



Tom Christensen  
Chair, Board of Directors  
Community Living BC  
1200 W 73rd Avenue - 7th Floor  
Vancouver BC V6P 6G5

Dear Mr. Christensen:

This Mandate Letter confirms your organization's mandate, provides government's annual strategic direction and sets out key performance expectations for the 2016/17 fiscal year.

On behalf of the province of British Columbia (BC), thank you for your leadership and the contributions made by Community Living BC (CLBC) over the past year toward improving cross-government services for transitioning youth, community engagement on successful practices for supporting aging individuals with developmental disabilities, and continuing efforts to bend the cost curve of CLBC's services and programs.

Last year, government established a common set of principles for the BC public sector organizations. The intent of the Taxpayer Accountability Principles (TAP) is to strengthen accountability and promote cost control. These principles instill a common frame of reference to inform decisions and ensure that the actions taken and services provided meet public policy objectives established by government on behalf of the citizens of BC. All public sector organizations are expected to understand the responsibility they have to the citizens of BC and how it is complimentary to the fiduciary duty to their organizations.

One of government's core values is respect for the taxpayer's dollar. It is critical that Public Sector Organizations (PSO) operate as efficiently as possible, in order to ensure British Columbians are provided with effective 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.

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Community Living BC (CLBC) is mandated under the Community Living Authority Act to deliver supports and services to adults with a diagnosis of developmental disability and to adults with a diagnosis of Fetal Alcohol Spectrum Disorder (FASD) or Autism Spectrum Disorder and significant limitations in adaptive functioning. CLBC is required to offer a range of service options that promote choice, innovation and flexibility in the way services are provided; maximize self-determination and independence for clients; and support shared responsibility among families, service providers and community resources.

To achieve this mandate, the Community Living BC is directed to take the following strategic actions:

1. CLBC will continue to participate in the Services to Adults with Developmental Disabilities (STADD) initiative. This includes:
  - a) Senior leadership involvement in the STADD ADM committee and championing the initiative with CLBC staff and clients;
  - b) Participation in the development and implementation of refinements and the expansion of the youth transition model;
  - c) Work with the Ministry of Health to implement the three-year Strategy on Aging to address the needs of older individuals with developmental disabilities and their families.
  
2. Increase the participation rate of CLBC clients in employment by:
  - a) Developing performance measures and a plan to evaluate the cost effectiveness of CLBC's employment service delivery model by the end of June 2016;
  - b) Collecting performance measures, evaluating CLBC's employment service delivery model and assessing the business case to expand the Community Action Employment Plan by the end of December 2016;
  - c) Continuing to engage with SDSI to leverage Employment Program of British Columbia programming and maximize efficiency and effectiveness of employment programming for CLBC clients; and
  - d) Designing and developing a new day service that supports individuals with greater needs to find employment while at the same time meeting their other support needs.
  
3. Continue to enhance accountability, performance and service innovation by:
  - a) Fully implementing the Accountability Framework developed by SDSI and CLBC in line with the Taxpayer Accountability Principles, including financial reporting, strategic engagement and performance monitoring deliverables; and
  - 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.

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4. Continue to ensure cost effective service delivery and transparent administrative cost restraint by implementing initiatives that bend the overall cost curve of services.

5. Continue to support the Ministry of Health as it implements policies which will lead to a consistent, standardized approach by Health Authorities in assessing high intensity care needs and goals for care for CLBC clients with complex functional and medical issues and in providing appropriate services and supports.

To achieve this, several actions as detailed in the 2014 TAP Transition Letter, are to continue to be implemented and refined, such as, on-going orientation, the joint strategic engagement plan, and the evaluation plan. For detailed information about TAP directives, please refer to the following link, Taxpayer Accountability Principles.

In addition, it is expected that your organization will continue to be diligent in ensuring familiarity with and adherence to statutory obligations and policies that have broad application across the public sector. Please refer to the following link for a summary of these accountabilities, PSO Accountability Summary.

Government is committed to continuing to revitalize the relationship between government and PSOs. This strong focus on increased two-way communication supports and ensures a common understanding of government's expectations. Timely communication of any issues which may affect the business of Community Living BC and/or the interests of government is critical to building trust and the effective delivery of public services, including information on any risks to achieving financial forecasts and performance targets.

Each board member is required to acknowledge the direction provided in the Mandate Letter by signing this letter. The Mandate Letter is to be posted publicly on your organization's website and a copy signed by all board members provided to the ministry and made available to the public upon request.

I look forward to our regular meetings focusing on strategic priorities, performance against the TAP, key results and working together to protect the public interest at all times.

Sincerely,



Michelle Stilwell  
Minister

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cc: Honourable Christy Clark  
Premier

John Dyble  
Deputy Minister to the Premier and Cabinet Secretary

Kim Henderson  
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

Tom Christensen  
Board Chair, Community Living BC

David Babych, Board Member, Community Living BC

Onkar S. Biring, Board Member, Community Living BC

Joanne E. Curry, Board Member, Community Living BC

David R. Everett, Board Member, Community Living BC

Diane E. Friedman, Board Member, Community Living BC

Jane Holland, Board Member, Community Living BC

Elizabeth C. Hunt, Board Member, Community Living BC

Roberta Kjelson, Board Member, Community Living BC

Mona M. Murray, Board Member, Community Living BC

Eileen B. Stewart, Board Member, Community Living BC

Seonag Macrae, Chief Executive Officer, Community Living BC

Attachment: [Taxpayer Accountability Principles \(click to access\)](#)