



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



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Chair, Board of Directors,
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