

# **Community Living British Columbia**

## **2022/23 – 2024/25 Service Plan**

**February 2022**



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## Board Chair's Accountability Statement



The 2022/23 – 2024/25 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 2022 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.

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

Michael J. Prince  
Board Chair

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## Strategic Direction and Alignment with Government Priorities

In 2022/2023, public sector organizations will continue to align with and support the Government of British Columbia efforts in responding to the COVID-19 pandemic with a focus on protecting the health, social and economic well-being of British Columbians. Building on our economic, environmental, and social strengths while looking to seize opportunities to improve outcomes for all British Columbians will be an important aspect of each Crown Agency's work as we respond to COVID-19 and recover from devastating floods and wildfires. The policies, programs and projects developed over the course of this service plan period will align with the five foundational principles established by Government in 2020: putting people first, working toward lasting and meaningful reconciliation, supporting equity and anti-racism, ensuring a better future through fighting climate change, and meeting our greenhouse gas reduction targets, and supporting a strong, sustainable economy that works for everyone.

This 2022/23 service plan outlines how Community Living British Columbia will support the government's priorities including the foundational principles listed above and selected action items identified in the most recent [CLBC Mandate Letter](#).

[Community Living British Columbia](#) (CLBC) is a crown agency mandated to provide supports and services to eligible individuals to participate fully in their communities in meaningful ways. CLBC's work supports people to live lives filled with possibilities in welcoming communities. Beyond funding services, CLBC supports individuals and families to plan and to 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](#) (SDPR). CLBC's Strategic Plan and Service Plan supports the Government's commitments as identified in [CLBC's Mandate Letter](#). Following a delay in its development due to the COVID-19 pandemic, CLBC recently completed a new Strategic Plan which will be published and become operational in 2022.

CLBC regularly engages individuals, families, service providers and their representatives to improve continuously business processes and services. CLBC will continue to work with Government and community partners to implement the [10-Year Re-Imagining Community Inclusion](#) Vision and Road Map, and to incorporate the [B.C. Declaration on the Rights of Indigenous Peoples Act](#) and the [Truth and Reconciliation Commission of Canada: Calls to Action](#) into CLBC operations.

## Operating Environment

The [Community Living Authority Act](#) and [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.

CLBC employees support individuals and their families to plan, connect to community and services, and are responsible for developing and monitoring services. A range of home support, employment, community inclusion, and respite services are delivered through contracted service providers and individualized funding arrangements. CLBC ensures reliable third-party service delivery through various quality assurance, contracting and financial mechanisms. A formal [complaints resolution process](#), a Whistleblower Policy, and an internal audit function provide further assurances of accountability and transparency in operations.

The COVID-19 pandemic will continue to impact the individuals CLBC supports and their families in 2022/23 and beyond. The implementation of the [Provincial Health Orders](#) will provide greater assurance that those who are supporting vulnerable people are fully vaccinated. CLBC's contracted service providers will continue to face recruitment and retention issues, as a result of the COVID-19 pandemic, impacting many individuals and families who receive services.

CLBC anticipates that the increased frequency of extreme weather events will impact CLBC services and the role of CLBC staff and contracted service providers in responding to emergencies going forward.

Individuals that CLBC supports will continue to be challenged with access to affordable housing and exposure to the toxic drug supply. Individuals with complex care needs and a history of substance use often need to make difficult choices when they cannot find affordable housing. Many individuals CLBC supports, including those with complex care needs, must choose to live with aging parents or moving into home sharing even when it is not their preferred option.

On the more positive side, many individuals will continue to seek greater self-determination and opportunities to participate fully in community life, including employment. The labour shortage that many sectors of the economy are currently facing presents an opportunity for these individuals.

## **Caseload Growth and Demographic Trends**

CLBC projected that approximately 25,695 individuals will be eligible for CLBC services as of March 31, 2022 and expects the growth rate to continue to be about five percent annually over the next five years. CLBC revised its forecasting model to increase accuracy in predicting its caseload further into the future. The model predicts significant growth in CLBC's caseload with an increase of an estimated 27,600 individuals, or 113 percent, over the next 20 years.

Three factors drive caseload growth: CLBC population increases; advances in health care and extended life expectancy; and increased referral rates of youth to CLBC. This increased caseload, coupled with non-caseload drivers such as an aging population, will result in growing demand for CLBC services in 2022/23 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 significant 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.

Forecasts indicate that the number of individuals registered for CLBC services who are older than 50 will more than double by March 2041. All these life transitions require different but intense planning and resources for services.

## **2022/23 Economic Statement**

B.C.'s economy has rebounded from the impacts of the COVID-19 pandemic that began in 2020, despite significant pandemic variant and climate-related events. A strong health response, high vaccination rates, increased infrastructure investments and supports for British Columbians struggling through the pandemic has helped the province rebound. While the recovery has broadened over the past year, it remains uneven with sectors like tourism, hospitality and live recreation events not fully recovered. The path of the ongoing economic recovery in B.C. and its trading partners remains highly uncertain. However, rebuild efforts from the November 2021 floods are expected to provide some support to economic activity in the province. The Economic Forecast Council (EFC) estimates that B.C. real GDP expanded by 5.1 per cent in 2021 and expects growth of 4.2 per cent in 2022 and 2.7 per cent in 2023. Meanwhile for Canada, the EFC projects national real GDP growth of 4.1 per cent in 2022 and 2.8 per cent in 2023, following an estimated gain of 4.7 per cent in 2021. As such, B.C.'s economic growth is expected to be broadly in line with the national average in the coming years. The pandemic has increased risks to B.C.'s economic outlook, such as the emergence of further variants of concern, inflationary supply chain disruptions, extended travel restrictions, and the continued impact of the slower recovery in some sectors of the B.C. economy. Further risks include ongoing uncertainty regarding global trade policies, and lower commodity prices.

## **Performance Planning**

CLBC's Performance Plan describes what it intends to accomplish over the next three years. The organization seeks a balance between funded services and natural supports to assist individuals in achieving meaningful inclusion in their communities and an enhanced quality of life. CLBC works closely with SDPR to monitor priorities, progress, and alignment with government commitments through regular engagement at Minister, Board Chair, senior executive, and staff levels. CLBC also regularly reports to SDPR against a set of performance measures.

### **Goal 1: Support individuals to achieve better outcomes.**

CLBC works to improve individuals' quality of life outcomes and create opportunities for them to reach their full potential through an array of supports and services, including; planning supports, connecting individuals with community resources and funding of services to meet their disability-related needs. Strategic focus areas of employment, housing, home sharing, and better supporting Indigenous individuals and individuals with complex needs will continue for the term of this plan.

This goal reflects the importance that CLBC places on supporting individuals to achieve their personal goals while also meeting their disability-related needs. It supports the B.C. government's commitment to deliver quality services to British Columbia families, and to build a sustainable economy by improving individuals' participation in employment.

### **Objective 1.1: Individuals have increased access to a range of home support options.**

#### **Key Strategies**

- Improve access to affordable, inclusive housing by collaborating with BC Housing, Aboriginal Housing Management Association, the non-profit and cooperative housing sectors.
- Increase access to affordable, inclusive housing by establishing regional housing leads, producing more accurate data on housing needs by region, and establishing communities of practice to engage key housing partners.
- Work with Indigenous partners to develop and deliver training resources to increase access to culturally safe housing.
- Implement improvements to shared living by responding to the recommendations from the [Office of the Auditor General's audit](#) on monitoring of home sharing.
- Increase the sustainability of home sharing by; supporting the development of an independent resource in support of home sharing, creating new services for individuals requiring emergency placements, and increasing the ability to match individuals with home sharing providers.



Performance Measure(s)	2020/21 Baseline	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
1.1a Number of individuals who are living in their own home through supports for independent living <sup>1</sup>	2,276	2,414	2,700	3,100	3,600
1.1b Number of individuals who are supported in shared living arrangements <sup>2</sup>	4,279	4,339	4,500	4,700	5,000

<sup>1</sup>Data source: The PARIS information management system and the My Workspace contract management system. Data is validated through regular contract management processes.

<sup>2</sup>Data source: The PARIS information management system and the My Workspace contract management system. Data is validated through regular contract management processes.

## Linking Performance Measure to Objective

1.1a This updated measure tracks the number of individuals who live in their own homes with supported living services for help with daily living. The measure indicates CLBC's success to meet increasingly the 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<sup>1</sup> shows that people who live on their own through supported living services, experience a higher quality of life in the areas of self-determination, rights, personal development, and social inclusion.

1.1b This new measure tracks the number of individuals who are 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 and includes home sharing and live-in support.

## Discussion

1.1a This measure was revised to report on what CLBC feels is a more meaningful representation of the total number of individuals living in their own home with supports for independent living and the number of people moving into their own homes.

CLBC projects an increase in the number of individuals moving into their own home with supports for independent living with an additional 300, 400 and 500 individuals in each of the next three years. This will result in a 10 percent, 10.9 percent, and 12.2 percent increase of CLBC's population living on their own with supports for independent living respectively.

Future targets are consistent with the growth projected in last year's plan and represent CLBC's population independently living with supports.

CLBC anticipates greater access to affordable, inclusive housing resulting from the following:

- [CLBC](#) and [Inclusion BC's three-year housing plan](#);
- Collaboration with BC Housing, Aboriginal Housing Management Association, the non-profit and cooperative housing sectors; and
- Activities planned in the Re-imagining Community Inclusion Work Plan.

<sup>1</sup> CLBC's include Me! initiative, which includes a Quality of Life framework and survey instrument, measures, and aims to improve individuals' quality of life.

1.1b This new measure shows the significant growth in the number of individuals residing in shared living arrangement, particularly home sharing. Home sharing now supports more people than any other CLBC home support service. Individuals moving into home sharing will continue to increase, with an additional 160, 200 and 300 individuals needing home sharing placements in each of the next three years. This increase means that about 17 percent of CLBC's population continue to live in shared living arrangements. While the long-term impact of the pandemic on home sharing is unclear, the immediate impact is reflected in the 2021-22 forecast, which is lower than CLBC's original target.

In response to the recommendations from the [Office of the Auditor General's audit](#), CLBC is undertaking significant improvements to assure the quality and monitoring of home sharing in order to support the growth of home sharing. Improvements to quality and sustainability of home sharing are expected from other activities, including:

- The development of Indigenous home sharing;
- The creation of a new entity to support home sharing; and
- The creation of a new service to support individuals requiring emergency placement.

## **Objective 1.2: Individuals have greater access to employment opportunities.**

### **Key Strategies**

- Complete the implementation of the [“L.I.F.E”](#) (Learning, Inclusion, Friendship and Employment) based employment service, a CLBC service option that supports individuals to find employment as well as pursuing goals in learning, developing friendship, and inclusion.
- Increase access to employment services by measured investments in services and proactively seeking opportunities with [WorkBC](#) to support people to access WorkBC services, where appropriate.
- Increase access to culturally safe employment services by working with an Indigenous Partner to design, develop and deliver cultural safety training to employment service providers.
- Support employment service providers to deliver effective services by evaluating current training and investing in training Employment Counsellors.
- Continue to support individuals return to the workforce and increase their digital literacy as part of the [Stronger BC Economic Recovery Plan](#).

Performance Measure(s)	2020/21 Baseline	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
1.2a Percentage of individuals younger than 65 reporting current employment income <sup>1</sup>	22.9%	18.9%	20% <sup>3</sup>	22% <sup>4</sup>	24%
1.2b Percentage of individuals supported by CLBC- funded employment services reporting current employment that retained employment for a period of one year or more <sup>2</sup>	75%	50%	60%	65%	70%

<sup>1</sup>Data Source: ICM, BC Disability Assistance.

<sup>2</sup>Data Source: The CLBC Periodic Report for Employment Services.

<sup>3</sup> & <sup>4</sup> The 2022/23 and 2023/24 targets have been updated from the 2021/22 Service Plan.

## Linking Performance Measure to Objective

1.2a 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<sup>2</sup>. 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.-based services](#), or with the 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.

1.2b This measure tracks the percentage of individuals supported by CLBC-funded employment services who have been employed for a period of one year or more. Retaining employment is a key driver in advancing employment; when employees retain work, employment services can be focused on assisting new job seekers. It further reflects the quality of CLBC's employment services as job retention reflects satisfaction by both the job seeker and the employer.

## Discussion

1.2a Supporting individuals to participate more fully in their community through employment enhances their quality of life in several areas such as social inclusion, self-determination, personal development, and financial well-being. The COVID-19 pandemic has had a significant impact on employment for many of the individuals CLBC supports, reflected in the 2021/22 forecast. Targets for 2022/23 and 2023/24 have been adjusted to reflect CLBC's expectation of a gradual return to employment for individuals CLBC supports, supported by: WorkBC, the B.C. Government's investments through the [Stronger BC Economic Recovery Plan](#), the Re-imagining Community Inclusion Work Plan, and implementing the "[L.I.F.E.-based](#)" employment service.

1.2b CLBC expects some turnover among job seekers but the impact of the COVID-19 pandemic over the last two years on individuals CLBC supports has been significant and was reflected in the lower 2021/22 forecast. While the 2020/21 actual result (75%) was higher than

<sup>2</sup> Note that this measure may exclude individuals who have exited BC Disability Assistance or who may not be reporting their employment income. It is also subject to variation resulting from changes in administrative practices related to BC Disability Assistance.

the forecast (50%) in last year's plan, that result may be related to the timing of data collection. CLBC is forecasting a delayed decrease in results in 2021/22 related to the cumulative impact of the continued pandemic on individuals' employment

These negative impacts to employment are reflected in the adjusted forecast and revised future targets for this performance measure. Targets have been adjusted to reflect CLBC's expectation of a gradual rather than immediate return to employment stability for individuals CLBC supports. The B.C. Government investment of \$10 million in 2021/22 and 2022/23 to support CLBC individuals to re-enter the workforce will continue to address the impact on employment.

## **Goal 2: Strengthen relationships with individuals and families to better respond to their needs and improve their experience.**

CLBC values the importance of strong, long-term relationships with individuals and families to effectively support and meet their needs. CLBC recognizes the requirements under the [\*Declaration of the Rights of Indigenous Peoples Act\*](#) and the [\*Truth and Reconciliation Commission of Canada: Calls to Action\*](#) and its responsibility to provide culturally safe services to Indigenous individuals and families.

CLBC is committed to ensuring transitioning youth, older adults and their families have positive experiences, are well informed about CLBC, and are supported to access both CLBC-funded services and community-based services available to all citizens. This goal supports the B.C. government's commitment to deliver better, quality services to British Columbian families.

### **Objective 2.1: Individuals have stronger relationships with CLBC.**

#### **Key Strategies**

- Continue to work collaboratively with the Indigenous Advisory Committee to improve relationships with Indigenous peoples and their communities as outlined in the [\*Re-Imagining Community Inclusion Work Plan\*](#) and to align policies and practices with the [\*B.C. Declaration on the Rights of Indigenous Peoples Act\*](#) and the [\*Truth and Reconciliation Commission of Canada: Calls to Action\*](#).
- Develop and strengthen relationships with Indigenous Partners by improving connections to First Nations through Wisdom Keepers, the implementation of space recognition and safety strategies.
- Improve transitions for individuals and their families. Work collaboratively with, Ministry of Children and Family Development, Delegated Aboriginal Agencies, and other partners to understand and identify improvement opportunities to transition-related challenges.
- Support self-determination by investing in leadership development for individuals with lived experience, self-advocate groups and by increasing availability of training around Representation Agreements.

Performance Measure(s)	2020/21 Baseline	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
2.1 Percentage of families of transitioning youth who feel they understand what services and supports they can expect from CLBC.	66%	69%	70%	72%	74%

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

## Linking Performance Measure to Objective

2.1 This measure demonstrates CLBC's effectiveness in informing individuals and families about what funded services and natural supports are available to them during the planning process. Individuals and families have told CLBC that knowing what they can expect from CLBC is a determinant of positive transitions and stronger relationships with CLBC. When people are fully informed, they are better equipped to make choices. This is particularly important for transitioning youth who are new to CLBC and have not yet accessed CLBC services. To support CLBC's new Strategic Plan, new performance measures will be developed to enable CLBC to report on strategies that specifically target strengthening relationships with Indigenous communities.

## Discussion

2.1 CLBC anticipates gradual improvement to this measure as more youth and their families experience CLBC's welcome and planning approach and relationships with Indigenous communities are improved through awareness and delivery of supports and services, to Indigenous individuals both on and off reserve. Since the beginning of the COVID-19 pandemic CLBC offered Welcome Workshops virtually to individuals and families and plans to continue to offer Welcome Workshops virtually as an effective way to assist families.

## Objective 2.2: CLBC's planning process is useful for individuals and families.

### Key Strategies

- Support youth who are transitioning to adulthood, and their families by: helping them to understand the adult landscape; providing access to a range of planning supports; and assisting them to understand services and supports available through CLBC and the community.
- Provide culturally safe services to Indigenous individuals and families by identifying and delivering training and launching a community of practice to support staff in integrating culturally safe practices.
- Use feedback from satisfaction surveys to improve experiences and build trust with individuals and families.
- Review engagement activities with individuals, families, and their representatives to improve tools, and practices to better track future needs.

Performance Measure(s)	2020/21 Baseline	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
2.2 Percentage of individuals and families who rate the quality of CLBC's planning support as good or above.	85%	78%	79% <sup>5</sup>	80% <sup>6</sup>	81%

Data source: Targeted consumer surveys completed annually.

<sup>5</sup>, & <sup>6</sup> The 2022/23 and 2023/24 targets have been updated from the 2021/22 Service Plan.

## Linking Performance Measure to Objective

2.2 Effective planning is a key contributor towards better transitions and stronger relationships. This performance measure indicates how satisfied individuals and families are with the quality of CLBC's planning, the effectiveness of CLBC's enhanced planning process and the extent to which further changes are required.

## Discussion

2.2 CLBC's enhanced planning approach is intended to strengthen the relationship with individuals and families by improving the way individuals and families are introduced to CLBC, enhancing their knowledge about support options, and increasing trust and confidence in CLBC. While the 2020/21 actual exceeded the target of 77 percent in last year's Service Plan, CLBC considers the result to be an anomaly. A number of factors play into the 2020/21 result, including, the COVID-19 pandemic, the effects of which may have had a differing impact on individuals and families over time. CLBC has set the 2021/22 forecast to align with historical and current trends for this measure. Targets for the next three years have been revised slightly from last year's Service Plan to reflect current trends and the expectation that improvements to CLBC's planning will continue to be well received by individuals and families and that the pandemic will gradually subside.

CLBC will be applying an Indigenous lens to its planning approach to ensure the delivery of culturally safe and respectful services.

## Goal 3: Develop tools and streamline internal processes to support more efficient operations.

CLBC's tools and processes enable staff and service providers to plan, deliver and monitor supports and services to individuals and their families. Streamlined internal processes, effective information technology tools and systems enable staff to fulfill effectively and efficiently these roles to improve individuals and families' service experiences, while increasing staff satisfaction. This goal is aligned with the significant improvements CLBC is undertaking response to the recommendations from the [Office of the Auditor General's audit](#) on the monitoring of home sharing. It also contributes to the B.C. government's commitment to deliver quality services to British Columbian families.

## Objective 3.1: Improve business processes and tools to enable staff to be both consistent and timely in delivering services.

### Key Strategies

- Increase business efficiency by replacing the current resource-intensive process for increasing program budgets with an integrated tool that automatically applies systemic rate updates.
- Improve business processes and tools to support staff fulfill their monitoring responsibilities.
- Improve IT efficiency, flexibility, and security by completing the transition to cloud-based software and data storage.
- Complete business analysis and documentation in preparation for replacing CLBC's individual management system, improving core business processes, staff's ability to respond to individuals and families.

Performance Measure(s)	2020/21 Baseline	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
3.1 The average number of individuals who have a priority ranking score of 50 or greater that have made a service request and have not received any CLBC services the past six months or longer.	98	80	80 <sup>7</sup>	80	80

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

<sup>7</sup> The 2022/23 target has been updated from the 2021/22 Service Plan.

### Linking Performance Measure to Objective

3.1 This measure indicates CLBC's ability to meet people's disability-related needs and deliver services in a timely and responsive manner. It identifies the average number of individuals who have a priority ranking score of 50 or greater, that have not received any CLBC services in at least six months, and who have an outstanding request for services. The priority ranking score is derived from the Request for Service Priority Tool, an instrument which considers an individual's current support needs in the context of their current support system (family, services, community, etc.) to gauge their relative priority for services. While not every individual will always require services, CLBC anticipates that most individuals with a score of 50 or more will need services. Note that many individuals with priority ranking scores of less than 50 receive services each year.

When a service or support is necessary, CLBC expects the process of allocating funding and implementing the services will be complete within less than six months of requesting services.

### Discussion

3.1 Targets were established based on historical data when the measure was introduced and have been maintained despite population growth to demonstrate CLBC's commitment to service



responsiveness. Many factors can impact this measure, such as: the number of individuals presenting themselves to CLBC and the levels of services they need, the amount of funding available for new services and CLBC's effectiveness in delivering services.

In 2021/22 CLBC introduced enhanced minimum funding for individuals with significant disability-related needs who were on the "Request for Service" list and receiving only minimum funding. In 2022/23, the initiative will be fully operationalized, providing bridge funding to individuals and their families until their service requests are fulfilled. CLBC has revised the 2022/23 target from 90 to 80 to reflect the positive impact that this new funding will have on this measure. This adjustment also reflects CLBC's current performance of exceeding the 2021/22 target from the previous year's plan.

### **Objective 3.2: Respond to individuals and families' needs and concerns in a timely manner and ensure quality and responsive services.**

#### **Key Strategies**

- Continue to receive and address concerns from individuals and families through CLBC's complaints process in a timely manner.
- Explore what community inclusion means to Indigenous individuals and families and develop Indigenous specific indicators to share with Indigenous communities and service providers.
- Improve home sharing services by developing and implementing contractual requirements that support quality of life outcomes that are incorporated into the Standards for Home Sharing.
- Develop and implement standards for agencies co-ordinating shared living and ensure staff can verify compliance with the standards and contractual requirements.

<b>Performance Measure(s)</b>	<b>2020/21 Baseline</b>	<b>2021/22 Forecast</b>	<b>2022/23 Target</b>	<b>2023/24 Target</b>	<b>2024/25 Target</b>
3.2a Percentage of complaints for which the complaints process has been completed within the timeframes set out in the CLBC <i>Complaints Resolution Policy</i> <sup>8</sup>	70%	79%	80% <sup>9</sup>	82%	82%
3.2b Percentage of on-site visits completed at least once per fiscal year as set out in the CLBC <i>Monitoring Policy</i> <sup>10</sup>	92%	92%	100%	100%	100%

<sup>8</sup>Data source: CLBC Complaints Tracking System.

<sup>9</sup> The 2022/23 target has been updated from the 2021/22 Service Plan.

<sup>10</sup>Data source: The My Workspace Contract Management System and CLBC's Annual Monitoring Management Tool.

### **Linking Performance Measure to Objective**

3.2a This performance measure indicates how well CLBC responds to concerns by tracking whether formal complaints are managed within the required timeframes set in CLBC's



[\*Complaints Resolution Policy\*](#). This performance measure demonstrates CLBC's ability to respond to individuals and families' needs and concerns in an efficient and timely manner and contributes to continuous quality improvement of services.

3.2b This new performance measure is an indicator of CLBC's ability to evaluate the quality-of-service delivery by service providers, address issues of concern, and support service provider improvements.

## Discussion

3.2a One of the characteristics of responsive organizations is the way in which they respond to those who are not satisfied with administrative decisions. CLBC is updating the [\*Complaints Resolution Policy\*](#) which outlines the process that is available to individuals and families when they would like a decision reviewed. The Policy also outlines CLBC's expectations with respect to timeliness, which will be shortened to expedite the review process. CLBC tracks, learns from and reports on complaints. Along with these revised targets and enhanced support within the regions, the revised timelines are expected to improve CLBC's responsiveness and performance on this measure. CLBC's ability to meet the required timeframes was affected by its response to the COVID-19 pandemic in 2020/21 and 2021/22, and therefore the 2022/23 target has been adjusted to reflect a more gradual improvement to the performance of this measure.

3.2b In June 2021, the Office of the Auditor General released [\*its report\*](#) that included recommendations related to the monitoring of home sharing. CLBC is improving its home sharing Monitoring Framework to ensure that service providers are meeting contractual requirements, including service and related standards, and supporting positive quality of life outcomes.

This new measure reflects CLBC's focus over the next three years on improving the effectiveness of monitoring the quality of 100% of CLBC-funded supports and services to ensure that CLBC staff achieve full compliance with its [\*Monitoring Policy\*](#).

CLBC's full response to the [\*Office of the Auditor General's audit\*](#) on the monitoring of home sharing is outlined in its [\*Home Sharing Plan 2021-24\*](#) for improving the quality and sustainability of home sharing.

## **Goal 4: Enhance partnerships with service providers to ensure delivery of quality services that are aligned with service and support needs.**

CLBC contracts with a network of qualified service providers to deliver disability-related services that enable individuals to live lives filled with possibilities in welcoming communities. CLBC continues to improve the comprehensive framework of procurement, funding, contracting, reporting, and monitoring processes, and uses information gathered from service providers through various reporting mechanisms to adjust services based on individuals' changing needs. This goal contributes to the B.C. government's commitment to deliver quality services to British Columbian families.

## Objective 4.1: Maintain a responsive and resilient service network to deliver services that advance people's quality of life and are aligned with CLBC's goals.

### Key Strategies

- Work to meet individuals' support needs through the remainder of the COVID-19 pandemic by working closely with service providers to mitigate issues with recruitment and retention and to meet Public Health requirements to keep individuals safe.
- Support Self Advocacy groups so that individuals are informed, connected and can play an increasing role in directing their lives, supports and informing CLBC's direction and policies.
- Continue to work collaboratively with Government partners to promote access to services outside of CLBC's mandate, such as health, mental health, and housing.
- Increase the number of Indigenous service providers by modifying procurement policies, procedures, and practices.
- Use [include Me!](#) to measure the quality of life of individuals and to support service providers in their efforts to deliver service in a manner that promotes outcomes for those they serve.

Performance Measure(s)	2020/21 Baseline	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
4.1a Change over time in composite Quality of Life Scores of surveyed individuals accessing CLBC-funded services <sup>11</sup>	N/A <sup>12</sup>	7.41	7.42	7.43	7.43
4.1b Change over time of personal development domain scores of surveyed individuals accessing CLBC-funded services <sup>13</sup>	N/A <sup>14</sup>	7.30	7.34	7.38	7.38

<sup>11</sup> & <sup>13</sup> Data source: [include Me!](#) survey results. The number is a three-year rolling average of a composite score of each of the eight domains of the Quality-of-Life Framework used in the [include Me!](#) project.

<sup>12</sup> & <sup>14</sup> The 2020/21 actual data was not collected as a result of the COVID-19 pandemic.

### Linking Performance Measure to Objective

Since the [include Me!](#) initiative was introduced in 2012/13, CLBC has built awareness and understanding of the Quality-of-Life framework. Quality of Life data will continue to be used as a catalyst to improve services and, subsequently, individuals' quality of life. Service providers participating in the [include Me!](#) initiative use the data in the framework to evaluate the impact of continuous quality improvement efforts on the quality of life and personal outcomes of those they serve.

Working collectively with individuals, their families and service providers, CLBC aspires for individuals to have quality lives. CLBC acknowledges that many factors beyond CLBC-funded services affect individuals' quality of life and the quality of life of British Columbians is not uniform across all domains, further complicating the establishment of goals and targets.

4.1a This performance measure gauges the quality of life of individuals accessing CLBC-funded services. The Quality-of-Life Scores are based on a validated survey that reflects an individual's view of their quality of life out of a score of ten. It is a key measure of the effectiveness of CLBC's service providers in advancing CLBC's vision of lives filled with possibilities in welcoming communities.

4.1b Personal development is one of the eight domains in CLBC's Quality of Life framework and measurement tool and is highly correlated to overall quality of life. Personal development relates to an individual's ability to pursue their interests, have opportunities for personal growth and skills development and have access to necessary information and support. It is an area where CLBC expects its strategic activities (such as completing the implementation of "[L.I.F.E](#)" - Learning, Inclusion, Friendship and Employment - based service) will have greater impact compared to the other domains. This performance measure reflects the effectiveness of CLBC's service providers to deliver supports and services that meet individual's personal development growth needs.

## Discussion

4.1a, 4.1b CLBC postponed [include Me!](#) surveying and data collection during the COVID-19 pandemic in 2020/21 and 2021/22. These activities are scheduled to begin again in 2022/23.

The trend that the overall quality of life numbers represents is more important than the numbers themselves. That is, the goal is not a composite score of say nine out of ten but rather the overall composite of thousands of individuals rating their quality of life in a validated survey that increases year over year, particularly where the quality of life of individuals lags behind that of the general population.

CLBC expects that, like other British Columbians, its supported individuals' quality of life is being negatively impacted by the pandemic. The affect on these individuals is likely to be compounded by the impact on services, particularly the recruitment and retention challenges faced by service providers. The forecasted targets remain consistent with last years' plan as they were proactively reduced to reflect the expected impact of COVID-19 pandemic.

CLBC is projecting increases in both composite and personal development scores over the next three years. However, while services are expected to recover much remains unknown about the progression of the pandemic and its continued effects. As such targets are anything but certain until CLBC can review post-pandemic measurements.

CLBC plans to undertake two additional pieces of work over the course of the Service Plan that are relevant to quality of life. A project to identify service specific indicators of quality of life for those living in home sharing is underway as part of CLBC's response the to the [Audit of the Office of the Auditor General](#). CLBC will also review the indicators through an Indigenous lens to understand better the validity of the framework for Indigenous individuals.

## Financial Plan

### Financial Summary

(\$m)	2021/22 Forecast	2022/23 Budget	2023/24 Plan	2024/25 Plan
<b>Total Revenue</b>				
<b>Contributions from the Province</b>				
<b>Government Transfers</b>	1,290.4	1,333.1	1,352.6	1,357.6
<b>Restricted – Operating</b>	-	-	-	-
<b>Restricted – Capital</b>	(4.5)	(4.3)	(5.2)	(5.4)
<b>Net Operating Contributions</b>	1,285.9	1,328.8	1,347.4	1,352.2
<b>Recoveries from Health Authorities</b>	18.8	19.1	19.4	19.7
<b>Other Income</b>	8.6	8.6	8.8	9.1
<b>Amortization of Deferred Capital Contributions</b>	3.1	4.4	5.0	5.6
<b>Total Revenue</b>	<b>1,316.4</b>	<b>1,360.9</b>	<b>1,380.6</b>	<b>1,386.5</b>
<b>Total Expenses</b>				
<b>Supports and Services</b>				
<b>Developmental Disabilities Program</b>	1,189.1	1,225.7	1,243.7	1,248.3
<b>Personalized Supports Initiative</b>	41.7	43.5	43.7	43.8
<b>Provincial Services</b>	6.1	5.9	5.9	5.9
<b>Total Supports and Services</b>	1,236.9	1,275.1	1,293.3	1,298.0
<b>Regional Operations and Administration</b>	75.5	79.9	80.3	80.7
<b>Amortization of Tangible Capital Assets</b>	4.0	5.9	7.0	7.9
<b>Total Expenses</b>	<b>1,316.4</b>	<b>1,360.9</b>	<b>1,380.6</b>	<b>1,386.6</b>
<b>Annual Surplus (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

(\$m)	2021/22 Forecast	2022/23 Budget	2023/24 Plan	2024/25 Plan
<b>Total Liabilities</b>	<b>47.4</b>	<b>47.3</b>	<b>47.5</b>	<b>47.2</b>
<b>Accumulated Surpluses</b>	<b>3.7</b>	<b>3.7</b>	<b>3.7</b>	<b>3.7</b>
<b>Capital Expenditures</b>	<b>5.4</b>	<b>11.2</b>	<b>8.4</b>	<b>6.2</b>
<b>Dividends/Other Transfers</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## 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 \$42.7 million in 2022/23.

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 of March 31, 2022 about 25,695 adults will be registered for CLBC services. CLBC expects the growth rate to continue to be about five per cent annually over the next five years. CLBC will sustain existing supports while providing new services to individuals and families within the funding available for 2022/23.

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 who work with service providers to ensure that the supports 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 \$46,000 in 2011/12 to \$48,400 in 2020/21 (including emergency supports and services and economic recovery initiatives implemented in response to COVID-19 pandemic). In 2021/22, the projected average cost is \$49,000 resulting in an average annual increase of 0.65 percent over the 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 \$48,200 is planned for 2022/23. Government's three-year wage commitment under the current Sustainable Services Negotiating Mandate ends March 31, 2022. A new negotiating mandate is anticipated for 2022/23.

### **Provincial Services**

CLBC operates the Provincial Assessment Centre and some minor centralized programs, for which the budgets are projected to be stable going forward.

### **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 individuals' outcomes.

### **Management's Perspective on the 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.

<b>Responding to Financial and Operational Risk</b>	
<b>Identified Risks</b>	<b>Mitigation Strategies</b>
CLBC caseload continues to increase at a rate well in excess of general population growth, creating ongoing service demand pressures.	CLBC responds to service demand through informed, fair, and consistent decision-making. CLBC works with social service ministries and sector partners to support initiatives that address issues of long-term sustainability.
CLBC demographic forecasts predict that the need for home support services will grow more rapidly than CLBC caseload growth.	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.
There is increasing pressure on families who care for their adult children at home, as care-givers age and care requirements increase.	CLBC provides respite and other services for families to enhance their resilience.
Responding to increased service demand creates consistent pressure on CLBC's day-to-day operational requirements.	CLBC is enhancing its capacity through the implementation of strategic projects include streamlining processes, use of technology, workload efficiencies, and staff training.
Service provider and home sharing provider sectors face recruitment and retention challenges that may impact the sustainment of current and new service demands.	CLBC is working more closely with service provider and home sharing provider sectors to develop recruitment and retention strategies.

## **Appendix A: Additional Information**

### **Corporate Governance**

The CLBC Board of Directors ensures that CLBC complies with government's mandate and policy direction, financial and other policies, and applicable legislation. Its responsibilities include functions such as: strategic planning, risk management, monitoring organizational and management capacity, controls, ethical frameworks, values, and communications. For more information on [CLBC's corporate governance](#), visit the website.

### **Organizational Overview**

CLBC is committed to changing and improving what we do to ensure eligible individuals have the support they need, when they need it, to lead full lives. CLBC is a learning organization committed to listening to and learning from community stakeholders, in addition to transparency. CLBC values the perspectives and concerns of individuals and their families, Community Councils, service providers, government, and community partners. [Learn more about CLBC online.](#)

## **Appendix B: Crown 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

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Michael Prince  
Chair, Board of Directors,  
Community Living BC

Date



April 19, 2021

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Barbara Carle-Thiesson  
Board Member,  
Community Living BC

Date



April 19, 2021

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Katherine Bright  
Board Member,  
Community Living BC

Date



April 19, 2021

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Nelson Chan  
Board Member,  
Community Living BC

Date



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Jake Anthony  
Board Member,  
Community Living BC

April 19, 2021

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Date



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Marnie Larson  
Board Member,  
Community Living BC

April 19, 2021

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Date



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Julia Payson  
Board Member,  
Community Living BC

April 19, 2021

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Date



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Simon Philp  
Board Member,  
Community Living BC

April 19, 2021

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Date



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Patti Sullivan  
Board Member,  
Community Living BC

April 19, 2021

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Date



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Joely Viveiros  
Board Member,  
Community Living BC

April 19, 2021

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Date