



GOVERNMENT'S LETTER OF EXPECTATIONS

BETWEEN

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

AND

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

FOR 2014/15

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 Government's Expectations Manual for British Columbia Crown Agencies¹, and forms the basis for the development of the Corporation's Service Plan and Annual Service

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 *Government's Expectations for British Columbia Crown Agencies* provides for a Government's Letter of Expectations (Letter) to be developed.

Plan Report. The Letter does not create any legal or binding obligations on the parties. It is intended to create an opportunity for dialogue between the parties and to support an open, positive and co-operative working relationship, resulting in the achievement of government's policy and performance expectations in a transparent and accountable manner.

CORPORATION ACCOUNTABILITIES - MANDATE

Government has provided the following mandate direction to Community Living BC (CLBC) 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 Shareholder'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:

1. Maintain its current involvement and active partnership related to the implementation of the new Services to Adults with Developmental Disabilities (STADD): Integrated Service Delivery Model. This includes:
 - a. supporting and actively engaging in the launch and ongoing operations of the five Early Implementation Sites (EIS) to test, evaluate and refine the integrated service model and the new Common Assessment Platform;
 - b. promoting the EIS initiative through:
 - actively encouraging individuals with developmental disabilities to become engaged;
 - promoting understanding and involvement of the Corporation;
 - participating in local management committees for the purpose of assigning key liaison roles; and
 - facilitating access to timely problem resolution;
 - c. identifying opportunities for increased efficiencies and effectiveness in partnership with STADD service and support partner organizations; and
 - d. maintaining a shared leadership role with the Ministry of Social Development and Social Innovation (SDSI) and Ministry of Health (MoH) to assess and model needs of the older cohort of individuals with developmental disabilities and develop a three-year plan to meet those needs and ensure early planning with families. This includes integrating the initiatives outlined in CLBC's Strategy on Aging.
2. Continue to address key challenges and opportunities identified through the Ministry of Finance Internal Audit report including:
 - a. working with SDSI to finalize the Accountability Framework and implement processes to ensure that it is regularly reviewed;
 - b. working with SDSI and the Ministry of Children and Family Development (MCFD) and other agencies to harmonize the transition from youth to adult services to lessen the impact on individuals and their families not included in EIS areas; and

- c. enhancing information system and business processes to provide useful and reliable information to clearly identify current versus future service needs, distinguish between assessed needs and individual/family requests, and link service needs to funding requirements.
3. Work with SDSI and MCFD to ensure that information, including financial updates and caseload data, is shared in a timely and effective manner between the Corporation and government.
4. Work with SDSI to further develop services consistent with the annual service funding agreement that continues to realize service efficiencies and to address priority requests for service. This includes:
 - a) increasing the transparency of the Corporation regarding the timeliness of service and the degrees of need or urgency associated with requests; and
 - b) continuing to ensure that moves from staffed residential facilities only take place if there is agreement from family members and the individual that the new care option is preferable; moves without such agreement must be limited to specific situations referenced in the Interim Report of November 2, 2011 only upon the consideration of all other alternatives and after engaging in consultation and careful preparation for such a move.
5. Explore opportunities with the MoH, regional Health Authorities and SDSI to clarify health costs for individuals with developmental disabilities supported by the Corporation.
6. Explore opportunities with SDSI to enable individuals with developmental disabilities to be better served by the Employment Program of British Columbia.

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 and conduct its affairs with the principles of integrity, efficiency, effectiveness, and customer service.

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.

Government sets broad policy direction to ensure the Corporation's operation and performance is consistent with the Government's Strategic Plan, found at:

http://www.bcbudget.gov.bc.ca/2013_June_Update/stplan/2013_June_Strategic_Plan.pdf

and as such, the Corporation will:

- Ensure that the Corporation's priorities reflect Government's priorities of:
 - Strong Economy:** A government that supports our economy by controlling spending to balance the budget, keeping taxes and government debt affordable and protecting B.C.'s hard-earned triple-A credit rating.
 - Jobs:** A government that is focused on job creation and investment in the province.
 - Families:** A government that works continuously to improve social programs that support families of every description, and improve the lives of British Columbians.
- Comply with Crown Agency Accountability System guidelines, policy, due dates and best practices, as set out from time to time and as applicable to the Corporation, found at <http://www.gov.bc.ca/caro/publications/index.html> including the Information and Events Calendar for commercial and service delivery Crown corporations, Government's Expectations Manual for British Columbia Crown Agencies and the Best Practices Guideline & Disclosure Requirements for Governing Boards of British Columbia Sector Organizations.
- Comply with all legislation and policies applicable to the Corporation including but not limited to:
 - The executive compensation policies for Crown corporations. Found at: http://www.fin.gov.bc.ca/psec/disclosedocs/crown_corporation_executive_compensation_july_2012.pdf;
 - 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*;
 - Government's requirements to be carbon neutral under the *Greenhouse Gas Reduction Targets Act*.
- Follow the spirit and intent of the financial policy requirements in the Ministry of Finance Core Policy and Procedures Manual found at: <http://www.fin.gov.bc.ca/ocg/fmb/manuals/CPM/CPMtoc.htm>
- Participate in government's Core and Crown reviews, which may include the review of Crown mandates, and implement the recommendations of these reviews.
- Ensure that any planned deficit spending or use of the retained earnings is approved in advance by Treasury Board.

- Inform Government immediately if the Corporation is unable to meet the performance and financial targets identified in its Service Plan.

GOVERNMENT RESPONSIBILITIES

Specific to the Corporation, Government will:

- maintain the Act and regulations and consult with the Corporation regarding any amendments to the Act or regulations;
- work collaboratively with the Corporation on the implementation of legislative, regulatory or policy changes that impact the Corporation's mandate;
- establishes and maintains any Provincial Standards to which the Corporation must adhere;
- support the Corporation as it completes work related to opportunities identified by the Ministry of Finance Internal Audit report;
- provide leadership and work collaboratively with the Corporation in the implementation of the new STADD: Integrated Service Delivery Model;
- work collaboratively with the Corporation to explore opportunities for individuals with developmental disabilities to be better served by the Employment Program of BC;
- facilitate discussions to enhance information sharing between the ministry, the Corporation and other partners including MCFD and MoH;
- develop an annual Service Funding Agreement with the Corporation that supports enhancing service efficiencies and addresses issues related to requests for services;
- lead discussion between the Corporation, MoH and regional Health Authorities to clarify health costs for individuals with developmental disabilities supported by the Corporation;
- Review and approves the Corporation's Information Resource Management Plans; and
- maintain a performance oversight and accountability framework consistent with government's Crown Agency Accountability System.

During the term of this Letter, Government may provide further policy direction to SDSI, who will communicate any such direction, including implementation expectations, to CLBC as decisions are made.

AREAS OF SHARED ACCOUNTABILITY

Government and the Corporation are committed to transparency and accountability to the public and have planning, reporting and disclosure requirements in the Budget Transparency and Accountability Act, the Financial Administration Act, and/or the Financial Information Act.


On a quarterly basis, the Minister Responsible Don McRae, Deputy Minister Sheila Taylor, Board Chair Denise Turner, and the Interim Chief Executive Officer Doug Woollard, will meet to discuss relevant and current corporation business. The meeting will be to review the achievement of the goals, objectives, performance measures, financial targets and risk assessments identified in the Corporation's Service Plan.

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 and the Crown Agencies Resource Office will post the most recent signed copy of the Government's Letter of Expectations on their respective websites.

REVIEW AND REVISION OF THIS LETTER

The Minister of Social Development and Social Innovation 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 Don McRae
Minister of Social Development
and Social Innovation

Feb 12/2014
Date



Denise Turner
Community Living BC
Chair

January 27, 2014
Date

CC. Honourable Christy Clark
Premier

John Dyble
Deputy Minister to the Premier and Cabinet Secretary

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

Cheryl Wenezenki-Yolland
Associate Deputy Minister
Ministry of Finance

Sheila Taylor
Deputy Minister
Ministry of Social Development and Social Innovation

Doug Woollard
Interim Chief Executive Officer
Community Living BC