



BRITISH COLUMBIA

LETTER OF EXPECTATIONS

BETWEEN

**THE MINISTER OF CHILDREN AND FAMILY DEVELOPMENT
(AS THE MINISTER RESPONSIBLE FOR THE *COMMUNITY LIVING AUTHORITY ACT*)
(THE “MINISTER”)**

AND

**COMMUNITY LIVING BRITISH COLUMBIA,
AS REPRESENTED BY THE CHAIR OF COMMUNITY LIVING BRITISH COLUMBIA
 (“CLBC”)**

July 1, 2005

PURPOSE

This Letter of Expectations is an agreement between CLBC and the Minister, and outlines the role and responsibilities of each. It also sets out the corporate mandate of CLBC, including high-level performance expectations, public policy requirements and strategic priorities¹. It will be reviewed annually and updated as required. This Letter of Expectations should inform the development of CLBC’s Service Plans and Annual Service Plan Reports.

This Letter of Expectations does not constitute direction or approval of the Minister as contemplated under the *Community Living Authority Act* (the “Act”), and to the extent of any inconsistency between the content of this Letter of Expectations and the Act, the Act will prevail.

¹ The Province of British Columbia’s *Governance Framework for Crown Corporations* (http://www.gov.bc.ca/cas/down/govframe_redraft.pdf) establishes guiding principles for the governance of Crown corporations. The Governance Framework also identifies roles and responsibilities for the Shareholder and Crown corporations and provides for a Shareholder’s Letter of Expectations (Letter) to be jointly developed

This Letter will be effective upon the date of signing.

Given that:

Government is committed to CLBC's mandate under the *Community Living Authority Act* to endeavour to:

- Offer a range of funding and planning options that promote choice, flexibility and self-determination, for example, individualized funding, 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
- Coordinate the provision of community living support with services provided by the government and community resources.

and

Whereas:

CLBC has been established under the Act by the Government of British Columbia to oversee and improve the management, delivery and planning of services to adults and children with developmental disabilities, the Minister specifically expects CLBC to do the following:

- Develop and implement a service plan that will: improve existing services, rationalize costs for services so that more individuals and families can be served, encourage community participation, and result in innovative service delivery systems;
- Ensure consistent levels and quality of service while planning for response to the unmet needs of adults and children with developmental disabilities and their families;
- Ensure that individuals and families are active participants in the individual planning process and ensure that CLBC's public documents clearly demonstrate how this is to be achieved and maintained;
- Establish and maintain mechanisms for ensuring community and consumer involvement and participation in the planning and delivery of supports and services to individuals with developmental disabilities and ensure that CLBC's public documents clearly demonstrate how this is to be achieved and maintained;

- Establish and submit for the Minister's approval a process by which CLBC will resolve complaints;
- Work co-operatively with all other public bodies involved in or affected by the provision of services to CLBC's identified population; and
- Achieve and maintain accreditation status for CLBC through an accrediting body approved by the Minister.

In addition to the specific expectations set out above, the Minister expects that CLBC will also:

- Conduct its operations and financial activities in a manner consistent with the legislative, regulatory and policy framework established by Government, including meeting the requirements as established by the Public Guardian and Trustee of British Columbia;
- Conduct its affairs to achieve its mandate and the performance expectations and objectives of the Minister including establishing and implementing corporate strategies, policies, programs, plans and financial outcomes that are consistent with the Minister's general direction and consistent with principles of efficiency, effectiveness, and customer service;
- Prepare Service Plans with clearly articulated goals, objectives, strategies and performance measures and targets, and Annual Reports that detail progress toward achieving those goals, and post both documents on its website;
- Display all annual Statement of Financial Information schedules prepared under the *Financial Information Act* in an easily accessible location on its website (some of this information is included in annual reports and does not need to be otherwise displayed);
- Develop and implement strategies to manage risks identified in the Service Plan;
- Provide the Minister with monthly reports and other information as the Minister may request to assist the Minister in carrying out the Minister's legislative responsibilities;
- Provide information to the Minister if CLBC is unable to meet the targets identified in its Service Plan; and
- Take appropriate action to inform the Minister of the impact on the Service Plan or financial targets of CLBC of transactions directed by the Minister.

To assist CLBC in meeting the requirements of this Letter of Expectations, the Minister and/or other agencies of the Government will:

- In consultation with CLBC, establish, review, revise and communicate CLBC mandates;
- Allocate the money appropriated annually for CLBC by the Legislature;
- Establish the overall and Crown-specific financial frameworks under which Crown corporations operate (borrowing, investment, and payment to the Government of British Columbia);
- Issue performance management guidelines, including guidelines for service planning and annual reports (<http://www.gov.bc.ca/cas/rpts/>);

- Provide strategic input and advice to CLBC in the development of its Service Plans and Annual Reports;
- Provide broad policy direction and confirmation of general frameworks/principles to Crown corporations and specifically to CLBC, within which CLBC may establish and apply specific policies/processes;
- Advise CLBC of government's priorities, strategic decisions and public policy and performance objectives and expectations that may impact CLBC;
- Issue directives or orders or sponsor submissions on behalf of CLBC that may be required to seek decisions or policy direction by the Executive Council or its committees, in order to facilitate CLBC fulfilling its mandates and achieving the performance targets outlined in CLBC's Service Plans;
- Maintain the Act and regulations and wherever possible consult with CLBC regarding any amendments to the Act or regulations;
- On a continuing basis, monitor the achievement of the goals, objectives and targets identified in CLBC's Service Plans;
- Establish and maintain any Provincial Standards to which CLBC must adhere; and
- Inform CLBC of any changes to Provincial Standards, Inter-ministry or federal/provincial agreements that are relevant to CLBC, budgets, strategic service plan changes or Treasury Board directives.

In addition to the preceding, there are policies that the Government has developed for Capital Asset Management, First Nations accommodation and Board remuneration applicable to Crown corporations such as CLBC. During the term of this Letter of Expectations, the Minister and/or other agencies of the Government anticipate providing further policy direction that will affect Crown corporations in areas that include:

- CEO and executive compensation;
- Risk management;
- Zoning and land use;
- Property and taxation; and
- Donations

Communications

To ensure effective and efficient day-to-day communications and relationship building, officials representing both parties will be tasked with implementing the contents of this Letter of Expectations and keeping the Minister and the Board of Directors of CLBC informed of progress in a timely fashion.

Reporting

The Minister and CLBC are committed to enhanced transparency and accountability to the public, the achievement of which will be assisted by the public reporting structure put in place by the Government as set out in the *Budget Transparency and Accountability Act*, the *Financial Administration Act*, and the *Financial Information Act*. The Minister will provide CLBC with a financial reporting calendar and details of performance reporting requirements (<http://www.gov.bc.ca/cas>). CLBC agrees that it will meet these financial and performance reporting requirements. If Government determines that changes to the reporting requirements are necessary, the Minister will communicate these to CLBC.

There will be advance discussion and review of key strategic documents such as Service Plans, Quarterly Financial Reports and Annual Reports. These discussions will be completed sufficiently in advance of deadlines to ensure effective and timely input by the Minister.

In addition to these financial and performance reporting requirements, CLBC will provide information to the Minister related to risks and opportunities anticipated in achieving financial forecasts.

The Minister and CLBC will, as a matter of course, each advise the other in a timely manner of any issues that may materially impact the business of CLBC or the interests of the Minister.

CLBC and Crown Agencies Secretariat will post the most recent copy of this Letter of Expectations, signed by the Minister and acknowledged by the Chair of CLBC, on their respective websites.

Review and Revision of this Letter

If deemed necessary by either party, the Minister and CLBC will discuss any issues raised by this Letter of Expectations, and to the extent required, this Letter of Expectations may be amended.



Honourable Stanley B. Hagen
Minister of Children and Family Development



Lois Hollstedt
Chair of the CLBC Board

July 1, 2005
Date

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