



GOVERNMENT'S LETTER OF EXPECTATIONS

BETWEEN

**THE MINISTER OF SOCIAL DEVELOPMENT
(AS REPRESENTATIVE OF THE GOVERNMENT OF BRITISH COLUMBIA)**

AND

**THE CHAIR OF THE COMMUNITY LIVING BC
(AS REPRESENTATIVE OF THE CORPORATION)**

FOR 2012/13

PURPOSE

This Letter of Expectations (the Letter) provides Government's annual direction to the Crown corporation and is an agreement on the parties' respective accountabilities, roles, and responsibilities. The Letter confirms the Corporation's mandate and priority actions, articulates the key performance expectations as documented in the Shareholder's Expectations Manual for British Columbia Crown Agencies¹, and forms the basis for the development of the Corporation's Service Plan and Annual Service Plan Report. The Letter does not create any legal or binding obligations on the parties and is intended to promote a co-operative working relationship.

¹ The Province of British Columbia's Crown Agency Accountability System (<http://www.gov.bc.ca/caro/publications/index.html>) establishes guiding principles for the governance of Crown corporations. The Shareholder's Expectations Manual identifies roles and responsibilities for the Government and Crown corporations, and provides for a Shareholder's Letter of Expectations (Letter) to be jointly developed.

CORPORATION ACCOUNTABILITIES

Government has provided the following mandate direction to Community Living BC under the *Community Living Authority Act*:

- Comply with Provincial Standards that are prescribed by the Minister and any regulations made under the *Act*;
- In a manner consistent with the Government's direction regarding supports and services and within the budget assigned by legislature; prepare for the approval of the Minister a service plan, budget plan and capital plan for community living support to adults with developmental disabilities and families caring for adult family members with developmental disabilities and administrative services that sets out how the Corporation will plan to:
 - offer a range of funding payment and planning options that promote choice, flexibility and self-determination, and independent planning support and the involvement of community resources;
 - promote choice and innovation in the manner in which services are delivered;
 - encourage shared responsibility among families, service providers and community resources;
 - utilize and further develop the capacity of individuals, families and community resources;
 - assist adults with developmental disabilities to achieve maximum independence and live full lives in their communities;
 - promote equitable access to community living support;
 - co-ordinate the provision of community living support with services provided by the government and community resources;
- Manage the delivery of community living support and administrative services within available resources and in accordance with the Corporation's approved service plan, budget plan and capital plan;
- Comply with the Minister's directions with respect to carrying out his power to monitor or audit the Corporation, to assess the Corporation's ability to perform its functions, or to establish processes to assess the Corporation's performance;
- Provide support and services, identified by the Minister and within the budget assigned by the legislature, to enable adults with developmental disabilities (and their families) to lead productive and inclusive lives in their communities.

SPECIFIC CORPORATION ACCOUNTABILITIES

To achieve this mandate, the Corporation is directed to take the following specific actions:

- Continue reporting on key performance indicators identified in the Corporation's Accountability and Performance Frameworks. This will include implementing a Quality of Life framework, using the My Life: Personal Outcomes Index™ to measure an individual's success in achieving independence, social participation, and well-being. A detailed work plan will be developed to support phased provincial implementation over a five year period.
- Continue to be an active participant with the Ministry of Children and Family Development, the Ministry of Social Development (MSD), and other agencies in the implementation of provincial youth transition protocol for effective shared responsibility for a seamless transition of services for young people with special needs as they mature and become eligible for adult services;
- Implement the Personalized Supports Initiative eligibility criteria to expand services to more adults who have significant limitations in adaptive functioning and a diagnosis of either Autism Spectrum Disorder or Fetal Alcohol Spectrum Disorder;
- Work collaboratively with MSD in the development and the delivery of services consistent with the annual service funding agreement with MSD and in a manner that continues to realize service efficiencies and address priority requests for service. The Corporation will continue to focus on innovative approaches that enhance community inclusion for individuals with developmental disabilities;
- Continue to actively engage and improve on communication with individuals and families, service providers and community partners about appropriate alternative arrangements for residential and inclusion supports; and
- At the request of the Minister of Social Development, CLBC issued an interim report on November 2, 2011. The report addressed how CLBC was responding to current issues and outlined CLBC's longer-term vision. CLBC is to focus on four key challenges (handling of staffed residential closures; requests for service; communicating with individuals and families; and youth transition) and implement the recommendations proposed within this report as well as be responsive to the Ministry of Finance Internal Audit Report and DM Working Group Report expected to be released in January.

GENERAL CORPORATION ACCOUNTABILITIES

Over the past decades, British Columbians have come to expect high quality products and services delivered by their Crown corporations. The Province is well served by our Crown corporations and it is up to the Boards and Senior Management teams of these organizations to manage in the best interests of the Province and our citizens.

As a Crown corporation, it is critical that the operations of the entity be done as efficiently as possible, in order to ensure families are provided with services at the lowest cost possible. In addition, it is expected that Crown corporations, to the greatest extent possible, participate in the Government's open data and public engagement opportunities.

British Columbians rightly expect openness and transparency from both their Government and Crown corporations and it is incumbent upon both parties to be as open and transparent as possible with citizens.

Government sets broad policy direction to ensure the Corporation's operation and performance is consistent with government's strategic priorities and Fiscal Plan, and as such, the Corporation will:

- Ensure that the Corporation's priorities reflect Government's goals of putting families first; creating jobs and building a strong economy; and open government and public engagement;
- Prior to commencing collective bargaining or initiating changes to non-union compensation on or after January 1, 2012, coordinate with Government to develop detailed plans for funding proposed compensation changes or other incentives under the Province's Cooperative Gains Mandate. Plans must be based on real savings and must not include proposals for:
 - increased funding from Government,
 - reductions in service, or
 - transferring the costs of existing services to the public,
 - but may include revenue generation opportunities.

Plans must be reviewed and approved by Government before any proposed changes to union or non-union compensation are made. Any changes to an approved plan also require approval by Government.

Commencing the effective date of any changes to the collective agreement and/or non-union compensation plans, the Corporation must report annually to Government on the implementation of a plan, including information on progress in meeting savings targets;

- Government is undertaking reviews of all Crown corporations. The Corporation is expected to participate in the review as requested, and to implement the results of the review;
- At this time of fiscal constraint, government has initiated a review of incentive pay and will be communicating with Boards in early 2012;
- Conduct its affairs with the principles of integrity, efficiency, effectiveness, and customer service;
- Display annual *Financial Information Act* – Statement of Financial Information and Executive Compensation Disclosure Schedules, a Remuneration for Appointees to Crown Agency Boards Schedule and Corporate Governance Disclosure in an easily accessible website location;

- Inform Government immediately if the Corporation is unable to meet the performance and financial targets identified in its Service Plan;
- Comply with Government's requirements to be carbon neutral under the *Greenhouse Gas Reduction Targets Act*, including: accurately defining, measuring, reporting on and verifying the greenhouse gas emissions from the Corporation's operations; implementing aggressive measures to reduce those emissions and reporting on these reduction measures and reduction plans; and offsetting any remaining emissions through investments in the Pacific Carbon Trust, which will invest in greenhouse gas reduction projects outside of the Corporation's scope of operations;
- Ensure Government is advised in advance of the release of any information requests by the Corporation under the *Freedom of Information and Protection of Privacy Act*;
- Ensure any debit/credit card payment services provided to the public are in compliance with the international Payment Card Industry Data Security Standards;
- For Corporations subject to the *Public Sector Employers Act*, ensure the Corporation's membership in the Crown Corporation Employers' Association is in good standing;
- Annually assess the Board appointment process to ensure that succession results in a balance of renewal and continuity of Board membership, and provide the results of this assessment to the Shareholder for consideration;
- Ensure that Board appointments to Crown corporation subsidiaries comply with Board Resourcing and Development Office's Best Practice Guidelines and are approved by Cabinet; and
- Comply with Government's requirement that lobbyists not be engaged to act on behalf of the Corporation in its dealings with government.

GOVERNMENT'S RESPONSIBILITIES

SPECIFIC GOVERNMENT RESPONSIBILITIES

Specific to the Corporation, Government:

- Develops an annual Service Funding Agreement with the Corporation;
- Reviews and approves the Corporation's Information Resource Management Plans;
- Maintains the *Act* and regulations and consults with the Corporation regarding any amendments to the *Act* or regulations;
- Establishes and maintains any Provincial Standards to which the Corporation must adhere;
- Implements a performance oversight and accountability framework consistent with government's Crown Agency Accountability System; and

- Work collaboratively with the Corporation on the implementation of legislative, regulatory or policy changes that impact the Corporation's mandate.

GENERAL GOVERNMENT RESPONSIBILITIES

Government is responsible for the legislative, regulatory, and public policy frameworks in which Crown corporations operate. In order to meet these responsibilities and support achievement of government's performance expectations, Government will:

- issue performance management guidelines, including annual guidelines for Service Plans and Annual Service Plan Reports (<http://www.gov.bc.ca/caro/publications/index.html>);
- review and provide feedback and final approval of the Corporation's Service Plans and Annual Service Plan Reports; and
- on a quarterly basis, meet with the Corporation to review the achievement of the goals, objectives, performance and financial targets and risk assessments identified in the Corporation's Service Plan, and provide direction to the Corporation as required.

Government has developed the following policies and resources to support the Ministries and Corporations with their regulatory and public policy requirements:

- Shareholder's Expectations Manual for British Columbia's Crown Agencies (<http://www.gov.bc.ca/caro/publications/index.html>);
- Best Practice Guidelines – BC Governance and Disclosure Guidelines for Governing Boards of Public Sector Organizations (<http://www.lcs.gov.bc.ca/brdo/governance/index.asp>);
- Remuneration Guidelines for Appointees to Crown Agency Boards (<http://www.aved.gov.bc.ca/psec/appointeerenumeration.htm>)
- Capital Asset Management Framework (<http://www.fin.gov.bc.ca/tbs/camf.htm>)

AREAS OF SHARED ACCOUNTABILITY

REPORTING

Government and the Corporation are committed to transparency and accountability to the public and have reporting and disclosure requirements in the *Budget Transparency and Accountability Act*, the *Financial Administration Act*, and/or the *Financial Information Act*. Government provides an Information Requirements and Events Calendar (<http://www.gov.bc.ca/caro/publications/index.html>) to the ministries responsible and the Corporations that set out the dates the Crown corporations must submit their financial information, service plans, annual service plan reports, and other information to government in order to meet the statutory reporting dates and other government requirements.

The parties agree that each will advise the other in a timely manner of any issues that may materially affect the business of the Corporation and/or the interests of Government, including information on any risks to achieving financial forecasts and performance targets.

The Corporation will post the most recent signed copy of the Government's Letter of Expectations on its website and the Crown Agencies Resource Office will post a signed copy of the Letter on its website.

REVIEW AND REVISION OF THIS LETTER

The Minister of Social Development is accountable for undertaking reviews of this Letter and monitoring its implementation. Government and the Corporation may agree to amend this Letter on a more frequent than annual basis.

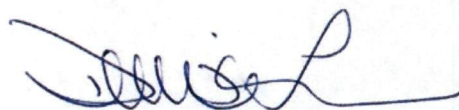


Honourable Stephanie Cadieux
Minister of Social Development

MAR 15 2012

Date

pc: Honourable Christy Clark
Premier



Denise Turner
Chair, Community Living British Columbia

February 27, 2012

Date

John Dyble
Deputy Minister to the Premier and Cabinet Secretary

Peter Milburn
Deputy Minister and Secretary to Treasury Board
Ministry of Finance

Mark Sieben
Deputy Minister
Ministry of Social Development

Doug Woollard
A/Chief Executive Officer
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