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Community Services*

**2005/06
Annual Service Plan Report**



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Message from the Minister and Accountability Statement

I have the honour to submit the Ministry of Community Services' Annual Service Plan Report for 2005/06. This report highlights our recent achievements as we move toward the goals of the government and the ministry.

June 16, 2006 marks the first anniversary of the ministry's formation. We are building on the solid foundation laid by previous ministers — and earlier configurations of the ministry — as we continue to work collaboratively with local governments, inner-city residents, communities in transition and seniors' and women's organizations. In the past year, two projects the ministry has been involved in — the New Deal for Cities and Communities and the Bylaw Dispute Adjudication System — were named as finalists in the 2nd Annual Premier's Innovation and Excellence Awards.

The Government's Five Great Goals continue to be a beacon for the ministry as we work towards leading the world in sustainable environmental management; building the best system of support for persons with disabilities, those with special needs, children at risk, and seniors; leading the way in healthy living; and, creating more jobs per capita than anywhere else in Canada. Our ministry's support is evident in our mandate and our priorities as we partner with local and federal governments, other ministries, and non-profit and private sector organizations to build strong, resilient communities, support seniors and women, and provide employment opportunities for women and youth at risk.

Our mandate is to promote sustainable and liveable communities that provide healthy and safe places for British Columbians, and I am proud of our successes to date. Our commitment to local governments was most emphatically reinforced when Premier Campbell announced the doubling of Small Community Protection and Regional District Basic grants from \$27 million to \$54 million at the September 2005 Union of BC Municipalities meeting in Vancouver. As well, last year we allocated \$80 million for safe drinking water and waste-water management projects to be implemented by local governments across the province over the next three years.

British Columbia's commitment to urban development agreements continues. Under the Vancouver Agreement, a new Building Opportunities With Business Inner City Society was established in the past year to bring economic development and jobs to the Vancouver Downtown Eastside by connecting business, community and government. Also, *Measuring Up: A Guide for Accessible Cities* was launched. This guide helps communities determine how to be more accessible and inclusive for people with disabilities. Public consultation towards a Victoria Agreement has included discussions with more than 400 people, leading to consensus around economic, social and environmental priorities.

We are collaborating with other government ministries and federal/provincial/territorial forums to promote and foster effective linkages and working relationships to ensure that seniors' and women's issues are highlighted and considered in public policy and program

design. The ministry also provides support to the Premier's Council on Aging and Seniors' Issues. Its mandate is to examine how to best support seniors to continue as actively contributing members of society, and how to support their independence and health. Recommendations to government are expected in November 2006. We are building effective relationships with senior-serving organizations and have supported key initiatives that celebrate positive aging and raise awareness for seniors and organizations that serve them.

Several programs were announced in 2005/06 to enhance services for women. The Empowered to Work program offers mentoring support to more than 400 women in four different programs. Our Community Action for Women's Safety program supported 53 organizations in more than 70 communities to raise awareness about violence against women. Additional violence awareness funding expanded the award-winning Respectful Relationships program for adolescents, offered in nine school districts. Funding to the BC/Yukon Society of Transition Houses made possible the expansion of the Violence is Preventable project to 25 school districts.

The 2005/06 Ministry of Community Services Annual Service Plan Report compares the actual results to the expected results identified in the ministry's 2005/06 – 2007/08 Service Plan Update. I am accountable for those results as reported.



Ida Chong
Minister of Community Services and
Minister Responsible for Seniors' and Women's Issues

June 30, 2006

Table of Contents

Message from the Minister and Accountability Statement	3
Highlights of the Year	7
Purpose, Vision, Mission and Values	11
Purpose	11
Vision, Mission and Values	11
Strategic Context.....	13
Service Delivery and Core Business Areas	18
Goals, Objectives, Key Strategies and Performance Measures	25
Report on Resources	47
Resource Summary 2005/06	47
Appendices	51

Highlights of the Year

Goal 1: Strong, Safe and Healthy Communities

Local Government

New Deal for Cities and Communities

The New Deal agreement was signed in September 2005. It will ensure that British Columbia's local governments benefit over the next five years from \$635.5 million in federal gas tax revenue. Disbursements handled by the Union of BC Municipalities will go towards projects leading to cleaner air, reduced greenhouse gas emissions and cleaner water.

Local Government Elections

In preparation for the November 2005 municipal elections, ministry staff developed election-related materials and provided advice to local government staff, elected officials, candidates and the general public. Some 4,500 copies of the *Candidate's Guide to Local Elections in B.C.* were distributed. As well, 12,000 copies of the *Voter's Guide* — available in Chinese, French and Punjabi, as well as English — were distributed to local governments.

Small Community Protection and Regional District Basic Grants

In September 2005, at the Annual Union of BC Municipalities meeting, the Premier announced the doubling of unconditional grants for small communities and regional districts from \$27 million to \$54 million over the next four years.

Incorporation of Village of Queen Charlotte

In July 2005, the 157th municipality in British Columbia — the Village of Queen Charlotte — was created when residents voted in favour of incorporation, following a two-year process.

Infrastructure Programs

From March to December 2005, the British Columbia Community Water Improvement Program funded 87 projects with a total program value of \$127 million. The ministry allocated \$80 million in provincial funding to local governments and regional districts for safe drinking water and waste-water management projects, to be implemented over the next three years.

Inner-City Partnerships

Urban Development Agreements

The Vancouver Agreement is an excellent example of federal, provincial and municipal governments working together and working with communities and the private sector to achieve positive results in economic revitalization, employment, and health and safety.

The Agreement was renewed in 2005/06 for five years. Examples of initiatives that were completed in 2005/06 under the Agreement include: a pilot housing project which provided 86 units of affordable housing at the Silver and Avalon Hotel, to accommodate those at risk of homelessness in the Downtown Eastside; announcement in October 2005 of the Building Opportunities With Business Inner City Society to bring economic development and jobs to the Downtown Eastside by connecting business, community and government; and publication of a guide titled *Measuring Up: A Guide for Accessible Cities*, providing a tool for B.C. communities to determine how to be more accessible and inclusive for people with disabilities.

In 2005/06, federal, provincial and municipal governments worked together to draft an urban development agreement for the City of Victoria. Public consultation included discussions with more than 400 people, leading to consensus around economic, social and environmental priorities. Also, an advisory council and working group were formed to develop a community engagement plan to begin development of an urban development agreement for the City of Surrey.

BladeRunners

In the February 2006 budget, the Province provided \$2.4 million in funding over three years for BladeRunners — an industry-supported, proven employment program that trains at-risk youth for construction jobs in B.C. The new funding will support expansion of the BladeRunners program to Prince George and Kelowna and increased participation in its current locations of Vancouver, Victoria, Nanaimo, Port Alberni, Tofino and Ucluelet. Over half of the program participants are Aboriginal, with the Aboriginal participation rate in Vancouver at about 90 per cent. After taking part in the program, approximately 80 per cent of youth are still employed in construction and trades-related jobs after one year.

Community Transition

Port Alice Transition

The Village of Port Alice had worked with Community Transition staff since 2002 to craft a vision for its future. After prolonged negotiations, agreement was reached in the past year to re-open the Port Alice specialty cellulose mill, which had closed and filed for bankruptcy protection.

The Province provided interim transition assistance of more than \$1.6 million. A Community Transition Plan was prepared to document the impact of renewed mill operation with reduced taxes and to outline further financial, taxation, operational and service adjustments that may be required.

Midway Transition

On October 28, 2005, Pope & Talbot announced the closure of its sawmill in Midway, potentially displacing 170 workers and decreasing the municipal tax base by over 40 per cent. Although the decision to close was rescinded in January 2006, the mill has reduced its labour force.

In response to the mill situation, the Province provided \$45,000 to the Village for a Community Transition Study, which was initiated March 1, 2006.

Goal 2: Seniors' and Women's full participation in their communities

Women

Empowered to Work

In 2005/06, the ministry announced funding of \$500,000 to support four pilot projects to provide mentoring to women. The pilots are intended to address challenges faced by women starting or changing careers, particularly due to lack of experience and training, an absence from the labour market or being new to Canada.

Community Action for Women's Safety

Just over \$1 million in grants was provided to 53 organizations in 70 communities across British Columbia to support projects that build awareness, and focus on the prevention of violence and increasing the safety of women. The emphasis was on Aboriginal women, immigrant and visible minority women, older women and women with disabilities.

Healthy and Respectful Relationships

In 2005/06, the ministry expanded the award-winning Healthy and Respectful Relationships violence prevention program. Additional funding of \$500,000 was allocated to Saltspring Women Opposed to Violence and Abuse, bringing the program to students aged 12-18 in nine B.C. school districts.

Violence is Preventable

In 2005/06, the BC/Yukon Society of Transition Houses received \$198,000 to expand the reach of the Violence is Preventable project for children who witness abuse to 25 B.C. schools.

Women's History Month

In October 2005, women and their contributions to the Canadian Forces, were honoured at the Legislature in recognition of Women's History Month and Persons Day.

Growing Your Business

Following the successful launch in 2004 of *Starting your Business: A Guide to Resources for BC Women*, a second publication, *Growing Your Business: A Guide to Resources for BC Women*, was released in October 2005, in partnership with the Women's Enterprise Centre, Ministry of Small Business and Revenue, and Western Economic Diversification Canada.

Seniors

The Premier's Council on Aging and Seniors' Issues

The Council's mandate is to examine how to support seniors' ability to continue as actively contributing members of society, and how to support seniors' independence and health. Recommendations from the council are expected to be presented to government in November 2006.

Premier's Congress on Aging and Seniors' Issues

In October, 2005, over 130 participants took part in the Premier's Congress on Aging and Seniors' Issues in Vancouver. The Congress was the first opportunity for the Premier's Council on Aging and Seniors' Issues to hear a wide array of presentations on seniors-related issues, including aging demographics, social connectedness, work and retirement.

Supports and Information for Seniors

A province-wide multi-media campaign to raise awareness of services for seniors was launched in November 2005. The campaign highlighted the BC Health and Seniors' Information Line, the Senior's Supplement and the SAFER program, and invited input to the Premier's Council on Aging and Seniors' Issues.

The BC Seniors' Guide was revised (7th edition) in 2005/06 to provide seniors, their families and caregivers with up-to-date information on government services and programs and was made available in English, French, Chinese and Punjabi. A more comprehensive version of the guide was also provided online.

The toll-free 1-800 Health and Seniors' Information Line and seniors' website were enhanced during 2005/06. The Info Line provides information about health programs and services, as well as a broad range of provincial and federal government programs and services, and helps callers complete government forms. The seniors' website contains a directory of government programs and services and includes links to the Premier's Council on Aging and Seniors' Issues.

Purpose, Vision, Mission and Values

Purpose

The Ministry of Community Services supports communities in meeting the needs of their citizens. The ministry provides the legislative, policy and regulatory framework for local governments, and advisory services to address issues affecting the social, economic and environmental well-being of their communities — now and in the future. The ministry also partners with other ministries and federal and local governments to develop and implement solutions to community issues, which includes coordinating resources and providing leadership on inner-city issues. The ministry provides, through third-party contractors, community-based abuse prevention and intervention services for women, and their children, who have experienced abuse, and community initiatives to raise awareness of and prevent violence against women. The ministry also supports the Premier's Council on Aging and Seniors' Issues, and provides information to the public and government on the unique needs of seniors and women to support public policy, legislation, programs and services that are responsive to the needs of all British Columbians.

Vision, Mission and Values¹

Vision

British Columbians enjoy full social and economic participation in safe, healthy communities.

The ministry's vision supports Government's Five Great Goals by achieving successes at the community and individual levels. The ministry plays a significant role in strengthening communities by collaborating with local governments, other ministries, the federal government, the private sector and community organizations to achieve the full social and economic participation of British Columbians in safe, healthy communities.

Mission

Promote and sustain economically viable communities that provide a healthy and safe place for British Columbians to live and work.

The ministry's mission is achieved through its work with many partners at the local, provincial and federal levels to contribute to the health, safety and strength of communities now and for the future.

¹ The ministry slightly revised its vision and mission for the 2006/07 Service Plan, as the result of strategic planning with executive and staff from each department.

Values

The following values are integrated into the ministry's day-to-day operations and planning processes:

- *Collaboration — promoting teamwork, and building relationships and partnerships of mutual trust, confidence and respect.* Collaboration is essential to realizing opportunities and resolving the complex issues facing British Columbians. The ministry has worked to build partnerships of mutual trust, confidence and respect with its stakeholders, and recognizes that these relationships are vital to achieving its goals and objectives.
- *Professionalism and Integrity — conducting respectful, honest and ethical behavior in all its communications and actions.* The ministry has developed a respected reputation with its partners, built on the professionalism and integrity of its staff. Because much of its work depends on the ability to influence others, to reach agreement and to take action in areas of common interest, it must maintain a reputation for respect, honesty and integrity.
- *Responsiveness — providing high levels of service to ministry clients and the public in a timely and effective manner that demonstrates the ministry's commitment to service.* The ministry is committed to a high standard of service (for example, ensuring that transition houses are accessible to women throughout B.C.). Its clients depend on the ministry's services to meet their needs and those of their communities. Therefore, the ministry works to ensure these services are provided in a timely manner using tools and programs that are accessible and effective.
- *Accountability — providing services efficiently, implementing sound financial management and being accountable to government and the public for the results identified in its Service Plan.* The ministry is committed to ensuring its Service Plan meets the requirements of the *Budget Transparency and Accountability Act* and that its annual report incorporates British Columbia's Reporting Principles. The ministry regularly reviews its services to ensure efficiency and effectiveness are part of its way of doing business. For example, the ministry has implemented an information management system for its Stopping the Violence third-party service providers to create a more accountable and efficient system of reporting to the ministry.
- *Innovation and Creativity — championing a culture of learning, innovation and creativity within all levels of the organization.* The ministry recognizes the great strengths of a learning organization where innovation and creativity are championed at all levels. The ministry has included these values in its learning and development priorities and its Human Resource Management Plan. Innovation is included in its leadership competencies.

Strategic Context

External Factors

Increasingly Complex Environment

- The Ministry of Community Services plays a central role in supporting the safety, health and livability of British Columbia's communities, which are affected by a complex array of global, national, inter-provincial, regional and local factors — ranging from currency fluctuations to changes in technology to impacts of, and responses to, global climate change.
- These factors bring opportunities and challenges. The ministry works with its partners to build the capacity of British Columbia's communities to thrive in this complex, ever-changing environment.

The Economy

- British Columbia's real GDP grew by a solid 3.5 per cent in 2005, slightly faster than the 3.4 per cent growth rate forecast in the *September Budget Update*. Strong consumer spending and investment helped make B.C.'s growth the second fastest in the country, behind Alberta's 4.5 per cent expansion. B.C.'s economic growth was accompanied by a marked drop in the unemployment rate and strong labour income growth, supporting consumer spending and residential construction growth.²
- A strong economy brings benefits for many communities and individuals but can result in challenges for others. For example, the fast pace of growth has contributed to increased construction costs and labour and material shortages, which have affected infrastructure projects funded by the ministry and its partners. Likewise, the strong housing market has exacerbated affordability issues for those with low and moderate incomes.

Diverse Communities

- British Columbia's 157 municipalities and 27 regional districts serve populations ranging in size from 230 to over two million.³ These communities are diverse in capacity, size, needs, complexity, and socio-economic makeup.
- This diversity challenges the ministry to provide flexible, efficient and effective legislation, policies and programs that enable local governments to address the unique needs of their citizens.

² Statistics Canada, *Provincial and Territorial Economic Accounts Review (2005 Preliminary Estimates)*, April 26, 2006. Cat. No. 13-016-XIE.

³ BC Stats, *BC Regional District and Municipal Population Estimates, 1996–2005*. March 2006.

Urban Communities

- Large urban communities continue to face growth-related pressures, particularly as populations shift from rural to urban areas and as the province experiences both increased in-migration and immigration.
- In 2005/06, most of British Columbia's urban population lived in an area covering less than three per cent of the province. Fifty-one per cent of residents lived in the Greater Vancouver Regional District, which only accounts for 1.5 per cent of the province's total area.⁴
- An additional 1.3 million people are expected to live in B.C. by 2031, which will put additional pressure on existing infrastructure. Eighty per cent of B.C.'s forecasted population increase is expected to be in urban areas, mostly in high growth regions of the province (Lower Mainland, southeast coast of Vancouver Island and the Okanagan Valley).⁵
- This creates pressure for more efficient, cost-effective infrastructure, such as transportation systems, as well as the infrastructure to provide clean drinking water and affordable and appropriate waste-water treatment. Infrastructure renewal creates financial pressures for local governments which traditionally rely on the relatively narrow financial base of property taxes and user fees to fund maintenance and capital expansion programs.
- The ministry works to assist local governments to plan for and meet these needs efficiently and effectively, and to ensure local governments remain financially viable and economically sustainable. This requires collaboration with federal and local governments and other provincial ministries and agencies. Because of shared responsibilities with these many players, the ministry shares risks to success. To mitigate this risk, the ministry builds on its strong relationships with partners and stakeholders.

Rural Communities

- Many rural communities that have traditionally depended on natural resource industries are working to strengthen and diversify their economies, and to plan for sustainable futures in the face of trade issues (e.g., softwood lumber dispute), epidemics (e.g., mountain pine beetle infestation), and the challenges of resource renewal (e.g., forestry, fisheries, mining).
- In cases where a community's primary industry has closed, the ministry works with the local government, providing expertise and other supports during the transition.
- In 2005/06, mill closures occurred in Port Alice and Prince Rupert. Cases such as these require extensive resources to address the issues related to uncertainty for resource-based communities.

Local Government Capacity

- Strong partnerships and a legislative framework that empowers local governments create a solid base for addressing challenges posed by growth, infrastructure renewal and other changing local and regional conditions in B.C. communities. Partners, such as the

^{4,5} Ministry of Community Services, *Local Government Statistics and Facts*, March 2006.

Union of BC Municipalities and the Local Government Management Association, are key to the ministry achieving its goal of strong, safe and healthy communities.

- Local governments, which are closest to their citizens, have an increasing role in resolving social, economic and environmental issues in their communities, such as planning to address the needs of a growing seniors population. The ministry has worked to develop opportunities to provide, in partnership with others, financial and other supports to local governments to address local issues. The New Deal is one example. Traffic Fine Revenue Sharing, the BC Water Improvement Program and the new Transit Agreement are other examples of where the ministry has had success.

Local Emergencies

- Local governments play a key role in managing emergencies such as fires, floods, droughts, landslides and West Nile virus. These emergencies require preparation, planning and intensive resources, should they occur.
- While no major emergencies materialized in 2005/06, the ministry supported local governments in preparing contingencies for such emergencies.

Federal Election

- The federal election in 2005/06 brought some uncertainty for the ministry's federal/provincial and tripartite programs. Because these are shared responsibilities, the risk was that funding negotiations and arrangements could be impacted by a shift in federal priorities, impacting the ministry's ability to achieve its service plan goals and objectives. Both the New Deal for Cities and Communities and the associated Transit Agreement have been signed, and both have confirmed funding.

Violence Against Women

- From 1999 to 2004, rates of self-reported violence against women have remained relatively unchanged. Western Canada led the provinces, with 10 per cent of Alberta women reporting violence, and Saskatchewan and B.C. with nine per cent.⁵
- According to spousal homicide rates, the average number of spousal homicides per 100,000 couples for the period 1974 to 2000 was 0.46 for men and 1.28 for women.⁶
- Addressing violence against women is a shared responsibility. As the lead provincial agency responsible for women's issues, the ministry will continue to fund key services such as transition houses, counselling and outreach programs, as well as community-based prevention initiatives.

⁵ Statistics Canada. Canadian Centre for Justice Statistics. *Family Violence in Canada: A Statistical Profile 2005*.

⁶ Federal-Provincial-Territorial Ministers Responsible for the Status of Women. *Assessing Violence Against Women: A Statistical Profile*. 2002.

Women and the Economy

- Women comprise 50 per cent of British Columbia's population, 57 per cent of university enrollment⁷ and 47 per cent of the paid workforce.⁸ Despite recent gains, women's weekly wage rate is on average only 79 per cent of men's weekly wage rate (full-time employees).⁹
- The ministry focuses on working with other ministries, agencies, the federal government and provinces to identify, and provide information on, the issues affecting women to government, communities and the public.
- In 2005/06, the ministry began a pilot mentoring program to address challenges faced by women starting or changing careers, particularly due to lack of experience and training, an absence from the labour market or being new to Canada.

Internal Factors

Shared Responsibility

- The ministry shares responsibility for achieving many of its goals and objectives. With shared responsibility, there is shared risk to achieving success. To mitigate this risk, the ministry fosters strong relationships with its many stakeholders and builds on its previous experiences, such as its successful partnerships with the Union of BC Municipalities, with federal and local governments, with Federal/Provincial/Territorial forums, and with private and non-profit sectors.

Change in Ministry Organization

- The ministry was reorganized in June 2005. As a result, several areas of business are no longer a part of the ministry, including: multiculturalism, immigration, the Aboriginal directorate, housing, building and safety policy, heritage, public library services and the Office of the Fire Commissioner. The ministry had been building internal relationships among these areas to further government's and the ministry's goals. The ministry can now focus on a more limited area of business while building on those relationships and its experiences in intra- and inter-ministry collaboration.

New Responsibilities

- New initiatives and areas of business such as the Premier's Task Force on Community Opportunities, the Competition Council, the New Deal for Cities and Communities and the Premier's Council on Aging and Seniors' Issues bring opportunities for positive change but also potential unknowns and requirements for additional resources. The ministry mitigates this risk by being proactive, by building relationships and strengthening partnerships, and by working to anticipate the future need for change.

⁷ The University President's Council of British Columbia, *Headcount Distribution by Gender*, Feb. 2005.

^{8,9} Statistics Canada, *Labour Force Survey*, extract from File Cd3T01.an.ivt, 2005.

Five Great Goals

The ministry's priorities support Government's Five Great Goals:

1. Make British Columbia the best educated, most literate jurisdiction on the continent.
2. Lead the way in North America in healthy living and physical fitness.
3. Build the best system of support in Canada for persons with disabilities, those with special needs, children at risk, and seniors.
4. Lead the world in sustainable environmental management, with the best air and water quality, and the best fisheries management, bar none.
5. Create more jobs per capita than anywhere else in Canada.

The ministry has contributed significantly to Great Goal Four of leading the world in sustainable environmental management. In 2005/06, it negotiated with the federal government a New Deal for Cities and Communities, which will be delivered in partnership with the Union of BC Municipalities. This agreement provides \$635.5 million in federal gas tax transfers over five years to communities throughout the province. The program will support environmental objectives through infrastructure investments for cleaner drinking water, cleaner air and reduced greenhouse gas emissions. The ministry also supports urban planning, including regional growth strategies and infrastructure grants for water and sewers, to ensure that communities have the capacity to grow in ways that are environmentally sustainable.

The ministry has a number of programs and initiatives that contribute to Great Goal Two of leading the way in North America in healthy living and physical fitness and Great Goal Three of building the best system of support for persons with disabilities, those with special needs, children at risk, and seniors. These include domestic violence prevention and intervention services, such as transition houses and safe homes, community-based prevention projects, and counselling programs for women, and their children, who have experienced abuse. The ministry also supports the Premier's Council on Aging and Seniors' Issues.

Finally, the ministry worked with communities to initiate, develop and implement new urban development agreements to coordinate the work of federal, provincial and local governments to create healthy, safe and sustainable inner cities. This contributes to Great Goal Five of creating more jobs per capita than anywhere else in Canada.

The ministry's BladeRunners program which gives at-risk youth the opportunity to enter the construction industry, also directly supports this goal, as do the ministry's new mentoring program for women and strategies to support communities in transition.

Service Delivery and Core Business Areas

Core Business Areas

The ministry has three core business areas: local government; seniors', women's and community services; and executive and support services (see Appendix 1 for the ministry organizational chart). It is also responsible for municipal services in the University Endowment Lands. The ministry administers all or parts of 19 pieces of legislation (see Appendix 2), has responsibility for the Premier's Council on Aging and Seniors' Issues and the Premier's Task Force on Community Opportunities, and appoints persons to the Islands Trust and the Municipal Insurance Association of British Columbia (see Appendix 3).

1. Local Government

The local government core business area is resourced by the Local Government Department and comprises four program areas: the Governance and Structure Division; Infrastructure and Finance Division; Intergovernmental Relations and Planning Division; and Local Government Policy and Research Branch.

Through this core business area, the ministry:

- provides the provincial legislative, regulatory and policy frameworks that enable local governments to address community needs;
- manages water and sewer infrastructure capital funding and infrastructure planning;
- works with local governments to develop forward-looking regional strategies;
- assists local governments with incorporations, amalgamations and boundary extensions;
- fosters collaboration among the federal, provincial and local governments;
- builds and fosters partnerships with a diverse range of stakeholders, including federal and local governments, provincial ministries, community agencies and the private sector;
- facilitates productive relationships among local governments, provincial agencies and First Nations.

The Local Government Department is also responsible for municipal services in the University Endowment Lands. The department managed expenditures of \$185.4 million with a staff of 83 full-time equivalents.

2. Seniors', Women's and Community Services

The seniors', women's and community services core business area is resourced by the Seniors', Women's and Community Services Department. The department comprises four areas: Seniors' and Women's Policy Branch, Stopping the Violence Branch, the Inner-City Partnerships Branch and Community Transition.

Under this core business area, the ministry is responsible for leadership on issues related to seniors, women, inner-cities and urban development agreements, and communities in

transition. It contributes to community health and safety by funding third-party service providers to deliver transition house programs for women, and their children, who have experienced abuse; counselling programs for women who have experienced abuse and children who have witnessed abuse; and public education and partnership initiatives that aim to eliminate violence against women. The ministry also provides policy analysis, research and information to government and the public on seniors' and women's issues, as well as providing secretariat support to the Premier's Council on Aging and Seniors' Issues. In 2005/06, the ministry began four mentoring pilot projects for women entering, re-entering or transitioning in the workforce.

Through this core business area, the ministry supports revitalization in inner-city communities through public, private and community partnerships. Responsibilities include coordinating resources and providing leadership to create economic and social development opportunities in inner cities; supporting the implementation of the 2010 Winter Games Inner-City Inclusive Commitments;⁹ and funding the BladeRunners youth employment program. This business area also leads and coordinates the provincial government's work to address issues facing communities in transition.

The Seniors', Women's and Community Services Department managed expenditures of \$49.6 million with a staff of 33 full-time equivalents.

3. Executive and Support Services

The executive and support services core business area is composed of the Management Services Department and the offices of the Minister and Deputy Minister. The department supports programs in the Ministry of Community Services and the Ministry of Tourism, Sport and the Arts by supplying services such as:

- corporate policy and planning;
- legislation, regulation and regulatory reform;
- facilities and administrative services;
- financial services;
- information, privacy, records management and the intranet;
- information systems; and
- strategic human resources.

The executive and support services core business area managed expenditures of \$7.7 million with a staff of 69 full-time equivalents.

⁹ The 2010 Winter Games Inner-City Inclusive Commitments arose from the 2010 Bid Corporation and its Member Partners' mutual vision to create legacies for all British Columbians. The guarantee section of the 2010 Bid Book, the Inner-City Inclusive Commitment Statement, contains 37 goals centering on employment, economic development, housing, recreation, and culture to ensure the interests of those living in Vancouver's inner-city neighbourhoods are addressed.

Service Delivery

The ministry's major partners and clients are local governments, inner-city residents, seniors, women who have experienced abuse, and their children, community agencies serving seniors and women, and women using mentoring services. The ministry also works closely with the Union of BC Municipalities and other local government associations, the private sector, community agencies, and the Premier's Council on Aging and Seniors' Issues, as well as other provincial ministries and agencies and the federal government. The ministry depends on its values of collaboration, professionalism, integrity, and responsiveness to ensure these relationships are continually nurtured. It relies on its values of innovation and creativity to respond with viable, long term solutions to the opportunities and challenges of an increasingly complex, ever-changing environment.

Local Governments

Under the Canadian Constitution, provinces are responsible for creating and defining the authority and responsibilities of local governments. While the *Community Charter* provides local governments with broad, enabling powers, the ministry sets the legislative, regulatory and policy framework within which local governments function. The provincial government also incorporates and restructures local governments as necessary, or at the request of those communities interested in joining neighbouring municipalities or becoming incorporated local governments. Ministry staff regularly review and evaluate the local government system and monitor local government financial commitments and rural area land-use decisions.

Local governments, the Union of BC Municipalities, the Local Government Management Association, the Government Finance Officers Association of BC, the Municipal Finance Authority and the ministry work collaboratively to develop policy and legislation, implement legislative changes, develop advisory materials, manage programs and problem solve in areas of mutual interest. This relationship is based on legislative requirements to consult and a strong mutual respect among the various orders of government. Ultimately local governments are accountable to their citizens.

Inner-city Communities

The ministry represents the Province as one of the three orders of government working together to address the social, economic and health concerns of Vancouver's Downtown Eastside through the Vancouver Agreement. The agreement is implemented through a variety of mechanisms, including third-party contracts. It is jointly funded by the Province and the federal government with the City of Vancouver providing in-kind resources.

Funding supports the Vancouver Agreement Coordination Unit and various initiatives that serve residents in Vancouver's Downtown Eastside. Service providers include not-for-profit organizations and community partners such as specialized community-based associations.

Inner-city and At-risk Youth

In 2005/06, the ministry delivered the BladeRunners program through an annual service contract with the Aboriginal Community Career and Employment Services Society

(ACCESS). The program trains at-risk youth, mostly from inner cities, for employment in the construction industry. The success of the program is monitored and reported on annually by the agency.

Women Who Have Experienced Abuse and Their Children

The ministry delivers transition house services, safe homes, outreach services, Children Who Witness Abuse counselling and Stopping the Violence counselling programs to women who have experienced abuse, and their children. These services are delivered through contracts with third-party service providers, including non-profit and for-profit agencies, First Nations organizations and health authorities. Third-party service providers are required to submit monthly and quarterly data collection reports to the ministry, so the ministry can monitor and assess the effectiveness of program delivery.

Community Agencies Serving Women

The ministry supports community-based and provincial initiatives to change attitudes and behaviours that perpetuate violence against women. Projects are delivered through third-party contracts with various agencies, including those which serve Aboriginal women, immigrant and visible minority women, women with disabilities, older women, youth and children. Service providers delivering community-based and provincial prevention initiatives undertake project evaluations, which the ministry uses to assess the effectiveness of service delivery.

Women Entering, Re-entering or Transitioning in the Workforce

The ministry began four pilot projects in 2005/06 to provide mentoring for women to enter, re-enter or transition within the workforce. These projects are being delivered through Grant Thornton Hiring Solutions, the YWCA, the Minerva Foundation and the Women's Enterprise Centre, and are managed by contract. The projects will be evaluated before the end of 2006/07.

The Premier's Council on Aging and Seniors' Issues

The Premier's Council on Aging and Seniors' Issues was established by government to provide recommendations on two key issues: how to support seniors as contributing members of society, and how to support seniors' independence and health. The ministry provided Secretariat support to the Council during 2005/06.

Other Ministries

The ministry provides information, advice and support to other ministries that work with local governments, seniors and women. This includes creating opportunities and resources for other ministries to work more effectively with local governments, and partnering with other ministries to further common interests and priorities.

The Public

The ministry provides accessible, up-to-date information to the general public through its websites, by telephone and by mail. Examples include: the *Women's Services Directory*, the *Information for Seniors Guide*, the Health and Seniors' 1-800 Information Line, and the *Voter's Guide to Local Elections in B.C.* Most of these resources are available in languages other than English, including Chinese, Punjabi and French.

Performance Plan Summary Table

Synopsis of Ministry Performance Measure Results

Five Great Goals	Ministry Mission			
	Ministry Goals	Ministry Objectives	Performance Measures	Target Met
1. Make British Columbia the best educated, most literate jurisdiction on the continent. 2. Lead the way in North America in healthy living and physical fitness. 3. Build the best system of support in Canada for persons with disabilities, those with special needs, children at risk, and seniors. 4. Lead the world in sustainable environmental management, with the best air and water quality, and the best fisheries management, bar none. 5. Create more jobs per capita than anywhere else in Canada.	1. Strong, safe and healthy communities.	1. Effective, collaborative and accountable local governments. 2. Communities are economically, socially and environmentally sustainable. 3. Improved collaboration that supports safe, healthy and economically vibrant inner-city communities across British Columbia.	Number of regional districts in identified high population growth areas that have completed regional growth strategies. Percentage of population served by drinking water systems that use filtration where necessary and ultraviolet treatment in addition to disinfection. Percentage of the population served by sewer systems which either meet Liquid Waste Management Plan requirements or incorporate secondary or higher levels of treatment. Number of partnerships focused on inner-city revitalization with British Columbian communities. Number of new revitalization initiatives for Vancouver's Downtown Eastside. Number of BladeRunners participants moving into employment.	✓ ✓ △ ✓✓ ✓✓ ✓✓ ✓✓ ✓✓ ✓✓ ✓✓ ✓✓
	2. Seniors' and women's full participation in their communities.	1. Women and their children are supported to deal with their experience of abuse. 2. Women's options for participating in the economy are enhanced. 3. Greater awareness and understanding of issues related to an aging population.	Number of women and their children sheltered through transition house services. Number of women and their children counselled to address the effects of domestic violence. Number of outreach services provided to women and their children. Mentoring program for women entering or re-entering the labour force established. Number of new resources to enhance women's awareness of options for participating in the economy.	✓✓ ✓✓ ✓✓ ✓✓ ✓✓ ✓✓ ✓✓ ✓✓ ✓✓
	3. A high performance, learning organization that is an employer of choice in British Columbia.	1. An organization where creativity and innovation are embraced and human resource best practices are applied.	Number of resources developed to improve access to information for and about seniors. Premier's Council on Aging and Seniors' Issues fully operational. Percentage of staff with Employee Performance and Development Plans. Implementation of the ministry's Human Resource Plan.	✓ ✓ ✓ ✓ ✓

✓✓ Exceeded target.

✓ Achieved target.

△ Target mostly achieved.

✗ Missed target.

N/A — Not Applicable

Ministry Performance Management and Reporting Systems

The ministry uses a performance management cycle to plan, implement, monitor, evaluate and improve its business. The ministry develops its annual service plan through an inclusive, collaborative process with staff from across departments and all levels of the organization. As a team, senior management identifies the ministry's strategic context, including opportunities and challenges, and priorities of the ministry, within the context of Government's strategic plan. This information is used by the service planning team to develop, revise or confirm the strategic (vision, mission, goals and objectives) aspects of the plan, which are then refined and approved by Executive. Departments provide input to the operational (strategies, measures and targets) aspects of the plan. Branches develop annual branch business plans for their internal use, which are then used to develop Employee Performance and Development Plans. Branches track and monitor performance information, and provide quarterly reports on performance targets to Executive. Development of the annual service plan report is also a collaborative effort with a team of staff from across the ministry.

Goals, Objectives, Key Strategies and Performance Measures

Ministry Goal 1: Strong, Safe and Healthy Communities

The ministry supports strong, safe and healthy communities by working collaboratively with other ministries, local governments, inner-city communities, community agencies and the private sector to build communities' capacity to meet their diverse and changing needs now and in the future. The risks to achieving this goal are the many socio-economic factors outside the ministry's control that impact B.C. communities, such as: the mountain pine beetle epidemic; mill closures; trade issues; high growth; and the strength of the economy. The ministry focuses on areas where it can have the greatest impact and achieve significant, measurable results, such as: providing support to local governments to meet the needs of their citizens, to plan for growth, and to maintain safe water and waste-water infrastructure; and developing partnerships to revitalize inner cities through urban development agreements.

Through these efforts, the ministry directly supports the three Great Goals of leading the world in sustainable environmental management, with the best air and water quality, and best fisheries management, bar none; of building the best system of support in Canada for persons with disabilities, those with special needs, children at risk and seniors; and of creating more jobs per capita than anywhere else in Canada. The ministry also indirectly supports the two Great Goals of making B.C. the best educated, most literate jurisdiction in the continent; and leading the way in North America in healthy living and physical fitness, by supporting communities to achieve these goals.

Achievement of the ministry's first goal falls primarily within the responsibility of the Local Government core business area, as well as the Inner-City Partnerships branch in the Seniors', Women's and Community Services core business area.

Objective 1: Effective, collaborative and accountable local governments

Local governments are vital to ensuring strong, safe and healthy communities. The ministry supports local governments by providing a modern legislative, regulatory and policy framework, expert advice, problem-solving expertise and best practices tools for governance. This ensures local governments have the tools to effectively meet the needs of their communities. In achieving this objective in 2005/06, the ministry undertook the following strategies.

Strategies

- 1. Supporting local governments to address community needs by using the powers provided by the Community Charter.** The *Community Charter* provides local governments in B.C. with broad, enabling powers that allow municipalities to be

innovative in meeting the needs of their communities. There has been a fundamental shift in the role of the Province from a prescriptive regulator to that of an advisor, recognizing that local decisions are best made locally. The ministry works with local government stakeholders to develop materials and provide advice to build local governments' capacity to effectively use their broad powers. Support to local governments took several forms in the past year, including printed materials, web-based information, workshops, legislative changes and one-on-one consultations.

- 2. Working with regional districts to develop regional growth strategies.** A regional growth strategy in a high growth region benefits communities by anticipating and preparing for future growth in a sustainable way. The ministry works collaboratively with local governments to ensure that planning policies are in place to respond effectively to significant population growth.
- 3. Assisting local government with incorporations, amalgamations and boundary extensions.** Local government incorporations, amalgamations and extensions of existing local government boundaries help ensure that citizens receive efficient, cost-effective services from their local governments, and that they have the form of government they want in their community.
- 4. Facilitating productive relationships between local governments and the Province.** This enables the Province to achieve its objectives while supporting local governments in achieving theirs. Dispute avoidance and resolution techniques help maintain and improve good working relationships among and between the various levels of government, supporting local governments in their efforts to be effective, collaborative and accountable.
- 5. Developing strong, mutually beneficial partnerships with the federal government.** The Province, federal government and Union of BC Municipalities (UBCM) successfully negotiated two major agreements in 2005/06: the \$635.5 million New Deal for Cities and Communities which transfers gas tax revenues to B.C. cities and communities to support local government infrastructure projects that will lead to cleaner air, reduced greenhouse gas emissions and cleaner water for British Columbians; and the Transit Agreement which provides funds for: refurbishing and replacing fleets, terminals and garages; investing in new light rail, subway and bus rapid transit systems; replacing and rehabilitating tunnels, stations and other structures; and improving services for passengers and operators. The federal government, the Province and UBCM will collaborate to implement the terms and conditions of the New Deal and Transit agreements. An evaluation will be conducted in 2009.
- 6. Facilitating productive relationships between First Nations and local governments.** Collaboration between First Nations and local governments can strengthen communities by building mutual trust, confidence and respect, consistent with the Province's New Relationship commitments. The ministry facilitates this collaboration by: maintaining close relationships with UBCM and its First Nations Relations Committee to understand key treaty and non-treaty issues and concerns for local governments, including participation on related working groups; providing annual funding (\$50,000) to UBCM and the First Nations Summit to administer the local government-First Nations Community to Community Forum program, which supports 30–50 regional forums per

year, and a province-wide technical workshop or forum in alternating years; participating in treaty table discussions and workshops with provincial, federal and First Nations negotiators to raise awareness about the local government system and local government interests in treaties; and funding, leading and/or participating in research studies on issues affecting local government-First Nations relations (e.g., *Treaty Settlement Land: the Fiscal Impacts on Local Government*).

As a result of these strategies, in 2005/06:

- The ministry produced numerous resources for local governments, including: the Regional District Tool Kit, developed in partnership with UBCM, and the Bylaw Adjudication System Toolkit (and accompanying legislation) with the Ministry of Attorney General; three best practices guides — *Development Cost Charges (DCC) Best Practices*, *DCCs for Elected Officials*, and *Reaching Agreement on Service Withdrawal Disputes*; four subject-specific informational guides — the *Candidate's Guide to Local Elections in B.C.*, *Voter's Guide to Elections in B.C.* (available in French, English, Chinese and Punjabi), *Improvement District Manual*, and *Explanatory Guide to Regional Growth Strategies*; numerous web-based resources; two regulations — the Electronic Meetings Regulation and Bylaw Adjudication System Regulation; and two surveys — the Community Charter Survey and Election Survey — to gather feedback which will inform future ministry work.
- The ministry delivered five “Sharpening Your Policy Skills” workshops through a partnership with UBCM and the Local Government Management Association.
- The Regional District of Central Okanagan and the Greater Vancouver Regional District began conducting the required five-year reviews of their regional growth strategies. Progress was made on developing regional growth strategies for:
 - the Squamish-Lillooet Regional District;
 - the North Okanagan Regional District; and,
 - The Regional District of Okanagan-Similkameen.
- The Village of Queen Charlotte was incorporated in December 2005, bringing the total number of municipalities in the province to 157.
- Restructure grants totaling approximately \$1 million, restructure assistance and implementation funds totaling approximately \$350,000, and restructure planning grants totaling approximately \$250,000 were provided to six projects. A total of 29 regulations, including 17 boundary extensions and one incorporation, were approved by Cabinet.
- Four formal service reviews or withdrawals from service were completed, resulting in renewed service partnerships and improved local government relationships.
- Negotiations were successful in achieving agreements related to the federal/provincial/local New Deal for Cities and Communities. These are described above as part of Strategy 5.
- More local governments and First Nations applied for Community to Community funding, and reported that the regional forums it supports are the best opportunity to meet and work together.
- There was increased awareness at treaty tables of local government issues and concerns, and more efforts were being made at the provincial level to engage local governments in treaty discussions earlier and in an ongoing manner, including through grants from the Ministry of Aboriginal Relations and Reconciliation.

Performance Measures

Performance Measure	2002/03 Actual	2003/04 Actual	2004/05 Actual	2005/06 Target	2005/06 Actual	Variance
Number of regional districts in identified high population growth areas that have completed regional growth strategies	2	4	5	2 in progress	2 in progress	Target met

Selection Rationale

The ministry chose this measure because growth planning is a critical issue that impacts local governments' effectiveness, requires their collaboration and affects their sustainability. A regional growth strategy is a tool to hold local governments accountable for future planning. In 1995, as part of the development of the Regional Growth Strategy, three high growth regions were identified: Vancouver Island (four regional districts), Okanagan (three regional districts), and Lower Mainland (three regional districts). The number of regional districts in these high growth regions that have completed growth strategies is a measure of the ministry's success in assisting communities to plan for growth effectively, and demonstrates effective local government systems (in that local governments are anticipating the effects of growth and taking action to ensure infrastructure and services have the capacity to meet future needs). When a regional growth strategy (RGS) is adopted, it demonstrates that the regional district, member municipalities and provincial government agencies have worked together to develop a strategic approach to growth and that they intend to work together to implement the strategy. Once a strategy is adopted, accountability for implementation is required under the *Local Government Act* through annual reporting and a five-year review.

While the Province has established the legislative framework and may require an RGS in very specific circumstances, the preparation of an RGS is initiated by the regional district board and must be accepted by its member municipalities. Initiation and successful completion are dependent on the will and capacity of local governments to undertake the process. This is a local government-driven process and there are shared risks to achieving targets. Targets can be impacted by political and socio-economic changes within the region that may speed, slow or halt the process. As well, the process requires those involved to agree to solutions to regional and local issues.

Variance Explanation

No variance.

Data Sources and Issues

Ministry staff who support work on growth strategies regularly track progress for each of the three high growth regions. The population data associated with each regional district is supplied by BC Stats and several calculations are made from that data to determine the population in the high growth region. The first calculation is a simple total of those B.C. regional districts having an RGS. The second assesses how many of those are in the high growth regions (a sub-set of the provincial total). A third calculation looks at the total number of British Columbians living in an area covered by an RGS (expressed as a percentage) and the final calculation looks at the total number of people in the high growth region covered by a regional growth strategy (expressed as a percentage of the high growth region). British Columbia's regional district system is unique in North America; therefore, there are no comparable jurisdictions that could be used to do comparative analyses or develop a benchmark.

Changes to the Measure

This measure was dropped in the 2006/07 Service Plan in favour of other measures that relate to local government financial health and viability. The measure does not evaluate the content of strategies, nor does it measure the impact of these strategies, particularly as to whether they are achieving desired outcomes because of the long horizon for RGS to take effect and the many factors that influence these outcomes.

Ministry Goal 1: Strong, Safe and Healthy Communities

Objective 2: Communities are economically, socially and environmentally sustainable.

The ministry provides program funding to local governments to develop and implement capital infrastructure contributing to community health and sustainability. Local governments are encouraged to adopt the principles of environmental stewardship when planning for and utilizing local resources such as water. The allocation of funds for “green” infrastructure projects protects human health and enhances the quality of the environment.

Risks to achieving the objective include high demand for limited financial resources. For example, in 2005/06, the BC Water Improvement Program received 320 applications from 161 local governments, requesting more than five times the amount of available program funding. Ultimately, 68 local governments received funding for 87 projects with total capital costs of \$122 million. The projects were selected on the basis of the local government’s fiscal capacity to fund its share, the technical merit of the application or proposal and the project’s sustainability.

Ongoing incremental changes to design and administration of capital and planning (study) grant infrastructure programs ensure that programs reflect current policy and legislation as well as social, economic and environmental issues, and are moving the ministry toward achieving its goal and objectives. In 2005/06, the ministry undertook the following strategies to achieve the objective of economically, socially and environmentally sustainable communities.

Strategies

- 1. Encouraging efficient and effective use of public funds to maximize the impact of capital infrastructure funding.** The ministry works on a number of inter- and intra-agency initiatives that support local governments through the development of policy and advisory information and tools. In addition, internal review and improvements are continually being implemented in regard to the development and implementation of both capital and planning (study) grants.
- 2. Managing sewer and infrastructure capital funding programs.** The Canada/BC Infrastructure Program (CBCIP) and BC Water Improvement Program (BCWIP) form the basis of the ministry’s water and sewer infrastructure funding program. Since its inception in October 2000, the CBCIP has invested \$800 million in public infrastructure

with Canada and B.C. each contributing up to one third of program funds, and the final third being contributed by local governments. A minimum of \$600 million has been allocated to “green” local government infrastructure (water and waste-water systems, water management, and capital expenditures to improve the energy efficiency of local government-owned buildings). This component is managed by the Ministry of Community Services. The program runs until March 31, 2008, when all funded projects must be completed.

The BCWIP builds on the CBCIP. It provides grants covering two thirds of eligible capital costs for projects to improve drinking water and waste-water management for B.C. communities.

3. Negotiating the extension of federal-provincial infrastructure capital grants programs.
With the CBCIP coming to an end in 2008, the Province began negotiating a new federal/provincial infrastructure funding agreement in 2005/06, called the Municipal Rural Infrastructure Fund, and is working with the Union of BC Municipalities to finalize the agreement for implementation in 2006/07.

As a result of these strategies, in 2005/06:

- To encourage the efficient and effective use of public funds, the ministry collaborated with many partners to develop Water Bucket, a website providing made-in-BC information regarding the development and implementation of sustainable infrastructure; the Water Balance Model tool for storm/rain water management; a Green Infrastructure Partnership that produced green design guidelines for municipal construction; and a Low Impact Development Bylaw that provides alternative standards for sub-division development.
- To maximize the impact of capital infrastructure programs, add value and measure performance, the ministry developed tools such as the Water Conservation Calculator and the Benchmarking Tool, which were piloted in 2005/06. These tools will aid local governments and the Province in ensuring that capital infrastructure projects are cost-effective and that future operations and maintenance are improved.
- Virtually all CBCIP funding was allocated to 189 “green” projects with a provincial contribution of \$201.5 million, and to 127 “non-green” projects with a combined provincial contribution of \$64.5 million. About 2.7 million people will benefit from the CBCIP expenditures to improve the quality of their drinking water and another 15,000 will be connected to a municipal water service when the “green” projects funded by the program are completed.
- BCWIP funding was allocated to 68 local governments for 87 projects. When projects funded through the program are completed, almost 211,000 people will have their sewage treated to a higher standard and another 18,600 will have their household sewage disposal systems connected to a municipal waste-water collection/treatment system. In addition, about 236,000 people will benefit from improved water quality.

Performance Measures

Performance Measure	2002/03 Actual	2003/04 Actual	2004/05 Actual	2005/06 Target	2005/06 Actual	Variance
Percentage of population served by drinking water systems that use filtration where necessary and ultraviolet treatment in addition to disinfection	n/a	3%	16.67%	17.8%	17.8%	Target met

Selection Rationale

Provincial, federal and local governments work in partnership to achieve desired outcomes around safe drinking water. This measure demonstrates that communities are building infrastructure that contributes to their social, economic and environmental sustainability. The measure uses current regulatory standards within North America for the treatment of surface water. The figures represent those populations served by new water treatment facilities that meet emerging standards. The measure does not include groundwater, nor does it capture the percentage of the provincial population using privately-owned infrastructure. The target was chosen in anticipation of the completion of the \$4.4 million Kelowna water treatment facility, which proceeded as planned and came on line in late 2005. The risks to achieving targets for this measure stem from factors in the broader economy. Labour and material shortages, delays in construction and increased costs impact local governments' ability to complete projects. While there is little the ministry can do about these risks, all infrastructure projects must meet stringent program criteria, and only those with the highest net benefit to the community, and well-defined plans, are funded.

Variance Explanation

No variance.

Data Sources and Issues

British Columbia is unique in that 75% of its drinking water is from surface sources. The majority of other Canadian jurisdictions access groundwater sources for drinking water; therefore, there are no comparable Canadian figures to set benchmarks. Data are not available prior to 2003 when the Canada-BC Infrastructure Program was created.

Contractual requirements between the Province and grant recipients include quality progress reports, tied to quarterly claim payments, which are tracked within a grants database. Population data are provided by BC Stats and is subject to any inherent limitations. The percentage is calculated by adding the total population being served by new infrastructure to the existing total.

Changes to the Measure

The measure has been changed in the 2006/07 Service Plan to include those projects that move community water supply from a surface source to a groundwater source.

Performance Measure	2002/03 Actual	2003/04 Actual	2004/05 Actual	2005/06 Target	2005/06 Actual	Variance
Percentage of population served by sewer systems which either meet Liquid Waste Management Plan requirements or incorporate secondary or higher levels of treatment	74%	74%	74.3%	74.3%	74.3%	Target met
Selection Rationale						
Ensuring local governments have infrastructure systems that are environmentally and economically sustainable contributes to strong, safe and healthy communities. The measure demonstrates that local governments are building this infrastructure, and that it meets existing standards under the <i>Waste Management Act</i> (permit to discharge) and the Municipal Sewage Regulation, as well as standards approved under a Liquid Waste Management Plan, to ensure the protection of environmental and public health. The measure does not capture investments made in infrastructure improvements to existing secondary treatment facilities that do not meet current Municipal Sewage Regulation standards; nor does it capture the percentage of the provincial population using privately-owned infrastructure. As with water infrastructure, the targets are sensitive to broader economic forces such as labour and material shortages and costs. While there is little the ministry can do about these risks, all infrastructure projects must meet stringent criteria, and only those with the highest net benefit to the community, and well-defined plans, are funded.						
Variance Explanation						
No variance.						
Data Sources and Issues						
It is difficult to compare this measure with those of other Canadian jurisdictions as legislated standards and enforcement vary considerably across the country. B.C. is considered to have one of the higher standards (Municipal Sewer Regulation) for sewer discharge into fresh water. Most large local governments in B.C. discharging into fresh water are now meeting or exceeding the MSR standards. The figures represent the provincial population served by secondary waste-water treatment facilities or facilities operating under a Liquid Waste Management Plan. Population data are provided by BC Stats. The percentage is calculated using the number of connections to new infrastructure; i.e. existing connections plus new connections and how many people they serve. Contractual requirements between the Province and grant recipients require quality progress reports, tied to quarterly claim payments, which are tracked within a grants database.						
Changes to the Measure						
This measure will no longer be used by the ministry. The program only applies to local government infrastructure systems, not to private systems that serve the approximately 25% remaining of B.C.'s population. Therefore, the Province has achieved the maximum result for this program.						

Ministry Goal 1: Strong, Safe and Healthy Communities

Objective 3: Improved collaboration on inner-city issues to support safe, healthy and economically vibrant inner-city communities across British Columbia.

Collaboration among federal, provincial and local governments, business, community agencies and communities is critical to address inner-city issues such as poverty, homelessness, unemployment, public safety, addiction and other health issues, and economic revitalization. An urban development agreement (UDA) is a tripartite agreement between federal, provincial and municipal governments that effectively aligns their programs and services to increase economic growth, improve social and health conditions, enhance community capacity and provide job opportunities, in an environmentally responsible manner. Ultimately, this provides a better quality of life for residents. By working together, the three orders of government, businesses and community groups are able to design tailor-made solutions for each city. This collaboration also allows for more effective use of human and financial resources, by identifying service duplication and gaps. An example of a UDA is the Vancouver Agreement. The ministry undertook a number of strategies in 2005/06 to support improved collaboration.

Strategies

- 1. Increasing the capacity of government and communities to address issues facing inner cities in B.C.** The vision of the Vancouver Agreement is a safe, healthy and sustainable place to live and work for all residents. Provincial, federal and municipal governments work with community stakeholders to coordinate strategies that promote and support sustainable economic, social and community development. In 2005/06, the ministry was in discussions with other B.C. communities interested in urban development agreements.
- 2. Implementing the Inclusive Inner-City Commitments with partners.** The 2010 Olympic and Paralympic Winter Games provide an opportunity to include Vancouver inner-city residents, community organizations and businesses in the potential benefits flowing from the 2010 Games while minimizing adverse impacts on inner-city communities. The Inclusive Inner-City Commitments relate to a wide range of areas, including housing, employment, business development, cultural and arts services, health and physical fitness, accessibility and the environment.
- 3. Facilitating the employment of at-risk youth through the BladeRunners program.** BladeRunners benefits at-risk youth and the economy by contributing to the Province's human capital resources in the construction sector. Most of these youth are from inner-city communities.
- 4. Facilitating systematic policy change that results in improvements for residents and businesses in inner-city communities.** The ministry collaborates with its Vancouver Agreement partners to identify barriers to the goals and objectives of urban development agreements, and recommend policy changes to ensure success.

As a result of these strategies, in 2005/06:

- The Vancouver Urban Development Agreement was renewed.
- An extensive public engagement and partnership development process resulted in a draft agreement for a Victoria Urban Development Agreement.
- A Surrey Urban Enrichment discussion was initiated; a draft framework and terms of reference were developed; and an advisory group was established.
- The municipalities of Kelowna, Burnaby and Prince George expressed interest in an urban development agreement approach for their communities.
- With community engagement, an organizational structure and a responsibility matrix were developed to implement the Inclusive Inner-City Commitments related to the 2010 Olympic and Paralympic Winter Games.
- Two partnerships were established with Aboriginal service providers for province-wide BladeRunners program coordination, and to support a pilot project with participants from Port Alberni, Tofino and Ucluelet.

Performance Measures

Performance Measure	2002/03 Actual	2003/04 Actual	2004/05 Actual	2005/06 Target	2005/06 Actual	Variance
Number of partnerships focused on inner-city revitalization with British Columbia cities	1	1	1	1 new (total: 2)	1 in process (Victoria)	Target mostly achieved.

Selection Rationale

The ministry works with partners to establish and support tri-partite urban development agreements (UDAs). Increasing the number of UDAs dedicated to improving socio-economic conditions in inner-city neighbourhoods supports the ministry's goal of strong, safe and healthy communities. In 2005/06, the ministry intended to work with the City of Victoria and the federal government to complete an urban development agreement for the City of Victoria.

Variance Explanation

The ministry established the target based on past experience with the Vancouver Agreement (VA). The UDA process involves extensive community engagement and collaboration; and the success of UDAs is dependent on reaching an agreement amenable to all parties. Local, provincial and federal governments are interested in improving the outcomes of these agreements by using lessons learned from the VA. This has resulted in the need for more time for planning to achieve the best result. As this is a shared responsibility with local government and the federal government, the achievement of the target was influenced by the federal election as well as time needed for the City of Victoria to conclude their community consultations. A number of steps have been completed towards establishing an urban development agreement for the City of Victoria, including: a Memorandum of Understanding with all parties (federal and provincial governments, and City of Victoria); a draft strategic plan identifying five priority areas; and public consultation processes across all sectors. The UDA is pending approval of the steering committee representing the federal, provincial and local governments.

Data Sources and Issues

UDAs are still relatively new in Canada. At this time, the UDA model is only being used in Western Canada. Currently, there are three other UDAs in the Western provinces: in Winnipeg, Regina and Saskatoon.

Changes to the Measure

The measure has been reworded slightly in the 2006/07 Service Plan for clarity.

Performance Measure	2002/03 Actual	2003/04 Actual	2004/05 Actual	2005/06 Target	2005/06 Actual	Variance
Number of new revitalization initiatives for Vancouver's Downtown Eastside	N/A	3	8	11 new	25	+14

Selection Rationale

Through the Vancouver Agreement, funding is provided for revitalization initiatives that support a safe, healthy and economically vibrant inner-city community in the Downtown Eastside. These initiatives focus on health, safety and security, economic development, employment and vulnerable populations. As part of the tripartite management committee, the ministry is involved in assessing and, where appropriate, approving applications for funding.

Variance Explanation

The target was based on an assessment of each Downtown Eastside revitalization strategy and its anticipated implementation process. The target was exceeded because, due to partnership development, three private sector organizations provided extra funding for new initiatives, valued at more than \$2 million.

Data Sources and Issues

The Vancouver Agreement Coordination office provides quarterly reports to the ministry on the number of initiatives funded. Any comparisons with other jurisdictions would be complex as each UDA is negotiated separately with different processes and objectives, depending on the needs of the community.

Changes to the Measure

This measure was dropped in the 2006/07 Service Plan because the number of initiatives funded depends on all UDA partners and is influenced by many outside factors.

Performance Measure	2002/03 Actual	2003/04 Actual	2004/05 Actual	2005/06 Target	2005/06 Actual	Variance
Number of BladeRunners participants moving into employment	N/A	70	80	120 new	161	+41

Selection Rationale

The BladeRunners program supports the ministry's work to establish partnerships that support safe, healthy and economically vibrant inner-city communities; most of the participants are at-risk youth from inner cities. The measure is effective as it demonstrates program outcomes.

Variance Explanation

Previously the program was based in urban areas. In 2005/06, a pilot project was initiated in small towns and rural areas of B.C. to increase opportunities for at-risk youth in Port Alberni, Tofino and Ucluelet. The target was set based on past participant results. Enrollment in the 2005/06 pilot project and dramatically increased activity in the B.C. construction industry resulted in increased uptake in the program.

Data Sources and Issues

Data is collected and reported by contracted service providers. At this time, no comparative data is being collected, nor is benchmarking underway for this program.

Changes to the Measure

None.

Ministry Goal 2: Seniors' and women's full participation in their communities

Seniors' and women's full participation is achieved when they have equal opportunities to participate socially and economically in their communities. Violence, lack of employment opportunities, inadequate housing, social isolation and inadequate health care are just some of the issues that affect the ability of seniors and women to participate fully in their communities.

To achieve this goal, the ministry must work with other provincial ministries and agencies, federal and local governments, community agencies, the private sector and citizens as success depends on many partners and factors, and requires change at societal and individual levels.

To effect positive change for seniors, the ministry is supporting the Premier's Council on Aging and Seniors' Issues and providing information to the public on services for seniors and their families.

The ministry focused on two key areas for women — violence prevention and intervention, and economic independence — with support for women who have experienced abuse, and their children, community initiatives to raise awareness of and prevent abuse, and a mentoring program to assist women entering, re-entering or transitioning in the workforce.

Through these efforts, the ministry supports Great Goals Two, Three and Five of leading the way in North America for healthy living, building the best system of support in Canada, and creating more jobs per capita than anywhere else in Canada.

Achievement of this goal falls primarily within the responsibility of the Seniors', Women's and Community Services core business area.

Objective 1: Women and their children are supported to deal with their experience of abuse.

Women are still more likely than men to be victims of crime committed by someone they know, such as a partner, spouse, relative or ex-spouse. The ministry delivers services to women who have experienced abuse, and their children, to support them in dealing with their experience of abuse. These services are intended to assist women and their children to leave violent situations, to heal from their experiences, be independent and more fully participate in society. In 2005/06, the ministry received additional funding of \$12.5 million to support shelter, counselling and outreach services for women. The following strategies to achieve this objective and move toward the goal were undertaken.

Strategies

- 1. Delivering shelter programs to women and their children leaving abusive relationships.** The ministry provides access to temporary shelter, providing an immediate, safe refuge. While at a transition house, a woman has access to crisis intervention, emergency counselling and referral to other services and programs. The ministry also supports safe homes and second stage housing.
- 2. Delivering counselling services to women who have experienced abuse and their children.** Women who have experienced abuse have access to individual and group counselling to help them deal with the trauma of the experience. Children who witness abuse and their adult caregivers (in most cases the mother) also have access to counselling to heal and learn about healthy relationships.
- 3. Making outreach services available to women.** Outreach services, including multicultural outreach for women whose first language is not English, help women identify and access the services they need. Outreach also includes public education to raise awareness of violence against women.

As a result of these strategies, in 2005/06:

- Two new transition houses and nine new safe homes were funded, bringing provincial totals to 63 transition houses in 57 communities, nine second stage houses in six communities, and 26 safe home programs in 25 communities.
- Thirty-one additional beds were opened in transition houses for a total of 647 beds, with child support services in transition houses increased.
- Approximately ninety-five per cent of women in British Columbia now have access to service within an hour's drive of their homes.
- There are 21 new Stopping the Violence counselling programs for a total of 102 programs in 86 communities, and 34 new Children Who Witness Abuse counselling programs for a total of 89 in 86 communities, with additional hours.
- There are 43 new outreach services for a total of 54 in 54 communities. Nine new multicultural outreach services were also added, for a total of 13 in 10 communities. Multicultural services are provided in 20 different languages.

Performance Measures

Performance Measure	2002/03 Actual	2003/04 Actual	2004/05 Actual	2005/06 Target	2005/06 Actual	Variance
Number of women and their children sheltered through transition house services ¹	10,741	11,403	11,318	11,800	12,446	+5.5%
Selection Rationale						
This measure captures client use of a demand-driven service. Over time, it establishes a trend and assists the ministry in determining ways to meet demand for transition house services to achieve its objective of supporting women and their children to deal with their experience of abuse.						
Variance Explanation						
The target was based on analysis of trends, including the previous five-year period of use, and an increased capacity to provide services due to new funding for two new transition houses and 31 additional beds. Service is demand-driven.						
Data Sources and Issues						
Third-party service providers collect data and are required by contract to submit monthly and quarterly statistical reports to the ministry. An information management system allows online data entry by service providers. This improves the accuracy of service data, since online submission is only possible if the data collection form is completed correctly. Transition house usage statistics account for approximately 95% of usage data.						
Changes to the Measure						
None.						

¹ Transition house services include transition houses, safe homes and second stage housing.

Performance Measure	2002/03 Actual	2003/04 Actual	2004/05 Actual	2005/06 Target	2005/06 Actual	Variance
Number of women and their children counselled to address the effects of domestic violence	8,788	8,404	7,809	9,000	9,633	+7%
Selection Rationale						
The ministry funds individual and group counselling sessions to support women and their children to heal and begin to break the cycle of abuse. Over time, the measure establishes a trend in the need for services and assists the ministry in determining ways to meet demand. Due to the sensitivity and confidentiality of services, it is difficult to measure the longer term impacts of this service.						
Variance Explanation						
Counselling is provided as needed. In 2005/06, demand exceeded estimates. Additional funding meant that more women and children could be served. However, it was not possible to accurately predict the final numbers. It is also difficult to determine whether increased demand corresponds with an increase in violence against women or an increased awareness of services available or changes in societal attitudes towards violence.						

Data Sources and Issues

Third-party service providers are required by contract to submit monthly and quarterly statistical reports to the ministry. An information management system allows online data entry by service providers. This increases the accuracy of reports since online submissions are only possible if the form is completed correctly.

Changes to the Measure

This measure was dropped in the 2006/07 Service Plan, though the information is still tracked internally. It was determined that the first and third measures for this objective were more critical.

Performance Measure	2002/03 Actual	2003/04 Actual	2004/05 Actual	2005/06 Target	2005/06 Actual	Variance
Number of outreach services used by women and children	N/A	N/A	N/A	12,800	16,819	+24%

Selection Rationale

This new measure was introduced in the 2005/06 Service Plan Update, September 2005. The ministry funds outreach workers to assist women at risk of abuse or recovering from violence to access services that lead to longer term supports, such as employment, housing and treatment, to be able to leave abusive relationships. Over time, the measure establishes a trend identifying the need for services and assists the ministry in determining ways to meet this need. The service is demand-driven.

Variance Explanation

The variance is the result of an increased demand for services and improved capacity to meet demand due to an increase in funding. As it was the first year of additional funding for outreach, and the first year of using this measure, the target was more challenging to establish.

Data Sources and Issues

Third-party service providers are required by contract to submit monthly and quarterly statistical reports to the ministry. An information management system improves the accuracy of these reports as the data can only be submitted online if the form is completed correctly.

Changes to the Measure

The language used to describe the measure in the 2005/06 Service Plan is clarified in the Annual Report. The measure is intended to report on the number of services used, rather than the number of women and children accessing these services. This reflects that outreach programs provide a number of services in each of the following categories: Outreach support, referral and accompaniment/advocacy support.

Ministry Goal 2: Seniors' and women's full participation in their communities

Objective 2: Women's options for participating in the economy are enhanced

The ministry is committed to promoting and supporting women's participation in every facet of life in British Columbia. Women continue to face challenges to full participation in the economy. Some of these are due to care-giving responsibilities, absences from the workforce

and/or work choices (e.g., traditional versus non-traditional job streams). Mentoring is an effective tool to support job seekers and transfer knowledge. The ministry implemented the following strategies in 2005/06 to support this goal and objective.

Strategies

- 1. Designing a mentoring program for women entering or re-entering the labour force.** To enhance women's participation in the economy, the ministry developed a pilot mentoring program in 2005/06 to address challenges faced by women starting or changing careers, particularly due to lack of experience and training, an absence from the labour market or being new to Canada. "Empowered to Work" was implemented in 2005/06.
- 2. Developing resources to enhance women's awareness of options for participating in the economy.** Providing information to women on careers and work opportunities raises awareness of options to participate in the economy.

As a result of these strategies, in 2005/06:

- The Minerva Foundation, Grant Thornton Hiring Solutions, the YWCA of Vancouver and the Women's Enterprise Centre made a commitment to deliver mentoring programs to more than 400 women between the ages of 18 and 60 in 2006/07.
- The ministry published, in partnership with the Women's Enterprise Centre, Western Economic Diversification Canada and the Ministry of Small Business and Revenue, *Growing Your Business: A Guide to Resources for BC Women*. The Guide provides practical advice and resources on five priority areas to sustain or grow a business, with information for and about women from different regions and industries. It is a companion to an earlier publication, *Starting Your Business: A Guide to Resources for BC Women*, published in 2004. Both are available on the ministry's website.

Performance Measures

Performance Measure	2002/03 Actual	2003/04 Actual	2004/05 Actual	2005/06 Target	2005/06 Actual	Variance
Mentoring program for women entering or re-entering the labour force established	N/A	N/A	N/A	Program design complete and implementation begun	Pilot program implemented	Target met

Selection Rationale

Mentoring is a key tool in assisting women to participate in the workforce. The ministry established the "Empowered to Work" mentoring pilot program in 2005/06 to offer career support to women re-entering or transitioning in the workforce as well as those entering for the first time.

Variance Explanation

The ministry is piloting projects with four organizations. This supports flexibility in program design and accommodates women of various ages and labour market experiences. The pilot projects will be evaluated in 2006/07.

Data Sources and Issues

The service providers are collecting data on the program and will provide reports to the ministry.

Changes to the Measure

The measure is revised in the 2006/07 Service Plan to capture the number of women who enter employment after participating in the program.

Performance Measure	2002/03 Actual	2003/04 Actual	2004/05 Actual	2005/06 Target	2005/06 Actual	Variance
Number of new resources to enhance women's awareness of options for participating in the economy	N/A	1 new	1 new	1 new	1 new	Target met

Selection Rationale

The 2004 publication *Starting Your Business: A Guide to Resources for BC Women* was well received. It has been accessed online more than 10,000 times and more than 5,000 print copies have been distributed, with an additional 5,000 printed in March 2006. The *Growing Your Business* companion guide, published in October 2005, is expected to be equally successful and further supports women's options for participating in the economy.

Variance Explanation

None — target met.

Data Sources and Issues

None.

Changes to the Measure

The ministry will continue to develop resources. However, the ministry has reduced the overall number of measures in its 06/07 Service Plan; and, as this is an output measure that does not report on outcomes, it has been dropped.

Ministry Goal 2: Seniors' and women's full participation in their communities

Objective 3: Greater awareness and understanding of issues related to an aging population

The ministry has a role in raising awareness and understanding of issues related to an aging population. Through work on this objective, the ministry supports seniors in their participation in their communities. This objective cannot be achieved without many other

partners, including provincial ministries and agencies, federal and local governments, non-profit organizations and communities. In 2005/06, the ministry undertook the following strategies to achieve this objective.

Strategies

- 1. Building awareness and understanding of issues related to planning for an aging population.** Awareness and understanding help individuals, organizations and communities better prepare to address seniors' issues and contribute to seniors' full participation in their communities. The ministry supports this objective by providing information and research to a wide range of individuals and organizations with a personal and/or professional interest in the aging population, including the Premier's Council on Aging and Seniors' Issues. The ministry also participates in the Federal/Provincial/Territorial (FPT) Ministers Responsible for Seniors forum to influence the national agenda on seniors, particularly in planning for an aging population and safety and security for seniors.
- 2. Providing seniors with greater access to information.** The ministry works to ensure that seniors, families, caregivers and organizations have access to practical information about the full range of government programs and services available, how to access them and whom to contact. Greater access to information leads to greater awareness and facilitates seniors' full participation in their communities.
- 3. Providing support to the Premier's Council on Aging and Seniors' Issues.** The Premier's Council has a mandate to examine two key issues — how to support seniors' ability to continue as contributing members of society, and how to support seniors' independence and health. Through its work and its final report (expected in November 2006), the Council is raising awareness of issues related to an aging population and providing direction on how the Province needs to plan for, and adapt to, these issues.

As a result of these strategies, in 2005/06:

- The ministry supported the establishment and ongoing operation of the Premier's Council on Aging and Seniors' Issues. The ministry also supported the Premier's Congress on Aging and Seniors' Issues held in October 2005. The Council held five monthly Council meetings with over 50 presentations on different clusters of topics, and more than 400 community observers invited to attend, increasing dialogue and awareness of issues.
- The 7th edition of *Your Guide to Programs and Benefits in British Columbia* (Guide) was published. By February 2006, 90,462 printed copies of the Guide had been distributed and it had been downloaded 18,000 times from the ministry website. The Guide was made available in English, French, Punjabi and Chinese. The toll-free Health and Seniors' Information Line and the ministry website were also enhanced.
- Government undertook a major "Helping Seniors Live Well" communications initiative from November 2005 to March 2006, with the ministry's support.
- The FPT Ministers Responsible for Seniors' Safety and Security Working Group, in collaboration with the Canadian Network for the Prevention of Elder Abuse, developed material to promote the first Elder Abuse Awareness Day, June 15, 2006.

Performance Measures

Performance Measure	2002/03 Actual	2003/04 Actual	2004/05 Actual	2005/06 Target	2005/06 Actual	Variance
Number of resources developed to improve access to information for and about seniors	N/A	N/A	2	2 new resources added	2 new resources including a multi-media campaign	Target exceeded

Selection Rationale

The ministry committed to producing two new resources in 2005/06. These resources (see strategy results) improve access to information for and about seniors, for their families, caregivers and service providers, raising awareness of the issues related to an aging population. These new and enhanced products demonstrate the Government's commitment to the best system of support in Canada for seniors.

Variance Explanation

The "Helping Seniors Live Well" campaign included television advertisements, bus signage, a household mailer and other communications resources to raise awareness of seniors' issues.

Data Sources and Issues

From its launch in September 2004 to December 2005, the seniors' website received a total of 68,595 visits. During 2005, the average number of visits to the ministry's seniors' website increased by 130 per cent from the previous year. This supports the value of continued use of information resources to increase awareness of the issues for an aging population.

Changes to the Measure

This measure has been revised in the 2006/07 Service Plan to measure use of the 1-800 Health and Seniors' Information Line, the number of Seniors' Guides distributed and number of visits to the seniors' website. These measures are more specific and therefore provide a more accurate picture of the ministry's work.

Performance Measure	2002/03 Actual	2003/04 Actual	2004/05 Actual	2005/06 Target	2005/06 Actual	Variance
Premier's Council on Aging and Seniors' Issues fully operational	N/A	N/A	N/A	Fully operational	Council fully operational	Target met

Selection Rationale

The provincial government committed to establishing a Premier's Council on Aging and Seniors' Issues in the 2005 Throne Speech. As full operation of the Council by the end of 2005/06 was key to fulfilling its mandate, this is an important interim measure. The work of the Council has raised awareness in B.C. of seniors' issues and the profile.

Variance Explanation

No Variance.

Data Sources and Issues

None.

Changes to the Measure

The measure is dropped from the 2006/07 Service Plan as it has been achieved.

Ministry Goal 3: A high performance learning organization that is an employer of choice in British Columbia.

The ministry supports this goal by promoting a positive work environment built upon its values of collaboration, professionalism and integrity, responsiveness, accountability, and innovation and creativity, where continuous learning and development are encouraged at all levels and best practices in human resources are developed. The ministry is committed to the continuous development and support of its staff, recognizing that its people are critical to achieving results. The risks to the ministry achieving this goal are that the workforce both within the public service and outside is experiencing pressures as baby boomers retire. Competition for skilled labour is strong, and the ministry must focus on recruiting and retaining staff, in part by promoting a welcoming workplace where all employees feel supported and valued.

Objective 1: An organization where creativity and innovation are embraced and human resource best practices are applied.

A high performance, learning organization allows creativity and innovation to flourish while ensuring it can deliver successfully on its goals and objectives. In developing its Human Resource Management Plan for 2006/07, the ministry addressed anticipated retirements and succession challenges with initiatives such as recruiting and retaining co-operative education students and developing staff internally. Through the following strategies, the ministry has made progress toward achieving this goal and objective.

Strategies

- 1. Developing and implementing the ministry's Human Resource Plan.** The ministry established a Human Resources Planning Committee, comprised of staff from various levels and departments across the ministry, to provide ongoing support for planning and implementation of ministry human resource management plans. This committee developed a Human Resource Management Plan with strategies to support staff, improve the work environment and ensure human resource best practices are applied. The committee's role includes continuing to identify and develop solutions for addressing workforce and work environment issues.
- 2. Assisting employees in developing and enhancing competencies for their respective positions.** In an ever-changing world, ministry staff need to adapt quickly to change, be flexible and innovative in how they approach their work, have broad skill sets that can be used in various situations and exercise good judgment. Staff must be good people managers and work across departments in a team environment. This wide range of skills requires varied and creative approaches and experiences to develop competencies. To address this, the ministry has been working to create more opportunities for employees to gain a greater breadth of knowledge and experience in various positions and to learn from each other.

3. Supporting managers' and supervisors' ability to enhance employee performance.

The ministry has been focusing on the use of Employee Performance and Development Plans (EPDPs) to both enhance performance and develop staff.

As a result of these strategies, in 2005/06:

- The ministry identified critical and hard-to-fill positions, developed an orientation program, identified leadership competencies, and hosted a number of recognition initiatives. All of these results stemmed from implementation of the ministry's Human Resource Management Plan.
- The ministry defined leadership competencies, promoted EPDP training sessions offered by the Public Service Agency, and introduced, within Management Services, the i-Plan, a more streamlined, standardized electronic EPDP process.

Performance Measures

Performance Measure	2002/03 Actual	2003/04 Actual	2004/05 Actual	2005/06 Target	2005/06 Actual	Variance
Percentage of staff with Employee Performance and Development Plans (EPDPs)	N/A	N/A	N/A	100%	100%	Target met

Selection Rationale

Employee performance and development planning is a process whereby employees and their supervisors work in partnership to develop and agree upon key work goals, key competency goals and a personal learning plan. The process supports the ministry in achieving its goals and objectives, as it helps employees and their supervisors set priorities for their work for the coming year. The annual cycle includes three phases: planning, implementation and review. It provides staff with feedback, clear expectations and an avenue to identify developmental opportunities; therefore, it supports high performance and learning. Experts in human resources agree that this type of process strengthens employee motivation and morale as well as business capacity and effectiveness.

Variance Explanation

No variance.

Data Sources and Issues

Historical results for 2002–2004 are not available because the ministry was created in June 2005, following a government reorganization. Current data were consolidated by each department in the ministry and provided to the Strategic Human Resources Branch.

Changes to the Measure

The measure is dropped in the 2006/07 Service Plan as the 100% target has been achieved. The ministry will continue to monitor the use of EPDPs in the ministry to ensure this is maintained. The ministry is no longer including an internal goal in its service plan, in favour of a focus on external goals. The ministry will continue to internally monitor the implementation, and measure the success of its human resource management plans.

Performance Measure	2002/03 Actual	2003/04 Actual	2004/05 Actual	2005/06 Target	2005/06 Actual	Variance
Human Resource Plan developed and implemented	N/A	N/A	N/A	Implemented	Mostly implemented (98%)	Target was mostly achieved (-2%)

Selection Rationale

To move toward achieving its human resource goal and objective, the ministry develops an annual Human Resource Management Plan. This measure holds the ministry accountable to implement the strategies and actions outlined in the plan.

Variance Explanation

All but two of the performance measures and targets outlined in the ministry's Human Resource Management Plan were met. These were: 1) Article 29 Committee held four times a year: this objective was not met as a result of the collective bargaining process. Preparation for collective bargaining began in the fall of 2005. During the period of bargaining preparation and collective bargaining, meetings of the Article 29 Committee were suspended; 2) Innovation and Learning Plan: draft completed by March 31/06: this target was not met due to lack of capacity as a result of the reorganization of the Ministry of Community Services, and unanticipated demands on resources to provide management services to the newly formed Ministry of Tourism, Sport and the Arts. As most of the Human Resource Management Plan was implemented, these two activities did not significantly impact the ministry's progress towards its goal of a high performance learning organization that is an employer of choice in British Columbia.

Data Sources and Issues

This was a new measure that was not included in previous service plans. All ministries in previous years were required to develop and implement human resource management plans. Implementation of the plan is monitored and reviewed by the Strategic Human Resource Branch of the ministry.

Changes to the Measure

The measure is dropped in the 2006/07 Service Plan as it relates to a goal internal to the ministry. However, the ministry will continue to develop, implement and evaluate success of its human resource management plans.

Regulatory Reform

The Ministry of Community Services supports the government-wide commitment to regulatory reform. It strived to maintain a zero per cent increase in the regulatory burden in 2005/06 while ensuring that British Columbia's regulatory climate supports strong, safe and healthy communities.

The Dispute Resolution Regulation made under the *Community Charter* resulted in 22 regulatory requirements. These support the ministry's work to improve regional governance and enhance municipal cooperation by emphasizing fairness, transparency and accountability in the resolution of inter-governmental disputes. The Dispute Resolution Regulation is procedural in nature and does not impose heavy requirements on those who choose to opt into the arbitration process.

The ministry also undertook a number of regulatory reform initiatives aimed at further reducing the regulatory burden. Streamlining amendments to the *University Endowment*

Land Act reduced provincial approvals, thus reducing the regulatory count by seven requirements. A further reduction in the number of regulatory requirements is anticipated following the review of the Regional District Service bylaw approval process that began in 2005/06.

Objective	Performance Measure	2004/05 Actual/Base	2005/06 Target	2005/06 Actual
Zero per cent increase to regulatory burden throughout 2005/06	Regulatory requirements maintained at June 2004 baseline	0	Zero per cent increase	0.17 per cent increase

Report on Resources

Resource Summary 2005/06

	Estimated	Other Authorizations	Total Estimated	Actual	Variance (Actual minus Total Estimated)
Operating Expenses (\$000)					
Local Government	178,165	7,213	185,378	185,412	34
Seniors', Women's and Community Services	50,622	0	50,622	49,628	(994)
Executive and Support Services	8,041	—	8,041	7,726	(315)
Total	236,828	7,213	244,041	242,766	(1,275)
Full-time Equivalents (Direct FTEs)					
Local Government	86	—	86	83	(3)
Seniors', Women's and Community Services	33	—	33	33	0
Executive and Support Services	71	—	71	69	(2)
Total	190	—	190	185	(5)
Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)					
Local Government	800	—	800	127	673
Seniors', Women's and Community Services	1,250	—	1,250	214	1,036
Executive and Support Services	300	—	300	126	174
Total	2,350	—	2,350	467	1,883

On June 16, 2005, the government announced a reorganization that transferred programs and services previously provided by the ministry to other ministries. Eight major programs were transferred to other ministries, including the Office of the Fire Commissioner; Housing, Building and Safety; Multiculturalism and Immigration; the Aboriginal Directorate; Library Services; Business Immigration and Labour Market Partnerships; Heritage; and the Royal BC Museum. No programs were acquired; however, central support for corporate functions, including finance and administrative services, information systems, strategic human resources, corporate policy and planning, and information, privacy and records, is now also provided to the Ministry of Tourism, Sport and the Arts through a shared service model.

Overview

Government transfers to service partners accounted for approximately 93.3 per cent of gross expenditures before internal and external recoveries. Most of these transfers supported local governments, as well as funding for Stopping the Violence prevention and intervention services. Salary and benefit costs for employees accounted for 4.2 per cent of ministry expenditures, and other operating costs (i.e., information technology, building occupancy costs, and office expenses) accounted for the balance (2.5 per cent).

Local Government

Funds are used to support local governments and other related organizations as they address community needs through powers provided by the *Community Charter* and *Local Government Act*. This includes development of growth strategies in collaboration with regional districts; incorporations, amalgamations and municipal boundary extensions; planning and development of capital sewer and water infrastructure projects; provision of municipal services in the University Endowment Lands; and the facilitation of productive relationships among local governments, provincial agencies and First Nations.

On October 10, 2000, the provincial and federal governments signed the Canada-British Columbia Infrastructure Program Agreement. The contract (which expires on March 31, 2008) represents a \$265.5 million commitment for the Province, and is intended to improve urban and local government infrastructure, such as water and waste-water systems, cultural and recreational facilities, and the energy efficiency of municipal buildings.

The timing of expenditures under this program is subject to many different factors, including design and construction delays and environmental assessments. As a result, annual expenditures fluctuate.

In 2005/06, more work than anticipated was completed on these projects, resulting in a variance of approximately \$34,000 under the Local Government sub-vote.

Seniors', Women's and Community Services

Funding in this core business area helps form part of the social safety net in B.C. communities, including programs for women who have experienced abuse and children who witness abuse, and public education and partnership initiatives that aim to reduce violence against women. The ministry also establishes government, community and corporate partnerships to support community revitalization; provides policy analysis, research and information to government on seniors' and women's issues; and works with other jurisdictions in Canada to promote seniors' and women's interests and provide information to the public.

In 2005/06, the government earmarked an additional \$12.5 million in funding for new services supporting women entering the labour force, and to help address issues of violence against women. The funding increase enhanced 214 existing services and funded 106 new services. Staggered start-up of the new services generated approximately \$1 million variance

in 2005/06. The ministry does not anticipate similar savings in 2006/07 once the cost of new services is fully annualized.

Executive and Support Services

This core business area consists of the Minister's Office, Deputy Minister's Office and Management Services. The primary function of Management Services is to develop infrastructure and internal systems that support ministry programs and contribute to improving service delivery capabilities. This includes a sound set of procedures and guidelines, strong financial and reporting systems, effective use of technology, and most importantly, employees who are innovative, flexible, proactive and take pride in their work.

There is no significant contributing factor to the under-expenditure of \$315,000 in Executive and Support Services. Relatively minor savings were generated in various areas of expenditure.

Capital Budget

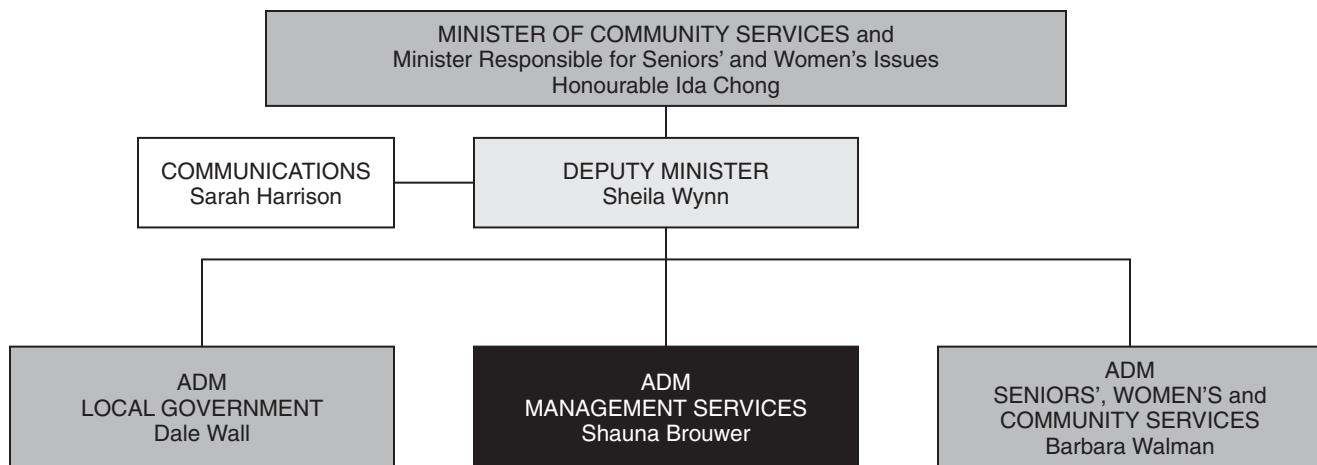
Approximately 95 per cent of the ministry's capital funding envelope is earmarked for information technology assets to maintain client-centered service delivery, make the most effective use of resources, and expand operational efficiencies. During 2005/06, however, actual expenditures for information technology were significantly less than anticipated (\$361,230 versus a budget of \$1.88 million). The under-expenditure resulted from changes in scope to design and design delays. The ministry does not anticipate similar savings in 2006/07. Many of the ministry's clients, including local governments and transition houses, already use some form of electronic media, such as web-enabled data collection via the Internet.

Appendices

Appendix 1

Organizational Chart

Ministry of Community Services



- Local Government Policy and Research Branch
- Governance and Structure Division
 - Local Government Structure Branch
 - Local Government First Nations Relations Section
 - Advisory Services Branch
- Intergovernmental Relations and Planning Division
 - Facilitation Services
 - Planning Programs
 - Intergovernmental Relations
- Local Government Infrastructure and Finance Division
 - Municipal Engineering Service Branch
- University Endowment Lands

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

The Department also provides services to the Ministry of Tourism, Sport and the Arts (TSA).

- Seniors' and Women's Policy Branch
- Stopping the Violence Branch
- Community Transition
- Inner-City Partnerships Branch
- Correspondence Branch
- Secretariat for Premier's Council on Aging and Seniors' Issues

Appendix 2

Ministry of Community Services Key Legislation

The ministry is responsible for a number of public Acts, including the following legislation:

Capital Region Water Supply and Sooke Hills Protection Act

Community Charter Act

Community Charter Council Act

Islands Trust Act

Land Title Act — section 219, except subsections (3) (c), (11) (b) and (10) as it relates to the Ministry

Local Government Act — except ss. 916–919 and 692–693

Local Government Grants Act

Local Services Act

Manufactured Home Tax Act

Ministry of Municipal Affairs Act

Mountain Resort Associations Act

Municipal Aid Act

Municipal Finance Authority Act

Nanaimo and Southwest Water Supply Act

Ports Property Tax Act — s. 5

Resort Municipality of Whistler Act

Sechelt Indian Government District Enabling Act — s 4.

University Endowment Land Act except — ss. 2 (1) (a) and (d) and 3 (b)

Vancouver Charter

Appendix 3

Agencies, Boards and Commissions

Board of Examiners:

The Board of Examiners was established under the *Local Government Act* to oversee the certification of senior local government officials by establishing qualifications and standards for local government employment according to offices and grades, granting certificates according to grades and skills to persons possessing the qualifications and meeting the standards, setting and holding examinations for candidates for a certificate, or cancelling certificates. The three member board is appointed by order-in-council and includes one member nominated by each of the following: the Union of British Columbia Municipalities, the Local Government Management Association of BC, and the Minister of Community Services.

Islands Trust Fund Board:

The Islands Trust Fund was established to preserve and protect the trust area, consisting of islands located in the Georgia Strait and Howe Sound. The trust is responsible for the preparation of the trust policy statement, official community plans and zoning bylaws respecting land within the trust not covered by an official community plan bylaw.

The Board's mandate is to preserve and protect significant areas and features of the trust environment by administering the trust fund, managing the property of the trust fund and meeting legislative requirements to prepare a trust fund plan and file annual reports. The Board consists of up to six members appointed by Minister's Order. Members are nominated by the Islands Trust Executive Committee, the Trust Council, and the Minister of Community Services.

Municipal Insurance Association of BC:

The Municipal Insurance Association of BC is a non-profit insurance cooperative which pools the common risks of its member municipalities for their mutual advantage.

The Association's mission is to maintain the liability insurance coverage needed for members' financial security, stabilize insurance costs, and provide risk management education to assist members in preventing claims. Over 150 municipalities and regional districts are members. The Board is composed of 16 members, one of whom is appointed by the Minister of Community Services.

Dease Lake and Atlin Advisory Planning Commissions:

The function of the Dease Lake and Atlin Advisory Planning Commissions is to advise the Minister on planning and land use matters within the Dease Lake and Atlin communities (two unincorporated communities that are not part of a regional district) and to act on behalf of the communities in communication with provincial agencies. The Commissions also provide a broader forum for public discussion on other issues and participate in

activities such as treaty matters and major project reviews. The Dease Lake Advisory Planning Commission consists of five to seven members, and the Atlin Advisory Planning Commission consists of seven to eight members. Members are selected in local elections and appointed by Minister's Order.

Premier's Council on Aging and Seniors' Issues:

The mandate of the Council is to consider how to support seniors' independence, health, and ability to continue as contributing members of society by: reviewing demographic and socio-economic trends, projecting an outlook to 2020; and identifying pressing needs and opportunities to improve seniors' independence and quality of living, including issues such as healthy lifestyles and nutrition, housing options and community programs, seniors' services and mandatory retirement. The Council consists of 18 members of the public appointed by Minister's Order.

Appendix 4

Table of Changes — 2005/06 Update compared to 2006/07

The table below shows changes to the ministry's goals and objectives.

- The left side reflects the 2005/06 – 2007/08 Updated Service Plan goals and objectives.
- The right side reflects the 2006/07 – 2008/09 Service Plan goals and objectives.

Goals and Objectives 2005/06 September Service Plan Update		Goals and Objectives 2006/07 February Service Plan	
Goal	Objective	Goal	Objective
1. Strong, safe and healthy communities	1. Effective, collaborative and accountable local governments. 2. Communities are economically, socially and environmentally sustainable. 3. Improved collaboration that supports safe, healthy and economically vibrant inner-city communities across British Columbia.	1. Community governance is open, effective and accountable to its citizens. 2. British Columbians live in resilient, sustainable communities. 3. Communities effectively meet the social and economic needs of their citizens.	1.1 Local governments are open, representative and responsive. 1.2 Local governments are accountable and make effective use of their legislative powers. 2.1 Planning and infrastructure investments contribute to community sustainability. 2.2 Communities are resilient and able to adapt to change. 3.1 Economically strong regions in British Columbia. 3.2 Cooperative approaches to respond to inner-city issues.
2. Seniors' and women's full participation in their communities.	1. Women and their children are supported to deal with their experience of abuse. 2. Women's options for participating in the economy are enhanced. 3. Greater awareness and understanding of issues related to an aging population.	4. Women are safe from domestic violence. 5. Women have the opportunity to reach their economic potential. 6. Improved social and economic well-being for seniors.	4.1 Strengthened community capacity to prevent and respond to domestic violence. 5.1 Women have more opportunities to participate in the economy. 6.1 Support to the Premier's Council on Aging and Seniors' Issues. 6.2 Greater awareness and understanding of issues related to an aging population.
3. A high performance, learning organization that is an employer of choice in British Columbia.	1. An organization where creativity and innovation are embraced and human resource best practices are applied.		

The table below shows changes to the ministry's performance measures.

- The left side reflects the 2005/06 – 2007/08 Updated Service Plan performance measures.
- The right side reflects the 2006/07 – 2008/09 Service Plan performance measures.

"X" identifies those measures that were dropped in the 2006/07 Plan, which are explained in the Report on Performance.

"Y" identifies those measures that were modified in the 2006/07 Plan, also explained in the Report on Performance.

"N" identifies new measures, which will be explained further in the 2006/07 Annual Service Plan Report.

Goals and Performance Measures 2005/06 September Service Plan Update		Goals and Performance Measures 2006/07 February Service Plan	
Goal	Performance Measure	Goal	Performance Measure
1. Strong, safe and healthy communities.	Number of regional districts in identified high population growth areas that have completed regional growth strategies. (X)	1. Community governance is open, effective and accountable to its citizens.	Percentage of municipalities operating within their liability servicing limit. (N)
	Percentage of population served by drinking water systems that use filtration where necessary and ultra-violet treatment in addition to disinfection. (Y)		
	Percentage of population served by sewer systems which either meet Liquid Waste Management Plan requirements or incorporate secondary or higher levels of treatment. (X)	2. British Columbians live in resilient, sustainable communities.	Number and percentage of population served by drinking water systems that meet emerging standards for the protection of drinking water quality. (Y)
	Number of partnerships focused on inner-city revitalization with British Columbian communities. (Y)		Number of municipalities collecting at least 90 per cent of their current year taxes. (N)
	Number of new revitalization initiatives for Vancouver's Downtown Eastside. (X)	3. Communities effectively meet the social and economic needs of their citizens.	Number of new urban development agreements.
	Number of BladeRunners participants moving into employment.		Number of BladeRunners participants moving into employment.

Goals and Performance Measures 2005/06 September Service Plan Update		Goals and Performance Measures 2006/07 February Service Plan	
Goal	Performance Measure	Goal	Performance Measure
2. Seniors' and women's full participation in their communities.	Number of women and their children sheltered through transition house services.	4. Women are safe from domestic violence.	Number of women and their children sheltered through transition house services.
	Number of women and their children counselled to address the effects of domestic violence. (X)		Number of outreach services provided to women and their children.
	Number of outreach services provided to women and their children.	5. Women have the opportunity to reach their economic potential.	Number of women who enter employment after participating in the mentoring program. (N)
	Mentoring program for women entering or re-entering the labour force established. (Y)	6. Improved social and economic well-being for seniors.	Number of seniors calling the 1-800 line per month. (N)
	Number of new resources to enhance women's awareness of options for participating in the economy. (X)		Number of Seniors' Guides distributed.
	Number of resources developed to improve access to information for and about seniors. (Y)		Number of visits per year to the Seniors' website. (N)
	Premier's Council on Aging and Seniors' Issues fully operational. (X)		
3. A high performance, learning organization that is an employer of choice in British Columbia.	Percentage of staff with Employee Performance and Development Plans. (X)		
	Implementation of the ministry's Human Resource Plan. (X)		

