



February 17, 2017

Ref: 191856

Tom Christensen  
Chair, Board of Directors  
Community Living BC  
1200 West 73<sup>rd</sup> Avenue, 7<sup>th</sup> 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 2017/18 fiscal year.

On behalf of the Province of British Columbia (BC), thank you for your leadership and the contributions made by Community Living British Columbia (CLBC) over the past year and congratulations on your efforts, including continuing improvements to cross-government services for transitioning youth, implementing a reporting framework that provides detailed information about the performance of CLBC employment service providers, implementing practice and transition guides to improve services for aging individuals with developmental disabilities, and continuing efforts to bend the cost curve of CLBC's services and programs.

BC's Corporate Governance Framework takes a principles-based approach in providing direction for effective governance of ministries and Public Sector Organizations (PSOs). Since June 2014, the Taxpayer Accountability Principles (TAP) have provided guidance to ensure that the actions taken and services provided strengthen accountability and promote cost control while meeting the public policy objectives established by government on behalf of the citizens of BC.

It is critical that public sector organizations 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. This is critical to government's commitment to control spending and balance the budget.

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Government is making open information a priority across the public sector to enhance government transparency and accountability in the use of public resources, the delivery of programs and public services.

Government provided the following mandate direction to CLBC under the *Community Living Authority Act*. CLBC is mandated 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, CLBC is directed to take the following strategic actions:

- 1) Increase the participation rate of individuals eligible for CLBC supports in employment by:
  - a) Utilizing the performance measures and business case results to increase the effectiveness of CLBC employment service delivery model;
  - b) 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
  - c) Designing and developing a new service that supports individuals with all abilities to find employment, irrespective of how much or how little work fits with an individual's goals, while at the same time meeting their other support needs.
  
- 2) CLBC will continue to participate in the Services to Adults with Developmental Disabilities (STADD) initiative. This includes:
  - d) Senior leadership involvement in the STADD ADM committee and championing the initiative with CLBC staff, individuals eligible for CLBC supports and their families;
  - e) Participation in the development and implementation of refinements and the expansion of the youth transition model; and

- f) Continued work with the Ministry of Health to complete the remaining activities flowing from the three-year Strategy on Aging to address the needs of older adults with developmental disabilities and their families.
- 3) Continue to enhance accountability, performance and service innovation by 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.
- 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.

The ongoing culture shift to principled public sector governance remains a priority for government. PSOs are expected to undertake more comprehensive professional development to enhance orientation of their board members and senior executives. Government will be providing programming and resources designed to complement components of orientation to ensure understanding of the accountabilities and expectations of public sector boards and organizations. For detailed information about TAP directives, please refer to the following link, [Taxpayer Accountability Principles](#).

Government is committed to continue 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 emerging issues which may affect the business of CLBC 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. With the TAP embedded in the Annual Service Plans and Reports, this will support board chairs in assessing and communicating the organization's overall performance.

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 <http://www2.gov.bc.ca/gov/content/governments/services-for-government/public-sector-management/plan-report/accountabilities>.

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 TAP, and working together to protect the public interest at all times.

Sincerely,



Michelle Stilwell  
Minister Responsible

Enclosure: Taxpayer Accountability Principles

cc: Honourable Christy Clark, Premier  
Kim Henderson, Deputy Minister to the Premier and Cabinet Secretary  
Athana Mentzelopoulos, 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  
David Babych, Board Member, Community Living BC  
Onkar S. Biring, Board Member, Community Living BC  
Barbara Carle-Thiesson, Board Member, Community Living BC  
Joanne E. Curry, Board Member, Community Living BC  
David Roy Everett, Board Member, Community Living BC  
Diane E. Friedman, Board Member, Community Living BC  
Jane Holland, Board Member, Community Living BC  
Daniel Smith, Board Member, Community Living BC  
Eileen B. Stewart, Board Member, Community Living BC  
Michael Watson, Board Member, Community Living BC  
Seonag Macrae, Chief Executive Officer, Community Living BC

## 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.        |