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Ministry of Provincial Revenue

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visit our Web site at
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Accountability Statement

The 2003/04 – 2005/06 Ministry of Provincial Revenue 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. The plan was developed in the context of the government's *New Era* commitments which are to be addressed by May 17, 2005. All material fiscal assumptions and policy decisions as of January 28, 2003 have been considered in preparing the plan and I am accountable for achieving the specific objectives in the plan.

Additionally, under the *Balanced Budget and Ministerial Accountability Act*, I am accountable for achieving the following results for 2003/04:

- Earning \$34 million in incremental (new) net revenue over the 2001/02 base year from audit and revenue compliance related activity.

A handwritten signature in black ink, appearing to read 'Bill Barisoff', written in a cursive style.

Honourable Bill Barisoff
Minister of Provincial Revenue

February 10, 2003



Ministry of Provincial Revenue



I have the honour of submitting the Service Plan for the Ministry of Provincial Revenue for the period April 1, 2003, to March 31, 2006. This report is presented in accordance with section 13 of the *Budget Transparency and Accountability Act*.

The Ministry of Provincial Revenue is the province's central administrator and collector of various taxes — including income, consumption, resource and property taxes — as well as Medical Services Plan premiums, certain fees, and outstanding debts and receivables. Readers will find that this document, as a rolling three-year plan, charts the ministry's progress in centralizing and streamlining these activities.

Generally speaking, the ministry has made significant strides to integrate major sources of revenue, maximize fair and equitable revenue collection, and increase the availability of electronic information and transactions for its many clients. Some specific examples include:

- Completing the ministry's first transition of an accounts receivable program from another ministry, and progressing with the ministries of Health Services, Health Planning and Forests on impending transitions.
- Reorganizing the tax administration and collection program area to improve the timeliness and quality of service to ministry clients.
- Establishing a project to develop an integrated, single window through which ministry clients will see their revenue and receivable responsibilities managed.
- Increasing consultation between senior ministry staff, myself and businesspeople in communities across the province, plus expanding the Revenue Programs Advisory Committee to include representatives of a more diverse spectrum of B.C. industries.

More broadly, this Service Plan illustrates the ministry's role in achieving government's overall vision, principles and values through 2005-06.

The ultimate goal of my ministry is to make it easier for British Columbians to find information on applying revenue-related statutes, and to save them time and effort in meeting their obligations under those statutes. Using this plan as an ongoing, overarching guide, we will continue to secure, in accordance with the principles of fairness and equity, the revenues necessary to sustain the valuable public services upon which British Columbians depend.

A handwritten signature in black ink, appearing to read "Bill Barisoff". The signature is written in a cursive, flowing style with some loops and flourishes.

Hon. Bill Barisoff
Minister of Provincial Revenue

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Strategic Context

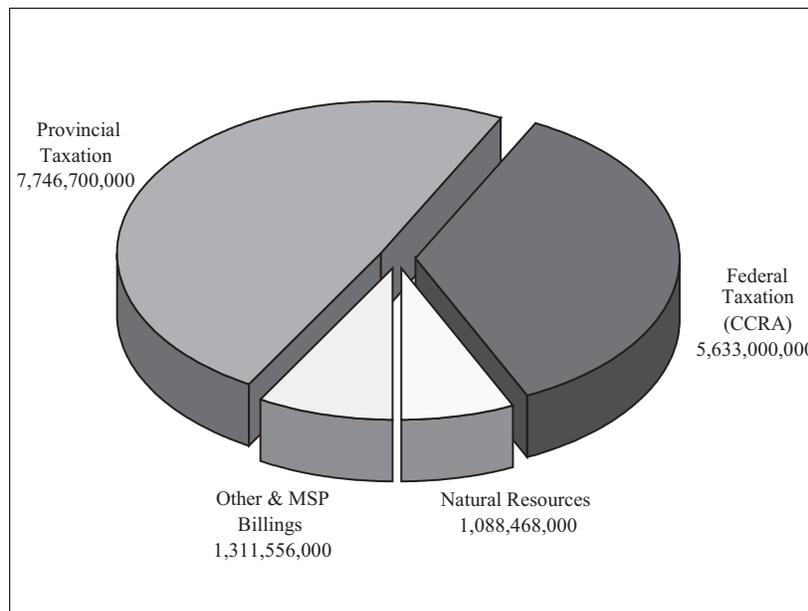
Ministry Overview:

The Ministry of Provincial Revenue provides a central service to the Province of British Columbia for revenue and debt administration and collection — including income, consumption, resource and property taxes — as well as Medical Services Plan premiums, certain fees and outstanding debts and receivables. The Ministry manages billings and receivables, tax appeals, and administers loans on behalf of the Province.

Revenue Sources

Table 1 illustrates the total annual estimated revenues of the Ministry estimated at close to \$16 billion for fiscal 2002/03.

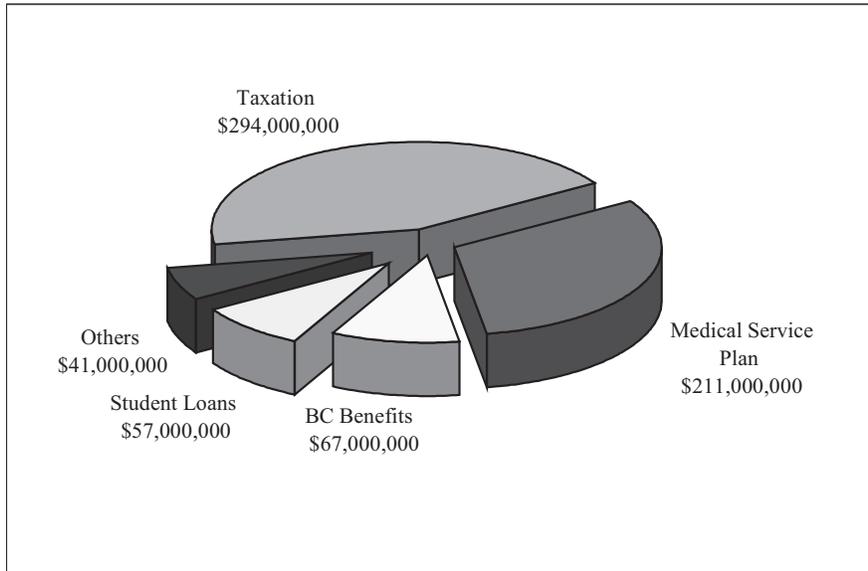
Table 1



Accounts Receivable

The Ministry manages tax and non-tax accounts receivables portfolios totaling \$670 million as at September 30, 2002 under the tax revenue and debt administration core business functions. The accounts receivables for debt administration consist of portfolios for which the Ministry provides a collection service on behalf of another Ministry. Table 2 shows the sources of accounts receivable revenue related to core business functions for tax revenue and debt administration.

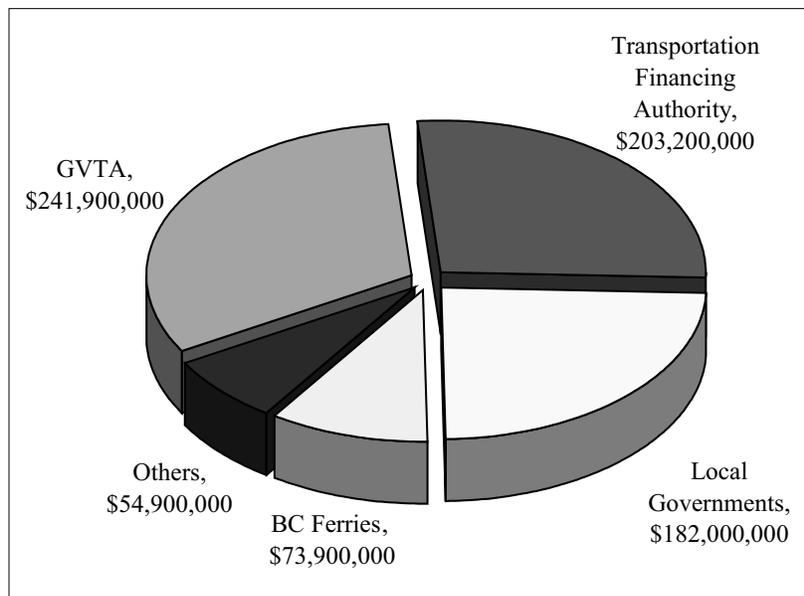
Table 2



Financing Transactions

Table 3 shows how the Ministry disperses some of the direct taxation revenue to other entities. The Ministry will disperse \$755.9 million in fiscal 2002/03 from direct taxation to the Greater Vancouver Transportation Authority, Build BC, local governments, British Columbia Ferry Corporation, and others.

Table 3



Strategic Plan

Over the next three years, the Ministry of Provincial Revenue will be enhancing government revenue management practices to reduce outstanding amounts owed, including:

- introducing centralized processing of revenues and receivables to gain efficiency and increase the availability of revenue to government;
- streamlining collections; and encouraging the development of a customer-centric Ministry culture.

The strategic shifts are outlined in Table 4 below.

Table 4 — Strategic Shifts in Revenue Management

FROM	TO
Decentralized collection and multiple accounts receivable systems across government;	A centralized corporate accounts receivable system managed by Ministry of Provincial Revenue on behalf of government.
Decentralized, inconsistent paper based revenue administration practices;	Centralized, efficient, consistent, electronic based revenue and administrative practices.
A spending management culture;	A performance based culture.
An organization that reacts to complaints from customers;	An organization that seeks to work proactively with customers to resolve issues.

This Service Plan sets out the expectations for the Ministry’s performance and establishes a framework for a clear assessment of the Ministry’s success in achieving its goals and objectives. The plan complies with the amended *Budget Transparency and Accountability Act*. The Act requires that every Ministry produce a three-year service plan which includes a statement of goals, strategic objectives and performance measures. In addition, Treasury Board requires that service plans contain three-year targets.

This Service Plan does not present a work plan for individual program areas or a detailed account of the Ministry’s anticipated activities, programs or initiatives over the next three years. Information about the Ministry’s activities, together with reports on the outcomes of program and policy initiatives, is contained in the Annual Service Plan Report published by the Ministry after each fiscal year.

Core Business Areas

Tax Administration and Collection

The Ministry provides fair, efficient, professional and equitable administration of tax, revenue and benefit programs to ensure that government receives the revenue it is due through compliance with taxation, energy and forest revenue statutes. It promotes voluntary compliance through quality customer service, education and compliance programs. The Ministry represents British Columbia with the Canada Customs and Revenue Agency (CCRA) with respect to the taxation statutes that the CCRA administers on behalf of the province, and also handles the collection of taxes for other agencies such as the Greater Vancouver Transportation Authority, Build BC, local governments and the British Columbia Ferry Corporation.

Summary Expenditure Plan (\$000)

Tax Administration and Collection	2002/03	2003/04 Estimate	2004/05 Plan	2005/06 Plan
Operating Expenditures				
Tax Administration & Collection				
Gross	43,142	49,837	50,714	50,714
Recoveries	(37,827)	(47,212)	(48,089)	(46,089)
Net	5,315	2,625	2,625	4,625
FTEs				
Tax Administration & Collection	611	659	669	669

Debt Administration and Collection and Home Owner Grant

The Ministry is the central collector for overdue non-tax debts owed to the Province. The Ministry provides collection and loan management services to government ministries and Crown agencies, assisting them to collect overdue money owed by individuals or businesses and is the provincial administrator for the Canada Customs and Revenue Agency set-off program.

The Ministry also administers the Home Owner Grant Program and ensures that it is administered in a fair and equitable manner, has the authority to consider appeals, audits grant claims and recovers ineligible grants.

Summary Expenditure Plan (\$000)

Debt Administration and Collection and Home Owner Grant	2002/03	2003/04 Estimate	2004/05 Plan	2005/06 Plan
Operating Expenditures				
Debt Administration & Collection & Home Owner Grant				
Gross	10,392	11,552	11,552	10,752
Recoveries	(9,854)	(11,551)	(11,551)	(10,751)
Net	538	1	1	1
FTEs				
Debt Administration & Collection & Home Owner Grant	108	111	111	111
Capital (CRF)				
Debt Administration & Collection & Home Owner Grant	760	760	760	760

Executive and Support Services

This includes the Minister's Office and Strategic Initiatives and Administration Division, which performs corporate functions and provides strategic support to the Ministry.

Billing and Receivables

The Ministry provides a central government function to receive payments, process transactions, and deal with inquiries for billing and payment related issues. The Ministry performs several major functions including payment and data capture; enquiry/call centre operation; financial account maintenance; and program transition and internal customer services.

Appeals

The Ministry reviews tax and revenue-based appeals separately from the tax revenue and administration function. The appeals branch core functions include receiving appeals to the Minister; analyzing the basis for assessments, disallowance of refunds or decisions; analyzing the grounds for appeal; gathering additional information and/or documentation; contacting taxpayers to ensure full understanding of their position; assessing the merits of appeals; making recommendations to the Minister regarding disposition of appeals and managing litigation arising from appeals.

Summary Expenditure Plan (\$000)

Executive and Support Services	2002/03	2003/04 Estimate	2004/05 Plan	2005/06 Plan
Operating Expenditures				
Executive and Support Services:	44,820	46,991	46,472	44,472
FTEs				
Executive and Support Services:	218	218	218	218
Capital (CRF)				
Executive and Support Services:	9,240	8,974	10,909	12,575

Highlight of Changes from the Previous Plan

Program Transitions

The Ministry completed its first billing and receivable program transition on September 1, 2002. MSP premium billing functions were transferred to the Ministry as part of government's decision to centralize billing and receivables functions.

Debt portfolios transferred for collection in 2002/03 include Immigrant Sponsorship, non-motor vehicle related court fines and overdue student loan accounts from loans funded since August, 2000.

Revenue Receivables Management Project

The Ministry has established a project to develop a fair, flexible and efficient revenue/receivable management via an integrated, single window into government. Key strategies include:

- effective communications with customers by providing them with accurate and timely information and building a process to provide a consolidated view of customer's revenue picture across government programs;
- timely and accurate reporting of the state of the government's revenue and receivable within and across government programs;
- accurate identification of all customers owing money; complete and accurate calculation of amount owing; timely and accurate billing of the amount owing.

Deregulation Plan to June 2004

As of June 5, 2001, the Ministry reported a total of 16,093 regulatory requirements. Since then, a number of regulatory requirements were transferred to the Ministry from other Ministries as a result of program transfers.

As a result of a one-time adjustment to eliminate duplicate counts and federally imposed requirements, the Ministry baseline has been adjusted to 13,460. The Ministry's goal is to reduce this number by 33%; however, the Ministry's baseline will always fluctuate over time as a result of program transfers from other Ministries.

Human Resources Management Plan

The Ministry recognizes that its ability to achieve its strategic shifts and performance targets set out in its three year service plan is dependent on individual and team performance. As a new Ministry which will be growing over this period, we have developed a human resource management plan with the following three goals:

- recruit and retain skilled employees who excel in a team environment;
- foster a work environment that encourages motivated and creative employees; and
- develop a strong ministry identity.

The Ministry conducted an initial employee survey to develop a baseline to measure the performance of our human resource activities. As a result of the survey, the Deputy Minister has undertaken to meet with all employees before fiscal year end to promote communication and understanding of the mandate of the Ministry and how it functions.

New Ministry Objectives

As the Ministry develops the structure needed to meet its mandate, the objectives for the Ministry goals are also evolving. Some changes may be noted in this Service Plan reporting period which are intended to allow the Ministry to better define and measure its activities.

Planning Context

The factors which present challenges, opportunities and risks for the Ministry of Provincial Revenue over the next three years include:

External Factors

Weak economic recoveries have typically resulted in an increase in non-payment of taxes and debt. There continues to be uncertainty internationally, and therefore domestically as to the strength of the economic recovery.

The BC economy grew 1.9 per cent in 2002, faster than the 0.7 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 2.7 per cent in 2003. Further information on the BC outlook may be found in the *Budget and Three Year Fiscal Plan* released with the budget.

Managing the increasing demand by customers for increasingly high quality, responsive and enhanced services will continue to challenge the Ministry.

Developments in enterprise information management provide opportunities to extract and use data in new ways to improve revenue collection, decision-making, reporting and processing.

The Canada Custom and Revenue Agency collects taxes on behalf of the Province under the *Income Tax Act*, with some resulting potential for their policy and delivery decisions to impact on the Ministry's business.

Internal Factors

Consolidation (new ministry/new programs), customer expectations and limited resources will influence development of alternative service delivery models. Policy changes concerning program delivery within client ministries can affect our mandate to deliver our goals and objectives within a set budget.

Direction to implement a government-wide revenue management environment and to share information will create both challenges and opportunities. As the revenue management scope of the Ministry expands so does our new role as agency or partner with other ministries, thereby increasing the need to examine and resolve issues of accountability.

Workforce adjustment and shared services initiatives may create challenges around program delivery and the way we deliver services to our customers in a timely and cost-effective manner.

The proposed Community Charter could have a significant, but as yet undetermined, impact on tax programs.

Ministry of Provincial Revenue

Our Vision	
<i>We will be the centre of excellence for revenue and debt collection in government.</i>	
Our Mission	
<i>We provide fair, efficient and equitable revenue and debt collection which supports public services to meet the needs of British Columbians.</i>	
Our Values	Our Philosophy
<i>Accountability</i>	<ul style="list-style-type: none"> • Provide leadership and set high expectations • Measure and report on our performance at all levels of the Ministry
<i>Quality Service</i>	<ul style="list-style-type: none"> • Be accessible and responsive to our customers • Provide excellent service • Build and support partnerships with key customers
<i>Innovation</i>	<ul style="list-style-type: none"> • Seek new ways of doing business and explore new technologies
<i>Integrity</i>	<ul style="list-style-type: none"> • Behave with integrity toward customers and protect their confidential information • Respect and trust our colleagues
<i>Productivity</i>	<ul style="list-style-type: none"> • Ensure our activities add value • Simplify our processes and activities
<i>Professionalism</i>	<ul style="list-style-type: none"> • Commit to excellence and serving the public interest • Promote teamwork and communication • Recognize and celebrate achievement • Pursue learning opportunities and promote personal growth

Goals, Objectives, Strategies, Performance Measures and Targets

Summary of Goals

Goal	Core Business Area
<p>Goal 1: Maximize voluntary compliance Voluntary compliance means customers take responsibility to pay their obligations without requiring the Ministry to enforce payment. Voluntary compliance is the best means of collecting revenue and debt. There are many initiatives the Ministry can pursue to improve services and maximize voluntary compliance.</p>	Tax Administration and Collection Executive and Support Services
<p>Goal 2: Collection of all outstanding amounts owed to government When a taxpayer fails to remit amounts owed to government, the Ministry undertakes audit and enforcement activities. These activities assist in ensuring amounts owed are collected, deter customers who might otherwise avoid paying, and link directly to Goal 1 as a key factor in increasing voluntary compliance.</p>	Tax Administration and Collection Debt Administration and Collection and Home Owner Grant
<p>Goal 3: Fair, efficient and equitable administration that meets customers needs The Ministry is committed to meeting customers' needs by improving the regulatory and administrative frameworks for tax and debt collection. The Ministry will make improvements to ease the administrative burden on customers and to enhance the business climate within British Columbia.</p>	Tax Administration and Collection Executive and Support Services Debt Administration and Collection and Home Owner Grant
<p>Goal 4: Continuous performance improvement and accountability With the new Ministry's focused mandate, an opportunity exists to strengthen the organization's infrastructure, effectiveness and accountability for its performance.</p>	Debt Administration and Collection and Home Owner Grant Executive and Support Services Tax Administration and Collection
<p>Goal 5: Highly skilled, motivated and innovative employees As an organization that wants to continue to excel, the Ministry relies on the strength, skills and commitment of its staff. The Ministry will be nurturing a learning environment, with staff development focused on key competencies and addressing succession issues.</p>	Debt Administration and Collection and Home Owner Grant Tax Administration and Collection Executive and Support Services

Summary of Goals, Objectives, Strategies and Performance Measures by Core Business Areas

Goal 1: Maximize Voluntary Compliance	Performance Measures	2002/03 Base	2003/04 Target	2004/05 Target	2005/06 Target
Core Business Area: Executive and Support Services					
Objective: Maximize use of new electronic technologies to facilitate ease of transactions					
Key Strategy: Implement a strategic plan for the deployment of e-services to support program areas and government direction.	e-service strategic plan and supporting policies developed by June 30, 2003 Deploy e-services strategic plan	New Initiative % of plan deployed	Completed 0%	Completed 25%	Completed 50%
Core Business Area: Tax Administration and Collection					
Objective: Maximize use of new electronic technologies to facilitate ease of transactions					
Key Strategy: Leverage electronic service delivery to provide self-service access to information	Number of visitors to websites	300,000	340,000	360,000	380,000
Objective: Quality services that promote and respond to customer's needs by helping customers understand their obligations and entitlements, and pay the correct amount on time					
Key Strategy: Increase taxpayer acceptance of their responsibilities to pay tax/debt obligations	Percentage of on-time tax payments	85%	85%	85%	85%

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Goal 2: Collection of all outstanding amounts owed to government	Performance Measures	2002/03 Base	2003/04 Target	2004/05 Target	2005/06 Target
Core Business Area: Tax Administration and Collection					
Objective: Collect and increased net amount annually through audit and enforcement activities					
Key Strategy: Maximize monies received through audit, and enforcement activities.	Incremental (new) net revenue over the 2001/02 base year	\$7m	\$34m	\$51m	\$37m
	Number of audits performed ¹	145,000	148,000	146,000	146,000
Objective: Reduce key overdue accounts receivable ratios					
Key Strategy: Continue to improve collection tools and approaches	Ratio of total government overdue (> 90 days) tax accounts receivable to total government accounts receivable	45%	42%	40%	38%
Core Business Area: Debt Administration and Collection and Home Owner Grant					
Objective: Reduce key overdue accounts receivable ratios					
Key Strategy: Continue to improve collection tools and approaches	Ratio of total government overdue (> 90 days) total accounts receivable to total government accounts receivable	45%	42%	40%	38%

¹ These are productivity measures which reflect how changes to the tax base (the machinery and equipment exemption, for example) result in requiring more time to complete each audit.

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Goal 2: Collection of all outstanding amounts owed to government — <i>Continued</i>	Performance Measures	2002/03 Base	2003/04 Target	2004/05 Target	2005/06 Target
Core Business Area: Tax Administration and Collection					
Objective: Government receives the revenue it is due through compliance with tax revenue statutes					
Key Strategies:					
Focus resources on tax audit function	Annual tax assessment per auditor ²	\$510K	\$520K	\$525K	\$525K
Improve collaboration across to pursue joint tax enforcement activity	Annual overdue account receivable tax revenue per collector ²	\$2.6m	\$2.7m	\$2.8m	\$2.8m

² These are productivity measures which reflect how changes to the tax base (the machinery and equipment exemption, for example) result in requiring more time to complete each audit.

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Goal 3: Fair, efficient and equitable administration that meets customers needs	Performance Measures	2002/03 Base	2003/04 Target	2004/05 Target	2005/06 Target
Core Business Area: Debt Administration and Collection and Home Owner Grant					
Objective: Continue to consolidate non-tax overdue accounts receivable					
Key Strategy: Explore transfer opportunities with other ministries	Number of programs transferred each fiscal year ³	35 programs	One program	One program	One program
Core Business Area: Executive and Support Services					
Objective: Establish an integrated, streamlined business and systems environment that enables consolidation of revenue management					
Key Strategy: Implement integrated Revenue Receivables Management System	Achievement project plan milestones	10% (Formal project initiated and approved)	35%	70%	100%
Objective: Improve the tax appeals process for administrative fairness and due process					
Key Strategy: Improve timeliness of tax appeal process to produce final decisions	Elapsed time from receipt of appeal to final decision	9.5 Months	8.5 Months	7.0 Months	6.0 Months

³ CLMB currently manages over half of all over-90 day non-tax government receivables. Use of a legacy mainframe system is constraining the addition of new programs to the CLMB portfolio. System replacement must be a key priority of the RRMP project (see following objective).

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Goal 3: Fair, efficient and equitable administration that meets customers needs — Continued	Performance Measures	2002/03 Base	2003/04 Target	2004/05 Target	2005/06 Target
Core Business Area: Ministry					
Objective: Reduced legislative and administrative requirements and streamlined procedures					
Key Strategy: Eliminate unnecessary regulatory burden	Meeting annual regulatory reduction target from a baseline of 13,460 requirements	8%	13%	12%	Continue to monitor and manage minimal regulatory burden for taxpayers and businesses in BC.

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Goal 4: Continuous performance improvement and accountability	Performance Measures	2002/03 Base	2003/04 Target	2004/05 Target	2005/06 Target
Core Business Area:					
Ministry					
Objective:					
Continuously improve and simplify work processes					
Key Strategy:					
Leverage capacity and economies of scale to increase efficiencies	Percentage of receipts for tax, accounts receivable and non-tax overdue accounts receivable made electronically	31 %	31 %	31 %	31 %
	Percentage of revenue for tax, accounts receivable and non-tax overdue accounts receivable made electronically	21.2 %	21.2 %	21.2 %	21.2 %
Key Strategy:					
Determine evaluation approach	Compare cost of collection agency to ministry cost to collect overdue accounts receivable		Complete cost evaluation		
Core Business Area:					
Executive and Support Services					
Objective:					
Continuously improve and simplify work processes					
Key Strategy:					
Identify best practises and develop benchmarks with jurisdictional revenue management agencies	Reduce current receipt to deposit turnaround time	4 days	3 days	2 days	Same day
	Reduce the current cost per transaction	Benchmark of \$0.68 per transaction	\$0.68	\$0.65	\$0.61

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Goal 5: Highly skilled, motivated and innovative employees	Performance Measures	2002/03 Base	2003/04 Target	2004/05 Target	2005/06 Target
Core Business Area:					
Ministry					
Objective:					
Recruit and retain skilled employees who excel in a team environment					
Key Strategies:					
Promote Ministry as an employer of choice at career fairs	Number of career fairs attended	4	6	8	8
Develop performance and learning plans for all staff	Percentage of staff with performance and/or learning plans	50%	75%	100%	100%
Objective:					
Foster a work environment that encourages motivated and creative employees					
Key Strategy:					
Encourage an innovative and creative workplace that supports change	% of management trained in change management	40%	70%	100%	100%
Objective:					
Develop a strong Ministry identity					
Key Strategies:					
Build a common understanding of Ministry roles, purpose, vision	% of new staff who have attended employee orientation sessions	75%	100%	100%	100%
Develop leadership skills at all levels	% of completed leadership learning/training plans	50%	75%	100%	100%

Consistency with Government Strategic Plan and Premier's Letter to Ministers

Ministry Goals

- Maximize voluntary compliance whereby customers pay their obligations without requiring the Ministry to enforce payment.
 - Collect outstanding amounts owed to government.
 - Fair, efficient and equitable administration that meets customer needs.
 - Continuous performance improvement and accountability.
 - Highly skilled, motivated and innovative employees.
-

Government's Priorities Related to the Ministry

By obtaining goals within the service plan, the Ministry will contribute to achieving British Columbia's Government Strategic Plan. The Ministry's stewardship of the province's revenue system is an essential element in supporting four government priorities:

- A thriving private sector economy that creates high paying job opportunities
 - Better services for children, families and First Nations
 - The fastest growing technology industry in Canada
 - Responsible, accountable management of public resources and tax dollars.
-

Ministry Objectives to Support Government Priorities

- Thriving private sector:
 - Reduced legislative and administrative requirements and streamlined procedures
 - Better services:
 - Reducing overdue accounts receivable ratios and receipt of the revenue due to the government will allow the Province to better support social policy goals and objectives
-

- Technology:
 - Maximize use of new electronic technologies to facilitate ease of transactions
 - Establish an integrated, streamlined business and systems environment that enables consolidation of revenue management
- Accountability:
 - Cost-effective solutions and administration that support the receipt of revenues, collection of debt owed to government and sound internal financial management and reporting
 - Reduce key overdue accounts receivable ratios

Resource Summary

Summary Expenditure Plan¹ (\$000)

Core Business	2002/03 Restated Estimates	2003/04 Estimate	2004/05 Plan	2005/06 Plan
Operating Expenses				
Tax Administration & Collection				
Gross	43,142	49,837	50,714	50,714
Recoveries	(37,827)	(47,212)	(48,089)	(46,089)
Net	5,315	2,625	2,625	4,625
Debt Administration & Collection & Home Owner Grant				
Gross	10,392	11,552	11,552	10,752
Recoveries	(9,854)	(11,551)	(11,551)	(10,751)
Net	538	1	1	1
Executive and Support Services	44,820	46,991	46,472	44,472
Gross before Recoveries	98,354	108,380	108,738	105,938
Total Recoveries	(47,681)	(58,763)	(59,640)	(56,840)
Ministry Total	50,673	49,617	49,098	49,098
Special Account	25	25	25	25
FTEs				
Tax Administration & Collection	611	659	669	669
Debt Administration & Collection & Home Owner Grant	108	111	111	111
Executive and Support Services	218	218	218	218
Total FTEs	937	988	998	998
Capital (CRF)				
Tax Administration & Collection	0	0	0	0
Debt Administration & Collection & Home Owner Grant	760	760	760	760
Executive and Support Services	9,240	8,974	10,909	12,575
Total Ministry	10,000	9,734	11,669	13,335

¹ See 2003/04 *Estimates*, Schedules E and F, for information on Financing Transactions

Summary of Related Planning Processes

Information Resource Management Plan

<p>1. The Ministry's overall business context: How the government's and Ministry's commitments and strategies, as outlined in this Service Plan are supported by information technology (IT) and management (IM).</p>	<p>While the Ministry has no direct <i>New Era</i> promises in its charge, it does have responsibility to complete two major government-wide Strategic Shifts — the Revenue/Receivables Management Project (RRMP) and centralization of billing & receivables. These two major shifts will require large investment in obtaining and implementing sophisticated information technology and information management. In addition, as a result of the reorganization of government revenue programs into this Ministry, many of the incoming systems supporting transitioned programs require various levels of investment to maintain functionality.</p>
<p>2. The Information Management direction of the Ministry. (i.e. freedom of information, protection of privacy, records management & data sharing)</p>	<p>The Ministry follows records management principals and procedures for management of paper records. The Ministry also uses imaging technology to store and retrieve taxpayer filings, payment records and correspondence electronically. The Ministry follows government standards and procedures with respect to freedom of information and protection of privacy. All taxpayer information gathered is considered confidential and access to this data is restricted against unauthorised purposes and use.</p>
<p>3. The Ministry's plans for its legacy systems (10 years or older)</p>	<p>Two of the six major legacy applications, the Loan Administration System and the Forest Revenue Branch Systems, are mainframe IBM VM based. Interim strategies are being investigated to minimize operational cost increases when Ministry of Forests comes off VM in September, 2003. The long term vision is to incorporate these applications as part of the RRMP. Two others, the Real Property Tax System and the Property Transfer Tax System are candidates for leveraging existing systems and a strategy is being developed for implementation. The remaining two, the Revenue Income Taxation Branch System and the Royalty Management System, are status quo, stable, working and too cost-prohibitive to replace.</p>
<p>4. The Ministry's major IM/IT projects.</p>	<p>The primary initiative is the RRMP which is intended to implement an integrated, streamlined business and systems environment that enables consolidation of government-wide revenue management under this Ministry. Other significant project work includes upgrade of our major consumption tax support system and related systems; implementation of the Ministry's Electronic Service Delivery strategic plan; re-design of billing & receivable to support systems; and Enterprise Architecture development and implementation.</p>

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<p>5. The identification of any opportunities for sharing systems and/or information across ministries, the broader BC public sector, or other jurisdictions and private partnerships.</p>	<p>The Ministry consistently looks to leverage all of our infrastructure architecture, modern applications, reliable technologies and purposeful business knowledge across all business units within the newly consolidated Ministry. The Ministry makes additional efforts to share its IM/IT advances with other ministries and government (i.e., performance measurement activity). The Ministry bi-laterally shares taxpayer personal and corporate information with other ministries, provincial agencies, the federal government, private collection agencies and credit rating agencies.</p>																		
<p>6. The Ministry's commitment to Electronic Service Delivery (ESD).</p>	<p>The Ministry is redesigning its strategic objectives for ESD which will be complete for implementation phase by June 2003. Implementation of e-services will occur mainly during the following two fiscal years. Meanwhile, the Ministry program areas are working on a number of independent projects with Provincial Treasury that will provide some capability for the public to make electronic payments on overdue loans or other outstanding debts via PC / telephone banking. The Ministry is re-designing the front-end of the Property Transfer Tax application to develop the capacity to receive and administer electronic tax returns from the Electronic Filing System project at the Land Titles Branch. We also plan to extend PC / telephone banking, accept electronic payments in more areas and electronic tax notices for real property rural taxpayers.</p>																		
<p>7. IM/IT Summary of capital asset requests for the next 3 years.</p>	<table border="1"> <thead> <tr> <th></th> <th align="center">2003-2004</th> <th align="center">2004-2005</th> <th align="center">2005-2006</th> </tr> </thead> <tbody> <tr> <td>Systems</td> <td align="right">\$ 9,135,000</td> <td align="right">\$ 11,070,000</td> <td align="right">\$ 12,736,000</td> </tr> <tr> <td>Special Projects Office</td> <td align="right">9,000,000</td> <td align="right">9,000,000</td> <td align="right">7,000,000</td> </tr> <tr> <td>Total</td> <td align="right">\$18,135,000</td> <td align="right">\$20,070,000</td> <td align="right">\$19,736,000</td> </tr> </tbody> </table>				2003-2004	2004-2005	2005-2006	Systems	\$ 9,135,000	\$ 11,070,000	\$ 12,736,000	Special Projects Office	9,000,000	9,000,000	7,000,000	Total	\$18,135,000	\$20,070,000	\$19,736,000
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Human Resource Management Plan

The Ministry's Human Resource Plan includes goals, objectives and strategies that recognize that the Ministry's ability to achieve its three year service plan is dependent on individual and team performance. As a new ministry which will be developing over this period, it is important to develop an environment that provides excellence and professionalism, where people are respected and recognized for performance and that supports continuous learning, improvement and innovation.

Three goals have been identified to move us through this environment:

1. Recruit and retain skilled employees who excel in a team environment;
2. Foster a work environment that encourages motivated and creative employees; and
3. Develop a strong ministry identity.

The success of the Plan is dependent upon the participation of all people in the Ministry. It builds on past successes and provides direction for a performance-focused organization that revolves around leadership, communication, integrity, innovation, learning and creativity.

The strategies contained in the Ministry plan are ministry-wide. Many branches and divisions are involved in a wide range of activities which support staff and the plan is intended to build on this work.

Ministry Goal No. 1: Recruit and retain skilled employees who excel in a team environment

Objectives	Strategies
Hire the best people	Promote Ministry as employer of choice at career fairs Develop marketing strategy to encourage people to work for the Ministry Reduce time between posting a job and making an offer
Encourage and provide opportunities for people to develop to their maximum potential	Develop performance plans for all staff Develop learning plans for all staff Establish learning fund Provide challenging work
Implement a succession strategy	Identify critical positions Critical positions with succession plans

Ministry Goal No. 2: Foster a work environment that encourages motivated and creative employees

Objectives	Strategies
Support a flexible workplace	Develop ministry-wide guidelines for flexible work policies (e.g., telecommuting, job share)
Recognize achievements and outstanding performance	Develop ministry rewards and recognition toolkit Utilize toolkit
Encourage an innovative and creative workplace that supports change	Establish opportunities for cross-divisional problem solving Train management to facilitate creativity Training in change management

Ministry Goal No. 3: Develop a strong Ministry identity

Objectives	Strategies
Build a common understanding of Ministry roles, purpose, vision	Deputy Minister holds information sessions with staff Regular updates on meeting performance goals Information sharing sessions between program areas Employee orientation sessions for new staff
Develop leadership skills at all levels	Identify core leadership competencies Identify and plan for leadership learning/training Encourage and develop mentorship

Provincial Revenue Logic Model

The logic model is a way of laying out the design of the Ministry in a picture. The model provides an understanding of the Ministry and its purposes, without getting caught in detail. By sorting out the intended outcomes of the Ministry into a series of if/then statements, it identifies which outcomes are the most important to measure.

