



SHAREHOLDER'S LETTER OF EXPECTATIONS

BETWEEN

**THE MINISTER OF HOUSING AND SOCIAL DEVELOPMENT
("THE MINISTER")**

**(AS REPRESENTATIVE OF THE SHAREHOLDER,
THE GOVERNMENT OF BRITISH COLUMBIA)**

AND

**THE CHAIR OF THE COMMUNITY LIVING BC
("THE CORPORATION")**

(AS REPRESENTATIVE OF THE CORPORATION)

PURPOSE

This Letter of Expectations between the Shareholder and Corporation is an agreement on their respective roles, responsibilities and on corporate mandate including high level strategic priorities, public policy issues and performance expectations¹. This Letter is reviewed and updated annually. The Letter is the basis for the development of the Corporation's Service Plans and Annual Service Plan Reports. This Letter applies equally to both parties. 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 (CAAS) (http://www.gov.bc.ca/cas/attachments/shareholders_expectations_manual.pdf) establishes guiding principles for the governance of Crown corporations. The CAAS identifies roles and responsibilities for the Shareholder and Crown corporations, and provides for a Shareholder's Letter of Expectations to be jointly developed.

CORPORATION ACCOUNTABILITIES

Government has provided the following mandate direction to Community Living BC. In accordance with the *Community Living Authority Act*, the Corporation must:

- provide support and services, identified by the Minister and within the budget assigned by the legislature, to adults with developmental disabilities and their families to assist them in caring for adult family members with developmental disabilities;
- comply with Provincial Standards that are prescribed by the Minister;
- 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 any regulations made under the *Act*;
- 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;
- in a manner consistent with the Ministry of Housing and Social Development's (MHSD'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, for example, individualized funding 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; and
 - co-ordinate the provision of community living support with services provided by the government and community resources.

To achieve this mandate direction, and in response to the Shareholder's general direction, frameworks and principles, the Corporation will:

- ensure that the Corporation's priorities reflect government's goals of building a strong economy; job creation; infrastructure and private sector investment; First Nations reconciliation; and climate action initiatives;
- conduct its affairs to achieve its mandate and the performance expectations of the Shareholder, including establishing and implementing corporate strategies, policies, programs, plans and financial outcomes consistent with the Shareholder's general direction and with the principles of integrity, efficiency, effectiveness, sustainability, and customer service;
- conduct its operations and financial activities in a manner consistent with the legislative, regulatory and policy framework established by the Shareholder;
- prepare Service Plans with clearly articulated goals, strategies, performance measures and targets, and Annual Service Plan Reports that describe progress toward achieving those goals, strategies, performance measures and targets and post both documents on its website;
- 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;
- develop and implement strategies to manage financial and performance risks identified in the Service Plan;
- provide the Shareholder with reports and other information that would enable the Shareholder to carry out its responsibilities; and
- inform the Shareholder immediately if the Corporation is unable to meet the performance and financial targets identified in its Service Plan.

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

- comply with the Shareholder's requirements to make the Public Sector carbon neutral by 2010, 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;
- support the Healthier Choices Initiative, ensuring that all vending machines located in facilities owned or leased by the Corporation have food products which meet the Shareholder's Nutrition Guidelines for Vending Machines in Public Buildings;
- ensure the Shareholder is advised in advance of the release of any information requests by the Corporation under the *Freedom of Information and Protection of Privacy Act*; and
- ensure any debit/credit card payment services provided to the public are in compliance with the international Payment Card Industry (PCI) Data Security Standards, by the October 1, 2010 deadline;

- 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 have been approved by Cabinet;
- ensure that Board appointments to Crown corporation subsidiaries have been 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.

In addition, the Shareholder directs the Corporation to take the following specific actions:

- implementation of the recommendations from the independent service delivery model review to ensure the Corporation's long term sustainability and cost certainty within fiscal parameters provided by government; continued development of innovation and flexible service delivery options that provide choice for families and individuals; and guardianship functions within the context of the service delivery model.
- working collaboratively with MHSD, opportunities for service delivery efficiencies to adult services and supports are to be pursued by implementing innovative changes that improve services while ensuring sustainability and viability;
- implementation of the improved eligibility criteria to expand services to more adults with developmental disabilities;
- as a follow-up to the review of waitlist methodology, the Corporation will utilize available funding to address 1) individuals with health and safety issues; 2) individuals who currently receive no supports from the Corporation; and 3) individuals requesting increased services.
- work in collaboration with MHSD in the development and the delivery of services consistent with the annual service funding agreement with MHSD and in a manner that continues to realize service efficiencies through innovative improvements while ensuring sustainability and viability;
- work co-operatively with all other public bodies involved in or affected by the provision of services to the Corporation's identified population;
- establish and maintain an efficient information management system that supports operational needs, provides reliable and timely data and is strategically aligned with government's integrated case management system;

- conform to the requirements of a designated agency under *Part 3* of the *Adult Guardianship Act*;
- continue to develop expertise to respond to the diverse needs of Aboriginal people and their communities;
- report on the key performance indicators identified in the Accountability and Performance Frameworks established by MHSD according to government's Crown Agency Accountability System;
- complete implementation of the Corporation's internal audit and risk management plan;
- achieve and maintain accreditation status through the Commission on Accreditation of Rehabilitation Facilities (CARF) by 2011 and provide annual updates to the Minister;
- advise the Minister in a timely manner on issues that pertain to the Corporation that have or may have an impact on services it provides and the individuals that it serves. This may include reporting on significant critical incidents; cross-jurisdictional issues; and other issues that require the Minister's attention as the Minister responsible for the Corporation;
- advise the Corporation's Board on the number and type of formal complaints received by the Corporation and report to the Minister annually when significant trends are apparent; and
- implement the Corporation's Information and Resource Management Plan as approved by MHSD.
- comply with direction from the Ministry of Children and Family Development (MCFD) and MHSD to complete the transfer of children's services currently delivered by the Corporation to MCFD and continue to support the transfer and transition over the next several months following the effective date of transfer to ensure that a seamless delivery of children's services occurs;
- continue to be an active participant with MCFD, MHSD and other agencies in the development and implementation of a provincial protocol for youth transitioning to adulthood and ensure that responsibility for enabling a seamless transition of services for young people with special needs as they mature and their eligibility for adult services is established;
- work with MHSD and other stakeholders on contract procurement changes relating to policy, monitoring and reporting in order to ensure that end results and outcomes are efficient, effective and meet overall government standards and internal trade expectations; and
- identify and implement healthy living policies, programs and client service objectives that contribute meaningfully to ActNow BC goals.

SHAREHOLDER'S RESPONSIBILITIES

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

- establish, review, revise and communicate any changes to the Corporation's mandate;
- establish and communicate the general and Crown-specific financial frameworks under which the Corporation operates (borrowing, investment, and payment to the Shareholder);
- issue performance management guidelines, including guidelines for Service Plans and Annual Service Plan Reports (<http://www.gov.bc.ca/cas/publications/index.html>);
- review, provide feedback and final approval of the Corporation's Service Plans and Annual Service Plan Reports;
- provide broad policy direction and confirmation of general frameworks/principles to the Corporation, within which the Corporation may establish/apply specific policies/processes;
- advise the Corporation of government's strategic priorities, decisions and public policy and any performance objectives and expectations that may impact the Corporation; and
- issue directives or orders or sponsor submissions on behalf of the Corporation that may be required to seek decisions or policy direction by the Executive Council or its committees, in order to facilitate the Corporation fulfilling its mandate and achieving the performance targets outlined in its Service Plans.

The Shareholder has developed policies for Ministries and Crown corporations for Capital Asset Management (<http://www.fin.gov.bc.ca/tbs/camf.htm>) and Remuneration Guidelines for Appointees to Crown Agency Boards (<http://www.gov.bc.ca/cas/publications/index.html>). The Shareholder has also issued the 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>). During the term of this Letter, the Shareholder may provide additional policy direction to the Crown agency sector, and will communicate such direction, including implementation expectations, to the Corporation as decisions are made.

The Shareholder will also, on a continuing basis, monitor the achievement of the goals, objectives, performance and financial targets, and risk assessments identified in the Corporations' Service Plans.

Specific to the Corporation, the Shareholder:

- approves the Corporation's mandate to provide for the delivery of community living support pursuant to the *Community Living Authority Act*;
- directs MHSD to develop an annual Service Funding Agreement with the Corporation;
- continues the Corporation as an agent of the Crown;
- directs MHSD to implement a performance oversight and accountability framework consistent with government's Crown Agency Accountability System;
- confirms the role of the Minister of Finance as fiscal agent to the Corporation, providing the Corporation with access to government financing and banking services;

- directs MHSD to review and approve 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; and
- directs MHSD to work collaboratively with the Corporation on the implementation of legislative, regulatory or policy changes that impact the Corporation's mandate;

AREAS OF SHARED ACCOUNTABILITY

Roles and Responsibilities

The Minister and the Corporation agree to adhere to the provisions of the Crown Agency Accountability System, and the roles and responsibilities under that system for the Minister, Deputy Minister, Ministry Staff, the Chair and Board of Directors and Chief Executive Officer.

The Ministry is responsible for social policy and financial oversight of the Corporation. The Ministry ensures government's social policy direction is considered and overall commitment to adults with developmental disabilities and their families is met. This includes review and approval of the Corporation's service delivery model and approval of primary policy tools and guides such as the guide to support allocation, catalogue of services, priority ranking tool, improved eligibility, waitlist methodology and other key policy instruments.

The Corporation is responsible for managing the delivery of services within MHSD's overall policy direction. Within this context, the Corporation is responsible for planning, developing its own operating policies and overseeing the delivery of services to adults with developmental disabilities and their families.

Communications

It is agreed by both the Shareholder and the Corporation that, to ensure effective and efficient day-to-day communications and relationship building, representatives for both parties will be tasked with implementing the contents of this Letter and keeping the Minister Responsible and the Board of Directors informed of progress in a timely fashion. **Reporting** The Shareholder and the Corporation are committed to transparency and accountability to the public. The Shareholder has put in place a public reporting structure which is set out in the *Budget Transparency and Accountability Act*, the *Financial Administration Act*, and the *Financial Information Act*. The Shareholder has provided the Corporation with an Information Requirements and Events Calendar which sets out financial and performance reporting requirements (<http://www.gov.bc.ca/cas/publications/index.html>). The Corporation agrees that it will meet these financial and performance reporting requirements. If government determines that changes to the reporting requirements are necessary, the Shareholder will communicate these to the Corporation. It is agreed by the parties that there will be advance discussion and review of key documents such as Service Plans, Quarterly Financial Reports and Annual Service Plan Reports. These discussions will be completed sufficiently in advance of deadlines to ensure the opportunity for effective and timely input by the Shareholder.

In addition to these financial and performance reporting requirements, the Corporation agrees to provide information to the Shareholder related to risks and opportunities anticipated in achieving financial forecasts and performance targets.

The parties agree that, as a matter of course, each will advise the other in a timely manner of any issues that may materially impact the business of the Corporation and/or the interests of the Shareholder.

It is agreed that the Corporation will post the most recent signed copy of the Shareholder's Letter of Expectations on its website. Crown Agencies Resource Office will also post a signed copy of the Letter on its website.

Review and Revision of this Letter

The Minister is accountable for undertaking reviews of this Letter and monitoring its implementation. The Crown Agencies Resource Office is responsible for co-ordinating the overall process for preparing Letters of Expectation, and may assist the Minister in undertaking reviews of this Letter and monitoring its implementation. If deemed necessary by either party, the Shareholder and the Corporation will discuss any issues and may agree to amend this Letter on a more frequent than annual basis.



Honourable Rich Coleman
Minister of Housing and Social Development

JAN 18 2010

Date



Lois Hollstedt
Chair of the Board,
Community Living BC

Jan 12/10
Date

pc: Honourable Gordon Campbell
Premier

Allan Seckel
Deputy Minister to the Premier and Cabinet Secretary

Graham Whitmarsh
Deputy Minister and Secretary to Treasury Board
Ministry of Finance

Cairine McDonald
Deputy Minister
Ministry of Housing and Social Development

Rick Mowles
Chief Executive Officer
Community Living British Columbia

Marie Ty
A/Assistant Deputy Minister
Crown Agencies Resource Office

