



*Ministry of  
Community, Aboriginal  
and Women's Services*

**SERVICE PLAN  
2004/05 – 2006/07**



**National Library of Canada Cataloguing in Publication Data**

British Columbia. Ministry of Community, Aboriginal and Women's Services.  
Service plan. — 2002/2003/2004/2005 —

Also available on the Internet.

ISSN 1705-3757 = Service plan — British Columbia.  
Ministry of Community, Aboriginal and Women's Services

1. British Columbia. Ministry of Community, Aboriginal and Women's Services —  
Periodicals. 2. Community development — British Columbia —  
Periodicals. 3. Women — Services — Government policy — British Columbia —  
Periodicals. 4. Indians of North America — British Columbia — Government relations  
Periodicals. 5. British Columbia — Cultural policy —  
Periodicals. I. Title. II. Title: Ministry of Community, Aboriginal and  
Women's Services service plan.

HV109.B74B74

353.5'09711'05

C2003-960021-1

For more information on the  
Ministry of Community, Aboriginal and Women's Services, contact:

PO BOX 9490  
STN PROV GOVT  
VICTORIA, BC  
V8W 9N7

Or visit our Web site at  
[www.gov.bc.ca/mcaaws/](http://www.gov.bc.ca/mcaaws/)

Published by the Ministry of Community, Aboriginal and Women's Services

# Table of Contents

Premier's Letter to the Minister .....	3
Premier's Letter to the Minister of State for Immigration and Multicultural Services ....	5
Premier's Letter to the Minister of State for Women's and Seniors' Services .....	7
Message from the Minister .....	9
Accountability Statement .....	11
Ministry Overview .....	13
Resource Summary .....	14
Core Business Areas .....	15
Goals, Objectives, Strategies and Results .....	18
Appendix 1. Strategic Context .....	50
Vision, Mission and Values .....	50
Planning Context .....	51
Highlights of Strategic Shifts and Changes from the Previous Service Plan .....	52
Consistency with Government's Strategic Plan .....	53
Appendix 2. Summary of Related Planning Processes .....	55
Human Resource Management Plan (Summary) .....	55
Information Resource Management Plan .....	56
Appendix 3. Ministry Structure .....	58
Appendix 4. Key Legislation .....	59
Appendix 5. Agencies, Boards and Commissions .....	60





January 26, 2004

Honourable Murray Coell  
Minister of Community, Aboriginal and Women's Services

Dear Colleague:

Since June 2001, our government has been working to implement our *New Era* vision to revitalize the economy, restore sound fiscal management, and put patients and students first.

Our *New Era* platform contained 201 specific commitments that our government would undertake on behalf of British Columbians. These included a commitment to "establish service plans that include measurable performance standards and targets for all programs that are annually audited and published, for all taxpayers to see."

On June 25, 2001, I sent your predecessor a letter of instruction setting out the key priorities for your Ministry, including a list of the *New Era* commitments assigned to your Ministry. These commitments were also included in the Government Strategic Plan and Ministry Service Plans that were tabled in the Legislature in February 2002, covering fiscal years 2002/03 through 2004/05.

The Service Plan you are tabling today represents the final year of the first three-year plans. And it shows that we have made significant progress toward honouring our commitments. Specifically, of the 12 *New Era* commitments that involved your Ministry, the province has now completed or begun work on 10 of these. Accomplishments in your Ministry over the past two-and-a-half years include:

- Launched the Independent Living B.C. partnership between B.C. Housing, the health authorities and non-private and private housing sectors, which will develop a total of 3,500 independent living units with support services by 2006.
- Committed funding for construction of 3,400 units of subsidized housing of which 2,600 are completed.
- Established the new independent and self-financing BC Safety Authority.

.../2

In the coming year, the province will continue work on a number of priorities to honour the commitments that we have made. These are detailed in your Ministry Service Plan, and include:

- Develop and implement a program to improve aboriginal socio-economic circumstances.
- Continue work to implement an innovative new provincial housing strategy to serve the needs of the most vulnerable.

It is important to note that all of the Province's achievements to date, and our priorities for the year ahead, will be accomplished while balancing the budget in 2004/05, and having significantly increased funding for health care and education.

Clearly, we will do more if we can, as new resources are available, to build on the funding priorities detailed in this Service Plan – in a way that is consistent with our balanced budget commitment.

As our measures to revitalize the economy continue to create new jobs, growth and investment, this will allow us to continue strengthening public services for the benefit of British Columbians. Opportunities like the 2010 Olympic and Paralympic Winter Games will showcase British Columbia to the world and generate economic benefits all across our province. Future service plans will further demonstrate those benefits.

I know that you will continue to build on the progress your Ministry has made. Let me conclude by thanking you for your commitment to serving the best interests of all British Columbians.

Yours sincerely,

A handwritten signature in black ink, reading "Gordon Campbell". The signature is written in a cursive, flowing style with a prominent initial "G".

Honourable Gordon Campbell  
Premier



January 26, 2004

Honourable Gulzar Cheema  
Minister of State for Immigration and Multicultural Services

Dear Colleague:

Since June 2001, our government has been working to implement our *New Era* vision to revitalize the economy, restore sound fiscal management, and put patients and students first.

Our *New Era* platform contained 201 specific commitments that our government would undertake on behalf of British Columbians. These included a commitment “to establish service plans that include measurable performance standards and targets for all programs that are annually audited and published, for all taxpayers to see.” The Service Plan tabled today represents the final year of the first three-year plans. And it shows that we have made significant progress toward honouring our commitments.

In the coming year, the province will continue to work on a number of priorities to honour the commitments that we have made. These are detailed in the Ministry’s Service Plan, and include:

- Develop a strategy to maximize the social and economic benefits of immigration and diversity to the province.
- Assist the Minister of Community, Aboriginal and Women’s Services in negotiating and renewing the Canada-BC Immigration agreement.
- In consultation with the Multiculturalism Advisory Council, examine multicultural service delivery mechanisms.
- In cooperation with the Ministry of Small Business and Economic Development, develop a multicultural theme around the Olympics.
- Encourage investment through the business immigration program.

It is important to note that all of the province’s achievements to date, and our priorities for the year ahead, will be accomplished while balancing the budget in 2004/05, and having significantly increased funding for health care and education.

.../2

Clearly, we will do more if we can, as new resources are available, to build on the funding priorities detailed in this Service Plan – in a way that is consistent with our balanced budget commitment.

As our measures to revitalize the economy continue to create new jobs, growth and investment, this will allow us to continue strengthening public services for the benefit of British Columbians. Opportunities like the 2010 Olympic and Paralympic Winter Games will showcase British Columbia to the world and generate economic benefits all across our province. Future service plans will further demonstrate those benefits.

Let me conclude by thanking you for your commitment to serving the best interests of all British Columbians.

Yours sincerely,

A handwritten signature in black ink, reading "Gordon Campbell". The signature is written in a cursive, flowing style with a period at the end.

Honourable Gordon Campbell  
Premier





January 26, 2004

Honourable Ida Chong  
Minister of State for Women's and Seniors' Services

Dear Colleague:

Since June 2001, our government has been working to implement our *New Era* vision to revitalize the economy, restore sound fiscal management, and put patients and students first.

Our *New Era* platform contained 201 specific commitments that our government would undertake on behalf of British Columbians. These included a commitment "to establish service plans that include measurable performance standards and targets for all programs that are annually audited and published, for all taxpayers to see." The Service Plan tabled today represents the final year of the first three-year plans. And it shows that we have made significant progress toward honouring our commitments.

In the coming year, the province will continue to work on a number of priorities to honour the commitments that we have made. These are detailed in the Ministry's Service Plan, and include:

- Develop a strategy outlining activities and initiatives that profile and promote women's role in the province's economy.
- Develop a cross ministry strategy to reduce violence against girls and women by focusing on prevention activities.
- Review government's programs and services for seniors and make recommendations on how government can focus its planning for an aging population in cooperation with municipalities across British Columbia, in order to address the needs of today's seniors.

It is important to note that all of the province's achievements to date, and our priorities for the year ahead, will be accomplished while balancing the budget in 2004/05, and having significantly increased funding for health care and education.

.../2

Clearly, we will do more if we can, as new resources are available, to build on the funding priorities detailed in this Service Plan – in a way that is consistent with our balanced budget commitment.

As our measures to revitalize the economy continue to create new jobs, growth and investment, this will allow us to continue strengthening public services for the benefit of British Columbians. Opportunities like the 2010 Olympic and Paralympic Winter Games will showcase British Columbia to the world and generate economic benefits all across our province. Future service plans will further demonstrate those benefits.

Let me conclude by thanking you for your commitment to serving the best interests of all British Columbians.

Yours sincerely,

A handwritten signature in black ink, reading "Gordon Campbell". The signature is written in a cursive, flowing style with a period at the end.

Honourable Gordon Campbell  
Premier



## Ministry of Community, Aboriginal and Women's Services



I have the honour to submit the Ministry of Community, Aboriginal and Women's Services Service Plan for 2004/2005 – 2006/2007. This plan outlines the approaches our Ministry will take to support vigorous, safe and healthy communities which help to make our province strong and prosperous.

The Ministry is diverse, with a wide range of programs and services supporting all British Columbians. In many areas, we have reached a number of milestones over the last year. The *Community Charter* was given Royal Assent and took effect on January 1, 2004. The Charter is one of the most empowering legislative frameworks for local government in the country, giving local communities greater autonomy and providing more accountability for local citizens.

Many other achievements will help to build strong communities. Over the last year, we signed four more partnership agreements to create employment and training opportunities to improve the quality of life of Aboriginal people. We have seen management and operation of 20 heritage sites devolved to local, community-based groups.

With a renewed emphasis on immigration and multiculturalism, the Provincial Nominee Program gained further momentum by successfully nominating immigrants with much-needed skills — such as nurses, healthcare professionals, high-tech workers and others — which further strengthens our provincial economy. We continue our commitment to women's services including funding for transition houses and Stopping the Violence counselling. And, focusing on Seniors' Services will help us find new ways to meet the needs of British Columbia seniors, notably the expansion of housing options to suit individual needs.

The importance of partnerships is a recurring theme in many achievements over the last year. Through the Canada-British Columbia Infrastructure Program, in its fourth year, we contributed towards 188 "green" projects with a total value of over \$600 million. These projects will ensure residents have access to safe drinking water and will improve sewage treatment.

As a Ministry, we will continue to work to capitalize on the benefits of partnerships with other levels of government, community groups and the private sector, maximizing benefits to British Columbians and making the most effective use of taxpayers' dollars. With stronger communities and effective partnerships, we will build a stronger British Columbia.

Sincerely,

A handwritten signature in black ink that reads "Murray Coell". The signature is written in a cursive style with a large, prominent "M" and "C".

Honourable Murray Coell  
Minister of Community, Aboriginal and Women's Services

January 29, 2004

## **Minister's Accountability Statement**

The 2004/05 – 2006/07 Ministry of Community, Aboriginal and Women's Services Service Plan was prepared in accordance with the *Budget Transparency and Accountability Act*. I am accountable for the basis on which the plan has been prepared. All material fiscal assumptions and policy decisions as of January 30, 2004 have been considered in preparing the plan and I am accountable for achieving the specific objectives in the plan.



Honourable Murray Coell  
Minister of Community, Aboriginal  
and Women's Services

February 4, 2004



## **Ministry Overview**

The Ministry of Community, Aboriginal and Women's Services manages the broadest range of programs of any provincial ministry, directly or indirectly affecting every British Columbian. The Ministry is responsible for a range of issues established in legislation, regulation and policy, and is organized into five departments which correspond to five core business areas with eight key goals. The Ministry's organization is outlined in Appendix 3. The Ministry is also responsible for more than 14 Crown corporations, agencies, boards and commissions (see Appendix 4). Additionally, the Ministry is responsible for over 40 pieces of legislation (see Appendix 5).

The Ministry delivers its mission, goals and objectives through the following core activities:

- delivering client-centred services by funding third party service providers;
- entering into partnerships to deliver services;
- establishing legislative, regulatory and policy frameworks that promote provincial government interests;
- providing the legislative, policy and governance framework for local governments; and
- building relationships and managing communications with other ministries, staff, clients and stakeholders.

# Resource Summary

Core Businesses	2003/04 Restated Estimates	2004/05 Estimates	2005/06 Plan	2006/07 Plan
<b>Operating Expenses (\$000)</b>				
Local Government .....	153,401	97,464	155,584	167,084
Housing, Building and Safety .....	168,458	160,718	152,718	154,218
Women's Services, Seniors and Child Care .....	235,728	210,123	218,223	238,623
Aboriginal, Multiculturalism and Immigration .....	18,915	14,552	14,902	14,902
Transfer to Royal British Columbia Museum .....	12,751	12,105	12,105	12,105
Executive and Support Services .....	13,006	11,406	11,449	11,449
<b>Total .....</b>	<b>602,259</b>	<b>506,368</b>	<b>564,981</b>	<b>598,381</b>
<b>Full-time Equivalents (FTEs)</b>				
Local Government .....	156	111	111	111
Housing, Building and Safety .....	255	55	55	55
Women's Services, Seniors and Child Care .....	187	176	176	176
Aboriginal, Multiculturalism and Immigration .....	68	63	63	63
Executive and Support Services .....	95	86	86	86
<b>Total .....</b>	<b>761</b>	<b>491</b>	<b>491</b>	<b>491</b>
<b>Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)</b>				
Local Government .....	77	90	50	50
Housing, Building and Safety .....	2,670	65	65	65
Women's Services, Seniors and Child Care .....	375	1,425	700	350
Aboriginal, Multiculturalism and Immigration .....	355	355	150	100
Executive and Support Services .....	115	250	150	150
<b>Total .....</b>	<b>3,592</b>	<b>2,185</b>	<b>1,115</b>	<b>715</b>



## Core Business Areas

The core business areas below correspond to the Ministry's five departments, with the sole exception of Executive and Support Services core business area which comprise the Corporate Services Department, Deputy Minister's Office and the offices of the Minister and Ministers of State.

### 1. Local Government

Through the work of the Local Government Department, the Ministry of Community, Aboriginal and Women's Services supports local governments, heritage and public libraries by:

- providing a modern legislative and policy framework;
- facilitating partnerships amongst local governments, as well as between local governments and the province and other jurisdictions;
- making changes to local governance structures and boundaries;
- providing targeted financial support;
- administering infrastructure grant programs.

The Ministry is also responsible for municipal services in the University Endowment Lands.

The Local Government core business area has a budget of \$97.5 million for 2004/05 with a staff of 111 full-time equivalents.

### 2. Housing, Building and Safety

The Housing Policy, Building Policy and Safety Policy and Liaison branches, as well as the Office of the Fire Commissioner comprise the Housing, Building and Safety Department.

Housing and building initiatives are supported through policy and legislation development, as well as by providing funding to the Crown agencies:

- BC Housing Management Commission (BC Housing); and
- Homeowner Protection Office.

The Housing Policy Branch develops provincial housing policy to address issues such as the housing market, the residential construction industry, subsidized housing, seniors' and other special needs housing and homelessness.

The Building Policy Branch provides policy advice on the building regulatory system and administers the *British Columbia Building Code*.

The Safety Policy and Liaison Branch monitors the effectiveness of the safety regulatory system, providing analysis to the Minister on proposed changes to the system and acting as the liaison between the Province and the BC Safety Authority. The BC Safety Authority is responsible for inspection, certification and licensing of engineering installations, as well as the licensing of technical personnel.

The Office of the Fire Commissioner, develops policy and legislation, provides public safety programs for fire prevention and administers the Fire Code. Government transfers are also provided to Local Assistants to the Fire Commissioner as defined by the *Fire Services Act* for fires investigated and reported to the Office.

The Housing, Building and Safety Department has a budget for 2004/05 of \$161 million with 55 full-time equivalents in staff. Funding transfers to BC Housing account for 88 per cent of the department's budget.<sup>1</sup>

### **3. Aboriginal, Multiculturalism and Immigration**

The Aboriginal, Multiculturalism and Immigration Department consists of the Aboriginal Directorate, the Immigration Division, the Settlement and Multiculturalism Branch, the Planning and Resource Management Branch and the Vancouver Agreement Branch.

The Ministry's Aboriginal Directorate coordinates provincial efforts to improve programs and services for Aboriginal people living in British Columbia.

The Ministry's Immigration Division represents the Province's interests regarding immigration through the Canada-British Columbia Agreement for Co-operation on Immigration. It works to reduce barriers to labour market integration experienced by many immigrants and expedites the immigration of highly skilled people (workers, students and entrepreneurs) through the Provincial Nominee Program. The Settlement and Multiculturalism Branch plans, funds, implements and manages anti-racism, multiculturalism and immigrant settlement programs.

Through this department, the Ministry also supports local initiatives through the Vancouver Agreement, a federal/provincial/municipal initiative to support sustainable development in Vancouver, particularly in the city's Downtown Eastside neighbourhood.

The programs above comprise the Aboriginal, Multiculturalism and Immigration Department and have a budget for 2004/05 of \$14.6 million with 63 full-time equivalents in staff.

---

<sup>1</sup> Further information on the activities of BC Housing, please refer to the *2004/05 to 2006/07 BC Housing Management Commission Service Plan*.

#### **4. Women's Services, Seniors and Child Care**

The Women's Services, Seniors and Child Care department consists of the Stopping the Violence Branch, the Women's and Seniors' Policy Branch, the Child Care Policy Branch and the Child Care Programs and Services Division.

The Ministry's Stopping the Violence Branch funds and manages:

- transition house programs for women and children leaving abusive relationships;
- counselling programs for women who have experienced violence and children who witness abuse; and
- initiatives that aim to reduce violence against women and their children.

The Women's and Seniors' Policy Branch provides policy analysis and research support to government on issues that affect women and seniors.

The Ministry supports the child care system in British Columbia through policy development and program administration. It provides operational funding to assist eligible licensed group and family child care providers with the cost of providing care. It also provides funding to lower income parents to offset the cost of child care. Finally, the Ministry certifies early childhood educators and approves early childhood education training programs.

The above services comprise the Women's Services, Seniors and Child Care Department, which has a budget for 2004/05 of \$210.1 million with 176 full-time equivalents in staff.

#### **5. Executive and Support Services**

The Executive and Support Services department supports Ministry programs by supplying services such as:

- support to and within the Ministers' offices;
- strategic human resources;
- finance and administration;
- information technology;
- corporate policy and planning; and
- information and records management.

This core business area is comprised of the Corporate Services Department, Deputy Minister's office and the offices of the Minister and Ministers of State. It has a budget for 2004/05 of \$11.4 million with 86 full-time equivalents in staff.

## Goals, Objectives, Strategies and Results

During the next three years the Ministry of Community, Aboriginal and Women's Services will be working towards the goals and objectives discussed below. These goals and objectives are consistent with the Ministry's vision of "safe, sustainable, liveable and healthy communities."

Results, key strategies and performance measures are also identified. Development and refinement of performance measurement is ongoing, particularly since many measures are relatively new.

The Ministry's eight goals are summarized below and discussed in detail in the pages that follow.

Core Business	Goals
Local government	1. Local governments are open, accountable and effective
Housing, Building and Safety	2. Housing needs and safe building standards are met 3. Loss of life, injury and property damage are minimized in the built environment
Aboriginal, Multiculturalism and Immigration	4. Social and economic outcomes for Aboriginal people are improved 5. The social and economic benefits of immigration and multiculturalism are maximized
Women's Services, Seniors and Child Care	6. Women's and seniors' unique social and economic needs are addressed 7. The child care system is sustainable and meets the needs of British Columbia families
Executive and Support Services	8. Support services enable Ministry programs to be effective and dynamic

This section of the service plan presents performance information for each goal and business area, including the following elements:

- **Goals**

The long-term result that the Ministry wants to achieve to fulfill its vision and mission.

- **Objectives**

These elaborate on the goals and provide more specific direction for the Ministry. Objectives are to be achieved within the period of this service plan.

- **Strategies**

These activities are key program priorities over the next three years and will help the Ministry achieve its objectives.

- **Performance Measures and Targets**

This service plan includes two types of performance measures: outputs and outcomes. Output measures reflect a program's level of service or activity. Outcome measures indicate how successfully program activities and outputs have delivered results.

Performance measure tables include targets for the next three years for key output and outcome measures. Keeping the performance measures to a limited number is a challenge given the many lines of business. The full success of many programs cannot be demonstrated with a single definitive measure. Therefore, performance measures in this service plan paint only a high level picture of what the Ministry plans to achieve. Each branch or division has its own service plan including multiple performance measures. Accountability for these results is monitored internally.

Finally, some performance measures used in last year's service plan have been replaced with new measures. This is an expected part of the evolution of performance management in the Ministry. Where performance measures have been changed or replaced, an explanation is provided.

**Goal 1:** *Local governments are open, accountable and effective.*

**Core Business Area:** *Local Government.*

In Canada, responsibility for local matters is provided to the provinces under the Canadian constitution. All provinces discharge this responsibility by providing a legislative framework for local governments. In British Columbia local governments include 153 municipalities and 27 regional districts serving communities whose populations range from under 250 in the Village of Silverton to over two million in the Greater Vancouver Regional District. Local governments provide a broad range of services to citizens, including fire protection, policing, land use planning, parks, recreation, local streets, water, sewer and garbage collection and disposal. In 2002 local government expenditures ranged from \$430,000 in the Village of New Denver to \$821.6 million in the City of Vancouver.

The Ministry is also responsible for providing a legislative, policy and program framework for efficient service delivery and cooperation amongst British Columbia's 70 public libraries.

With respect to heritage, BC has more than 215,000 buildings that pre-date 1945 as well as many other historic resources. Approximately 15,000 historic places have been identified by communities, but fewer than 1,500 have been legally protected by local governments or the Province. Development pressures, disincentives to rehabilitation, neglect and other factors have resulted in the loss of 21 per cent of Canada's historic properties in the past 30 years.

**Objective 1:** *Local governments are able to effectively exercise broader authority in the context of enhanced accountability to citizens.*

The *Community Charter*, which came into force on January 1, 2004, provides a modern framework for the core functions of BC municipalities. The Ministry will begin consultations this year to identify priority issues to be addressed in regard to other areas of local government law, including land use and regional districts.

- Strategies:**
1. *Implement the Community Charter<sup>2</sup> core municipal provisions.*
  2. *Identify scope and priority issues to be addressed in future local government legislative reform.*

---

<sup>2</sup> Supports the 2004/05–2006/07 *Government Strategic Plan* strategy to “Implement the *Community Charter*”.

Measure	Baseline 2003/04	Target 2004/05	Target 2005/06	Target 2006/07
<b>Output:</b> <i>Community Charter</i> resource materials such as best practices guides	Advisory Web site updated 2 new best practices guides completed	2-3 new	2-3 new	2-3 new
<b>Output:</b> Future elements of <i>Community Charter</i> legislative framework a) Preliminary consultation and issue identification b) Further consultation on identified issues c) Necessary legislation prepared	Scope identified in 2003/04	a) Complete	b) Complete	c) Complete

**Objective 2:** *Efficient and effective local government systems.*

Local governments are accepted as efficient suppliers of local services. However there are instances where:

- local structures, such as boundaries, need to adapt to meet changing conditions;
- local government revenue needs to be augmented;
- collective actions by local government, such as pooled borrowing through the Municipal Finance Authority, require provincial government support;
- communities need to work through periods of economic and social transition; and
- regional solutions are required to address issues such as housing, urban transportation or economic development.

The Ministry provides targeted support for the work of local governments in these and other areas.

- Strategies:**
1. Assist communities engaged in restructuring activities.
  2. Allocate unconditional grants to communities.
  3. Support pooled borrowing arrangements through provincial oversight of local government long-term borrowing and related transactions.
  4. Facilitate cooperation among governments by assisting in dispute resolution, community transition and advancing approaches to sustainable urban development.

Measure	Baseline 2003/04	Target 2004/05	Target 2005/06	Target 2006/07
<p><b>Outcome:</b> Regional plans accommodate projected population growth</p> <p><b>Measure:</b> per cent of the expected 2021 population in high growth regions<sup>1</sup> accommodated by regional planning policies<sup>2</sup></p>	72.2%	83.1%	85%	85%

<sup>1</sup> "High growth regions" is defined to include Southern Vancouver Island, the Lower Mainland and the Okanagan Valley.

<sup>2</sup> New measure regarding per cent of the expected 2021 population living in an area with a growth strategy added to provide information about the impact of coordinating capital investment, infrastructure and land use planning.

**Objective 3:** *Communities are able to provide safe drinking water and appropriate sewage treatment.*

Local governments are responsible for providing their communities with infrastructure to ensure safe drinking water and appropriate sewage treatment. Such infrastructure is expensive and major projects often challenge the financial capacity of both large and small local governments. Since investments of this type are important to community quality of life and often support local economic development, the federal and provincial governments are currently investing \$400 million in 188 water, sewer and energy efficient building projects throughout British Columbia. The overall value of these projects is over \$600 million.

- Strategies:**
1. Deliver the Canada-BC Infrastructure program.
  2. Deliver the infrastructure planning grant program.



Measure	Baseline 2003/04	Target 2004/05	Target 2005/06	Target 2006/07
<b>Outcome:</b> per cent British Columbians served by drinking water systems that use filtration where necessary and either ozonation or ultra-violet treatment in addition to disinfection <sup>1</sup>	3%	8%	70%	N/A
<b>Outcome:</b> per cent British Columbians served by sewer systems which either meet Liquid Waste Management Plan requirements or incorporate secondary or higher levels of treatment <sup>1</sup>	74%	74.3%	78%	N/A

<sup>1</sup> The Canada-BC Infrastructure Program contributes funds to communities to enhance their water or sewage treatment. The program began in 2001/02 and will end in 2005/06. The significant improvement in water service in 2005/06 is due to the completion of the GVRD water treatment plant, which serves 60 per cent of the provincial population.

**Objective 4:** *Cooperation and coordination amongst public libraries is maximized, allowing them to provide the highest quality service to British Columbians.*

The 70 libraries in British Columbia are supported by the Province as they work together through networked services to maximize the investment, by all levels of government, in library programs. Cooperation is realized by libraries sharing materials, information and staff expertise province-wide. An electronic network reduces traditional barriers of distance and size by making public access to library resources available across the province. The Ministry provides administrative and organizational support to ensure libraries are able to maximize these cooperative opportunities.

- Strategies:**
1. *Develop a strategic plan for public libraries.*
  2. *Support community plans for libraries to form cooperative models for service delivery.*

Measure	Baseline	Target 2004/05	Target 2005/06	Target 2006/07
<b>Output:</b> Outcome measures stemming from the Strategic Plan for Public Libraries to be developed <sup>1</sup>	Consultation and draft plan	Strategic Plan complete  Objectives and measures identified	Data related to measures collected	Data collected and analyzed

<sup>1</sup> Measures related to the impact of the Strategic Plan for Public Libraries on the library system to be identified and tracked, in order to assess the effectiveness of the Strategic Plan.

**Objective 5:** *British Columbia's heritage is preserved and promoted.*

Heritage is a critical part of the identity of communities and the province. Conserving heritage is central to people's understanding of their history as a people. Preservation of heritage is also a part of healthy communities, contributing to their confidence and resilience.

Previously heritage sites were operated by government and while the Ministry maintains responsibility for preserving British Columbia's heritage, the method of delivering this service is shifting to a more community-driven approach. The Ministry works to build heritage capacity in the private and non-profit sectors, and to strengthen partnerships with the federal and local governments in the delivery of national heritage initiatives.

- Strategies:**
1. *Devolve responsibility for British Columbia heritage properties to community partners.*
  2. *Increase the public profile, understanding and appreciation of heritage in the province.*

Measure	Baseline 2003/04	Target 2004/05	Target 2005/06	Target 2006/07
<b>Output:</b> Agreements with third parties to manage devolved heritage properties	20 <sup>1</sup>	8 new <sup>1</sup>	N/A	N/A
<b>Output:</b> BC's historic places identified and recorded on the Canadian Register of Historic Places <sup>2</sup>	0	500 new	500 new 1,000 total	500 new 1,500 total
<b>Outcome:</b> Communities recognize the value of British Columbia's heritage, as shown by number of communities with approved heritage strategies and plans	6	4 new 10 total	4 new 14 total	4 new 18 total

<sup>1</sup> The total number of heritage properties to be devolved is 28, and this was to have been completed by March 2004. However, 8 properties remain to be devolved in 2004/05. Delays stem from treaty considerations and the need to find appropriate third parties to take over the sites. This initiative will be complete in 2004/05.

<sup>2</sup> The measure has been added to reflect a significant activity of the Heritage Branch.

## **Goal 2:** *Housing needs and safe building standards are met.*

### **Core Business Area:** *Housing, Building and Safety.*

During the past three years, low interest rates and rising consumer confidence have resulted in a thriving BC housing market. Multiple Listing Service resale transactions in 2003, exceeded the number of transactions in 2002 by about 13 per cent. Housing is expected to be one of the sectors leading the economic recovery of British Columbia. Affordability, however, continues to be an issue, with the average house priced at \$258,926 in 2003 (January to November 2003 data). Moreover, the supply of rental housing has lagged far behind demand over recent years. Conventional market rental units accounted for only six per cent of all units built in 2002, despite the fact that renters made up 33 per cent of households.

Regarding activity in the building sector, housing starts are an excellent indicator of construction activity. BC is expected to have the highest percentage growth in housing starts nationally, with 24,600 expected for 2004. This represents an 11 per cent jump from 2002, as compared to other provinces which are expected to remain stagnant or decline.<sup>3</sup>

<sup>3</sup> Canada Mortgage and Housing Corporation:  
<http://www.cmhc-schl.gc.ca/en/News/nere/2003/2003-05-14-1000.cfm>

**Objective 1:** *The housing market thrives.*<sup>4</sup>

The strategies below are intended to result in a housing market that is better able to meet the housing needs of British Columbians. While government's ability to influence the housing market is small, initiatives are being implemented to find ways to reduce impediments to affordable market housing and to support increased flexibility in housing development for builders and local governments. Supporting and encouraging local governments to better enable affordable housing development in their communities is also an important strategy, given the limited supply and relatively high cost of land in some jurisdictions.

- Strategies:** 1. *Implement initiatives to enable the housing industry to respond to needs.*<sup>5</sup>  
 2. *Provide local governments with planning tools and guides on development of affordable housing.*

Measure	Baseline as indicated	Target 2004/05	Target 2005/06	Target 2006/07
<b>Output:</b> Specific housing industry indicators to be identified <sup>1</sup>	Provincial Housing Policy approved in 2002/03 <sup>1</sup>	Key measures identified and data collected	Data collected and analyzed	Data collected and analyzed
<b>Outcome:</b> per cent of local governments using housing policy planning tools or guides <sup>2</sup>	30% in 2003	N/A	40% <sup>3</sup>	N/A

<sup>1</sup> Strategies identified in the Housing Policy still need to be assigned performance measures to gauge their effectiveness. Accordingly, a key output for 2004/05 will be to identify appropriate indicators.

<sup>2</sup> One of the strategies used to increase housing options is to encourage local governments to develop and implement policies that will support the housing industry in continuing to build housing that meets diverse needs. Housing policy guides and tools are therefore made available to local governments. Our target is to increase use of the guides.

<sup>3</sup> Survey is conducted every three years.

<sup>4</sup> The strategies under Objectives 1 and 2 support the 2004/05–2006/07 Government Strategic Plan strategy to “Implement a provincial housing strategy to address market and non-market housing needs”.

<sup>5</sup> Examples of initiatives include improving the legitimacy and security of life lease housing and providing more flexible ways to fund new municipal infrastructure without placing an undue cost burden on affordable housing developments.

**Objective 2:** *The most vulnerable British Columbians are housed.*

Not all British Columbians are able to find and afford suitable housing in the private market. The strategies below will increase the number of housing units that are produced through the Independent Living BC program and ensure that existing subsidized housing is effectively meeting the needs of the most vulnerable households.

- Strategies:**
1. *Increase the number of units subsidized under the Independent Living BC program.*<sup>6</sup>
  2. *Review existing programs to enhance housing for the most vulnerable.*

Measure	Baseline	Target 2004/05	Target 2005/06	Target 2006/07
Number of units of subsidized housing <sup>1</sup>	41,614	1,271 new	1,095 new	TBA
Number of rent supplements provided <sup>2</sup>	15,100	500 new	0	TBA

<sup>1</sup> The administration of existing units and construction of new units is the direct responsibility of BC Housing to which the Ministry will transfer \$142 million in 2004/05 and \$142 million in 2005/2006. Housing and subsidies are funded under partnerships with other ministries, the federal government and other sources (e.g., Ministry of Health Services, local governments) and delivered through partnerships with the private and non-profit sectors. Refer to BC Housing Service Plan for further detail on housing programs and targets.

<sup>2</sup> Includes Shelter Aid for Elderly Renters (SAFER), Supported Independent Living (SIL) and other assistance.

**Objective 3:** *British Columbia has a modern building regulatory system for safe, healthy and accessible buildings.*

Strategies for effective building policy focus on a sound, objective-based building regulatory system that is consistent with modern building industry practices and lessons learned from other jurisdictions.

<sup>6</sup> Supports the 2004/05–2006/07 Government Strategic Plan strategy to “Provide greater choice of living options for Home and Community Care”.

- Strategies:**
1. Participate in development of new objective-based building and plumbing codes.<sup>7</sup>
  2. Develop proposals for a modern, efficient building regulatory system.
  3. Establish and implement a mechanism for code interpretation services for all provincial users.

Measure	Baseline 2003/04	Target 2004/05	Target 2005/06	Target 2006/07
<b>Output:</b> Revised BC Building and Plumbing Code	BC Building Code, 2000	Code revisions in progress	Complete	N/A
<b>Outcome:</b> Benefits of an objective-based code are realized by users, as measured by				
a) number of stakeholders trained	a) 500	a) 2,000	a) N/A	a) N/A
b) the extent to which stakeholders realize benefits <sup>2</sup>	b) N/A	b) N/A	b) N/A	b) Majority surveyed agree benefits were achieved <sup>1</sup> (Survey in 2007/08)

<sup>1</sup> The survey to determine the extent to which this outcome has been achieved must be conducted at least two years after stakeholders have had a chance to use the new objective-based code, which is targeted to be adopted in 2004/05.

<sup>2</sup> Previous measure of the number of code changes proposed was dropped since this work was completed in 2003/04.

<sup>7</sup> These strategies support the 2004/05–2006/07 Government Strategic Plan strategy to “Modernize safety legislation, regulations and code”.

**Goal 3:** *Loss of life, injury and property damage are minimized in the built environment.*

**Core Business Area:** *Housing, Building and Safety.*

The Office of the Fire Commissioner (OFC) is the senior authority in the province with respect to fire safety and prevention. In 2001, the last year for which aggregate statistics are available, there were 6,900 fires resulting in 43 fatalities and \$175.5 million in losses. The 2003 wild land fire season was the worst in 50 years and resulted in the declaration of a provincial state of emergency. The cost to the Province has been estimated at \$500 million. It is expected that the 2004 summer fire season will also be extreme. Preparations are being undertaken to ensure an effective response to significant urban/wild land interface fires in 2004.

**Objective 1:** *Local governments are able to deliver effective fire prevention services for their communities.*

Local governments are responsible for delivery of fire suppression and prevention services. The Office of the Fire Commissioner is the senior authority for setting fire prevention policy and legislation. It also provides training to Local Assistants to the Fire Commissioner to ensure that local governments are able to meet the above objective. The preponderance of control over providing effective fire prevention services rests with local government, thereby limiting the Ministry's ability to reduce injury, property damage and loss of life in the built environment.

- Strategies:**
- 1. Develop the BC Fire Code in an objective-based format.*
  - 2. Undertake legislative review of the Fire Service Act.*
  - 3. Provide training and public education on fire safety and prevention.*

Measure	Baseline 2003/04	Target 2004/05	Target 2005/06	Target 2006/07
<b>Output:</b> Adoption of <i>BC Fire Code</i>	<i>BC Fire Code</i> , 1998		Adopted, Spring 2005	N/A
<b>Output:</b> <i>Fire Services Act</i> legislation tabled	<i>Fire Services Act</i> , 1996	Legislation drafted	Legislation tabled, Spring 2005	N/A
<b>Output:</b> Number of Local Assistants to the Fire Commissioner receiving training in fire investigation and fire inspections	250	250 new	250 new	250 new
<b>Outcome:</b> Reduction in number of: <ul style="list-style-type: none"> <li>• fires,</li> <li>• fatalities,</li> <li>• injuries, and</li> <li>• property losses</li> </ul>	2001 Year <ul style="list-style-type: none"> <li>• 6,900 fires<sup>1</sup></li> <li>• 43 fatalities<sup>1</sup></li> <li>• 271 injuries<sup>1</sup></li> <li>• \$175.5 M in losses<sup>1</sup></li> </ul>	Numbers decline over time <sup>2</sup>		

<sup>1</sup> Numbers are estimates for 2001.

<sup>2</sup> Improvements depend on a number of factors including: engineering practices, education, department resources and capabilities, and *Fire Code* or safety standard enforcement at the local level. There is expected to be a downward trend in the number of incidents over the long term.

**Objective 2:** *Public safety is promoted with regard to regulated products and processes.*<sup>8</sup>

With respect to regulated equipment and public safety, the Ministry is working to address the fragmentation that has occurred in the last few decades. This is due to the proliferation of new safety-related materials, technologies and services; the growth in discipline-specific changes; and the absence of a single body with a comprehensive safety mandate. The Province is responding to these pressures by establishing an independent BC Safety Authority, effective April 2004. The Safety Policy and Liaison Branch will manage the Province's relationship with the BC Safety Authority and works to establish a safety policy and legislative framework, including objective-based safety codes, and towards the harmonization of national safety standards.

<sup>8</sup> Regulated equipment includes gas, electrical, railway, elevating devices, boilers and pressure vessels.



- Strategies:**
1. *Manage delegation agreement with the BC Safety Authority.<sup>9</sup>*
  2. *Continue development of objective-based safety regulations.*
  3. *Promote BC's interest in the harmonization of national technical standards.*

Measure	Baseline 2003/04	Target 2004/05	Target 2005/06	Target 2006/07
<b>Outcome:</b> Provincial objectives for BC Safety Authority satisfied as measured by analysis of safety indicators in the annual State of Safety Report <sup>1</sup>	Selection of key indicators in consultation with the BC Safety Authority	Indicators analyzed	Indicators analyzed	Indicator trends improve

<sup>1</sup> Measures to assess the effectiveness of the new BC Safety Authority are under development. These measures will replace those used for Safety Engineering Services Division in the 2003/04 Service Plan, as it becomes the BC Safety Authority effective April 1, 2004.

## **Goal 4:** *Social and Economic outcomes for Aboriginal people are improved.*

**Core Business Area:** *Aboriginal, Multiculturalism and Immigration.*

**Objective 1:** *Aboriginal people and communities participate more in British Columbia's society and economy.*

The province's Aboriginal population grew by 24 per cent between 1996 and 2001. In recent years more Aboriginal people have moved from reserves to urban centres with about 70 per cent now living off-reserve in BC. These shifts in population challenge the Ministry to address the expanding need for service from the growing and youthful urban Aboriginal population. The general standard of living for BC's Aboriginal people is 20 per cent below that of other British Columbians. The provincial government has placed a high priority on improving the quality of life for Aboriginal people, directing the Ministry to work towards better coordination and integration of resources to meet the needs of Aboriginal people. Success in achieving these objectives depends largely on partnerships with other ministries, the federal government, and Aboriginal organizations and communities.

<sup>9</sup> Supports the 2004/05–2006/07 Government Strategic Plan strategy to “Ensure the development of socially responsible and safe industry practices”.

The strategies below are intended to improve the way that services are delivered and accessed by Aboriginal people and also to ensure that Aboriginal people have economic and social opportunities to improve their quality of life.

- Strategies:**
1. *Improve coordination and access to provincial programs and services that respond to the needs of Aboriginal people in British Columbia.*
  2. *Enhance the social and economic development opportunities for Aboriginal people in British Columbia.*
  3. *Partner with the federal government and Aboriginal communities to address the needs of Aboriginal people.*
  4. *Increase provincial involvement in the federal Urban Aboriginal Strategy.*

Performance Measures	Baseline 2003/04	Target		
		2004/05	2005/06	2006/07
<p><b>Outcome:</b> Enhanced social and economic development opportunities for Aboriginal people, as measured by:</p> <p>a) Number of jobs created and sustained through First Citizens Fund loans for business expansion and start-up; and</p> <p>b) Number of Aboriginal businesses started or expanded through the First Citizens Fund</p>	<p>a) 382 annually<sup>1</sup></p> <p>b) 149 annually<sup>1</sup></p>	<p>a) 350<sup>2</sup></p> <p>b) 150<sup>2</sup></p>	<p>a) 350<sup>2</sup></p> <p>b) 150<sup>2</sup></p>	<p>a) 350<sup>2</sup></p> <p>b) 150<sup>2</sup></p>
<p><b>Output:</b> Signed partnership agreements under the Aboriginal Employment Partnership Initiative<sup>3</sup></p>	<p>7 agreements signed<sup>4</sup></p>	<p>3 new 10 in total</p>	<p>3 new 13 in total</p>	<p>To be determined</p>

<sup>1</sup> The baseline figures are an average of the previous five years. This is a better figure for estimating demand (compared to last year's service plan which reported a three-year average).

<sup>2</sup> These targets are based on recent trends in the profiles of loan recipients, and projected demand.

<sup>3</sup> Employers participating in the Aboriginal Employment Partnership Initiative include BC Region London Drugs, and the Royal Bank.

<sup>4</sup> Since the inception of the program.

**Objective 2:** *Aboriginal communities and organizations are strengthened through language and culture preservation and increased ability to deliver culturally responsive programs and services.*

Support for culturally appropriate services is a key strategy, leading to strengthened Aboriginal communities. Preservation of Aboriginal languages is critical to maintaining a strong sense of community and heritage.

**Strategies:** 1. *Support the preservation of Aboriginal languages through the First Peoples' Heritage, Language and Culture Council grant program.*  
2. *Increase capacity of Aboriginal organizations to design and deliver culturally responsive programs and services, including employment related partnerships and activities.*<sup>10</sup>

Performance Measure	Baseline 2003/04	Target		
		2004/05	2005/06	2006/07
<b>Output:</b> Number of language preservation projects funded through the First Peoples' Heritage, Language and Culture Council <sup>1</sup>	37	40	40	40

<sup>1</sup> Number of language projects funded replaces the number of languages preserved and protected (as stated in last year's plan). This new measure is a more accurate statement of program activity.

**Objective 3:** *Vancouver's core neighbourhoods are revitalized and community capacity and social infrastructure are strengthened.*

The Vancouver Agreement is a federal/provincial/municipal initiative to support sustainable development in Vancouver, particularly in the city's Downtown Eastside neighbourhood. This initiative has broad impact for many people and the community as a whole, as well as Aboriginal persons who live in the Downtown Eastside.

The strategies below ensure that through Vancouver Agreement partnerships, economic, social and health benefits are created in Vancouver's core communities. This work will be linked to the 2010 Olympic Games planning process so that direct and lasting benefits occur for these key communities before, during and after the 2010 Olympics.

<sup>10</sup> Supports the 2004/05–2006/07 Government Strategic Plan strategy to “Promote the development of supports and services within Aboriginal Communities that address their unique social and economic conditions”.

- Strategies:**
1. *Implement economic, health and public safety initiatives through Vancouver Agreement partnerships.*
  2. *Collaborate with the Olympic Games Secretariat to maximize positive impacts on Vancouver's Downtown Eastside communities.*
  3. *Facilitate enhanced cultural diversity in Vancouver's Downtown Eastside communities and improve economic revitalization.*

Performance Measure	Baseline 2003/04	Target		
		2004/2005	2005/06	2006/07
<b>Output:</b> Number of new revitalization initiatives for Vancouver's Downtown Eastside <sup>1</sup>	12 new initiatives. <sup>2</sup>	2 new	2 new	2 new

<sup>1</sup> Through the "Opportunities Starting Now" fund, potential legacies will be identified for low-income communities such as training and employment and targeted opportunities for women and youth.

<sup>2</sup> The 2003/04 target of two initiatives was greatly surpassed, due to leveraged federal funding in support of the Vancouver Agreement and a number of unique partnership opportunities that arose.

**Goal 5:** *The social and economic benefits of immigration and multiculturalism are maximized.*

**Core Business Area:** *Aboriginal, Multiculturalism and Immigration.*

British Columbia immigrant landings in recent years have remained stable, ranging between 34,000 and 38,000 a year over the last five years, constituting approximately 15 per cent of the national total. Immigration provides the largest source of population and labour force growth, playing a lead role in meeting skill requirements, attracting investment and expanding consumer demand. Immigration also brings many social benefits. The Province is working to promote cultural diversity and multiculturalism, which will attract more immigrants to British Columbia as a safe, welcoming place in which to invest and raise families.

Given increased global and inter-provincial competition for "economic" immigrants, the Provincial Nominee Program will be expanded to help the Province meet key skill shortages, attract business immigrants who can potentially make the greatest contribution to investment and job creation, and facilitate immigration to smaller communities in British Columbia.

Regional dispersion of immigration (also a federal priority) can contribute significantly to regional development goals as the Province's heartlands strategy unfolds. The Province will collaborate with the federal government to expand the Provincial Nominee Program and access new funding available for federal priorities (e.g., labour market language training and foreign qualifications recognition).

The pieces of work noted above combine together to form a comprehensive immigration framework for BC. One of the key priorities for the Ministry is to develop and articulate a high level strategy designed to maximize the social and economic benefits of immigration and cultural diversity to the province. Because this strategy is related to each of the three objectives which follow, it is included with output measures directly under Goal 5 (rather than under one of the Objectives).

**Strategy:** 1. *Develop and implement a comprehensive cross-ministry strategy to maximize the social and economic benefits of immigration and cultural diversity to the province of BC.*

Performance Measure	Baseline 2003/04	Target		
		2004/05	2005/06	2006/07
<b>Output:</b> Strategic framework for maximizing economic and social benefits of immigration	Individual programs and performance measures exist	Strategic framework completed and implemented	Implementation continues	Implementation and evaluation

**Objective 1:** *Stronger communities through action on racism and greater awareness of multiculturalism.*

Through community partnerships, the Province can support a growing local commitment to anti-racism and multiculturalism. These local efforts are able to mobilize multiple contributors and ultimately will lead to community-based approaches to dealing with and preventing racism and supporting diversity.

- Strategies:**
1. *Facilitate and empower communities to mobilize against racism and to promote multiculturalism.<sup>11</sup>*
  2. *In cooperation with the Ministry of Small Business and Economic Development, develop a document capturing a multicultural theme around the Olympics.*
  3. *In consultation with the Multiculturalism Advisory Council, examine mechanisms for delivery of anti-racism and multicultural initiatives through partners.*

<sup>11</sup> Supports the 2004/05–2006/07 Government Strategic Plan strategy to “Provide supports and incentives to promote good health and prevent racism and violence”.

Performance Measures	Baseline 2003/04	Target		
		2004/05	2005/06	2006/07
<b>Output:</b> Anti-racism or multiculturalism initiatives funded	25	25 in total	25 in total	25 in total
<b>Outcome:</b> Community level commitment toward the promotion of anti-racism and multiculturalism, as measured by the number of communities with anti-racism protocols in place	8	4 new 12 in total	4 new 16 in total	4 new 20 in total
<b>Output:</b> Olympic multicultural theme document		Document developed	Input from partners and communities; Initiate implementation	Continue implementation
<b>Output:</b> Report and make recommendations on anti-racism and multicultural initiatives		Report complete	Implement the initiatives in partnership with communities	Continue implementation with partners

**Objective 2:** *Accelerated settlement of immigrants allows them to realize their full potential and contribute to the economy.*

Enabling and expediting settlement of immigrants will have direct benefits to local communities, as well as to immigrants themselves. The strategy below enables communities to provide new immigrants with the tools and supports they need to flourish in Canadian society and BC communities.

**Strategy:** 1. *Build community capacity to support new immigrants and refugees through settlement, language training and adaptation programs.*

Performance Measure	Baseline 2003/04	Target		
		2004/05	2005/06	2006/07
<b>Output:</b> Number of persons receiving language training <sup>1</sup>	10,000	9,000 <sup>2</sup>	9,000 <sup>2</sup>	9,000 <sup>2</sup>

<sup>1</sup> Language and settlement services are provided to people through the awarding, funding and monitoring of 135 contracts with third party providers. The number of contracts with service providers was included as an output measure in last year's service plan. In an effort to streamline, the performance measure is now focused on services received by clients.

<sup>2</sup> Targets are lower than the baseline due to the anticipated reduction in federal transfers and immigrant and refugee landings in BC.

**Objective 3:** *The contribution of immigrants and temporary residents to the BC economy is expanded.*

The strategies below are geared to attracting and keeping immigrants who are best able to contribute to British Columbia's economy. This multifaceted approach will result in a greater number of qualified immigrants who are able to fill critical skill shortages (such as in nursing or engineering) or potentially invest in local economies. It will also support immigrants with an international professional or trade designation to practice in BC. A regional immigration strategy will support heartland communities in attracting and retaining skilled workers, students and business immigrants in support of local economic development interests.

- Strategies:**
1. *Negotiate and renew the Canada-British Columbia Agreement for Co-operation on Immigration.*
  2. *Expand the Provincial Nominee Program.<sup>12</sup>*
  3. *Accelerate career attachment opportunities for immigrants in the professions and trades.*
  4. *Identify and facilitate investment through the business immigration program.*
  5. *Develop and implement a regional immigration strategy.*

<sup>12</sup> Supports the 2004/05–2006/07 Government Strategic Plan strategy to “Ensure British Columbia has the skilled workforce to support economic growth”.

Performance Measures	Baseline 2003/04	Target		
		2004/05	2005/06	2006/07
<b>Outcome:</b> Skilled immigrants are employed in British Columbia's skill-shortage sectors as measured by the number of skill-shortage sector jobs filled by applicants of the Provincial Nominee Program	250 new	300 new	350 new	400 new
<b>Outcome:</b> Employment of skilled immigrants under the Provincial Nominee Program is distributed among the regions of the province as measured by the per cent of rural area employers hiring skilled immigrants	20%	25%	25%	30%
<b>Outcome:</b> Employers and nominees are satisfied with the Provincial Nominee Program as measured by the per cent of respondents satisfied in annual evaluation surveys	75%	75%	75%	75%
<b>Outcome:</b> Business investment is maximized as measured by the number of business immigrants entering BC through the Provincial Nominee Program <sup>1</sup>	25	45	50	Increase

<sup>1</sup> Business immigrant nominees must fall under one of the following two categories:  
**Lower Mainland** — must invest one million dollars or more resulting in the creation of five or more jobs;  
**Rest of BC** — must invest \$300,000 or more and create a minimum of two jobs.



**Goal 6:** *Women's and seniors' unique social and economic needs are addressed.*

**Core Business Area:** *Women's Services, Seniors and Child Care.*

Women have made significant gains in BC: 59 per cent of university degrees in 2001 were granted to women, and women now comprise 47 per cent of the province's labour force. In addition, 35.6 per cent of all business owners in BC are women.

Women, however, are still more likely to be victims of crimes committed by someone they know, such as a partner, spouse, acquaintance, relative or ex-spouse. Ensuring access to safe shelter for women and children who are fleeing abusive relationships will contribute to safer communities in British Columbia.

In 2001, 13 per cent of British Columbians were over 65; by 2031, nearly one quarter of the population will be in that age category. While many seniors are active and report having good health, BC needs to plan for an aging population's unique social and economic needs. Immediate planning and coordination by government will ensure that programs are responsive to the needs of seniors.

**Objective 1:** *Women who have experienced abuse have access to emergency shelter and counselling.*

Transition house programs and counselling services are an important part of government's strategy to ensure the safety of women and children. There are a total of 86 funded transition houses, safe homes and second stage housing providers in BC. The transition house program is being reviewed to ensure that a fair funding model is in place, leading to a more effective and efficient program.

- Strategies:**
- 1. Manage programs that provide shelter and counselling services for women who have experienced abuse and for children who witness abuse.<sup>13</sup>*
  - 2. Develop a strategy for phased implementation of a new equitable funding model for the provincial inventory of transition houses.*

---

<sup>13</sup> Supports the 2004/05–2006/07 Government Strategic Plan strategy to “Facilitate a community-based approach to ensure access to high-quality and cost-effective health, education and social services”.

Performance Measures	Baseline 2003/04	Target		
		2004/05	2005/06	2006/07
<p><b>Outcome:</b> Women and their children using transition houses are safely sheltered from violence<sup>1</sup></p> <p><b>Measure:</b> Number of women and their children who used transition house services<sup>2</sup></p>	10,400 <sup>2</sup>	10,400	10,400	10,400

<sup>1</sup> Safe shelter is provided to women and their children through the awarding, funding and monitoring of 86 third party service provider contracts. The number of contracts was formerly included as a performance measure. The measure now focuses on impact by identifying the number of women and children served.

<sup>2</sup> This baseline figure has been restated. The figure of 14,125 published in last year's service plan was the number of overnight stays which, because the figure was reported monthly, resulted in some double-counting. The revised figure represents the number of new residents sheltered. These targets are demand driven.

**Objective 2:** *Government is enabled to make informed decisions on issues that affect women.*

The strategies below will enable the community and government to report on the status of women in British Columbia and ensure that programs are designed to respond appropriately to their needs. Initiatives have also been developed to ensure that communities are safer for women. Implementation will begin in 2004/05.

- Strategies:**
1. *Produce educational tools and materials to provide statistical data on women in British Columbia.*
  2. *Develop a cross-ministry strategy to reduce violence against girls and women.*
  3. *Develop a strategy outlining activities and initiatives that profile and promote women's role in the province's economy.*

Performance Measures	Baseline 2003/04	Target		
		2004/05	2005/06	2006/07
<b>Output:</b> Guides, tools, and information: <sup>1</sup> Violence prevention strategy; and  Strategy to promote women's role in the economy		Strategies developed and implementation begins  Strategies developed and implementation begins	Continue implementation  Continue implementation	Implementation evaluation and reporting  Implementation evaluation and reporting

<sup>1</sup> These outputs are new measures.

**Objective 3:** *Government is enabled to make informed decisions on seniors' issues.*

Government currently provides at least 20 programs and services that benefit seniors directly and many others that benefit seniors indirectly. These programs and services are delivered by ten ministries and Crown Corporations and include programs that address housing, health, recreation, transportation, personal security and financial needs of seniors in BC. The strategy below will enable better planning and coordination of services and programs for seniors.

**Strategies:** 1. *Review government's programs and services for seniors and make recommendations on how government can focus its planning for an aging population.*

Performance Measure	Baseline 2003/04	Target		
		2004/05	2005/06	2006/07
<b>Output:</b> Report and recommendations to inform government programs and planning to meet the needs of seniors	N/A	Review, report and recommendations complete	Recommendations implemented	Ongoing implementation, evaluation and reporting

**Goal 7:** *The child care system is sustainable and meets the needs of British Columbia families.*

**Business Area:** *Women's Services, Seniors and Child Care.*

Child care is an essential service to support families' participation in training and work, and to support healthy child development in care settings. An estimated 245,377 BC children require child care and 35 per cent of working families report that child care concerns have interfered with their ability to find employment, although over 90 per cent of parents report they are using their preferred child care arrangement.<sup>14</sup> Numerous studies in Canada and elsewhere have cited benefits of quality child care that include increased school readiness, higher earnings, reduced need for special education, reduced social assistance costs, and reduced absenteeism for working parents.

It is important to ensure that parents are supported in participation in the workforce through access to, and an ability to pay for quality child care. Child care programs provide a level of social stability and produce important benefits for the economy.

**Objective 1:** *More child care spaces are available.*

New federal dollars for child care in British Columbia will support an expansion of child care spaces. Work is being undertaken to implement a long term child care plan, including the investment of federal money and improving delivery of child care programs, including the parent subsidy program.

- Strategies:**
1. *Implement the long-term plan for child care, including an investment plan for investment plan for child care dollars.*
  2. *Improve service delivery, systems and business processes in child care and subsidy programs.*<sup>15, 16</sup>

---

<sup>14</sup> MCAWS. *Parent Child Care Needs Assessment Survey*, 2003.

<sup>15</sup> Supports the 2004/05–2006/07 *Government Strategic Plan* strategy to “Facilitate a community-based approach to ensure access to high-quality and cost-effective health, education and social services”.

<sup>16</sup> Supports the 2004/05–2006/07 *Government Strategic Plan* strategy to “Support a sustainable childcare system in which families can choose from a range of affordable, safe, quality childcare options that meet diverse needs”.

Performance Measures	Baseline 2003/04	Target		
		2004/05	2005/06	2006/07
<b>Output:</b> Number of funded childcare service providers	3,600 <sup>1</sup>	3,700	3,900	4,100
<b>Outcome:</b> There are more licensed child care spaces available for families in BC	75,000	76,500	78,000	78,000
<b>Outcome:</b> Financial assistance for child care providers is fairly distributed under the Child Care Operating Funding Program measured by:				
a) per cent of eligible centre-based providers that are funded; and	a) 80% <sup>2</sup>	a) 80%	a) 85%	a) 85%
b) per cent of licensed family providers that are funded	b) 65%	b) 65%	b) 70%	b) 75%

<sup>1</sup> The number of funded child care providers in 2003/04 is slightly higher than the 2003/04 service plan target of 3,400 and is an estimate.

<sup>2</sup> The percentage of eligible center-based providers that are funded is slightly higher than expected in the 2003/04 plan at 80 per cent as opposed to 75 per cent.

**Objective 2:** *Low income families are better able to meet the cost of child care.*

Ensuring that low income families have access to child care is important both from a social and economic perspective. Low income families are better prepared to participate in education or employment if they are able to pay for child care. The following strategies are designed to respond to these needs.

- Strategies:** 1. *Deliver Child Care Subsidy Program.*  
 2. *Implement a client service plan to meet language and literacy needs.*

Performance Measure	Baseline 2003/04	Target		
		2004/05	2005/06	2006/07
<b>Output:</b> Number of subsidies for children of eligible parents <sup>1</sup>	28,000	30,600	30,600	30,600

<sup>1</sup> This is a new measure and was not included in previous service plans.

**Objective 3:** *Government is enabled to make informed decisions on issues that affect child care services.*

Government decisions about child care in British Columbia require information and analysis that are reliable, relevant and comprehensive. The following strategies are intended to support evidence-based decision-making about child care programs.

- Strategies:** 1. *Develop options to continue implementation of a long-term strategy for federal contributions toward child care.*  
 2. *Develop or improve research, information management systems and policy analysis tools.*  
 3. *Continue to monitor and evaluate the operating and capital funding programs.*  
 4. *Strengthen accountability through revised program standards and reporting requirements.*

Performance Measures	Baseline 2003/04	Target		
		2004/05	2005/06	2006/07
<b>Output:</b> Implement new funding based on allocation of federal funding		Implement and assess	Continue and adjust	Recommend new options for expanded funding
<b>Output:</b> Subsidy forecasting model developed	No formal model	Complete		
<b>Output:</b> Evaluate the following programs: a) Childcare Operating; b) Capital Projects; c) Resource and Referral Center; and d) Parent Subsidy	Frameworks completed	N/A	a) Complete b) Complete	c) Complete d) Complete

**Goal 8:** *Support services enable the Ministry to be an effective and dynamic organization.*

**Core Business Area:** *Executive and Support Services.*

In delivering its programs, the Ministry is challenged to meet public expectations for greater accountability, online or e-business services, more hours of service, and direct access to systems, as well as staff expectations for greater support in the form of information technology solutions. The Ministry continues to undergo significant changes stemming from government downsizing, centralization of corporate functions and strategic shifts such as “from direct service delivery to service delivery by third parties” and “from unfocused funding to performance based funding”.

**Objective 1:** *Corporate support services are responsive, innovative and efficient.*

Providing effective support to ministry programs is critical to ensuring that all program objectives are achieved in the most efficient and economical manner possible. The strategies identified below are two examples of the ways in which corporate services supports ministry

<sup>17</sup> Supports 2004/05–2006/07 Government Strategic Plan strategy to “Implement and manage performance-based accountability agreements for contractors and publicly funded agencies including health, education, social and justice-related services”.

programs. Information management systems greatly streamline processes and reduce administrative overhead. Managing for results ensures that programs focus on what is actually achieved for BC citizens.

- Strategies:**
1. *Provide appropriate financial management strategies.*
  2. *Implement new information management systems for Multiculturalism and Immigration and Women's Services.*
  3. *Implement managing for results.<sup>17</sup>*

Performance Measures	Baseline 2003/04	Target		
		2004/05	2005/06	2006/07
<b>Output:</b> Common access to all ministry computer applications (per cent of staff using Virtual Office desktop environment) <sup>1</sup>	80%	90%	100%	100%
<b>Outcome:</b> Ministry program staff are satisfied with services provided by the Corporate services department <sup>2</sup>	77%	80%	82%	85%
<b>Outcome:</b> Ministry is within 98.5 to 100 per cent of budget target	99.7% for 2002/03	98.5 – 100%	98.5 – 100%	98.5 – 100%

<sup>1</sup> Implementation of Virtual Office has resulted in \$2 million in savings since the program's inception in 2001. This is based on savings generated by not replacing computers, assuming \$2,000 in replacement costs for 1,000 computers across the Ministry.

<sup>2</sup> This measure has been added to capture overall satisfaction with Corporate Services support within the Ministry.

**Objective 2:** *Organizational change is successfully managed.*

The ministry has undergone significant changes since its inception in June 2001. Organizational change requires effective management to ensure uninterrupted high quality service delivery to citizens. The Human Resource Renewal Strategy will ensure staff have the appropriate skills to meet the changing requirements of delivering ministry programs. Individual Employee Performance and Development Plans ensure that every staff member is focused on achieving the Ministry's corporate objectives.



- Strategies:** 1. *Implement Human Resource Renewal strategy.*  
 2. *Ensure all staff prepare Employee Performance and Development Plans.*

Performance Measures	Baseline	Target		
		2004/05	2005/06	2006/07
<b>Outcome:</b> Performance and development of individual staff is clearly linked to performance requirements of the Ministry as a whole, as measured by per cent of staff with Employee Performance and Development Plans <sup>1</sup>	20%	50%	100%	100%

<sup>1</sup> Percentage of employees with an Employee Performance and Development Plan is provided instead of the number of staff trained (as stated in last year's plan). This provides a better indication of penetration of this initiative within the Ministry.

## Related Initiatives

### Enterprise-Wide Risk Management

The Ministry of Community, Aboriginal and Women's Services has undertaken a process to enhance risk management by demonstrating that all "Ministry of Community, Aboriginal and Women's Services executive and managers proactively identify and manage opportunities and risks."

To this end, the Ministry is changing its culture through a common language and structured approach to risk management. This approach has included:

- analysis of risks to achieving ministry objectives at the executive level;
- training for ministry executive and management staff on risk management;
- development of guidelines and resource materials on risk management;
- briefing of ministry management on risk management as it relates to service planning; and
- full integration of risk analysis in all branch and departmental service plans.

With these steps, the Ministry has significantly evolved its risk management processes to attain compliance with Core Policy Manual Chapter 14, Risk Management, by March 31, 2006.

Performance Measure	Baseline	Target		
		2004/05	2005/06	2006/07
<b>Output:</b> Proportion of branches/ departments formally undertaking risk analysis as part of planning process	Risks and efforts to overcome risks considered in 100 per cent of service plans	100% or 25 of 25	100%	100%

## Deregulation

The Ministry of Community, Aboriginal and Women's Services is contributing to the government-wide *New Era* commitment to cut red tape and reduce the regulatory burden by one-third within three years. As part of the initiative, in 2001, the Ministry completed a baseline count of 71,238 regulatory requirements.

On January 31, 2002 the Ministry completed three-year deregulation plans and is working to implement them through streamlining, modernizing and harmonizing its legislation, regulations and policies. In 2002/03, the Ministry achieved a 14 per cent reduction in regulatory requirements.

In 2004/05, the Ministry will achieve a 37.1 per cent cumulative target reduction in regulatory burden.

Throughout 2005/06, the Ministry will maintain this target and continue to review new opportunities for reductions and "smart tape." It will continue to comply with the Regulatory Reform Criteria and the Regulatory Reform Policy to demonstrate its commitment to controlling regulatory burden and ensure regulatory quality.

**Performance Measure:** *Reduction of Ministry's regulatory burden by one-third by 2004.*

Performance Measure	Baseline	Target		
		2004/05	2005/06	2006/07
Per cent of regulations eliminated	Total 35.1% reduction	2% Total 37.1% reduction	Review new opportunities for reductions and "smart tape"	Review new opportunities for reductions and "smart tape"

**Note:** Projections for reductions are best estimates based on current data and three-year plans. As the impacts and timing of major initiatives are uncertain, these projections are subject to revision.

## Climate Change

The Ministry supports work on climate change through the following initiatives:

- Canada/BC Energy Efficiency Projects;
- partnering on a policy review of energy performance for buildings;
- working with the Ministry of Water, Land and Air Protection and local governments to encourage more energy efficient building practices; and
- developing options for strategic use of Local Government Infrastructure Grants to include climate change initiatives.

# Appendix 1. Strategic Context

## Vision, Mission and Values

### **Vision:**

The Ministry envisions safe, sustainable, livable and healthy communities, where:

- individuals take responsibility for their future and are self-reliant;
- immigrants, Aboriginal people, seniors and women can realize their full potential;
- racism is eliminated and cultural diversity is valued;
- safety systems and the physical infrastructure assure high quality of life;
- government programs and services are responsive and readily accessible; and
- individuals and families can participate in lifelong learning.

### **Mission:**

The Ministry builds stronger communities for all British Columbians through partnerships.

### **Values:**

- focus on clients;
- create beneficial partnership opportunities;
- use resources wisely;
- treat employees and clients fairly and equitably; and
- create a culture of accountability, innovation and excellence.

### **Internal Vision:**

The Ministry's committed, skilled employees thrive in a dynamic and supportive work environment, where they are able to deliver the highest service quality and value. The Ministry promotes innovation, learning and results.

## Planning Context

Given the Ministry's wide range of responsibilities, many issues — both general and specific — affect the planning context.

### Planning Influences Internal to the Ministry

#### Strengths

- The *Community Charter* establishes the legislative framework for local governments to become more accountable and responsive to their communities.
- The great diversity of the Ministry's programs means that lessons learned by one program can be shared with others, maximizing opportunities for continuous improvement.
- Staff have strong capacity for policy and legislative development.
- Contracts with service providers are managed through results-based contracting, thereby achieving value for money.

#### Challenges

- Expanded use of third party service delivery increases reliance on contracted agencies to assess and monitor clients' changing needs.
- The aging workforce creates greater competition for skilled employees and greater pressure on the Ministry to be an attractive place to work.

### Planning Influences External to the Ministry

The BC economy grew 1.7 per cent in 2003, slower than the 2.7 per cent expected at the time of last year's budget, according to BC's independent economic forecast council. The Council now expects growth in BC's economy to pick up to 2.9 per cent in 2004. Further information on the BC outlook may be found in the Budget and Three Year Fiscal Plan released with the budget.

#### Opportunities

- A range of social and economic opportunities will stem from the work leading up to the 2010 Olympic Games.
- Maximizing opportunities for partnerships with other like-minded agencies could create significant benefits for ministry clients by expanding the range of services available to achieve government objectives.
- By developing a community-centred approach, the Ministry will be able to enhance integrated program delivery at the regional level.
- Deregulation and the trend to harmonization of codes and standards are expected to benefit BC's industries and businesses. Moreover, BC is emerging as a leader in developing objective-based codes and standards.

## **Challenges**

- The move to greater local autonomy means less provincial control over issues where the ultimate accountability remains with the Province as represented by the Ministry.
- Shifts in demographics are outside the Ministry's control, but heavily influence service demand and resource allocation. The 2001 census highlights the overwhelming shift in population growth from rural to urban areas. Between 1996 and 2001, population growth in Greater Vancouver was 8.5 per cent as compared to 0.4 per cent in the rest of BC.
- Consumers may perceive the move by government to objective-based codes and standards as an abdication of provincial regulatory responsibility.
- The shift from direct program delivery to the use of third party service providers creates a requirement for greater capacity on the part of service providers.
- The public has increasingly greater expectations for access to electronic services by government.

---

## **Highlights of Strategic Shifts and Changes from the Previous Service Plan**

As a result of the Core Services Review, the Ministry is working towards the following strategic shifts:

- from prescriptive regulation to objective-based codes and standards;
- from direct delivery of programs and services by provincial government employees, to delivery by communities and third parties;
- from provincial control to local autonomy; and
- from unfocused funding to performance-based funding.

## **Changes from Previous Plan**

There are six significant changes to this year's plan:

1. The goal associated with the Olympic Games is now omitted. The Olympic Bid was successful and a new Olympic Games Secretariat has been established within the Ministry of Small Business and Economic Development. The Sport and Physical Activity and Cultural Services branches also have moved to the Ministry of Small Business and Economic Development and their goal and objectives have been omitted from this plan.
2. Safety Engineering Services, responsible for public safety as it relates to regulated products and processes, will become the independent BC Safety Authority in 2004. Responsibility for policy issues related to regulated products and processes will remain the purview of the Ministry.

3. The Housing and Building Policy Department has been combined with the Safety and Standards Department to form the Housing, Building and Safety Department, with the corresponding core business of Housing, Building and Safety.
4. The Heritage Branch has been moved to the Local Government Department.
5. The Vancouver Agreement Branch has been moved to the Aboriginal, Multicultural and Immigration Department.
6. Responsibility for cross-ministry coordination of seniors' issues and for related policy has been transferred to the Ministry.

Compared to last year's service plan, performance targets are now aligned with their respective objectives. Although every effort has been made to provide one key performance target per objective, in reality it is often necessary to draw on more than one measure to reflect progress towards a particular objective. Additionally, some planning context information is provided with each goal to set the stage for the objectives and strategies associated with that goal.

---

## Consistency with Government's Strategic Plan

### **1. Government Goal:** *Strong and vibrant provincial economy.*

Corresponding Ministry of Community, Aboriginal and Women's Services objectives:

- Local governments are able to effectively exercise broader authority in the context of enhanced accountability to citizens;
- The housing market thrives;
- Accelerated settlement of immigrants allows them to realize their full potential and contribute to the economy; and
- The contribution of immigrants and temporary residents to the BC economy is expanded.

### **2. Government Goal:** *Supportive social infrastructure.*

Corresponding Ministry of Community, Aboriginal and Women's Services objectives:

- The most vulnerable British Columbians are housed;
- Women experiencing abuse receive emergency shelter and counselling;
- Government is enabled to make informed decisions on issues that affect women and seniors;
- More child care spaces are available;
- Low income families are better able to meet the cost of child care;

- Government is enabled to make informed decisions on issues that affect child care services;
- Vancouver's core neighbourhoods are revitalized and community capacity and social infrastructure are strengthened;
- Aboriginal people and communities participate more in British Columbia's society and economy; and
- Aboriginal communities and organizations are strengthened through language and culture preservation and increased ability to deliver culturally responsive programs and services.

**3. Government Goal:** *Safe, healthy communities and a sustainable environment.*

Corresponding Ministry of Community, Aboriginal and Women's Services objectives:

- Communities are able to provide safe drinking water and appropriate sewage treatment;
- Local government systems are efficient and effective;
- Public libraries are able to provide accessible service on an equitable basis to all British Columbians;
- British Columbia has a modern building regulatory system for safe, healthy, and accessible buildings; and
- Local governments are able to deliver effective fire prevention and safety services for their communities.



## **Appendix 2. Summary of Related Planning Processes**

### **Human Resource Management Plan (Summary)**

The Ministry is building on the corporate direction provided by the BC Public Service Agency by creating strategies that support the achievement of the following six goals:

- Effective people;
- Proactive and visionary leadership;
- Performance focused workplace;
- Learning and innovative organization;
- Flexible and motivating environment; and
- Progressive employer-employee relations.

In order for the Ministry to successfully deliver its service plans, the employees in place must have the collective capability to do five things:

- Prepare policy responses for emerging public issues;
- Mediate disputes between key stakeholders at municipal, provincial, territorial and federal levels;
- Deliver Ministry programs and achieve defined outcomes through arms-length service providers;
- Enhance third parties' capacity to achieve desired outcomes through their own efforts; and
- Negotiate the access and use of fiscal, human and information resources to achieve Ministry goals.

## Major Projects

Description	Target	Output/Outcome
Employee Performance and Development Plans	50%	Employees have identified the competencies necessary to be successful and have the development plans to acquire or enhance those competencies The work of individual employees is clearly aligned with the Ministry's corporate objectives
Implement a Strategy for Enhancing Leadership	May 2004	Employees place a high value on leadership, openly discuss ideas on how to improve leadership, and feel empowered to demonstrate leadership within every job function within the Ministry
Identify and incorporate competencies for policy analysts into recruitment and development plans	July 2004	The Ministry's policy development capability will be maintained or enhanced
Create and communicate a Workforce Plan	November 2004	Pools of talent are identified and employees given the opportunity to promote their candidacy for emerging opportunities in the Ministry

## Information Resource Management Plan

### Strategic Direction

The Information Services Branch is supporting the Ministry in achieving the following corporate objectives:

Moving third-party service delivery to results based management including:

- Performance based funding;
- Stronger contract administration;
- Streamlined administrative processes; and
- Electronic collection and delivery of information and services.

To achieve these objectives, the branch will use the following strategies:

- Web-enabled service delivery;
- Fiscal restraint in operating and capital requirements;
- Common information technology; and
- Information accountability.

## Major Projects for 2004/05

Description	Target	Output/Outcome
Child Care Operating Funds	April 2004	More effective and efficient funding process for licensed child care providers through digital documents, workflow, performance monitoring and an improved link to Corporate Accounting System
Child Care Subsidy Claims	March 2005	Electronic claims processing will lead to a reduction in errors and more effective claim processing
Aboriginal, Multicultural and Immigration Programs Contract Management and Information System	October 2004	Electronic production of agreements and payments with non-profit service providers and preparation for output based payment and performance reporting
Contract Management and Information System for the Transition House Program	April 2005	Contract process more efficient and able to move to output based payment and performance reporting

## Appendix 3. Ministry Structure

### **Local Government Department**

Governance and Structure Division  
Inter-Governmental Relations and  
Planning Division  
Local Government Infrastructure and  
Finance Division  
Local Government Policy and  
Research Branch  
Public Library Services Branch  
Heritage Branch  
University Endowment Lands  
Community Charter  
Advisory Services Branch

### **Housing, Building and Safety Department**

Housing Policy Branch  
Building Policy Branch  
Safety Policy and Liaison Branch  
Office of the Fire Commissioner

### **Women's Services, Seniors and Child Care Department**

Women's and Seniors' Policy Branch  
Stopping the Violence Branch  
Child Care Policy Branch  
Child Care Programs and Services Division  
Child Care Programs Branch  
Parent Subsidy Branch  
Early Childhood Educator Registry  
Child Care Accounts

### **Aboriginal, Multiculturalism and Immigration Department**

Aboriginal Directorate  
Negotiations and Corporate Mandates  
Branch  
Social and Economic Initiatives Branch  
Immigration Division  
Immigration Policy  
Provincial Nominee Program  
International Qualifications Program  
Business Immigration  
Settlement and Multiculturalism Branch  
Vancouver Agreement Branch  
Planning and Resource Management  
Branch

### **Corporate Services Department**

Finance and Administrative Services Branch  
Strategic Human Resources Branch  
Information and Privacy Branch  
Corporate Policy and Planning Branch  
Information Systems Branch

## Appendix 4. Key Legislation

The ministry is responsible for more than 40 public Acts, including the following legislation:

*Child Care BC Act*

*Child Care Subsidy Act*

*Community Charter Act*

*Fire Services Act*

*First Peoples' Heritage, Language and Culture Act*

*Heritage Conservation Act*

*Home Owner Protection Act*

*Islands Trust Act*

*Library Act*

*Local Government Act*

*Local Government Grants Act*

*Multiculturalism Act*

*Municipal Finance Authority Act*

*Museum Act*

*Special Accounts Appropriation and Control Act (Section 4)*

*Safety Standards Act*

*Safety Authority Act*

*Vancouver Charter*

## Appendix 5. Agencies, Boards and Commissions

### Local Government

Board of Examiners  
Provincial Capital Commission

### Housing, Building and Safety

Building Code Appeal Board  
BCHMC Board of Commissioners  
Homeowner Protection Office Board of Directors  
Safety Standards Appeal Board  
Fire Safety Advisory Council  
BC Safety Authority Board  
Building Policy Advisory Committee

### Women's Services, Seniors and Child Care

Provincial Child Care Council

### Aboriginal, Multiculturalism and Immigration

First Peoples' Advisory Committee  
First Peoples' Heritage, Language and Culture Council  
Native Economic Development Advisory Board  
Multicultural Advisory Council