



The Art of Contribution



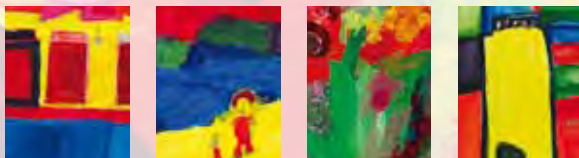
2009 / 2010 Annual Report

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CORE BUSINESS

- CLBC impacts the lives of thousands of BC citizens by funding services that support adults with developmental disabilities to live and participate in their communities.
- CLBC supports more than 12,700 individuals with developmental disabilities.
- Our services are delivered through a network of 3,200 contracted service providers from around the province.
- 93 percent of CLBC's \$717 million expenditures in 2009/10 were directed to programs and services for people with developmental disabilities and their families.




Paintings by (left to right):
Heather Robison, Laura Gerhardt, Annaliis Autio, Emma Acres

ABOUT THE PAINTINGS

This Annual Report features the work of four talented BC artists: Heather Robison, Laura Gerhardt, Annaliis Autio, and Emma Acres. These four artists are part of a Kelowna-based arts collective, Cool Arts, which was founded in 2003 by Sara Lige, herself the parent of a son with developmental disabilities. These artists, and other artists from Cool Arts were part of a recent exhibition called "We are Artists," curated by Lige and featured at the Kelowna Art Gallery. We thank them for helping us with our message of "contribution."

OVERVIEW OF PERFORMANCE HIGHLIGHTS

- Since 2009, awareness of Community Living BC as an organization has grown from a level of 44 percent of BC residents to 49 percent.
- A recent satisfaction survey found that overall 76 percent of individuals are satisfied with the services received from CLBC, a 10 percent increase over the same time last year.
- Over 70 percent of individuals agree that they have a “trusting and respectful relationship with CLBC staff,” their “concerns were listened to” and that “needed services were provided.” The levels of agreement have strengthened on all three of these service measurements, particularly with respect to the provision of needed services.
- CLBC achieved a balanced budget for the 2009/10 fiscal year.
- On October 31, 2009, the planned transfer and integration of children’s services from CLBC to the Ministry of Children and Family Development was completed.
- CLBC was a participant in a new Cross-Ministry Transition Planning Protocol for Youth with Special Needs involving nine government organizations to promote a coordinated approach to supporting youth with special needs as they prepare for and enter adulthood.
- CLBC introduced the Personalized Supports Initiative (PSI) to provide supports and services to a new group of individuals on February 1, 2010.
- Through a consultative process, CLBC developed an Employment Policy which focuses on the importance and value of inclusive employment in the lives of individuals with developmental disabilities.
- CLBC introduced the Family Partnership Advisor position to build capacity and resiliency of families.
- Staff, committee members and self advocates developed ‘Start with Hi’—a public awareness initiative to increase understanding about the importance of safeguards and inclusive communities. This initiative was promoted through social media which included a “Start with Hi” Facebook page that received over 19,000 visits with over 2,600 fans since mid June 2009.
- CLBC produced a Community Council Video providing an overview of CLBC, the role of Community Councils and examples of participation and contribution to community life on the part of people with developmental disabilities.
- Public education materials for families and self-advocates were developed by CLBC to provide an overview of CLBC services and supports. The materials were translated into eight languages, reflecting CLBC’s commitment to culturally diverse communities across the province.
- CLBC’s Innovation Committee supported four projects to further the aspirations of self-advocates and support family capacity building, the aim being to promote sustainability in the community living sector.
- The Giving in Action Society administers the granting process on behalf of the Vancouver Foundation to provide one-time only grants to eligible families for home renovations or vehicle modifications. From November 2006 to March 31, 2010 there have been 493 grants approved in the amount of \$16.8 million.



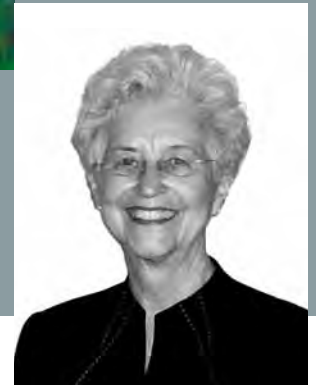
Contributing to society is part of citizenship. We work, we volunteer, we help neighbours, we offer ideas, we contribute to culture — we give back in a variety of ways. Our society is a better one because of the contributions of all British Columbians.



THE ART OF CONTRIBUTION

The lush paintings offering a backdrop to Community Living BC's annual report reinforce the idea that each person with a developmental disability is diverse and uniquely talented. By supporting them in a way that addresses their individuality, Community Living BC can help to create a society that is more inclusive and communities that are more welcoming to all.

Message from the CLBC Board Chair to the Minister



On behalf of the Board of Directors for Community Living British Columbia (CLBC), I am pleased to present our Annual Report for 2009/10.

In this year's report, we are focusing on the theme "Art of Contribution" to demonstrate that British Columbians with developmental disabilities can and do contribute to our society in so many ways. They're artists, they're workers, they're innovators, they're volunteers and they contribute to programs that encourage their own inclusion in our society. Stories about these British Columbians and the images created by these remarkable individuals allow us to showcase their abilities and remind us all of the significance of our work. If CLBC can support their basic needs, then everyone benefits from their contributions to our province. With this in mind, I'm very proud of the contributions everyone at CLBC has made in the past year to support individuals with developmental disabilities in their communities to help them realize their goals and dreams. This includes:

- Expanding individualized funding options to give individuals and families greater opportunity to direct funding to eligible services and supports.
- Supporting more people with developmental disabilities to find "real work for real pay" through customized employment programs.
- Improving our corporate structure to better support collaborative practice between CLBC facilitators and analysts.
- Expanding eligibility for CLBC services to adults diagnosed with a Pervasive Developmental Disorder or Fetal Alcohol Spectrum Disorder and having significant limitations in adaptive functioning.
- Encouraging British Columbians to "Start with Hi" as a simple first step to including everyone in the communities we share.
- Partnering with other government organizations on protocols and practices that support the transition to adulthood of youth with special needs.

Significant changes, new strategic plan

With the completed transfer and integration of children's and youth services to the Ministry of Children and Family Development in October 2009, CLBC now has a focus on serving adults with developmental disabilities. This provides opportunities for us to work with the Ministry of Housing and Social Development to address the needs of adults in more comprehensive and

integrated ways in areas such as housing and employment. It also requires us to work closely with government to ensure that individuals and families experience one service delivery system, regardless of which government ministry or agency is mandated to serve them.

Within this new mandate, we have developed our new strategic plan for 2009/10 – 2011/12 and set out new goals, strategies, measures and targets for our organization. This annual report is the first that reflects our progress against this new framework.

The 2009/10 Service Plan was also revised in September 2009 to reflect this change resulting in some adjustments to service plan targets for individualized funding, direct funding, organizational responsiveness and operational efficiency.

Financial position

In 2009/10, our staff and service providers supported 12,700 adults with developmental disabilities. We strive to maximize the benefits of public funds and are pleased to report CLBC closed the fiscal year with a balanced budget on expenditures of \$717 million. This included \$665 million for direct services of which \$623.9 million was for adult services and \$41.1 million was for children and youth and their families.

Accountability statement

The 2009/10 Community Living British Columbia Annual Report was prepared under our direction in accordance with the Budget Transparency and Accountability Act and the BC Reporting Principles. We are accountable for the contents of the report, including what has been included in the report and how it has been reported. The information presented reflects the actual performance of Community Living British Columbia for the twelve months ending March 31, 2010, in relation to the updated September 1, 2009, Service Plan. The measures presented are consistent with CLBC's mandate, goals and strategies, and focus on aspects critical to the organization's performance.

We are responsible for ensuring internal controls are in place that will ensure performance information is measured and reported accurately and in a timely fashion.

All significant decisions, events and identified risks, as of March 31, 2010, have been considered in preparing the report. The report contains estimates and interpretive information that represents the best judgment of management.

Any changes in mandate direction, goals, strategies, measures or targets made since the September 1, 2009 Service Plan Update was released and any significant limitations in the reliability of data are identified in the report.

Future outlook

Community Living BC's future outlook remains focused on our first priority — to meet the needs of the individuals we support and their families. We are continually striving to meet the demand for service, which is changing due to growth in the population, increased awareness of CLBC's supports and services, and the identification of those needing support. Individuals with disabilities are also aging; leading to complex support needs. We are planning for the reality that aging families and other caregivers are placing further demands on the system.

Working within a balanced budget, CLBC remains committed to looking at innovative, person centered approaches, which maximize available funds as well as service redesign to assist in greater efficiencies and increased options. CLBC will work in partnership to support the sustainability of the Community Living sector and we are committed to working collaboratively with individuals, families and service providers to ensure that the current budget is creating the greatest value for the people we serve.

CLBC continues to closely monitor the increasing cost of providing support and services through its service delivery network by reviewing existing service commitments and delivery methods to identify other more innovative and potentially cost effective approaches that better align allocated funding to the level of each person's disability-related needs.

In the five years since our official creation, we have come a long way towards our vision of good lives in welcoming communities. Our focus on renewal and accountability has created new ways of measuring our success and the greater equity in the distribution of services. New systems are in place to inform our decision making. Investments in training enhances the delivery of quality service. Annual feedback surveys and ongoing communication with stakeholders provides opportunities for continuous improvement. Our relationship with community and government partners continues to grow. Finally, as we continue to serve more and more people, our budget has expanded to meet demand. It has been my privilege to be involved in these changes and I want to thank everyone for their roles in bringing CLBC into reality and for continuing to work toward our vision.



Lois Hollstedt, C.M.



British Columbians who contribute



While his job is personally satisfying, Andrew is also one of thousands of British Columbians with developmental disabilities who, like others, contributes to our economy.

EMPLOYMENT:

Positive attitude contributes to employer and economy

Andrew Csyani shows great pride in a job well done.

Every Thursday and Friday, Andrew takes public transit to the restaurant, where he works a three-hour shift during the busy lunchtime rush. “My job is cleaning tables and being polite to customers,” he explains. “I always say, ‘Hi, how are you?’”

The job is perfect real-life training for the Douglas College Culinary Arts student. Andrew attends the college program three days a week, where he recently passed his Food Handling Level I certificate. Because of his capabilities and education, his restaurant duties have expanded to also include food preparation and cooking on the wok.

Andrew was connected with his Wok Box employer through a customized

employment program. CLBC works with community employment agencies to manage the program, which matches the skills and interests of individuals who want to work with the staffing needs of local businesses. The program is founded on the philosophy of inclusive employment, where people with developmental disabilities can have the opportunity to work at jobs they enjoy, be paid real wages and feel valued as employees.

Andrew understands what is required to be a good employee. “I need a good attitude. Doing my best. Stay focused. Don’t get distracted,” he describes.

“My boss says, ‘You’re a star, you work so hard,’” says Andrew. “That makes me feel proud.”



True innovation may be a contribution of few in our society, but Barb has proven that innovation is more about passion, courage and commitment than any other characteristic.

INNOVATION:

Innovative pioneer furthers role of self-advocates

Barb Goode would never say out loud that she’s contributed innovative ideas that have helped people with developmental disabilities. “I’ve just been trying to get along like anyone else,” she demurs.

But Canadians can thank Barb for decades of activism that have changed how our society values and treats citizens with developmental disabilities. She was one of the earliest innovators and change agents in “community organizing” among people with disabilities. In 1986, Barb’s efforts led to the Supreme Court decision that prevents the sterilization of people with intellectual disabilities for non-medical reasons. “I’m proud of that,” she reflects. And In 1992, she became the first Canadian with a disability to speak to the UN General Assembly.

Barb has been an enthusiastic volunteer since she was 12 years old. She currently sits on six different volunteer committees. Barb’s creativity is matched only by her passion to contribute: “I don’t want to be a token member, just being quiet and looking pretty. I want to be involved. I never want to retire.”

Throughout her life, Barb has been inspired by her parents, who always told her, “Don’t quit. Just keep going.” Although “they’re in heaven now,” Barb knows they are proud of her for recently winning a WOW!clbc award to recognize the difference she has made for so many people.

Barb remains humble about her innovative contributions. “It’s just what I wanted to do. I still don’t see it as being that special.” Still, she admits, “Others have told me differently.”



Volunteerism is contribution that everyone can make. Mannie is setting this example for his nephews and other family members.

VOLUNTEERISM:

Community and family benefit from helping hand

It seems like Mannie Stewart is always busy. “There’s always work to do,” says the Kamloops resident.

Mannie does many odd jobs around his community: bringing in firewood, helping with shovelling and snowploughing, working in the horses’ stalls at the racetrack, and helping clean up at the Thompson Community Services Centre after parties. He also clears the sidewalks in the winter for elderly people living nearby. “You got to help the old people and make them feel happy,” he offers.

Mannie’s volunteer activities also have provincial impact for Aboriginal self-advocates. A member of the Lower Nicola Indian Band, he sits on CLBC’s Aboriginal Advisory Committee. The committee helps provide guidance on how CLBC can work more effectively with aboriginal communities.

Mannie is cared for by his sister-in-law Joanne Paquette in the family home. There, he has a place of honour as a beloved uncle for two generations of children. “His nephews grew up playing basketball with him and going fishing,” Joanne recounts. “All their friends know him and have such respect for him. They always included him in everything.”

For these future generations, Mannie sets an amazing example of contribution; he’s a role model. Through his actions, he’s teaching others that everyone can and should volunteer to help society — ability or disability is not a factor in that equation.



Tracy Jo’s willingness to act as an ambassador demonstrates her belief that self-advocates can and should have a role in creating safeguards for others with developmental disabilities.

INCLUSION:

Ambassador challenges people to “Start with Hi”

Kamloops resident Tracy Jo Russell is having a great time as an ambassador for CLBC’s “Start with Hi” initiative. “I’m outgoing and I’m not afraid to try new things,” she explains.

“Start with Hi” was launched in June 2009 as a province-wide initiative to help people with developmental disabilities feel safer where they live, go to school, work and play. It reminds everyone in the community to acknowledge others by saying “Hi” as a starting point to conversation or basic social interaction. This simple act helps people feel included and makes it easier for them to ask for help if they feel threatened or unsafe.

Tracy Jo is one of six self-advocates featured in the multi media campaign, appearing on the Start with Hi website (www.startwithhi.ca), on posters and in a video. She has also traveled around

BC’s Interior to promote the campaign. In addition to spreading the word in her hometown of Kamloops, Tracy Jo has visited Castlegar, Nelson and Trail. In Kelowna, she met with the mayor and the local MLA to hand out posters and buttons to the public.

“I travel and fly by myself,” she explains. “If I get lost, I ask someone to help me get unlost! You have to go past your own comfort zone if you want to do stuff.”

Tracy Jo recounts meeting some “awesome” people in her travels and has already noticed more people saying “Hi” in her own community. “Don’t be afraid to say hello,” she advises. “You never know if there’s a friend right there in front of you.”

Organizational Overview

Guiding Framework

Enabling Legislation and Mandate

CLBC is accountable to the provincial government through the Minister of Housing and Social Development (MHSD) and is mandated under the *Community Living Authority Act* to provide a range of supports and services for adults with developmental disabilities.

In June 2008, changes were announced to CLBC's mandate and responsibilities to focus on supports and services for adults with developmental disabilities and their families. The transfer of children and youth with special needs and their families to the Ministry of Children and Family Development was finalized on October 31, 2009.





Vision and Mission

Community Living British Columbia (CLBC) has a vision of full citizenship in which people with developmental disabilities:

- Lead good lives
- Enjoy rich relationships with family and friends
- Have financial security
- Choose how they live their lives
- Are employed
- Are accepted and valued as citizens

This vision is best defined as people leading Good Lives in Welcoming Communities. CLBC is committed to supporting the growth of communities that include all citizens. CLBC's mission is to respond 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.

CLBC's Core Values

CLBC understands that individuals with developmental disabilities and their families have hopes and dreams like everyone else, and that they are in the best position to understand what their needs are and how they should be met. As an agency committed to helping those it serves to achieve their dreams, CLBC upholds the following values:

- Respecting the rights of all people
- Supporting people to make their own decisions
- Supporting people to achieve their dreams for the future
- Respecting the important role of family and friends in people's lives
- Promoting people's ability for life-long learning, development, and contribution
- Being open, honest and fair in all aspects of our work
- Working cooperatively with others
- Promoting a culture of responsibility, respect and trust
- Supporting our employees to do their best
- Inspiring creativity and innovation
- Striving for quality in everything we do
- Being accountable to the people we serve

How CLBC delivers services

CLBC contracts not-for-profit, private agencies and individual caregivers to provide family support, residential and community inclusion services, life skills training and employment support. Professionals and independent contractors also deliver supports and services such as behavioural support. This network of service providers comprises 3,200 contractors.

Individuals and families also have the option of individualized funding, which allows them to directly purchase services that are approved as part of their support plan, or to work with a service provider [using a host agency agreement] who will assist in arranging, purchasing and managing services and supports.

A foundational element to CLBC's service delivery model is the facilitator — the first point of contact when individuals or families are looking for support from CLBC — who help individuals lead full lives in their communities. To support this work:

- CLBC facilitators work with individuals and families, using a person-centred approach to develop a support plan that addresses their unique disability-related needs. They act as a link to informal community supports, generic services and CLBC-funded supports and services. They also work with communities to promote inclusion and social, recreational, volunteer and employment opportunities for people with disabilities.
- Quality Service staff work with the network of service providers from across the province to make decisions on requests for funding for supports and services. CLBC analysts manage the allocation of resources in the face of competing needs. They develop and monitor contracts with service providers to ensure cost-effectiveness and quality. They also promote innovative support options and ensure crisis response capabilities are available in service areas.

CLBC has Community Living Centres across BC where individuals and families can find information, obtain advice and learn more about planning support. Each Centre is responsible for a geographic area incorporating several communities (some with satellite offices), and is staffed with facilitators, a manager and administrative support staff.

In 2009/10, the “Start with Hi” initiative set out to raise awareness among British Columbians about their important role in communities to increase the safety of people with developmental disabilities.

The initiative sought to spread the message that a small act — just acknowledging people with developmental disabilities — could have a bigger impact on all of our lives — friendships, social acquaintances and increased safety could result. A website, short videos, posters, rack cards and social media were used to reach out to British Columbians. An innovative partnership with *The Globe and Mail* during the 2010 Winter Olympics and Paralympics, allowed us to reach even more British Columbians through a variety of ad placements in the newspaper.

COMMUNITY INCLUSION

CLBC provides funding to assist adults with developmental disabilities to develop social and life skills that lead to greater independence, including employment. These services include:

- Individual services
- Community-based group services
- Employment support

In 2009/10, CLBC launched an awareness campaign to enhance employment opportunities for people with developmental disabilities. The initiative included staff training, employment pilot projects and community outreach.



How CLBC serves British Columbians

CLBC and its network of service providers help individuals with developmental disabilities in a number of important ways, including:

- Meeting peoples' disability-related needs, enabling them to participate in meaningful ways in community life.
- Maintaining connections with families.
- Ensuring the safety of vulnerable citizens.
- Providing linkages to key support systems, such as health services.
- Supporting people to play important roles such as a friend, a neighbour, an employee or a volunteer by assisting them to access generic services and informal community supports.

In 2009/10, CLBC managed \$717 million in operating budget expenditures; 93 percent of this was spent directly on needed supports and services.

We serve adults with developmental disabilities

CLBC is responsible for funding supports and services that meet the disability-related support needs of eligible adults with developmental disabilities and their families. CLBC uses a person-centred approach to develop support plans that honour individual choice within policy guidelines and respond to the unique hopes, dreams, needs and goals of each individual.

As of March 31, 2010, more than 12,700 adults with a developmental disability were registered for service with CLBC. Of this number, 43 percent were living in staffed homes, home sharing arrangements, or in other residential services.

RESIDENTIAL SUPPORTS

CLBC supports adults with developmental disabilities to live as fully and independently as possible in the community. To achieve this, CLBC funds a range of supports, including:

- Live-In Support
- Home Sharing
- Staffed Residential Living
- Semi-Independent Living Support
- Supported Apartment Living
- Cluster Living

CLBC is also a partner in the government's Homelessness Intervention Program, working jointly to support individuals who are homeless and eligible for CLBC services.

SUPPORT FOR FAMILIES

CLBC funding supports families to care for individuals in their family home. Families may receive supports through contracted services or with direct funding to purchase supports themselves. Services include:

- Direct Family Support
- Respite Services
- Homemaker Services

PROFESSIONAL SUPPORT

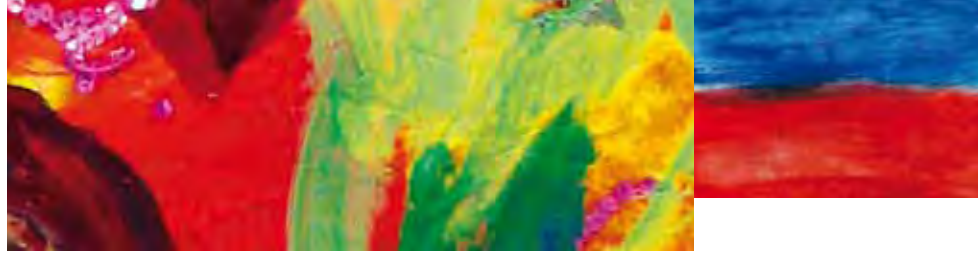
CLBC helps adults with developmental disabilities live and work in their communities. Assessment, consultation and planning services are provided to individuals, their families or caregivers, drawing on existing community services wherever possible. Services include:

- Direct Support Services
- Consultation Services
- Assessment Services

SERVICES FOR ABORIGINAL PEOPLE

CLBC is committed to responding in culturally appropriate ways to the needs of people of Aboriginal ancestry. CLBC is committed to and responsible for providing services to eligible Aboriginal adults living off reserve. CLBC employs an Aboriginal Advisor, whose focus is to:

- Develop stronger relationships with Aboriginal leaders and organizations that address the needs of Aboriginal people, and
- Help CLBC identify ways to more effectively meet the needs of Aboriginal people eligible for CLBC supports and services.



We provide specialized mental health services

CLBC operates the Provincial Assessment Centre (PAC), a designated in-patient mental health assessment and treatment centre serving individuals aged 14 and older who have a developmental disability and a mental health issue. Previously an eight-bed unit, the Centre was renovated in March 2010 to increase its capacity to 10 beds. The two new beds will serve as “step down” beds for Lower Mainland residents, bridging the transition from hospital back into the community.

The PAC’s multi-disciplinary service provides specialized in-patient assessment, diagnosis and care plan recommendations. Based on the assessment, Community liaison nurses provide outreach services that address the needs of individuals transitioning to and from PAC, including caregiver orientation and training, with follow up and evaluation for up to six months after discharge. Since March 2005, the PAC has served 136 individuals.

We focus on safeguards

CLBC implements formal and informal safeguards to address concerns about the vulnerabilities of adults with developmental disabilities. Formal safeguards include standards, monitoring, licensing, external reviews and a complaints policy. As a designated agency under the *Adult Guardianship Act*, CLBC responds to allegations of abuse and neglect towards adults with developmental disabilities.

Equally important is the promotion of informal safeguards, which are based on caring connections with family, friends and neighbours. CLBC helps adults with developmental disabilities gain skills to build their personal networks and understand how to be safe. CLBC introduced a public awareness initiative called “Start with Hi” (www.startwithhi.ca), using various media to encourage ordinary citizens to create inclusive communities for people with developmental disabilities.





We work with communities

Communities are our key partners in fostering inclusiveness and developing supports and services that meet individuals' and families' unique needs. CLBC's community engagement practices help develop strong relationships with communities throughout the province. Together, we work to create welcoming places for people with developmental disabilities to live full lives. CLBC achieves meaningful engagement with communities in the following ways:

COMMUNITY COUNCILS

Community Councils operate in communities across the province ensuring that self-advocates, families, community members and service providers play a major role in achieving CLBC's vision of fostering good lives in welcoming and inclusive communities. A revised Terms of Reference for CLBC's Community Councils were approved by the CLBC Board of Directors in September 2009.

Community Councils help communities have more meaningful involvement in how their services are delivered and in the outcomes achieved for individuals with disabilities and their families. Working closely with the CLBC community planning and development and quality service managers, Community Councils are involved in four key areas:

- Improve awareness of and support for inclusion of people with developmental disabilities in the community
- Improve understanding of local issues within the larger community, which may include the removal of barriers to inclusion
- Improve the ability of the community to include and informally support people with developmental disabilities to live "good lives in welcoming communities"
- Improve the identification of province-wide barriers to inclusion and citizenship for people with developmental disabilities

ADVISORY COMMITTEE TO THE BOARD

The *Community Living Authority Act* requires CLBC's Board of Directors to have an Advisory Committee. Revised Terms of Reference for the Advisory Committee were approved by the Board in January, 2010.

The Advisory Committee is made up of a single member from each Community Council who is either a self advocate or a family member. In order to enhance linkages with the Board, two CLBC Board members attend all meetings. The Committee provides information and advice to the CLBC Board to assist with governance and decision making. To fulfill this purpose, the Advisory Committee:

- Ensures two-way communication between Community Councils and the Board by acting as a link to the Board on both successes and concerns identified by Community Councils that have provincial implications for CLBC and those it serves
- Recommends improvements to policy and practice for consideration by the Board and CLBC to enhance the quality of life for people served by CLBC

STAKEHOLDER COMMUNICATION

CLBC's website, social media site and newsletter provide regular communication to stakeholders about issues of interest. This helps clarify CLBC's goals and provides information on the supports and services it can provide within its mandate. CLBC obtains community feedback through forums that explore the policy, practice and financial implications of key issues, and through working groups that address important operational issues. Board and senior management make regular presentations to communities on CLBC and its work. Satisfaction surveys are conducted on a yearly basis by CLBC and by accredited agencies funded by CLBC. CLBC engages with business and community stakeholders to ensure a broader awareness of the importance of the inclusion of individuals with developmental disabilities and their role in building welcoming communities.

Significant changes in 2009/10

The year 2009/10 saw of a number of initiatives that changed CLBC's operations and the scope of its activities.

Transfer of children's services

On October 31, 2009, the planned transfer and integration of children's services from CLBC to the Ministry of Children and Family Development was completed. During the transition period (June 2008 – October 2009), CLBC continued to deliver services to this population and remained the point of contact for families. While its mandate now focuses exclusively on serving adults with developmental disabilities, CLBC works with government to ensure there is an integrated and seamless service delivery system for all children, youth and adults with developmental disabilities and their families.

Expanded eligibility for services

Assessments by registered psychologists are used by CLBC to confirm a diagnosis of developmental disability, applying specific medical criteria for "mental retardation" as assigned by the DSMIV. This assessment provides the basis for determining an individual's eligibility for CLBC supports and services. However, a number of adults have been identified who fall outside the scope of CLBC's eligibility criteria.

On February 1, 2010, CLBC began serving a new group of adults with support needs. Under the Personalized Supports Initiative, adults with significant limitations in adaptive functioning, plus a diagnosis of Fetal Alcohol Spectrum Disorder or a Pervasive Developmental Disorder, may be eligible for services. This expanded scope is supported with additional funding from government.

Supporting youth

CLBC was involved in the development of a new protocol that describes how government organizations will work together to support the transition to adulthood of youth with special needs. Nine government organizations collaborated on the Cross Ministry Transition Planning Protocol for Youth with Special Needs which was developed to:

- Address concerns expressed by families for better cooperation and coordination across all service sectors (education, employment, health and social services).
- Improve access to existing resources and supports.
- Ensure that a coordinated transition planning process occurs for youth with special needs and their families.

CLBC has a role in connecting with youth and their families and will provide informational support and review documentation to confirm eligibility for adult services. Further information can be found at the Ministry of Children and Family Development (MCFD) website. www.mcf.gov.bc.ca/spec_needs/pdf/transition_planning_protocol.pdf

Personalized Supports Initiative

CLBC is helping more British Columbians than ever before with its new Personalized Supports Initiative. Now, adults with significant limitations in adaptive functioning and a diagnosis of Fetal Alcohol Spectrum Disorder or a Pervasive Developmental Disorder can apply to CLBC for support.

CLBC Offices Throughout British Columbia

100 Mile House
 Abbotsford
 Burnaby
 Campbell River
 Castlegar
 Chilliwack
 Courtenay
 Cranbrook
 Creston
 Dawson Creek
 Delta
 Duncan
 Fort St. John
 Gibsons
 Kamloops
 Kelowna
 Langley
 Maple Ridge
 Mission
 Nanaimo
 North Vancouver
 Parksville
 Penticton
 Port Alberni
 Port Hardy
 Port Moody
 Powell River
 Prince George
 Prince Rupert
 Quesnel
 Revelstoke
 Richmond
 Salmon Arm
 Smithers
 Squamish
 Surrey
 Terrace
 Vancouver
 Vernon
 Victoria
 Williams Lake





Report on Performance

Operating context

Enabling Legislation and Mandate

CLBC was established in 2005, founded on the belief that people with developmental disabilities and their families know best when it comes to what they need, what they aspire to, and how they can contribute to their community. CLBC's service delivery model respects individuality with its person-centred approach. It also fosters system sustainability by helping people take full advantage of the resources, services and information supports that already exist within their communities. CLBC's service delivery model continues to evolve based on evaluation and feedback from stakeholders.

CLBC separates personal planning, provision of support and services for individuals and families, and community development activities from funding decisions and contract administration. This enables:

- More objectivity in allocating resources in the face of competing needs.
- Greater focus on innovative individualized approaches and less focus on funded supports.
- Increased focus on contract oversight and accountability, and developing responsive services.
- Enhanced community engagement, leading to more opportunities for community inclusion.



Key risks and challenges

External factors and the internal operating environment influence how CLBC is able to provide services. CLBC has challenges, risks and opportunities that influence its performance and affect its plans for the future.

Increasing demand for service

There is a general increasing demand for supports and services for individuals with developmental disabilities. Some contributing factors include:

- Increasing population served by CLBC resulting from general population growth, as well as increasing life expectancy for people with developmental disabilities.
- Increasing health related needs as individuals with developmental disabilities age.
- Diminishing family capacity to cope with adults living at home as caregivers age.
- Increasing family expectations for employment options and other day supports as children turn 19 and enter the adult system.
- Increasing awareness of CLBC, leading more older adults to request services for the first time.
- Anticipated demand from the new group of adults now eligible for CLBC services through the Personalized Supports Initiative.

The number of eligible individuals registered for service with CLBC has increased by 32% in the last five years with an additional 5.5% projected for 2010/11. This growth is anticipated to continue, but at a decelerating rate, into 2012/13 and beyond.

Youth transitioning into CLBC

The largest segment of growth continues to be 19-year-olds entering the adult system. In 2009/10, 577 individuals in that age group registered for service with CLBC. MCFD is now responsible for providing services for children with special needs. CLBC works with MCFD to support youth transitioning into adult services for individuals and their families.

Stakeholder support

CLBC's service delivery approach challenges conventional practice and encourages people across the system—CLBC management and staff, service providers, communities, and individuals with developmental disabilities and their families—to think and act in new ways. It is important for CLBC's stakeholders to fully understand and help promote these goals in order to enhance planning, implementation and the uptake of new service models.

Information management

Ensuring that CLBC services are delivered effectively requires timely, accurate information that supports equitable decision-making and efficient management of service contracts.

Strategies to address risks and challenges

ISSUE	STRATEGY	INITIATIVES
Increasing demand for service	Managing equitable access to services	<ul style="list-style-type: none"> ■ Budget responsibility for contracted services is fully devolved to CLBC's Quality Service Areas ■ Separating planning from funding decisions increases objectivity in evaluating and prioritizing disability-related need ■ Urgent approvals are time-limited and must be replaced by services based on a detailed support plan within 6 months ■ Small amounts of funding can provide relief to families to avoid crises and maintain family involvement in support of the individual
	Managing unit cost of services	<ul style="list-style-type: none"> ■ Provincial funding guidelines ensure a standardized approach to determine contract costs ■ Standardized tools support assessment of disability-related need and help determine an appropriate service response ■ A contract monitoring and accountability framework helps identify opportunities to redesign services ■ Individualized funding and direct payments, as payment mechanisms, enhance service value ■ Matching disability-related need to residential services provided and supporting individuals who choose to move into alternative models
	Building sustainability	<ul style="list-style-type: none"> ■ Partnering with stakeholders to host training events about new models and approaches ■ Advancing innovation through web-based links and resources, Innovation Grants to support capacity building projects, and an Innovation Support Network to help service providers develop creative options for individuals and families
	Crisis management	<ul style="list-style-type: none"> ■ Quality Service staff work with stakeholders to build crisis response capacity and reduce costly emergency placements
	Research	<ul style="list-style-type: none"> ■ The Adult Community Living Research Project is exploring supports and services for adults with developmental disabilities
	Supporting community inclusion	<ul style="list-style-type: none"> ■ Using person-centred planning to meet disability-related needs and promote inclusion in community life helps CLBC allocate funding effectively and prevent crises
	Supporting care at home	<ul style="list-style-type: none"> ■ The Family Independence Fund offers one-time grants to help families keep young adults at home with home renovations or vehicle modifications. The Giving in Action Society administers the granting process on behalf of the Vancouver Foundation



ISSUE	STRATEGY	INITIATIVES
Youth transitioning into CLBC	Supporting youth and their families in the transition process	<ul style="list-style-type: none"> ■ The Cross-Ministry Planning Protocol for Youth with Special Needs became effective November 2009. ■ This new agreement outlines government's commitment to provide ongoing funding based on timely identification of youth with significant support needs ■ Resource allocation to support transition planning, budget forecasting and crisis management ■ An operating agreement between MCFD and CLBC was established in December, 2009 to clarify practices, procedures, roles and responsibilities
Stakeholder support	Engaging stakeholders	<ul style="list-style-type: none"> ■ Education and training that support people to think and act innovatively ■ Obtaining stakeholder feedback to help inform operational changes ■ Addressing questions and concerns about service delivery issues
Information management	Ensuring electronic systems support service delivery	<ul style="list-style-type: none"> ■ Ongoing refinements to the service delivery management system

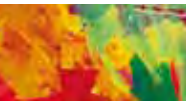
Capacity

The transfer of children's services to the Ministry of Children and Family Development in October 2009 has allowed for focused efforts on delivering innovative, person-centred supports and services to adults. This has included:

- **Focusing on facilitator/analyst communication and collaboration.**
- **Addressing the needs of adults in more comprehensive and integrated ways through the Ministry of Housing and Social Development's housing and employment program.**
- **Expanding services, with additional government funding, to address the disability-related needs of adults with significant limitations in adaptive functioning and a diagnosis of Fetal Alcohol Spectrum Disorder or a Pervasive Developmental Disorder.**

Year two of the 2009/10 – 2011/12 Strategic Plan sets the directions and goals of the organization CLBC's Operational Plan and supports efforts to mitigate risks and challenges, and address strategic issues. Changes have also been made to CLBC's organizational goals, strategies, performance measures and targets to better link the use of human and financial resources and organizational strategies to expected results.

Goals, strategies, performance measures and targets



During 2008, CLBC developed new goals and measures for its annual planning and reporting cycle. CLBC held discussions with the Ministry of Housing and Social Development (MHSD), and consulted with providers familiar with outcome-based reporting. A logic model, which identified key CLBC inputs and activities and expected outputs and outcomes, guided development of the goals and performance measures.

CLBC’s goals for 2009/10 were:

- **Service Excellence:** Adults with developmental disabilities access high quality, responsive supports and services to help them meet their needs and participate as full citizens.
- **Organizational Responsiveness:** CLBC is a best practice employer whose staff works effectively with local, regional and provincial partners to implement innovative and inclusive supports and services.
- **Operational Efficiency:** Supports and services needed by adults with developmental disabilities and their families are provided in a cost-effective and equitable manner.

Benchmarks

Benchmarks help evaluate and improve performance, allowing for an objective comparison of performance to other organizations. While CLBC continues to explore potential national and international benchmarks, a key challenge is the lack of comparative data. Issues include:

- Jurisdictions often define services and outcomes in different ways.
- Populations served can differ somewhat.
- Funding mechanisms vary.
- Number of institutional versus community services can be different.
- Staff roles and organizational mandates may not be comparable.

Notwithstanding this situation, directors of provincial community living service systems across Canada remain interested in exploring potential mechanisms for cross jurisdictional comparisons. CLBC continues to partner in these annual discussions.

GOALS	SERVICE EXCELLENCE	ORGANIZATIONAL RESPONSIVENESS	OPERATIONAL EFFICIENCY
PERFORMANCE MEASURES	<ul style="list-style-type: none">■ Percentage of individuals and families who feel well supported by their service providers■ Number of individuals and families who purchase supports and services using individualized funding■ Number of families who receive direct payments for adult respite	<ul style="list-style-type: none">■ Percentage of individuals and families who feel their concerns were listened to■ Percentage of individuals and families who feel their concerns were addressed in a timely manner■ Percentage of individuals and families who feel they were provided with useful referrals and resources	<ul style="list-style-type: none">■ Percentage of annual funding used for direct services■ Percentage of individuals receiving residential services that live in smaller, individualized arrangements

1

GOAL ONE

Service Excellence

CLBC assists adults to achieve maximum independence and live full lives. CLBC's ability to respond to people's needs and offer individualized, responsive supports and services is critical for achieving service excellence.

Key Strategies

- Information and training provided to stakeholders enables them to better understand person-centred thinking and services.
- Providers develop responsive services to meet diverse disability-related needs of adults and families.
- CLBC and community partners collaborate to provide culturally-appropriate services to Aboriginal people and different cultural groups.
- CLBC partners with MHSD and other government bodies to help adults gain streamlined access to supports and programs.
- Outreach services identify and support adults unlikely or unable to maintain contact with CLBC.

PERFORMANCE MEASURES

TARGETS

		ACTUAL 2008 09	ACTUAL 2009 10	TARGET 2009 10	2010 11	2011 12	2012 13
1	% of individuals and families who feel well supported by their service providers		82%	Establish Baseline	85%*	85%*	85%
2	Number of individuals and families who purchase supports and services using individualized funding	84	168	150	225**	325**	425
3	Number of families who receive direct payments for adult respite	580	840	750	900	1000	1200

*Targets set after Service Plan submitted, once baseline was established.

**Targets reduced from Service Plan due to challenges associated with converting traditional funding models to individualized funding.

IMPORTANCE OF THE MEASURES

Increased satisfaction levels are an overall measure of the ability of the service delivery system to effectively enable people to achieve personal goals and live as full citizens in their communities. Also, research indicates individualized funding and direct payments can help move towards a system in which personal choice is a major driver of what people create or access to meet their needs, resulting in more person-centred and responsive options compared to traditional approaches. The net effect is that the same, or similar supports and services, can be delivered in a more cost-effective way.

DISCUSSION

The percentage of individuals and families who feel well supported by their service providers* was a new measure introduced in CLBC's Service Plan for 2009/10-

2011/12. A baseline of 82 percent was established to allow time for changes to CLBC's service delivery approach and field practice in response to the independent service delivery review and transfer of children's services to MCFD. While the quality of services provided is primarily the responsibility of service providers, CLBC's goal is to achieve and maintain a target of 85 percent for this measure.

The number of individuals and families who purchase supports and services using individualized funding was reduced slightly due challenges associated with converting existing services to individualized funding.

The target for the number of families who receive direct payments for adult respite was increased in CLBC's September 2009 Service Plan. Uptake is dependent upon various factors including funding availability, sector

awareness about the advantages of these payment options, and the willingness of adults and families to adopt a new approach to funding needed services.

DATA SOURCE

Random surveys are conducted each year with individuals receiving CLBC funded supports and services. Management consults with an external expert to ensure the survey design is appropriate and results are accurate.

Data sources for individualized funding and direct payment are the service delivery management system and CLBC's accounting systems. Regular data quality audits are conducted on key components of the service delivery management system and the accounting systems are subject to internal and external audit processes.

2

GOAL TWO

Organizational Responsiveness

As well as funding supports and services, CLBC develops and funds support plans that blend formal (paid) and generic services and informal community supports to best address people's disability-related needs. It is important that CLBC staff is flexible and responsive to individuals and families whose needs, circumstances or goals may change.

Key Strategies

- Refinements made to CLBC's delivery approach support effective facilitator/analyst collaboration.
- CLBC revises its policies and practice guidelines as needed and communicates the changes organization-wide.
- CLBC provides training to its field staff to support their role.
- Human Resource practices encourage workforce diversity.

CLBC builds community capacity by investing in community development initiatives or partnering with stakeholders where appropriate

IMPORTANCE OF THE MEASURES

Satisfaction levels are an overall measure of the service delivery system's responsiveness and its ability to appropriately serve adults and their families in a person-centred and flexible way.

DISCUSSION

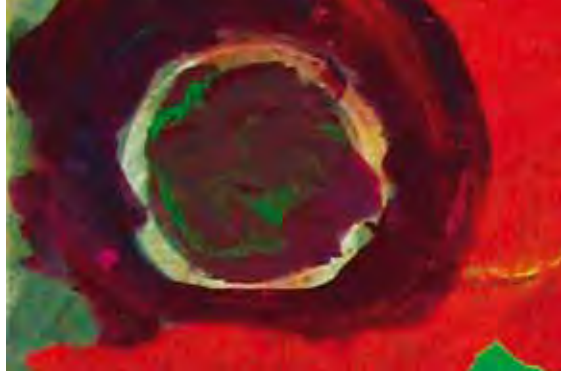
These measures to track CLBC's organizational responsiveness were introduced in CLBC's Service Plan for 2009/10-2011/12. The September 2009 update introduced the use of percentages to measure performance.

DATA SOURCE

Random surveys are conducted each year with people receiving CLBC funded supports and services. Management consults with external experts to ensure the survey design is appropriate and results are accurate.

PERFORMANCE MEASURES					TARGETS*		
		ACTUAL 2008 09	ACTUAL 2009 10	TARGET 2009 10	2010 11	2011 12	2012 13
1	% of individuals and families who feel their concerns were listened to		77%	Establish Baseline	79%	81%	83%
2	% of individuals and families who feel their concerns were addressed in a timely manner		70%	Establish Baseline	72%	74%	76%
3	% of individuals and families who feel they were provided with useful referrals and resources		68%	Establish Baseline	70%	72%	74%

* These targets were set after Service Plan was submitted, once baseline was established.



3

GOAL THREE

Operational Efficiency

CLBC is committed to ensuring the delivery of high quality, sustainable supports and services. However, it also operates in an environment where there is significant demand on its budget to meet disability-related needs in individualized ways. This goal speaks to CLBC's overall effectiveness in managing its financial resources.

Key Strategies

- Information will be shared with individuals and families about support and service options, including generic and informal community supports that are not funded by CLBC.
- The decision-making tools employed by CLBC will be validated and refined as required to inform allocation decisions and support consistency and equity.
- A standardized contracting framework will be implemented that ensures cost-efficient and appropriate services at the highest standard.
- A contracting framework focusing on person-centred outcomes will increase the capacity of contractors to provide supports that better match individuals' needs.

IMPORTANCE OF THE MEASURES

CLBC has a responsibility to manage its operating costs and ensure that as much funding as possible is spent directly on providing needed supports and services.

Residential services represent 66 percent of CLBC's adult contracted service expenditures. Historically, funding has focused on 24-hour staffed group homes with four to five individuals. In the last few years, individuals have increasingly chosen more person-centred options, such as home sharing or semi-independent living. A key indicator of cost-effectiveness is the percentage of individuals living in smaller, individualized arrangements where no more than two people live together.

DISCUSSION

This percentage of direct service delivery measure to track CLBC's operational efficiency was introduced in CLBC's Service Plan for 2009/10-2011/12. CLBC is committed to achieving a 93 percent expenditure rate on direct services.

The measure related to percentage of individuals in individualized settings was introduced in CLBC's Service Plan for 2009/10-2011/12. A baseline of 58 percent was established in 2009/10 to allow time for changes to CLBC's service delivery approach and field practice in response to the independent service delivery review and transfer of children's services to MCFD.

The targets chosen reflect conservative estimates that will enable CLBC to develop the additional capacity necessary to focus on more cost-effective, individualized residential services while ensuring stability for individuals with more complex needs who are already being served.

DATA SOURCE

The data source for measure one is the service delivery management system. Data is validated through a semi-annual confirmation with service providers of all residential services. The data source for the percentage of annual budget used for direct service delivery is CLBC's corporate accounting system, which is subject to internal and external audit processes.

PERFORMANCE MEASURES

TARGETS

		ACTUAL 2008 09	ACTUAL 2009 10	TARGET 2009 10	2010 11	2011 12	2012 13
1	% of annual spending used for direct service delivery	92.5%	92.7%	93%	93%	93%	93%
2	% of individuals receiving residential services that live in smaller, individualized arrangements		58%	Establish Baseline	59%*	60%*	61%

* These targets were set after Service Plan was submitted, once baseline was established.

Shareholders's Letter of Expectations

This table summarizes key directions from government set out in the Shareholder's Letter of Expectations and the actions CLBC is taking to address them.

A key component of the governance framework is the Shareholder's Letter of Expectations (SLE). The letter describes the relationship between Community Living BC and the provincial government, and mandates direction from government to Community Living BC. The Shareholder's Letter of Expectations ensures a mutual understanding between the shareholder and CLBC on governance issues, mandate, core services, public policy issues, strategic priorities and performance expectations. It is reviewed annually and updated as required. The SLE can be found on CLBC's website.

SLE

CLBC ACTIONS

Review CLBC's policy tools and service delivery model	As of March 31, 2010 the majority of the recommendations of the independent review of CLBC's service delivery approach and policy tools have been implemented with the balance underway.
Transfer children's services to the Ministry of Children & Family Development	This transfer was completed October 31, 2009. CLBC remained the point of contact for families during the transition.
Achieve and maintain accreditation status	CLBC has an agreement with the Commission on Accreditation of Rehabilitation Facilities (CARF) to support CLBC to become accredited by 2012 using CARF's Service Management standards.
Review requests for service	CLBC and MHSD completed a review of CLBC's requests for service methodology. CLBC will use available funding to address: <ol style="list-style-type: none"> 1. Individuals with health and safety issues 2. Individuals who currently receive no supports from CLBC 3. Individuals requesting increased services
Establish and maintain an efficient information management system	Upgrades continue to CLBC's service delivery management system to support linkages to services received, critical incidents and improved reporting. Installing additional modules to fully support business processes and maximize the system's potential to support planning and decision-making will take a number of years.
Deliver cost efficient services	Initiatives include: <ul style="list-style-type: none"> ■ CLBC's annual funding program supporting service delivery innovation ■ Development of a Quality Assurance framework ■ A project to implement a contract monitoring framework to improve provider performance and provide information into CLBC's reporting on achievement of goals and objectives ■ Ongoing refinements to tools used to standardize resource allocation to achieve greater equity and consistency
Commitment to climate action	A Go Green Committee identifies ways to help CLBC contribute to government's 2010 target of a carbon neutral public sector. This is supported by: <ul style="list-style-type: none"> ■ Carbon reduction plan developed with input from CLBC staff ■ Web page: www.communitylivingbc.ca/who_we_are/gogreen.htm ■ Discussion forum enables staff to discuss and address Go Green issues ■ On line course for new staff as part of their orientation ■ A staff lead in each field office coordinates carbon reduction strategies

Role of the board

CLBC is responsible to The Honourable Rich Coleman, Minister of Housing and Social Development through a Board of Directors, which governs CLBC in a manner consistent with Cabinet's mandate and policy directions. The Board ensures that CLBC complies with government's financial and other policies and applicable legislation.

The Board chair is the key link between government and CLBC, advising the Minister on issues that materially impact CLBC business or the Minister's interests and accountabilities. The Board guides senior management's implementation of CLBC's service delivery model. Board meetings are open to the public, and both the minutes and annual meeting schedule are posted on the CLBC website.

Under the *Community Living Authority Act*, CLBC's Board can have up to 11 Directors. The Minister makes all appointments. Directors require the skills, qualifications and experience to govern CLBC effectively.

The governance policies and practices of CLBC are fully compliant with the *Governance and Disclosure Guidelines for Governing Boards of British Columbia Public Sector Organizations (Best practice Guidelines)* February 2005 issued by the Board Resourcing and Development Office (BRDO), Office of the Premier of British Columbia. Disclosure statements for CLBC's Board of Directors can be found on CLBC's website: www.communitylivingbc.ca/who_we_are/board/documents/BoardDisclosureStatements.pdf

Board governance principles

Based on the Board Resourcing Development Office's Best Practice Guidelines Governance and Disclosure Guidelines for Governing Boards of BC Public Sector Organizations, CLBC's Board uses these principles to guide how they exercise governance responsibilities.

One Voice

The Board speaks with "one voice" and the Chair speaks on behalf of the Board. The CEO is accountable to the Board. CLBC staff is accountable to the Board through the CEO.

Ethical Conduct

Board members are expected to conduct themselves in an ethical and professional manner that avoids real or perceived conflicts of interest.

Loyalty

Board members must be loyal and are accountable to exercise their powers and discharge their duties in good faith, honestly and in the best interests of CLBC.

Care, Diligence and Skill

Board members will exercise the degree of care, diligence and skill that a reasonably prudent person would in comparable circumstances.

Conduct to Other Members

Board members will not publicly criticize the motives, ability or personalities of fellow Board members.

Interaction with the CEO

In their interactions, Board members must recognize that any individual member or group of members does not have authority over the CEO, staff or contractors of CLBC.

Confidentiality

Board members will maintain all information they receive respecting Board proceedings in confidence and will comply with all privacy legislation applicable to the operations of CLBC.

Membership of the Board of Directors

Lois Hollstedt, C.M., Chair
North Vancouver

Teresa Azak
Gitwinksihlkw

Kenneth Crump
North Vancouver

Rod Gunn
White Rock

Darryl Harand
Kelowna

Colleen Hay
Dawson Creek

Ernest Malone
Vancouver

Maurice Mourton
Vancouver

Joan Rush
Vancouver

Denise Turner
West Vancouver

Harvey Venier
Cranbrook

Standing committees of the Board

Three standing committees support the work of the Board:

1. *Human Resources committee* – provides oversight on performance, compensation, succession and safety matters. Chair: M. Mourton, L. Hollstedt, R. Gunn
2. *Governance committee* – ensures that CLBC develops and implements an effective approach to corporate governance. Chair: J. Rush and Board as a whole
3. *Finance and Audit committee* – oversees fiscal management of CLBC and investment of funds, as necessary. Chair: K. Crump, L. Hollstedt, H. Venier [D. Chiang – external member]

CLBC Senior Management Team

Chief Executive Officer

Rick Mowles

Vice Presidents

Corporate Services
Richard Hunter

Organizational Development
Doug Woollard

Policy & Program Development
Carol Goozh

Directors

Communications
Roslyn Ingram

Human Resources
Marsha Goldford

Information Technology
Jim Anderson

Quality Assurance
Paula Grant

Strategic Planning
Brian Salisbury

REGIONAL OPERATIONS

Fraser Region
Carla Thiesen

Interior Region
Lynn Middleton

Vancouver Coastal & North Regions
Paul Sibley

Vancouver Island Region
David MacPherson

Financial Report

Management Discussion & Analysis

This discussion and analysis of the financial results from operations and financial position for the year ended March 31, 2010 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 and the operational responsibility for delivery of community living services to children.

Over the following eighteen months, policy and budgetary responsibility for children with development disabilities, and operational responsibility for children with special needs, was transferred to CLBC.

Effective April 1, 2009, policy and budgetary responsibility for all community living services to children was transferred to MCFD and on October 31, 2009, full operational and contractual responsibility for these services was assumed by MCFD, including the transfer of the related regional staff and support infrastructure.

On February 1, 2010, CLBC implemented the Personalized Supports Initiative (PSI) to provide service to adults with significant limitations in adaptive functioning and a diagnosis of a Pervasive Developmental Disorder or Fetal Alcohol Spectrum Disorder.

CLBC provides its program services through contractual arrangements with individuals and non-profit and private agencies throughout the province, through direct funding

to families, and through the operation of the Provincial Assessment Centre. Management of CLBC's contractual relationships and the planning and support for individuals and their families is conducted through offices distributed around the province and supported by a corporate office in Vancouver.

Ninety-three percent of CLBC's expenditures are spent directly on contracted and direct program services to support individuals.

Funding for CLBC operations is provided by contributions from the Province, recoveries from MCFD for expenditures on staff and services to support children with special needs, recoveries from health authorities relating to supported individuals with health related issues and miscellaneous income and recoveries.

The majority of the individuals served by CLBC have life-long support requirements. As a result, most supports implemented represent ongoing 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.

2009/10 Operating Environment and Risks

Service Demand

The number of adults presenting to CLBC continues to grow at a higher rate than the overall provincial population. The number of adults served grew by 5.8% in 2009/10, the same as in 2008/09, but lower than the growth rate of 9.2% in 2007/08. The number of 19-23 year olds continues to make up the bulk of the growth, with 577 of the 880 new individuals registering in the year being within that age group.

The impact of the increased service demand has been mitigated through the following initiatives:

- Effective and comprehensive systems to monitor and forecast new 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.
- Development of crisis response mechanisms in regions to ensure that crisis placements are of short duration and subject to a full re-evaluation once a personal plan has been developed.
- Allocating funds to provide supports to maintain family capacity and avoid more complex interventions.
- Application of funding guidelines to assist in negotiation and oversight of contracted services.

Service Provider Capacity

Service provider capacity in smaller communities continues to be a challenge as typically there are a limited number of agencies offering services and limits on the type of services available. In some areas, recruiting Home Share providers continues to be an issue. CLBC was engaged in mitigating capacity challenges through:

- The continued implementation of compensation and cost pressure funding increases to service provider agencies.
- Developing overall funding guidelines for agency supported and direct-funded Home Share contracts in collaboration with service providers.
- Dialogue with agencies and families around creating alternative options for residential services.
- Promotion of Individualized Funding as a choice for families.
- Encouraging the introduction of new service providers into underserved markets.

Internal Organizational Capacity

CLBC continued to face considerable challenges related to the extent and pace of change it has been undertaking through the continued evolution of the service delivery model, the commitment to information management and the focus on enhanced contract monitoring. Adding to the challenge was the transition of children's services to MCFD which involved the transfer of a large number of staff to the Ministry and the restructuring of regional and administrative operations. CLBC managed these changes through enhanced communication with staff, effective change management processes and an investment in staff training around systems, the service delivery model and innovation.

Fiscal 2009/10 Operating Results

CLBC closed the year ended March 31, 2010 with a surplus from operations of \$0.7 million on expenditures of \$717 million. Increased Provincial Government contributions for adult services, augmented by contracted service savings of \$15.7 million enabled CLBC to implement additional adult services costing \$53.3 million annually and enhancing the lives of 2,250 supported adults within the available budget.

Operating Revenue

The 2009/10 budget for CLBC reflected an increased contribution from the Ministry of Housing & Social Development of \$52.4 million for adult services, of which \$10.2 million was to address cost pressures and \$42.2 million was to fund caseload increases. Of the increased caseload funding, \$2.6 million was restricted to be directed towards the enhanced eligibility group and \$16.4 million was restricted for adult service demand and outstanding requests for service.

Due to the success in realizing savings from existing contracted services, CLBC was able to exceed the service

delivery expectations in the 2009/10 Service Plan while allowing for a reduction of \$4.8 million in the budgeted contributions from MHSD and deferring a further \$4.6 million of the restricted contributions to 2010/11 to support new services to be implemented in that year. As a result, actual operating contributions from the province taken into income in the year were \$9.4 million lower than budgeted in the Service Plan.

Operating Contributions from the Province, at \$654.9 million for 2009/10, were down from 2008/09 by \$29.5 million. This decline principally arises from the \$61.6 million of contributions received in 2008/09 for children's services, now funded by cost recovery from MCFD, a one-time \$6.9 million contribution in 2008/09 related to the Health Benefit Trust and a \$1.8 million reduction in 2009/10 related to the Persons With Disabilities rationalization project. These reductions were offset by net new funding in 2009/10 as outlined above.

Recoveries from the Province at \$50.4 million, related to the provision of children's services, were \$1.3 million under budget due to lower than budgeted spending on children's services. These recoveries were \$23.4 million higher than 2008/09 as they included recoveries for children's services

OPERATING REVENUE & EXPENSES

\$ millions	2005/06 Actual (Note 2)	2006/07 Actual	2007/08 Actual	2008/09 Actual	2009/10		More (Less) Than	
					Budget	Actual	Budget	2008/09
Operating Revenue								
Contributions from the Province	424.6	610.3	646.0	684.4	664.3	654.9	(9.4)	(29.5)
Recoveries from the Province	7.2	12.3	29.5	27.0	51.7	50.4	(1.3)	23.4
Other income and recoveries	9.2	9.9	11.1	11.5	9.6	10.6	1.0	(0.9)
Amortization of capital contributions	-	0.5	0.9	1.3	2.0	1.8	(0.2)	0.5
Total Revenue	441.0	633.0	687.5	724.2	727.6	717.7	(9.9)	(6.5)
Operating Expenses								
Contracted & Direct Program Services								
Adult	377.7	532.3	564.0	594.6	632.3	623.9	(8.4)	29.3
Children	-	55.1	73.7	73.8	42.3	41.1	(1.2)	(32.7)
Family Independence Fund Grant	30.0	-	-	-	-	-	-	-
Regional Operations & Administration	32.9	44.6	48.4	52.7	50.4	49.5	(0.9)	(3.2)
Capital asset amortization	0.2	0.9	1.4	1.8	2.6	2.5	(0.1)	0.7
Total Expense	440.8	632.9	687.5	722.9	727.6	717.0	(10.6)	(5.9)
Net Income from Operations	0.2	0.1	-	1.3	-	0.7	0.7	(0.6)
Capital Expenditures (\$ millions)	3.9	4.1	3.2	3.6	3.3	2.6	(0.7)	(1.0)
Total Debt (\$ millions)	0.4	0.8	0.8	0.7	0.5	0.5	-	(0.2)
Net Assets (\$ millions)	1.4	1.5	1.5	2.8	2.8	3.5	0.7	0.7

Note 1: The above financial information was prepared based on current Canadian Generally Accepted Accounting Principles

Note 2: Figures reported for 2005/06 reflect nine months of operation

transferred to MCFD April 1, 2010 that were previously the budget responsibility of CLBC and therefore funded through operating contributions.

Other income and recoveries were over budget by \$1.0 million, principally due to higher than budgeted health authority cost share agreements, and were lower than 2008/09 due to the elimination of Children's recoveries with the transfer of services to MCFD.

Contracted & Direct Program Services – Adult & Provincial

Total expenditures on adult contracted and direct program services were \$623.9 million which was \$8.4 million under budget. The 2009/10 Service Plan called for the implementation of new and increased services to individuals with an annualized cost of \$45.5 million. This was significantly higher than previous years and was made possible by the large increase in contributions from the province targeted

to new adult service demand and outstanding requests for service. In 2009/10 CLBC actually implemented new and increased services with an annualized cost of \$53.3 million and enhancing the lives of 2,250 individuals, 64% more than the previous year. CLBC accomplished this, and remained under budget in contracted service expenditures, through the realization and redeployment of contract savings of \$15.7 million in the fiscal year, annualizing to \$20.3 million.

Expenditures in the year on new services exceeded budget by \$5.2 million, supported by contract savings which were \$9.7 million higher than budget. The net savings of \$4.5 million on contracted services was augmented by \$1.6 million under-spending due to delays in implementation of the Personal Supports Initiative, a portion of the funding for which has been deferred to support 2010/11 services. A further \$2.0 million favourable variance arises from the release of prior year accruals for service provider related costs that are no longer payable.

ADULT CONTRACTED PROGRAM SERVICES FOR INDIVIDUALS WITH DEVELOPMENTAL DISABILITIES

	2005/06 (Note 1)	2006/07	2007/08	2008/09	2009/10
Total Number of Supported Individuals at year end	9,946	10,400	11,356	12,015	12,715
% increase from previous year	3.5%	4.6%	9.2%	5.8%	5.8%
New Services & Required Support Increases Implemented					
Number of services	1,528	1,898	1,955	2,305	3,547
Number of individuals supported	991	1,229	1,203	1,376	2,250
Cost within the fiscal year (\$millions)	16.0	18.5	18.3	25.4	36.0
Annual cost of service (\$ millions)	22.3	27.3	21.7	34.3	53.3
Average annual cost per person (\$000s)	22.5	22.2	18.0	24.9	23.7
Contracted Service Savings					
Saving within the fiscal year (\$millions)	3.0	6.6	8.1	9.5	15.7
Annual service saving (\$ millions)	1.8	8.3	8.9	12.8	20.3
Average Annual Cost per Supported Individual (\$ thousands)	unavail.	52.1	51.3	49.9	50.3

Note 1 2005/06 represents a full years data to the extent that it was available

Expenditures were \$29.3 million higher than in 2008/09. Driving this increase was the implementation of \$36.0 million in new services in 2009/10, offset by \$19.0 million in new and annualizing contract savings, and the added cost of \$8.9 million in annualization of new services implemented in 2008/09. Compensation and cost pressure increases contributed a further \$10.2 million in expenditure, offset by the one-time charge in 2008/09 of \$6.9 million for HBT liabilities.

The foregoing table does not include information on individuals coming to CLBC through PSI. In the two months of operation starting February 1, 2010, 20 individuals were registered under this program and 5 new services were implemented.

Contracted & Direct Program Services – Children

Expenditures on contracted and direct services for children were under budget by \$1.2 million in 2009/10 and related recoveries increased this favourable variance to \$1.3 million. As Children's services were provided on a cost-recovery basis, the related recovery from the province was also under budget by \$1.3 million, with no net impact on CLBC's financial results. Favourable variances in both Children-in-Care and Family Support primarily stemmed from CLBC's commitment to allow for sufficient room within the budget to enable CFD to manage within their resources beginning November 1, 2009 when operational responsibility for Children's Services were transferred to them.

Expenditures on contracted and direct services for children was \$32.7 million less than the prior year because they represent only seven months of operation before the transfer and because a small component of CLBC's services to children, Supported Child Care, had already been transferred at April 1, 2010.

Regional Operations & Administration

At \$49.5 million, expenditures on Regional Operations and Administration in 2009/10 were \$0.9 million lower than budget due to lower staffing costs and the deferral or reduction of scope in projects that had been planned for the year. Expenditures were \$3.2 million less than the previous year due to the reduction of staffing related to the transfer of the Children's programs part way through the year.

Capital Expenditures

CLBC capital expenditures relate to information systems, leasehold improvements, furniture, and vehicles. CLBC receives capital contributions from the Province annually. 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.

Net additions for the year amounted to \$2.6 million of which \$2.2 million was for information systems.

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 \$700 million budget in providing supports to the almost 13,000 adults we continue to 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 & Performance Point)
- Document Management (SharePoint)
- Network infrastructure and desktop devices and applications

The systems once implemented will provide a complete record over time of the disability-related needs and services provided 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 supported and will provide analytical tools to assist in planning and forecasting.

Net Assets and Liquidity

Cash balances at March 31, 2010 amounted to \$22.5 million, an increase of \$5.4 million from the previous year. Cash inflow from operations was \$4.9 million principally due to the changes in non-cash working capital arising from the deferral of restricted operating contributions along with the excess of revenue over expenditures. Net assets, being retained earnings, increased to \$3.5 million due to the operating surplus of \$0.7 million.



Data Integrity

Operational and statistical data on the number of individuals supported, services requested, new and enhanced services provided and the nature and type of contracts and resources under contract to CLBC continues to be provided through a mix of business systems and manual processes. Significant improvements have been made in the manual controls around data capture on adult new and enhanced service/savings data, residential services, requested services and demographics of supported individuals. In particular, data on the eligibility and demographics of individuals presenting for service since the implementation of CLBC's service delivery management system in July 2006 has been externally reviewed and verified. Other improvements continue to be made as data collection becomes part of automated business processes developed within CLBC's operational systems for service delivery management and contract management.

Future Outlook

Contributions from the province for adults with developmental disabilities will increase by \$5.6 million in 2010/11. This will be augmented by the restricted contributions deferred from 2009/10 which will be brought into income to support new services.

In order to meet future funding requirements, CLBC is leveraging off its success in realizing savings from existing contracted services in place. In 2009/10, CLBC achieved savings from existing contracts of \$15.7 million in the fiscal year, annualizing to \$20.3 million. Extensive discussions have been recently completed with service provider representatives to establish consensus on a funding guide to facilitate the evaluation and funding of contracts and the re-design of services to better match services to individual's disability-related-need. CLBC has engaged service providers and families and is moving forward purposefully with a target to increase the savings realization significantly.

Funding to continue the implementation of PSI has been confirmed for 2010/11 with \$10.3 million of annual funding available to provide and administer services to those eligible through this program.

The table below presents the actual and projected growth in supported adults with developmental disabilities, and the summary revenues and expenditures for the period based on approved funding levels.

FORECAST DEMAND & EXPENDITURES

	Actual					Forecast		
	2005/06 Note 2	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13
Service Demand								
% Increase in Supported Adults	3.5%	4.6%	9.2%	5.8%	5.8%	5.5%	5.1%	4.8%
Revenue & (Expenditure) - \$ millions								
Revenues	\$ 411	\$ 633	\$ 688	\$ 724	\$ 718	\$ 692	\$ 693	\$ 693
Contracted Services - Adult	(378)	(532)	(564)	(595)	(624)	(646)	(646)	(646)
Contracted Services - Children	-	(55)	(74)	(74)	(41)	-	-	-
Other Operations & Administration	(33)	(46)	(50)	(54)	(52)	(46)	(47)	(47)
Net Income	\$ -	\$ -	\$ -	\$ 1	\$ 1	\$ -	\$ -	\$ -

Note 1: The above financial information, including forecast information, was prepared based on current Canadian Generally Accepted Accounting Principles

Note 2: Family Independence Fund revenue and expenditures in 2005/06 has been excluded

Auditors' Report

Report of the Office of the Auditor General of British Columbia



Report of the Auditor General of British Columbia

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

*To the Minister of Housing and Social Development
Province of British Columbia;*

I have audited the statement of financial position of the *Community Living British Columbia* as at March 31, 2010, and the statements of operations and changes in net assets and cash flows for the year then ended. These financial statements are the responsibility of the *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 the *Community Living British Columbia* as at March 31, 2010, and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

*Victoria, British Columbia
May 25, 2010*

John Doyle, MBA, CA
Auditor General

Financial Statements

For the year ended March 31, 2010

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 & 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

Statement of Financial Position

(Expressed in thousands of dollars)

As at March 31, 2010

	2010	2009
Assets		
Current assets:		
Cash	\$ 22,512	\$ 17,107
Accounts receivable and prepaid expenses	1,665	8,709
	24,177	25,816
Retiring allowance amounts receivable (note 4a)	1,107	990
Capital assets (note 5)	10,642	10,474
	\$ 35,926	\$ 37,280

Liabilities and Net Assets

Current liabilities:		
Accounts payable and accrued liabilities	\$ 13,101	\$ 18,871
Deferred operating contributions (note 6)	4,621	-
Salaries, wages and benefits payable	3,347	5,421
Employee leave liability payable	1,075	1,313
Capital lease obligations (note 7)	144	174
	22,288	25,779
Capital lease obligations (note 7)	320	505
Accrued retiring allowance liabilities (note 4a)	1,335	1,198
Deferred capital contributions (note 8)	8,504	6,987
	32,447	34,469
Share Capital (note 9)	-	-
Net assets:		
Invested in capital assets (note 10)	2,787	2,808
Unrestricted	692	3
	3,479	2,811
	\$ 35,926	\$ 37,280

Commitments and contingencies (note 13)

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

Approved on behalf of the Board:



Lois Hollstedt
Chair, C.M.



Ken Crump
Finance & Audit Committee Chair

Statement of Operations

(Expressed in thousands of dollars)
For the year ended March 31, 2010

	2010	2009
Revenues:		
Operating contributions from the Province	\$ 654,907	\$ 684,387
Recoveries from the Province	50,360	27,042
Cost sharing agreements with regional health authorities	9,519	8,173
Amortization of deferred capital contributions	1,795	1,289
Other Income	720	987
Interest income	383	1,188
Recoveries: Federal Government	-	1,119
	717,684	724,185
Expenses:		
Adult Contracted Program Services:		
Residential	411,401	399,777
Non-residential	209,087	191,609
Children's Contracted Program Services		
Residential	17,567	29,959
Non-residential	23,539	43,808
Compensation and benefits	35,414	38,005
General expenses (note 15)	5,726	5,539
Building occupancy costs	4,999	5,392
Communications and information technology (note 15)	4,579	4,756
Amortization of capital assets	2,457	1,822
Administration costs (note 15)	2,247	2,258
	717,016	722,925
Excess of revenues over expenses	\$ 668	\$ 1,260

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

Statement of Changes in Net Assets

(Expressed in thousands of dollars)
For the year ended March 31, 2010

For the year ended March 31, 2010

	Invested in capital assets	Unrestricted	Total 2010	Total 2009
Net assets, beginning of period	\$ 2,808	\$ 3	\$ 2,811	\$ 1,551
Excess (deficiency) of revenues over expenses	(662)	1,330	668	1,260
Net change in capital assets (note 10)	641	(641)	-	-
Net assets, end of period	\$ 2,787	\$ 692	\$ 3,479	\$ 2,811

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

Statement of Cash Flows

(Expressed in thousands of dollars)
For the year ended March 31, 2010

	2010	2009
Cash provided by (used in):		
Operating activities:		
Excess of revenue over expenses	\$ 668	\$ 1,260
Items not involving cash:		
Amortization of deferred capital contributions	(1,795)	(1,289)
Amortization of capital assets	2,457	1,822
	1,330	1,793
Changes in non-cash working capital	3,602	(4,160)
	4,932	(2,367)
Financing activities:		
Additions to deferred capital contributions	3,312	1,964
Addition to obligations under capital leases	30	162
Reduction to obligations under capital leases	(245)	(237)
	3,097	1,889
Investing activities:		
Purchase of capital assets (note 15)	(2,703)	(3,681)
Disposal of capital assets (note 15)	79	65
	(2,624)	(3,616)
Increase (decrease) in cash	5,405	(4,094)
Cash, beginning of period	17,107	21,201
Cash, end of period	\$ 22,512	\$ 17,107

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

Notes to the Financial Statements

(Expressed in thousands of dollars)
For the year ended March 31, 2010

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

During 2009, responsibilities for providing community living supports and services for children with developmental disabilities, which had previously been provided by CLBC, were transferred to the Ministry of Children and Family Development ("MCFD"). Effective April 2009, MCFD funded CLBC for delivering services to children with developmental disabilities on a cost recovery basis. Operational and contracting responsibilities were transferred on October 31st, 2009.

CLBC is dependent on the Ministry of Housing and Social Development ("MHSD") 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. See note 16.

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:

Operating contributions are accounted for under the deferral method.

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

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.

Notes to the Financial Statements

(Expressed in thousands of dollars)
For the year ended March 31, 2010

(c) Financial Instruments:

CLBC follows the Canadian Institute of Chartered Accountants (CICA) Handbook Section 3855, Financial Instruments – Recognition and Measurement and CICA Handbook Section 3861, Financial Instruments – Disclosure and Presentation.

CLBC's financial instruments include cash, accounts receivable, accounts payable and accrued liabilities, and salaries, wages and benefits payable. Cash is classified as held for trading. Accounts receivable are classified as loans and receivables. Accounts payable and accrued liabilities and salaries, wages and benefits payable are classified as other financial liabilities.

(d) 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.

(e) 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.

Notes to the Financial Statements

(Expressed in thousands of dollars)
For the year ended March 31, 2010

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.

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.

Some employees of CLBC have accrued benefits resulting from service for other British Columbia government organizations. Under an agreement between CLBC and the Public Service Agency ("PSA") of the British Columbia government, the portion of retiring allowance benefits attributable to periods of employee service other than at CLBC, is recoverable from PSA.

Retiring allowance liabilities and the related receivable from PSA are based on an actuarial valuation at March 31, 2007. The next valuation will be as of March 31, 2011.

(b) Employee pension benefits:

CLBC and its employees contribute to the Public Service Pension Plan (the Plan), a jointly trustee pension 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 58,000 active plan members and approximately 35,000 retired plan members. CLBC has approximately 400 employees contributing to the Plan.

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, 2008, indicated an actuarial surplus of \$487 million for basic pension benefits. The next valuation will be as at March 31, 2011 with results available in 2012. The actuary does not attribute portions of the unfunded liability to individual employers. CLBC contributions to the Plan of \$2.5 million were expensed during the year ending March 31, 2010 (2009 - \$2.6 million).

Notes to the Financial Statements

(Expressed in thousands of dollars)
For the year ended March 31, 2010

5. Capital assets

2010	Cost	Accumulated amortization	Net book value
Leasehold improvements	\$ 1,788	\$ 1,136	\$ 652
Vehicles under capital lease (note 7)	921	457	464
Vehicles	105	-	105
Furniture and equipment	764	437	327
Information systems hardware and software	10,148	4,535	5,613
Systems development work-in-progress	3,481	-	3,481
	\$17,207	\$ 6,565	\$10,642

2009	Cost	Accumulated amortization	Net book value
Leasehold improvements	\$ 1,469	\$ 788	\$ 681
Vehicles under capital lease (note 7)	1,098	419	679
Furniture and equipment	712	290	422
Information systems hardware and software	8,005	2,740	5,265
Systems development work-in-progress	3,427	-	3,427
	\$14,711	\$ 4,237	\$10,474

6. Deferred operating contributions

Deferred operating contributions represent unspent amounts received from the Province and restricted for specific operating purposes. Amounts amortized to revenue in the Statement of Operations are recorded as operating contributions from the Province.

	2010	2009
Deferred operating contributions, beginning of period	\$ -	\$ -
Contribution from the Province	14,153	-
Amount amortized to revenue	(9,532)	-
Deferred operating contributions, end of period	\$ 4,621	\$ -

Notes to the Financial Statements

(Expressed in thousands of dollars)
For the year ended March 31, 2010

7. Capital lease obligations

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

	2010	2009
Year ending March 31,		
2010	\$ -	\$ 184
2011	148	181
2012	115	126
2013	103	105
2014	74	74
2015 and beyond	33	33
	473	703
Less amount representing interest	9	24
Present value of capital lease obligations	464	679
Less current portion	144	174
Long term portion of capital lease obligations	\$ 320	\$ 505

8. Deferred capital contributions

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

	2010	2009
Deferred capital contributions, beginning of period	\$ 6,987	\$ 6,312
Contribution from the Province	3,312	1,964
Amount amortized to revenue	(1,795)	(1,289)
Deferred capital contributions, end of period	\$ 8,504	\$ 6,987

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

	2010	2009
Unamortized deferred capital contributions used to purchase capital assets	\$ 7,391	\$ 6,987
Unspent contributions	1,113	-
	\$ 8,504	\$ 6,987

Notes to the Financial Statements

(Expressed in thousands of dollars)
For the year ended March 31, 2010

9. Share Capital

CLBC has issued and registered to the Minister of Finance one share with a par value of ten dollars.

10. Invested in capital assets

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

	2010	2009
Capital assets (net)	\$10,642	\$10,474
Less amounts financed by:		
Deferred capital contributions (note 8)	7,391	6,987
Obligations under capital leases (note 7)	464	679
	<u>\$ 2,787</u>	<u>\$ 2,808</u>

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

	2010	2009
Amortization of deferred capital contributions	\$ 1,795	\$ 1,289
Amortization of capital assets	(2,457)	(1,822)
	<u>\$ (662)</u>	<u>\$ (533)</u>

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

	2010	2009
Purchase of capital assets	\$ 2,703	\$ 3,681
Disposal of capital assets	(79)	(65)
Capital asset additions funded by deferred capital contributions	(2,198)	(1,964)
Capital asset additions funded by capital lease	(30)	(162)
Reduction in capital lease obligations	245	237
	<u>\$ 641</u>	<u>\$ 1,727</u>

Notes to the Financial Statements

(Expressed in thousands of dollars)
For the year ended March 31, 2010

11. Financial Instruments

Financial instruments include cash, accounts receivable, accounts payable, accrued liabilities, and salaries, wages and benefits payable. It is management's opinion that CLBC is not exposed to significant interest, liquidity or credit risk arising from these instruments. The fair values of these instruments approximate their carrying values.

12. Related party transaction

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:

	2010	2009
Adult Contracted Program Services:		
Residential	\$ 9,645	\$12,371
Non-residential	4,629	4,762
Children's Contracted Program Services:		
Residential	238	329
Non-residential	277	533
Compensation and benefits	2,458	2,165
Building occupancy costs	4,999	5,392
Communications and information technology	4,034	4,243
Administration costs	706	776
General expenses	528	894

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

	2010	2009
Accounts receivable and prepaid expenses	\$ 429	\$ 8,333
Accounts payable and accrued liabilities	6,622	11,957
Salaries, wages and benefits payable	69	76

Notes to the Financial Statements

(Expressed in thousands of dollars)
For the year ended March 31, 2010

13. Commitments and contingencies

(a) Operating lease commitments:

CLBC leases premises and equipment under operating leases. Minimum lease payments for each of the next five years are as follows:

Year ending March 31,	
2011	\$ 3,584
2012	2,226
2013	863
2014	507
2015	516
	<hr/>
	\$ 7,696

(b) Contingent gains:

The Province of British Columbia has advanced funds under the Human Resource Facilities Act to agencies to purchase or upgrade facilities used to provide social services. On disposal or change of use, these funds and associated entitlements are recoverable by the Province and transferred to CLBC.

The future recoverable entitlements are calculated in accordance with a formula that recognizes the increase or decrease in the value of the property.

The amount currently advanced is approximately \$2,878.

During 2009/10, CLBC received \$0 (2009 - \$11) of such entitlements. Receipts of entitlements are recorded as other income. It is not possible to determine the amounts that may be receivable by CLBC arising from future disposals or change of use in such facilities.

(c) Litigation:

The nature of CLBC's activities is such that there is occasional litigation where CLBC is named as defendant. With respect to known claims, management is of the opinion that it has valid defences and appropriate insurance coverage in place, or if there is unfunded risk, such claims are not expected to have a material effect on CLBC's financial position.

Notes to the Financial Statements

(Expressed in thousands of dollars)
For the year ended March 31, 2010

14. Changes in Accounting Policy

CICA Section 4470 – “Disclosure of Allocated Expenses by Not-for-Profit Organizations”

On April 1, 2009 CLBC adopted Section 4470 - “Disclosure of Allocated Expenses by Not-for-Profit Organizations”. The new section provides guidance for a not-for-profit organization that classifies its expenses by function and allocates its expenses to a number of functions which the expenses relate. As a result of adopting this section, there was no material impact on CLBC's financial statements.

15. Comparative figures

Certain comparative figures have been reclassified to conform to the financial statement presentation adopted in 2010.

16. Harmonized Sales Tax

Effective July 1, 2010 CLBC will be subject to harmonized sales tax (“HST”) on purchases of taxable property and services. CLBC was constitutionally exempt from GST. It is not expected that this change will have a significant effect on CLBC's operations.

Glossary of Terms

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 the Commission on Accreditation of Rehabilitation Facilities (a third party accrediting body) check an organization against national or international standards.

Advisory Committee

The Advisory Committee is made up of people with a developmental disability and family members and assists the Board with governance and decision making by providing information on issues that have provincial implications for CLBC.

Analyst

A CLBC staff member who makes decisions on requests for funding and/or services and monitors contracts, develops increased provider capacity, ensures a crisis response capacity exists in local communities, and works to improve the effectiveness of contracted services.

Community Council

A voluntary body established in communities across the province whose role includes collaborating with community partners to support the full participation of people with developmental disabilities in their communities.

Community Inclusion Services

Activities funded by CLBC that an individual can participate in within their home community, such as employment services, individualized supports and community based programs.

Community Living Authority Act

An Act of BC's legislature that provides the legal basis for CLBC.

Developmental Disability

Presence of a developmental disability is determined through an assessment provided by a registered or certified psychologist.

Direct Family Support

Services provided by private or non-profit contractors that may include counselling, support, networking and referrals. Advocacy, educational workshops and partnership building are also important components of this work.

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 confirms eligibility, provides information, advice and practical support to eligible individuals and families, to assist them in developing and implementing individual support plans.

Generic Services

Services, supports, medical treatment or lifestyle choices that are available to the general public. Examples are public transportation systems, community recreation programs and hospitals.

Home Sharing

A living situation where an adult eligible for CLBC supports shares a home with a person contracted to provide support and assistance.



Informal Community Supports

Support provided by family, friends, neighbours and community members that can include friendship as well as practical, emotional, psychological and material support.

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 a support plan. The amount of funding is based on the person's identified disability-related needs.

Individual Support Plan

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

Live-In Support

A residential service where the person with a developmental disability owns his or her own home, but has a live-in caregiver paid either directly or through an agency. The caregiver may provide: self-care assistance, relationship building skills, life skills training, meals, access to community resources and other activities as defined in an individual support plan. In this arrangement, caregivers are expected to contribute to the cost of their housing directly or in kind.

Microboard

A small non-profit society created to address an individual's unique planning and support needs.

Person-Centred Planning

An approach to planning in which the process is controlled by the person and their family. The support plan is totally individual and creates a comprehensive portrait of the person and what they want to do with their life. It brings together all of the people who are important to the person including family, friends, neighbours, support workers and other professionals involved in their life.

Personalized Supports Initiative (PSI)

CLBC has introduced the Personalized Supports Initiative (PSI) to provide services and supports to a new group of adults. Adults with both significant limitations in adaptive functioning and either a diagnosis of Fetal Alcohol Spectrum Disorder (FASD) or a diagnosis of a Pervasive Developmental Disorder (PDD) may be eligible to receive services through the PSI.

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 community care licensing, 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.

Service Provider

An individual, company or non-profit agency that provides services for individuals and/or families under contract with CLBC.

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