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Children and Family
Development

2008/09 – 2010/11
Service Plan

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Message from the Minister and Accountability Statement

I am pleased to present the 2008/09–2010/11 Service Plan for the Ministry of Children and Family Development. This plan reflects the work being done in the Ministry, the achievements of the past year and our strategies to build on those achievements over the next three years.

Our goal, as a Ministry and as a government, is a simple one but at the same time particularly complex: to recognize and build on the strengths inherent in all children, youth and families, to understand their challenges and to support them — through a continuum of integrated programs and services — in reaching their unique potential within the context of their own culture and community.

This strengths-based approach continues to guide us as we build on the process of change that began almost two years ago. The steps we have taken in this journey are significant and include increased regional autonomy with decision making based on local priorities and assessed needs, and an ongoing cultural shift in the way the Ministry works, giving children, youth, families and communities a greater say in determining their own futures.

The Ministry supports Aboriginal communities to strengthen their capacity to deliver culturally appropriate services and integrated programs to their communities. The Ministry continues to work in partnership with Aboriginal communities to develop community based decision making models. In 2007, Interim Aboriginal Authorities were established in the Fraser and Vancouver Island regions. Interim Authorities and Planning Committees are working with Aboriginal communities in their regions on how services can be changed to better meet the needs of Aboriginal children, youth and their families.

The Ministry works to continuously improve policy and practice. Quality assurance mechanisms are in place to ensure that standards are met and that positive outcomes are achieved for B.C.'s children, youth and families. In 2008/09, the Ministry will take steps to enhance existing quality assurance activities across all program areas.

We are also committed to ensuring permanency plans are in place for children in care. We are committed to reducing the time it takes to identify adoption matches for those children who will benefit from this type of permanent family home.

Recognizing the important and valued role of B.C.'s 3,200 foster families, 2008/09 will see the second installment of a \$31 million rate increase. Most foster families are receiving an increase of at least \$200 per month for each child, incrementally over three years.

Our efforts to support families and communities to raise healthy and resilient children and youth are augmented by our commitments to lead the way in healthy living and physical fitness, and in climate action.

The Ministry supports programs and services that help achieve the goals of ActNow BC — such as healthy child development and family strengthening services that include pregnancy outreach programs, family support workers and recreation programs.

Every day, we each make choices that impact the earth's climate and the world we all share. All of us can care for our children by placing an emphasis on reducing the effect we have on the environment. One of the ways the Ministry is working toward this is through the adoption of accreditation standards that support involvement in projects and programs such as recycling, use of environmentally friendly products, lower consumption of water and energy, and reduction of greenhouse gas emissions.

I am extraordinarily proud of the efforts of Ministry staff, stakeholders and our many valued partners over the past year in creating stronger, more responsive child and family development services in our province. I look forward to our continued journey together on behalf of B.C.'s children, youth and families.

The Ministry of Children and Family Development 2008/09–2010/11 Service Plan was prepared under my direction, 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 February 8, 2008 have been considered in preparing the plan and I am accountable for achieving the specific objectives in the plan.



Honourable Tom Christensen
Minister of Children and Family Development

February 8, 2008



Message from the Minister of State and Accountability Statement

As British Columbia's first Minister of State for Child Care, I am proud of the leadership and commitment this government continues to show in strengthening our child care system.

Over the past year — with the help of many valued partners — much work was done toward our shared goal of creating a flexible, responsive child care system that meets the unique needs of individual families. Our approach is a holistic one, balancing increased support for vulnerable children and families, and improving training and supports for early childhood educators.

Since 2001, government has funded the creation of 3,300 new child care spaces in British Columbia; the total number of government-funded licensed child care spaces is now more than 86,000. Recognizing that quality child care is a cornerstone of early childhood development, we have set even more ambitious guideposts for the years ahead, allocating \$12.5 million in major capital funding in 2007/08 with the goal of creating approximately 2,000 new child care spaces by the end of 2010.

We aim to build on the successes of the past year by encouraging partnerships and exploring the use of public buildings and available school space in the creation of licensed child care spaces. Plans are also underway to enhance culturally relevant child care services for Aboriginal children. We stand firm in our commitment to support B.C.'s vulnerable children and families through our child care subsidy and supported child development programs.

The years ahead will also see the implementation of the province's comprehensive five-year strategic plan for child care, and continued encouragement of work-life balance for British Columbians.

Each of us is a vital part of our province's present and its future — a future of possibility and potential. I believe that good quality, flexible and sustainable child care programs and services play an integral role in that future, allowing British Columbians to engage in our Province's increased job training and educational opportunities as well as supporting children, our most precious resource, in becoming the very best they can be.

I am the Minister of State for Child Care and under the *Balanced Budget and Ministerial Accountability Acts*, I am responsible for the following results for 2008/09:

- work to increase the number of licensed child care spaces in B.C.
 - (i) using available school space or other public buildings,
 - (ii) through a partnership with BC Housing,
 - (iii) in licensed non-profit group care, and
 - (iv) with independent providers and family child care providers.
- work to increase licensed child care spaces that include an Aboriginal cultural component;
- initiate implementation of a comprehensive five-year Strategic Child Care Plan for B.C.;
- in partnership with other ministries and agencies, work to establish additional neighbourhood centres that include child care, early childhood development and family strengthening programs; and
- work with the Ministry of Small Business and Revenue, through the Regulatory Reform Initiative, in order to review and recommend changes to the regulations for the Child Care Subsidy Program.



Honourable Linda Reid
Minister of State for Child Care

February 8, 2008

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Purpose of the Ministry

The Ministry of Children and Family Development promotes and develops the capacity of families and communities to care for and protect vulnerable children and youth, and supports healthy child and family development to maximize the potential of every child in British Columbia. The Ministry supports the government's Five Great Goals, with emphasis on the first three Great Goals (refer to page 13) in collaboration with the Ministry of Health and the Ministry of Education.

The Ministry is responsible for regional and province-wide delivery of services and programs. In order to effectively and efficiently deliver services and programs, the Ministry is organized into five regions: North, Interior, Fraser, Vancouver Coastal and Vancouver Island (refer to Ministry Contact Information). The Ministry's responsibilities include: family development, early childhood development, services for children and youth with special needs and their families, child care, child protection, residential and foster care, adoption for children and youth permanently in care, community child and youth mental health, programs for at-risk or sexually exploited youth and community youth justice services. In addition, the Ministry is responsible for a number of provincial services, such as youth custody, youth forensic psychiatric services, services for deaf and hard of hearing children and youth, and the Maples Adolescent Treatment Centre.

The Ministry is also responsible for supporting Community Living British Columbia to achieve its mandate and to enhance services for adults and children with developmental disabilities¹. The Ministry and Community Living British Columbia work together, where there is a joint mandate, to ensure there is a co-ordinated approach for supporting children and youth with special needs and their families.

In 2007, two Interim Authorities (Vancouver Island Aboriginal Transition Authority and Fraser Region Interim Aboriginal Authority) were established to support the further development of effective models of service delivery for Aboriginal children and families.

Ministry service delivery partners include: contracted service agencies, family foster homes, communities, school districts, health authorities and other ministries. Approximately 46 per cent of the Ministry's funding supports service delivery through contracts with community-based service providers.

The Ministry's legislative mandate includes the *Child, Family and Community Service Act*, the *Adoption Act*, the *Youth Criminal Justice Act*, the *Child Care BC Act*, the *Child Care Subsidy Act*, the *Community Services Interim Authorities Act* and the *Community Living Authority Act*.

¹ The Community Living BC Service Plan is found at: www.communitylivingbc.ca/

Strategic Context

The Ministry provides a wide range of services to children, youth and families in British Columbia. The following section highlights key opportunities and challenges that will affect the Ministry over the next three years.

The B.C. Child and Youth Review and the Good Practice Action Plan

In 2007, the Ministry released a draft Good Practice Action Plan to transform the child and family development service delivery system. This will ensure it responds to the needs of vulnerable children and youth in the context of family and community, and strives towards preventing vulnerability. The Action Plan is consistent with the recommendations from the BC Children and Youth Review (the “Hughes Review”). The Action Plan is necessarily broader in scope as it applies across all of the Ministry’s programs and areas of business. However, it is through the Action Plan that the Ministry will continue to deliver on the Hughes Review recommendations that are specific to the Ministry.

The Ministry is committed to working with the Representative for Children and Youth to ensure the successful implementation of the Hughes Review recommendations.

Regional and Community Services

Community and regional engagement is critical to effective service delivery for children, youth and families. By moving towards community and client-centred service delivery, the Ministry anticipates better information flow to support the planning, provision and revision of the Ministry’s services.

Services for Aboriginal Children and Youth

The Ministry is building stronger relationships with Aboriginal peoples and communities, and recognizes the importance of accessible, culturally appropriate services that more effectively meet the needs of Aboriginal children, youth and families in British Columbia. Aboriginal children and youth access programs and benefits through a complex range of federal, provincial and Aboriginal service delivery agencies.

The Ministry is committed to creating opportunities for strengthened partnerships with Aboriginal organizations. This commitment provides an opportunity — through Interim Authorities, delegated agencies, regional planning committees and other Aboriginal service providers — to improve outcomes for Aboriginal children, youth, families and communities.

Federal Government Funding Commitments

Funding flows from the federal government to the Province for youth justice, early childhood development and child care. The federal government provides approximately 27 per cent of the funding for youth justice services in British Columbia. In March 2007, the federal government agreed to provide funding to the provinces and territories to support the creation of child care spaces. Under this funding mechanism, British Columbia received approximately \$33 million in 2007/08, and anticipates receiving \$33 million in each of the next four years. Nevertheless, the federal government's decision in February 2007 to eliminate the Early Learning and Child Care Agreement results in a net reduction of \$356 million to the Province over three years beginning in 2007/08.

A number of anticipated improvements to federal funding of programs for Aboriginal people in British Columbia will impact Ministry services. In 2007/08, Indian and Northern Affairs Canada began funding out of care options including post-adoption services for Aboriginal people on reserve. The federal government is also exploring new preventative services to augment their child welfare model. This model would be developed in collaboration with the Province and First Nations. The Ministry will be examining the impacts and opportunities that these changes create for its programs, services and supports to Aboriginal children and families living on reserve.

Human Resource Issues

Service agencies in the areas of early childhood development, child care, and children and youth with special needs are experiencing difficulties finding and keeping experienced staff. Competition for qualified staff — especially in remote and rural communities — will continue to be a challenge. Human resource strategies are under development, in consultation with our service delivery partners, and the Ministry will continue to explore opportunities that support recruitment, development and retention of qualified service delivery staff.

Demographic Changes

The 2006 Canadian census makes clear that Canada's multicultural society encompasses an increasingly wide variety of family structures and situations, and that Canadian children experience many different childhood and family circumstances. In the 2006 census, 27.5 per cent of the B.C. population identified themselves as immigrant, compared to 26 per cent in the 2001 census and 19.5 per cent for Canada as a whole in 2006.

There is an increasing demand for services for children and youth with special needs and their families. This increased service demand is due in part to improvements in screening, assessment and diagnosis resulting from advances in medical science and technology.

Goals, Objectives, Strategies and Performance Measures

This section presents the three Ministry goals:

- Goal 1: To identify and strengthen, or develop, effective child, youth and family development services in B.C. within a strengths-based, developmental approach.
- Goal 2: To support Aboriginal peoples to achieve their vision and goals with regard to delivery of services to their children, youth, families and communities.
- Goal 3: To transform the Ministry of Children and Family Development as an organization, to support Goals 1 and 2.

These goals reflect the Ministry's key priorities and commitment to improving outcomes for children, youth and families as it moves forward on a process of transformation. Throughout this process, the child and family development service delivery system continues to be reviewed and, where needed, changed to reflect a more community-driven, culturally relevant and effective service system based on international and local good practice.

Ministry services are founded on developmental approaches that recognize and build on the inherent strengths and resourcefulness of each child, youth, family and community. The approaches include a greater emphasis on prevention and child and family development, while also providing intervention services to respond to the needs of vulnerable children and youth. By continuing to work collaboratively with service partners, stakeholder organizations and other ministries, services will be better able to meet these needs.

With the high proportion of Aboriginal children and youth in the Ministry's caseload, success relies on building and sustaining relationships with Aboriginal communities as they develop their own service delivery models. This will enable greater responsibility and meaningful involvement for Aboriginal communities and families with regard to decision-making and service delivery.

The Ministry is committed to decentralized service delivery involving engagement with service recipients, stakeholders and communities. This supports the best possible outcomes for children and youth, and will result in more effective services that are integrated across program areas and ministries.

The Ministry's Service Plan performance measures, developed in consultation with its stakeholders, are monitored and evaluated to ensure they continue to be meaningful and reflect priorities and desired outcomes for children, youth and families. In addition, the Ministry collects, monitors and reports on statistics, trends and outcomes in order to further build on the good practices already existing in the child and family service community.

The Ministry supports the Government's Five Great Goals, and specifically:

- contributes to Great Goal 1: Make British Columbia the best-educated, most literate jurisdiction on the continent – through early childhood development and child care programming;
- contributes to Great Goal 2: Lead the way in North America in healthy living and physical fitness — through initiatives such as ActNow BC, a partnership-based cross ministry health and wellness initiative that promotes healthy living choices to improve the quality of life for all British Columbians;
- supports Great Goal 3: Build the best system of support in Canada for persons with disabilities, those with special needs, children at risk, and seniors through:
 - utilizing current good practice research to inform the delivery of child welfare services,
 - providing child and youth mental health services,
 - leading a cross ministry initiative for services to children and youth with special needs to deliver services in an integrated way to children and families,
 - implementing initiatives to assist youth at risk, and
 - ensuring government's social policy priorities are considered and overall commitment for services and supports for children and youth with special needs, individuals with developmental disabilities and their families are met through Community Living BC and the Ministry; and
- contributes to Great Goal 4: Lead the world in sustainable environmental management, with the best air and water quality, and the best fisheries management, bar none — by implementing a carbon neutral strategy which supports the *Greenhouse Gas Reduction Targets Act* and by adopting accreditation standards that help reduce the environmental impact of our service agencies.

Goal 1: To identify and strengthen, or develop, effective child, youth and family development services in B.C. within a strengths-based, developmental approach

Objective 1.1: An effective child and family development system built on research-based good practices

The Ministry is committed to building on the resourcefulness and strengths of each community, family and young person. In working with regions, communities, schools and the contracted sector, the Ministry will continue to research and use good practices to continually improve the Ministry's policies, programs and services.

Key Strategies:

- Implement a five-year Strategic Child Care Plan for B.C. that strengthens child care services;
- lead the implementation of a co-ordinated, comprehensive cross government approach to initiatives and services for children and youth with special needs and their families; and
- provide regions and communities with tools, training and expertise for effective service delivery of programs for children, youth and families.

Performance Measure 1: Ministry funded licensed child care spaces

Performance Measure	2006/07 Actual	2007/08 Target ¹	2008/09 Target	2009/10 Target	2010/11 Target
Total number of Ministry funded licensed child care spaces	82,386	86,000	86,600	87,600	88,600

Data Source: Ministry of Children and Family Development, Child Care Operating Fund Datamart.

¹ The 2007/08 target is based on results for the first 8 months of 2007/08.

Discussion

The performance measure presents the total number of child care spaces supported by the Child Care Operating Fund as one measure of child care capacity and supply. The Ministry provides Child Care Operating Funds for spaces that are licensed by the Ministry of Health. The targets for the measure are based on historic growth rates as well as announced initiatives designed to increase child care spaces.

Over the next three years, the number of child care spaces and options available to families will increase through strategic investment and partnerships, including:

- major capital funding for creation of new child care spaces;
- minor capital funding for emergency repair, replacement and relocation;
- child care subsidy for low and moderate income families; and
- recruitment, retention and professional development funding for the child care sector, for all types of child care providers.

In addition, the Ministry's supported child development program and its special needs supplement assists children with special needs and their families with their child care needs.

Objective 1.2: Vulnerable children and youth have access to a continuum of effective integrated services

Research has shown that prevention and early intervention programs contribute to better support and safety of vulnerable children and youth. The Ministry is committed to strengthening support and increasing options for specific populations of vulnerable children, youth and families.

By integrating services and cross ministry initiatives and by building partnerships, the Ministry helps to improve the effectiveness of prevention and early intervention services. For example, the Ministry is working on joint initiatives with the Ministry of Education and the Ministry of Advanced Education to positively influence the educational outcomes of children in care.

Key Strategies:

- Increase prevention and early intervention services in each region, especially in isolated areas;
- design and develop a child-centred case management model and practices to support the improved welfare of children and youth;
- strengthen youth services including: improving youth agreement support services, providing additional emergency shelter beds and transitional housing, and improving post-majority supports for youth as they transition to independence; and
- continue to provide services, for vulnerable children and youth, that support stable living arrangements and life-long relationships with family wherever possible.

Performance Measure 2: Children in care under continuing custody orders whose grade level is as prescribed for their age

Performance Measure	2006/07 Actual	2007/08 Target ¹	2008/09 Target ¹	2009/10 Target ¹	2010/11 Target ¹
Per cent of children in care under continuing custody orders whose grade level is as prescribed for their age	Not Available	81.5%	82.0%	82.5%	83.0%

Data Sources: Ministry of Education enrolment data, MCFD Management Information System and the Social Worker System.

¹ Targets for the measure have been modified to reflect the focus on Continuing Custody Orders.

Discussion

The Ministry’s measure complements the Government Strategic Plan measure “Percentage of socio-economically disadvantaged children whose grade level is as prescribed for their age” by focusing on the component of socio-economically disadvantaged children that the Ministry can most affect — children in care under Continuing Custody Orders. (A Continuing Custody Order means that the Director of Child Welfare becomes the sole guardian of the child and the Public Trustee becomes the guardian of the child’s estate.) The change in the measure (to focus on children in care under Continuing Custody Orders) is also reflected in lower targets than indicated in the Ministry’s 2007/08–2009/10 Service Plan.

Education plays an important part in healthy child development and may be a key determinant of long term well-being and social inclusion in the general population. Measuring educational outcomes provides valuable insight into how children in care are doing relative to other children and creates opportunities for planned interventions that will help the children to succeed. The measure provides insight into how well children under Continuing Custody Orders are progressing in school by checking whether their age is appropriate for their grade level. For example, a child six years of age before the end of December of the school year is typically in grade one.

The measure is consistent with the Government Strategic Plan measure and the targets reflect Government’s ongoing commitment to improve educational outcomes for disadvantaged children.

Performance Measure 3: Recurrence of child neglect and/or abuse by family

Performance Measure	2006/07 Actual	2007/08 Target ²	2008/09 Target ²	2009/10 Target ²	2010/11 Target ²
Rate of recurrence of child neglect and/or abuse by family ¹	20.9%	19.9%	19.4%	18.9%	18.4%

Data Source: The Management Information System and the Social Worker System.

¹ Neglect is a failure by the parent or guardian to provide for a child's basic needs; it may include failure to provide food, shelter, basic health care, supervision or protection from risks, to the extent that the child's physical health, development or safety is, or is likely to be, harmed. Abuse is defined as physical or sexual maltreatment or emotional neglect.

² Targets have been adjusted to reflect actual trends.

Discussion

When it is established that a child (0-18 years of age) has been or is at risk, the Ministry works with families and provides services to reduce future harm and address the needs of the child and the family. This measure identifies the proportion of families that neglect and/or abuse their children within 12 months of a previously confirmed incidence of child neglect and/or abuse. A recurrence within a year is an indicator of an ongoing problem, and increased intervention services may be needed.

In establishing the targets for this measure, past trends and factors such as the increased use of out of care options have been considered.

Performance Measure 4: Child safely placed with extended family or in community

Performance Measure	2006/07 Actual	2007/08 Target	2008/09 Target ¹	2009/10 Target ¹	2010/11 Target ¹
Number of children who are identified as having to leave their parental home due to risks to the child's safety and well-being, that are able to remain with extended family or community	623	700	720	800	800

Data Source: The Management Information System and the Social Worker System.

¹ Targets have been adjusted to reflect actual trends.

Discussion

A major determinant of whether children feel secure and safe is the permanency of their relationships. When children have to leave their parental home for a time, the Ministry strives to place them with people who know them and will maintain a life-long relationship with them, their families and their community. This measure captures the use of placements with kin or a person with a significant tie to a child. However, safety remains the Ministry’s primary objective and a child is only placed in alternatives to care when it has been determined that the option is safe and appropriate. The targets for this measure are set based on historical trends.

Performance Measure 5: Children with adoption plans who have been placed

Performance Measure	2006/07 Actual	2007/08 Target	2008/09 Target ¹	2009/10 Target ¹	2010/11 Target ¹
Per cent of children with adoption plans who have been placed	14.7%	18.0%	17.0%	18.0%	18.0%

Data Source: The Adoption Management System.

¹ Targets have been adjusted to reflect actual trends.

Discussion

The Ministry is committed to children being permanently connected to their families. There are circumstances when adoption is in the best interest of the child. The measure “Per cent of children with adoption plans who have been placed” shows the number of children who are placed for adoption within the fiscal year as a percentage of all the children in care who have a plan for adoption. While a plan for adoption is developed once it is decided that adoption is the best long term plan for a child in care, placement occurs when a child first moves in with prospective adoptive parents. An adoption order is only granted once all legal issues are addressed and a successful six month placement has occurred.

The targets for this measure reflect the Ministry’s commitment to ensuring children have permanent family homes and its efforts to reduce the time it takes to identify possible adoption matches and place children with prospective adoptive parents.

Objective 1.3: Integrated quality assurance and policy that support practice

The Ministry is identifying and developing processes and mechanisms to support quality assurance and policy that reflects a strengths-based approach under a common framework. By working through a “bottom up” approach, the Ministry will be better able to build or improve policies and initiatives based on results, and continuously improve every aspect of the organization.

Key Strategies:

- Implement integrated quality assurance processes and policies that support strengths-based practices across an integrated continuum of services; and
- work with the Ministry of Labour and Citizens' Services and the Ministry of Employment and Income Assistance on a shared Case Management System that will facilitate an integrated and citizen-centred approach to service delivery.

Goal 2: To support Aboriginal peoples to achieve their vision and goals with regard to delivery of services to their children, youth, families and communities

Objective 2.1: Improved services and outcomes for Aboriginal children, youth, families and communities in partnership with Aboriginal peoples

The Ministry and Aboriginal partners continue to work towards improved outcomes for Aboriginal children, youth and families, with an increased emphasis on providing access to culturally appropriate prevention and support services. In addition, the Ministry is supporting Aboriginal people, leaders and communities to take steps towards overall direction, management and delivery of services for Aboriginal children and families.

Key Strategies:

- Support the development of comprehensive, integrated, responsive, sensitive and sustainable community-based services for children and youth;
- continue to improve access to services for children and youth with special needs within Aboriginal communities (such as providing culturally sensitive information resources to Aboriginal families and communities); and
- continue to improve the cultural responsiveness of Youth Custody Services programs and case management practices.

Objective 2.2: Aboriginal communities and service providers are supported in the shift towards governance of service delivery

Aboriginal people will lead the development and implementation of decision making and service delivery models for Aboriginal children and youth. Aboriginal Planning Committees, Interim Authorities and delegated agencies are important organizations that help ensure the provision of services that are consistent with local and cultural values and heritage.

Key Strategies:

- Continue to support services to Aboriginal children and youth that are designed and delivered by Aboriginal people;
- continue working with Interim Authorities and regional Aboriginal Planning Committees in developing models of leadership to support Aboriginal child and family development services and planning; and
- support Aboriginal people in the planning for the transfer of Aboriginal child and family services to Aboriginal authorities that are ready to deliver child and family services.

Performance Measure 6: Aboriginal children in care who are served by delegated Aboriginal agencies

Performance Measure	2006/07 Actual	2007/08 Target	2008/09 Target ¹	2009/10 Target ¹	2010/11 Target ¹
Per cent of Aboriginal children in care who are served by delegated Aboriginal agencies	30.4%	36.0%	32.0%	33.0%	33.0%

Data Source: The Management Information System and the Social Worker System.

¹ Targets have been adjusted to reflect recent trends for Aboriginal children in care.

Discussion

The measure “Per cent of Aboriginal children in care who are served by delegated Aboriginal agencies” focuses on one aspect of Aboriginal service delivery and Aboriginal services.

The measure shows the proportion of Aboriginal children in care who are receiving services delivered by Aboriginal agencies. The targets for the measure are based on trends to date and the continuation of strategies to safely transfer responsibility for Aboriginal children in care from the Ministry to delegated Aboriginal agencies.

As the delivery of services by Aboriginal agencies increases, additional measures that encompass a broader array of activities will be developed in order to internally track and monitor progress towards improved services and outcomes.

Goal 3: To transform the Ministry of Children and Family Development as an organization, to support Goals 1 and 2

Objective 3.1: Regionalized model of service delivery supported by integrated provincial and regional Ministry offices

The child and family development system has to keep children and youth at the centre to consistently meet needs and protect the rights of children as appropriate to their culture and tradition. A regional model of service delivery will allow for increased regional resource planning and decision making, moving those decisions closer to the children and families most affected by them. At the same time, the Ministry will work to ensure policies and principles are applied consistently and fairly across the province.

Key Strategies:

- Continue to empower the Ministry's regions with greater decision making authority and resources to meet diverse and unique community needs; and
- continue support for regional service delivery by ensuring that local results inform effective policy and program development.

Objective 3.2: A value and principle-centred Ministry that is respected and trusted by the public, service providers and those whom the Ministry serves

The Ministry will strengthen relationships with internal and external partners by continuing to make the most of opportunities for collaboration. Through partnerships and stakeholder relations, the Ministry will engage regions, communities and clients to determine how we can best use our resources to support the needs and priorities of children, youth, families and communities.

Key Strategies:

- Encourage and support the involvement of children, youth and families in the development of Ministry services;
- support good contracting practices and principles, in collaboration with the contracted social services sector, and continue to move to performance-based contracting; and
- implement human resource strategies with our service delivery partners, such as exploring opportunities for partnerships to support employee recruitment, development and retention.

Resource Summary

Core Business Area	2007/08 Restated Estimates ¹	2008/09 Estimates	2009/10 Plan	2010/11 Plan
Operating Expenses (\$000)				
Ministry Operations Vote				
Child and Family Development.....	709,581	750,093	762,542	772,171
Early Childhood Development, Child Care and Supports to Children with Special Needs ²	421,865	466,338	473,851	477,765
Provincial Services.....	62,108	63,767	64,918	65,257
Executive and Support Services.....	25,961	26,722	27,000	27,002
Total Ministry Operations.....	1,219,515	1,306,920	1,328,311	1,342,195
Community Living Services Vote				
Ministry Monitoring - Community Living Services.....	674	680	686	686
Transfers to Community Living British Columbia.....	637,828	679,404	713,978	721,009
Total Community Living Services.....	638,502	680,084	714,664	721,695
Total Ministry.....	1,858,017	1,987,004	2,042,975	2,063,890
Full-time Equivalents (Direct FTEs)				
Ministry Operations Vote				
Child and Family Development.....	3,054	3,310	3,310	3,310
Early Childhood Development, Child Care and Supports to Children with Special Needs.....	276	277	277	277
Provincial Services.....	619	619	619	619
Executive and Support Services.....	332	336	336	336
Total Ministry Operations.....	4,281	4,542	4,542	4,542

¹ These amounts have been restated, for comparative purposes only, to be consistent with the presentation of the *Estimates* 2008/09. Schedule A of the *Estimates* 2008/09, presents a detailed reconciliation.

² Amounts beginning in 2008/09 reflect the Government of Canada's decision to provide funding of \$33.118 million to support development of child care spaces. These funds will grow by 3 per cent per year effective 2009/10. The Ministry also received \$33.118 million in 2007/08.

Ministry of Children and Family Development

Core Business Area	2007/08 Restated Estimates ¹	2008/09 Estimates	2009/10 Plan	2010/11 Plan
Community Living Services Vote				
Ministry Monitoring — Community Living Services.....	5	5	5	5
Total Community Living Services.....	5	5	5	5
Total Ministry.....	4,286	4,547	4,547	4,547
Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)				
Ministry Operations Vote				
Executive and Support Services.....	19,517	13,853	13,853	13,853
Total Ministry Operations.....	19,517	13,853	13,853	13,853
Other Financing Transactions (\$000)				
Ministry Operations Vote				
Executive and Support Services – Human Services Providers Financing Program				
Receipts	125	125	125	125
Disbursements	0	0	0	0
Net Cash Source (Requirements)	125	125	125	125

¹ These amounts have been restated, for comparative purposes only, to be consistent with the presentation of the *Estimates* 2008/09. Schedule A of the *Estimates* 2008/09, presents a detailed reconciliation.

Ministry Contact Information

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Hyperlinks to Additional Information

About Us

www.mcf.gov.bc.ca/about_us/index.htm

Contact Us

www.gov.bc.ca/mcf/contacts.html

Community Living British Columbia

www.communitylivingbc.ca/

Fraser Region Interim Aboriginal Authority

www.fraa.ca/

Ministry's Homepage

www.mcf.gov.bc.ca

Ministry Regions

www.mcf.gov.bc.ca/regions/index.htm

Ombudsman

www.ombud.gov.bc.ca/

Public Guardian and Trustee of British Columbia

www.trustee.bc.ca/

Representative for Children and Youth

www.rcybc.ca/content/home.asp

Vancouver Island Aboriginal Transition Authority

www.viatt.ca/