



Ministry of
Small Business and Revenue
and
Minister Responsible for Regulatory Reform

2008/09 – 2010/11
Service Plan

February 2008



National Library of Canada Cataloguing in Publication Data

British Columbia. Ministry of Small Business and Revenue.

Service plan. — 2006/07/2008/09 —

Annual.

Also available on the Internet

ISSN 1715-474X = Annual service plan – British Columbia.

Ministry of Small Business and Revenue.

Continues in part: British Columbia. Ministry of Provincial Revenue. Service plan.
ISSN 1705-5032.

1. British Columbia. Ministry of Small Business and Revenue –
Periodicals. 2. Finance, Public – British Columbia –
Periodicals. 3. Revenue – British Columbia –
Periodicals. 4. Small business – Government policy – British Columbia –
Periodicals. I. Title. II. Title: Ministry of Small Business and Revenue.
... annual service plan.

J13.B 8B74 352.4'09711'05 C2005-960159-0

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Published by the Ministry of Small Business and Revenue



Message from the Minister and Accountability Statement

The Ministry of Small Business and Revenue was established in 2005 to demonstrate our government's commitment to the success of British Columbia's small business community and create a centre of excellence for customer service, tax administration and revenue management.

The Ministry is focused on advancing our government's Great Goal to lead the nation in job creation on a per capita basis. Working in partnership with small business, our government is committed to working towards our goal to be the most small business friendly jurisdiction in Canada.

British Columbia's small businesses — 98 per cent of all businesses — are a driving force in our economy, and employ more than one million people. British Columbia ranked first in the country in 2006 (tied with Prince Edward Island) with the highest proportion of Gross Domestic Product — approximately 27 per cent — attributed to small business. Over the last five years (2001 to 2006) the number of small businesses in British Columbia has grown by 11.0 per cent, triple the national average.

The permanent Small Business Roundtable, established in 2005, continues to be a valuable forum for partnership between government and small business owners and operators to provide ongoing dialogue and input on issues and opportunities to ensure small business success. The Roundtable conducts consultations across British Columbia and has met with hundreds of small business owners, operators and association representatives. On October 17, 2007 Government received the Small Business Roundtable's second Annual Report. Government will review the annual report and its recommendations.

As part of our government's commitment to undertake a comprehensive review of British Columbia's tax policies and legislation, to develop revenue-neutral options for simplifying, streamlining and enhancing fairness, during the past year the Ministry completed the first phase of the Provincial Sales Tax Review. As a result, 13 new tax measures were announced in Budget 2007, resulting in a taxation reduction of more than \$120 million over three years.

Over the year, the Provincial Sales Tax Review conducted Phase II of our consultations regarding specific tax applications identified in the first review. Recommendations have been provided to the Minister of Finance for consideration in Budget 2008.

The Ministry of Small Business and Revenue identifies and collects amounts owed to government through fair, efficient and effective tax administration and revenue management processes. The Ministry has an overall commitment to continuous improvement in customer service excellence.

With this commitment in mind, four successive versions of the *Taxpayer Fairness and Service Code* have been developed. All four editions are the result of ongoing work in partnership with British Columbia small business organizations. This innovative code explains a customer's right to courtesy and respect, fair treatment, dispute resolution and a timely appeal, and demonstrates our commitment to service excellence. The Code includes a comprehensive set of service excellence standards against which we will monitor and report publicly on our service performance.

As Minister Responsible for Regulatory Reform, I lead government regulatory reform initiatives. Our focus is on saving time from the perspective of individuals, small business or industry, whether they are accessing government services or complying with regulations. Under the leadership of Premier Gordon Campbell, we have met and exceeded our 2001 goal of reducing regulatory burden by 33 per cent. As of December 31, 2007, we have reduced regulatory burden by 42.61 per cent or 163,496 regulations since June 2001.

Our ongoing regulatory reform commitment through 2012 is a zero per cent net increase. We will continue to modernize, streamline and simplify our regulatory system while preserving regulations protecting public health, safety and the environment.

Another regulatory reform goal designed to save citizens and small businesses time and money is to have BizPal service available to every municipality in British Columbia within three years. The BizPal online tool provides small businesses with access to permits and licences they require from federal, provincial and local government, from one access point.

The *Ministry of Small Business and Revenue 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 19, 2008, 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 earning \$200.9 million in gross revenue from audit and compliance-related activity in respect of revenues payable under enactments administered by the Minister of Small Business and Revenue.

I am pleased to present this plan on behalf of the Ministry of Small Business and Revenue. This Service Plan sets out our priorities for the next three years and I look forward to working with all British Columbians to achieve our goals.

A handwritten signature in black ink, appearing to read "Rick Thorpe". The signature is stylized with a large, sweeping initial "R" and a horizontal line crossing through the middle of the name.

Honourable Rick Thorpe
Minister of Small Business and Revenue
and Minister Responsible for Regulatory Reform

February 19, 2008

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Purpose of the Ministry

The Ministry of Small Business and Revenue fosters a competitive environment for small business¹ and investment in all regions of British Columbia, administers the province's tax legislation, and provides a centre of excellence for revenue management. The Ministry leads the Regulatory Reform Initiative for government and supports provincial property assessment and review processes through accountability for [BC Assessment](#).

Based on its mandate, the Ministry is committed to:

- Providing excellence in customer service;
- Working with other ministries, partners and the business community to support a business climate where small business has the opportunity to prosper;
- Delivering fair, efficient and effective tax administration and revenue management processes;
- Making it easier and faster for citizens and business to comply with regulations and access government programs and services; and
- Providing policy and administrative support to ensure transparent, flexible, fair and equitable assessment and review services to British Columbian property owners.

Ministry programs and services are delivered by Ministry staff, BC Assessment, Property Assessment Appeal Board, Property Assessment Review Panels, Canada Revenue Agency, Canada Border Services Agency, Small Business BC and a private sector service provider. The Ministry's primary customers are provincial taxpayers, the small business community, industry, and other ministries, local governments and services areas to whom the Ministry of Small Business and Revenue provides tax administration and revenue management services.

The Ministry maintains service quality and client-centred service delivery through formal mechanisms such as legislation, performance and service agreements, and a commitment to the fairness and service principles detailed in the [Taxpayer Fairness and Service Code \(4th Edition\)](#).

More detailed information about the Ministry's core business areas, legislation and service code is available on the Ministry's website; refer to the Hyperlinks to Additional Information on page 24.

¹ See [Appendix A](#) for definitions of terms used in the Service Plan.

Strategic Context

The Service Plan has been developed within the context of government priorities and economic and other considerations that influence the Ministry's strategies, and ability to meet its goals and objectives. The following are key considerations for the Ministry in developing and implementing strategies to meet performance targets.

British Columbians expect their government to provide timely, high quality service. Recognizing this, the Ministry continues to strengthen our relationship with British Columbians based on the principles detailed in the *Taxpayer Fairness and Service Code* (4th Edition), and reports publicly on its customer service performance. The Ministry has also established consultative processes, such as the [Small Business Roundtable](#), to hear directly from customers on issues related to its programs and services.

Provincial tax legislation and policy, and the regulatory environment, influence the competitiveness of the province's investment climate and is a determining factor in where a business decides to locate. Recognizing tax and regulatory reform will become increasingly important factors in encouraging investment in the province, the Ministry co-ordinates initiatives to ensure the tax regime remains customer-centred. Additionally, the Ministry continues to streamline and simplify the regulatory environment to assist British Columbians in maintaining the competitiveness of the province as a place to live, invest and do business.

British Columbians' understanding of their financial obligations to government is critical to increasing voluntary compliance. The Ministry of Small Business and Revenue administers approximately \$21.7 billion in primarily tax revenue, or 61 per cent of all revenue² received by the Province. These revenues support the provision of important government programs and services — such as health care, education, social services and transportation — for British Columbians.

The willingness of taxpayers to voluntarily meet their financial obligations is the foundation of the tax system in British Columbia. The Ministry provides information, education and outreach activities, and continues to expand access to information and electronic payment options to make it as easy as possible for individuals and businesses to voluntarily comply.

² Based on provincial revenue estimate in the *Estimates* (Fiscal year ending March 31, 2008), page 6, Estimated Revenue by Source, Updated Forecast 2006/07 (line item Taxpayer supported programs and agencies).

Meaningful partnerships are critical to the Ministry's success. The Ministry works in partnership with the small business community, industry and other levels of government to develop and implement strategies and tools to deliver ministry programs and services.

The provincial economic environment directly affects the Ministry's success in revenue management and debt collection. Strong economic growth presents opportunities for revenue generation, both through new revenues and increased voluntary compliance with existing financial obligations to government. The Ministry continues to focus on supporting voluntary compliance with financial obligations through information, education and outreach activities.

According to British Columbia's independent Economic Forecast Council, the provincial economy grew 3.1 per cent in 2007, lower than the 3.4 per cent expected at the start of the year. British Columbia's economic growth is expected to moderate somewhat, with 2.8 per cent growth in 2008, followed by growth of 3.0 per cent in 2009 and average growth of 2.9 per cent for the 2010 through 2012 period.

In response to demographic shifts, the Ministry is making information more accessible to ethnic and cultural groups. For an increasing number of British Columbians English is not their first language. As of 2001, almost 25 per cent of British Columbians had a first language other than English or French.³ The Ministry is identifying its key publications and working with ethno-cultural associations to provide increased access to important ministry information. This supports the Ministry's commitment to continuously improve customer service.

The Ministry's priorities, as reflected in its Service Plan goals, objectives and strategies, address the strategic considerations described above. More specifically, customer expectations and demographic shifts in the province's population are key considerations in delivering excellent customer service that meets the needs of customers and partners. The Ministry's approaches to supporting a competitive business environment, small business success and job creation will help us to reach our goals to be the most small business-friendly jurisdiction in Canada and a global leader in regulatory reform. Strategies to enhance taxpayer compliance with financial obligations to government, including information, education and outreach activities, will result in amounts owed to government being paid.

³ Ministry of Attorney General and Minister Responsible for Multiculturalism, Profile of Diversity in BC Communities 2001 www.bcmulticulturalprofiles.gov.bc.ca/2001/profiles/diversity%20profiles/BC_DiversityCommunityProfiles.pdf.

Goals, Objectives, Strategies and Performance Measures

The Ministry's goals are multi-year commitments and are consistent with government priorities and the Ministry's mandate. This section outlines the objectives, strategies, performance measures and targets that will lead the Ministry toward achieving each goal.

Performance Plan Summary Table⁴

The following diagram demonstrates the linkages between the Ministry's goals, objectives and performance measures.

Ministry Goals		Ministry Objectives		Performance Measures
1. Service meets the needs of customers and partners.	←	1. Fair and efficient administration, and quality service.	←	1. Success in meeting service excellence standards.
2. The most small business friendly jurisdiction in Canada.	←	1. A business climate where small business prospers.	←	2. Availability of BizPal to communities.
3. Amounts owed to government are paid.	←	1. Individuals and businesses understand their entitlements and obligations, and pay the correct amount on time.	←	3. Percentage of amounts owed to government paid.
	←	2. The Province receives the outstanding amounts owed.	←	4. Percentage of incremental revenue target achieved.
			←	5. Percentage of overdue accounts collected.
4. A global leader in regulatory reform.	←	1. A streamlined and simplified regulatory environment.	←	6. Regulatory burden — Government-wide regulatory requirements.

⁴ The Ministry reduced the number of service plan performance measures this year to more accurately reflect the Ministry's and government's priorities. Refer to [Appendix B](#) for changes.

Goal 1: Service meets the needs of customers and partners

The Ministry is committed to continuous improvement in service excellence — providing prompt, quality service meeting the needs of its diverse customers and partners, and the service excellence standards set out in the *Taxpayer Fairness and Service Code* (4th Edition). This commitment includes simplifying, streamlining and enhancing the fairness of the Ministry's regulatory environment, tax legislation and administrative processes.

Objective 1.1: Fair and efficient administration, and quality service

This objective reflects the Ministry's focus on providing service excellence and improving its legislative, regulatory and administrative frameworks. Supporting government's priorities, Ministry strategies will contribute to enhanced economic and business competitiveness.

Strategies

- Enhance British Columbia's competitiveness by simplifying, streamlining and enhancing the fairness of legislative, regulatory and administrative frameworks.
- Deliver customer service that meets or exceeds established Ministry service excellence standards.
- Enhance eServices for non-tax revenue management.

Performance Measure 1: Proportion of service excellence standards met

Performance Measure	2007/08 Forecast ²	2008/09 Target	2009/10 Target	2010/11 Target
Proportion of service excellence standards met. ¹	18 of 18 standards met ²	21 of 21 standards met	21 of 21 standards met	21 of 21 standards met

Data Source: Ministry of Small Business and Revenue business information systems.

¹ Refer to [Appendix C](#) for the standards contributing to this performance measure. A performance target has been established for each service standard reflecting the Ministry's commitment to continuous improvement, or where appropriate, maintaining existing high levels of performance.

² Three service standards were excluded from this target as baseline data is being collected.

Discussion

This measure reports on the Ministry's success in meeting performance targets established for service excellence standards detailed in the *Taxpayer Fairness and Service Code* (4th Edition). The service excellence standards were developed in consultation with British Columbia business

organizations. Meeting these service excellence standards reflects the Ministry's success in delivering services that are a priority to customers and partners. Over time, the Ministry will add to or improve its service excellence standards based on consultation with the business community and feedback from taxpayers. Service standards address issues such as timeliness, accessibility and customer satisfaction for a broad range of ministry services and programs, including among others:

- Responding to correspondence sent to the Minister, Deputy Minister and Assistant Deputy Minister within 14 days of receipt (timeliness);
- Having helpful information about the ministry's programs available on the website 24 hours a day, every day (accessibility); and
- Ensuring satisfaction of at least 90 per cent with sales, hotel, fuel or tobacco tax audit experience (customer satisfaction).

[Appendix C](#) contains the standards, including respective performance and targets. A standard is considered 'met' if, over the twelve months of the fiscal year, performance meets or exceeds the established target.

Goal 2: The most small business friendly jurisdiction in Canada

Small business is a significant driver of British Columbia's economic growth and is vital to the province's economic success. The Ministry recognizes the importance of the small business sector and supports a business climate in British Columbia where small business prospers — improving the province's competitiveness as a place to live, invest, and create jobs. The Ministry is a champion for small business in government and works with other ministries, partners and the small business community to implement strategies and initiatives to support small business. This work makes a significant contribution to government's Great Goal to create more jobs per capita than anywhere else in Canada.

Objective 2.1: A business climate in which small business prospers

This objective reflects the Ministry's commitment to implement initiatives⁵ to support small business, and make British Columbia the most small business-friendly provincial jurisdiction in Canada.

⁵ The [Action Plan for Small Business](#) responds to the recommendations from the permanent Small Business Roundtable in their first annual report to government, and sets out a comprehensive strategy to support small business growth and development in British Columbia.

Strategies

- Provide an effective forum to hear directly from the small business community through the Small Business Roundtable.
- Implement solutions to address small business concerns and support small business start-up and growth.
- Raise the profile of small business opportunities, and highlight and celebrate the contribution of small business to the economy and communities.
- Maintain and build partnerships with federal and municipal governments and key organizations to leverage resources to offer services, products and tools to entrepreneurs.

Performance Measure 2: Availability of BizPal to communities

Performance Measure	2007 Baseline ¹	2007/08 Forecast ²	2008/09 Target ²	2009/10 Target ²	2010/11 Target ³
Availability of BizPal to communities.	2 of 157	25 of 157	75 of 157	157 of 157	185 of 185

Data Source: Ministry of Small Business and Revenue, Small Business and Regulatory Reform Division; BizPal website www.bizpal.ca/part_partners.shtml.

¹ As of May 2007.

² The BizPal implementation plan is to have the tool available to all local governments (157) prior to it being made available in regional districts.

³ BizPal will be implemented in the 28 regional districts in 2010/11, bringing the total number of incorporated municipalities having BizPal available to 185.

Discussion

This measure reflects the Ministry's commitment to implement initiatives that assist in making British Columbia the most small business-friendly provincial jurisdiction in Canada and supporting small business start-up and growth. The BizPal online tool provides small businesses with access to permits and licences they require from federal, provincial and local government, from one access point. Implementation of BizPal is a partnership between the province, municipalities and the federal government. Targets for this measure are based on planned progress to have BizPal implemented by all local governments (cities, towns) by the end of 2009/10, expanding implementation to all regional districts by the end of 2010/11.

As noted in the 2007/08–2009/10 Service Plan, a new measure has been identified with the implementation of the Action Plan for Small Business. The Ministry is now focusing on achievement of one of the priority strategies in the Action Plan — making the BizPal online tool available across the province.

Goal 3: Amounts owed to government are paid

The Ministry identifies and collects amounts owed to government through fair, efficient and effective tax administration and revenue management processes. The Ministry manages revenue in relation to statutes it directly administers and, increasingly, statutes administered by other ministries.⁶ These revenues support the provision of important government programs and services — such as health care, education, social services and transportation — for British Columbians. Successful achievement of this goal depends on the voluntary payment of financial obligations, balanced by education, assistance, audit, compliance and collection activities.

Performance Measure 3: Percentage of amounts owed to government paid

Performance Measure	2006/07 Baseline	2007/08 Forecast ²	2008/09 Target	2009/10 Target	2010/11 Target
Percentage of amounts owed to government paid. ¹	96.50%	96.51%	96.52%	96.53%	96.54%

Data Source: Ministry of Small Business and Revenue business information systems.

¹ This measure includes all amounts owed to government — revenue identified during the fiscal year and overdue accounts from the current and previous fiscal years. Amounts owed to government include amounts billed by the Ministry, self-assessed by individuals and businesses, and identified by the Ministry through audit and compliance activities. Targets will be reviewed and updated, if required, as the Ministry assumes new, or if there are changes to existing, revenue programs.

² Based on 2006/07 performance, each 0.01 per cent increase reflects approximately \$1 M in additional amounts paid.

Discussion

This measure reports on the success of the Ministry in collecting all amounts under its administration owed to government in a specific fiscal year. This measure includes amounts owed to government where the Ministry is responsible for both revenue and debt collection functions. As such, this measure reports on approximately 65 per cent of the total revenue and debt administered by the Ministry. For example, it excludes revenue and debt collections for personal and corporate income tax collected by the Canada Revenue Agency on behalf of the Province.

⁶ See [Appendix D](#) for legislation administered by the Ministry.

Objective 3.1: Individuals and businesses understand their entitlements and obligations, and pay the correct amount on time

This objective focuses on increasing the receipt of revenue through voluntary compliance. Voluntary compliance, the most efficient and effective means of administering revenue owed to government, means individuals and businesses meet their financial obligations without Ministry intervention through audit, compliance or collection activities. Increased voluntary compliance results in additional funds available to support government programs and services.

The Ministry's success in meeting this objective is dependent on the willingness and ability of customers to pay the correct amount on time. It is expected voluntary compliance will increase during periods of strong economic growth, and if individuals and businesses can easily identify and understand their financial obligations to government.

Strategies

- Assist British Columbians to better understand their financial obligations to government; improving service and information to the public.
- Provide a centre of excellence for revenue management in government and work with ministries to transition their revenue management functions to the Ministry's centralized revenue management system.

Objective 3.2: The Province receives the outstanding amounts owed

This objective focuses on identifying and collecting outstanding revenues owed to the Province through audit, compliance and collection activities. These activities educate taxpayers and debtors on their obligations, deter customers who might otherwise avoid paying, and contribute to increasing voluntary compliance. To promote fairness, the Ministry seeks to identify and collect all outstanding amounts when a taxpayer fails to meet their obligations, either willfully or due to an error, thereby leveling the playing field for the majority of British Columbians who meet their financial obligations to government voluntarily.

Strategies

- Focus audits on areas of highest risk of non-compliance.
- Conduct compliance and audit activities to ensure British Columbia businesses are not at a tax disadvantage compared to out-of-province counterparts operating in British Columbia.
- Explore further opportunities for applying technological solutions to improve audit practices.

- Improve collaboration and accountability across jurisdictions to pursue joint tax enforcement activities to help ensure revenue due to the Province is identified and received in a timely manner.
- Improve practices used to collect outstanding amounts owed to government.

Performance Measure 4: Percentage of incremental revenue target achieved

Performance Measure	2007/08 Forecast	2008/09 Target	2009/10 Target	2010/11 Target
Percentage of incremental revenue target ¹ achieved.	100% (\$215.5 M) ¹ (\$198.3 M; 92%) ²	100% (\$200.9 M) ¹	100%	100%

Data Source: Ministry of Small Business and Revenue business information systems.

¹ Incremental revenue targets are approved annually by Treasury Board.

² Performance as of December 31, 2007. Performance is on track to meet the 2007/08 Forecast. Performance at fiscal year end will be reported in the Annual Service Plan Report.

Discussion

This measure is an indication of the Ministry's success in identifying outstanding amounts owed to government through audit and compliance activities. These amounts identified are incremental revenue. Incremental revenue targets are approved annually by Treasury Board as required under the *Balanced Budget and Ministerial Accountability Act*. Achievement of the annual target is a key accountability of the Minister of Small Business and Revenue.

Performance Measure 5: Percentage of overdue accounts collected

Performance Measure	2006/07 Baseline	2007/08 Forecast	2008/09 Target	2009/10 Target	2010/11 Target
Percentage of overdue accounts collected. ¹	36.06% ²	36.10%	36.15%	36.20%	36.25%

Data Source: Ministry of Small Business and Revenue business information systems.

¹ The point in time accounts are considered overdue varies by portfolio. Targets may be revised to reflect adjustments for debt deemed uncollectible according to government accounting practices, and for the addition of new debt portfolios or changes to existing portfolios.

² Based on 2006/07 performance, every 0.05 per cent increase reflects approximately \$500,000 in additional debt collection.

Discussion

This measure reports the percentage of overdue amounts owed to government recovered through the Ministry's debt collection activities, providing an indication of the effectiveness of these activities.

Goal 4: A global leader in regulatory reform

The Ministry leads government's Regulatory Reform Initiative to create a modern, effective and responsive regulatory regime, while preserving those regulations effective in protecting health, safety and the environment. The Ministry works with ministries across government to minimize unnecessary government involvement in the lives of British Columbians, improving service to citizens, business and industry, and increasing British Columbia's economic and business competitiveness.

Objective 4.1: A streamlined and simplified regulatory environment

Regulatory reform is a key component of government's overall strategy to make British Columbia an economic and business leader. Government's Regulatory Reform Initiative focuses on reducing regulatory burden by reducing overall regulatory requirements and streamlining government programs, services and processes.

Government's regulatory reform achievements have reduced regulatory burden and created a more streamlined regulatory environment. This saves British Columbians time and money, and reduces administrative costs for government. Continued improvement in the regulatory climate is a key requirement for attracting new investment and building a competitive economy.

The Regulatory Reform Initiative has been enhanced to include a focus on reducing the steps and time required by citizens, businesses and industry to access government programs and services or comply with government requirements.

Strategies

- Build capacity within the public service for regulatory reform.
- Monitor and publicly [report](#) on the progress of regulatory reform across government. Reporting includes progress on reducing regulatory burden, and achievements to date to save individuals, small business and industry time and steps when accessing government services or complying with requirements.
- Work with other levels of government to advance regulatory reform to reduce costly duplication and encourage small business growth.

Performance Measure 6: Number of government-wide regulatory requirements

Performance Measure	2004/05 Baseline ²	2007/08 Forecast	2008/09 Target	2009/10 Target	2010/11 Target
Number of government-wide regulatory requirements. ¹	239,414 (a decrease of 37.6% or 144,246 regulations from June 2001)	0.0% net increase over 2004/05 baseline (-8.04% or 19,250 fewer regulations) ³	0.0% net increase over 2004/05 baseline	0.0% net increase over 2004/05 baseline	0.0% net increase over 2004/05 baseline

Data Source: Ministry of Small Business and Revenue business information systems.

¹ Government's Regulatory Reform Initiative was implemented in June 2001.

² As of June 2004.

³ Performance as of December 31, 2007. Performance exceeds the 2007/08 Forecast. Performance at fiscal year end will be reported in the Annual Service Plan Report.

Discussion

The Ministry tracks the number of regulatory requirements across government to determine the regulatory burden on British Columbians. Ministries and agencies are expected to maintain their June 2004 regulatory achievements, with a target of zero net increase in government-wide regulations to 2012. The targets reflect government's commitment to exercise diligence to maintain achievements in regulatory reduction realized in the first five years of the Regulatory Reform Initiative.

Resource Summary

The following Resource Summary table provides the Ministry's estimated gross and net expenditures and FTEs by the five core business areas⁷ of the Ministry.

Core Business Areas	2007/08 Restated Estimates ¹	2008/09 Estimates	2009/10 Plan	2010/11 Plan
Operating Expenses (\$000)				
Small Business and Regulatory Reform				
Gross	3,695	3,730	3,759	3,759
Recoveries ²				
Net	3,695	3,730	3,759	3,759
Revenue Programs				
Gross	47,621	51,764	53,353	53,673
Recoveries ²	(26,609)	(26,609)	(26,609)	(26,609)
Net	21,012	25,155	26,744	27,064
Revenue Solutions				
Gross	72,481	72,266	76,211	62,457
Recoveries ²	(63,441)	(62,867)	(66,658)	(52,904)
Net	9,040	9,399	9,553	9,553
Property Assessment Services				
Gross	2,897	2,897	2,897	2,897
Recoveries ²	(2,896)	(2,896)	(2,896)	(2,896)
Net	1	1	1	1
Executive and Support Services				
Gross	52,239	52,854	57,243	57,313
Recoveries ²	(26,000)	(26,000)	(30,000)	(30,000)
Net	26,239	26,854	27,243	27,313

⁷ See [Appendix E](#) for core business area descriptions.

Ministry of Small Business and Revenue

Core Business Areas	2007/08 Restated Estimates ¹	2008/09 Estimates	2009/10 Plan	2010/11 Plan
Ministry of Small Business and Revenue				
Total Gross	178,933	183,611	193,463	180,099
Total Recoveries ²	(118,946)	(118,472)	(126,163)	(112,409)
Total Net	59,987	65,139	67,300	67,690
Full-time Equivalents (FTEs)³				
Small Business and Regulatory Reform	21	21	21	21
Revenue Programs	525	562	570	572
Revenue Solutions	132	131	131	131
Property Assessment Services	13	13	13	13
Executive and Support Services	200	204	204	205
Total FTEs	891	931	939	942
Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)				
Small Business and Regulatory Reform				
Revenue Programs				
Revenue Solutions				
Property Assessment Services	96	96	96	96
Executive and Support Services	10,792	11,437	11,437	11,437
Total Capital Expenditures	10,888	11,533	11,533	11,533

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

² The Ministry's costs are partially recovered from revenue administered by the Ministry under statutes listed in [Appendix D](#). Property Assessment Service costs are fully recovered from BC Assessment, appellants to the board and other organizations.

³ FTEs — fulltime equivalent employment is the estimate of a ministry's annual staff utilization. The term fulltime equivalent is defined as the employment of one person for one full year or the equivalent (for example, the employment of two persons for six months each).

Ministry Contact Information

Contact the Minister at:

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Fax: 250 952-0712

Email: sbr.deputyminister@gov.bc.ca

Visit the Ministry of Small Business and Revenue website at www.gov.bc.ca/sbr/

For provincial sales tax enquiries:

- Phone toll-free: 1 877 388-4440
- Email: CTBTaxQuestions@gov.bc.ca

If you have concerns about the services provided by Revenue Services of British Columbia, please contact the Ministry of Small Business and Revenue's Customer Care Centre:

- Toll free within Canada: 1 877 356-3456
- Fax: 250 387-8021
- Email: SBROCBCustomerCare@gov.bc.ca
- Mail: Ministry of Small Business and Revenue
Customer Care Centre
PO Box 9459 Stn Prov Govt
Victoria BC V8W 9V7

Hyperlinks to Additional Information⁸

[Appendix A: Glossary of Terms](#)

[Appendix B: Changes to Performance Measures](#)

[Appendix C: *Taxpayer Fairness and Service Code* \(4th Edition\): Service Standards](#)

[Appendix D: Legislation Administered by the Ministry](#)

[Appendix E: Core Business Areas](#)

⁸ Appendices can be accessed from the hyperlinks provided, or from your Internet browser at the following address: www.sbr.gov.bc.ca/documents_library/shared_documents/SBR_Srv_Plan_0809-1011_AppA-E.pdf.