

Community Living British Columbia

2024/25 – 2026/27 Service Plan

February 2024



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Board Chair's Accountability Statement



The 2024/25 – 2026/27 Community Living British Columbia Service Plan was prepared under the Board's direction in accordance with the *Budget Transparency and Accountability Act*. This plan is consistent with government's strategic priorities and fiscal plan. The Board is accountable for the contents of this plan and is responsible for the validity and reliability of the information presented.

All significant assumptions, policy decisions, events and identified risks, as of February 2024 have been considered in preparing the plan. The performance measures presented are consistent with the *Budget Transparency and Accountability Act*, Community Living British

Columbia'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 Community Living British Columbia'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".

Michael J. Prince
Board Chair, CLBC
February 5, 2024

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Strategic Direction

In 2024/25, public sector organizations will remain focused on providing the services and infrastructure that people depend on to build a good life. Public sector organizations will continue to support Government in delivering results that matter to British Columbians including helping people with costs, attainable and affordable housing, strengthened health care, safer communities, and a secure, clean and fair economy. Public sector organizations will also continue to work closely with Government as it works collaboratively with Indigenous Peoples to implement the Action Plan for the Declaration on the Rights of Indigenous Peoples Act and delivers initiatives that advance reconciliation in ways that make a difference in communities throughout the province.

The 2024/25 Service Plan outlines how Community Living British Columbia (CLBC) will support the government priorities and selected items identified in CLBC's most recent [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 people 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's vision is for communities where everyone belongs and the people it serves have many friendships and interpersonal connections. CLBC works collaboratively with eligible individuals, families, support networks, service and community partners, and Indigenous Peoples to achieve this vision.

Beyond funding services, CLBC supports eligible adults to plan and connect with resources in their communities. CLBC also engages communities to be more inclusive places in which the people CLBC supports can be fully contributing citizens.

CLBC is accountable to the Legislature through the [Ministry of Social Development and Poverty Reduction](#). Both [CLBC's Strategic Plan](#) and Service Plan supports the Government's commitments identified in CLBC's [Mandate Letter](#). [CLBC's Strategic Plan](#) will guide CLBC's actions, building on the work completed under the [2023/24 Service Plan](#), as outlined in the Performance Planning section. CLBC regularly engages individuals, families, service providers and their representatives to continuously improve services and business process. CLBC will continue to work with Government and community partners to implement the [10-Year Re-Imagining Community Inclusion](#) (RCI) 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.

Operating Environment

CLBC employees monitor services and support individuals, their families and support networks to plan, to connect to community, and to access generic and funded services. A range of home supports, community supports (e.g., employment and community inclusion), and individual and family wellness services are delivered through contracted service providers and individualized funding arrangements. CLBC ensures third party service delivery through various quality assurance, contracting, and financial safeguards. A formal [complaints resolution process](#), a Public Interest Disclosure Policy (whistleblower policy), and an internal audit function provide further assurances of accountability and transparency in operations.

CLBC continues to respond to the workforce impacts following the COVID-19 pandemic and to the rising cost of living. CLBC's contracted service providers are facing significant challenges in staff recruitment and retention in a tight labour market. CLBC expects that these challenges will continue to impact delivery of supports and services in the coming year.

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

People that CLBC supports will continue to be challenged by a shortage of affordable and inclusive housing. This is due to the limited availability of rental housing combined with the rising cost of housing across B.C. As a result, an increasing number of people CLBC supports, including those with complex needs, must live with aging parents or live in housing situations that are not their preferred option.

People with complex need served by CLBC, including in the areas of mental health, addiction, and homelessness will continue to be exposed to the toxic drug supply. They are increasingly at risk and often need support to access mental health and addictions supports and affordable housing. This will require CLBC to continue to develop and deepen partnerships with health services, such as with the Ministry of Health and the Ministry of Mental Health and Addictions to improve access to health and mental health services. This is one priority of the 10-Year RCI Vision and Road Map and related three-year workplan.

While government works to improve this operating environment in the long term, in the short term, CLBC is developing partnerships to act on these issues and advance its mandate. This includes investments in individual and family leadership and sector partnerships. It also includes working with [Ministry of Housing](#), [BC Children's Hospital](#), and other sector partners (e.g., [Ministry of Health and Ministry of Mental Health and Addictions](#)) to improve responsiveness to the people CLBC serves.

Further, many people CLBC supports continue to seek greater self-determination and opportunities to participate fully in community life, including through employment. CLBC is

supporting the people it serves to find work and respond to the staffing needs of employers throughout the province.

Caseload Growth and Demographic Trends

CLBC projects that approximately 27,973 people will be eligible for CLBC services as of March 31, 2024, and expects the growth rate to continue to be approximately four percent annually over the next five years. This projection is significant as 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 serve a total caseload of 55,618 people, which is an increase of 107 percent over the March 2023 actual caseload of 26,815.¹

Three factors drive caseload growth: CLBC population increases; advances in health care and extended life expectancy; and an increase in referral rates of youth to CLBC. CLBC is also seeing higher growth of adults with a Fetal Alcohol Spectrum Disorder or an Autism Spectrum Disorder who have significant limitations in adaptive functioning and are eligible for the Personalized Supports Initiative² stream. In addition, as CLBC builds stronger relationships and trust with Indigenous Peoples and communities, CLBC expects increased referrals from Indigenous communities.

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 and are increasingly interested in CLBC community inclusion, employment, and support services to be as independent as possible and contribute to their communities. 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, which is projected to grow dramatically in the next 20 years.

Forecasts indicate that the number of people registered for CLBC services who are older than 50 will more than double by March 2043. All these life transitions require different but focused resource planning for service delivery.

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

² CLBC services for people who have both significant limitations in adaptive functioning and a diagnosis of Fetal Alcohol Spectrum Disorder or Autism Spectrum Disorder.

Performance Planning

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

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

This goal supports the government's commitment to deliver better, quality services to British Columbian families, [CLBC's Strategic Plan](#), and builds on the work outlined in the [2023-24 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, have consistently respectful and responsive relationships with CLBC staff, and have access to funded services and natural supports available to all citizens.

Key Strategies

- Develop a policy to improve accessibility of information and communications to CLBC offices and about services to align with the [Accessibility BC Act](#).
- Continue to work collaboratively with CLBC's Indigenous Advisory Committee and the Elders Advisors Committee to improve relationships with Indigenous Peoples and their communities by improving awareness and delivery of culturally safe services to Indigenous Peoples.
- Enhance and promote CLBC's [Welcome Workshops](#) for people CLBC supports and their families.
- Improve transitions for individuals and their families by partnering with the Ministry of Children and Family Development (MCFD) and Indigenous Children and Family Service Agencies (ICFSA) through:
 - Its [Children with Special Needs' family connection centre pilots](#), and
 - Its new [SAJE \(Strengthening Abilities and Journeys of Empowerment\) program for former youth in care](#).

Discussion

Strengthening relationships and building trust with individuals, their families, and support networks is key to achieving CLBC's mandate. This objective is a key strategy in [CLBC's Strategic Plan](#) that recognizes building and strengthening relationships takes time. This key strategy focuses on how we will:

- Interact with the people we serve,
- Improve accessibility and transparency of our processes for the people we support, and,
- Improve the overall experiences the people we serve have with CLBC.

CLBC recognizes that proactively offering accessible accommodations and asking questions about accessibility needs helps build good relationships and ensures we comply with the [Accessibility BC Act](#).

CLBC continues to improve and promote its [Welcome Workshops](#) series that were offered virtually during the pandemic. With attendance at in-person workshops down from pre pandemic levels, CLBC is developing new ways to promote the Welcome Workshop series. One example is through work with MCFD on the implementation of the four [family connection centre pilot sites](#) in CLBC's North-Thompson Cariboo and Southern Interior regions.

CLBC is monitoring objective progress through measure 1a: "Percentage of families of transitioning youth who understand what services and supports they can expect from CLBC and when they can expect them." The measure is based on two questions in our annual targeted survey of transitioning youth who turned 19 years of age and their families and completed the resource allocation process ³.

CLBC will also monitor progress through measure 2a 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 between CLBC and individuals and families 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

- Develop a communications strategy to increase the availability of plain language, multiple languages, and alternative formats, including ASL and braille, to explain key CLBC processes and information.
- Use feedback from surveys about our transition process and complaints procedures to improve experiences and build trust with individuals and families.

³ The questions ask whether they feel like they have a clear understanding of what specific CLBC-funded supports and services they are eligible for, and whether they have a clear understanding of when they can expect it.

- Revise CLBC's [Behaviour Support and Safety Planning Policy](#) to provide greater clarity and transparency to individuals, families, and service providers on the requirements for the development, implementation, monitoring, and review of Behaviour Support Plans and Safety Plans.
- Design required improvements to strengthen CLBC's Request for Service Priority Tool's usefulness and assess requirements to implement changes.

Discussion

CLBC continues to seek ways to improve the transparency and accessibility of CLBC processes to strengthen its relationships with individuals and families. As part of [CLBC's 2023-2026 Accessibility Plan](#) to comply with the [Accessibility BC Act](#), CLBC is working to improve individuals' and families' understanding of our processes by:

- Creating resources for staff on how to help the people it serves understand complex planning and service information.
- Promoting the Welcome Workshops to youth and their families transitioning to adult services where information is shared in plain language by self advocates, family members, and CLBC staff.
- Continuing to integrate plain language into policies and communications and ensure they are culturally safe.

CLBC is also working closely with MCFD and [Indigenous Children and Family Service Agencies](#) to implement a new Interim Operating Agreement for Children and Youth with Support Needs Pilot Areas: Planning for Youth Referrals to CLBC - an addendum to the MCFD-ICFSA-CLBC Services for Transitioning Youth: Operating Agreement – intended to support the MCFD's family connection centres pilot sites.

CLBC will monitor progress toward this objective through performance measure 1a: Percentage of families of transitioning youth who understand what services and supports they can expect from CLBC and when they can expect them.

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

CLBC recognizes the importance of being respectful, kind, and timely in its communication with people CLBC supports and their families when working to develop stronger relationships. Being responsive also ensures services meet the needs and circumstances by adapting service delivery approaches. CLBC is continually engaging and collaborating with other agencies, ministries, and sector partners serving people eligible for CLBC in effort to deliver more responsive services.

Key Strategies

- Work collaboratively with government and community partners to improve access to services outside of CLBC's mandate such as health, mental health, and housing for individuals with complex needs.

- Continue to receive and act on concerns in a timely manner from people CLBC supports and their families through CLBC's complaints resolution process.
- Use feedback from people CLBC supports, their families, and staff on accessibility at CLBC to understand and rectify barriers that people with disabilities face to align with the [Accessibility BC Act](#).
- Continue to increase engagement with individuals and families to understand their future housing needs.
- Continue to apply a GBA+ lens to the development and evaluation of CLBC's policy framework and materials that support communication with people CLBC supports.

Discussion

Objective 1.3 builds on the work completed over previous service plans focusing on timely, responsive service delivery. A key characteristic of a responsive organization is the way in which they adapt to meet individuals and families' changing needs. CLBC continues to work at creating an experience that is respectful and aligned to both the strategies and values in [CLBC's Strategic Plan](#).

CLBC continues to work with health partners (e.g., Ministry of Health, Ministry of Mental Health and Addictions, etc.) to improve collaborative delivery of services to individuals with complex needs. CLBC is also working with housing partners to address the challenge that the shortage of affordable and inclusive housing pose for people CLBC serves.

CLBC will monitor progress on this objective through performance measures 1b and 1c.

Performance Measures

Performance Measure	2023/24 Forecast	2024/25 Target	2025/26 Target	2026/27 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	66%	67%	68%	70%

Data source: Targeted surveys completed annually. The survey sample is made up of people eligible for CLBC services and their families who turned 19 years of age and completed a Guide to Support Allocation.

Discussion

An adjusted performance measure in last year's service plan, this tracks both the percentage of families of transitioning youth who understand what services and supports they are eligible for and when they can expect to receive them. This measure provides greater insight into how responsive CLBC is in meeting the needs of people eligible for CLBC services and their families.

CLBC has collected the first part of the measure; "...understanding the services and supports available..." through its targeted surveys of individuals and families transitioning to CLBC

services since 2016/17. In April 2023, CLBC began collecting data on the second part of this measure; "...an understanding of when services can be expected..." through a new question added to this survey. The forecast and the targets for the next three years are based on historical data reflecting the first part of the question only, as CLBC works to improve survey methodology to increase the survey response rates.

CLBC anticipates gradual growth over the next three years as it focuses on promoting greater participation for people CLBC supports and their families in the [Welcome Workshop series](#) that results in a higher survey response rates. Greater participation in the [Welcome Workshops](#) will improve the way people are introduced to CLBC and enhance their knowledge about the support options available to them. The forecast and targets in next year's service plan will be adjusted and based on data collected for both questions that inform this measure.

Performance Measure	2023/24 Forecast	2024/25 Target	2025/26 Target	2026/27 Target
1b) The percentage of individuals with the most urgent needs that have made a service request and received service within six months	95%	95%	95%	95%

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

Discussion

A new performance measure in last year's service plan tracks the percentage of individuals who have the most urgent needs who have made a service request and received service within six months. The measure reflects CLBC's ability to meet people's disability-related needs and deliver services in a timely, responsive manner, by providing urgently needed services.

The forecast and targets are established based on historical data and reflects the consistent funding amounts available for new services over the last few years. A target over the next three years of 95% indicates a positive outcome with fewer people with the urgent needs awaiting services.

This measure is impacted by several factors, including number of people eligible for CLBC and the levels of services they need, the effectiveness in delivering services, the approach to prioritizing funding for those with the most urgent needs and fewer families formally requesting services.

Performance Measure	2022/23 Baseline	2023/24 Forecast	2024/25 Target	2025/26 Target	2026/27 Target
1c) The percentage of complaints for which the complaints process has been completed within the timeframes set out in the <i>CLBC Complaint Resolutions Policy</i>	71%	74%	81%	82%	83%

Data source: CLBC Complaints Tracking System

Discussion

This measure indicates how well CLBC responds to concerns by tracking how well formal complaints are managed within the required timeframes set in CLBC's [Complaints Resolution Policy](#). Baseline data reveals that CLBC continues to build its capacity to meet the required timelines. The 2024/25 and 2025/26 targets have therefore been revised to reflect a more gradual improvement as CLBC considers ways to improve the efficiency and administrative fairness of its processes, and act on the operational challenges in meeting the policy timelines.

This policy outlines CLBC's expectation with respect to timeliness and the process that is available to people CLBC supports and their families when they would like a decision reviewed. CLBC tracks, learns from and reports on complaints. CLBC's complaints process, which makes reporting concerns more transparent, was revised in March 2022 to be more responsive and shortened the process to three stages and the overall response timeframe by 20 business days.⁴

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

This goal supports the Province's and CLBC's commitment to lasting and meaningful reconciliation which is outlined in CLBC's [Strategic Plan](#). Created in 2021, CLBC's Indigenous Relations department is leading the agency's efforts to advance reconciliation and support CLBC's alignment with the [Declaration Act](#). 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.

The work highlighted in this section relates to advancing reconciliation and builds on the work completed in the [2023-24 Service Plan](#).

⁴ These changes were a response to the Office of the B.C. Ombudsperson's recommendation for a three-tier approach to resolving complaints, and feedback from people who filed formal complaints that the process between filing and resolution was too long.

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 CLBC supports, their families, and support network and Indigenous communities. It also includes the Indigenous 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, strengthen and improve relationships with key Indigenous partners, Indigenous Peoples and their communities.
- Partner with representatives from the [Secwépemc Child and Family Services Agency](#) to oversee the implementation of the historic signing of the Memorandum of Understanding between the CLBC and the [Secwépemc Child and Family Services Agency](#).
- Continue to draw on the knowledge and experience of CLBC's Elders Advisory.
- Build on [CLBC's Commitment to Reconciliation](#) and the [Cultural Safety Policy](#) as public statements of CLBC's promise to advance reconciliation with BC's Indigenous Peoples.

Discussion

CLBC recognizes that developing and strengthening meaningful, respectful, and transparent relationships with Indigenous Peoples will take time and is foundational to advancing cultural reconciliation. CLBC is meeting with local First Nations communities, [Indigenous Children and Family Service Agencies](#) and other Indigenous organizations to further these relationships and working partnerships.

CLBC is working closely with the Indigenous Advisory Committee and the Elders Advisory Committee to support CLBC's mandate to provide information and advice with an Indigenous perspective and worldview. CLBC is building on the Board of Director's [Commitment of Reconciliation](#), signed in June 2023 by the Minister of Social Development and Poverty Reduction, CLBC leadership, the Indigenous Advisory Committee and other witnesses, as a public statement of obligation and responsibility to BC's Indigenous Peoples.

This objective builds on the work CLBC started in the [2023-24 Service Plan](#) and progress is monitored through performance measure 2.

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

Developing cultural safety⁵ within CLBC's operations and in the delivery of supports and services is a journey that will take time and commitment. It is central to implementing the [Declaration Act](#) and advancing meaningful reconciliation. The principles and practices outlined in CLBC's [Cultural Safety Policy](#) guide staff to reflect on their own practice and to engage, support, monitor, and plan with First Nations, Métis, and Inuit peoples, their families and communities.

Key Strategies

- Provide cultural understanding training to CLBC staff to strengthen relationships with Indigenous communities and better serve Indigenous Peoples.
- 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.
- Launch a cultural safety community of practice and provide tools to support staff in developing and integrating culturally safe practices.
- Develop a cultural safety discussion tool kit for CLBC staff (and service providers) as part of [CLBC's 2023-26 Accessibility Plan](#).

Discussion

CLBC supports staff understanding of cultural safety through training, self-reflection, and access to resources (for example, the Respectful Engagement Guide for CLBC staff) that help promote respectful relationships with Indigenous individuals, families, and organizations. CLBC staff continue to meet with local First Nations communities, [Indigenous Child and Family Service Agencies](#), and other Indigenous organizations to build relationships and working partnerships.

Developing these culturally safe relationships with Indigenous partners is key to fostering more culturally appropriate service delivery. An example of this is demonstrated by the historic agreement signed between CLBC and the [Secwépemc Child and Family Services Agency](#) in September 2023. This agreement is an example of CLBC's efforts to improve cultural safety for Indigenous youth transitioning to CLBC in a First Nations community.

This objective builds on the work CLBC started in the [2023-24 Service Plan](#) and progress is monitored through performance measure 2.

⁵ 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.

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

To align our actions with those of Indigenous Peoples, CLBC is committed to supporting our network of contracted service providers to deliver culturally safe and appropriate services. This will be achieved by increasing the number of Indigenous service providers CLBC contracts with, applying an Indigenous lens to service design, and ensuring that CLBC's procurement practices promote cultural safety and increase participation from Indigenous providers.

Key Strategies

- Continue to work closely with the BC CEO Network⁶ to identify core training needs and ensure CLBC contracted service providers have access to resources and tools supporting the delivery of culturally safe and appropriate services.
- Increase the number of contracted or pre-qualified Indigenous services providers by supporting Indigenous agencies to understand CLBC's pre-qualification process.
- Develop a long-term, sustainable approach to increasing procurement of Indigenous organizations as service providers.
- Undertake a review of the Quality of Life Framework against Indigenous wellness indicators to ensure the framework is reflective of Indigenous values and culture.

Discussion

CLBC continues to strengthen the responsiveness and resiliency of its service network through the procurement of Indigenous service providers. As part of the [Re-Imagining Community \(RCI\) workplan](#), CLBC is focused on developing a process that encourages and increases the number of qualified Indigenous service providers and supports Indigenous organizations to become CLBC contracted service providers. CLBC is developing practice guidance for service providers to enhance their delivery of inclusive, culturally safe services that promote Indigenous individuals' and families' quality of life.

This objective builds on the work CLBC started in the [2023-24 Service Plan](#). CLBC will monitor progress toward this objective through performance measure 2.

Performance Measures

Performance Measure	2023/24 Forecast	2024/25 Target	2025/26 Target	2026/27 Target
2. Number of Indigenous organizations that CLBC has contracts for service	10	14	18	20

Data source: CLBC's Request for Qualification submission.

⁶ The BC CEO Network is a provincial organization that represents agencies delivering services to adults with developmental disabilities in BC.

Discussion

New to last year's service plan, this measure tracks the number of Indigenous organizations that CLBC contracts with to deliver culturally safe and appropriate services. Based on historical data, data collected over the last year, and research underway to evaluate CLBC's contracting and procurement approach, CLBC anticipates increasing the network of Indigenous service providers this year. This projection helps CLBC's Indigenous Strategy to support Indigenous self-determination and strengthens CLBC's relationship with Indigenous Peoples and organizations. CLBC expects that targets in future service plans will need to be revised to reflect the findings of the research currently underway.

Goal 3: CLBC invests⁷ 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. Collaborating with partners and supporting their innovation and leadership, is foundational to the sector's sustainability and advancing the quality of life of people who CLBC serves.

Through regular engagement, CLBC works together 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 invests in and advances self advocate leadership 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

- Continue to advance people's self-determination by supporting the growth of self advocate groups and leadership development for people CLBC serves.
- Continue to consult and work collaboratively with self advocates in all four areas of the [RCI Work Plan](#).
- Work collaboratively with self advocate leaders to formalize processes for their input into CLBC's policies.
- Develop a community engagement strategy that prioritizes self advocates and recognizes intersectional identities of gender and identity, race, disability, age etc.

⁷ In the context of this Service Plan the word "invests" goes beyond financial support. It represents that CLBC seeks to support leadership and innovation amongst/for their partner groups and people they support through collaboration and engagement.

Discussion

Self advocates are one of CLBC's key sector partners who continue to play a significant role in shaping how we support adults eligible for CLBC services. Advancing self advocacy leadership ensures that individuals are informed, connected, and can play a greater role in directing their lives, supports, and advising on CLBC's direction and policies. Self advocates were involved in the development of CLBC's first [Accessibility Plan](#) providing input on barriers to accessibility. CLBC continues to work closely with self advocates on the [RCI Workplan](#), [Community Councils](#), [Editorial Board](#), and various other committees.

CLBC will continue to support leadership development for individuals with lived experience, and funding self advocacy organizations through grants and partnering with [BC People First](#) to formalize self advocate input into CLBC's policies. This objective builds on the work CLBC started in the [2023-24 Service Plan](#) and progress is monitored under performance measure 3c.

Objective 3.2: CLBC advances family leadership and invests in families to help them support their family members.

CLBC recognizes that families and support networks have important insights on 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

- Continue to work collaboratively with families in all four focus areas (e.g., housing, employment, health, and services for Indigenous Peoples) of the RCI Work Plan.
- Continue to work collaboratively with families and support family leadership on [Community Councils](#)⁸ and the Provincial Advisory Committee.⁹
- Collaborate with families on CLBC's [Community Inclusion Services Project](#) to help identify best practices and recommendations on how to strengthen community inclusion services.
- Support efforts of family-led groups to innovate, provide family support, and create inclusive communities.

Discussion

Advancing family resilience and leadership is a key priority for CLBC as families and support networks have an invaluable role in supporting individuals to achieve their goals and enhancing their quality of life. Family members are often primary care givers, supporting people eligible for CLBC to participate in community throughout their adult life. CLBC regularly

⁸ 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'.

⁹ 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.

engages with families to continuously improve business processes and services upon which they depend. CLBC funds several family-led organizations to support families and bring new vision to the family movement.

This objective builds on the work CLBC started in the [2023-24 Service Plan](#) and progress is monitored under performance measure 3a.

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

To support people eligible for CLBC to lead full, quality lives, CLBC works collaboratively with families, service providers, and other government partners. CLBC contracts with a network of qualified service providers to deliver disability-related services that enables individuals to be part of “communities of belonging, lives with connection.” CLBC continuously improves its comprehensive framework of procurement, funding, contracting, reporting, and monitoring processes. Using information gathered from service providers through various reporting mechanisms CLBC adapts services to meet individuals’ changing disability-related needs.

Key Strategies

- Continue to work collaboratively with government partners to mitigate issues with recruitment and retention of staff in the community living sector within the tight labour market.
- Implement the updated CLBC Service Standards (formerly called [Standards for Unaccredited Service Providers](#)), to ensure individuals have access to consistent, high-quality support and CLBC staff can verify compliance with standards and contractual requirements.
- Collaborate with the [Home Sharing Support Society BC](#) and agencies coordinating home sharing, to make improvements to policies and practices that increase the quality and sustainability of home sharing.

Discussion

CLBC works closely with its sector partners to ensure that quality services are delivered with a common understanding and alignment to CLBC’s vision and [Strategic Plan](#). CLBC supports the BC CEO Network’s campaign to extend and promote its Community Living Careers campaign with grant funding over the next two years. The funding is intended to help agencies across BC to recruit staff, and to support the sustainability of agencies delivering community living services. CLBC has also granted funding to the [Home Sharing Support Society BC](#) to develop a recruitment campaign for prospective home sharing providers.

CLBC is working with [BC Housing](#), non-profit and cooperative housing providers, the [Aboriginal Housing Management Association](#), service providers and other partners to promote access to inclusive housing and the benefits of providing inclusive housing. Through the RCI initiative, CLBC continues to work with the [Ministry of Health](#) to improve collaborative delivery of services to individuals with complex needs and to update and support service alignment

with [Thriving in Community: Delegating Health Care Tasks in the Community Living Sector \(2015\) guide](#).

CLBC also continues to work collaboratively with the Ministry of Health, the [Ministry of Mental Health and Addictions](#), the [First Nations Health Authority](#), and provincial health authorities to explore governance and service options to help ensure equitable, culturally safe and accessible health and mental health services for Indigenous people eligible for CLBC services.

This objective builds on the work CLBC started in the [2023-24 Service Plan](#) and progress is monitored through performance measure 3b.

Performance Measures

Performance Measure	2022/23 Baseline	2023/24 Forecast	2024/25 Target	2025/26 Target	2026/27 Target
3a) Number of individuals and families directing their own services through individualized options	1291	1,300	1330	1360	1,400

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

Discussion

Reintroduced in the last service plan, this measure tracks the number of individuals and families who are directing their own services through Direct Funding, Host Agency Funding, and person-centred societies.¹⁰ These societies are included due to their individualized approach to service delivery. This measure is an indicator and proxy for family leadership, as families play a key role in facilitating and managing a person's individualized services.

CLBC anticipates steady growth over the next three years as we focus on improving the infrastructure that enables families to direct their own services. Targets for the next three years have been revised from last year's plan to reflect historical trends and the implementation of CLBC's new policy, contractual, and monitoring frameworks supporting the delivery of person centred societies. CLBC expects that there will be greater uptake in person centred societies once there is more robust guidance available for families and greater clarity on CLBC's requirements.

Performance Measure	2022/23 Baseline	2023/24 Forecast	2024/25 Target	2025/26 Target	2026/27 Target
3b) Percentage of required monitoring completed at least once per year as set out in the <i>CLBC Monitoring Policy</i>	90%	95%	95%	95%	95%

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

¹⁰ A , centred society is a not for profit established solely to support one person CLBC supports by contracting with the society to provide disability-related supports.

Discussion

A modified version of measure 3b in the [2023-24 Service Plan](#) was revised from "percentage of on-site visits completed at least once per year" to the current language to reflect updates to the [Monitoring Policy](#). This policy was revised to include a prioritization process to plan and complete monitoring activities throughout the year. This was done in effort to make better use of staff's time by prioritizing monitoring activities with greater risk. Required formal monitoring activities may include on-site visits in addition to other monitoring-related activities and are planned based on the [Monitoring Policy's](#) prioritization process.

This measure is a better indicator of CLBC's ability to evaluate the quality of service delivery, act on issues of concern, and support service provider improvements. It reflects CLBC's focus on monitoring and commitment to ensuring CLBC's full compliance with its [Monitoring Policy](#).

While CLBC anticipates improved compliance by end of 2023/2024, targets for 2024/25 and beyond have been revised slightly to reflect ongoing staff recruitment and retention challenges impacting CLBC's ability to achieve full compliance. Targets over the next three years of 95% indicates a positive outcome as the number of service providers CLBC contracts with general increases each year and results in an increasing number of service providers that CLBC is responsible for monitoring.

Performance Measure	2023/24 Forecast	2024/25 Target	2025/26 Target	2026/27 Target
3c) Number of self advocates participating in self advocate organizations	425	475	525	575

Data source: B.C. self advocate groups

Discussion

New last year, this measure tracks the number of people participating in self advocate organizations. The data is based on the number of self advocate leadership training participants as well as board members, staff, the broader membership and meeting participants for the five self advocate groups in BC who have become incorporated non-profit entities.

Forecast and targets were determined using data collected in 2022/23 that reported 350 self advocates participating in self advocate organizations.¹¹ CLBC forecasts an increase in self advocate membership due to participation in leaderships activities in 2023/24, specifically the CLBC sponsored Self Advocacy Leadership Institute¹² held in August 2023. By targeting efforts

¹¹ This includes self advocate membership from BC People First, Self Advocates of the Rookies Society, Speaking Up for Self Advocacy Awareness Society in Kamloops, Empowering Self Advocates to Take Action Co-op, The Advocacy League of Kindness Northwest Society, and self advocate participation in leadership activities with BC Self Advocacy Leadership Network.

¹² A four-day event created by self advocate leaders to support the learning and skill development of 25 of their peer self advocates.

to increase membership, for example, through sponsoring future Self Advocacy Leader Institutes, CLBC anticipates steady growth over the next three years.

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

Achieving the vision of “communities of belonging, lives with connection” requires support from government, community organizations, businesses, and British Columbians. CLBC’s ability to engage with those outside of the community living sector to advance accessibility and inclusion is key to realizing independence and social participation for all British Columbians, including people CLBC supports.

This goal supports the work of British Columbia’s [Accessible BC Act](#), CLBC’s [Strategic Plan](#), and the RCI 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 strives to build awareness and the desire to advance community inclusion for people CLBC supports beyond the community living sector. CLBC collaborates with a range of government bodies, community-based organizations, and non-profit sectors to nurture the development of inclusive communities where people with developmental disabilities have more choices about how they live, work, and contribute. CLBC has several projects underway focused on increasing access to inclusive housing and quality health and mental health supports by building awareness and relationships with housing and health partners through the work of the [RCI Work Plan](#) initiative.

Key Strategies

- Continue to lead the [RCI Work Plan](#) implementation.
- Improve access to affordable, inclusive housing by finalizing and implementing the memorandum of understanding with [BC Housing](#) to administer a rental benefit program on the behalf of people CLBC serves, as part of the [Canada – BC Housing Benefit Program](#).
- Work with sector partners to identify cultural safety training needs for home sharing providers to ensure the delivery of culturally safe home sharing services.
- 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 on the issue.
- Assess use of Trauma Informed Practice within CLBC programs and processes.

Discussion

CLBC works with a range of partners, including government bodies, community-based organizations, non-profit sectors, families, and self advocates. This work supports innovative projects to create inclusive, affordable housing and employment opportunities.

This objective builds on the work of objective 4.1 in last year's service plan and progress is monitored through performance measure 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 RCI 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 [RCI Work Plan](#)¹³
- Strengthen community inclusion services through consultation with individuals, families, service providers, and key community partners. Consultations support the provision of community inclusion services that reflect best practices and provincial commitments as outlined in the [Re-Imagining Community Inclusion](#) Vision, Road Map and related three-year workplan.
- Expand the availability of L.I.F.E. (Learning, Inclusion, Friendship and Employment) Service, customized employment and Inclusive Post Secondary Education (STEPS Forward) services across the province.
- Work with government partners to highlight the benefits of employment for youth transitioning to CLBC.

Discussion

This objective builds on the work outlined in last year's service plan and the key focus areas of the [RCI Work Plan](#) and Vision. CLBC continues to work collaboratively with community groups and provincial governments to advance several aspects of the RCI Workplan which supports CLBC's vision of removing barriers for people with developmental disabilities and creating inclusive communities. CLBC will monitor the progress toward this objective through performance measure 4b and 4c.

¹³ The Community 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.

Performance Measures

Performance Measure	2022/23 Baseline	2023/24 Forecast	2024/25 Target	2025/26 Target	2026/27 Target
4a) Number of individuals who are living in their own home through supports for independent living.	2,536	2,750	2,950	3,220	3350

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

Discussion

This measure tracks CLBC's ability to meet the needs of those who want to live more independently rather than in home sharing or a staffed living service. CLBC's [include Me! initiative](#) shows people living on their own using supported living services, experience a higher quality of life in the areas of self-determination, rights, personal development, and social inclusion.

CLBC projects minimal growth in the number of individuals moving into their own home each year for the next three years. Noticeable growth is not expected due to the challenges related to the recruitment and retention of home sharing providers.

The 2024/25 target was revised slightly to reflect the work still required to increase access to affordable, inclusive housing in BC. CLBC will continue to work with government and non-government partners to increase access to this housing through activities outlined in the RCI Work Plan and ongoing collaboration with housing partners. These include BC Housing, Aboriginal Housing Management Association, the non-profit and cooperative housing sections, and the Ministry of Housing.

Performance Measure	2022/23 Baseline	2023/24 Forecast	2024/25 Target	2025/26 Target	2026/27 Target
4b) Number of individuals who are supported in shared living arrangements.	4,230	4,200	4,200	4,275	4,350

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

Discussion

This measure tracks the number of individuals supported in shared living arrangements. Shared living is an inclusive, person centered, individualized model where a person shares a home with someone contracted by an agency to provide ongoing support. Home sharing continues to support more people than any other CLBC-funded home support service. However, there has been a reduction in the number home sharing providers and number of people living in a home share due to the rising cost of living and the ongoing challenges with the recruitment and retention of home sharing providers.

With the increasing number of individuals with complex needs and the lack of skilled home sharing providers, CLBC projects minimal growth in this year's revised forecast and targets.

Despite this trend, CLBC continues to look for ways to strengthen and support home sharing. Including a review of the Respite Guidelines Policy for home sharing providers, supporting sector partners such as the [BC CEO Network](#) and the [Home Sharing Support Society BC](#) efforts to recruit new home sharing providers and other key support staff.

Performance Measure	2022/23 Baseline	2023/24 Forecast	2024/25 Target	2025/26 Target	2026/27 Target
4c) Percentage of individuals younger than 65 reporting current employment income	21.8%	22%	23%	24%	26%

Data source: ICM, BC Disability Assistance

Discussion

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. Others find work with support from community inclusion and L.I.F.E. Services, or with the assistance of family. Employment helps individuals reach their full potential, participate more fully in their community, and contribute to a strong, sustainable economy.

Forecast and targets have been revised to reflect slower growth based on the ongoing recruitment and retention challenges facing service providers delivering CLBC-funded services, including employment services. Despite this, CLBC continues to advance the goal of greater participation in employment for people it supports by continuing work to:

- Promote an 'employment first approach' within CLBC and Government that supports youth transitioning to CLBC (for example, at the MCFD's family connection centres pilot sites).
- Support [Inclusion BC](#) with management of the Employment Recovery Grant designed to support people in finding work over the next two years, as part of the post pandemic recovery.

Financial Plan

Financial Summary

[\$m]	2023/24 Forecast	2024/25 Budget	2025/26 Plan	2026/27 Plan
Revenues				
Contributions from the Province				
Government Transfers	1,537.9	1,626.9	1,669.4	1,669.4
Restricted – Operating	0.0	0.0	0.0	0.0
Restricted – Capital	(4.1)	(8.2)	(8.2)	(6.7)
Net Operating Contributions	1,533.8	1,618.7	1,661.2	1,662.7
Recoveries from Health Authorities	22.5	23.2	23.9	24.6
Other Income	20.1	14.8	14.9	15.1
Amortization of Deferred Capital Contributions	4.2	4.8	5.0	5.7
Total Revenue	1,580.6	1,661.5	1,705.0	1,708.1
Expenses				
Supports and Services				
Developmental Disabilities Program	1,422.2	1,498.6	1,537.1	1,539.7
Personalized Supports Initiative	52.9	56.6	59.0	59.1
Provincial Services	4.1	1.0	1.0	1.0
Total Supports and Services	1,479.2	1,556.2	1,597.1	1,599.8
Regional Operations and Administration	96.4	99.3	101.1	100.1
Amortization of Tangible Capital Assets	5.0	6.0	6.8	8.2
Total Expenses	1,580.6	1,661.5	1,705.0	1,708.1
Annual Surplus (Deficit)	0.0	0.0	0.0	0.0
Total Debt	54.9	55.3	58.5	56.4
Accumulated Surplus (Deficit)	3.7	3.7	3.7	3.7
Capital Expenditures	5.6	13.5	12.7	9.4

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 \$89.0 million in 2024/25.

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, 2024, about 28,000 adults will be registered for CLBC services. CLBC's caseload growth continues to significantly exceed that of BC's general population growth and is expected to be above four 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 2024/25.

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 \$45,200 in 2013/14 to \$52,000 in 2022/23. In 2023/24, the projected average cost is \$53,800 resulting in an average annual increase of 1.91% 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 \$54,400 is planned for 2024/25.

Provincial Services

CLBC provincially manages programs such as a travel subsidy program administered by the Ministry of Social Development and Poverty Reduction on behalf of the individuals CLBC supports and other minor centralized programs.

In October 2023 CLBC transferred operations of the Provincial Assessment Centre (PAC) to the Ministry of Health and the Provincial Health Services Authority (PHSA) to strengthen PAC's infrastructure, systems, and services through closer integration with BC's health system.

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 desired outcomes for individuals and cost-effective service provision. 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.	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 supports home sharing through collaboration and engagement with sector partners to improve recruitment and retention of home sharing providers.
There is increasing pressure on families who care for their adult children at home, as care-givers age and care requirements increase.	CLBC provides core and enhanced funding 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 that include streamlining processes, the use of technology, workload efficiencies, and staff training.
Service providers and home sharing providers recruitment and retention challenges may impact the sustainment of current and new service demands.	<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 in order to provide additional support to home sharing providers.</p>

Appendix A: Mandate Letter from the Minister Responsible



Date: June 15, 2023

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 Eby and the Executive Council, I would like to extend my thanks to you, your board members and your organization's leadership for your dedication, expertise, and service to the people of British Columbia.

Public sector organizations – including Crowns, Health Authorities and Post Secondary Institution Boards – support British Columbians by delivering vital public services and are accountable to the public through their responsible Minister. Your leadership in advancing and protecting the public interest strengthens trust in public institutions.

You are serving British Columbians at a time when people in our province continue to recover from and respond to the upheaval caused by the COVID-19 pandemic, an ongoing toxic drug crisis, climate-related natural disasters, and while global inflation is driving up costs. Now more than ever, we need to focus on building a prosperous, low-carbon, sustainable economy, and a province where everyone can find a good home – in rural areas, in cities, and in Indigenous communities.

This mandate letter, which I am sending in my capacity as Minister responsible for Community Living British Columbia, sets out overarching principles relevant to the entire public sector and specific direction on priorities and expectations for your organization for the remainder of Government's term.

Government and public sector organizations must continue to advance results that people can see and feel in these key areas: strengthened health care, safer communities, attainable and secure housing, and a clean and fair economy that delivers affordability and prosperity.

In doing so, you will continue working towards lasting and meaningful Reconciliation by supporting opportunities for Indigenous Peoples to be full partners in the province we are building together, and delivering on specific commitments as outlined in the *Declaration on the Rights of Indigenous Peoples Act* action plan.



As required by the *Climate Change Accountability Act*, please ensure your organization implements targets and strategies for minimizing greenhouse gas emissions and managing climate risk, including achieving carbon neutrality each year and aligning with 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.

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. As part of this work, your organization is expected to adopt the Gender-Based Analysis Plus (GBA+) lens to ensure gender equity is reflected in your operations and programs.

British Columbians expect that public sector organizations operate in a responsible manner to deliver quality services equitably in all regions of the province. This requires strategic stewardship of planning, operations, and policies in the areas of financial, risk, and human resource management including information security and privacy protection.

The protection of government data and networks is a priority, especially where it concerns personal information of British Columbians. Public sector organizations must maintain up to date systems and effective cybersecurity practices, including maintaining current information management and cybersecurity policies, guidelines and standards; evaluating your organization against industry standards; and maintaining appropriate security and privacy practices. The Office of the Chief Information Officer within the Ministry of Citizens Services is available to support and offer guidance to your organization in any of these areas.

Public sector organizations must also implement and maintain an effective fraud risk management strategy. The Office of the Comptroller General and the Risk Management Branch in the Ministry of Finance are available for consultation.

The Crown Agencies Secretariat (CAS) in the Ministry of Finance supports public sector organizations to operate effectively, in the public interest, and aligned with government's strategic direction and priorities. Within CAS, the Crown Agencies and Board Resourcing Office (CABRO) will continue to support you and your board on recruitment, appointments and professional development, as well ensuring Board composition and governance reflects the diversity of our province. CAS can support you in public sector governance best practices, policy and planning.



In addition to continuing to make progress on your [2021 mandate letter](#), I expect you to ensure the important priorities and areas of focus listed in this letter are incorporated into the practices of your organization and develop plans to address the following new priorities within your approved budget:

- Advance the work outlined in the Re-Imagining Community Inclusion (RCI) 2022/23-2024/25 Workplan with a focus on housing, employment, access to health and mental health services, and services for Indigenous peoples.
- Build on the work conducted in response to the 2021 Auditor General's report recommendations on improving the quality of Home Sharing to increase access to the service and improve Home Sharing service sustainability.
- Continue to improve the welcoming, transitioning and timely delivery of services to individuals and families, including evaluating opportunities to address the needs of those awaiting services.

Each board member is asked to sign this letter to acknowledge this direction from government to your organization. The signed letter is to be posted publicly on your website by summer 2023.

I look forward to continuing to work with you and your Board colleagues to meet the high standards set for us by all British Columbians.

Sincerely,

Sheila Malcolmson
Minister

Date: June 15, 2023

Enclosure

cc: Honourable David Eby, KC
Premier

Shannon Salter
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



Mary Sue Maloughney
Associate Deputy Minister, Crown Agencies Secretariat
Ministry of Finance

David Galbraith
Deputy Minister,
Ministry of Social Development and Poverty Reduction

Ross Chilton
Chief Executive Officer,
Community Living British Columbia

Michael Prince Board Chair, Community Living BC
Alain LeFebvre Board Member, Community Living BC
Stephen Lee Board Member, Community Living BC
Marnie Larson Board Member, Community Living BC
Simon Philp Board Member, Community Living BC
Joely Viveiros Board Member, Community Living BC
Corey Walker Board Member, Community Living BC
Katherine Bright Board Member, Community Living BC
Amber Rainshadow Board Member, Community Living BC
Julia Payson Board Member, Community Living BC
Patti Sullivan Board Member, Community Living BC



Michael Prince
Chair, Community Living BC
Date: June 19, 2023

Corey Walker
Director, Community Living BC
Date: June 19, 2023

Alain LeFebvre
Director, Community Living BC
Date: June 19, 2023

Katherine Bright
Director, Community Living BC
Date: June 19, 2023

Stephen Lee
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Date: June 19, 2023

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Date: June 19, 2023