adults continues to grow in BC. CLBC established a publicly accessible method for managing the waitlist which is posted on the CLBC website. Individuals and family members can learn about the waitlist process and how priority for funding is assigned. This way, caregivers can work with CLBC and community partners to mitigate needs and provide supports earlier.

Community Points of Contact

CLBC has established 17 Community Living Centres situated across BC (see map on page 18) where individuals and families can find information, obtain advice and learn more about planning support. These Community

Living Centres are located within nine Quality Service areas. Each centre is responsible for a geographic area incorporating several communities and is staffed with a number of facilitators, a manager and administrative support workers.

Provincial Assessment Centre

The Provincial Assessment Centre (PAC) is a 12-bed Provincial Mental Health Facility. The PAC provides multi-disciplinary assessments, diagnosis, medication reviews and recommendations for individuals with a dual diagnosis of a mental health issue and developmental disability, who are 14 years and older, and who may be experiencing emotional or other severe behavioural issues or challenges. Individuals admitted to the PAC stay for up to 90 days. During the assessment period, the PAC staff assists families, caregivers and CLBC staff to develop stable support arrangements that allow for broader planning and smoother transitions both on admission and discharge. The PAC staff also provides eligibility assessments and outreach consultation.

Future Plans – About the Shared Care Model

CLBC is planning a new family-centred model of out-of-home support services for children

that will be delivered under the Community Living Authority Act. The model is known as Shared Care and is being designed to ensure the development of a flexible continuum of options for families including respite and out-of-home living options. Shared Care will empower families to plan for their needs and their children's needs using a child/youth and family support plan.



Supports & Services for Children with Developmental Disabilities

The Ministry of Children and Family Development and CLBC recognize the on-going responsibilities for children's services and share a commitment to work together to create a service delivery system that is in the best interests of children and youth with special needs and their families.

In July 2005, CLBC and the MCFD agreed to a Memorandum of Understanding to guide the delivery of children's services. Through this agreement CLBC provides a range of intervention and support services for more than 8,900 children and youth with special needs and their families. These programs and services help maximize growth and potential while assisting families as caregivers in many different ways.

CLBC services for children with special needs are provided through contracted community agencies that offer family support, professional support, respite, child and youth care workers, home support and some residential services. Some families make their own respite arrangements using direct funding. CLBC also provides residential services for 367 children in care under the Child, Family and Community Service Act.

The goal of CLBC's program and services for children is to assist families, through a flexible range of supports, to care for children with

special needs at home and support full inclusion in community settings.

CLBC supports to families and children include:

CLBC/MCFD Joint Services

CLBC and MCFD continue to work together to ensure a coordinated, family-centred approach in supporting children and their families where there is a joint mandate. This ensures that children with developmental disabilities will receive supports from the staff or organization that is best suited to meet their specific needs.

Individual Support Plans

CLBC facilitators work with a child's family to develop an individual support plan to identify services and supports that will enhance the child's growth and development while maintaining the family unit. Plans include community supports provided through the At Home Respite option, direct funding option or contracts with community service providers. Respite may be provided in the child or respite provider's home or in a staffed setting.

Respite Services for Children with Special Needs

This service provides rest or relief for families with children who have special needs to help both families and children maintain and enhance their quality of life.

Child and Youth Care Worker Services for Children with Special Needs

This program provides children and families with specialized child-care workers who assist the child to learn social, life skills and/or to support the family to learn parenting/child management skills.



Autism

- Administration of autism funding agreements (for children under six and six to 18 years of age)
- Liaison and referral to Early Intensive Behavioural Intervention programs (EIBI)
- Behavioural support for children with autism, a family consultation program which offers child-specific training, demonstrations of behavioural techniques and development of behavioural management plans.

Professional Support for Children with Special Needs

Specialized services such as assessment, training, counselling, planning and other supports to children, families and caregivers are provided by qualified professionals.

Parent Support for Families of Children with Special Needs

This program includes parent support groups, parent skills training, counselling, life skills and organized activities.

Homemaker/Home Support Worker Program

Homemakers provide emergency childcare, respite, and household management in times of crisis. This program is not intended to replace regular respite and childcare services.



Foster Homes – Residential Services for Children in Care

Although CLBC's focus is to support children in their family homes, at times, residential care outside of the family home is required. CLBC provides the following types of residential options for children:

Regular foster homes are for children who require substitute family care.

Specialized homes are for children with special, physical, mental, emotional or behavioural needs.

Staffed Family Model Home provide residential services to children with very high-needs in a family setting.

Staffed Specialized Home provide short-term placement for assessment or treatment prior to returning home or to foster care.

Supports & Services for Adults with Developmental Disabilities

Supports and services for adults are delivered through an extensive network of contracted, community-based, non-profit organizations, private agencies and individual caregivers. This network provides family support, day services, life skills, employment and residential support. Professionals and independent contractors also deliver a wide variety of supports and services such as therapy and behavioural support. As a result, this network assists people to live as fully and independently as possible.

Services currently available include:

Residential Programs

Residential programs provide housing environments where independence is encouraged while meeting individual needs. Where possible, supports are arranged in the person's home community.

Options include:

Community residences provide care and support, as needed, and vary in size from small family homes to larger residential facilities.

Semi-independent living assists individuals to live alone or in small groups in homes or apartments. People live as independently as possible with help of in-home support staff as needed.

Respite/relief provides emergency or short-term care for adults in community residences allowing caregivers a periodic break from their responsibilities. Respite provides temporary care outside the home while relief services provide alternative in-home care.

Intensive adult care provides short or long term community-based care for people with challenging behaviours or unique needs that are not available through existing respite or care facilities.

Training and Support Programs

Service providers deliver these programs to assist adults with developmental disabilities to build social and life skills as well as train for possible employment. These programs include:

Development of self-help skills provide training in personal care, social integration and job readiness. Individuals may receive one-on-one or group assistance and are encouraged to move towards more challenging activities as they are able.

Home support programs assist people to maintain independence or semi-independence by offering direct homemaking or household management services or by providing training in these skill areas.

Supported work programs provide work experience, training and support to help individuals find and maintain work experience placements and employment.

Professional Support Services

Assessment, consultation and planning services are provided to individuals, their families or those who provide their support. Service providers, staff and families also work together to plan, implement, monitor and evaluate programs, services and caregiver training:

- **Direct Support Services** – planning, assessment, implementation, monitoring and evaluative services
- **Consultation Services** – assisting with the review of residential and day services, and liaising with other community professionals
- **Training Services** – providing specific training and consultation related to the needs of individuals receiving services

Key Relationships

Community Councils

CLBC has established Community Councils in each of the 17 Community Living Centre areas. These bodies will identify new service approaches, help set local budget priorities, encourage greater community development and provide feedback on how CLBC and service providers at the community level are responding to the needs of individuals and families. For details, please see Performance Measures section, Objective #5, on page 35.

Advisory Committee to the Board

The Community Living Authority Act requires the CLBC Board of Directors to “establish an advisory committee to the board composed of individuals referred to in the definition of Community Living Support.” This 10-member committee, made up of five self-advocates and five family members (at least one of whom is an aboriginal member), is now established, with orientation complete and work commencing. The Advisory Committee provides the board with a provincial point of view on four key areas: review satisfaction levels with CLBC services by gathering information through members’ communication networks and making recommendations for improvements in the CLBC Service Plan and Strategic Plan; recommend policy and practice to improve quality of life for people served by CLBC; explore long-range issues that may affect the CLBC organization and recommend solutions; and collect and share information throughout BC on new support options

This committee has met twice in the past fiscal year and is in the process of developing its work plan.

CLBC/MCFD Joint Management Committee

A Joint Management Committee, which includes three representatives each from CLBC and MCFD, meets regularly to review and

problem solve on policy, budget and service delivery issues for children where there is a joint mandate. The committee is also the forum where planned changes in children’s service delivery or policy are reviewed to ensure that each organization is aware of potential impacts to children and youth with special needs. Through the Joint Management Committee, CLBC and MCFD work together towards a coordinated, family-centred approach to supporting children with special needs and their families.

The Adult Community Living Research Project

Based in the School of Social Work and Family Studies at the University of British Columbia (UBC), the Adult Community Living Research Project studies service delivery innovation and best practices. Research partners include UBC Okanagan, Kwantlen University College and the Roeher Institute. Research focuses on services to seniors, alternatives to group homes, non-residential supports and services for young adults aged 19 to 24. For detailed accomplishments to date and future plans, please see the Addressing Key Risks and Opportunities section on page 25.

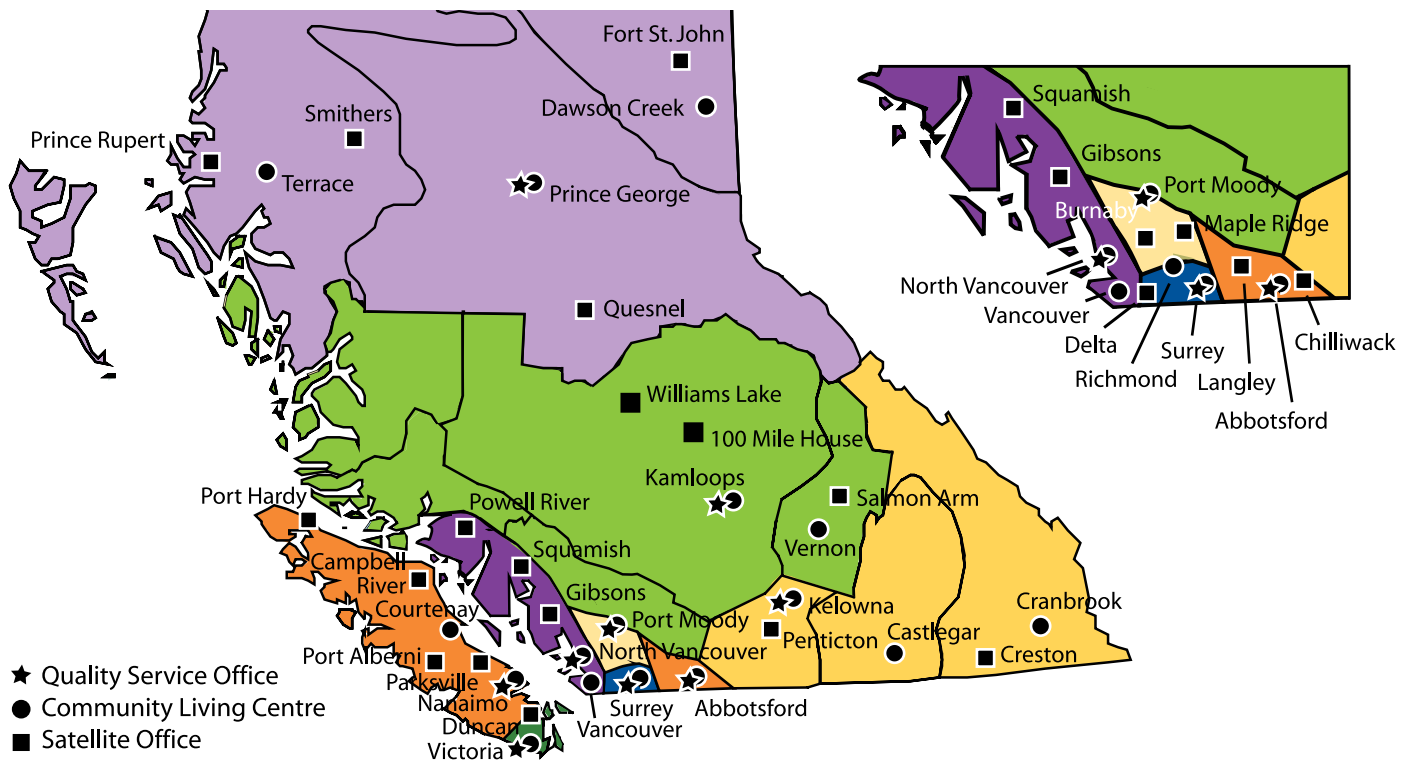
Issue-Specific Workgroups

These groups, which are listed below, provide input on the new CLBC service delivery model.

- **Service Provider Reference Group** – provides input on policy and practice issues
- **Innovation Support Network** – supports community to explore new and creative ways to support individuals and their families
- **Exploration in Innovation Committee** – provides educational opportunities for people on new support models

CLBC collaborates with the Ministries of Education, Health and Employment and Income Assistance on issues of mutual interest and mandate.

Location of Operations



Ensuring Service Satisfaction

CLBC has a number of procedures in place to measure its performance and satisfactions levels.

A satisfaction survey, Ensuring Service Satisfaction, is conducted annually with people with disabilities, as well as families who have children and youth with special needs or adults with developmental disabilities. A commitment to building satisfaction data began in 2006 when baseline measures were put in place for each of BC's nine Quality Service Areas.

Future performance targets on measuring satisfaction levels were revised to reflect more achievable goals. A 75 per cent benchmark has

been established for each survey question and a process was developed to improve results where CLBC scores below this benchmark.

Further to the existing consumer satisfaction survey, CLBC will be enhancing our monitoring of overall satisfaction with the development and implementation of additional surveys in future: employee satisfaction, customer satisfaction and public opinion.

CLBC managers and senior management engaged in a performance management process that linked the CLBC annual operating plan objectives to personal goals and targets.

Area	★ Quality Service Office	● Community Living Centre	■ Satellite Office
Central & Upper Island	★ Nanaimo	● Nanaimo ● Courtenay	■ Port Alberni ■ Duncan ■ Parksville ■ Campbell River ■ Port Hardy
South Island	★ Victoria	● Victoria	
Vancouver Coastal	★ North Vancouver	● Vancouver ● North Vancouver	■ Squamish ■ Gibsons ■ Powell River
Surrey/Delta/Richmond	★ Surrey	● Richmond ● Surrey	■ Delta
Simon Fraser	★ Port Moody	● Port Moody	■ Maple Ridge ■ Burnaby
Upper Fraser	★ Abbotsford	● Abbotsford	■ Langley ■ Chilliwack
South Interior	★ Kelowna	● Kelowna ● Cranbrook ● Castlegar	■ Penticton ■ Creston
North Interior	★ Kamloops	● Kamloops ● Vernon	■ Williams Lake ■ 100 Mile House ■ Salmon Arm
North	★ Prince George	● Prince George ● Terrace ● Dawson Creek	■ Quesnel ■ Smithers ■ Prince Rupert ■ Fort St. John

This process will be enhanced and expanded to include all CLBC staff next year.

Many agencies contracted by CLBC to provide specific services are accredited by international accrediting bodies and are therefore required to conduct, and act upon, yearly satisfaction surveys.

COMMUNITY ENGAGEMENT = COMMUNITY SATISFACTION

CLBC obtains feedback directly from community members to ensure responsiveness to needs and expectations of BC's diverse communities. Community Councils and the Advisory Committee to CLBC's Board of Directors are two mechanisms that will measure individual, family and community satisfaction with CLBC and service providers.

In addition to the work of Community Councils and the Advisory Committee, community members participate in various CLBC forums which function as a way to gauge satisfaction as well as regularly scheduled community meetings with individuals, families and stakeholders.

Communicating to Promote Understanding

CLBC operates within an environment of openness and transparency which is why regular communication is shared on issues of interest to all community partners. This past year, CLBC increased communications with individuals and families, interested community members and other stakeholders.

CLBC also reached out for community input by way of project-specific working groups. Two-way communication continues to be enhanced through a recently-established Advisory Committee and 17 Community Councils.

A bi-monthly newsletter, *The Citizen*, was re-designed along with a dynamic, user-friendly website where information and activities about CLBC activities are plainly outlined.

Materials for a province-wide multi-media campaign were developed in the 2006-2007 fiscal year for launch in the summer of 2007. A comprehensive electronic database is in development to help improve communication among all CLBC partners.

Shifts in Core Business Areas

Re-focusing Information Technology

During the summer of 2006, CLBC re-focused the IT Implementation Plan to address the impact of deploying the new service delivery model. The IT plan was re-worked to:

- implement business workflows rather than IT modules
- better reflect implementation windows available in the field
- balance deliverables between 2006 and 2007
- re-schedule implementation of the contract management system to late 2007/early 2008
- re-schedule the service provider interface to early 2008

Introducing a Safeguard Strategy

CLBC is refining its safeguards strategy to include informal supports such as personal support networks, family involvement and heightened community awareness on disability issues. Formal safeguards are also

being integrated such as the development and monitoring of standards for residential services.

Discontinuing Targets

CLBC has discontinued performance targets in two areas:

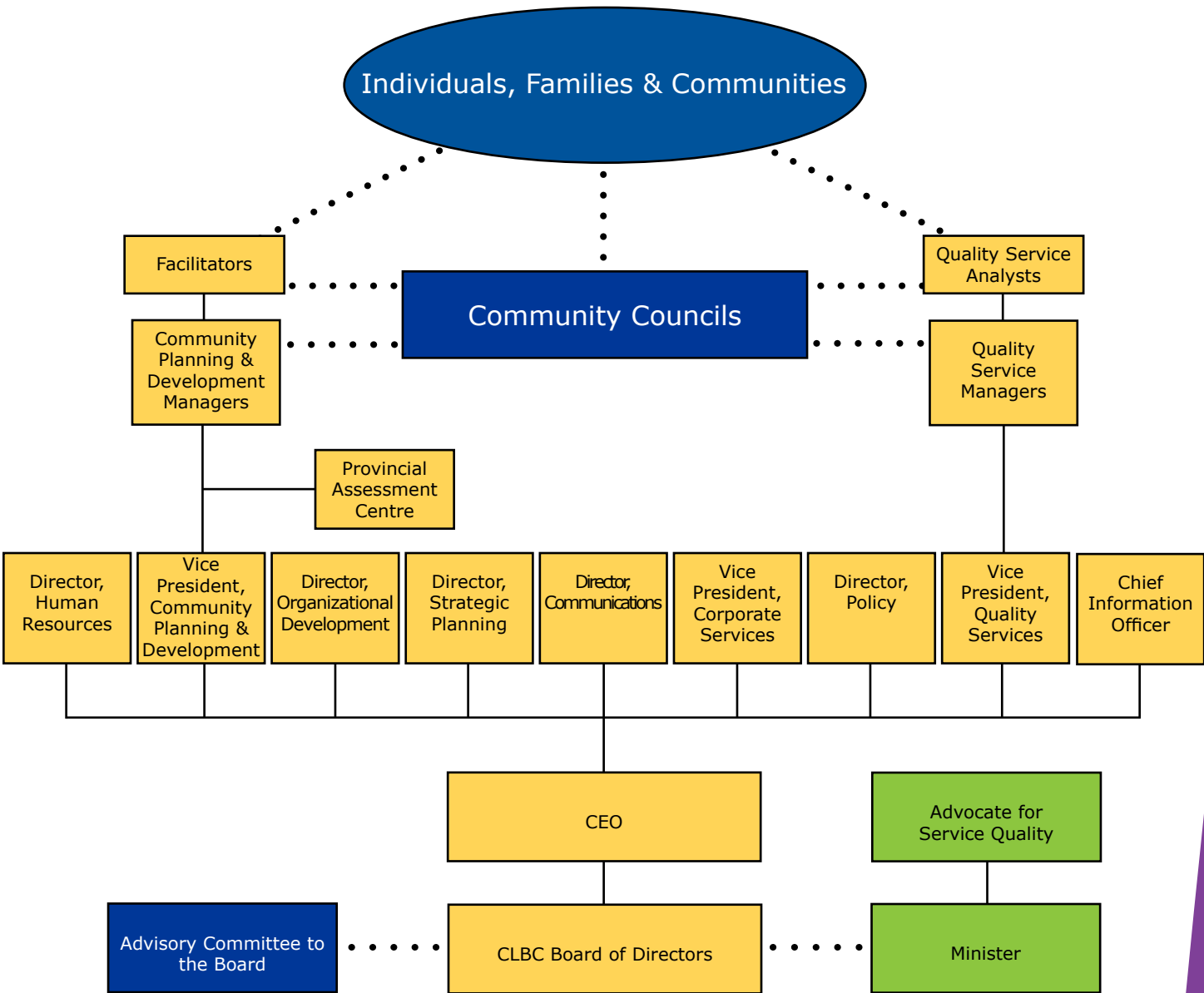
Choice-Based Targets

1. Statistics on the number of adults requiring residential supports who are offered and accept options other than the traditional group home model and number of adults who choose to move from a staffed residential setting to a more individualized setting will no longer be included in future Service Plans because the measures suggest a bias in favour of one type of residential option.

Opportunities for Information Exchange

2. Statistics on the number of opportunities for information exchange between CLBC and its community partners proved to be difficult to track in a meaningful way and has therefore been removed from subsequent Service Plans.

ORGANIZATIONAL STRUCTURE



REPORT ON PERFORMANCE

Internal Operating Environment

Clarifying our new service delivery model

The most significant aspect of the CLBC operating environment remains the establishment and clarification of its new service delivery model. Using a developmental approach, proposed changes were evaluated and strategies that did not achieve expected results were re-defined.

Implementation of foundational elements of the model is now complete. The scope of change is significant where enhancements in both policy and practice will continue for a number of years. CLBC staff, individuals and families served, service providers and other community partners

require time to develop a greater understanding of, and experience with, an entirely new approach to planning and delivering supports and services needed by adults with developmental disabilities and children and youth with special needs and their families.

Making change at every level

Along with introducing a new, person-centred approach to providing needed supports and services, change continues to occur in

a planned and thoughtful way in virtually every aspect of the administration and delivery of BC's developmental disability service delivery system. This includes new business practices, information technology and management information systems, as well as changes in policy, field level practice and contract management. These initiatives are major in scope and many will require a number of years to complete.

MANAGING CHANGE TOWARDS SUCCESS

Change continues to occur in virtually every aspect of the administration and delivery of BC's developmental disability service delivery system. CLBC is committed to maintaining a low-risk approach to ensure planned changes are implemented effectively with the intended results.

Summary of Key Risks & Opportunities

Increased demand for service

Currently, CLBC provides services to 28 per cent of the approximately 36,000 adults who may potentially meet the definition of developmental disability. The remainder has not currently approached CLBC for supports. It is anticipated that as these individuals age their needs will increase and some will likely present to CLBC for services.

While the child population in BC is declining, the number of children identified and diagnosed with special needs is increasing. Increased survival of low birth weight infants, improved screening, diagnosis and assessment, an increased prevalence rate of Autism Spectrum Disorder and greater public awareness contribute to more demands for services, increasing pressures and the request for CLBC children's services.

Summary of Key Risks & Opportunities Continued

A number of factors contribute to increased demand for adult services and subsequent cost pressures:

- **Increased population served** – Health services and technology extend the life expectancy of all individuals. As a result, the overall population served is increasing.
- **Increased support requirements with age** – As individuals age, their needs change and additional supports are required to enable them to live in the community, or they may need to move into more expensive residential services.
- **Earlier onset of age related needs** – Health issues occur up to 20 years earlier for some people with developmental disabilities. The number of individuals aged 45 to 64 will increase by 27 per cent in the next five years resulting in an increased demand for services.
- **Increasing age of caregivers** – As individuals age, so do their parents and other informal caregivers. An increasing number who previously received no support or only day programs from CLBC will soon require residential support.
- **Children turning 19** – In the last three years, more than 1,311 children with developmental disabilities turned 19 and left school leaving them largely unsupported during the day. If no services are available, these individuals are at home during the day with no structured activities. Opportunities for skill enhancement and inclusion are lost. Consequently, the family environment often becomes more stressed which can lead to crisis and potential breakdown. With such a breakdown in a family expensive supports are required for the person to live outside the home.

Developing a secure and accurate electronic information system

The basic infrastructure of the CLBC PARIS service delivery management system has been implemented after a period of development and testing. Installation of additional modules to fully support business processes will take place over the next year. As with all technology and systems development, processes must continue to be refined to support CLBC in achieving its vision, mission and mandate.



Addressing Key Risks & Opportunities: A Summary of Strategies

To continue with the delivery of optimal supports, CLBC will implement the following high-level strategies to maximize efficiency and effectiveness of service expenditures over the long term:

Managing access to services using the waitlist policy

Access to supports and services is governed by a waitlist policy that helps determine how financial resources are allocated in nine Quality Service areas. As new services are provided to individuals and families, people are removed from the waitlist; as individual plans are completed, service requirements and costs are amended to reflect approved requests in the support plan.

CLBC acknowledges that the amount of time people spend waiting for supports is an important element, but not the sole determinant of waitlist priority. CLBC is developing a Waitlist Priority Guide to assist quality service analysts when considering factors such as an individual's disability-related needs, capacity and access to alternative resources, ability to manage within existing resources and potential opportunity or risk for an individual or family when assessing waitlist status. Professional judgment and input from others familiar with either the individual and/or available resources are important aspects of decision-making regarding waitlist management.

Introducing targeted funding for adult respite

A Direct Funding policy and associated funds released last fall provided 219 families with the option of locating and managing their own respite supports which has helped, to some extent, mitigate waitlist pressures.

Planning towards more equitable funding

CLBC is committed to developing more robust data to drive a more consistent and equitable

funding process. This will be achieved through the development of individual support plans that benefit from the rigour and innovation of person-centred planning and the use of the Guide to Support Allocation and Catalogue of Services.

Obtaining value for money spent

Strategies introduced in 2006/07 to enhance value for money spent include:

- **Residential Options Project** – This systematic review of people living in staffed residential resources helped identify individuals who wanted to consider an alternative living situation. Opportunities were provided for greater independence and to ensure all individuals were given an opportunity to explore a variety of residential options. This is the first comprehensive review of staffed residential resources in BC.
- **Individual support plans** – Development of support plans for each individual, incorporating existing generic community services, helps to avoid or minimize the use of CLBC-funded supports.
- **Individualized funding** – Individualized funding enables people with disabilities to fund individual choices about the supports and services they need.
- **Direct payments** – Direct Funding provides families with fixed funding for a fixed service.
- **CLBC Innovation framework** – Promotes choice and innovation in all aspects through the provision of supports and services it delivers. The Innovation framework identifies key elements of the CLBC innovation development program.
- **Innovation section on website** – This section of the CLBC website provides an extensive list of links to innovation-related activities and identifies creative support options in BC of interest to those who are committed to innovation.

- **Young Adults Community Options Initiative** – CLBC committed \$300,000 in 2006 to fund new ways to support young adults who left school within the last three years to obtain employment or engage in meaningful community activities. Four projects received funding.
- **Innovation Support Network** – This group of service providers works in collaboration with CLBC to support other community agencies to develop creative options for individuals and families.
- **From Good to Great: Developing Person-Centred Agencies in BC (Phase two)** – This project aims to increase service provider capacity to develop effective person-centred support plans which are key to developing innovative options and leveraging generic community services. Phase two is being implemented in partnership with 21 community agencies

Supporting the Adult Community Living Research Project

This University of British Columbia (UBC) School of Social Work and Family Studies project, with research partners from UBC Okanagan, Kwantlen University College and the Roehrer Institute, will make recommendations on the potential application of innovative models and practice approaches in services to seniors, alternatives to group homes, non-residential supports, and services for young adults aged 19-24.

The final phase of this project, commencing in 2007, includes a large-scale survey of service users and families on issues identified in the previous research phases. Researchers will also speak to service providers and professionals about those programs and supports that are working well. The result will be a detailed picture of effective community living supports available in BC, as well as effective options that work well elsewhere in meeting individual needs. Research findings will be shared widely once the final reports are completed in 2008.

Continuous contract monitoring

This strategy involves developing a new

contract management system, in consultation with our service partners, which facilitates clear levels of expectations between CLBC and its service providers. The new system, policies and processes will clarify expectations and deliverables allowing for enhanced monitoring and accountabilities. The Catalogue of Services, which identifies and establishes the type and cost of available supports and services, will assist in achieving consistency in costs and contracting while promoting transparency and equity.

Improving information technology systems

The new information technology system will allow staff to access comprehensive data on the needs of each individual in our system, as well as the nature of the services they receive and the cost of those services. Key to this direction is the PARIS service delivery management system which houses the electronic social service record for individuals receiving CLBC-funded services and supports. This provides staff with the efficient means to link the needs and goals of individuals and families to publicly-funded community services and CLBC-funded supports. This will enhance information-gathering, support planning and decision-making while respecting the privacy rights of individuals and families.

Leveraging the Family Independence Fund

Government provided \$30 million to CLBC to establish the Family Independence Fund. This fund provides one-time only grants to eligible families in need of renovations and vehicle adaptations so their children or young adults can continue to live within the family home. The Vancouver Foundation administers the granting process. A total of \$1.9 million in grant dollars was approved between November 1, 2006, and March 31, 2007. Regional distribution as follows:

- **Fraser** – 46%
- **Interior** – 10%
- **North** – 7%
- **Vancouver Coastal** – 21%
- **Vancouver Island** – 16%

Addressing Key Risks & Opportunities: A Summary of Strategies Continued

Increased communication

CLBC continually seeks to increase communication about its mandate and progress with individuals, families, interested community members and other stakeholders. Strategies implemented or enhanced this past year include:

- the on-going development of a comprehensive database to support timely and direct communication
- a re-design of the website to improve accessibility and ease of navigation which lead to increased visitors
- a re-designed newsletter, *The Citizen*, which

has grown in circulation and demand over the last year

CLBC also routinely seeks community input on different initiatives and projects from its stakeholders through a number of project specific working groups. This two-way communication will be further enhanced through the recently established Advisory Committee and 17 Community Councils. Great effort has been made to ensure staff are engaged with our stakeholders throughout the province which resulted in staff and senior management facilitating hundreds of formal and informal community meetings to encourage dialogue, input and feedback.

External Economic & Service Sector Factors

Recruitment and retention

The quality of community supports and services is dependent upon community living service providers to effectively recruit and retain qualified staff. BC's strong economy means many contractors are experiencing serious labour shortages. Partnered with the growing cost of living in British Columbia, and the impact of a shrinking labour pool, compensation is becoming an even greater issue.

To mitigate these pressures, CLBC is developing practicum agreements with a number of institutions to further attract students to the community living sector and CLBC, a strategy to work with aboriginal communities to attract qualified candidates, staff recognition and health and wellness initiatives, employee training and development programs to increase professional skills, and an employee survey to determine workplace qualities which will enhance staff retention.

Funding increases to service providers

CLBC must continue to ensure financial compensation remains competitive, or there is a risk some community service providers may withdraw services placing even greater strain on the supports and services available.

To mitigate these pressures, CLBC provided one-time support to family care providers through its existing budget and subsequently was provided with on-going funding.

Eligibility

CLBC criteria restrict access to supports and services to individuals with a documented developmental disability. A significant number of vulnerable adults have been identified who require supports and services but for whom no one ministry or authority has statutory or assigned responsibility. CLBC is currently engaged with the Minister and ministry staff from various ministries to explore service support options for this vulnerable adult

population. Any expansion CLBC eligibility criterion may potentially impact on CLBC funding and operations.

Capacity

CLBC has much strength it can draw upon to achieve set goals and objectives. In existence since July 1, 2005, CLBC has benefited from lessons learned in transitioning to its new service delivery model. Field level managers and staff are becoming increasingly comfortable with their roles.

Focusing on service innovation and sustainability, CLBC posted an innovation framework to its website to promote innovation and creativity in how supports and services are planned and delivered.

Various international initiatives listed below and lessons learned from other jurisdictions served as examples which helped guide the design of CLBC in continuing with this the new approach to service delivery.

- Western Australia's Disability Services Commission
- United Kingdom's Direct Payments Act
- United States' Cash and Counselling Demonstration Project
- United States' Robert Wood Johnson Foundation's Funded Self Determination Projects

Benchmarking

During 2006/07, the transition of services from MCFD to the new organization and the transformation of the service delivery system



were a major focus. The organization defined and developed reliable baselines, tracking methodologies relative to key performance measures, and qualitative and quantitative measures. The implementation of reliable baselines and tracking measures has been impacted by data quality from government legacy systems. Data quality issues lead to substantive data validation projects which began in 2006/07.

Processes are in place to continuously refine measures and targets as CLBC matures. As well, the improvements of Information Management Systems allow CLBC to assess the quality of its information and define areas for improvement. The combination of these efforts will, in the future, facilitate benchmarking against previous performance.

Data Sources

CLBC tracks data for measures from a number of sources, including:

- Project milestones achieved as outlined within the CLBC Business Plan
- The following information and reporting systems:
 - Social Work System and Management Information System
 - Resource and Payment System (RAPS)
 - Corporate Accounting System
 - Corporate Human Integrated Payroll Services
 - Regional (field) reporting
 - Information from community and employee satisfaction review processes
 - PARIS service delivery management system
 - The CLBC Board of Directors receives monthly reports on progress toward goals based on measures being developed and milestones outlined within the CLBC Business Plan

PERFORMANCE MEASURES

CLBC is engaged in shifting an existing service system from one which is globally contracted and program-based to one which is person-centred and offers a much broader range of options for children and adults with developmental disabilities and their families. Our performance measures were chosen to reflect the progress towards achievement on the various dimensions of this transformation to a person-centred approach. In addition, measures like consumer satisfaction were established to prepare CLBC to meet the requirements of accreditation.

Great Goal: Build the best system of support in Canada for persons with disabilities, those with special needs, children at risk and seniors.

Organizational Goal: To provide supports and services that are responsive and accountable to the needs and citizenship aspirations of individuals and families CLBC is mandated to serve.

Goal/Objective 1 – Successfully operate community living services during transition

Strategies:

Ensure continuation of supports and services for those now served.

Our staff embraced new roles while continuing to provide existing supports and services. CLBC staff worked in partnership with service providers to ensure continuity of direct services. All people receiving supports and services from CLBC were contacted by us and informed of the transition and any impending changes.

Develop a support plan for each new individual entering the system who requires service

While the long-term plan is to develop an individual support plan for each individual eligible for and requesting CLBC supports, this year's priority and focus for plan development has been on those individuals without supports who are in urgent or critical situations. Most new people requesting service were placed on a waitlist unless their need was of an urgent nature.

Share information with individuals, families, service providers and community members through public meetings, website, newsletter and other printed materials to increase understanding about CLBC activities and initiatives

CLBC developed and launched a new website, newsletter and informational material facilitating enhanced communication with all individuals,

families, service providers and community partners. A new database continues to grow facilitating frequent and timely updates and communiqués with all audiences – including government partners and MLAs. In addition, regular community meetings with individuals, service providers and stakeholders took place throughout the province with CLBC staff and senior management.

Complete implementation of the Children's Agreement

In March 2006, the decision was made not to implement the Children's Agreement. Since that time, CLBC has continued to deliver family support and residential services to the group of children formerly served by Community Living Services in MCFD – children diagnosed on the autism spectrum, assessed as eligible for the At Home program and children with developmental disabilities.

CLBC has conceptually defined its model of family and residential support for special needs children. This model allows for the delivery of service outside of the Child, Family and Community Service Act, and emphasizes strengthened relations between natural and care giving families, or co-parenting approaches. This Shared Care model has received support in principle from MCFD and the next phase is to develop policy followed by practice and regulation changes that will allow for the implementation of the model.

Measure: Number of adults with developmental disabilities served.					EXCEEDED
Past Performance		2006/07 Performance		Future Performance	
04/05	05/06	Target	Actual	07/08	08/09
9,611	9,946	10,280	10,400	10,650*	11,050*
* Future targets will be adjusted in the Service Plan to reflect the higher than expected results in 2006/07.					

Measure: Percentage of adults and children requesting CLBC-funded supports and services for the first time that have an individual support plan.					ACHIEVED
Past Performance		2006/07 Performance		Future Performance	
04/05	05/06	Target	Actual	07/08	08/09
n/a	n/a	*establish baseline	45%*	TBD	TBD
* This baseline was moved to 2006/07 because the data measurement tool was not developed until this fiscal year.					
** While the long-term plan is to develop individual support plans for each individual receiving CLBC supports, priority was given this year to those individuals without supports and in urgent or critical need.					

Measure: Percentage of adults requiring residential supports who are offered and accept options other than the traditional group home model.					ACHIEVED
Past Performance		2006/07 Performance		Future Performance	
04/05	05/06	Target	Actual	07/08	08/09
66%	77%	70%	71%	*Discontinued	
* This is an historical measure adapted from MCFD that is no longer applicable to the new CLBC service delivery model and mandate.					

Goal/Objective 2 – Build capacity in CLBC staff, systems and processes

Strategies:

Continue to provide training for CLBC staff on their role within the new service delivery model

New facilitator hires continue to receive training in person-centred planning. For 2006/07, all CLBC service delivery staff, including managers, regional financial managers, quality service analysts, facilitators and administrative staff, received training on new business processes and information technology systems, specifically PARIS. Facilitators and analysts who work with children in care, also received training in children's guardianship in order to meet delegated legislated responsibilities. Quality service staff were trained on contract procurement and re-trained on the legacy contract system, RAPS. Additional training in identifying and ensuring quality in contracted

services began in the last fiscal quarter and continues throughout 2007-08.

Begin the process for CLBC accreditation

As part of its agreement with MCFD and as a reflection of its commitment to a range of safeguards for individuals, CLBC is proceeding with accreditation. The accrediting body chosen through a formal Request for Proposal process is the Commission of Accreditation of Rehabilitation Facilities (CARF) and CLBC has signed an agreement with CARF to support the accreditation process extending to 2011.

CLBC has identified policies and standards required for implementation to meet CARF service delivery and business practice standards. Most CLBC service delivery policies are or will soon be brought into line with CARF standards and current Human Resources, Corporate

Services and Communications Standards and policies are actually more robust than those established by CARF. Working groups for each responsibility area will be initiated in the fall of 2007 with actual survey of CLBC planned for late 2010 or early 2011.

Several service delivery policies (waitlists, complaints, critical incidents, investigations of abuse and neglect, monitoring, adult guardianship, adult respite, individualized funding, and criminal record checks) have been developed to meet CARF requirements and all policies will reflect these requirements as they are developed, amended or updated.

All milestones, procedures and community consultation have been built into the comprehensive accreditation plan. This has many similarities to and uses the same employment and community services standards used by the majority of large agencies with whom CLBC contracts.

Define business processes for all aspects of the CLBC service delivery model

Implementation is complete for the major business processes that support the new service delivery model. These are eligibility, accountability framework, individualized planning and direct payments. Focus is now on developing business process and supporting information management functions for the Quality Service offices. Development work has been initiated for the resource allocation and safeguards business processes.

Continue to move to an electronic Information Management System

An Information Resource Management Plan supporting the CLBC Business Plan has been revised to reflect lessons learned during year one and to address recommendations from the *Hughes Report*. To support information management needs, a data sharing agreement with the MCFD is in place.

During the summer of 2006, CLBC re-focused the IT implementation plan to reflect the impacts of the implementation of the new CLBC service delivery model on field staff. The IT plan was re-packaged to implement business processes rather than IT modules, re-focused to reflect implementation windows available in the field and deliverables were balanced between 2006 and 2007. The major shifts were to move the

implementation of the contract management system into late 2007 and to move the service provider interface to early 2008.

The application systems that support the service delivery model are:

Service Delivery Management System (PARIS)

The major components of the PARIS application are in production: registration, accountability framework, linkage of individuals to residential service provider contracts and production of individual service agreements. Development is well under way on modules to support resource allocation, safeguards and family life homes.

Contract Management System (Upside)

A contract management system, Upside, has been acquired and system development has begun.

Field Operations – Forms and Process Management

The CLBC electronic social record has been implemented using Sharepoint technology. Paper files for approximately 19,000 individuals have been scanned and are now available electronically. The first phase of the CLBC intranet has been implemented using Sharepoint technology.

Decision Support Systems

Data warehouse interfaces into PARIS have been designed. Implementation has occurred for the Residential Options Project. The Pro-Clarity Business Analysis tool has been acquired. Data quality from legacy systems continues to be a challenge. This is impacting implementation of the data warehouse.

Human Resources and Payroll

A Learning Management System has been acquired.

Infrastructure/Security – Desktop and Network

CLBC data centre is operational. Off-site data backup is in place. The e-mail infrastructure and province-wide scanning network is operational.

Plans and development work are ready for testing to convert from provincial government networks and desktops to an environment tailored to meet the CLBC community focus. Plans are developed to pilot a Community Living Centre with public Internet access for the individuals we support and their families.

File Conversion and Data Verification

File conversion of residential contracts is complete. Data verification of agreements and contracts is underway and scheduled for completion this year.

Measure: Percentage of staff who received training specific to their role.					ACHIEVED
Past Performance		2006/07 Performance		Future Performance	
04/05	05/06	Target	Actual	07/08	08/09
n/a	n/a	100%	100%	100%	100%

Goal/Objective 3 – Implement innovative and responsive services

Strategies:

Implement a Catalogue of Services which identifies the type and cost of available services while providing the flexibility needed to develop entirely new services. The catalogue will facilitate benchmarking in contracting and promote transparency and equity in allocation of financial resources.

A prototype Catalogue of Service and Guide to Support Allocation have been developed and tested across the province. Quality Service staff have been trained and are now using the Guide to Support Allocation tool to assist them in decision making about the allocation of funds for CLBC-funded services requested in plans. The intent of the catalogue and guide is to ensure equity and consistency in financial decision making while at the same time ensuring choice and flexibility in how services are provided. The next phase of the catalogue development is the automation and integration with our contract management system.

Work with individuals, families and service providers to develop and implement appropriate safeguards where this is requested or required

CLBC is committed to developing a comprehensive, multi-dimensional safeguards strategy aimed at ensuring that supports and services are provided in a safe and high quality manner. This includes an enhancement of natural supports or “informal safeguards,” such as personal support networks, family involvement and heightened community awareness on disability issues in combination with enhanced “formal safeguards” such as the development of standards for residential services and where needed, increases monitoring by CLBC staff.

A work plan to implement both formal and informal safeguards has been developed.

Crisis response planning is underway in three Quality Service Areas.

The first Safeguards Project RFP was issued mid-December 2006 and four personal network development projects began.

A provincial self-advocate forum focusing on leadership and safeguarding to draw attention to self-advocate concerns and to provide information and develop strategies to address these concerns was held in March 2007.

A Safeguards and Rights booklet and two posters were developed and made widely available to self-advocates throughout the province.

An orientation training session called Defining Quality in Service has been developed for quality service analysts to raise awareness in quality service staff in value-based, progressive methods of delivering funded supports and to assist them in service quality monitoring and enhancing service options.

Additional training in the response to critical incidents, health care planning and investigations is also underway and will ensure staff are aware of all related policies and expectations.

A Health and Safety Checklist was developed and sent to each of the 1,400 adult family care homes that CLBC contracts with directly and subsequent home visits have been completed by CLBC quality service analysts for 95 per cent of the homes. As an outcome of this initiative a variety of activities are taking place to enhance safety and quality service provision in these homes. New standards for family care homes include:

- Policy for enhanced monitoring practices
- Mandatory caregiver training
- Mandatory quality of life indicator reporting
- New contract development

Increase agency capacity to provide services and supports that are consistent with the CLBC vision and mandate by establishing a new contract framework that focuses on outputs which support person-centred outcomes

Contract templates have been re-designed to include sections on outputs and deliverables and broad outcome statements have been incorporated into contracts. Instructions/guidelines were provided on selecting and writing appropriate deliverables and training was incorporated into the Quality Service analyst training program.

Policy, practice and procedures have been developed and tested for individualized funding and direct payment, both of which support the CLBC vision.

Residential contracts have been broken down and re-written to capture data on the resource type and costs of individuals served.

Increase awareness about and availability of innovative residential and community support options for adults with a developmental disability. This is a new strategy.

CLBC is sponsoring a series of training events known as Explorations in Innovation. The intent of these various workshops is to provide individuals, family members, professionals and providers with exposure to ideas, practices and support models that are widely regarded as innovative. Workshops have been conducted on a range of topics, including innovative approaches to housing and small business development.

An Innovation section was added to the CLBC website.

Implemented and funded the Young Adults Community Options Initiative grants.

The CLBC Advisory Committee reports to the board and is also responsible for collecting and

sharing information throughout BC on new support options.

Develop an individual support plan for each person now served who requests and requires this

As individuals and families who are currently receiving services express a desire for change, individual support plans are completed. Our priority focus has been on those without services or in urgent or critical situations.

Identify individuals living in group homes who wish to move to alternative living arrangements and initiate the recruitment and training of residential caregivers

In 2006/07, 2,435 individuals who lived in group homes in BC were interviewed to determine if they or their families wished to explore other options. More than 25 family groups received formal presentations on different residential options. One hundred and seventy individuals were identified as interested in another option, while a further 160 individuals have been identified for follow up as having potential to move to another option.

In 2006/07, 28 individuals chose to move from group homes to either semi-independent living, home-sharing arrangements, or moved in with a family member.

Eleven agencies were awarded transformation grants to implement new person-centred services that will offer greater choice to individuals.

A provincial RFQ was posted to qualify agencies to recruit and oversee a network of providers interested in home sharing. Fifty-eight agencies throughout the province are now qualified to do so.

In consultation with provincial stakeholders, Draft Provincial Standards, an accompanying Monitoring Tool for home sharing and a curriculum for training home sharing providers have been developed. In addition to home sharing providers who have been recruited by agencies, the approximately 1,500 providers who directly contract with CLBC will undergo training in the Provincial Standards and Monitoring by March 31, 2008.

Measure: Increase the number of adults and children receiving CLBC supports who express satisfaction with CLBC services. **ACHIEVED**

Past Performance		2006/07 Performance		Future Performance	
04/05	05/06	Target	Actual	07/08	08/09
n/a	n/a	*establish baseline	63%	70%*	75%*

* Previous targets for 2007/08 and 2008/09 featured 20 per cent and 30 per cent respective increases above a baseline established in 2006/07. For greater clarity and public understanding, targets were revised to reflect actual percentage increases in satisfaction levels. A 75 per cent benchmark was set for each survey question to be achieved by 2008/09 and a process put in place to improve results for areas where CLBC does not meet this benchmark.

Measure: Number of adults who choose and successfully move from a staffed residential arrangement to a more individualized option. **ACHIEVED**

Past Performance		2006/07 Performance		Future Performance	
04/05	05/06	Target	Actual	07/08	08/09
n/a	establish baseline	25 people	28 people	*Discontinued	

* This performance measure has been removed from future Service Plans because it was considered inappropriate for CLBC to have pre-determined targets for choice-based initiatives. Adults with developmental disabilities will continue to be offered choice as to where they wish to live.

Measure: Percentage of adults currently receiving residential or day services who have an individual support plan in place. **ACHIEVED**

Past Performance		2006/07 Performance		Future Performance	
04/05	05/06	Target	Actual	07/08	08/09
n/a	establish baseline	5%	6%	15%	50%

Dear Sirs and Mesdames:

Re: Residential Options Project

I would like to take this opportunity on behalf of Gateway Society to express our appreciation for the respectful way in which you and your team conducted your review within our agency.

I also appreciate the creative and willing way you worked with me as Executive Director to creatively apply the review process within our agency. Together we did so in a way that both respected family wishes and yet professionally achieved the objectives of the review.

Thank you for your partnership in these matters.

Regards,

Sonia Osborne
Executive Director
Gateway Society Services
For Persons With Autism

Goal/Objective 4 – Increase choices for individuals and families

Strategies:

Introduce individualized funding and direct funding as payment options for adults and families to purchase needed supports and services

The policy and procedural framework for Individualized Funding (IF) and Direct Payment (DF) was completed. Direct payment for adult respite was implemented in the fall of 2006. IF policies were tested in three areas starting with South Vancouver Island in October 2006. Work began in the Upper Fraser and Northern Interior regions to introduce the opportunity for IF to individuals and families in these areas. A number of

families who are currently receiving services have requested their current funding arrangements be converted to IF.

Implement new financial policies to support the CLBC new service delivery model

Financial policies supporting Individualized Funding and Direct Payment options were developed and implemented.

Educate stakeholders about service innovations and options

Explorations in Innovation workshops were held across BC.

A section on innovation was

added to the CLBC website.

The Young Adults Community Options Initiative grants were implemented.

The Innovation Support Network was established which provides technical support to community partners interested in developing creative options for individuals with developmental disabilities and families in BC.

Conduct research on innovative service delivery model and best practices

CLBC is supporting the Adult Community Living Research project based at the UBC School of Social Work and Family Studies.

Measure: Number of adults using individualized funding to purchase supports and services.

NOT ACHIEVED

Past Performance		2006/07 Performance		Future Performance	
04/05	05/06	Target	Actual	07/08	08/09
n/a	n/a	25	0*	50	150

* 25 plans have been committed to and are in the final planning process but were not formalized in written agreements by March 31, 2007. Creating the policy framework and addressing taxation issues delayed the implementation schedule.

Measure: Number of families receiving direct payments for adult respite.

EXCEEDED

Past Performance		2006/07 Performance		Future Performance	
04/05	05/06	Target	Actual	07/08	08/09
n/a	n/a	25	219*	75**	125**

* Target was greatly exceeded due to allocation of increased resources and higher than anticipated uptake by families.

** Subsequent yearly targets have been adjusted in the 2007/08 Service Plan: 75 to 350 in 2007/08 and 125 to 475 in 2008/09.

Goal/Objective 5 – Increase community awareness and involvement in CLBC

Strategies:

Raise general awareness about CLBC by increasing the number of people who receive the CLBC newsletter and visit the CLBC website

The CLBC newsletter was re-designed and launched as *The Citizen* in 2006 to better reflect the new CLBC brand identity and goal of becoming a more accessible and inclusive organization. The newsletter has a community and self-advocate focus allowing us to showcase work taking place in BC communities particularly by the many self-advocates we strive to support.

Circulation of the newsletter continues to grow and demand from service providers for multiple copies of each issue has created new budget pressures. Plans are underway for an online format to help maintain printing costs. However, the preferred format remains the printed version.

The CLBC website was also re-branded and launched in 2006 to improve access to CLBC information in a variety of formats and to demonstrate easy accessibility. New website features are consistent with those defined by W3C's Web Content Accessibility Guidelines. Site visitors can choose font sizes and change screen colours to enhance readability.

Unique visits and return visits

continue to increase and public response to the new site has been positive.

Use a variety of communication methods to share information with stakeholders about CLBC activities and initiatives

As mentioned above, both the newsletter and website have undergone major re-designs. Circulation of the newsletter and visits to the website continue to increase.

New collateral material was developed. *An Introduction to CLBC for Children and Adults* has also been developed in both English and Chinese with additional languages under development.

More than 200 community meetings/forums took place over the last year with CLBC staff and senior management members facilitating discussions with individuals, families, service providers and stakeholders.

A comprehensive electronic database is currently under development to facilitate immediate communication ability to all partners on emergent and ongoing issues and initiatives.

Materials for a provincial multi-media campaign were also developed in 2006/07 for launch in the spring/summer of 2007. Materials include: bookmarks, posters, print

advertising and 30-second radio and TV advertising. All materials involved the participation of self-advocates and convey very positive community inclusion message. Details of the program success will be reported in the 2007-08 annual report.

Establish an Advisory Committee to the Board

CLBC established an Advisory Committee to the Board in October, 2006. The purpose of the committee is to provide the CLBC Board of Directors with a provincial point of view in four areas:

- Review satisfaction levels of CLBC services by gathering information through members' communication networks, and make recommendations for improvements in the CLBC Service Plan and Strategic Plan
- Recommend policy and practice to improve quality of life for people served by CLBC
- Explore long-range issues that may affect CLBC and recommend solutions
- Collect and share information throughout BC on new support options
- The committee has now met twice and is in the process of finalizing its 2007-08 work plan

Establish Community Councils in each of the 17 Community Planning and Development areas

Of the 17 Community Councils, 16 had members nominated and approved by the CLBC Board prior to March 31, 2007. CLBC received numerous nominations from interested families, self-advocates, community members and service providers through community-based advertising and managers' personal recruitment strategies. Nomination committees were formed in each area to assist the local manager in recruiting and selecting people whose names were put forward to the CLBC Board. Starting with the Vernon, Salmon Arm and Revelstoke council in November 2006, each of the 16 councils completed an orientation in their new roles and responsibilities.

Measure: Number of people who visit the CLBC website. **EXCEEDED**

Past Performance		2006/07 Performance		Future Performance	
04/05	05/06	Target	Actual	07/08	08/09
n/a	establish baseline	45,000	58,551*	46,818**	47,754**

* Reflects July 1, 2006, to March 31, 2007 only as previous data was lost by server host.

** Future targets will be adjusted in the Service Plan to reflect the higher than expected results in 2006/07.

Measure: Number of people who receive the CLBC newsletter. **EXCEEDED**

Past Performance		2006/07 Performance		Future Performance	
04/05	05/06	Target	Actual	07/08	08/09
n/a	establish baseline (1,700)	2,100	2,812	2,250*	2,450*

* Future targets will be adjusted in the Service Plan to reflect the higher than expected results in 2006/07.

Measure: Number of opportunities for information exchange between CLBC and its community partners.

Past Performance		2006/07 Performance		Future Performance	
04/05	05/06	Target	Actual	07/08	08/09
n/a	establish baseline	n/a	n/a	*Discontinued	

* This measure has been difficult to identify and define in a meaningful way and has therefore been removed from subsequent Service Plans. More than 200 community meetings, hundreds of direct e-mails, newsletter, website and other information exchanges have taken place. Throughout 2005/06 it became increasingly apparent that simply recording the number of meetings and number of people in attendance did not generate meaningful information.

FINANCIAL REPORT

Management Discussion & Analysis

This discussion and analysis of the financial results from operations and financial position for the year ended March 31, 2007 should be read in conjunction with the audited financial statements and accompanying notes. Management has included some forward-looking statements which we believe to be reasonable, based on information currently available but these statements are subject to risks and uncertainties that may cause actual results to differ from those forward looking statements.

History and financial structure

CLBC was incorporated July 1, 2005 and assumed from MCFD the policy, budgetary, contractual and operational responsibility for the delivery of community living services to adults. Assets, liabilities and regional staff related to adult community living services within MCFD, and the assets and liabilities of the Interim Authority for Community Living, were transferred to CLBC effective July, 1, 2005. As a consequence, unless otherwise indicated, prior year comparative figures represent nine months of operation.

Throughout fiscal 2005/06, CLBC regional staff had operational responsibility for the delivery of community living services to children. CLBC recovered those staff costs from MCFD.

Effective April 1, 2006, policy and budgetary responsibility for the delivery of community living services to children with developmental disabilities was transferred from MCFD to CLBC and in December 2006 all children's community living service contracts were transferred from MCFD to CLBC. As a result, by the last quarter of fiscal 2006/07, CLBC was contracting for all children's community living services and

recovered from MCFD the portion of the staff and service costs related to children who are non-developmentally disabled.

CLBC provides its program services through contractual arrangements with non-profit and private agencies throughout the province and directly delivers the services provided by the Provincial Assessment Centre. Management of these contractual relationships and the planning and support for individuals and their families is conducted through offices in nine Quality Service areas and 17 Community Living Centres distributed around the province, supported by corporate offices in Vancouver. Ninety-three per cent of CLBC's budget is expended on contracted and direct program services to individuals who they support.

Funding for CLBC operations is provided by a contribution from MCFD under Voted Appropriation 20 in the 2006/07 provincial budget, recoveries from MCFD relating to staff and children's services paid for by CLBC, recoveries from health authorities relating to individuals who they support with health-related issues, cost-sharing arrangements with the federal government for children-in-care and miscellaneous income and recoveries.

The majority of the population served by CLBC has life-long support requirements. As a result, the majority of supports implemented represent on-going commitments and expenditures. CLBC carefully manages its available resources over multiple years, monitoring the impact of the current year's commitments as they annualize into the following year. CLBC's objective is to balance the amount and timing of support commitments approved in any given year such that there is stability in the amount of new services being implemented from year to year.

The Community Living Authority Act mandates that CLBC not operate at a deficit without the prior approval of the Minister.

2006/07 Operating Environment and Risks

Service Demand

Throughout the year, demand from individuals and families for new or enhanced services was high. Early in the year, all regions reported identified support requests that exceeded available funding for new and enhanced services, with the potential that emergent and urgent requirements would exceed budget this year or effectively spend the 2007/08 funding. The following initiatives served to mitigate this risk during the fiscal year:

- Effective and comprehensive systems to monitor and forecast new and enhanced service commitments
- Regional management focus on the multi-year impact of service commitments
- Regional management initiatives to realize savings from existing services and contracts through contract re-negotiation, recovery of unearned revenue and service re-design
- Effective planning and prioritizing of services to avoid crisis
- Ensuring that crisis placements are of short duration and subject to a full re-evaluation once a personal plan has been developed
- Continued development of the waitlist for services and refinement of the waitlist policy

Service Provider Capacity

The community living sector has difficulty competing in the labour market as wages rise and unemployment falls across all sectors of the economy. As a result, service providers experience difficulty recruiting and retaining staff. Similarly, CLBC has found it ever more difficult to recruit Home Sharing providers (formerly known as Family Care) as the contract rates for this service have not increased in many years and in fact declined in 2004. Finally, in

many smaller communities, there are a limited number of agencies offering services and there are often limits on the type of services available. Mitigating these factors were:

- Contract increases of \$7.8 million under the Government's Negotiating Framework to cover service provider wage increases
- Contract increases of \$2.7 million from within CLBC's existing budget for other service provider cost pressures and to increase the Home Sharing rates
- Dialogue initiated, through the Residential Options Project, with service providers across the province around creating alternative resources and options for home activity

Internal Organizational Capacity

CLBC faced considerable risks related to the extent and pace of change it was undertaking. Implementing the new service delivery model without the support of the new service delivery management system increased workload in the regions. The level of staff effort in defining the business rules around the new systems exceeded expectations. Finally, there was a cultural shift to complete. Strategies management adopted to address this risk were to increase regional staffing to accommodate the additional workload, commit to enhanced communication with staff and continue the investment in staff training around systems, the service delivery model and innovation.

Fiscal 2006/07 Operating Results

CLBC closed the year ended March 31, 2007 with a surplus from operations of \$0.1 million on expenditures of \$632.9 million. Increased contributions from MCFD for adult services, augmented by contracted service savings of \$8.3 million enabled CLBC to implement additional adult services costing \$27.3 million annually and enhancing the lives of 1,236 individuals who they support. Re-allocation of \$1.7 million of historical surpluses within children's services increased access to family supports by 5 per cent without compromising other children's programs.

Operating Revenue & Expenses

\$ millions	2005/06	2006/07 Budget		2006/07	Variance
	Actual	Original	Restated	Actual	from
	(Note 1)		(Note 2)		Budget
Operating Revenue					
Contributions from the Province	424.6	599.9	602.1	610.3	8.2
Recoveries from MCFD	7.2	-	3.9	12.3	8.4
Other recoveries & cost sharing agreements	3.8	5.1	5.1	7.4	2.3
Interest & other income	5.4	0.2	0.2	2.5	2.3
Amortization of capital contributions	-	1.0	1.0	0.5	(0.5)
Total Revenue	441.0	606.2	612.3	633.0	20.7
Operating Expenses					
Contracted & Direct Program Services					
Adult	377.7	522.3	522.3	532.3	10.0
Children	-	46.8	46.8	55.1	8.3
Family Independence Fund Grant	30.0	-	-	-	-
Regional Operations & Administration	32.9	35.9	42.0	44.6	2.6
Capital asset amortization	0.2	1.2	1.2	0.9	(0.3)
Total Expense	440.8	606.2	612.3	632.9	20.6
Net Income from Operations	0.2	-	-	0.1	0.1
Capital Expenditures (\$ millions)	3.9	1.7	1.7	4.1	2.4
Total Debt	0.4	0.7	0.7	0.8	0.1
Net Assets (\$ millions)	1.4	1.4	1.4	1.5	0.1
FTEs	446	388	443	483	40

Note 1 Nine months only

Note 2 Budget has been re-stated to reflect generally accepted accounting principles (GAAP) related to contributions in kind and the inclusion of children's staffing and costs originally anticipated to transfer to MCFD

A comparison to prior fiscal year revenues and expenditures is challenging because the prior period represents the nine months since incorporation. However, some significant transactions and changes that impact comparability between 2005/06 and 2006/07 are:

In 2005/06 CLBC received a one-time contribution from the province of \$30 million and granted those funds to the Vancouver Foundation to establish the Family Independence Fund.

In April 2006, CLBC assumed budgetary responsibility for certain children's community living services amounting to \$46.8 million of contracted service expenditures and \$6.2 million of regional staffing and operating costs. These additional costs were funded by increased contributions from the province of \$51.5 million and recoveries from federal cost sharing agreements of \$1.5 million.

Operating Revenue

Contributions from the province include an in-kind contribution of information technology infrastructure of \$2.2 million and \$608.1 million of operating contribution from MCFD. CLBC's on-going operations received a budgeted increase in operating contribution from MCFD of \$26.1 million (4.5 per cent). Of this, \$23.2 million was directed to contracted program services and \$2.9 million was for regional operations and a number of projects. Additional un-budgeted contributions were received during the year of \$8.2 million to fund the CLBC staff and contracted service provider compensation increases under the Government's Negotiating Framework.

Recoveries from MCFD were \$12.3 million and exceeded budget by \$8.4 million. Of this, \$7.5 million was due to the transfer of all children's contracts to CLBC in the last quarter of the fiscal year. As a result, those contracts related

to children for whom MCFD had budgetary responsibility had to be billed and recovered from MCFD. The balance of the variance relates to additional staffing costs approved by MCFD for the delivery of their autism services.

Other major revenue variances from budget were recoveries from health authorities (\$1.6 million higher than budget) relating to new services implemented in the year and interest income (\$1.6 million higher than budget) due to higher cash balances.

Contracted & Direct Program Services – Adult & Provincial

Total expenditures on adult contracted and direct program services were \$532.3 million which was \$10 million higher than budget. \$8.9 million of this variance was due to un-budgeted compensation increases and other service provider cost pressures which were partially funded by MCFD contributions. The balance of the higher than budget spending (\$1.1 million) is more than offset by the increased health authority recoveries (\$1.6 million) which are directly related to these services, with the net result that adult contracted and direct program services were slightly under budget for the year.

Of the budgeted \$23.2 million MCFD contribution increase for contracted program services, \$12.2 million went to the annualizing cost of new service commitments

implemented in 2005/06, leaving \$11.0 million to fund new commitments in 2006/07. This funding was augmented by the re-allocation of \$2.7 million from CLBC's administration budget and savings of \$6.0 million (annualizing to \$8.3 million) realized within existing contracted program service expenditures.

Mortality accounted for \$1.0 million (\$1.9 million annually) of the service savings identified, with \$2.3 million (\$1.3 million annually) arising from the careful management of contracts and recoveries, and \$2.7 million (\$5.1 million annually) coming from service re-design to more appropriately match the services with the disability-related need, the latter being done in collaboration with individuals who they support, families and service providers. All of these savings were immediately made available to support other individuals and, with the incremental funding from MCFD and re-allocations from administration, allowed for 1,901 new or enhanced services to be implemented, providing support to 1,236 individuals at an annualized cost of \$27.3 million.

Adult Contracted Program Services

New & Enhanced Service Statistics

	2004/05 (Note 1)	2005/06 (Note 1)	2006/07
Total Number of Supported Individuals	9,611	9,946	10,400
% increase from previous year	3.6%	3.5%	4.6%
New or Enhanced Services Implemented (Note 2)			
Number of services	1,196	1,528	1,901
Number of individuals supported	792	991	1,236
Cost within the fiscal year (\$millions)	11.9	16.0	18.5
Annual cost of service (\$ millions)	20.3	22.3	27.3
Average annual cost per person (\$000s)	25.6	22.5	22.1
Contracted Service Savings (Note 2)			
Saving within the fiscal year (\$millions)	n/a	3.0	6.0
Annual service saving (\$ millions)	n/a	1.8	8.3

Note 1

2004/05 and 2005/06 represent a full years data to the extent that it was available from MCFD's legacy systems

Note 2

In 2005/06, CLBC took steps to improve the manual reporting systems used to monitor new and enhanced service approvals. This manual system was implemented by MCFD in 2004/05 however its focus tended to be on the net cost to government and therefore savings that were re-deployed into new services may not always have been captured. Accordingly, both "New and Enhanced Services Implemented" and "Contracted Service Savings" may be understated in 2004/05 and to a lesser degree in 2005/06. During 2007/08 the capture of this data will be automated with the implementation of the PARIS service delivery management system.

Subject to the data quality issues discussed in the table on the previous page, the number of individuals supported by new or enhanced services in 2006/07 was 245 (25 per cent) higher than the previous year. This was in part due to a strategy adopted to provide small amounts of support, through respite funding, to a larger number of families to ease immediate demand pressures. The decline in average costs one would expect from this strategy are not seen because of a significant increase in the costs of children-in-care transitioning into the adult service at a cost of \$2.2 million (64 per cent) more than in the previous year.

Due to the on-going nature of the supports CLBC provides to individuals, regional management must manage service commitments to ensure that services implemented in the current fiscal year do not consume, as they annualize, a disproportionate amount of funding from the next fiscal year. Regional management was successful in managing commitments to be on budget for both the current fiscal year's cost and the annualized impact.

Contracted & Direct Program Services – Children

Total expenditures on children's contracted program services was \$55.1 million which was \$8.3 million higher than budgeted. Although MCFD transferred the budget for children with developmental disabilities to CLBC on April 1, 2006, they continued to be responsible for all contracting and payments, and invoiced CLBC for its share of the expenditures. In December 2006, MCFD transferred all of the child community living contracts to CLBC and from that time on, CLBC invoiced MCFD for the portion of the expenditures related to children without a developmental disability. The contract expenditures in the last quarter invoiced to MCFD amounted to \$7.5 million which makes up the largest part of the unfavourable variance from budget. The balance arises from \$0.5 million of compensation increase to service providers under the Negotiated Framework,

which was funded by contributions from MCFD, and \$0.3 million higher than budgeted levels of service delivered.

Analysis of the budgets transferred from MCFD indicated that there was a significant and permanent favourable variance on residential services spending that had been developing for some years due to the declining numbers of children-in-care. In addition, management recognized a significant un-met demand in family support services, expenditures which contribute to the declining numbers of children-in-care. Accordingly, management re-allocated \$1.7 million of residential budget to increase spending on family support programs.

Currently data does not exist on the number of services, individuals supported and cost of individual services for children. No manual process has been put in place to capture systematically the new and enhanced services implemented, nor the savings realized from contract management, aging out and service re-design. To the extent possible, these data elements will be captured should children's services be fully implemented on the PARIS service delivery management system in 2007/08.

Regional Operations & Administration

Expenditures on regional operations and administration were \$44.6 million and were \$2.6 million over budget. Overall, expenditures were comparable to 2005/06 which was \$32.9 million over a nine-month period.

CLBC continued to feel the dislocation of the major change process being undertaken. Moving to the new service delivery model and the implementation of the information systems resulted in significant workload for regional staff and 20 regional FTEs were added to assist in the transition at a cost of \$1.2 million, along with a further 10 FTEs (\$0.5 million) addressing file conversion to the electronic system. An additional 10 FTEs were also engaged to support MCFD's autism programs and the transfer of children's contracting to CLBC at a cost of \$0.7 million which was recovered from MCFD.

Un-budgeted compensation increases under the Negotiating Framework of \$0.6 million, funded by MCFD contributions, further increased salary and wage costs that were in total \$3.0 million over budget.

Non-salary costs were under budget by \$0.4 million, with higher information system charges for legacy systems from MCFD being more than offset by under-spending of some regional projects and delays in implementing the community council and advisory committee structures.

Residential Options Project

Within the regional operations budget was a one-time contribution from MCFD to undertake the province-wide interviewing of adult individuals residing in staffed residential resources (group homes) to determine if they had an interest in pursuing alternative residential models. The objective was to provide individuals with the opportunity for a more inclusive, community-based setting which would also have the potential of reducing the residential cost so that funds could be re-directed to address the needs of people on the waitlist.

By March 31, 2007 all individuals (2,435) in staffed residential resources had been interviewed and 330 individuals were considered to have the potential to move to an alternative model, with 170 choosing to enter into the planning process to explore the options further.

Within the increased MCFD contribution for adult contracted services was \$1.1 million of on-going funding to support the transitioning of individuals choosing to make such a move. In this fiscal year \$0.3 million was applied to this purpose with the balance used to support other one-time new or enhanced services implemented. By March 31, 28 individuals had chosen to move from a staffed residential resource to an alternative residential model. The total annual cost of the residential service for these 28 people was reduced by \$1.3 million which is a 47 per cent reduction. To the extent that these savings were realized by the closure of the resource or

by filling the vacancy, they have been included in the contracted service savings that were re-allocated in the regions to meet other support needs.

Capital Expenditures

CLBC capital expenditures relate to information systems, leasehold improvements and furniture, and vehicles. CLBC received capital contributions from MCFD under Voted Appropriation 20 of the 2006/07 Provincial Budget. The contributions are deferred and amortized to income over the life of the assets acquired with the funds. The contributions are primarily applied to information systems expenditures with vehicles being acquired under capital leases and other assets acquired from internal cash flow.

Additions for the year amounted to \$4.1 million of which \$2.8 million is for information systems. The higher level of spending that the budgeted grant of \$1.7 million results from the expenditure of capital grants received in the previous fiscal year.

The Information Resource Management Plan guides CLBC's information systems investment. This multi-year plan approved in 2005/06 implements an integrated suite of applications and the supporting infrastructure to manage CLBC's \$600+ million budget in providing supports to the more than 19,000 individuals we serve. Major components of the systems plan are:

- service delivery management system (PARIS)
- contract management system (Upside)
- data warehouse and decision support systems (Sequel Server and Pro-Clarity)
- document management (Sharepoint)
- network infrastructure and desktop applications
- general ledger and accounts payable (to be determined)
- human resources and payroll (to be determined)

The systems, once implemented, will provide a longitudinal social record for each individual served by CLBC, automate much of the contracting process and move it to an electronic environment with effective and comprehensive reporting on deliverables and outcomes. It will facilitate the capture of information on the services provided and individuals who they support and will provide analytical tools to assist in planning and forecasting.

In 2006/07, the majority of effort and expenditure was directed towards network architecture, infrastructure, document management, PARIS deployment, development of the data warehouse and the acquisition of the contract management system. The development effort continues in 2007/08 with the implementation of the contract management system and a general ledger solution, continued evolution of PARIS service delivery management system and the movement to CLBC's own network and desktop that will provide secure communication with service providers.

Total expenditures on the systems plan to date are \$5.4 million.

Net Assets and Liquidity

Cash at March 31, 2007 amounted to \$14.1 million, down \$2.2 million from the previous year. Cash outflow from operations was only \$0.2 million with the balance of the cash reduction arising from the cash outflow from capital expenditures of \$4.1 million exceeding the financing cash inflow of \$2.1 million in the year. The higher capital expenditure level was funded from deferred capital contributions received in the previous year. CLBC has \$1.9 million of unspent capital contributions at March 31, 2007 and management believes that this amount, plus contributions included in the service plan for 2007/08 and 2008/09, will be sufficient to complete the information systems project.

Net assets, being retained earnings, increased by \$0.1 million and now stand at \$1.5 million.

Data Integrity

Management has a high degree of confidence

in the integrity of financial data with financial systems and internal controls that have been reviewed and considered reliable. Operational and statistical data on the number of individuals supported, new and enhanced services provided and the nature and type of contracts and resources under contract to CLBC is either not available or is derived from legacy systems within MCFD or manual data collection processes. Steps have been taken to enhance the manual processes for new and enhanced service/savings data and the collection of waitlist data and these processes will be automated in 2007/08 as the resource allocation modules of PARIS are implemented. During the implementation of the registration module of PARIS, demographic data on supported adult individuals was migrated from the legacy systems into PARIS. Adjustments have been made for duplicate records and the correction of eligibility status. As a result, while management has confidence in the March 2007 numbers, analysis will continue into 2007/08 to ensure data quality.

Future Outlook

Regional management was successful in managing new and enhanced adult service commitments within the fiscal year to ensure that the annualizing cost of the 2006/07 commitments was only \$0.2 million over the budgeted amount of \$7.0 million. As a consequence, the \$27.1 million of new annual service commitments budgeted for in the 2007/08 service plan will not be compromised. However, there are other factors that may cause new services to be up to \$6 million lower than planned. These include un-funded service provider cost pressures of \$2.1 million and concerns about the savings estimates from the Residential Options Project and general contracting savings. If new adult services do decline to that extent it will apply additional pressure to service demand and the service waitlist.

Children's services will be maintained at their current level which reflects 2006/07's increased commitment to family support services. Concerns about the increasing unit cost of children-in-care services will be monitored.



Report of the
Office of the Auditor General
of British Columbia

*To the Board of Directors
of Community Living British Columbia, and*

*To the Minister of Children and Family Development,
Province of British Columbia:*

I have audited the statement of financial position of *Community Living British Columbia* as at March 31, 2007 and the statements of operations, changes in net assets and cash flows for the year then ended. These financial statements are the responsibility of Community Living British Columbia's management. My responsibility is to express an opinion on these financial statements based on my audit.

I conducted my audit in accordance with Canadian generally accepted auditing standards. Those standards require that I plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In my opinion, these financial statements present fairly, in all material respects, the financial position of *Community Living British Columbia* as at March 31, 2007 and the results of its operations and cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

*Victoria, British Columbia
May 11, 2007*

Errol Price, CA
Acting Auditor General

Financial Statements

Statement of Management's Responsibility for Financial Reporting

The financial statements of Community Living British Columbia have been prepared by management in accordance with Canadian generally accepted accounting principles.

Management is responsible for the preparation of the financial statements and has established systems of internal control to provide reasonable assurance that assets are safeguarded, transactions are properly authorized and financial records provide reliable information for the preparation of timely financial statements.

The Finance and Audit Committee comprises members of the Board of Directors of Community Living British Columbia and oversees management's discharge of its financial reporting responsibilities. The committee meets regularly with management and representatives of the external auditors to review financial information prepared by management and discuss relevant matters. The external auditors have full and free access to the committee.

These financial statements have been approved by the Board of Directors on recommendation of the Finance and Audit Committee and the Auditor General of British Columbia has performed an independent audit of the financial statements in accordance with generally accepted auditing standards. The Auditor's Report outlines the scope of this independent audit and expresses an opinion on the financial statements of Community Living British Columbia.



Rick Mowles
Chief Executive Officer



Richard Hunter
Vice President Corporate Services

COMMUNITY LIVING BRITISH COLUMBIA

Statement of Financial Position

(Expressed in thousands of dollars)

As at March 31, 2007 (note 12)

	2007	2006
Assets		
Current assets:		
Cash	\$ 14,074	\$ 16,241
Accounts receivable and prepaid expenses	5,952	2,251
	20,026	18,492
Retiring allowance amounts receivable (note 4)	1,139	988
Capital assets (note 5)	6,841	3,652
	\$ 28,006	\$ 23,132

Liabilities and Net Assets

Current liabilities:		
Accounts payable and accrued liabilities	\$ 12,094	\$ 6,968
Salaries, wages and benefits payable	4,494	6,249
Employee leave liability payable	1,137	1,472
Capital lease obligations (note 6)	146	126
	17,871	14,815
Capital lease obligations (note 6)	613	266
Accrued retiring allowance liabilities (note 4)	1,247	1,046
Deferred capital contributions (note 7)	6,741	5,556
	26,472	21,683
Net assets:		
Invested in capital assets (note 8)	1,261	690
Unrestricted	273	759
	1,534	1,449
	\$ 28,006	\$ 23,132

Commitments and contingencies (note 11)

The accompanying notes are an integral part of these financial statements.

Approved on behalf of the board:


 Lois Hollstedt
 Chair


 Ken Crump
 Finance & Audit Committee Chair

COMMUNITY LIVING BRITISH COLUMBIA

Statement of Operations

(Expressed in thousands of dollars)

For the year ended March 31, 2007 (note 12)

	2007	2006 (9 months)
Revenues:		
Contributions:		
Ministry of Children & Family Development operating grant	\$ 608,018	\$ 390,747
Ministry of Finance	–	31,731
Ministry of Labour and Citizens' Services (note 10)	2,240	2,240
Recoveries: Ministry of Children & Family Development (note 1)	12,293	7,196
Cost sharing agreements with regional health authorities	5,815	3,793
Revaluation of transferred liabilities	–	4,580
Interest income	1,801	512
Recoveries: Federal Government	1,567	–
Other Income	683	242
Amortization of deferred capital contributions	538	–
	632,955	441,041
Expenses:		
Adult Contracted Program Services:		
Residential	374,700	275,365
Non-residential	154,906	100,219
Children's Contracted Program Services		
Residential	40,851	–
Non-residential	14,237	–
Family Independence Fund grant	–	30,000
Compensation and benefits	32,767	24,886
Building occupancy costs	4,524	2,846
Information technology (note 10)	2,240	2,240
Administration costs	3,542	2,735
General expenses	4,224	2,360
Amortization of capital assets	879	213
	632,870	440,864
Excess of revenues over expenses	\$ 85	\$ 177

The accompanying notes are an integral part of these financial statements.

COMMUNITY LIVING BRITISH COLUMBIA

Statement of Changes in Net Assets

(Expressed in thousands of dollars)

For the year ended March 31, 2007 (note 12)

	Invested in capital assets	Unrestricted	Total 2007	Total 2006 (9 months)
Net assets, beginning of period	\$ 690	\$ 759	\$ 1,449	\$ –
Net assets transferred from the Interim Authority for Community Living	–	–	–	1,272
Excess (deficiency) of revenues over expenses	(341)	426	85	177
Net change in capital assets	912	(912)	–	–
Net assets, end of period	\$ 1,261	\$ 273	\$ 1,534	\$ 1,449

The accompanying notes are an integral part of these financial statements.

COMMUNITY LIVING BRITISH COLUMBIA

Statement of Cash Flows

(Expressed in thousands of dollars)

For the year ended March 31, 2007 (note 12)

	2007	2006 (9 months)
Cash provided by (used in):		
Operating activities:		
Excess of revenue over expenses	\$ 85	\$ 177
Items not involving cash:		
Amortization of deferred capital contributions	(538)	–
Amortization of capital assets	879	213
	426	390
Changes in non-cash working capital	(614)	6,448
	(188)	6,838
Financing activities:		
Additions to deferred capital contributions	1,723	4,055
Additions to obligations under capital leases	490	–
Repayment of obligations under capital leases	(124)	(94)
	2,089	3,961
Investing activities:		
Purchase of capital assets	(4,068)	(1,605)
(Decrease) increase in cash before net asset transfers	(2,167)	9,194
Cash included in net asset transfers from:		
Province of British Columbia	–	5,287
Interim Authority for Community Living	–	1,760
	–	7,047
(Decrease) increase in cash	(2,167)	16,241
Cash, beginning of period	16,241	–
Cash, end of period	\$ 14,074	\$ 16,241

The accompanying notes are an integral part of these financial statements.

COMMUNITY LIVING BRITISH COLUMBIA

Notes to the Financial Statements

(Expressed in thousands of dollars)

For the year ended March 31, 2007 (Note 12)

1. Authority and purpose

Community Living British Columbia ("CLBC") was established on July 1, 2005 under the Community Living Authority Act as a Crown Agency of the Province of British Columbia.

CLBC is accountable to the provincial government through the Minister of Children and Family Development (the Minister) and is mandated to provide a variety of community living supports and services for children and adults with developmental disabilities, and their families. These supports and services are provided through contract arrangements with individuals and agencies throughout the province.

CLBC assumed responsibility, from the Ministry of Children and Family Development ("MCFD"), for the provision of community living services to adults (individuals aged 19 and over) effective July 1, 2005 and children with developmental disabilities effective April 1, 2006. CLBC is responsible for directing operations, enforcing standards, and managing funds and services. The Minister sets funding levels, establishes provincial service standards and monitors performance.

By agreement with MCFD, CLBC provides staff support, and effective January 1, 2007 has assumed contracting and payment responsibility, for MCFD's community living services provided to special needs children without a developmental disability. The cost of the contracted services and staff support is recovered from MCFD who remain responsible for the funding, policy, monitoring and accountability of community living programs for those children.

CLBC is dependant on MCFD to provide sufficient funding to continue operations, replace equipment and complete capital projects.

CLBC is exempt from goods and services tax and both federal and provincial income and capital taxes.

2. Significant accounting policies

(a) Basis of presentation:

These financial statements have been prepared in accordance with Canadian generally accepted accounting principles for not-for-profit organizations.

(b) Revenue recognition:

Contributions are accounted for under the deferral method.

Operating grants are recorded as revenue in the year to which they relate. Grants approved but not yet received at the end of the year are accrued. Where a portion of a grant relates to a future year, it is deferred and recognized in that subsequent year.

Unrestricted contributions are recognized as revenue when received or receivable if the amount can be reasonably estimated and collection is reasonably assured.

COMMUNITY LIVING BRITISH COLUMBIA

Notes to the Financial Statements

(Expressed in thousands of dollars)

For the year ended March 31, 2007 (Note 12)

Externally restricted operating contributions are recognized as revenue in the year in which the related expenses are incurred. Contributions externally restricted for the purchase of capital assets are deferred and amortized into revenue on the same basis as the related capital assets are amortized.

Contributed materials and services are recognized when a fair value can be reasonably estimated, the materials and services are used in the normal course of business, and they would otherwise have been purchased.

(c) Capital assets:

Capital assets are recorded at cost. Amortization is calculated on a straight-line basis over the assets' estimated useful lives or lease term at the following rates:

Asset	Rate
Leasehold improvements	Lease term to a maximum of 5 years
Vehicles	7 years
Furniture and equipment	5 years
Information systems	3 - 5 years

Assets acquired under capital lease are amortized over the lesser of the estimated life of the asset and the lease term.

Systems development work-in-progress represents the unamortized costs incurred to date for the development of information technology which is not substantially complete. On completion the work-in-progress balance is transferred to the completed assets account and amortized over its estimated useful life.

(d) Employee future benefits:

Liabilities, net of plan assets, are recorded for employee retiring allowance benefits as employees render services to earn those benefits. The actuarial determination of the accrued benefit obligations uses the projected benefit method prorated on service (which incorporates management's best estimate of future salary levels, other cost escalation, retirement ages of employees and other actuarial factors).

Defined contribution plan accounting is applied to the multi-employer defined benefit pension plan because sufficient information is not available to apply defined benefit accounting. Accordingly, contributions are expensed as they become payable.

3. Measurement uncertainty

In preparing these financial statements, management has made estimates and assumptions that affect the reported amounts in the financial statements and the disclosure of contingent assets and liabilities. Significant areas requiring the use of management estimates include the determination of useful lives of capital assets and the estimation of amounts which may become payable to retiring employees.

COMMUNITY LIVING BRITISH COLUMBIA

Notes to the Financial Statements

(Expressed in thousands of dollars)

For the year ended March 31, 2007 (Note 12)

4. Employee future benefits

(a) Employee retiring allowance benefits:

Employees with twenty years of service and having reached a certain age are entitled to receive special payments upon retirement or as specified by collective agreements. These payments are based upon entitlements for each year of service.

The majority of employees were transferred to CLBC from the Ministry of Children & Family Development on July 1, 2005 and under an agreement between CLBC and the Public Service Agency ("PSA") of the British Columbia government, future retiring allowance payments are recoverable from PSA to the extent that the employee service accrued before July 1, 2005.

Retiring allowance liabilities and the related receivable from PSA are based on an actuarial valuation at March 31, 2007. The next required valuation will be as of March 31, 2010.

(b) Employee pension benefits:

CLBC and its employees contribute to the Public Service Pension Plan ("the Plan"). The Public Service Pension Board of Trustees, representing plan members and employers, is responsible for overseeing the management of the Plan, including investment of the assets and administration of benefits. The Plan is a multi-employer contributory pension plan. Basic pension benefits are defined. The Plan has about 50,000 active plan members and approximately 31,000 retired plan members.

Every three years an actuarial valuation is performed to assess the financial position of the Plan and the adequacy of plan funding. The latest valuation as at March 31, 2005, indicated an unfunded liability of \$767 million for basic pension benefits. The next valuation will be as at March 31, 2008 with results available in early 2009. The actuary does not attribute portions of the unfunded liability to individual employers. Employer contributions to the Plan of \$2,225 were expensed during the year ending March 31, 2007 (2006 - \$1,245 for the nine months ending March 31, 2006).

COMMUNITY LIVING BRITISH COLUMBIA

Notes to the Financial Statements

(Expressed in thousands of dollars)

For the year ended March 31, 2007 (Note 12)

5. Capital assets

2007	Cost	Accumulated amortization	Net book value
Leasehold improvements	\$ 1,155	\$ 347	\$ 808
Vehicles	1,157	398	759
Furniture and equipment	499	52	447
Information systems	4,321	551	3,770
Systems development work-in-progress	1,057	—	1,057
	\$ 8,189	\$ 1,348	\$ 6,841

2006	Cost	Accumulated amortization	Net book value
Leasehold improvements	\$ 754	\$ 170	\$ 584
Vehicles	727	335	392
Furniture and equipment	96	4	92
Information systems	23	9	14
Systems development work-in-progress	2,570	—	2,570
	\$ 4,170	\$ 518	\$ 3,652

6. Capital lease obligations

Vehicles are leased under capital leases. The minimum lease payments under these agreements for each of the next five years and thereafter are as follows:

	2007	2006
Year ending March 31,		
2007	\$ —	\$ 126
2008	181	84
2009	175	78
2010	155	71
2011	148	65
2012 and thereafter	209	7
	868	431
Less amount representing interest	109	39
Present value of capital lease obligations	759	392
Less current portion	146	126
Long term portion of capital lease obligations	\$ 613	\$ 266

COMMUNITY LIVING BRITISH COLUMBIA

Notes to the Financial Statements

(Expressed in thousands of dollars)

For the year ended March 31, 2007 (Note 12)

7. Deferred capital contributions

Deferred capital contributions represent the unamortized amounts and unspent amounts of grants received for the purchase of capital assets. Amortization of deferred capital contributions is recorded as revenue in the Statement of Operations.

	2007	2006
Deferred capital contributions, beginning of period	\$ 5,556	\$ –
Contributions received:		
Transferred from the Interim Authority for Community Living		1,501
Received from the Ministry of Children and Family Development	1,723	4,055
Amount amortized to revenue	(538)	–
Deferred capital contributions, end of period	\$ 6,741	\$ 5,556

The balance of deferred capital contributions related to capital assets consists of the following:

	2007	2006
Unamortized deferred capital contributions used to purchase capital assets	\$ 4,821	\$ 2,570
Unspent contributions	1,920	2,986
	\$ 6,741	\$ 5,556

8. Invested in capital assets

(a) The amount invested in capital assets is calculated as follows:

	2007	2006
Capital assets (net)	\$ 6,841	\$ 3,652
Less amounts financed by:		
Deferred capital contributions	4,821	2,570
Obligations under capital leases	759	392
	\$ 1,261	\$ 690

COMMUNITY LIVING BRITISH COLUMBIA

Notes to the Financial Statements

(Expressed in thousands of dollars)

For the year ended March 31, 2007 (Note 12)

8. Invested in capital assets (continued):

(b) The deficiency of revenue over expenses related to capital assets is calculated as follows:

	2007	2006
Amortization of deferred capital contributions	\$ 538	\$ –
Amortization of capital assets	(879)	(213)
	\$ (341)	\$ (213)

(c) The change in the amount invested in capital assets for the year is calculated as follows:

	2007	2006
Purchase of capital assets	\$ 4,068	\$ 1,605
Amounts funded by deferred capital contributions	(2,790)	(1,510)
Amounts funded by capital lease	(490)	–
Payment of obligations under capital leases	124	94
	\$ 912	\$ 189

9. Financial instruments

Financial instruments include cash, accounts receivable, accounts payable and accrued liabilities and obligations under capital leases. It is management's opinion that there is no significant exposure to interest, currency or credit risks arising from these financial instruments. The fair values of these instruments approximate their carrying values.

COMMUNITY LIVING BRITISH COLUMBIA

Notes to the Financial Statements

(Expressed in thousands of dollars)

For the year ended March 31, 2007 (Note 12)

10. Related party transactions

CLBC is related through common control to all Province of British Columbia ministries, agencies and Crown corporations. Transactions with these entities are considered to be in the normal course of operations and are recorded at their fair market value.

Revenues derived from related parties are disclosed in the statement of operations. The amounts of related party transactions included within expenses are as follows:

	2007	2006
Adult Contracted Program Services:		
Residential	\$ 4,024	\$ 2,536
Non-residential	2,209	1,326
Children's Contracted Program Services:		
Residential	11,006	—
Non-residential	18,956	—
Compensation and benefits	2,047	890
Building occupancy costs	4,626	2,846
Information technology	2,240	2,240
Administration costs	2,027	1,744
General expenses	100	122

Computer network and infrastructure are provided by the Ministry of Labour and Citizens' Services without charge. The estimated fair market value of these services for the period was \$2,240 which has been recorded as both a contribution and an expense in the statement of operations.

In addition to those disclosed on the statement of financial position, assets and liabilities at March 31st with related parties were:

	2007	2006
Accounts receivable and prepaid expenses	\$ 4,734	\$ 1,868
Accounts payable and accrued liabilities	2,848	2,076
Salaries, wages and benefits payable	312	209

COMMUNITY LIVING BRITISH COLUMBIA

Notes to the Financial Statements

(Expressed in thousands of dollars)

For the year ended March 31, 2007 (Note 12)

11. Commitments and contingencies

(a) Operating lease commitments:

Premises are leased from a related party. The minimum lease payments under these agreements for each of the next five years are as follows:

Year ending March 31,	
2008	\$ 3,921
2009	3,738
2010	3,686
2011	3,510
2012	1,640
	<hr/>
	\$ 16,495

(b) Contingencies:

As a consequence of the nature of CLBC's ordinary activities, there may be potential or pending litigation at any given time.

CLBC has been named as a co-defendant in one claim. At this time, the uncertainties surrounding this claim are such that it is not possible to determine the likelihood of success or potential financial consequences.

Management believes that CLBC has adequate insurance coverage in place for this unsettled claim and, in the event this claim is successful, that it will not have a material effect on the financial position of CLBC.

12. Comparative figures

Operations commenced on July 1, 2005 and accordingly, the comparative figures presented in these financial statements reflect nine months of operations. Certain comparative figures have been reclassified to conform with classifications adopted in the current year.

ALIGNMENT WITH GOVERNMENT'S STRATEGIC PLAN

The BC government re-stated its intention in its 2006/07 – 2008/09 Strategic Plan to achieve Five Great Goals during the next decade to enable BC to become “a prosperous and just province, whose citizens achieve their potential and have confidence in the future.”

Great Goal #3 – Build the best system of support in Canada for persons with disabilities, those with special needs, children at risk, and seniors – relates directly to the CLBC mandate under the Community Living Authority Act.

The CLBC service delivery model is based on international best practice. It is designed to be fair, sustainable and accessible and to provide flexible, innovative and responsive supports and services to adults with a developmental disability as well as children and youth with special needs and their families.

The primary goals of the CLBC service delivery model are to help individuals and families:

- access supports and services needed to address disability-related needs
- be part of a growing network of personal relationships
- engage in real work for real pay
- play valued roles in the community such as friend, neighbour, employee and volunteer
- use generally available community supports and services that people without a disability routinely do, for example, public transportation and health care
- participate in everyday community events, activities and groups
- be recognized for their contributions to the community

These person-centred outcomes add to the social fabric of the province's diverse communities

as people with developmental disabilities contribute their gifts and talents. In doing so, they add creativity and energy to community life. The CLBC approach also aligns fully with government's core values outlined in its strategic plan. These values, presented below, are also reflected in the work CLBC does to meet its mandate:

- **Integrity:** make decisions in a manner that is consistent, professional, fair, transparent and balanced
- **Fiscal Responsibility:** implement affordable public policies
- **Accountability:** enhance efficiency, effectiveness and the credibility of government
- **Respect:** treat all citizens equitably, compassionately and respectfully
- **Choice:** afford citizens the opportunity to exercise self-determination

Changes in the CLBC mandate or the direction provided by government are set out in a Shareholder Letter of Expectation from the Minister to CLBC. The most significant change in the current Shareholder Letter of Expectation is the direction given to CLBC to work with the Ministry of Children and Family Development to implement an approved plan for the delivery of children's services.

Work is being done now to define the future working relationship of CLBC and MCFD related to children and to ensure services are comprehensive and coordinated, provided in the best interests of children and families. Until this work is complete, CLBC and MCFD will work together to ensure a coordinated approach to supporting children and their families. A protocol clarifies the specific field level roles and responsibilities of each party.

CORPORATE GOVERNANCE

In 2005, the Board Resourcing and Development Office established Governance and Disclosure Guidelines for Governing Boards of British Columbia Public Sector Organizations. The guidelines set out governance principles and disclosure practices for public sector organizations in BC. The CLBC Board of Directors has ensured that CLBC's internal framework complies with the principles set forth in the guidelines.

Government has established guiding principles on corporate governance and disclosure for its crown agencies that describe roles, responsibilities and accountabilities. A shareholder's letter of expectations describes the relationship between the government as shareholder and Community Living British Columbia on issues such as mandate, performance expectation and strategic priorities. This letter is periodically updated as required.

Board Composition and Succession

The board consists of up to 11 directors who are appointed by the Minister of Children and Family Development based on recommendations by the Board Resourcing and Development Office within the Premier's office. Length of board terms are rotating to ensure board succession and renewal.

In accordance with the Community Living Authority Act, a majority of directors are individuals who are described as "community living support." This includes individuals providing support and services to children and adults with developmental disabilities or their families and persons with a significant connection to such individuals, including family members. Furthermore, two of the directors are required to be individuals with developmental disabilities.

Board members are independent from management.

Role of the Board

The responsibilities of the board are determined by the Community Living Authority Act and by governance policies that the board has established to delineate its responsibilities from those of management.

In particular, the board has established a financial signing authority policy that sets out the limits of management's authority to approve financial transactions.

The board is responsible for approving the service plan, strategic plan, annual operating plan and sets budget and monitors the performance of management in achieving these plans. Performance indicators are being developed to assist the board in this oversight role.

The board exercises its financial oversight responsibilities through the Finance and Audit Committee as described below.

Board Operations

An organization and procedure bylaw sets out the rules by which the board's internal organization and proceedings are governed. The board meets monthly and meetings are open to the public. Board minutes are prepared and made publicly available through the CLBC website.

Board Committees

The board has established a number of specialist committees to provide oversight and advice on specialist areas. These committees are:

The Advisory Committee, which comprises individuals described as "community living support" in the Community Living Authority Act, provides the board with insight concerning service satisfaction levels, policy and practice improvements and strategic recommendations.

The Human Resource Committee provides oversight on the human resources function, particularly as it concerns management. The terms of reference of the Human Resources Committee are disclosed on the CLBC website.

The Finance and Audit Committee, which is responsible to provide oversight concerning finance and audit matters including financial reports, plans, independent audit, risk management, internal control and investment activities. The terms of reference for the Finance and Audit Committee, which were updated in 2007 to reflect best practice recommendations issued by the Auditor General of British Columbia in December 2006, are disclosed on the CLBC website. The committee meets monthly to review financial statements and reviews various reports prepared by management throughout the course of the year concerning finance and audit matters. The committee includes members who are qualified accountants and/or who have held senior financial positions in public companies.

The board selects, compensates and monitors the performance of the Chief Executive Officer.

CLBC BOARD OF DIRECTORS		
Lois Hollstedt (Chair)	North Vancouver	Human Resources Committee Finance & Audit Committee
Teresa Azak	Gitwinksihlkw	
Kenneth Crump	North Vancouver	Finance & Audit Committee
George Fulcher	Powell River	
Rod Gunn	White Rock	Human Resources Committee
Colleen Hay	Dawson Creek	Advisory Committee
Amanda Lennard	Vernon	Advisory Committee
Maurice Mourton	Tsawwassen	Human Resources Committee
M. Lynn Rolko	Parksville	Finance & Audit Committee
Joan Rush	Vancouver	
Harvey Venier	Cranbrook	Finance & Audit Committee

Board members are compensated in accordance with directives issued by the Treasury Board of the Province of British Columbia.

Code of Conduct and Conflict of Interest

The board has established a code of conduct and standards of conflict of interest for its members. The code of conduct requires the board members to act in unison, ethically, loyally and with care, diligence and skill.

Board members are required to avoid conflicts and disclose conflict of interest to the board. Members are not permitted to participate in deliberations concerning matters in respect of which they have a conflict and the board determines other appropriate courses of action where conflicts exist. The board has recently reviewed its conflict of interest policy and has recommended a more stringent policy based on current best practices for approval by the Minister of Children and Family Development.

Disclosure and Transparency

Material information related to the organization's strategic, operating and financial activities is published on CLBC's website.

CLBC SENIOR MANAGEMENT TEAM

Rick Mowles	Chief Executive Officer
Carol Goozh	Vice President, Quality Services
Richard Hunter	Vice President, Corporate Services
Doug Woollard	Vice President, Community Planning & Development
Marsha Goldford	Director, Human Resources
Elaine Murray	Director, Organizational Development
Paula Grant	Director, Policy
Sally Greenwood	Director, Communications
Brian Salisbury	Director, Strategic Planning
Brian Berglund	Chief Information Officer

An annual audit is conducted by an independent auditor in order to provide an external and objective assurance that the financial statements fairly present the financial position and results of its operations and cash flows. The board has adopted a policy designed to ensure the independence of the auditor.

Contact Info

CLBC Board members and senior management staff can be reached by phone at 604-664-0101 or 1-877-660-2522 (Toll Free) or by e-mail at info@communitylivingbc.ca.



GLOSSARY

Accreditation – Accreditation is a way to examine the extent to which an organization meets specified external standards. It involves comparing an organization's actual performance with existing industry standards of operation. Skilled and trained surveyors/peer reviewers from a third party accrediting body check an organization against national or international standards. The same standards of the accrediting body are used for all similar organizations surveyed.

Advisory Committee – This 10-member committee provides the CLBC Board of Directors with a provincial point of view. Areas of focus include: reviewing satisfaction levels with CLBC services by gathering information through members' communication networks, and making recommendations for improvements in the CLBC Service Plan and Strategic Plan; recommending policy and practice to improve quality of life for people served by CLBC; exploring long range issues that may affect CLBC and recommend solutions; and collecting and sharing information throughout BC on new support options.

Child/Youth and Family Support Plan – A plan that families can develop on their own, or with the assistance of a CLBC facilitator, personal network members, friends or other trusted advisors, that identifies how their child's or youth's disability-related needs will be met, and what their goals are for living in the community.

Community Council – A voluntary body in each of the 17 Community Living Centre areas that operates using guidelines established by CLBC and whose roles include stimulating new service approaches, helping to set local budget priorities and providing feedback on how CLBC and service providers at the community level are responding to the needs of individuals and families.

Community Governance – A model of decision-making authority in which those most impacted by disability, including individuals with developmental disabilities, family members, and others with a significant connection to disability play a central role in governing the delivery of services and supports to adults with disabilities and children and youth with special needs and their families.

Community Living – The move to end segregation and institutionalization of people with developmental disabilities has grown into the community living movement. Its goal is to ensure that everyone, regardless of ability, enjoys their right to live in the community and participate as a full citizen.

Community Living Authority Act – An Act of the BC legislature that provides the statutory basis for CLBC.

Developmental Disability – Defined as measured intellectual functioning of approximately 70 IQ or lower, with onset before age 18, and measured significant limitations in two or more adaptive skill areas.

Direct Funding – A fixed amount of funding provided directly to an individual or family so they may purchase a specified service.

Facilitator – A CLBC staff member who provides information, advice and practical support to eligible individuals and families, independent from service providers and CLBC funding decisions, to assist them to develop and implement individual support plans.

Generic Supports – Any publicly funded supports and services that exist in community for access by all individuals i.e. doctors, lawyers, recreational centres, libraries etc.

Home Living Standards – These standards have been developed specifically for smaller, un-licensed homes (home sharing) that are not required to be accredited. CLBC has identified 14 domains against which these homes will be evaluated that range from individual care and support and home environment to community inclusion.

Home Sharing – Formerly known as family care. Residential support for an individual that is provided in the home of a primary caregiver. Services may include: a furnished room, other space in the home, self-care, relationship-building skills, life skills training, meal preparation, and personal care, access to community resources, activities and generic services as defined in a person's individual support plan.

Individualized Funding – Money allocated by CLBC to an individual or family member to enable them to pay for supports and/or services to meet their disability-related needs that have been identified in an individual support plan. The amount of funding is based on the person's identified disability-related needs.

Individual Support Plan – A plan that adult individuals can develop on their own, or with the assistance of a CLBC facilitator, personal network members, friends or other trusted advisors, that identifies how the person's disability-related needs will be met, and what their goals are for living in the community.

Memorandum of Understanding – An agreement between MCFD and CLBC that outlines how the delivery of children's services and programs occurs and clarifies the roles and responsibilities of both parties.

Provincial Assessment Centre – A designated 12-bed Provincial Mental Health Facility that provides multi-disciplinary assessments, diagnosis, medication reviews and recommendations for individuals with a dual diagnosis who are 14 years and older experiencing mental illness and/or other severe behavioural issues or challenges.

Quality Service Analyst (Analyst) – A CLBC staff member who determines eligibility, makes decisions on requests for funding and/or services and monitors contracts, assesses system gaps, develops increased provider capacity, ensures a crisis response capacity exists in local communities, and works to improve the effectiveness of contracted services.

Safeguards – Mechanisms that are used to ensure people are kept safe and not put at increased risk because of their vulnerabilities. Safeguards include formal safeguards such as those provided by accreditation standards, legislation and service monitoring by CLBC analysts, and informal safeguards provided through community visibility, caring and supportive relationships, informal monitoring and visitation programs by community members and increased social consciousness.

Self-Advocate – Many people with developmental disabilities who are speaking up for their rights call themselves self-advocates. Self-advocacy is a movement that says people with disabilities have the right to control their own life and make their own decisions. Families, friends and advisors also have a role in supporting self-advocacy.

Service Provider – A person or organization delivering community living support under an agreement with CLBC or a person authorized by CLBC.

Shared Care – A model being developed by CLBC to provide individualized, flexible, out-of-home living supports for children with special needs

Successful Practices Guide – This guide accompanies the Home Living Standards and provides home living contractors with information, ideas and materials on best or successful practices that will assist them to effectively support individuals within the community and their homes.



COMMUNITY LIVING
BRITISH COLUMBIA

Contact Us

Phone: 604-664-0101
Toll Free: 1-877-660-2522
Fax: 604-664-0765

Airport Square
7th Floor – 1200 West 73rd Avenue
Vancouver, BC V6P 6G5

E-mail: info@communitylivingbc.ca
Web: www.communitylivingbc.ca