



**BRITISH  
COLUMBIA**

The Best Place on Earth

**SHAREHOLDER'S LETTER OF EXPECTATIONS**

**BETWEEN**

**THE MINISTER OF SOCIAL DEVELOPMENT  
(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)**

**FOR 2011/12**

**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 expectations as documented in the Shareholder's Expectations Manual for British Columbia Crown Agencies<sup>1</sup>. The Letter is the basis for the development of the Corporation's Service Plans and Annual Service Plan Reports, and is reviewed and updated annually. The Letter does not create any legal or binding obligations on the parties and is intended to promote a co-operative working relationship.

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<sup>1</sup> 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 Shareholder's Expectations Manual identifies roles and responsibilities for the Shareholder and Crown Corporations, and provides for a Shareholder's Letter of Expectations (Letter) 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:

- 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 adults with developmental disabilities and their families to assist them in caring for adult family members with developmental disabilities.

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, with the principles of integrity, efficiency, effectiveness, and customer service;
- 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; 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 be carbon neutral under the *Greenhouse Gas Reduction Targets Act*, 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;
- 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*;
- ensure any debit/credit card payment services provided to the public are in compliance with the international Payment Card Industry (PCI) Data Security Standards;
- 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 comply with Board Resourcing and Development Office's Best Practice Guidelines and are 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:

- continue reporting on key performance indicators identified in the Corporation's Accountability and Performance Frameworks and advise the Minister in a timely manner on issues that have or may have an impact on the 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;

- continue to be an active participant with the Ministry of Children and Family Development, the Ministry of Social Development (MSD), and other agencies in the 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;
- implement the Personalized Supports Initiative eligibility criteria to expand services to more adults who have a diagnosis of Pervasive Developmental Disorder or Fetal Alcohol Spectrum Disorder; and
- work collaboratively with MSD in the development and the delivery of services consistent with the annual service funding agreement with MSD and in a manner that continues to realize service efficiencies and address priority requests for service. The Corporation will continue to implement the recommendations received from the 2008 independent service delivery review and focus on innovative approaches that enhance opportunities for individuals to access services that any community member would use or informal community supports provided by family members, friends and neighbours that help lead to more opportunities for community inclusion.

## **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:

- issue performance management guidelines, including guidelines for Service Plans and Annual Service Plan Reports (<http://www.gov.bc.ca/caro/publications/index.html>); and
- review and provide feedback and final approval of the Corporation's Service Plans and Annual Service Plan Reports.

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/caro/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 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 Corporation's Service Plan.

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*;
- continues the Corporation as an agent of the Crown;
- 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 MSD to develop an annual Service Funding Agreement with the Corporation;
- directs MSD 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;
- directs MSD to implement a performance oversight and accountability framework consistent with government's Crown Agency Accountability System; and
- directs MSD 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:**

### **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* and has provided the Corporation with an Information Requirements and Events Calendar which sets out financial and performance reporting requirements (<http://www.gov.bc.ca/caro/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.

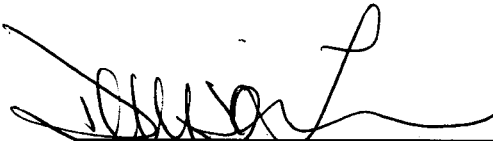
The parties agree that, as a matter of course, each will advise the other in a timely manner of any issues that may materially impact the business of the Corporation and/or the interests of the Shareholder, including information on any risks to achieving financial forecasts and performance targets.

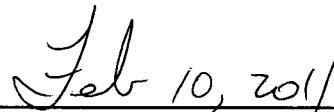
It is agreed that the Corporation will post the most recent signed copy of the Shareholder's Letter of Expectations on its website. Crown Agencies Resource Office will also post a signed copy of the Letter on its website.

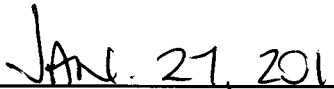
## Review and Revision of this Letter

The Minister of Social Development is accountable for undertaking reviews of this Letter and monitoring its implementation. The Crown Agencies Resource Office is responsible for coordinating 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.

  
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Honourable Kevin Krueger  
Minister of Social Development

  
\_\_\_\_\_  
Denise Turner  
Chair, Community Living BC

  
\_\_\_\_\_  
Date

  
\_\_\_\_\_  
Date

cc. 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

Mark Sieben  
Deputy Minister  
Ministry of Social Development

Rick Mowles  
Chief Executive Officer  
Community Living BC

Marie Ty  
Executive Director  
Crown Agencies Resource Office