

# Community Living British Columbia

## 2017/18 – 2019/20 SERVICE PLAN

September 2017



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## Board Chair Accountability Statement



The 2017/18 - 2019/20 Community Living British Columbia (CLBC) Service Plan was prepared under the Board's direction in accordance with the [Budget Transparency and Accountability Act](#). The plan is consistent with government's strategic priorities and fiscal plan. The Board is accountable for the contents of the plan, including what has been included in the plan and how it has been reported. The Board is responsible for the validity and reliability of the information included in the plan.

All significant assumptions, policy decisions, events and identified risks, as of September 2017, have been considered in preparing the plan. The performance measures presented are consistent with the [Budget Transparency and Accountability Act](#), CLBC's mandate and goals, and focus on aspects critical to the organization's performance. The targets in this plan have been determined based on an assessment of CLBC's operating environment, forecast conditions, risk assessment and past performance.

A handwritten signature in black ink, appearing to read 'Tom Christensen', written in a cursive style.

Tom Christensen  
Board Chair

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## Strategic Direction and Operating Environment

### Strategic Direction

[Community Living British Columbia](#) (CLBC) is accountable to the Legislature through the [Ministry of Social Development and Poverty Reduction](#) (SDPR), which allocates funding, oversees organizational performance, and establishes government's mandate, policy and priority direction for CLBC. CLBC's [Strategic Plan](#) and Service Plan support government's commitments as identified in [CLBC's September 2017 Mandate Letter](#).

Accordingly, CLBC's policies, processes and values support the delivery of quality services that are available and effective, help make the lives of the individuals we serve and their families easier and help ensure they have the opportunity to reach their full potential.

### Operating Environment

CLBC is a Crown Corporation funding supports and services to help eligible individuals meet their disability-related needs and participate in their communities in meaningful ways. There are two groups of individuals eligible for CLBC services:

- Adults with a developmental disability, and
- Adults diagnosed with a Fetal Alcohol Spectrum Disorder or an Autism Spectrum Disorder, and who have significant limitations in adaptive functioning.

The [Community Living Authority Act](#) and [Community Living Authority Regulation](#) outline eligibility criteria for both groups.

CLBC employees are responsible for planning and monitoring services. A range of residential, employment, community inclusion and respite services are delivered through contracted service providers and individualized funding agreements. CLBC ensures reliable third party service delivery through various quality assurance, contracting and financial mechanisms. A formal complaints resolution process, a whistleblower policy and an internal audit function provide further assurances of accountability and transparency in operations.

### Demographic Trends and Caseload Growth

By March 31, 2017 over 20,000 adults were registered for CLBC services, an increase of 6.2 per cent over the previous year, and 37.5 per cent over five years. This increased demand for CLBC services is due to a number of factors including: general population growth; advances in health care and extended life expectancy; increased identification and referral rates of youth to CLBC by the school system; increased service requests by young adults leaving their family home and by adults with complex needs; and aging family members who need greater assistance with caring for their adult sons and daughters at home.

CLBC expects this growth rate to continue to increase by about 5 per cent annually for the foreseeable future. Furthermore, individuals and families are seeking more person-centred, individualized services, effective in assisting individuals to achieve more meaningful involvement in their communities.

## **Improved Outcomes and Responsiveness**

Worldwide there is an increased emphasis on demonstrating value for money in terms of cost and outcomes; government and communities expect a return on investment. CLBC is responding to changing trends in expectations and caseload growth through the strategic directions outlined in our [Strategic Plan](#).

- **Better Outcomes** – CLBC will continue to work towards improving individuals’ quality of life outcomes and creating opportunities for them to reach their full potential with focused work in three areas: employment, individuals with multiple complex support needs and independent living. Assisting individuals to participate in their community through opportunities such as employment and accessing independent living options can lead to improved quality of life outcomes including social inclusion, well-being and personal development.
- **Improve Individual and Family Experience** – CLBC will continue to explore ways to strengthen the relationships with individuals and families and respond to their changing needs and concerns. CLBC will work towards strengthening the trust and confidence of both individuals and their families through open and transparent communication. Continued cross-ministry collaboration with Services to Adults with Developmental Disabilities (STADD) program, and an enhanced planning process will result in more support for youth and families experiencing seamless transitions to adulthood.
- **More Efficient Operations** – CLBC will continue to implement initiatives to improve and streamline internal processes and build on the recent reorganization of its regional operations. Work will continue on the Information Technology Strategy to further enhance effectiveness and efficiency of CLBC’s employees and make workflow changes to internal processes.
- **Enhance Service Provider Partnerships** – CLBC will continue to work closely with the service provider network to deliver effective, cost-efficient and quality services to eligible adults. CLBC will continue to improve a comprehensive framework of funding, contracting, reporting and monitoring processes.

## **Performance Plan**

### **Goals, Objectives, Strategies and Performance Measures**

CLBC’s Performance Plan describes what CLBC intends to accomplish over the next three years. It seeks a balance between funded services and natural supports to enable CLBC to achieve its mandate. The Plan demonstrates how CLBC is in alignment with the strategic direction set by government in [CLBC’s September 2017 Mandate Letter](#). It details how CLBC will ensure accountability and achieve its goals by applying key strategies to meet performance targets. CLBC will report year one results in its 2017/18 Annual Service Plan Report. CLBC and the Ministry also engage regularly at Board Chair to Minister, senior executive and staff levels to monitor priorities and progress. CLBC also provides regular reports to the Ministry under a joint Accountability Framework.

CLBC has made some changes to its Service Plan goals and objectives this year to ensure the goals, strategies, performance measures and targets align with a new [Strategic Plan](#), and to effectively measure critical aspects of CLBC’s performance. The Service Plan goals and objectives also align

with the new government’s direction. Although strategies and performance measures are assigned to specific goals, in some instances they may apply to more than one goal, such as those related to employment supports and planning. Two new performance measures were adopted as of April 2017, both related to measuring progress on quality of life outcomes. Performance targets can be set for one of the new measures with available data. Targets for the other performance measure will be set once the data is available in 2017/18.

## Goal 1: Effective Services

CLBC’s mandate includes promoting choice in how supports and services are delivered, assisting adults to achieve maximum independence while living full lives in their communities, and promoting innovation to find more effective ways of supporting adults. Effective services reflect both the relationship with individuals and families and enhancing individuals’ quality of life. They are person-centred, flexible and cost-efficient in responding to the personal goals and disability-related needs of eligible adults.

This goal supports the BC government’s commitment by delivering high quality services that British Columbians can count on.

### Strategies

- Collaborate with government agencies/ministries and other sector partners to enhance service responses for people with multiple, complex support needs<sup>1</sup>
- Continue to use include Me!<sup>2</sup> to measure the quality of life outcomes of individuals and to promote continuous quality improvement efforts to improve the effectiveness of services.
- Collaborate with service providers and other partners including housing planners and developers to increase access to supported living.

### Performance Measure 1: Number of individuals receiving services through person-centred societies or IF agreements over \$6,000

Performance Measure	2016/17 Actual	2017/18 Target	2018/19 Target	2019/20 Target
Number of individuals receiving services through person-centred societies or IF agreements over \$6,000 <sup>3</sup>	1,044	1,096	1,150	1,207

#### Data Sources:

<sup>3</sup> Data sources for individualized funding and person-centred societies are the PARIS information management system and CLBC’s accounting systems. Regular data quality audits occur on key components of the PARIS information management system. Accounting systems are subject to internal and external audit processes.

<sup>1</sup> This population is highly self-determined, pose a risk to themselves or others, have limited family involvement and have one or more of: mental health issues, substance abuse issues and involvement with police or corrections.

<sup>2</sup> CLBC’s initiative, which includes a quality of life framework and survey instrument, measures and improves individuals’ quality of life.

**Discussion**

The first performance measure identifies individuals who receive \$6,000 or more through the individualized funding (IF) payment option. \$6,000 was chosen because it represents individuals administering substantial disability supports versus direct funded respite, which is focused on supporting family caregivers. It also includes individuals accessing services through person-centred societies<sup>4</sup> because of their individualized approach to service delivery. Research demonstrates that individualized funding can help individuals to secure more person-centred, responsive and innovative options because the individual has greater control over the design and deployment of supports.

Growth in the use of IF has been slow as CLBC has been learning what factors impact the success of this funding mechanism. As a result, targets have been adjusted to anticipate growth in IF use approximating CLBC’s annual population growth (5 per cent) over the next three years.

**Performance Measure 2: Percentage of individuals receiving residential services who choose to live in person-centred settings (no more than 2 people in a home)**

Performance Measure	2016/17 Actual	2017/18 Target	2018/19 Target	2019/20 Target
Percentage of individuals receiving residential services who choose to live in person-centred settings (no more than 2 people in a home) <sup>5</sup>	68%	69%	70%	71%

**Data Sources:**

<sup>5</sup> The data source for this measure is the My Workspace contract management system; data is validated through regular contract management processes.

**Discussion**

The second performance measure tracks the percentage of individuals receiving residential services who choose to live in more individualized settings. People who live independently, with supported living services, are not included. In recent years, people have increasingly chosen person-centred, individualized models, such as shared living, where a paid caregiver plays a support role and family members, friends and neighbours often provide natural supports. This enhances the person's quality of life. A baseline of 58 per cent was established in 2009/10 for this measure and, in recent years, growth has been slow. Targets for 2017/18, 2018/19 and 2019/20 have been revised based on forecast data. They project continued slow growth as CLBC develops and refines its capacity to support more individuals to live in home sharing or to receive live-in supports while ensuring stability for individuals already served in staffed residential services.

<sup>4</sup> A person-centred society is a not-for-profit society established solely to support one individual. CLBC supports individuals by contracting with the society to provide disability-related supports.



**Performance Measure 3: Change over time in the Quality of Life Scores of individuals receiving services**

**Discussion**

The third performance measure will be included in the 2018/19 Service Plan. It will measure the overall quality of life of individuals CLBC serves. The data will be gathered as part of the *include Me!* initiative, which uses CLBC's quality of life framework and measurement tool as a catalyst to improve individuals' quality of life. The data is intended to help CLBC develop an understanding of the impact that supports and services have on peoples' quality of life. It will also inform CLBC's policy and practice direction in order to improve individuals' quality of life. In 2017/18, this measure is being established, baseline data calculated and performance targets set. CLBC expects this measure to show a slow improvement in overall quality of life over the long term as a result of *include Me!* and other key initiatives such as employment.

**Goal 2: Responsiveness to Individuals and Families**

This goal reflects the importance that CLBC places on responding to the needs, choices and concerns of individuals and families who are eligible for CLBC services.

Responsiveness is about services meeting the needs and circumstances of individuals and families, and adapting service delivery approaches to changing expectations and trends. CLBC continually engages individuals and families in setting strategic directions, designing services and improving operational responsiveness. Collaborating with other agencies/ministries and sector partners that also serve individuals and families promotes seamless transitions and responsive services.

This goal supports the BC government's commitment by delivering quality services that British Columbians can count on, and helps make the lives of CLBC individuals and families easier. CLBC works closely with individuals and families and communities to ensure supports and services are more responsive to their needs.

**Strategies**

- Build stronger relationships with individuals and families by increasing open, transparent and useful communication.
- Continue to collaborate with government agencies/ministries and other sector partners to support the activities of STADD sites across the province.
- Address the changing needs of adults with developmental disabilities as they age by collaborating with sector partners such as the Ministry of Health to build capacity of caregivers and community.
- Improve transition planning for adults with developmental disabilities to address changing needs related to aging.

**Performance Measure 4: Percentage of individuals & families that understand what support options are available prior to completion of their plan**

Performance Measure	2016/17 Actual	2017/18 Target	2018/19 Target	2019/20 Target
Percentage of individuals & families that understand what support options are available prior to completion of their plan <sup>7</sup>	61%	65%	70%	75%

**Data Source:**

<sup>7</sup> Data source for this measure is from a targeted survey completed in 2016/17. The survey sample was made up of individuals and families who turned 19 years of age before October 31, 2016 and completed a Guide to Support Allocation within the past year.

**Discussion**

The fourth performance measures how well CLBC supports individuals and families to understand what funded services and natural community supports are available to them. When people are fully informed about what supports are available, they are better equipped to make choices to best enhance their quality of life. Baseline data was collected in 2016/17 through a targeted survey and is used to set targets for 2017/18, 2018/19 and 2019/20. The 2016/17 actual shows that CLBC-supported individuals and families generally have a clear understanding of the specific funded supports they will receive. Our targets over the next three years reflect CLBC’s commitment to ensure individuals and families are knowledgeable about what supports are available and to improve CLBC’s formal planning process as identified as a strategy under the Community Engagement goal.

**Performance Measure 5: Percentage of complaints resolved within the timeframes set out in the CLBC Complaints Resolution Policy**

Performance Measure	2016/17 Actual	2017/18 Target	2018/19 Target	2019/20 Target
Percentage of complaints resolved within the timeframes set out in the CLBC Complaints Resolution Policy <sup>8</sup>	60%	70%	80%	90%

**Data Source:**

<sup>8</sup> Data source for this measure is derived from the CLBC Complaints Tracking System

**Discussion**

The fifth measure provides information on how well CLBC responds to concerns by tracking whether formal complaints are resolved within the required timeframes set in CLBC’s [Complaints Resolution Policy](#). Addressing concerns in a timely manner is important to CLBC, which is why each of the five stages of the resolution process has a short time limit for resolving complaints. Our targets over the next three years are aggressive and reflect CLBC’s commitment to improving accountability and response rates.

**Performance Measure 6: Change over time of personal development domain scores of individuals receiving services**

Performance Measure	2016/17 Actual	2017/18 Target	2018/19 Target	2019/20 Target
Change over time of personal development domain scores of individuals receiving services <sup>9</sup>	7.2 <sup>10</sup>	7.68	7.71	7.74

**Data Source:**

<sup>9</sup> Data source for this measure is from the *include Me!* survey results. The measure is the average score out of 10 of all the respondents in the sample for the personal domain score.

<sup>10</sup> The 2016/17 actual is the one year only. Targets and future actuals will be based on a three year rolling average.

**Discussion**

The sixth measure is new in 2017/18. It measures the personal development outcome scores for the individuals CLBC serves. Personal development is one of the eight domains in CLBC’s quality of life framework and measurement tool. It relates to an individual’s ability to pursue their interests, have opportunities for personal growth and skill development and have access to necessary information and support. Personal development is highly correlated to the overall quality of life of individuals CLBC serves. It is also an area where CLBC expects its strategic activities will have greater impact compared to the other domains. Because of the nature of the measure, CLBC expects slow change in personal development scores over the long term.

**Goal 3: Community Engagement**

Community engagement is fundamental to supporting people to achieve fulfilling lives. Home, friends, meaning and belonging are all dependent on community connections, which in turn are dependent on welcoming communities. People’s participation in, and contribution to community are the most powerful agents to promote welcoming communities.

CLBC supports individuals to actively engage in their community, and to access natural supports through inclusive employment and opportunities available to all community members. Individuals who have strong interpersonal relationships experience greater quality of life, through opportunities to share their talents and gifts, and inclusion in their community as full citizens. For example, having a job with real pay enhances a person's well-being and personal development.

CLBC supports its Community Councils, composed of self-advocates and stakeholders to nurture more welcoming, inclusive communities.

This goal contributes to the BC government’s commitment by improving participation of CLBC individuals through employment in an innovative economy that works for everyone, and ensures CLBC individuals have the opportunity to reach their full potential.

## Strategies

- Engage in evidence based continuous quality improvement to increase the percentage of CLBC eligible individuals participating in inclusive employment through the implementation of the Community Action Employment Plan.
- Continue to design and develop a new CLBC service option that will balance supports around accessing employment, meaningful community inclusion, skill development and strengthening informal networks.
- Review and improve CLBC’s planning process to ensure planning is accessible and tailored to individuals and families and assists individuals to access community supports.

### Performance Measure 7: Percentage of all individuals served reporting current employment income

Performance Measure	2016/17 Actual	2017/18 Target	2018/19 Target	2019/20 Target
Percentage of all individuals served reporting current employment income <sup>11</sup>	21.8%	23%	24%	25%

**Data Source:**

<sup>11</sup> Data source for this measure is the number of CLBC eligible individuals younger than 65 years reporting employment income with BC Disability Assistance.

## Discussion

The seventh measure reflects CLBC's focus on employment as a means for individuals to participate more fully in their community, reach their full potential and contribute to an innovative economy that works for everyone. Targets are based on data collected by CLBC in recent years.

This measure accounts for the percentage of people eligible for CLBC services who report employment income through BC Disability Assistance<sup>12</sup>. CLBC launched the Community Action Employment Plan in March 2013 to coalesce and focus provincial stakeholder efforts on producing employment results; the work continues with partners across the province. CLBC and its community partners have reviewed lessons from the first two years and are refocusing efforts for the next three years. The target for employment participation has increased from 3,300 to 5,000, which will represent approximately 25 per cent of CLBC eligible individuals under 65. Targets for this measure have been revised to better reflect anticipated future growth.

<sup>12</sup> Note that this measure may exclude individuals who have exited BC Disability Assistance or who may not be reporting their employment income. It is also subject to variation from policy changes or changes in administrative practices related to BC Disability Assistance.

**Performance Measure 8: Percentage of all newly eligible individuals who have requested employment**

Performance Measure	2016/17 Actual	2017/18 Target	2018/19 Target	2019/20 Target
Percentage of all newly eligible individuals who have requested employment <sup>13</sup>	22%	25%	28%	31%

**Data Source:**

<sup>13</sup> Data source for this measure is the Request for Service List, which is generated by the PARIS information management system.

**Discussion**

The eighth performance measure also reflects CLBC’s focus on employment as a means for individuals to participate more fully in their community, reach their full potential and contribute to an innovative economy that works for everyone. Targets are based on data collected by CLBC in recent years.

This measure tracks the percentage of people who submitted requests for employment services 6 to 18 months after confirmation of their CLBC eligibility. It is an indicator tracking a desire to participate in their community by having a job. Increasing the number of individuals who want to pursue work is one of the Community Employment Action Plan’s objectives.

Targets for increasing participation in work recognize that progress will require a shift in attitudes and behaviours, including those of CLBC staff, service providers, government partners (Ministries of Education and Children and Family Development), and families. These shifts occur slowly; consequently, CLBC expects results to show steady but slow growth. Targets for this measure have been revised to better reflect current trends and anticipated growth.

**Goal 4: Stewardship**

Stewardship reflects CLBC's overall effectiveness in managing its resources and accountability to stakeholders.

CLBC’s stewardship is realized by assuring that resources are well managed to meet the needs of individuals and their families. Good management means an engaged workforce, effective partnerships, transparent processes, accountability for financial expenditures, monitoring of services and delivering outcomes. CLBC is committed to maximizing quality supports and services and assuring value for money.

CLBC is accountable through the implementation of the Accountability Framework, open Board meetings as well as publishing documents, such as organizational policies, [Annual Service Plan Reports](#) and other reporting on its public website. CLBC is also accountable through regular and consistent monitoring of its contracted service providers. CLBC works with government and partners to identify and support innovation and strategies within CLBC and the broader sector; this includes implementing Quality and Monitoring Frameworks.

This goal contributes to the BC government’s commitment by working within our budget to deliver quality services that CLBC individuals can count on.

**Strategies**

- Continue to implement the Information Technology Strategy to enhance the effectiveness and efficiency of CLBC’s employees and service providers by improving information technology systems and streamlining workflow processes.
- Continue to work with SDPR to leverage the Employment Program of British Columbia and enhance the efficiency and effectiveness of employment services for CLBC eligible individuals.
- Build on existing solutions (e.g. regional reorganization) by increasing organizational alignment and focus, enhancing service provider reporting and streamlining internal processes.
- Continue to fulfil the requirements of the Accountability Framework developed by SDPR and CLBC, including financial reporting, strategic engagement and performance monitoring deliverables.

**Performance Measure 9: Average number of individuals who have a priority ranking score of 50 or more that made a service request who do not currently have any funded supports, and have had no service in over 6 months**

Performance Measure	2016/17 Actual	2017/18 Target	2018/19 Target	2019/20 Target
Average number of individuals who have a priority ranking score of 50 or more that made a service request who do not currently have any funded supports, and have had no service in over 6 months <sup>14</sup>	106	100	90	90

**Data Source:**

<sup>14</sup> Data source for this measure is the Request for Service List through the PARIS information management system. It represents the average of the point in time measures for each quarter.

**Discussion**

The ninth performance measure is meant to give an indication of CLBC’s ability to effectively manage resources, meet most people’s support needs and deliver services that people count on. The measure identifies the average number of individuals who have a priority ranking score of 50 or greater, are not in receipt of any CLBC services, and whose request for services has remained outstanding for six months or more. The priority ranking score is derived from the Request for Service Priority Tool, an instrument developed by CLBC; it considers an individual’s current support needs in the context of their current support system (family, services, community, etc.) to gauge their relative priority for services. While not every individual will always require services, we anticipate that most individuals with a score of 50 or more are in need of some services. Note that many individuals with priority ranking scores of less than 50 receive services each year. Targets from the [2016/17-2018/19 Service Plan](#) have been adjusted based on recent forecast data to ensure they are achievable.

**Performance Measure 10: Overall employee engagement measure**

Performance Measure	2016/17 Actual	2017/18 Target	2018/19 Target	2019/20 Target
Overall employee engagement measure <sup>15</sup>	66	N/A	68	N/A

**Data Source:**

<sup>15</sup> The data source for this measure is the Employee Engagement Survey. We plan to survey employee engagement, biannually, starting in 2016/17.

**Discussion**

The tenth performance measure reflects employee engagement. Research shows that engaged employees who are satisfied with their organization and their job, and who are loyal and committed, are more productive and provide higher quality services. In a service delivery organization, customer relationships are essential and employee engagement is a critical element of good service. The first employee engagement survey was conducted in 2013/14 and was used to establish a baseline of 61. CLBC has since put emphasis on engaging employees in initiatives directly impacting their work. As a result, the employee engagement measure conducted in 2016/17 showed an increase in employee engagement with a measure of 66. The 2018/19 target has been updated to better reflect current trends and anticipated growth.

**Performance Measure 11: Percentage of individuals served reporting current employment that retained employment for a period of one year or more**

Performance Measure	2016/17 Actual	2017/18 Target	2018/19 Target	2019/20 Target
Percentage of individuals served reporting current employment that retained employment for a period of one year or more <sup>16</sup>	57%	67%	68%	69%

**Data Source:**

<sup>16</sup> Data source for this measure is the CLBC periodic reporting for employment services.

**Discussion**

The eleventh performance measure reflects the cost-effective value of employment supports, and CLBC's commitment to help individuals reach their full potential through sustained employment and contribute to an innovative economy that works for everyone. The costs associated with job search and preparation mean the cost of supporting a CLBC eligible individual in paid employment are highest before and at the start of their work. After the individual has been working for a year, employment supports and costs decrease as do the individual's use of other CLBC funded services. Since employment costs are greatest during job search and decrease while employed, the longer individuals maintain their jobs the greater CLBC's return of the initial costs. CLBC expects this measure to show steady growth as we work towards increasing employment participation, one of the Community Employment Action Plan's objectives.

## Financial Plan

### Summary Financial Outlook

(\$m)	2016/17 Actual	2017/18 Budget	2018/19 Budget	2019/20 Budget
<b>Total Revenue</b>				
<b>Contributions from the Province</b>				
<b>Government Transfers</b>	878.7	937.5	973.6	990.6
<b>Restricted – Operating</b>	(4.7)	-	-	-
<b>Restricted – Capital</b>	(2.8)	(4.3)	(3.9)	(3.2)
<b>Net Operating Contributions</b>	871.2	933.2	969.7	987.4
<b>Cost Sharing Agreements with Health Authorities</b>	15.3	15.6	16.0	16.3
<b>Interest and Other Income</b>	1.9	1.4	1.4	1.4
<b>Capital Contributions</b>	3.2	3.6	3.8	4.0
<b>Total Revenue</b>	<b>891.6</b>	<b>953.8</b>	<b>990.9</b>	<b>1,009.1</b>
<b>Total Expenses</b>				
<b>Supports and Services</b>				
<b>Developmental Disabilities Program</b>	810.6	861.4	893.9	907.2
<b>Personalized Supports Initiative</b>	20.8	26.9	30.5	34.3
<b>Provincial Services</b>	4.6	4.9	4.9	4.9
<b>Total Supports and Services</b>	836.0	893.2	929.3	946.4
<b>Regional Operations and Administration</b>	52.3	56.7	57.3	58.1
<b>Amortization of Tangible Capital Assets</b>	3.3	3.9	4.3	4.6
<b>Total Expenses</b>	<b>891.6</b>	<b>953.8</b>	<b>990.9</b>	<b>1,009.1</b>
<b>Net Income/Excess of Revenue over</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



(\$m)	2016/17 Actual	2017/18 Budget	2018/19 Budget	2019/20 Budget
<b>Expenses/Annual Surplus (Deficit)</b>				
<b>Total Liabilities/Debt</b>	<b>38.1</b>	<b>38.2</b>	<b>38.3</b>	<b>37.5</b>
<b>Accumulated Surpluses/Retained Earnings/Equity</b>	<b>3.7</b>	<b>3.7</b>	<b>3.7</b>	<b>3.7</b>
<b>Capital Expenditures</b>	<b>3.5</b>	<b>5.7</b>	<b>4.2</b>	<b>4.0</b>
<b>Dividends/Other Transfers</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

\* Further information on program funding and vote recoveries is available in the [Estimates and Supplement to the Estimates](#).

## Key Forecast Assumptions, Risks and Sensitivities

### Contributions from the Province

The Provincial Government provides contributions to CLBC through transfers made under a Voted Appropriation within SDPR. These transfers increase by \$58.8 million in 2017/18.

Contributions from the Province consist of funding for operating expenditures and funding restricted for capital expenditures. Some of the funding for operating expenditures is restricted for specific purposes. Restricted operating funding is recognized as revenue when the related expenditures are incurred.

### Cost Sharing Agreements

B.C. Health Authorities contribute to the costs of providing services to individuals who are eligible for Extended Care Supports.

### Supports and Services

#### Developmental Disabilities and Personalized Supports Initiative

Supports and services are provided to individuals and their families through contractual arrangements with service providers across the province.

The rate of caseload growth for 2015/16 was 6.7 per cent, in line with the average over the prior four years. This brought the total number of individuals eligible for services at March 31, 2016 to 18,874. The caseload growth rate was 6.2 per cent in 2016/17 and is forecast to be 5.8 per cent in 2017/18. CLBC will sustain existing support, while providing new services within the funding available for 2017/18.

CLBC’s regional management monitors budgetary commitments on a multi-year basis, taking into account the impact of support commitments in both the current and future years. Contracted services are monitored by CLBC staff members, who work with service providers to ensure that the supports provided are appropriate to each person’s disability-related needs and are delivered in a cost-effective manner. Savings arising from these processes supplement the funding available to address service demand.

Despite inflationary pressures on the cost of service provision, through changes in service mix, prudent service monitoring and contract management, CLBC’s overall average cost of supports and services per supported individual has been reduced from \$46,000 in 2011/12 to \$42,700 in 2016/17, with a similar level projected for 2017/18.

Provincial Services

CLBC operates the Provincial Assessment Centre and oversees some minor centralized programs, the budgets for which are expected to be stable going forward.

**Regional Operations and Administration**

Regional Operations and Administration costs include regional facilitators who work directly with individuals and families to connect them to their communities, provide planning assistance and facilitate access to community services. Other regional staff are responsible for the procurement and monitoring processes that are pivotal to cost effective service provision and the monitoring of outcomes for individuals.

**Management’s Perspective on the Financial Outlook**

CLBC continues work with the Ministry on strategies to ensure CLBC services remain sustainable. Table 1 summarizes the identified risks related to the financial plan.

<b>Table 1 - Responding to Financial and Operational Risk</b>	
<b>Identified Risks</b>	<b>Mitigation Strategies</b>
CLBC caseload continues to increase at a rate well in excess of general population growth, creating ongoing service demand pressures.	CLBC responds to service demand through informed, fair and consistent decision-making.  CLBC works with social service ministries and sector partners to support initiatives that address issues of long-term sustainability.
There is increasing pressure on families who care for their adult children at home, as care-givers age and care requirements increase.	CLBC provides respite and other services for families to enhance their resilience.
Responding to increased service demand creates consistent pressure on CLBC’s day-to-day operational requirements.	CLBC is enhancing its capacity through the use of technology, a refinement of its organizational structure, workload efficiencies, staff training, and strategic implementation of projects.

## **Appendix A: Hyperlinks to Additional Information**

### **Corporate Governance**

The CLBC Board of Directors ensures that CLBC complies with government’s mandate and policy direction, financial and other policies, and applicable legislation. Its responsibilities include functions around: strategic planning, risk management, monitoring organizational and management capacity, controls, ethical frameworks, values and communications. [Click here to learn more about corporate governance at CLBC.](#)

### **Organizational Overview**

CLBC is committed to changing and improving what we do to ensure eligible individuals have the support they need, when they need it, to lead full lives. CLBC is a learning organization committed to listening to and learning from community stakeholders, in addition to transparency. CLBC values the perspectives and concerns of individuals and their families, Community Councils, service providers, government and community partners. [Click here to learn more about CLBC.](#)