

**Community Living British Columbia**

**2019/20**

**Annual Service Plan Report**



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## Board Chair's Accountability Statement



The *Community Living British Columbia 2019/20 Annual Service Plan Report* compares the corporation's actual results to the expected results identified in the *2019/20 – 2021/22 Service Plan* created in February 2019. The Board is accountable for those results as reported.

*Michael Prince*

Michael J. Prince  
Board Chair  
July 24, 2020

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## Letter from the Board Chair & CEO

We are pleased to present the Community Living BC 2019/20 Annual Service Plan Report, summarizing our performance and highlighting our achievements.

Community Living BC (CLBC) worked with the Ministry of Social Development and Poverty Reduction and community partners to begin planning for implementation of a ten-year vision for B.C.'s community living sector based on the [2019 Re-Imagining Community Inclusion report](#). We expect that this work will influence goals and objectives of future service plans.

We want to support individuals to live good lives: lives where they have a place that they can call home, are connected to friends and family, and contribute to their communities, often by working. We are committed to improvement so that more people feel that they have good lives, as reflected in our [Strategic Plan 2017-2020](#).

Delivering quality services to individuals with developmental disabilities and their families remains our highest priority. Last year CLBC assisted more than 1,300 individuals establish eligibility, and at year end, 23,389 individuals were eligible to receive services funded by CLBC. During the year, CLBC provided new or additional services to more than 3,200 individuals across British Columbia.

In addition, we made progress on our strategic priorities. We increased compensation to home sharing providers and launched projects to improve home sharing. We worked collaboratively with Inclusion BC and other partners to advance the recommendations in "[Home is Where Our Story Begins](#)", a plan to increase access to inclusive housing.

CLBC also ensured alignment with the government's [2019/20 Mandate Letter](#), through the work of the CLBC Indigenous Advisory Committee to set a direction to support reconciliation and improve services to Indigenous individuals. CLBC assisted more people to find and keep a job by continuing to invest in employment services, launched a pilot to test the new L.I.F.E.-based services and supported service providers to get ready to offer this new service.

Finally, we must acknowledge the COVID-19 pandemic that enveloped the world, resulting in the declaration of provincial state of emergency in British Columbia. Even though the pandemic impacted the province only in March 2019, its impacts are evident in this report. CLBC is appreciative of the many efforts of individuals, families, home sharing providers, service providers, community groups and CLBC staff to maintain essential services and keep people safe during this difficult time.

With this report, we affirm our ongoing commitment to our vision and mandate, and to high standards of public accountability. We are grateful to all those who are supporting CLBC to achieve these goals.

Michael J. Prince



Board Chair, Community Living BC  
July 24, 2020

Ross Chilton



Ross Chilton

CEO, Community Living BC  
July 24, 2020

## **Purpose of the Annual Service Plan Report**

The Annual Service Plan Report is designed to meet the requirements of the [Budget Transparency and Accountability Act](#) (BTAA), which sets out the legislative framework for planning, reporting and accountability for Government organizations. Under the BTAA, the Crown Corporation's Board is required to report on the actual results of the Crown's performance related to the forecasted targets documented in the previous year's Service Plan.

## **Purpose of the Organization**

Community Living British Columbia (CLBC) is a Crown Corporation whose mandate is to support eligible individuals to meet their disability-related needs and participate in their communities in meaningful ways. CLBC's work supports people to reach their full potential and live lives filled with possibilities in welcoming communities.

CLBC is accountable to the Legislature through the [Ministry of Social Development and Poverty Reduction](#) (SDPR). The [Community Living Authority Act](#) and [Community Living Authority Regulation](#) define two groups of individuals who are eligible for CLBC services:

- Adults with a developmental disability, and
- Adults who are diagnosed with fetal alcohol spectrum disorder or an autism spectrum disorder, and who have significant limitations in adaptive functioning.

CLBC's Board of Directors provides strategic, planning and budgetary oversight in accordance with the *Community Living Authority Act*, and establishes the corporation's vision, mission and values. Transparency in governance and operations is provided through the board's [Strategic Plan, Service Plan and Annual Service Plan Report](#), which are prepared for government and are available to the public. The Provincial Advisory Committee and regional Community Councils ensure two-way communication with the communities we serve.

CLBC employees support individuals and families to plan and connect to community and services and are responsible for developing and monitoring services. A range of residential, employment, community inclusion and respite services are delivered through contracts with service providers and person-centred societies, or through individualized funding agreements. The quality of services is maintained through various quality assurance, contracting and financial reporting requirements.

## **Strategic Direction**

The strategic direction set by Government in 2019/20 and expanded upon in the Board Chair's [Mandate Letter](#) from the Minister Responsible in 2019 shaped the [2019/20 CLBC Service Plan](#) and results reported in this annual report.

CLBC is aligned with the Government’s key priorities:

Government Priorities	CLBC aligns with these priorities by:
Delivering the services people count on	<ul style="list-style-type: none"> <li>• Working collaboratively with individuals, families and community and government partners to develop a long-term vision for community inclusion.</li> <li>• Strengthening relationships with individuals and families to better respond to their needs and improve their experience. (Goal 2)</li> <li>• Continually improving business processes and tools to enable staff to provide timely and responsive services. (Goal 3)</li> <li>• Responding to individuals and families’ needs and concerns in a timely manner and ensuring quality and responsive services. (Goal 3)</li> <li>• Enhance partnerships with service providers to ensure quality services are delivered and align with individuals’ needs. (Goal 4)</li> </ul>
A strong, sustainable economy	<ul style="list-style-type: none"> <li>• Supporting individuals to achieve better outcomes. (Goal 1)</li> </ul>

## Operating Environment

### Caseload Growth and Demographic Trends

The most significant drivers impacting CLBC’s operations continue to be the number of new people establishing eligibility and increasing requests for services. By March 31, 2020, 23,389 adults were registered for CLBC services, a net increase of 1,165 individuals, which represents an increase of 5.2 percent over the previous year and 32.2 percent over five years. This growth rate is a result of several factors, including: general population growth; advances in health care and extended life expectancy; and increased identification and referral rates of youth to CLBC.

The increase in demand for services is driven by: young adults wanting support to live full lives and leave their family homes; better identification of the support needs of adults with complex needs; increasing support requirements of individuals who are aging; and families, including those who are aging, who need greater assistance in caring for their adult family member. To assist CLBC in meeting the growth in demand for services, the provincial government increased funding commitments to CLBC by \$101.2 million in 2019/20.

### COVID-19 Pandemic

On March 6, 2020, the Government of BC activated an advanced COVID-19 response to protect British Columbians. The World Health Organization (WHO) declared COVID-19 a pandemic on March 11, 2020. CLBC began to implement its Emergency and Business Continuity Plan on March 15, 2020. CLBC worked with service providers to respond to increased and changing needs resulting from the emergency and to ensure the ongoing health and safety of the individuals and families served by CLBC, as well as the people who support them. In response to guidance and directives from the Office of the Provincial Health Officer, most services were modified to enable individuals to stay home and limit their contacts. Community-based services and supports were modified and scaled back and residential services were enhanced to support individuals on a 24-7 basis.

While representing only a short part of the 2019-20 year, COVID-19 had a notable impact on

some of the results in this report. CLBC suspended some aspects of its normal business operations, including some data collection, as CLBC and service providers needed to focus on implementing business continuity plans to manage the COVID-19 pandemic, while continuing to provide essential services. The gaps in reporting data are identified in discussions of results.

## **Report on Performance: Goals, Objectives, Measures and Targets**

CLBC worked with the Ministry of Social Development and Poverty Reduction and community partners to begin planning for the implementation of a ten-year vision for BC's community living sector, based on the 2019 [Re-Imagining Community Inclusion](#) (RCI) report. Implementation of the RCI report will progress CLBC's mandate to support eligible individuals to meet their disability-related needs and participate in their communities in meaningful ways. CLBC expects that this work will influence goals and objectives of future service plans.

CLBC reports on annual performance against targets established in its [2019/20 Service Plan](#), using ten performance measures assigned to four goals. In some instances, such as those related to employment supports, these measures will apply to more than one goal.

The performance measures align with government direction and our organizational objectives and are linked to the context and priorities in the [2017-20 Strategic Plan](#).

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

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 BC government's commitment to deliver high quality services that British Columbians can count on, and to build a strong, innovative economy that works for everyone, by improving individuals' participation in employment.

CLBC works to improve individuals' quality of life outcomes and create opportunities for them to reach their full potential by funding and overseeing the delivery of a broad range of services.

CLBC's most recent Strategic Plan prioritizes two areas for improving outcomes for individuals: increasing access to a range of housing support options and increasing the number of individuals who are employed, reflected in the objectives below.

### **Objective 1.1: Individuals have increased access to independent living.**

#### **Key Highlights**

- CLBC, jointly with [Inclusion BC](#) and other stakeholders, began to implement the recommendations of [Home is Where our Story Begins](#)<sup>1</sup>, by undertaking three projects: conducting research to improve demand predictions for inclusive housing; developing tools to support community living stakeholders to engage with housing planners, developers and providers; and developing tools to support families to plan for future housing needs.
- With key partners, [BC Housing](#), [BC Non-Profit Housing Association](#), the [Co-](#)

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<sup>1</sup> A report developed by the Inclusive Housing Task Force, co-chaired by CLBC and Inclusion BC, and released in November 2018.



[operative Housing Federation of BC](#) and not-for-profit housing providers, CLBC undertook activities to increase awareness of the housing needs of CLBC-eligible individuals and ultimately access to inclusive and affordable housing.

- Collaborating with the CEO Network, agencies and home sharing providers, CLBC began work on a three-year plan to improve home sharing by launching two projects: first, to improve the referral process to agencies and home sharing providers and second, to improve responses to crises experienced by individuals living in home sharing and home sharing providers.
- CLBC revised the fee schedule and allocated an additional \$8.8 million to increase compensation to home sharing providers.

Performance Measure	2018/19 Actuals	2019/20 Target	2019/20 Actuals	2020/21 Target	2021/22 Target
1.1 Percentage of individuals living in their own home through supports for independent living	22.3%	22.7%	23.4%	24.2%	25.7%

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

## Discussion of Results

Results from the *include Me!* Initiative<sup>2</sup>, CLBC’s quality of life survey, show that people who live on their own through supports for independent living, have a higher quality of life in the areas of self-determination, rights, personal development and social inclusion, than do those living in other types of residential services. The steady increase in the percentage of individuals who live in their own homes with supports for independent living services demonstrates progress in meeting the needs of individuals who want to live more independently. The 1.1% increase in this performance measure over the last year represents 146 new individuals receiving supports for independent living, for a total of 2,109.

While individuals continue to indicate a desire to live more independently, the availability of inclusive, affordable housing limits individuals’ ability to live in their own homes with supports for independent living. In 2019/20, CLBC continued to work collaboratively with [Inclusion BC](#) and other key partners to implement the recommendations outlined in [Home is Where our Story Begins](#) to increase access to inclusive and affordable housing in BC.

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

### Key Highlights

- CLBC launched a pilot to evaluate the new L.I.F.E.-based service, which is designed to support people in achieving their goals in learning, inclusion, friendship and employment. This service is meant to respond to individuals and families who have indicated an interest in pursuing employment and need a more holistic service approach.

<sup>2</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.

- To increase readiness to deliver the new L.I.F.E.-based service outside the Lower Mainland, CLBC delivered six regional events and hosted one province-wide event to increase understanding of the new L.I.F.E.-based service among service providers.
- CLBC continued to invest in employment by increasing funding to employment services by \$2.2 million, and to support training for service provider employees in customized and supported employment.
- CLBC continued to use employment data to monitor progress and to plan increased effectiveness of CLBC toward improving employment outcomes.
- Inclusive post secondary education was expanded to more CLBC-eligible students through the Trinity Western University in the South Fraser Region.

Performance Measure	2018/19 Actuals	2019/20 Target	2019/20 Actuals	2020/21 Target	2021/22 Target
1.2a Percentage of individuals younger than 65 reporting current employment income	24.2%	24.7%	23.9%	26.0%	27.5%

Data source: ICM, BC Disability Assistance

Performance Measure	2018/19 Actuals	2019/20 Target	2019/20 Actuals <sup>1</sup>	2020/21 Target	2021/22 Target
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	78%	76%	N/A	76%	76%

Data Source: The CLBC periodic report for employment services.

<sup>1</sup> Actuals are not included as quarter four data was not available as a result of the COVID-19 emergency. Actuals will be reported in the 2021/22 – 2023/24 Service Plan and Annual Service Plan Report.

## Discussion of Results

1.2a: The number of CLBC- eligible individuals working has increased steadily from about 15% when the Community Action Employment Plan was launched in 2012/13 to 23.9% in 2019/20. The long-term increases reflect the strong desire of many individuals to participate in employment “just like everyone else”; the ongoing efforts of CLBC staff, service providers, families and individuals to support employment opportunities; the willingness of employers to diversify their workforces; and a sustained strong economy.

In the fourth quarter of 2019/20, the COVID-19 pandemic had a significant impact on employment rates in British Columbia. Individuals supported by CLBC are disproportionately impacted by this, as job loss rates are highest for those in lower-wage jobs, which largely includes the individuals served by CLBC. As the COVID-19 pandemic is limited to the end of the fiscal year period, the impact on the 2019/20 actual results is relatively small. The effect of the pandemic will only be fully captured in the 2020/21 results.

1.2b: Quarter-four data was not available for this performance measure because CLBC delayed submission of periodic reports for employment services during the early stages of the COVID-19 pandemic so that service providers could prioritize implementing business continuity plans and maintain essential services.

Quarter-three results showed 77% of individuals retaining employment for a period of one year or more. CLBC expects that significant job loss as a result of the COVID-19 pandemic will impact the final 2019/20 actuals, which will be reported in the 2021/22 – 2023/24 Service Plan and Annual Report.

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

CLBC values the importance of building strong relationships with individuals and families to better respond to their changing needs and concerns. CLBC recognizes the importance of strengthening relationships with Indigenous individuals and families and works to raise awareness of CLBC services among 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 other services available to all citizens. This goal supports the BC government's commitment to deliver quality services that British Columbians can count on.

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

**Key Highlights**

- CLBC worked collaboratively with the Indigenous Advisory Committee in developing a plan to improve relationships with Indigenous Peoples and their communities, and to align policy and practice with the [B.C. Declaration on the Rights of Indigenous Peoples Act](#) and the Truth and Reconciliation Commission of Canada: Calls to Action.
- CLBC continued to build relationships with Indigenous communities by improving awareness of CLBC and delivering supports and services to indigenous individuals both within and outside of First Nations communities. Service delivery in First Nations communities increased by \$1.16 million in 2019/20.
- Individuals, families and their representatives were continually involved in evaluating, designing and implementing new policy, practice and services.
- An improved web-based platform was rolled out to make reporting financial information easier for individuals and families that use direct funding.
- CLBC continued to provide funding to the [Family Support Institute](#) to operate its family resource network providing family-to-family support.

Performance Measure(s)	2018/19 Actuals	2019/20 Target	2019/20 Actuals <sup>1</sup>	2020/21 Target	2021/22 Target
2.1 Percentage of families of transitioning youth who feel they understand what services and supports they can expect from CLBC	58%	65%	N/A	67%	69%

Data Source: Targeted consumer surveys completed in 2019/20. The survey sample is made up of individuals and families who turned 19 years of age and completed a Guide to Support Allocation.

<sup>1</sup> Actuals are not included as quarter four data was not available as a result of the COVID-19 emergency. Actuals will be reported in the 2021/22 – 2023/24 Service Plan and Annual Service Plan Report.

## Discussion of Results

Data for this performance measure is not available for the fourth quarter because the targeted consumer surveys were suspended in the fourth quarter of 2019/20 in recognition of the situations that families were managing; the requirement to continue to care for their sons and daughters while dealing with the turmoil and change that the COVID-19 emergency imparted on all British Columbians.

Data collected through three quarters show 65% of families of transitioning youth feel they understand what services and supports they can expect from CLBC. This represents 75% of the total sample and thus is a reasonable representation of the full data set. These results suggest that CLBC is on track to achieve this performance measure and indicate that CLBC’s new welcome and planning approach is having a positive impact. Individuals and families have identified that the transparency of ensuring individuals and families know 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 new to CLBC who have not yet accessed CLBC services.

Year end actuals will be reported out in the 2021/22 – 2023/24 Service Plan and Annual Report.

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

### Key Highlights

- CLBC collaborated with the Ministry of Children and Family Development and other partners to provide positive planning experiences and outcomes for transitioning youth and their families by: helping them to understand the adult services landscape; providing access to a range of planning supports; and assisting them to understand services and supports available in the community and through CLBC.
- Knowing how import information and planning is to individuals and families, CLBC began to evaluate the effectiveness of the new planning approach, including the creation of a community of practice to improve the quality of planning supports provided.

Performance Measure(s)	2018/19 Actuals	2019/20 Target	2019/20 Actuals <sup>1</sup>	2020/21 Target	2021/22 Target
2.2 Percentage of individuals and families who rate the quality of CLBC’s planning support as good or above	75%	76%	N/A	77%	78%

Data Source: Targeted surveys completed in 2019/20.

<sup>1</sup> Actuals are not included as quarter four data was not available as a result of the COVID-19 emergency. Actuals will be reported in the 2021/22 – 2023/24 Service Plan and Annual Service Plan Report.

## Discussion of Results

CLBC’s new planning approach was developed in response to individuals and families who emphasized that they want ownership of their plans, that they have different planning needs at different times and that the information that they first receive about CLBC sets the tone for the future relationship.

Data for this performance measure is not available for the fourth quarter as the targeted consumer surveys were suspended in the fourth quarter of 2019/20 as noted above. Survey results through three quarters showed 78% of individuals and families felt that the quality of CLBC’s planning support was good or better. This suggests that CLBC was on track to exceed this performance measure, a result attributed to the new planning approach that CLBC has implemented. Year end actuals will be reported out in the 2021/22 – 2023/24 Service Plan and Annual Report.

CLBC anticipated this upward trend as the updated approach to planning: improves the way individuals and families are introduced to CLBC; enhances their knowledge about support options and opportunities in a timely manner; and increases individuals and families trust and confidence in CLBC.

### **Goal 3: Streamline internal processes and increase strategic alignment to support more efficient operations.**

CLBC’s processes enable staff and service providers to plan, deliver and monitor person-centred supports and services to best meet individuals’ needs and circumstances. CLBC continually seeks to improve the timeliness, efficiency and consistency of supports and services to individuals and their families by reviewing and streamlining internal processes and information technology systems.

This goal contributes to the BC government’s commitment to deliver quality services that British Columbians can count on.

### **Objective 3.1: Continually improve business processes and tools to enable staff to be efficient and consistent in providing timely and responsive services.**

#### **Key Highlights**

- Work to create and improve IT tools and processes used by CLBC staff and service providers to negotiate program costs and service levels was substantially completed.

While planning for the implementation of this improved technology was underway, the COVID-19 emergency was declared, and implementation postponed.

- IT tools to support CLBC staff in performing on-site monitoring of services were developed to increase staff efficiency and consistency in reporting and tracking

Performance Measure(s)	2018/19 Actuals	2019/20 Target	2019/20 Actuals	2020/21 Target	2021/22 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	107	90	101	90	90

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

### Discussion of Results

This indicator combines an estimation of relative service priority and time without service and measures the number of people for whom the criteria are met. Several variables impact this measure, including the number of individuals presenting themselves to CLBC, the level of service need of those people, the amount of funding available for new services and CLBC’s effectiveness in delivering services.

As the first three variables are relatively stable, maintenance of, or a decrease in the number, suggests that CLBC is improving its ability to effectively manage resources and meet most people’s support needs. CLBC is committed to optimizing the impact of available funding and delivering quality services to individuals.

Individuals are continuously added to and removed from the request for services list as CLBC responds to their support needs. CLBC expects that there are always some individuals who meet the criteria due to the lead time involved in procurement and service implementation. The benchmark of 90 for this measure has been maintained despite population growth to demonstrate CLBC’s commitment to service responsiveness.

CLBC has begun research and analysis of current tools and processes used to allocate resources and contract for services. Development and implementation planned over the next two to three years is expected to impact efficiency and reduce the time between a request for service being made and, where funding is available, to the service being delivered.

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

#### Key Highlights

- Each year demand for CLBC services increases, with more individuals requesting services who are eligible. In 2019/20, CLBC assisted 1,330 individuals to become eligible for CLBC services and provided new or additional services to 3,211 individuals with developmental disabilities and their families.

- Significant improvements to how service providers report critical incident ensure that incidents are appropriately reported, enabling CLBC to identify and follow up on any relevant service delivery issues.

Performance Measure(s)	2018/19 Actuals	2019/20 Target	2019/20 Actuals	2020/21 Target	2021/22 Target
3.2 Percentage of complaints resolved within the timeframes set out in the CLBC <i>Complaints Resolution Policy</i>	75%	85%	71%	87%	89%

Data source: CLBC Complaints Tracking system.

## Discussion of Results

This performance measure provides information on how well CLBC responds to concerns by tracking whether formal complaints are resolved within the required timeframes set in CLBC’s Complaints Resolution Policy. This performance measure is intended to demonstrate CLBC’s ability to respond to the needs of individuals and families and their concerns in an efficient and timely manner. CLBC’s commitment to continuous quality improvement of services is supported by monitoring and learning from reports on complaints.

CLBC attributes the shortfall in meeting the 2019/20 target to an increase in overall complaints from last year, and the concentration of a large portion of complaints in one region, where the administrative capacity was being stretched.

As part of its commitment to improving accountability and responsiveness to address complaints adequately, CLBC implemented recent changes to improve capacity, including the addition of another manager position in the heavily affected region.

## Objective 3.3: Sustain an engaged workforce.

### Key Highlights

- CLBC updated and aligned its Performance Management System with commitments identified in the [Strategic Plan](#), [CLBC’s Mandate Letter](#) and [Service Plan](#).
- CLBC continued to engage employees in determining CLBC priorities and initiatives that directly impact their work utilizing user-driven design, change management tools and other methods of engagement.
- In response to the COVID-19 pandemic, CLBC staff moved quickly to work remotely, to maintain essential services to individuals and families, while contributing to provincial efforts to reduce the spread of the virus and keep people safe.

Performance Measure(s)	2018/19 Actuals	2019/20 Target	2019/20 Actuals	2020/21 Target	2021/22 Target
3.3 Overall employee engagement measure	69	N/A	N/A	70	N/A

Data source: The Employee Engagement Survey. Since 2016-17, CLBC surveys for employee engagement bi-annually.

## Discussion of Results

Employee engagement is an indication of job and organizational satisfaction and overall commitment. CLBC believes that employee engagement is a key element of responsiveness to individuals and families. As this survey is bi-annual, and was not conducted in 2019/20, there is neither a target nor actual number for 2019/20.

### **Goal 4: Enhance partnerships with service providers to ensure quality services are delivered and align with individuals and families’ needs.**

CLBC contracts with a network of qualified service providers to deliver effective, cost-efficient and high-quality services that enable individuals to achieve maximum self-determination, while living full lives in their communities. CLBC continues to improve a comprehensive framework of 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 BC government’s commitment to deliver quality services that British Columbians can count on.

### **Objective 4.1: Service providers deliver services that advance people’s quality of life and are aligned with CLBC’s goals.**

#### **Key Highlights**

- The *include Me!* initiative surveyed 1,131 individuals, providing quality of life information to 15 service providers supporting their efforts to deliver service in a manner that promotes improvement in quality of life outcomes.
- Collaborating with the CEO Network and other partners, CLBC implemented strategies that promote employment and independent living to meet the personal development growth needs of individuals.
- During the COVID-19 pandemic, CLBC service providers and home sharing providers quickly modified services to keep people safe, while continuing to deliver essential services to individuals and families.

Performance Measure(s)	2018/19 Actuals	2019/20 Target	2019/20 Actuals	2020/21 Target	2021/22 Target
4.1a Change over time in Quality of Life scores of surveyed individuals accessing CLBC-funded services	7.43	7.44	7.41	7.45	7.46
4.1b Change over time of personal development domain scores of surveyed individuals accessing CLBC-funded services	7.26	7.32	7.30	7.38	7.44

Data source: *include Me!* survey results.



## Discussion of Results

4.1a: This performance measure is an indicator of the quality of life of individuals who access CLBC-funded services. The measure is a three-year rolling average of a combined score of each of the eight domains of the Quality of Life framework, used in the *include Me!* initiative. Quality of Life scores indicate an individual's view of their quality of life, on a score out of ten. This score is used as a catalyst to improve services and, subsequently, individuals' quality of life.

Agencies that participate in the *include Me!* initiative use this data to evaluate the impact of their continuous quality improvement efforts on the quality of life of those they serve.

In 2019/20, the *include Me!* initiative expanded to more areas of the province but has not been implemented to include all service providers or areas of the province yet. Until expansion of this initiative is completed, CLBC expects there will be some variability in Quality of Life outcomes, as some service providers will not have had the opportunity to adopt the Quality of Life Framework.

4.1b: Personal development is one of the eight domains in CLBC's Quality of Life Framework and measurement tool. It is highly correlated with overall quality of life and an individual's ability to pursue their interests, have opportunities for personal growth and skills development and access to necessary information and support.

CLBC expects its strategic activities will have greater impact on personal development compared to the other domains. While the 2019/20 actual is an increase from last year, the target was not achieved. CLBC expects steady, incremental growth of this performance measure over time, reflecting the effectiveness of CLBC's service providers to deliver supports and services that meet individual's personal development growth needs.

## **Financial Report**

### **Discussion of Results**

The discussion and analysis of the financial results from operations and financial position for the year ended March 31, 2020, should be read in conjunction with the audited financial statements and accompanying notes.

CLBC provides supports and services to eligible individuals through contractual arrangements with non-profit and private agencies throughout the province, through direct funding to families, and through the operation of the Provincial Assessment Centre. Management of CLBC's contractual relationships and the planning and support for individuals and their families is conducted through offices distributed around the province, supported by a corporate office in Vancouver. The *Community Living Authority Act* mandates that CLBC not operate at a deficit without the prior approval of the responsible Minister.

### **Highlights**

CLBC closed the year ended March 31, 2020, with a balanced budget, while providing new or increased supports and services improving the lives of 3,211 individuals and costing \$46.7 million in the year, \$43.3 million for the Developmental Disabilities program and \$3.4 million for the Personalized Supports Initiative, as shown in Table 2 and Table 3. The financial results for the year are summarized in the Financial Summary table below and are further explained in the subsequent sections.

## Financial Summary

\$ millions	2018/19 Actual	2019/20 Budget	2019/20 Actual	2019/20 Budget Variance
<b>Revenue</b>				
Contributions from the Province				
Government transfers	998.2	1,064.7	1,099.4	34.7
Restricted – operating	6.1	1.2	(3.3)	(4.5)
Restricted – capital	(4.0)	(5.0)	(5.6)	(0.6)
<b>Net operating contributions</b>	<b>1,000.3</b>	<b>1,060.9</b>	<b>1,090.5</b>	<b>29.6</b>
Other income	21.3	21.0	23.5	2.5
Amortization of deferred capital contributions	3.4	3.7	3.2	(0.5)
<b>Total Revenue</b>	<b>1,025.0</b>	<b>1,085.6</b>	<b>1,117.2</b>	<b>31.6</b>
<b>Expenses</b>				
Supports and Services				
Developmental Disabilities Program	926.3	979.4	1,008.1	28.7
Personalized Supports Initiative	29.3	33.9	34.1	0.2
Provincial services	5.6	6.3	5.5	(0.8)
<b>Total Supports and Services</b>	<b>961.2</b>	<b>1,019.6</b>	<b>1,047.7</b>	<b>28.1</b>
Regional operations & administration	59.9	61.5	65.8	4.3
Amortization of tangible capital assets	3.9	4.5	3.7	(0.8)
<b>Total Expenses</b>	<b>1,025.0</b>	<b>1,085.6</b>	<b>1,117.2</b>	<b>31.6</b>
<b>Annual Surplus</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Supports and services compared to total expense	93.8%	93.9%	93.8%	(0.1%)
<b>Total Liabilities</b>	<b>34.8</b>	<b>37.5</b>	<b>36.1</b>	<b>(1.4)</b>
<b>Capital Expenditures</b>	<b>4.7</b>	<b>6.1</b>	<b>6.7</b>	<b>0.6</b>
<b>Accumulated Surplus</b>	<b>3.7</b>	<b>3.7</b>	<b>3.7</b>	<b>-</b>

**Note 1:** The above financial information was prepared based on current Generally Accepted Accounting Principles.

## Variance and Trend Analysis

### Service Demand Growth

The number of individuals identified as eligible for CLBC services continues to grow at a higher rate than the overall provincial population. As of March 31, 2020, that number reached 23,389, a 5.2 percent increase within the year and a 32 percent increase over five years. As in prior years, transitioning youth make up the bulk of the growth, with 1,039 of the 1,399 new individuals in 2019/20 aged 19.

**Table 1 – Adults Eligible for CLBC Services**

	2018/19	2019/20
<b>Number of individuals with open files at year end</b>		
Developmental Disabilities Program	20,279	21,160
Personalized Supports Initiative	1,945	2,229
<b>Total number of individuals with open files at year end</b>	<b>22,224</b>	<b>23,389</b>
<b>Increase within the year<sup>1</sup></b>		
Developmental Disabilities Program	856	881
Personalized Supports Initiative	240	284
<b>Total increase within the year</b>	<b>1,096</b>	<b>1,165</b>
<b>Annual rate of increase</b>	<b>5.2%</b>	<b>5.2%</b>

**Note 1:** The increase within each year reflects the number of new individuals less the number who are no longer with CLBC, substantially due to mortality (2019/20 – 234 individuals).

In addition to the service demand generated by the increase in the number of eligible individuals, demand is also generated by the increasing disability-related support needs of those already with CLBC as they and their care-givers age and additional supports and services are required. CLBC continues to address the impact of its increasing service demand through:

- effective planning and prioritizing of services to avoid crisis whenever possible,
- prudent procurement and contract management processes,
- respectful consultations with its contracted service providers, and
- ongoing refinements to its business processes to achieve efficiencies.

### Revenue

Funding for CLBC operations is provided by contributions from the Province, cost sharing arrangements with health authorities relating to individuals who also have health-related issues, and other income including cost recoveries.

Contributions from the Province consist of funding for operating expenditures and funding restricted for capital expenditures. Some of the funding for operating expenditures may be restricted for specific purposes. Restricted operating funding is recognized as revenue when related

expenditures are incurred. \$101.2 million in additional contributions were made available by the Province in 2019/20. After considering year-to-year changes in restricted funds, this translates to a \$90.2 million increase in net operating contributions, which was \$29.6 million more than budgeted.

Other income was up from 2018/19, due predominantly to higher recoveries from Indigenous Services Canada and Health Authorities. This change, together with fluctuations in amortization costs, brought the total operating revenue to \$1,117.2 million, which was \$31.6 million more than budgeted and \$92.2 million higher than 2018/19.

## **Expenses**

### **a) Supports and Services**

Almost all individuals served by CLBC have life-long support requirements. As a result, most supports implemented represent ongoing commitments and expenditures. CLBC carefully manages its available resources over multiple years, monitoring the impact of the current year's commitments as they annualize into the following year. Annualization costs and the costs of new service implementation are funded by increases in operating revenue and offset by contract recoveries realized on existing contracted supports.

In 2019/20, CLBC provided new and incremental services through the Developmental Disabilities program benefitting 2,830 individuals and costing \$43.3 million within the year, while addressing \$26.2 million in annualization costs for services implemented in the prior year, and \$43.1 million for service provider costs related to the Economic Stability Mandate and the Sustainable Services Negotiating Mandate. These outlays were partially offset by higher contract recoveries, resulting in a \$81.8 million increase in spending from 2018/19 and \$28.7 million more than budgeted. See Table 2 below for further information, including prior year comparisons.

**Table 2 – Supports and Services for Adults with Developmental Disabilities**

	2018/19	2019/20
<b>Total Number of Supported Individuals at Year End</b>	<b>20,279</b>	<b>21,160</b>
% increase from prior year	4.4%	4.3%
<b>New Services Implemented</b>		
Number of new services	4,691	4,249
Number of individuals provided new services	3,051	2,830
Cost within the fiscal year (\$ millions)	44.1	43.3
Annual cost of service (\$ millions)	70.3	71.7
Average annual cost of new services per individual (\$ thousands)	23.0	25.3
<b>Contracted Service Recoveries</b>		
Recoveries within the fiscal year (\$ millions)	25.4	29.3
Annual ongoing service recoveries (\$ millions)	35.5	47.2
<b>Average Total Annual Cost per Individual (\$ thousands)</b>	<b>46.7</b>	<b>48.7</b>

Through the Personalized Supports Initiative, CLBC incurred \$5.0 million in service annualization costs and implemented new and incremental services benefitting 381 individuals and costing \$3.4 million in the year.

**Table 3 – Supports and Services - Personalized Supports Initiative**

	2018/19	2019/20
<b>Total Number of Supported Individuals at Year End</b>	<b>1,945</b>	<b>2,229</b>
<b>New Services Implemented</b>		
Number of new services	656	551
Number of individuals provided new services	440	381
Cost within the fiscal year (\$ millions)	3.0	3.4
Annual cost of service (\$ millions)	5.7	5.0
Average annual cost of new services per individual (\$ thousands)	13.0	13.1
<b>Contracted Service Recoveries</b>		
Recoveries within the fiscal year (\$ millions)	1.8	2.4
Annual ongoing service recoveries (\$ millions)	2.2	2.7
<b>Average Total Annual Cost per Individual (\$ thousands)</b>	<b>16.1</b>	<b>16.4</b>

Provincial Services includes the Provincial Assessment Centre, which accounted for \$4.5 million in 2019/20, and a provincial travel subsidy program managed by the Ministry for individuals who are eligible for CLBC supports and services. Spending for these services were \$0.8 million lower than the budget.

**b) Regional Operations and Administration**

CLBC’s priority is the delivery of supports and services to the supported individuals and families, with at least 93 percent of the budget being directed for that purpose. Costs related to CLBC regional staff working directly with supported individuals are funded through the remaining seven percent. This includes administrative personnel who carry out the procurement, contracting and monitoring processes required to maintain service quality, safeguard the health and safety of those supported, manage the financial and information systems, and overall stewardship of the organization. In 2019/20, spending on regional operations and administration was \$5.9 million higher than in 2018/19, and \$4.3 million higher than budget (see Financial Summary table) due to greater caseload volumes and operational requirements.

**Accumulated Surplus**

Accumulated surplus was unchanged at \$3.7 million and includes \$1.3 million of contributed surplus arising from assets transferred to CLBC on its incorporation in 2005.

**Risks and Uncertainties**

CLBC continues to work with the Ministry on strategies to ensure CLBC services remain sustainable. The identified risks are summarized below.

**Table 4 – 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 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 that include streamlining processes, the use of technology, workload efficiencies, and staff training.

**Auditor's Report and Audited Financial Statements**

**COMMUNITY LIVING BRITISH COLUMBIA**  
**Audited Financial Statements**

March 31, 2020



## COMMUNITY LIVING BRITISH COLUMBIA

### Management's Report

#### ***Management's Responsibility for the Financial Statements***

The financial statements of Community Living British Columbia as at March 31, 2020, and for the year then ended, have been prepared by management in accordance with the basis of accounting described in Note 2(a). Other significant accounting policies are described in Notes 2(b)-(e) to the financial statements.

Management is responsible for the integrity and objectivity of these financial statements, and for ensuring that the notes to the financial statements are consistent with the information contained in the financial statements. The preparation of financial statements necessarily involves the use of estimates based on management's judgment, particularly when transactions affecting the current accounting period cannot be finalized with certainty until future periods.

Management is also responsible for implementing and maintaining a system of internal controls to provide reasonable assurance that the financial information produced is reliable. The internal controls are designed to provide reasonable assurance that assets are safeguarded, transactions are properly authorized and recorded in compliance with legislative and regulatory requirements, and reliable financial information is available on a timely basis for the preparation and review of the financial statements.

The Board of Directors ("Board") is responsible for ensuring that management fulfills its responsibilities for financial reporting and internal control. The Board reviews internal financial statements on a regular basis and external audited financial statements annually. The Board also discusses any significant financial reporting or internal control matters prior to its approval of the financial statements.

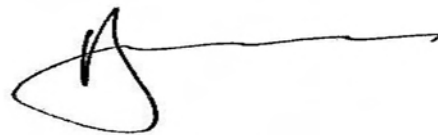
The external auditors, PricewaterhouseCoopers LLP, conduct an independent examination, in accordance with Canadian generally accepted auditing standards, and express their opinion on the financial statements. The accompanying Independent Auditor's Report outlines their responsibilities, the scope of their examination, and their opinion on these financial statements. The external auditors have full and free access to management and the Board.

On behalf of Community Living British Columbia



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Ross Chilton  
Chief Executive Officer



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Henry Chen  
Vice President, Finance & Chief Financial Officer



## *Independent auditor's report*

To the Board of Directors of Community Living British Columbia and the Minister of Social Development and Poverty Reduction, Province of British Columbia

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### *Our opinion*

In our opinion, the accompanying financial statements of Community Living British Columbia (CLBC) as at March 31, 2020 and for the year then ended are prepared, in all material respects, in accordance with the accounting requirements of Section 23.1 of the Budget Transparency and Accountability Act of the Province of British Columbia.

### **What we have audited**

CLBC's financial statements comprise:

- the statement of financial position as at March 31, 2020;
- the statement of operations and accumulated surplus for the year then ended;
- the statement of changes in net debt for the year then ended;
- the statement of cash flows for the year then ended;
- the notes to the financial statements, which include a summary of significant accounting policies.

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### *Basis for opinion*

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial statements* section of our report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### **Independence**

We are independent of CLBC in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada. We have fulfilled our other ethical responsibilities in accordance with these requirements.

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### *Emphasis of matter - basis of accounting*

We draw attention to note 2 to the financial statements, which describes the basis of accounting and the significant differences between such basis of accounting and Canadian public sector accounting standards. Note 2 to the financial statements discloses the impact of these differences. Our opinion is not modified in respect of this matter.

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*PricewaterhouseCoopers LLP*  
*PricewaterhouseCoopers Place, 250 Howe Street, Suite 1400, Vancouver, British Columbia, Canada V6C 3S7*  
*T: +1 604 806 7000, F: +1 604 806 7806*

\*PwC\* refers to PricewaterhouseCoopers LLP, an Ontario limited liability partnership.



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*Responsibilities of management and those charged with governance for the financial statements*

Management is responsible for the preparation of the financial statements in accordance with the accounting requirements of Section 23.1 of the Budget Transparency and Accountability Act of the Province of British Columbia, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing CLBC's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate CLBC or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing CLBC's financial reporting process.

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*Auditor's responsibilities for the audit of the financial statements*

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of CLBC's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.



- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on CLBC's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause CLBC to cease to continue as a going concern.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

*PricewaterhouseCoopers LLP*

Chartered Professional Accountants

Vancouver, British Columbia  
May 13, 2020

**COMMUNITY LIVING BRITISH COLUMBIA**

**Statement of Financial Position**

(Expressed in thousands of dollars)

**As at March 31**

	2020	2019
<b>Financial assets</b>		
Cash	\$ 16,780	\$ 20,783
Accounts receivable (note 4)	5,079	2,663
Employee retiring allowance amounts receivable (note 5a)	716	756
	22,575	24,202
<b>Liabilities</b>		
Accounts payable and accrued liabilities	15,431	19,986
Employee retiring allowance liabilities (note 5a)	1,922	1,679
Deferred operating contributions (note 6)	4,384	1,173
Deferred capital contributions (note 7)	14,374	11,944
	36,111	34,782
<b>Net debt</b>	(13,536)	(10,580)
<b>Non-financial assets</b>		
Tangible capital assets (notes 7 & 8)		
Funded by capital contributions	14,357	11,934
Unfunded	2,457	1,879
	16,814	13,813
Prepaid expenses	470	515
	17,284	14,328
<b>Accumulated surplus</b> (note 9)	\$ 3,748	\$ 3,748

Commitments, contractual obligations and contingencies (note 15)

Subsequent event (note 18)

Approved on behalf of the Board:



Dr. Michael J. Prince  
Chair



Barbara Carle-Thiesson  
Finance & Audit Committee Chair

The accompanying notes are an integral part of these financial statements.

**COMMUNITY LIVING BRITISH COLUMBIA**  
**Statement of Operations and Accumulated Surplus**  
 (Expressed in thousands of dollars)

**For year ended March 31**

	2020 Budget (note 16)	2020 Actual	2019 Actual
<b>Revenues</b>			
Operating contributions from the Province of British Columbia	\$ 1,060,900	\$ 1,090,549	\$ 1,000,333
Cost sharing agreements with regional health authorities	16,500	17,116	16,129
Interest income	1,420	1,232	1,406
Other income	3,080	5,131	3,735
Capital contributions (note 7)	3,700	3,193	3,440
	<b>1,085,600</b>	<b>1,117,221</b>	<b>1,025,043</b>
<b>Expenses (note 14)</b>			
Supports and services:			
Developmental Disabilities Program	979,400	1,008,072	926,331
Personalized Supports Initiative	33,900	34,130	29,311
Provincial Services	6,300	5,510	5,588
Regional operations & administration	61,500	65,820	59,944
Amortization of tangible capital assets (note 8)	4,500	3,689	3,869
	<b>1,085,600</b>	<b>1,117,221</b>	<b>1,025,043</b>
<b>Annual surplus</b>	<b>\$ -</b>	<b>-</b>	<b>-</b>
Accumulated surplus at beginning of year		3,748	3,748
<b>Accumulated surplus at end of year</b>		<b>\$ 3,748</b>	<b>\$ 3,748</b>

The accompanying notes are an integral part of these financial statements.

**COMMUNITY LIVING BRITISH COLUMBIA**

**Statement of Changes in Net Debt**

(Expressed in thousands of dollars)

**For year ended March 31**

	2020 Budget (note16)	2020 Actual	2019 Actual
Annual surplus	\$ -	\$ -	\$ -
Acquisition of tangible capital assets	(6,100)	(6,690)	(4,733)
Amortization of tangible capital assets	4,500	3,689	3,869
	(1,600)	(3,001)	(864)
Decrease (increase) in prepaid expenses		45	(129)
<b>Increase in net debt</b>		<b>(2,956)</b>	<b>(993)</b>
Net debt at beginning of year		(10,580)	(9,587)
<b>Net debt at end of year</b>		<b>\$ (13,536)</b>	<b>\$ (10,580)</b>

The accompanying notes are an integral part of these financial statements.

**COMMUNITY LIVING BRITISH COLUMBIA**

**Statement of Cash Flows**

(Expressed in thousands of dollars)

**For year ended March 31**

	2020	2019
Cash provided by (used in):		
<b>Operating activities</b>		
Annual surplus	\$ -	\$ -
Items not involving cash:		
Recognition of deferred capital contributions	(3,193)	(3,440)
Amortization of tangible capital assets	3,689	3,869
	496	429
Changes in non-cash working capital (note 11)	(3,432)	(6,083)
	(2,936)	(5,654)
<b>Financing activities</b>		
Additions to deferred capital contributions	5,623	3,989
	5,623	3,989
<b>Capital activities</b>		
Purchase of tangible capital assets	(6,690)	(4,733)
	(6,690)	(4,733)
<b>Decrease in cash</b>	(4,003)	(6,398)
Cash, beginning of year	20,783	27,181
<b>Cash, end of year</b>	\$ 16,780	\$ 20,783
Supplemental information:		
Interest received	\$ 1,232	\$ 1,406

The accompanying notes are an integral part of these financial statements.



## COMMUNITY LIVING BRITISH COLUMBIA

### Notes to the Financial Statements

(Expressed in thousands of dollars)

**March 31, 2020**

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#### 1. Authority and purpose

Community Living British Columbia ("CLBC") was established on July 1, 2005 under the Community Living Authority Act as a Crown Corporation of the Province of British Columbia. CLBC is accountable to the provincial government through the Minister of Social Development and Poverty Reduction.

CLBC provides supports and services throughout the province of British Columbia for adults with either a developmental disability or a significant limitation in adaptive functioning along with a diagnosis of Fetal Alcohol Spectrum Disorder or Pervasive Developmental Disorder.

CLBC is exempt from income taxes.

#### 2. Significant accounting policies

##### a) Basis of accounting

These financial statements have been prepared in accordance with section 23.1 of the Budget Transparency and Accountability Act of British Columbia.

In accordance with that Act, CLBC's accounting policies and practices conform to Canadian public sector accounting standards ("PSAS") as modified by the accounting policy for government transfers that are restricted for tangible capital assets ("capital contributions") described in Note 2(b).

This modified basis of accounting is different from PSAS with respect to the timing of revenue recognition for capital contributions. PSAS requires that capital contributions are recognized as revenue when the related expenditures are incurred. If CLBC had recorded capital contributions under PSAS rather than the accounting policy described in Note 2(b), capital contributions recognized as revenue and the annual surplus for the year ended March 31, 2020 would have increased by \$2,423 (2019 – increased by \$615). As at March 31, 2020, deferred capital contributions used to purchase tangible capital assets would have decreased and the accumulated surplus would have increased by \$14,357 (2019 – \$11,934). Under PSAS, the total cash flows from operating, financing, and capital activities for the years ended March 31, 2020 and 2019 would have been the same as reported in these financial statements.

##### b) Revenue recognition

Operating contributions are accounted for in accordance with PS 3410 – *Government Transfers*. Under PS 3410, contributions without stipulations are recognized as revenue in the period the transfer is authorized, and all eligibility criteria have been met, and contributions that are subject to stipulations are recognized as revenue in the period when such stipulations are met.

Capital contributions are deferred and recognized as revenue at the same rate as the amortization, and any impairment, of the tangible capital asset.

## COMMUNITY LIVING BRITISH COLUMBIA

### Notes to the Financial Statements

(Expressed in thousands of dollars)

March 31, 2020

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#### 2. Significant accounting policies (continued)

b) Revenue recognition (continued)

Cost sharing agreements with the Province of British Columbia and related entities, interest income and other income are recognized as revenue in the period the transactions or events giving rise to the revenues occur.

c) Financial instruments

Financial instruments include cash, accounts receivable, and accounts payable and accrued liabilities.

Financial instruments are accounted for in accordance with PS 3450 – *Financial Instruments*. Accounts receivable are carried at cost less a valuation allowance. Accounts payable and accrued liabilities are carried at cost or an estimate thereof.

d) Tangible capital assets

Tangible capital assets are initially recorded at cost. When a tangible capital asset no longer contributes to CLBC's ability to provide services, or the future economic benefit to be provided by a tangible capital asset has permanently declined below its book value, the carrying value of the asset is reduced to reflect the decline in value. Amortization is calculated on a straight-line basis over the assets' estimated useful lives or lease terms at the following rates:

Leasehold improvements	Lease term to a maximum of 5 years
Vehicles	7 years
Furniture and equipment	5 years
Information systems	3-5 years

Information systems work-in-progress represents the unamortized costs incurred for the development of information technology which is not substantially complete. On completion, the work-in-progress balance is transferred to the completed assets account and amortized over its estimated useful life.

e) Employee future benefits

Liabilities are recorded for employee retiring allowance benefits as employees render services to earn those benefits. The actuarial determination of the accrued benefit obligations uses the projected benefit method pro-rated on service. That method incorporates management's best estimate of future salary levels, retirement ages of employees, and other actuarial factors.

Defined contribution plan accounting is applied to the multi-employer defined benefit pension plan because sufficient information is not available to apply defined benefit accounting. Accordingly, contributions are expensed as they become payable.

**COMMUNITY LIVING BRITISH COLUMBIA**

**Notes to the Financial Statements**

(Expressed in thousands of dollars)

**March 31, 2020**

**3. Measurement uncertainty**

In preparing these financial statements, management has made estimates and assumptions that affect the reported amounts of assets, liabilities, revenues and expenses and the disclosure of contingent assets and liabilities. Significant areas requiring the use of management estimates include the determination of accrued liabilities. Actual results could differ from these estimates.

**4. Accounts receivable**

	2020	2019
Due from the Province of British Columbia	\$ 2,695	\$ 1,411
GST recoverable	742	667
Due from health authorities	48	13
Other receivables	2,077	1,290
	5,562	3,381
Valuation allowance	(483)	(718)
	\$ 5,079	\$ 2,663

**5. Employee future benefits**

a) Employee retiring allowance benefits

Employees with 20 years of service and having reached a certain age are entitled to receive certain lump sum payments upon retirement. These retiring allowance benefit payments are based upon final salary levels and the number of years of service.

Where employees of CLBC have accrued service with other British Columbia government organizations, under an agreement between CLBC and the BC Public Service Agency ("PSA"), the portion of retiring allowance benefits attributable to periods of employee service other than at CLBC is recoverable from the PSA.

Retiring allowance liabilities and the related receivable from PSA as of March 31, 2020 and 2019 are based on an actuarial valuation as at March 31, 2020. The next actuarial valuation will be as at March 31, 2023.

**COMMUNITY LIVING BRITISH COLUMBIA**

**Notes to the Financial Statements**

(Expressed in thousands of dollars)

**March 31, 2020**

**5. Employee future benefits (continued)**

a) Employee retiring allowance benefits (continued)

	2020	2019
Benefit obligation, beginning of year	\$ 1,679	\$ 1,698
Service cost	141	119
Interest cost	52	58
Benefit payments	(42)	(127)
Actuarial loss/(gain)	92	(69)
Benefit obligation, end of year	\$ 1,922	\$ 1,679
Amount recoverable from PSA	716	756
Assumed discount rate	2.90%	3.10%
Assumed rate of compensation increase	3.00%	3.75%
Service cost	\$ 141	\$ 119
Interest cost	52	58
Actuarial loss/(gain)	92	(69)
Benefits expense	\$ 285	\$ 108

b) Employee pension benefits

CLBC and its employees contribute to the Public Service Pension Plan (the "Plan"), a multi-employer defined benefit plan administered by the British Columbia Pension Corporation. The Plan has approximately 64,000 active members, of which 634 (2019 – 582) are employees of CLBC.

CLBC's contributions to the Plan were \$4,051 (2019 – \$3,642).

The most recent actuarial valuation, as at March 31, 2017, indicated a funding surplus of \$1,896 for basic pension benefits. The next actuarial valuation will be as at March 31, 2020 with results available in 2021.

**COMMUNITY LIVING BRITISH COLUMBIA**

**Notes to the Financial Statements**

(Expressed in thousands of dollars)

**March 31, 2020**

**6. Deferred operating contributions**

Deferred operating contributions represent unspent amounts received from the Province of British Columbia that are restricted for specific operating purposes. Amounts recognized as revenue in the Statement of Operations are recorded as operating contributions from the Province of British Columbia.

	2020	2019
Deferred operating contributions, beginning of year	\$ 1,173	\$ 7,334
Restricted operating contributions received	77,280	54,000
Amounts recognized as revenue	(74,069)	(60,161)
Deferred operating contributions, end of year	\$ 4,384	\$ 1,173

**7. Deferred capital contributions**

Deferred capital contributions represent amounts received from the Province of British Columbia, restricted for the purposes of acquiring tangible capital assets, which have not been recognized as revenue.

Deferred capital contributions:	2020			2019
	Spent	Unspent	Total	
Balance, beginning of year	\$ 11,934	\$ 10	\$ 11,944	\$ 11,395
Contributions received	-	5,623	5,623	3,989
Contributions used to purchase tangible capital assets	5,616	(5,616)	-	-
Amounts recognized as revenue	(3,193)	-	(3,193)	(3,440)
Balance, end of year	\$ 14,357	\$ 17	\$ 14,374	\$ 11,944

Funded and unfunded tangible capital assets at net book value:

	2020			2019
	Funded	Unfunded	Total	
Balance, beginning of year	\$ 11,934	\$ 1,879	\$ 13,813	\$ 12,949
Purchases	5,616	1,074	6,690	4,733
Amortization	(3,193)	(496)	(3,689)	(3,869)
Balance, end of year	\$ 14,357	\$ 2,457	\$ 16,814	\$ 13,813

**COMMUNITY LIVING BRITISH COLUMBIA**

**Notes to the Financial Statements**

(Expressed in thousands of dollars)

**March 31, 2020**

**8. Tangible capital assets**

	Leasehold improve- ments	Vehicles	Furniture and equipment	Information systems	Information systems work-in- progress	Total
<b>Cost:</b>						
March 31, 2018	\$ 4,684	\$ 1,175	\$ 1,693	\$ 17,068	\$ 2,984	\$ 27,604
Additions	678	129	376	-	3,550	4,733
Disposals	(1,315)	(80)	(51)	(1,683)	-	(3,129)
Transfers	-	-	-	1,779	(1,779)	-
March 31, 2019	\$ 4,047	\$ 1,224	\$ 2,018	\$ 17,164	\$ 4,755	\$ 29,208
Additions	1,074	-	98	-	5,518	6,690
Disposals	-	(68)	(5)	(348)	-	(421)
Transfers	-	-	-	1,555	(1,555)	-
March 31, 2020	\$ 5,121	\$ 1,156	\$ 2,111	\$ 18,371	\$ 8,718	\$ 35,477
<b>Accumulated Amortization:</b>						
March 31, 2018	\$ 2,467	\$ 828	\$ 1,110	\$ 10,250	\$ -	\$ 14,655
Additions	681	96	175	2,917	-	3,869
Disposals	(1,315)	(80)	(51)	(1,683)	-	(3,129)
Transfers	-	-	-	-	-	-
March 31, 2019	\$ 1,833	\$ 844	\$ 1,234	\$ 11,484	\$ -	\$ 15,395
Additions	748	91	229	2,621	-	3,689
Disposals	-	(68)	(5)	(348)	-	(421)
Transfers	-	-	-	-	-	-
March 31, 2020	\$ 2,581	\$ 867	\$ 1,458	\$ 13,757	\$ -	\$ 18,663
<b>Net Book Value:</b>						
March 31, 2019	\$ 2,214	\$ 380	\$ 784	\$ 5,680	\$ 4,755	\$ 13,813
March 31, 2020	\$ 2,540	\$ 289	\$ 653	\$ 4,614	\$ 8,718	\$ 16,814

**9. Accumulated surplus**

The accumulated surplus of \$3,748 at March 31, 2020 and 2019 includes \$1,272 resulting from the transfer of the net assets of the Interim Authority for Community Living British Columbia to CLBC on October 7, 2005. CLBC has issued and registered to the Minister of Finance one share with a par value of ten dollars, which is also included in accumulated surplus.

**COMMUNITY LIVING BRITISH COLUMBIA**

**Notes to the Financial Statements**

(Expressed in thousands of dollars)

**March 31, 2020**

**10. Financial instruments**

In management’s opinion, CLBC is not exposed to significant credit, currency, interest rate, liquidity and market risks relating to the valuation of financial instruments.

Cash is held in a savings account and is insured by the Credit Union Deposit Insurance Corporation. CLBC routinely monitors receivables for credit risk through analysis of the nature, terms and aging of receivables. CLBC’s maximum exposure to credit risk at March 31, 2020 is \$21,859 (2019 – \$23,446), of which \$20,265 (2019 – \$22,874) is insured by the Credit Union Deposit Insurance Corporation, or is due from the Province of British Columbia, its health authorities or the Government of Canada.

Accounts payable and accrued liabilities are payable within one year.

**11. Supplementary cash flow information**

Changes in non-cash working capital:

	2020	2019
Accounts receivable	\$ (2,416)	\$ (6)
Employee retiring allowance amounts receivable	40	5
Accounts payable and accrued liabilities	(4,555)	227
Employee retiring allowance liabilities	243	(19)
Deferred operating contributions	3,211	(6,161)
Prepaid expenses	45	(129)
	\$ (3,432)	\$ (6,083)

## COMMUNITY LIVING BRITISH COLUMBIA

### Notes to the Financial Statements

(Expressed in thousands of dollars)

March 31, 2020

#### 12. Related party transactions

CLBC is related to various British Columbia public sector entities through common control by the Province of British Columbia. Transactions with these entities and the Province of British Columbia are recorded at fair value.

The financial statements include transactions and balances with related parties as follows:

	2020		2019	
	Province of BC	BC public sector entities	Province of BC	BC public sector entities
For the year ended March 31:				
Operating contributions from the Province of British Columbia	\$1,090,549	\$ -	\$1,000,333	\$ -
Supports and services:				
Developmental Disabilities Program	-	18	-	-
As at March 31:				
Deferred operating contributions	4,384	-	1,173	-
Deferred capital contributions	14,374	-	11,944	-

#### 13. Segment reporting

CLBC operates in one business segment as described in Note 1.

#### 14. Expenses by object

	2020	2019
Contracted supports and services	\$ 1,043,929	\$ 957,335
Compensation and benefits	53,489	47,131
Facilities	5,432	5,448
Communications and information technology	5,106	4,716
General expenses	3,728	4,377
Administration	1,848	2,167
Amortization of tangible capital assets	3,689	3,869
	\$ 1,117,221	\$ 1,025,043



**COMMUNITY LIVING BRITISH COLUMBIA**

**Notes to the Financial Statements**

(Expressed in thousands of dollars)

**March 31, 2020**

**15. Commitments, contractual obligations and contingencies**

a) Operating lease commitments

CLBC has entered into various operating leases with the Province of British Columbia. Minimum payments under these leases as at March 31, 2020 are as follows:

Year ending March 31,	
2021	\$ 5,151
2022	3,741
2023	2,320
2024	1,845
2025	1,775
2026 and beyond	<u>23,724</u>

b) Contractual obligations

Contracted supports and services are primarily delivered by independent service providers under the terms of contracts which have termination notice periods of between 30 and 90 days.

c) Litigation

The nature of CLBC’s activities is such that there is occasional litigation where CLBC is named as a defendant. With respect to known claims, management is of the opinion that CLBC has valid defences and appropriate insurance or other coverage in place, or if there is unfunded risk, such claims are not expected to have a material effect on CLBC’s financial position and results of operations. Where it is determined that a liability is likely to exist, and the amount can be reasonably determined, the amount is recorded as an accrued liability and an expense.

**16. Budgeted figures**

Budgeted figures are provided for comparison purposes and represent the approved budget as disclosed in the Community Living British Columbia 2019/20 to 2021/22 Service Plan.

**17. Economic dependence**

These financial statements have been prepared on a going concern basis. The operations of CLBC are dependent on continued funding from the Province of British Columbia.

**18. Subsequent event**

In March 2020, the World Health Organization declared a global pandemic related to Coronavirus disease 2019 (COVID-19). The broader impacts to the economy and to the public sector are expected to be far reaching. Subsequent to year end, the Province of British Columbia provided approval for CLBC to access Pandemic Response and Economic Recovery contingency funding up to \$35,594 for the period of April 2020 to June 2020 in order to implement temporary emergency measures that prioritize the needs of staffed residential services, shared living arrangements and home share providers.

## **Appendix A: Additional Information**

### **Organizational Overview**

CLBC is committed to changing and improving what we do to ensure individuals eligible for CLBC have the support they need, when they need it, to lead full lives. We are a learning organization committed to being transparent and listening to and learning from our community stakeholders. We value the perspectives and concerns of individuals and their families, Community Councils, service providers, and our government and community partners. [An overview of CLBC](#) can be found online at the website listed below.

### **Corporate Governance**

The CLBC Board of Directors ensures that CLBC complies with government's mandate and policy direction, with financial and other policies, and applicable legislation. Its responsibilities include strategic planning, risk management, monitoring organizational and management capacity, internal controls, ethics and values and communication. [An overview of CLBC's corporate governance](#) can be found online at the website listed below.

### **Contact Information**

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