



January 5, 2015

Denise Turner  
Chair, Board of Directors  
Community Living BC  
1200 W 73<sup>rd</sup> Ave 7<sup>th</sup> Flr  
Vancouver BC V6P 6G5

Dear Ms. Turner:

Re: 2015/16 Mandate Letter

British Columbians have come to expect the high quality products and services delivered by their provincial public sector organizations. The Province is well served by our public sector organizations. It is the responsibility of the boards and senior management teams of these organizations to lead and manage in the best interests of the Province and the taxpayer by strengthening accountability and promoting cost control.

One of government's core values is respect for the taxpayer's dollar. It is critical that public sector organizations operate as efficiently as possible, in order to ensure British Columbians are provided with services at the lowest cost possible. This requires constant focus on maintaining a cost-conscious and principled culture through the efficient delivery of services that stand the test of public scrutiny and help develop a prosperous economy in an environmentally sustainable manner. The foundation of this work is the government's commitment to controlling spending and balancing the budget.

Community Living BC (CLBC) is directed to take the following specific strategic priority actions for 2015/16:

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1. Maintain senior leadership involvement in the Services to Adults with Developmental Disabilities (STADD) initiative. This includes:
  - a. Continuing to champion the initiative with CLBC staff and clients;
  - b. Supporting and actively engaging with partner organizations to contribute to the success of the Early Implementation Sites and the provincial expansion of Integrated Service Delivery; and
  - c. Continuing to work with the Ministry of Health on the implementation of the three-year Strategy on Aging to address the needs of older individuals with developmental disabilities and their families.
2. Work with the Ministry of Social Development and Social Innovation (SDSI) to identify opportunities to leverage the Employment Program of BC to maximize the efficiency and effectiveness of employment programming for CLBC eligible individuals who want to become employment ready and secure a job.
3. Work with SDSI, the Federal Government and individual First Nations communities to look for opportunities to better serve individuals with developmental disabilities living on-reserve.
4. Continue to address key challenges and opportunities identified through the Ministry of Finance's Internal Audit Report and the Deputy Ministers' 12 Point Plan. This includes:
  - a. Implementing all components of the Accountability Framework developed by SDSI and CLBC that defines financial reporting, strategic engagement and performance monitoring deliverables;
  - b. Working with social ministries and sector partners to identify and support innovation and strategies within CLBC and the broader sector that address issues of long-term sustainability and the priorities identified at the BC Community Social Services Innovation and Sustainability Roundtable; and
  - c. Working with the Social Sector Information Services Division to determine the business requirements and feasibility of adopting the Integrated Case Management System.

5. Continue to ensure cost effective service delivery by implementing initiatives that bend the overall cost curve of services and programs and ensuring transparent cost restraint around administrative costs.

These specific strategic priority actions and the Taxpayer Accountability Principles actions are to be included and integrated in your 2015/16-17/18 Service Plan.

As part of the commitment to fiscal responsibility and to ensure the best possible use of government resources, provincial public sector organizations now operate under the Taxpayer Accountability Principles (enclosed) announced by Premier Christy Clark in June 2014. Through the implementation of Taxpayer Accountability Principles, leadership teams in public sector organizations are leading a change to a cost-conscious public sector that strengthens cost management capabilities and fosters a principled culture of efficiency and accountability at all levels. This leadership includes implementing your organization's Code of Conduct which contains conflict of interest provisions and post-employment restrictions.

CLBC is expected to fully adopt the Taxpayer Accountability Principles – cost consciousness (efficiency), accountability, appropriate compensation, service, respect and integrity. The actions, as detailed in the 2014 Transition Letter, are to be completely implemented in 2015/16. For further information on the Taxpayer Accountability Principles, please see, <http://gov.bc.ca/crownaccountabilities>.

To support the implementation of the Taxpayer Accountability Principles, please ensure all board members sign this 2015/16 mandate letter and the signed letter is posted publicly on your organization's website.

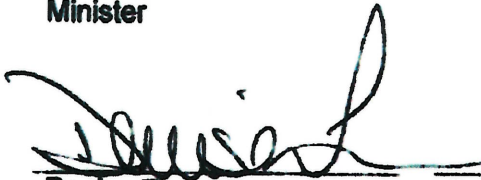
Government is committed to further strengthening accountability, improving the management of public funds and revitalizing the relationship between government and public sector organizations. This strong focus on improved two-way communication is to support and ensure a complete understanding of government directions, expectations, accountabilities and alignment with strategic priorities. As such, it is important that each of us advise the other in a timely manner of any issues that may materially affect the business of CLBC and/or the interests of government, including information on any risks to achieving financial forecasts and performance targets.

I look forward to our regular quarterly meetings that focus on strategic priorities, performance against the Taxpayer Accountability Principles, results and working together to protect the public interest at all times.

Sincerely,



Honourable Don McRae  
Minister



Denise Turner  
Board Chair, CLBC

Date

  
 Mark Duncan

Jan 29/15  
Date

  
 Onkar Biring

Feb 2, 2015

Date

  
 Norah Flaherty

Jan 29/15  
Date

  
 Elizabeth Hunt

Jan. 29, 2015  
Date

  
 Diane E. Friedman

Jan 29, 2015  
Date

  
 John McCulloch

29/1/15.  
Date

  
 Ann van Iersel

Jan 29 2015  
Date

  
 Eileen B. Stewart

2015 Jan 29  
Date

  
 Roberta Kjelson

29/1/15  
Date

  
 Ernest Malone

29/1/15  
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**

**Denise Turner  
Board Chair, Community Living BC**

**Mark Duncan, Board Member, Community Living BC**

**Norah Flaherty, Board Member, Community Living BC**

**Diane Friedman, Board Member, Community Living BC**

**Onkar Biring, Board Member, Community Living BC**

**Elizabeth Hunt, Board Member, Community Living BC**

**Robert Kjelson, Board Member, Community Living BC**

**Ernest Malone, Board Member, Community Living BC**

**John McCulloch, Board Member, Community Living BC**

**Eileen Stewart, Board Member, Community Living BC**

**Am van Iersel, Board Member, Community Living BC**

**Seonag Macrae, Chief Executive Officer, Community Living BC**

**Enclosure: Taxpayer Accountability Principles**

## B.C. Taxpayer Accountability Principles

Further information available at: <http://gov.bc.ca/crownaccountabilities>

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| <b>1 Cost Consciousness (Efficiency)</b> | Strengthen cost management capabilities and foster a culture of cost-consciousness at all levels of public sector organizations. Provide public services and programs as efficiently and effectively as possible to “bend the cost curve” and support sustainable public policies and programs as a lasting legacy for generations to come.                 |
| <b>2 Accountability</b>                  | Transparently manage responsibilities according to a set of common public sector principles in the best interest of the citizens of the province. By enhancing organizational efficiency and effectiveness in the planning, reporting and decision making, public sector organizations will ensure actions are aligned with government’s strategic mandate. |
| <b>3 Appropriate Compensation</b>        | Comply with a rigorous, standardized approach to performance management and employee compensation, which reflects appropriate compensation for work across the public sector that is consistent with government’s taxpayer accountability principles and respectful of the taxpayer.  |
| <b>4 Service</b>                         | Maintain a clear focus on positive outcomes for citizens of British Columbia by delivering cost-efficient, effective, value-for-money public services and programs.   |
| <b>5 Respect</b>                         | Engage in equitable, compassionate, respectful and effective communications that ensure all parties are properly informed or consulted on actions, decisions and public communications in a timely manner. Proactively collaborate in a spirit of partnership that respects the use of taxpayers’ monies.   |
| <b>6 Integrity</b>                       | Make decisions and take actions that are transparent, ethical and free from conflict of interest. Require the establishment of a strong ethical code of conduct for all employees and executives. Serve the citizens of British Columbia by respecting the shared public trust and acting in accordance with the taxpayer accountability principles.        |