

**Ministry of  
Children and Family  
Development**

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**2017/18  
Annual Service Plan Report**

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## Minister's Message and Accountability Statement



I am honoured to present the *2017/18 Annual Service Plan Report* for the Ministry of Children and Family Development. Last year we set the ground-work for an historic \$1-billion investment in British Columbia's child care system and one of the biggest social policy changes in our province's history. We've made significant progress on our 10-year goal of a universal child care plan that provides quality, accessible, affordable child care for B.C. families – just one of many areas in which we're making improvements to help children and families live safe and healthy lives. In February, we reached a \$153-million agreement with the Government of Canada to improve child care costs and access for all families. The Early Learning and Child Care agreement will help support vulnerable and underserved populations, such as young parents, which is crucial if we are to build a more accessible system.

The Ministry is committed to supporting lasting reconciliation with Indigenous peoples through meaningful action. In September 2017, we invested \$6.4 million for programs that better support and help keep First Nations and Métis families together. November 2017 saw child-protection authority for Métis families in the Kamloops area transferred to Lii Michif Otipemisiwak Family and Community Services. The fall 2017 First Nations Leadership Gathering made crystal clear the need to listen to, and work with, Indigenous communities if we are to change the trajectory for Indigenous children and their families. Following this, I instructed the Ministry to work on legislative changes to enable greater involvement for Indigenous communities in child-welfare decisions and to support their right to care for children according to their traditions and culture. The January 2018 emergency meeting in Ottawa on Indigenous child welfare reinforced for me that we were on the right track.

We know that children do best in a family-based setting and we have heard from caregivers that there are challenges related to equitable remuneration. Our Family-Based Caregiver Payment Model review is intended to address these issues and to strengthen the supports available to family-based caregivers.

Youth aging out of care deserve supports and services to help them transition into adulthood. In September 2017, this government expanded the Provincial Tuition Waiver Program, granting free post-secondary education to former youth in care at any of the provinces 25 post-secondary institution. And in February, we announced \$30 million over three years to enhance the Agreements with Young Adults program, increasing the maximum age of eligibility, the duration of agreements and the amount of financial support available to youth as they move to the next steps in their lives.

The *Ministry of Children and Family Development's 2017/18 Annual Service Plan Report* compares the Ministry's actual results to the expected results identified in the *2017/18 – 2019/20 Service Plan* created in September 2017. I am accountable for those results as reported.

A handwritten signature in black ink that reads "Katrine Conroy". The signature is fluid and cursive.

The Honourable Katrine Conroy  
Minister of Children and Family Development  
June 22, 2018

## Minister of State's Message and Accountability Statement



I am delighted to support Minister Conroy in presenting the *2017/18 Annual Service Plan Report*. Our *Child Care Blueprint* was released on February 2018 and set out our commitments as we move towards a universal child care system in B.C.

Our Childcare BC plan was informed by parents and child care professionals through face-to-face meetings throughout the fall and winter of 2017. What we learned, in turn, informed planning for further community outreach and engagement in spring 2018.

Immediate relief to B.C. parents was provided by reducing the cost of licensed infant/toddler care and care for children aged three years to Kindergarten. In March, the ministry began accepting applications for the new Child Care Fee Reduction Initiative, which reduces child care costs for parents by up to \$350 per month per child.

Our Child Care Blueprint also focused on providing better affordability for families by investing in initiatives and programs to increase the number of affordable child care spaces available. In November 2017, the Ministry announced funding for more than 3,800 spaces, which includes 585 spaces in Indigenous communities. This is the largest number of Indigenous child care spaces ever funded.

And to ensure every space is supported by Early Childhood Educators, our Child Care BC plan adds more post-secondary training program seats, invests in bursaries for those who want to enter the field of early childhood education, and launched a labour market study to help inform a recruitment, remuneration and retention strategy for Early Childhood Educators.

The *Ministry of Children and Family Development's 2017/18 Annual Service Plan Report* compares the Ministry's actual results to the expected results identified in the *2017/18 – 2019/20 Service Plan* created in September, 2017. I am accountable for those results, as they relate to child care, as reported.

A handwritten signature in black ink, appearing to read 'Katrina', with a long horizontal line extending to the right.

Honourable Katrina Chen  
Minister of State for Child Care  
June 22, 2018

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## Purpose of the Ministry

The primary focus of the Ministry of Children and Family Development (MCFD) is to support all children and youth in British Columbia, Indigenous<sup>1</sup> and non-Indigenous, to live in safe, healthy and nurturing families and be strongly connected to their communities and culture. The Ministry's approach is to deliver inclusive, culturally respectful, responsive and accessible services that support the well-being of children, youth and families in B.C.

The Ministry also supports the Minister in her governance responsibilities for the [Columbia Power Corporation](#) and the [Columbia Basin Trust](#). These Crown Corporations prepare their own Service Plans and associated Annual Service Plan Reports.

## Strategic Direction

In September 2017, the new Government announced its priorities with three key commitments to British Columbians:

- To make life more affordable.
- To deliver the services people count on.
- To build a strong, sustainable, innovative economy that works for everyone.

Integrated with these priorities is Government's commitment to true, lasting reconciliation with Indigenous peoples in British Columbia, as we move towards fully adopting and implementing the [United Nations Declaration on the Rights of Indigenous Peoples](#) and the [Truth and Reconciliation Commission Calls to Action](#). Beyond MCFD's commitment to reconciliation, we have also been tasked in the [Minister's Mandate Letter](#) to make substantive progress on the following priorities:

- Enhancing and improving child-protection services to ensure that all children grow up in safe and nurturing environments.
- Investing in child protection to hire additional social workers and staff to support social workers, and to implement incentives to attract social workers to rural and underserved regions.
- Working to implement the recommendations from Grand Chief Ed John's report and provide better supports to keep Indigenous children at home and out of care.
- Making the reduction of the number of Indigenous children entering our care system a priority.
- Working to ensure Delegated Aboriginal Agencies are supported to offer services at the same level offered to non-Indigenous children.
- Increasing funding for Agreements with Young Adults in order to offer supports to all youth aging out of care who need it, not just a few.
- Work with the Minister of Advanced Education, Skills and Training to expand the Tuition Fee Waiver program and provide enhanced supports for former youth in care who pursue post-secondary education.

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<sup>1</sup> In this report, the terms "Indigenous" and "Aboriginal" refer to Inuit, Métis and First Nations. We acknowledge that these terms are not all inclusive and the use of them is not intended to exclude any group.

Additionally the Minister of State for Child Care has been tasked in her [Mandate Letter](#) to develop specific objectives relating to:

- Working with all levels of government, child care providers, the private and not-for-profit sectors to implement a universal child care plan that provides affordable, accessible and high-quality care and early learning to every child whose family wants or needs it, starting with infant/toddler programs before gradually expanding.
- Providing additional investments in the Early Childhood Educator workforce through training, education, and fair wages to enhance and ensure quality.
- Accelerating the creation of new child care spaces in communities across the Province as part of building a Better BC.

## Operating Environment

The Ministry delivers on its mandate through approximately 4,825 Ministry staff working in partnership with Delegated Aboriginal Agencies, Indigenous service partners, approximately 5,400 contracted community social service agencies and foster homes, as well as many cross-government and social-sector partners. The Ministry supports vulnerable children and their families, emphasizing the principles of early intervention and prevention to keep families together where possible, and connecting children and youth with permanent living arrangements when needed. Services include early childhood development and child care, children and youth with special needs, child and youth mental health, child welfare, adoption, youth justice, and supporting youth transitioning to adulthood.

Ministry programs and services are coordinated through a provincial office located in Victoria and are delivered through 13 geographic Service Delivery Areas. For information on specific programs and services, visit the [Ministry of Children and Family Development internet site](#).

In the 2017/18 fiscal year, a number of factors influenced the Ministry's operating environment, including:

- Changing demographics – the population of children and youth is projected to increase; the complexity of need is increasing; and the population is aging – all of which may impact caseloads as well as the ability to recruit foster parents and Ministry staff.
- Increasing demand for service in the areas of child welfare and children and youth with special needs (including autism).
- Improvements to front line service delivery methods and changes to policies and programs may require additional investments in technology and facilities over time.

## Report on Performance

The following table reports on the objectives and performance targets provided to the Minister in the 2017/18 – 2019/20 Service Plan along with the Ministry’s achievements.

Objective	Actions Taken Up to March 31, 2018
<p>Objective 1 – Enhancing and improving child-protection services to ensure that all children grow up in safe and nurturing environments.</p>	<p><b>Revised Ministry Standards for Contracted Residential Agencies.</b></p> <ul style="list-style-type: none"> <li>• In January 2018, revised Ministry standards were released to Contracted Residential Agencies describing the steps necessary to approve caregivers they hire.</li> <li>• The Ministry continued working with Contracted Residential Agencies to increase compliance with Ministry standards for screening and approval of caregivers to improve quality of care to children in the Ministry’s care.</li> <li>• <b>Joint MCFD-Representative for Children and Youth (RCY) Review of Outstanding Recommendations</b></li> <li>• A joint MCFD-RCY review was initiated to assess outstanding recommendations made to MCFD by the RCY over the past 10 years.</li> </ul> <p><b>Family-Based Caregiver Payment Model Initiative</b></p> <ul style="list-style-type: none"> <li>• The Family-Based Caregiver Payment Model Initiative began in February 2018 to address payment inequities between family-based caregivers.</li> </ul>
<p>Objective 2 – Investing in child protection to hire additional social workers and staff to support social workers, and to implement incentives to attract social workers to rural and underserved regions.</p>	<p><b>Continue to Improve Ministry Efforts to Expedite Hiring and Fill Vacancies</b></p> <ul style="list-style-type: none"> <li>• The Ministry enhanced the central recruitment process by maximizing and increasing talent pools and emphasizing the Ministry as an employer of choice, resulting in a successful recruitment year for social worker positions.</li> </ul> <p><b>Improvements to Rural and Remote Hiring</b></p> <ul style="list-style-type: none"> <li>• The Ministry implemented a financial incentive program to support communities where recruitment and retention is more challenging. The first full year of the incentive program is now complete.</li> </ul>



Objective	Actions Taken Up to March 31, 2018
Objective 3 – Working to implement the recommendations from Grand Chief Ed John’s report and provide better supports to keep Indigenous children at home and out of care.	<p><b>Monitoring of Report Implementation</b></p> <ul style="list-style-type: none"> <li>• Of the 85 recommendations, 71 are directed to MCFD. Of these, 5 are substantially complete, 53 have specific actions underway, 2 have planning underway, and 11 require further work and engagement with Ministry partners and the Federal Government.</li> <li>• The Ministry met with Grand Chief Ed John in October 2017 to report on progress towards implementing his recommendations.</li> <li>• <i>Budget 2017</i> September Update provided \$40 million annually for family supports and reunification, culturally appropriate services and additional staff to address the Report’s recommendations, and an additional \$10 million was redirected to support this work.</li> </ul>
Objective 4 – Making the reduction of the number of Indigenous children entering our care system a priority.	<p><b>Funding for On-Reserve Prevention Supports</b></p> <ul style="list-style-type: none"> <li>• The Ministry provided direct funding to First Nations and Métis-serving agencies for on-reserve prevention supports and is continuing to work with Delegated Aboriginal Agencies (DAAs) and First Nations/Métis agencies to clarify and focus services.</li> </ul> <p><b>Proposed Amendments to the <i>Child, Family, and Community Services Act</i> (CFCSA)</b></p> <ul style="list-style-type: none"> <li>• Began work on proposed legislative amendments to the CFCSA to support improved practice, connect children and families with Indigenous communities, and reduce the number of Indigenous children in care.</li> </ul> <p><b>First Nations/Métis Jurisdiction on Child Welfare</b></p> <ul style="list-style-type: none"> <li>• Worked with the Métis Nation British Columbia &amp; Shuswap Nation Tribal Council to develop Memorandums of Understanding (MoU) for formal discussions regarding transfer of jurisdiction over child welfare.</li> <li>• Discussions were initiated with the Wet’suwet’en, Splatshin, Cowichan, Lake Babine, Northern Secwepemc te Qelmucw (NStQ), and Huu-ay-aht Nations on jurisdiction, law-making and treaty implementation.</li> <li>• The Ministry continued to work with the First Nations Leadership Council (FNLC) on issues of jurisdiction.</li> </ul>

Objective	Actions Taken Up to March 31, 2018
<p>Objective 5 – Working to ensure Delegated Aboriginal Agencies are supported to offer services at the same level offered to non-Indigenous children.</p>	<p><b>Increased Funding for Delegated Aboriginal Agencies (DAAs)</b></p> <ul style="list-style-type: none"> <li>• As part of the \$40 million per year permanency initiative funding, <i>Budget 2017</i> September Update provided \$14.4 million annually to DAAs to ensure those that are provincially funded receive the same funding to deliver the same services as MCFD’s Service Delivery Areas.</li> <li>• The Federal Government provided additional funding to federally-funded DAAs for prevention services. This enabled implementation of an equitable and standardized funding approach across all DAAs for the provision of off-reserve delegated services, and better positioned DAAs to provide wages to their employees that are equal to those of MCFD employees.</li> </ul>
<p>Objective 6 – Increasing funding for Agreements with Young Adults (AYA) in order to offer supports to all youth aging out of care who need it, not just a few.</p>	<p><b>AYA Expansion</b></p> <ul style="list-style-type: none"> <li>• A financial impact analysis was completed to inform the immediate expansion of the AYA program.</li> <li>• The AYA Expansion Initiative was announced in February to explore further enhancements to the program including supports to address barriers and increase uptake.</li> </ul>
<p>Objective 7 – Work with the Minister of Advanced Education, Skills and Training to expand the tuition fee waiver program and provide enhanced supports for former youth in care who pursue post-secondary education.</p>	<p><b>Tuition Waiver Program Expansion</b></p> <ul style="list-style-type: none"> <li>• As of September 1, 2017, former youth in care, aged 19–27, who were in an eligible care status for at least 24 months, are eligible for free tuition at any of B.C.’s 25 public post-secondary institutions.</li> <li>• As of March 2018, 335 former youth in care were attending B.C. colleges and universities and receiving tuition waivers.</li> <li>• A communication strategy was implemented to support staff to action the enhanced supports to AYA for former youth-in-care attending post-secondary institutions.</li> </ul>

The following table reports on the objectives and performance targets provided to the Minister of State in the *2017/18 – 2019/20 Service Plan* along with the Ministry’s achievements.

Objective	Actions Taken Up to March 31, 2018
Objective 1 – Working with all levels of government, child-care providers, the private and not-for-profit sectors to implement a universal child-care plan that provides affordable, accessible and high-quality care and early learning to every child whose family wants or needs it, starting with infant/toddler programs before gradually expanding.	<p><b>Early Learning and Child Care (CAN-BC ELCC Agreement)</b></p> <ul style="list-style-type: none"> <li>• On January 24, 2018 the Ministry was granted approval to enter into a funding agreement with the Federal Government for Early Learning and Child Care.</li> <li>• Under the terms of the CAN-BC ELCC Agreement, \$21 million was provided to B.C. to:                             <ul style="list-style-type: none"> <li>○ Apply new streams of bursaries and grants to recruit and retain early childhood educators, and support up to 4,000 current and future educators in obtaining or upgrading their Early Childhood Educator certification; and</li> <li>○ Direct new funds into the existing systems to expand culturally based Indigenous child care.</li> </ul> </li> </ul>
Objective 2 – Providing additional investments in the Early Childhood Educator workforce through training, education and fair wages to enhance and ensure quality.	<p><b>Workforce Development Strategy Update</b></p> <ul style="list-style-type: none"> <li>• The first step in this strategy was to undertake labour market research, which sought input from the sector to help the Ministry better understand the complexities of this workforce, and how wages and benefits differ across the sector. This analytical work will provide government with a clearer picture of the existing workforce, in order to effectively target any future initiatives.</li> </ul>
Objective 3 – Accelerating the creation of new child-care spaces in communities across the province as part of building a Better BC.	<p><b>Child Care Major Capital Program</b></p> <ul style="list-style-type: none"> <li>• In November 2017, the Ministry announced funding for more than 3,800 spaces, which includes 585 spaces in Indigenous communities. This is the largest number of Indigenous child care spaces ever funded.</li> <li>• The Ministry worked with the First Nations Health Authority and other community organizations to ensure that Indigenous communities could take advantage of available funding. These child care spaces play a vital role in helping young Indigenous children experience culturally appropriate early learning, with exposure to Indigenous language and traditions.</li> </ul>

As committed to in the *2017/18 – 2019/20 Service Plan* tabled in September 2017, the Ministry released fully developed objectives and performance measures in the Ministry’s *2018/19 – 2020/21 Service Plan*, tabled in February 2018.

## Financial Report

### *Discussion of Results*

The Ministry Operations Vote ended the year with a \$9.116 million surplus, prior to the accounting entry for the Adjustment of Prior Year Accrual.

- The Early Years Services actual expenditures fell below budgeted amounts due to lower than expected expenditures related to child care capital funding and child care subsidy payments. After meeting all of our objectives within our Early Years initiative, excess budget was used to offset caseload cost pressures in other core businesses.
- The Services for Children & Youth with Special Needs actual expenditures were higher than budgeted primarily due to higher demand for Autism funding payments and increased costs associated with Foundational Programs such as Supported Child Development.
- The Child & Youth Mental Health Services actual expenditures were lower than budgeted due to hiring challenges of mental health practitioners and implementation delays for other initiatives. This surplus was used to offset cost pressures in other core businesses.
- The Child Safety, Family Support & Children in Care Services actual expenditures were higher than budgeted as a result of increased costs associated with staffed residential resources for children and youth in care; and increased hiring of front-line workers.
- The Adoption Services actual expenditures were slightly higher than budgeted due to increased hiring of adoption support employees.
- The Youth Justice Services actual expenditures fell below budgeted amounts due to less demand for contracted resources. This surplus was used to offset cost pressures in other core businesses.
- The Service Delivery Support actual expenditures were higher than budgeted due to increased office and facilities costs to support the hiring of additional front-line workers.
- The Executive & Support Services actual expenditures were higher than budgeted due to increased corporate costs to support the recommendations outlined in the Plecas report and by Grand Chief Ed John.

**Financial Report Summary Table**

	Estimated <sup>1</sup>	Other Authorizations <sup>2</sup>	Total Estimated	Actual <sup>3</sup>	Variance <sup>4</sup>
<b>Operating Expenses (\$000)</b>					
<b>Early Years Services</b>	329,670		329,670	279,481	(50,189)
<b>Services for Children &amp; Youth with Special Needs</b>	331,824		331,824	355,416	23,592
<b>Child &amp; Youth Mental Health Services</b>	96,492		96,492	88,850	(7,642)
<b>Child Safety, Family Support &amp; Children In Care Services</b>	603,360		603,360	623,314	19,954
<b>Adoption Services</b>	31,203		31,203	31,488	285
<b>Youth Justice Services</b>	46,061		46,061	43,057	(3,004)
<b>Service Delivery Support</b>	142,265		142,265	146,002	3,737
<b>Executive &amp; Support Services</b>	15,047		15,047	19,198	4,151
<b>Sub-Total</b>	<b>1,595,922</b>	<b>0,000</b>	<b>1,595,922</b>	<b>1,586,806</b>	<b>(9,116)</b>
<b>Adjustment of Prior Year Accrual<sup>5</sup></b>	<b>0,000</b>	<b>0,000</b>	<b>0,000</b>	<b>(1,322)</b>	<b>(1,322)</b>
<b>Total</b>	<b>1,595,922</b>	<b>0</b>	<b>1,595,922</b>	<b>1,585,484</b>	<b>(10,438)</b>
<b>Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)</b>					
<b>By Core Business</b>	<b>0,000</b>	<b>0,000</b>	<b>0,000</b>	<b>0,000</b>	<b>0,000</b>
<b>Total</b>	<b>0,000</b>	<b>0,000</b>	<b>0,000</b>	<b>0,000</b>	<b>0,000</b>
<b>Capital Plan (\$000)</b>					
<b>Service Delivery Support (Specialized Equipment &amp; Fleet Vehicles)</b>	<b>4,005</b>		<b>4,005</b>	<b>3,953</b>	<b>(52)</b>
<b>Total</b>	<b>4,005</b>	<b>0,000</b>	<b>4,005</b>	<b>3,953</b>	<b>(52)</b>

	Estimated <sup>1</sup>	Other Authorizations <sup>2</sup>	Total Estimated	Actual <sup>3</sup>	Variance <sup>4</sup>
<b>Other Financing Transactions (\$000)<sup>6</sup></b>					
<b>Executive &amp; Support Services</b> (Human Services Providers Financing Program)					
Receipts	31		31	31	0
Disbursements	0		0	0	0
<b>Net Cash Source (Requirements)</b>	31		31	31	0
<b>Total Receipts</b>	<b>31</b>		<b>31</b>	<b>31</b>	<b>0</b>
<b>Total Disbursements</b>	<b>0</b>		<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Net Cash Source (Requirements)</b>	<b>31</b>	<b>0</b>	<b>31</b>	<b>31</b>	<b>0</b>

<sup>1</sup> The amounts in the “estimated” column correspond to the Estimates budget as presented on September 11, 2017.

<sup>2</sup> “Other Authorizations” include Supplementary Estimates, Statutory Appropriations and Contingencies. Access to these authorizations was not required for 2017/18.

<sup>3</sup> The numbers presented are subject to rounding to the thousands level.

<sup>4</sup> Variance represents “Actual” minus “total Estimated.”

<sup>5</sup> The Adjustment of Prior Year Accrual of \$1.322 million is a reversal of accruals in the previous year.

<sup>6</sup> Human Services Providers financing program receipts represent the repayment of one outstanding loan by a community social services provider. The funding for capital purposes was provided for under the Human Resource Facility Act.

The 2017/18 Ministry budget is based on assumptions contained within the *2017/18 – 2019/20 Service Plan*.

## **Appendix A: Ministry Contact Information and Hyperlinks**

### ***Ministry Contact Information***

#### **General Ministry Enquiries:**

Client Relations: **250 387-7027** (in Victoria), or toll-free: **1 877 387-7027**

E-mail: [MCF.CorrespondenceManagement@gov.bc.ca](mailto:MCF.CorrespondenceManagement@gov.bc.ca)

#### **Ministry Mailing Address:**

PO Box 9770 Stn Prov Govt  
Victoria BC V8W 9S5

### ***Hyperlinks to Additional Information***

#### **MCFD Reporting Portal:**

<https://mcf.gov.bc.ca/reporting/services>

#### **AYA Program:**

<https://www2.gov.bc.ca/gov/content?id=26F90C367E4846D491225B38B79F7930>

#### **Expanded Tuition Waiver Program:**

<https://www2.gov.bc.ca/gov/content?id=E0D1E7CACCA1408EAB8251766AF187FD>

#### **A Report on Indigenous Child Welfare in British Columbia**

*Final Report of Special Advisor Grand Chief Ed John:*

<http://ow.ly/ci8Y30fx7K2>

#### **More Information about Child Care in British Columbia:**

[www.gov.bc.ca/childcare](http://www.gov.bc.ca/childcare)

If you are a child-care operator: [www.gov.bc.ca/childcareoperatingfunding](http://www.gov.bc.ca/childcareoperatingfunding)

For a backgrounder, click here: [http://news.gov.bc.ca/files/CFD\\_Childcare\\_BG\\_Dec\\_4\\_2017.pdf](http://news.gov.bc.ca/files/CFD_Childcare_BG_Dec_4_2017.pdf)

## **Appendix B: List of Crowns, Agencies, Boards and Commissions**

**Columbia Power Corporation:**

<http://columbiapower.org/>

**Columbia Basin Trust:**

<https://ourtrust.org/>