

Community Living British Columbia

2023/24 – 2025/26 Service Plan

February 2023



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Board Chair's Accountability Statement



The 2023/24 – 2025/26 Community Living British Columbia (CLBC) Service Plan was prepared under the Board's direction in accordance with the *Budget Transparency and Accountability Act*. The plan is consistent with government's strategic priorities and fiscal plan. The Board is accountable for the contents of the plan, including what has been included in the plan and how it has been reported. The Board is responsible for the validity and reliability of the information included in the plan.

All significant assumptions, policy decisions, events and identified risks, as of February 2023 have been considered in preparing the plan. The performance measures presented are consistent with the *Budget Transparency and Accountability Act*, CLBC's mandate and goals, and focus on aspects critical to the organization's performance. The targets in this plan have been determined based on an assessment of CLBC's operating environment, forecast conditions, risk assessment and past performance.

Signed on behalf of the Board by:

A handwritten signature in black ink that reads "Michael Prince". The signature is written in a cursive, flowing style.

Michael J. Prince
Board Chair, CLBC
February 14, 2023

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Strategic Direction

In 2023/24, public sector organizations will continue working to make life better for people in B.C., improve the services we all rely on, and ensure a sustainable province for future generations. Government will focus on building a secure, clean, and fair economy, and a province where everyone can find a good home – whether in a rural area, in a city, or in an Indigenous community. B.C. will continue working toward true and meaningful reconciliation by supporting opportunities for Indigenous Peoples to be full partners in an inclusive and sustainable province. The policies, programs and projects developed over the course of this service plan period will focus on results that people can see and feel in four key areas: attainable and affordable housing, strengthened health care, safer communities, and a secure, clean and fair economy that can withstand global economic headwinds.

This 2023/24 service plan outlines how Community Living British Columbia (CLBC) will support the government's priorities and selected action items identified in the most recent Community Living British Columbia [Mandate Letter](#).

Purpose of the Organization and Alignment with Government Priorities

CLBC is a Crown corporation mandated to provide supports and services to eligible adults to participate fully in their communities in meaningful ways. The [Community Living Authority Act](#) and the [Community Living Authority Regulation](#) outline eligibility criteria for two groups of individuals for CLBC services:

- Adults with a developmental disability, and
- Adults diagnosed with a Fetal Alcohol Spectrum Disorder or an Autism Spectrum Disorder, and who have significant limitations in adaptive functioning.

Working collaboratively with individuals, families, friends, service and community partners, and Indigenous Peoples, CLBC seeks to create communities of belonging and ensure individuals have lives with connection. Beyond funding services, CLBC supports individuals and families and/or support networks to plan and connect with resources in their communities and engages communities to be more welcoming and inclusive places in which people with developmental disabilities can be fully contributing citizens.

CLBC is accountable to the Legislature through the [Ministry of Social Development and Poverty Reduction](#). CLBC's [Strategic Plan](#) and Service Plan supports the Government's commitments as identified in CLBC's [Mandate Letter](#). CLBC's new [Strategic Plan](#), released in summer 2022, introduced new goals and strategies to support a new vision, mission, and values that will guide CLBC's work over the next three years, and is outlined in the Performance Planning section. CLBC will continue to work with Government and community partners to implement

the [10-Year Re-Imagining Community Inclusion](#) Vision and Road Map and [related three-year workplan](#), and to incorporate the [B.C. Declaration on the Rights of Indigenous Peoples Act](#) (*Declaration Act*) and the [Truth and Reconciliation Commission of Canada: Calls to Action](#) into CLBC's operations.

CLBC's new [Strategic Plan](#), created with input from individuals, families and/or support networks, and service providers, will enable CLBC to build on work completed under the [2022-23 Service Plan](#) and advance its new vision and mission.

Operating Environment

CLBC employees support individuals and their families and support networks to plan, connect to community and services, and are responsible for developing and monitoring services. A range of home support, employment, community inclusion, and individual and family wellness¹ services are delivered through contracted service providers and individualized funding arrangements. CLBC ensures third party service delivery through various quality assurance, contracting and financial mechanisms. A formal [complaints resolution process](#), an internal facing *Ethical Reporting Policy* (whistleblower policy), annual compliance audits, and an internal audit function provide further assurances of accountability and transparency in operations.

CLBC continues to respond to the public health and human resources impacts following the COVID-19 pandemic. CLBC's contracted service providers are facing recruitment and retention issues in a tight labour market, and CLBC expects that this will continue, impacting their ability to deliver support and services.

CLBC anticipates that emergencies resulting from extreme climate events including wildfires, extreme heat and mass flooding will continue to impact how services are delivered and the role of CLBC staff and contracted services in responding to emergencies.

Many individuals CLBC supports will continue to be challenged by a lack of access to affordable and inclusive housing. This is due to limited availability of rental housing combined with the cost of housing across B.C. As a result, an increasing number of individuals must live with aging parents or live in housing situations that are not their preferred option.

Individuals, particularly those with complex care needs, will continue to be exposed to the toxic drug supply. This group, who typically have a history of substance abuse and mental health challenges, are increasingly at risk and often need support to access mental health supports and affordable housing. This will require CLBC to deepen partnerships with health services and to explore new support models.

¹ Individual and family wellness services includes what was formally referred to as respite services.

While government works to improve this operating environment in the long term, in the short term CLBC is taking steps to minimize their impacts. Investments in family supports and sector partnerships (Goal 3) and working with Ministry of Housing and sector partners (Goal 4) are expected to reduce some negative impacts to CLBC service delivery.

Even with these impacts, CLBC has become adept at responding to disruptions to service delivery while also being able to advance its mandate. Further, many individuals continue to seek greater self-determination and opportunities to participate fully in community life, including employment. Labour shortages that many sectors of the economy are currently facing presents an opportunity for these individuals to gain employment.

Caseload Growth and Demographic Trends

CLBC projects that approximately 26,928 individuals will be eligible for CLBC services as of March 31, 2023 and expects the growth rate to continue to be about five percent annually over the next five years. This is significant as the rate of CLBC's caseload is growing faster than population growth in B.C. CLBC anticipates significant growth in its caseload forecasting that in 20 years it will have a total caseload of 53,115, which is an increase of 107% percent over the March 2022 actual caseload of 25,695.

Three factors drive caseload growth: CLBC population increases; advances in health care and extended life expectancy; and increased referral rates of youth to CLBC. In particular, as CLBC builds stronger relationships and trust with Indigenous individuals and communities, CLBC expects increased referrals from Indigenous people who previously would have been understandably hesitant to engage with formal CLBC supports. This increased caseload, coupled with non-caseload drivers such as an aging population, will result in growing demand for CLBC services in 2023/24 and into the future.

Non-Caseload Related Drivers

The increased demand for CLBC services is driven by more than caseload growth. Youth transitioning to adulthood experience disruption as they leave school and other youth services. Most young individuals live with their parents who continue to play the role of primary caregiver. Over time their aging parents will require more support to continue in this role and individuals will increasingly require home support services, projected to grow dramatically in the next 20 years.

Young adults want to leave their family homes and gain increased independence. Pressures to find inclusive, affordable housing for individuals CLBC supports will continue and will need to align with the availability of services. Additionally, as individuals age, they require different and often more intense supports and more accessible housing.

Forecasts indicate that the number of individuals registered for CLBC services who are older than 50 will more than double by March 2042. All these life transitions require different but focused planning and resources for services.

Annual Economic Statement

B.C.'s economy has been resilient to pandemic, geopolitical and climate-related disruptions. However, higher interest rates are expected to weigh on the economy in the coming years. Following a rapid recovery from the economic impacts of the COVID-19 pandemic, high inflation led to successive interest rate increases from the Bank of Canada in 2022. The impact of higher interest rates has been evident in housing markets and there is uncertainty over its transmission to the rest of the economy in B.C. and among our trading partners. B.C. is heading into this challenging period in relatively strong position, with a low unemployment rate. The Economic Forecast Council (EFC) estimates that B.C. real GDP expanded by 3.0 per cent in 2022 and expects growth of 0.5 per cent in 2023 and 1.6 per cent in 2024. Meanwhile for Canada, the EFC estimates growth of 3.4 per cent in 2022 and projects national real GDP growth of 0.5 per cent in 2023 and 1.5 per cent in 2024. As such, B.C.'s economic growth is expected to be broadly in line with the national average in the coming years. The risks to B.C.'s economic outlook center around interest rates and inflation, such as the risk of further inflationary supply chain disruptions, the potential for more interest rate increases than expected, and uncertainty around the depth and timing of the impact on housing markets. Further risks include ongoing uncertainty regarding global trade policies, the emergence of further COVID-19 variants of concern and lower commodity prices.

Performance Planning

Goal 1: We have trusting relationships with the people we serve.

CLBC commits to establishing open and trusting relationships with the people they serve. These relationships are foundational to advancing CLBC's vision of creating "communities of belonging, lives with connection."

This goal supports the B.C. government's commitment to deliver better, quality services to British Columbian families, CLBC's new [Strategic Plan](#), and builds on the work completed under Goal 2 in the [2022-23 Service Plan](#).

Objective 1.1: Individuals and families have stronger relationships with CLBC.

CLBC will continue to strengthen relationships with individuals, families, and support networks, so that transitioning youth, older adults, and their families along with support networks have positive experiences, are well informed about CLBC, and have access to funded services and natural supports available to all citizens.

Key Strategies

- Continue to work collaboratively with the Indigenous Advisory Committee and the Elders Advisors Committee to improve relationships with Indigenous Peoples and their communities in order to provide culturally safe services to Indigenous individuals and families.
- Expand the target group who are surveyed and the survey questions to better understand and improve experiences of individuals CLBC supports and their families.
- Take steps to improve access to information and communications, to CLBC offices and services to align with the [Accessible British Columbia Act](#).

Discussion

Objective 1.1 is one of the key strategies outlined in CLBC's [new Strategic Plan](#). CLBC recognizes that building and strengthening relationships with individuals and their families takes time, requiring ongoing collaboration with the Indigenous Advisory Committee and the Elders Advisors Committee as well as improved transparency and access to information about CLBC.

CLBC will monitor progress toward this objective through a new question added to the annual targeted consumer survey outlined in performance measure 1a. CLBC has also introduced a new performance (2a) to this plan that targets strengthening relationships with Indigenous communities.

Objective 1.2: CLBC processes are easier to understand and more transparent for individuals and families.

Strengthened relationships with CLBC occur when people know what to expect from CLBC and are therefore better prepared to make informed choices about their lives. This is particularly important for youth transitioning to CLBC who have not previously accessed CLBC services. Facilitating positive transitions and stronger relationships with CLBC is dependent on more accessible, transparent, and respectful processes and communications.

Key Strategies

- Work collaboratively with the Ministry of Children and Family Development to plan with and improve transitions for youth and families from child and youth services to CLBC.
- Revise the language used in CLBC's Catalogue of Services to remove language that is not culturally safe, increase accessibility (i.e., greater clarity) and to improve consistency and understanding of CLBC-funded supports.
- Revise CLBC's *Transfer Policy* to provide greater clarity and transparency to individuals, and families who are moving between regions of B.C.

Discussion

CLBC continues to seek ways to improve the transparency and accessibility of CLBC processes to strengthen its relationships with individuals and families. For example, CLBC is working to integrate plain language into its policies and communications and ensure they are culturally safe. This is intended to improve the understanding of CLBC's eligibility criteria and decision-making tools and processes for individuals and families. CLBC is also working collaboratively with the [Ministry of Children and Family Development](#) (MCFD) to understand and identify improvements to transition-related challenges as part of MCFD's transformation of its service delivery system. CLBC will monitor progress toward this objective through performance measure 1a.

Objective 1.3: CLBC's interactions with individuals and families are respectful and responsive.

CLBC recognizes the importance of being clear, honest, and timely in its communication with individuals and families when trying to develop stronger relationships. Being responsive also ensures services meet the needs and circumstances of individuals and families by adapting service delivery approaches to changing expectations. CLBC is continually engaging and collaborating with other agencies, ministries, and sector partners serving CLBC eligible individuals and families in effort to promote more responsive services.

Key Strategies

- Work collaboratively with government and community partners to improve access to services for individuals with complex needs.

- Continue to receive and address concerns in a timely manner from individuals and families through CLBC’s complaints process.
- Increase engagement with individuals and families to understand their future housing needs.

Discussion

Objective 1.3 is new to this plan and builds on work completed under Objective 3.2 of the [2022-23 Service Plan](#) that focused on timely, responsive service delivery. CLBC continues to work at creating an experience for individuals and families that is respectful and aligned to both the strategies and values that guide CLBC’s new [Strategic Plan](#). CLBC is working with the Ministry of Health through the Re-imagining Community Inclusion initiative to improve collaborative delivery of services to individuals with complex needs.

CLBC is also implementing changes that will lead to better collection and use of data on individuals’ future housing needs, enabling both CLBC and housing partners to better meet future needs. CLBC will monitor progress on this objective through PM 1b and 1c.

Performance Measures

Performance Measure (PM)	2022/23 Forecast	2023/24 Target	2024/25 Target	2025/26 Target
1a) Percentage of families of transitioning youth who understand what services and supports they can expect from CLBC and when they can expect them ¹	64%	Baseline	TBD	TBD

¹ Data source: Targeted consumer surveys completed annually. The survey sample is made up of individuals and families who turned 19 years of age and completed a Guide to Support Allocation.

Discussion

1a. This performance measure tracks the percentage of families of transitioning youth who understand what services and supports they can expect from CLBC and when they can expect to receive them. This expands on a similar measure in last year’s plan that focused only on individual and family understanding of supports and services. This measure will provide CLBC with greater insight into how responsive they are to individual and family needs. The current forecast and subsequent results will be based on data sourced from a new question added to the annual survey of individuals and families transitioning to CLBC services.

In future years CLBC will have developed a stronger framework that will allow it to build upon a baseline measure identified in 2023/24 and these results will be used to establish future performance targets more accurately.

Performance Measure (PM)	2022/23 Forecast	2023/24 Target	2024/25 Target	2025/26 Target
1b) The percentage of individuals with the most urgent needs that have made a service request and received service within six months ²	95%	TBD	TBD	TBD

²Data source: The Request for Service list through the PARIS information management system.

Discussion

1b. This performance measure is a modified version of performance measure 3.1 in the [2022-23 Service Plan](#) which tracked CLBC’s ability to meet people’s disability-related needs and deliver services in a timely and responsive manner.

This revised measure reports a more meaningful representation of CLBC’s responsiveness in meeting disability-related needs. It will now track the percentage of individuals, who have a priority ranking score of 50 or more, have made a service request and received service within six months. While the indicator is based on existing data, CLBC will determine a baseline for 2023/24 following further data collection ensuring consistent data definitions in the regions.

Performance Measure (PM)	2021/22 Baseline	2022/23 Forecast	2023/24 Target	2024/25 Target	2025/26 Target
1c) The percentage of complaints for which the complaints process has been completed within the timeframes set out in the CLBC <i>Complaint Resolutions Policy</i> ³	79%	83 %	84%	85%	86%

³Data source: CLBC Complaints Tracking System

Discussion

1c. This performance measure indicates how well CLBC responds to concerns by tracking if formal complaints are managed within the required timeframes set in CLBC’s [Complaints Resolution Policy](#). CLBC’s [Complaints Resolution Policy](#) outlines their expectation with respect to timeliness and the process that is available to individuals and families when they would like a decision reviewed. In 2022, CLBC revised the policy to shorten timelines to expedite the review process. Reflected in the revised targets is CLBC’s anticipation of complaints being addressed in a timelier manner due to the shortened timelines.

Goal 2: Our actions align with the rights of Indigenous Peoples.

This goal supports the B.C. government's and CLBC's commitment to lasting and meaningful reconciliation. In 2021, CLBC created an Indigenous Relations department and co-chaired the Indigenous Strategies for Community Inclusion working group as part of the Re-Imagining Community Inclusion process. Through these channels and CLBC's Indigenous Advisory and Elders Committees, CLBC is developing and strengthening relationships with Indigenous people, families, supporters, communities, and partners in culturally safe ways.

While this goal is new, the work highlighted in this section relates to advancing reconciliation which began under Goal 2 of the [2022-23 Service Plan](#).

Objective 2.1: Develop and strengthen relationships with Indigenous partners.

CLBC is committed to developing meaningful and respectful connections, in culturally safe ways, with Indigenous Peoples. These include adults who CLBC supports, their families, First Nations, Métis, and Inuit people. It also includes the organizations they established to represent them along with the service organizations they have created and other key partners (e.g., urban Indigenous partners). Supported by CLBC's Indigenous Relations team, CLBC is building relationships with Indigenous communities across the province.

Key Strategies

- Continue to develop and strengthen relationships with key Indigenous partners to improve relationships with Indigenous Peoples and their communities.
- Continue to develop and implement land acknowledgements of all CLBC offices through art and ceremony in collaboration with the Nations on whose land the offices sit.
- Continue to draw on the knowledge and experience of CLBC's Elders Advisory Committee.

Discussion

CLBC recognizes that developing and strengthening meaningful relationships with Indigenous Peoples aligns with the [Declaration Act's](#) principles. Establishing meaningful relationships with Indigenous Peoples is based on mutual respect and transparency which takes time and is foundational to CLBC's shift towards cultural reconciliation. CLBC is working closely with the Indigenous Advisory Committee and the Elders Advisory Committee which support CLBC's mandate through the provision of information and advice to CLBC staff within an Indigenous perspective and worldview. The Indigenous Advisory Committee also plays a key role in guiding the implementation of CLBC's Indigenous Relations workplan.

This objective builds on the work CLBC started under Goal 2 of the [2022-23 Service Plan](#) and progress will be monitored through PM 2a.

Objective 2.2: Support staff to serve Indigenous individuals and families in culturally safe ways.

Creating cultural safety² within CLBC's operations and delivery of supports and services is central to implementing the [Declaration Act](#) and advancing reconciliation. CLBC's new [Cultural Safety Policy](#) outlines principles and practice that guide how staff engage, support, monitor and plan with First Nations, Métis, and Inuit individuals, their families and/or support networks, and communities.

Key Strategies

- Implement the new *Cultural Safety Policy* by delivering training for CLBC staff and launching a cultural safety community of practice and providing tools to support staff in developing and integrating culturally safe practices.
- Continue to work collaboratively with Indigenous organizations, service providers, key government, and non-government partners (e.g., Indigenous leadership, advocacy groups) to deliver culturally appropriate services.
- Review CLBC's eligibility processes to identify any barriers to Indigenous individuals, their families and/or support networks.

Discussion

Supporting staff to develop cultural safety understanding through training, self-reflection, and access to resources will support respectful communication. Focusing on building, developing, and nurturing relationships between staff and Indigenous individuals, families and/or their support networks, and communities will also promote cultural safety. CLBC will monitor progress toward this objective through performance measure 2a.

Objective 2.3: Increase the delivery of culturally safe and appropriate services to individuals and families by CLBC's contracted service providers.

To align its actions with those of Indigenous individuals, CLBC's contracted service providers need to be able to deliver culturally safe and appropriate services. This will be achieved through the development of guiding policy and practice, increasing the number of Indigenous service providers CLBC contracts with, and applying an Indigenous lens to service design.

² Cultural safety is an outcome wherein Indigenous Peoples feel safe and respected, free from racism and discrimination when accessing person-centred support and services. Only those who are accessing person-centred support and services can define how culturally safe they feel.

Key Strategies

- Design an Indigenous home sharing³ service that is aligned with the [Declaration Act](#) and assures the delivery of culturally safe and respectful home sharing services, as outlined in CLBC’s [Home Sharing Plan 2021-24](#).
- Work closely with the BC CEO Network to ensure CLBC contracted service providers have access to resources and tools that support the delivery of culturally safe and appropriate services.
- Increase the number of Indigenous service providers across the province by updating procurement policies, procedures, and practices.
- Review CLBC’s Quality of Life Framework through an Indigenous lens to understand the framework’s validity for Indigenous individuals.

Discussion

Objective 2.3 is similar in nature to Objective 4.1 of the [2022-23 Service Plan](#) which focused on maintaining a responsive and resilient service network. CLBC continues to improve the responsiveness and resiliency of its service network by ensuring that its contracted service providers can offer inclusive and culturally safe services that promote Indigenous individuals’ and families’ quality of life. CLBC will monitor progress toward this objective through PM 2a.

Performance Measures

Performance Measure (PM)	2022/23 Forecast	2023/24 Target	2024/25 Target	2025/26 Target
2. Number of Indigenous organizations that CLBC has contracts for service ⁴	10	TBD	TBD	TBD

⁴Data source: CLBC’s Request for Qualification submission.

Discussion

2. This new measure tracks the number of Indigenous organizations that CLBC contracts with to deliver services. As part of its Indigenous Strategy, CLBC will increase the number of Indigenous service providers, both to strengthen its relationships with Indigenous Peoples and organizations, and to increase access to culturally safe services for Indigenous individuals wherever they may reside.

The new target determined for 2023/24 will be based on data collected through CLBC’s Request for Qualification submission process. In their submission, CLBC vendors will be asked to disclose whether they meet CLBC’s criteria as an Indigenous vendor, as defined in CLBC’s updated internal facing *Procurement and Contracting Policy* which will be recorded in CLBC’s

³ A shared living arrangement in which an adult eligible for CLBC and a person contracted to provide ongoing support live together in a home that is rented or owned by the paid support person. Can also include an established joint tenancy.

Pre-Qualified Vendor Master List, and then cross referenced with the list of active contracts for that fiscal year.

Goal 3: CLBC invests in and values its sector partners to deliver quality support.

CLBC's sector partners, including self advocacy leaders, families and support network members, and funded service providers are critical to CLBC delivering its mission. Investing in and valuing CLBC's partners is foundational to the sector's sustainability, innovation, and advancing the quality of life of individuals who CLBC serves.

Through regular engagement, CLBC collaborates with individuals, families, and service providers to continuously improve services and business processes that contributes to the B.C. Government's commitment to deliver quality services to British Columbian families.

Objective 3.1: CLBC advances family leadership and invests in families to help them support their family members.

CLBC recognizes that families are an important natural support who know how to best support many of the individuals CLBC serves. CLBC remains true to the intention of the community living movement by supporting families and support networks in their personal commitment, vision, creativity, and determination for a better future.

Key Strategies

- Work collaboratively with families in all four focus areas (e.g., housing, employment, health, and services for Indigenous people) of [the Re-Imagining Community Inclusion Work Plan](#).
- Work collaboratively with families and support family leadership on Community Councils⁴ and the Provincial Advisory Committee⁵.
- Update policies and practice to enhance service flexibility and support families, aging individuals and/or their support networks.

Discussion

Advancing family leadership is a priority for CLBC that recognizes the key role families and/or support networks have in supporting individuals. Recent policy changes (e.g., CLBC's [Core and Enhanced Individual and Family Support Policy](#)) gives individuals and families greater flexibility in directing their own service, helping individuals secure more person-centred, responsive, and

⁴ CLBC Community Councils (CC) operate across B.C., working collaboratively with community partners, to ensure self advocates, families, community members and service providers play a key role in achieving CLBC's vision of 'communities of belonging, lives with connection'.

⁵ Mandated by the *Community Living Authority Act*, the Provincial Advisory Committee provides information and advice to CLBC's Board of Directors to assist with governance and decision-making. The Committee is made up of a single member of each Community Council.

innovative service delivery. While a new objective, CLBC's previous plans highlighted the invaluable role that families have in supporting individuals to achieve their goals. CLBC will monitor progress toward this objective through performance measure 3a.

Objective 3.2: CLBC invests in and advances self advocate leadership in order to promote and strengthen the self advocacy movement in B.C.

Self advocate leaders influence and inform CLBC's strategic direction, policies, and practices. CLBC regularly engages with self advocates, in various forums, recognizing that their lived experiences and perspectives are critical to understanding issues facing people CLBC serves and shaping the development of supports and services.

Key Strategies

- Advance self advocate self-determination by investing in the growth of self advocate groups and leadership development for individuals CLBC serves.
- Support self advocacy groups to play a greater role in supporting individuals and provide greater visibility to self advocates in leadership roles.
- Work collaboratively with self advocates in all four focus areas of the Re-Imagining Community Inclusion Work Plan.

Discussion

CLBC has a strong interest in the advancement and support of self advocate resiliency and leadership. The self advocacy movement, established 40 years ago, involves individuals accessing CLBC supports and asserting their rights as full citizens to make their own decisions about their lives; including communities in which they live and having inclusive educational and employment opportunities. CLBC also has an interest in supporting self advocates to be leaders in the community inclusion movement.

CLBC will continue to support self advocates by investing in leadership development for individuals with lived experience and to fund self advocacy organizations building on the innovation grants CLBC awarded in 2022. CLBC will continue to work closely with self advocates on the [Re-Imagining Community Inclusion Work Plan](#) and various other committees. CLBC will monitor progress toward this objective through PM 3c.

Objective 3.3: Foster alignment with CLBC's vision across sector partners to enhance service quality.

To support individuals to lead full, quality lives, CLBC recognizes that it must work collaboratively with individuals, families, service providers, and other government partners. CLBC contracts with qualified service providers to deliver disability-related services enabling individuals to be part of "communities of belonging, lives with connection." CLBC seeks to improve its comprehensive framework of procurement, funding, contracting, reporting, and monitoring processes. CLBC will use information gathered from service providers through various reporting mechanisms to adjust services based on individuals' changing needs.

Key Strategies

- Work collaboratively with government partners to mitigate issues with recruitment and retention due to the ongoing impact of the COVID-19 pandemic and the tight labour market.
- Collaborate with service providers to update and improve the [Standards for Unaccredited Service Providers](#) in order to establish Core Standards and ensure CLBC staff can verify compliance with standards and contractual requirements.
- Support the new Home Sharing Support Society BC and agencies coordinating home sharing to make improvements to the quality and sustainability of home sharing services.

Discussion

CLBC continues to focus on its objective of enhancing service quality and acknowledges that it can only achieve this objective by working closely with its key partners. CLBC works with all its sector partners to ensure quality support is delivered and there is a common understanding and alignment with CLBC’s vision and Strategic Plan. CLBC will monitor the progress toward this objective through PM 3b.

Performance Measures

Performance Measure (PM)	2021/22 Baseline	2022/23 Forecast	2023/24 Target	2024/25 Target	2025/26 Target
3a) Number of individuals and families directing their own services through individualized options ⁶	1,218	1,230	1,270	1,320	1,380

⁶Data source: PARIS information management system and CLBC’s accounting systems.

Discussion

3a. This measure, which was part of previous service plans, is being reintroduced because of its relevance to current goals. This measure tracks the number of individuals and families who are directing their own services through Direct Funding, Host Agency Funding and person-centred societies⁶. Person-centred societies are included because of their individualized approach to service delivery. This measure is an indicator of and proxy for family leadership, as families play a key role in facilitating and managing a person’s individualized services, such as through person-centred societies. CLBC anticipates growth over the next three years as CLBC focuses on improving the infrastructure that enables families to direct their own services, including revising policies, contractual frameworks, and monitoring frameworks.

⁶ A person-centred society is a not for profit established solely to support one individual CLBC supports by contracting with the society to provide disability-related supports.

Performance Measure (PM)	2021/22 Baseline	2022/23 Forecast	2023/24 Target	2024/25 Target	2025/26 Target
3b) Percentage of on-site visits completed at least once per year as set out in the CLBC <i>Monitoring Policy</i> ⁷	98%	100%	100%	100%	100%

⁷Data source: The My Workspace Contract Management System and CLBC's Annual Monitoring Management Tool.

3b. This measure carries over from last year's plan and is an indicator of CLBC's commitment to evaluate service quality, address issues of concern, and support service provider improvements. It reflects CLBC's focus on monitoring and commitment to ensuring CLBC's full compliance with the [Monitoring Policy](#). CLBC anticipates achieving full compliance by end of 2022/2023 as a result of a focus on its monitoring framework over the last two years. This has resulted in steady improvement over the previous two years with 92 percent of on-site visits completed in 2020/21 and 98 percent in 2021/22. This measure remains notable since the number of service providers CLBC contracts with generally increase each year resulting in an increasing total number of service providers CLBC is responsible for monitoring.

Performance Measure (PM)	2022/23 Forecast	2023/24 Target	2024/25 Target	2025/26 Target
3c) Number of self advocates participating in self advocate organizations ⁸	350	TBD	TBD	TBD

⁸Data source: B.C. self advocate groups

Discussion

3c. This new performance measure tracks the number of self advocates participating in self advocate organizations. A forecast has been established by interpreting numbers of board members, staff, the broader membership and meeting participants of the six self advocate groups in BC who have become incorporated legal entities. Review of this and future established self advocacy groups will assist in determining a target that will be established for 2023/24 and informing future years using data sourced from.

Goal 4: Our actions advance inclusion and accessibility in community.

CLBC recognizes that it can only achieve its vision of "communities of belonging, lives with connection" by fostering buy-in and support from government, community organizations, businesses, and British Columbians. CLBC's ability to engage with those outside of the community living sector towards advancing accessibility and inclusion is key to realizing independence and social participation for all people, including those that CLBC supports.

This goal supports the work of British Columbia's new [Accessible British Columbia Act](#), CLBC's new [Strategic Plan](#), and the Re-Imagining Community Inclusion initiative's goal for people with developmental disabilities to thrive fully and equally with everyone.

Objective 4.1: Build awareness and the desire to advance inclusion beyond the community living sector.

CLBC seeks to build awareness and the desire to achieve community inclusion for individuals CLBC supports beyond the community living sector. CLBC collaborates with a range of government bodies, community-based organizations, and non-profit sectors to nurture development of communities where people with developmental disabilities have more choices about how they live, work, and contribute. CLBC has a number of projects underway that are intended to increase inclusive housing by building awareness and relationships with housing partners through the work of the Re-Imagining Community Inclusion Work Plan initiative.

Key Strategies

- Lead the [Re-Imagining Community Inclusion Work Plan](#) implementation.
- Collaborate with the Ministry of Housing, BC Housing, the Aboriginal Housing Management Association, and the non-profit and cooperative housing sectors to improve access to affordable and inclusive housing.
- Work with Indigenous partners to develop and deliver training resources for CLBC's contracted service providers to increase access to culturally safe housing.
- Increase the sustainability of home sharing through the new Home Sharing Support Society BC established to support home sharing.
- Encourage municipalities to include people with developmental disabilities in their housing plans by providing information about the need for housing and supporting partners to engage municipalities and raise awareness.

Discussion

CLBC works to improve individuals' quality of life and create opportunities for them to reach their full potential by continuing to focus on strategic areas of housing, employment, and education. CLBC supports innovative projects that fit into its mandate and works with government and organizational partners so that individuals CLBC supports can be meaningfully included in community life such as through inclusive housing and employment. This objective builds on the work of objective 1.1 from last year's service plan that focused on increasing access to a range of home support options for individuals CLBC serves. CLBC will monitor the progress toward this objective through PM 4a.

Objective 4.2: Prioritize Re-Imagining Community Inclusion and other shared activities that advance inclusion in community.

CLBC's efforts to advance inclusion and accessibility is aligned with and supported by the government's [Re-imagining Community Inclusion Work Plan](#) and Vision. CLBC also supports

contracted service providers that are advancing inclusive employment, housing, and education with grant funding to support targeted activities.

Key Strategies

- Lead the exploration and implementation of a provincial health leadership initiative and inter-Ministry table, in support of the Re-imagining Community Inclusion Work Plan⁷.
- Investments through the Re-imagining Community Inclusion Initiative to increase training of employment counsellors, engage employers, and increase awareness of the value of people with developmental disabilities in employment roles.
- Increase access to culturally safe employment services by working with Indigenous Partners to design, develop, and deliver focused training to employment service providers.
- Expanding the availability of L.I.F.E. (Learning, Inclusion, Friendship and Employment), customized employment and Inclusive Post Secondary Education (STEPS Forward) services across the province.

Discussion

While this objective is new, it builds on work that CLBC outlined in last years' service plan and on the key focus areas (e.g., health, employment) of the [Re-imagining Community Inclusion Work Plan](#) and Vision. Working collaboratively with government and non-government bodies to advance inclusion is consistently a key strategy for CLBC to achieve its vision and mission. CLBC will monitor the progress toward this objective through performance measure 4b and 4c.

Performance Measure (PM)	2021/22 Baseline	2022/23 Forecast	2023/24 Target	2024/25 Target	2025/26 Target
4a) Number of individuals who are living in their own home through supports for independent living. ⁹	2,396	2,536	2,730	2,970	3,220

⁹Data source: The PARIS information management system and the My Workspace contract management system. Data is validated through regular contract management processes.

Discussion

4a. This measure reports on the number of individuals who live in their own homes with supports to help with daily living. It indicates CLBC's success to meet the increasing needs of those who want to live more independently rather than in home sharing or a staffed home support service. CLBC's *include Me!* initiative shows that people who live on their own home through supported living services, experience a higher quality of life in the areas of self-determination, rights, personal development, and social inclusion.

⁷ CLBC's Health Advisory Team which includes representation of individuals with lived experiences, service providers, health authorities, the Ministry of Health, and the Ministry of Mental Health and Addictions, provides a forum for issues, discussion and resolution related to access to health and mental health services.

This measure has been part of CLBC’s service plan since 2019/20. Last year, CLBC started reporting this measure as a whole number rather than a percentage providing a more meaningful representation of the total number of individuals living in their own home with independent living and the number of people moving into their own homes. CLBC projects a slower growth in the number of individuals moving into their own home over the next three years compared to last year’s plan due to recruitment and retention challenges for home sharing providers.

The targets have been revised to reflect the ongoing work that is still needed to increase access to affordable, inclusive housing in B.C. CLBC will continue to work with government and non-government partners to increase access to affordable, inclusive housing through activities planned in the [Re-Imagining Community Inclusion Work Plan](#) and continued collaboration with housing partners, including BC Housing, Aboriginal Housing Management Association, the non-profit and cooperative housing sections, and the Ministry of Housing.

Performance Measure (PM)	2021/22 Baseline	2022/23 Forecast	2023/24 Target	2024/25 Target	2025/26 Target
4b) Number of individuals who are supported in shared living arrangements ¹⁰	4,265	4,254	4,300	4,370	4,450

¹⁰Data source: The PARIS information management system and the My Workspace contract management system. Data is validated through regular contract management processes.

4b. This measure was first included in last year’s service plan tracking the number of individuals supported in shared living arrangements. Shared Living is an inclusive, person-centred, individualized model where an individual shares a home with someone contracted to provide ongoing support which includes home sharing and live-in support. Home sharing continues to support more people than any other CLBC-funded home support service.

CLBC’s ongoing improvements to assure the quality, monitoring, and sustainability of home sharing as outlined in in CLBC’s [Home Sharing Plan 2021-24](#) will continue to support gradual growth of this service option. Targets were revised from last year’s plan to reflect slower growth, reflecting the challenge that CLBC contracted service providers are facing in recruiting new home sharing providers.

Performance Measure (PM)	2021/22 Baseline	2022/23 Forecast	2023/24 Target	2024/25 Target	2025/26 Target
4c) Percentage of individuals younger than 65 reporting current employment income ¹¹	21.4%	21.7%	24%	29%	34%

¹¹Data source: ICM, BC Disability Assistance

4c. This measure accounts for the percentage of working-aged individuals who are successful in finding employment and who report employment income through BC Disability Assistance. Most individuals are supported in either CLBC-funded employment services or WorkBC

services, but some find work with support from community inclusion services, L.I.F.E. services, or with assistance of family. The measure reflects the extent to which individuals reach their full potential, participate more fully in their community, and contribute to a strong, sustainable economy through employment.

The targets for the next three years have been revised to reflect both CLBC's expectation and goal of greater participation in employment for individuals CLBC supports. Some examples of the BC Government and CLBC activities, that will advance this objective, include:

- Promoting an 'employment first approach' within CLBC and within Government that support youth transitioning to CLBC.
- Employment Recovery grant managed by Inclusion BC that will support people to find work over the next three years.
- An increasing focus on youth through IMPACT, a pilot to evaluate youth employment services and support to CanAssist for the development of a Youth with Disabilities Employment Strategy.

Financial Plan

Financial Summary

(\$m)	2022/23 Forecast	2023/24 Budget	2024/25 Plan	2025/26 Plan
Revenue				
Contributions from the Province				
Government Transfers	1,352.3	1,410.4	1,436.0	1,478.5
Restricted – Operating	0.0	0.0	0.0	0.0
Restricted – Capital	(4.2)	(4.4)	(5.4)	(5.5)
Net Operating Contributions	1,348.1	1,406.0	1,430.6	1,473.0
Recoveries from Health Authorities	20.8	22.0	23.3	24.7
Other Income	13.3	13.1	13.0	13.0
Amortization of Deferred Capital Contributions	4.3	4.6	5.3	6.0
Total Revenue	1,386.5	1,445.7	1,472.2	1,516.7
Expenses				
Supports and Services				
Developmental Disabilities Program	1,245.7	1,304.2	1,326.1	1,365.4
Personalized Supports Initiative	46.9	49.1	50.6	53.0
Provincial Services	6.1	1.4	1.4	1.4
Total Supports and Services	1,298.7	1,354.7	1,378.1	1,419.8
Regional Operations and Administration	82.5	85.2	87.0	88.9
Amortization of Tangible Capital Assets	5.3	5.8	7.1	8.0
Total Expenses	1,386.5	1,445.7	1,472.2	1,516.7

Annual Surplus (Deficit)	0.0	0.0	0.0	0.0
Total Debt	54.7	51.6	51.7	48.2
Accumulated Surplus (Deficit)	3.7	3.7	3.7	3.7
Capital Expenditures	5.7	10.0	7.9	6.3

Note: The above financial information was prepared based on current Generally Accepted Accounting Principles.

Key Forecast Assumptions, Risks and Sensitivities

Contributions from the Province

The provincial government provides contributions to CLBC through transfers made under a Voted Appropriation within the Ministry of Social Development and Poverty Reduction. These transfers increase by \$58.1 million in 2023/24.

Contributions from the Province consist of funding for operating expenditures and funding restricted for capital expenditures. Funding for operating expenditures is, in part, restricted for specific purposes.

Restricted operating funding is recognized as revenue when the related expenditures are incurred.

Recoveries from Health Authorities

B.C. Health Authorities contribute to the costs of providing services to individuals who are eligible for Added Care Funding.

Supports and Services

Developmental Disabilities and Personalized Supports Initiative

Supports and services are provided to individuals and their families through contractual arrangements with service providers across the province.

CLBC estimates that as at March 31, 2023 about 26,928 adults will be registered for CLBC services. CLBC expects the growth rate to continue to be upwards of about five percent annually over the next five years. CLBC will sustain existing supports, while providing new services to individuals and families within the funding available for 2023/24.

CLBC's regional management monitors budgetary commitments on a multi-year basis, considering the impact of support commitments in both the current and future years. Contracted services are monitored by CLBC staff members, who work with service providers to ensure that the supports provided are appropriate to each person's disability-related needs and are delivered in a cost-effective manner. Any savings that arise from these processes are added back into the funding for services, in effect supplementing the funding available to

address service demand.

CLBC’s overall average cost of supports and services per supported individual has increased from \$45,800 in 2012/13 to \$49,200 in 2021/22. In 2022/23, the projected average cost is \$49,100 resulting in an average annual increase of 0.72% over 10 years despite inflationary pressures and government’s wage and benefit increases provided to the sector. Based on confirmed funding, a projected average cost of \$49,100 is planned for 2023/24. Government’s 3-year wage commitment under the Sustainable Services Negotiating Mandate (SSNM) ended March 31, 2022. The new Shared Recovery Mandate (SRM) for 2022/23 to 2024/25 is currently under the collective bargaining process and cost impacts are unknown and not reflected in the financial outlook at this time.

Provincial Services

CLBC operates the Provincial Assessment Centre and some minor centralized programs.

Regional Operations and Administration

Regional Operations and Administration costs include regional facilitators who work directly with individuals and families to connect them to their communities, provide planning assistance and facilitate access to community services. Other regional staff are responsible for the procurement and monitoring processes that are pivotal to cost effective service provision and the monitoring of outcomes for individuals.

Management’s Perspective on Financial Outlook

CLBC continues to work with the Ministry of Social Development and Poverty Reduction on strategies to ensure CLBC services remain sustainable. The identified risks related to the financial plan are summarized below.

Responding to Financial and Operational Risk	
Identified Risks	Mitigation Strategies
CLBC caseload continues to increase at a rate well in excess of general population growth, creating ongoing service demand pressures.	<p>CLBC responds to service demand through informed, fair, and consistent decision-making.</p> <p>CLBC works with social service ministries and sector partners to support initiatives that address issues of long-term sustainability.</p>

<p>CLBC demographic forecasts predict that the need for home support services will grow more rapidly than CLBC caseload growth.</p>	<p>CLBC works with sector partners and BC Housing to increase access to housing for people who want to live in their own homes. CLBC is investing in home sharing to improve recruitment and retention of home sharing providers.</p>
<p>There is increasing pressure on families who care for their adult children at home, as caregivers age and care requirements increase.</p>	<p>CLBC provides core and enhanced individual and family support for families to enhance their resilience.</p>
<p>Responding to increased service demand creates consistent pressure on CLBC's day-to-day operational requirements.</p>	<p>CLBC is enhancing its capacity through the implementation of strategic projects that include streamlining processes, the use of technology, workload efficiencies, and staff training.</p>
<p>Service providers and home sharing providers recruitment and retention challenges may impact the sustainment of current and new service demands.</p>	<p>CLBC is working more closely with service provider and home sharing provider sectors to develop recruitment and retention strategies.</p> <p>CLBC has supported the establishment of the Home Share Support Society BC to provide additional support to home sharing providers.</p>

Appendix A: Mandate Letter from the Minister Responsible.



April 16, 2021

Michael Prince
Chair, Board of Directors
Community Living British
Columbia 1200 West 73rd
Avenue, 7th Floor Vancouver
BC V6P 6G5

Dear Dr. Prince:

On behalf of Premier Horgan and the Executive Council, I would like to extend my thanks to you and your board members for the dedication, expertise and skills with which you serve the people of British Columbia.

Every public sector organization is accountable to the citizens of British Columbia. The expectations of British Columbians are identified through their elected representatives, the members of the Legislative Assembly. Your contributions advance and protect the public interest of all British Columbians and through your work, you are supporting a society in which the people of this province can exercise their democratic rights, trust and feel protected by their public institutions.

You are serving British Columbians at a time when people in our province face significant challenges as a result of the global COVID-19 pandemic. Recovering from the pandemic will require focused direction, strong alignment and ongoing engagement between public sector organizations and government. It will require all Crowns to adapt to changing circumstances and follow Public Health orders and guidelines as you find ways to deliver your services to citizens.

This mandate letter, which I am sending in my capacity as Minister responsible for Social Development and Poverty Reduction, on behalf of the Executive Council, communicates expectations for your organization. It sets out overarching principles relevant to the entire public sector and provides specific direction to your agency about

priorities and expectations for the coming fiscal year.

I expect that the following five foundational principles will inform your agency's policies and programs:

- **Putting people first:** We are committed to working with you to put people first. You and your board are uniquely positioned to advance and protect the public interest and I expect that you will consider how your board's decisions maintain, protect, and enhance the public services people rely on and make life more affordable for everyone.
- **Lasting and meaningful reconciliation:** Reconciliation is an ongoing process and a shared responsibility for us all. Government's unanimous passage of the Declaration of the Rights of Indigenous Peoples Act was a significant step forward in this journey – one that all Crown Agencies are expected to support as we work in cooperation with Indigenous Peoples to establish a clear and sustainable path to lasting reconciliation. True reconciliation will take time and ongoing commitment to work with Indigenous Peoples as they move towards self-determination. Guiding these efforts, Crown agencies must also remain focused on creating opportunities that implement the Truth and Reconciliation Commission through your mandate.
- **Equity and anti-racism:** Our province's history, identity and strength are rooted in its diverse population. Yet racialized and marginalized people face historic and present-day barriers that limit their full participation in their communities, workplaces, government, and their lives. The public sector has a moral and ethical responsibility to tackle systemic discrimination in all its forms – and every public sector organization has a role in this work. All Crowns are expected to adopt the Gender-Based Analysis Plus (GBA+) lens to ensure equity is reflected in your operations and programs. Similarly, appointments resulting in strong public sector boards that reflect the diversity of British Columbia will help achieve effective and citizen-centred governance.
- **A better future through fighting climate change:** Announced in December 2018, the CleanBC climate action plan puts our province on the path to a cleaner, better future by building a low-carbon economy with new clean energy jobs and opportunities, protecting our clean air, land and water, and supporting communities to prepare for carbon impacts. As part of the accountability framework established in CleanBC, and consistent with the Climate Change Accountability Act, please ensure your organization aligns operations with targets and strategies for minimizing greenhouse gas emissions and managing climate change risk, including the CleanBC target of a 50% reduction in public sector

building emissions and a 40% reduction in public sector fleet emissions by 2030. Your organization is expected to work with government to report out on these plans and activities as required by legislation.

- **A strong, sustainable economy that works for everyone:** I expect that you will identify new and flexible ways to achieve your mandate and serve the citizens of British Columbia within the guidelines established by the Provincial Health Officer and considering best practices for conducting business during the pandemic. Collectively, our public sector will continue to support British Columbians through the pandemic and economic recovery by investing in health care, getting people back to work, helping businesses and communities, and building the clean, innovative economy of the future. As a public sector organization, I expect that you will consider how your decisions and operations reflect environmental, social and governance factors and contribute to this future.

The Crown Agencies and Board Resourcing Office (CABRO), with the Ministry of Finance, will continue to support you and your board on recruitment and appointments as needed, and will be expanding professional development opportunities in 2021/22. The Governing in the Public Interest online certificate program is now available, and all board members are encouraged to complete this new offering.

As the Minister Responsible for Community Living BC (CLBC), I expect that you will make substantive progress on the following priorities and incorporate them in the goals, objectives, and performance measures in your 2021/22 Service Plan:

1. Meet regularly and collaborate with individuals, families, service providers and advocacy groups to improve the lives of individuals with developmental disabilities by:
 - a. Advancing the implementation of the Re-imagining Community Inclusion (RCI) Report 10-year vision and road map;
 - b. Supporting a network of Community Councils that connect CLBC with individuals, families, service providers and community members at a local level and provide opportunities for Community Councils to participate in provincial initiatives; and
 - c. Recognizing the value of the lived experiences of individuals and including them in understanding issues and developing solutions where they will be impacted.
2. Improve transitions for individuals and their families by:
 - a. Supporting youth who are transitioning to adulthood, and their families to understand the adult landscape and access a range of planning supports;
 - b. Working collaboratively with individuals, families, the Ministry of Children

- and Family Development (MCFD), and other partners to understand transition- related challenges and identify further improvements; and
 - c. Utilizing the revised forecasting model to better understand the implications of caseload growth and to improve planning for all age groups.
3. Increasing community inclusion and making life more affordable for CLBC eligible individuals through employment by:
- a. Collaborating through the RCI Implementation Steering Committee;
 - b. Continuing to implement Learning, Inclusion, Friendships, Employment (L.I.F.E.-based) services to support individuals with all abilities to find employment that fits an individual's goals, while meeting their other support needs;
 - c. Continuing to monitor and evaluate the impacts of CLBC's employment service delivery model, including application of a GBA+ lens, to increase effectiveness; and
 - d. Increasing access to employment services by making measured investments in services, including supporting individuals who have lost their employment because of COVID-19, and proactively seeking opportunities to partner with WorkBC to support people in accessing WorkBC where appropriate.
4. Promote the health and wellness of individuals by:
- a. Monitoring the impact of COVID-19 and collaborating with the Office of the Provincial Health Officer, WorkSafe BC and service providers to maintain and adjust appropriate essential services for the remainder of the COVID-19 pandemic and into recovery; and
 - b. Working with the Ministry of Health and Health Authorities, in collaboration with the RCI Implementation Steering Committee to identify interests, issues, and an action plan to address challenges in managing Added Care, coordination of services to individuals with multiple complex needs, and to pursue other partnership opportunities.
5. Improve services to people with multiple complex needs by:
- a. Strengthening and formalizing collaborative processes between CLBC and external partners at local and regional levels;
 - b. Continuing to build Trauma Informed Practice into policy and practice with CLBC staff and external partners; and
 - c. Developing solutions to improve service provision and planning for implementation.
6. Coordinating with partners to increase access to a range of inclusive home support options and providing opportunities for individuals to live as independently as they are able:

- a. Working with BC Housing (BCH), Inclusion BC, service providers, municipalities, and other stakeholders to increase availability of inclusive housing for people with developmental disabilities and to include individuals in new and existing affordable, inclusive housing;
- b. The RCI Implementation Steering Committee has prioritized housing for its short-term work plan; and
- c. Working with home sharing stakeholders to develop and implement improvements to improve the quality and sustainability of home sharing.

Each board member is required to sign the Mandate Letter to acknowledge government's direction to your organization. The signed Mandate Letter is to be posted publicly on your organization's website in spring 2021.

I look forward to continuing to work with you and your Board colleagues to build a better B.C.

Sincerely,



Nicholas Simons
Minister

April 16, 2021

Enclosure

cc: Honourable John Horgan
Premier

Lori Wanamaker
Deputy Minister to the Premier, Cabinet Secretary and Head of the BC Public Service

Heather Wood
Deputy Minister and Secretary to Treasury Board
Ministry of Finance

Douglas S. Scott
Deputy Minister, Crown Agencies Secretariat
Ministry of Finance

David Galbraith
Deputy Minister Ministry of Social Development and Poverty Reduction

Jake Anthony, Board Member, Community Living BC
Katherine Bright, Board Member, Community Living BC
Barbara Carle-Thiesson, Board Member, Community Living BC
Nelson Chan, Board Member, Community Living BC
Marnie Larson, Board Member, Community Living BC
Julia Payson, Board Member, Community Living BC
Simon Philp, Board Member, Community Living BC
Patti Sullivan, Board Member, Community Living BC
Joely Viveiros, Board Member, Community Living BC
Ross Chilton, Chief Executive Officer, Community Living BC



April 19, 2021

Michael Prince
Chair, Board of Directors,
Community Living BC

Date



April 19, 2021

Barbara Carle-Thiesson
Board Member,
Community Living BC

Date



April 19, 2021

Katherine Bright
Board Member,
Community Living BC

Date



April 19, 2021

Nelson Chan
Board Member,
Community Living BC

Date



Jake Anthony
Board Member,
Community Living BC

April 19, 2021

Date



Marnie Larson
Board Member,
Community Living BC

April 19, 2021

Date



Julia Payson
Board Member,
Community Living BC

April 19, 2021

Date



Simon Philp
Board Member,
Community Living BC

April 19, 2021

Date



Patti Sullivan
Board Member,
Community Living BC

April 19, 2021

Date



Joely Viveiros
Board Member,
Community Living BC

April 19, 2021

Date