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SEPTEMBER BUDGET UPDATE 2005

*Ministry of
Community Services*

**2005/06 – 2007/08
SERVICE PLAN UPDATE
SEPTEMBER 2005**



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Message from the Minister and Accountability Statement

I have the honour to submit the Ministry of Community Services 2005/06–2007/08 Service Plan Update. This updated Service Plan outlines the approaches the ministry will take to support the government in achieving the five great goals for a Golden Decade. Our long-term vision of making British Columbia the best it can be — a province of prosperity and exceptional promise — is well underway.

The Ministry of Community Services was formed on June 16, 2005. The new Ministry will continue to work with local governments, inner-cities, communities in transition and seniors' and women's organizations. I am proud to build on the solid foundation of accomplishments forged by my predecessors in the former Ministry of Community, Aboriginal and Women's Services, the Honourable George Abbott and the Honourable Murray Coell. I am also responsible for the Public Service Agency. This agency has its own service plan.

Over the past four years we have followed through on our commitments to local governments, passing the *Community Charter*, returning 100 per cent of traffic fine revenue to local governments, protecting local government grants and continuing to contribute to local infrastructure through the Canada/BC Infrastructure Program and the new BC Community Water Improvement Program. Through our work with the federal government and in collaboration with the Union of BC Municipalities, British Columbia communities will receive \$635.6 million of federal gas tax monies (New Deal for Cities and Communities) over the next five years.

Looking to the future, we will review issues related to regional governance, recognizing the uniqueness of each B.C. region while ensuring strong regional economic leadership. We are conscious of the challenges faced by communities in transition, and will be working with those communities to address these challenges. Building on our experience with the Vancouver Agreement, an urban development initiative of the governments of Canada, British Columbia and the City of Vancouver, we will work to address inner-city issues in other communities using this partnership approach.

Our efforts in acknowledging and meeting the special needs of seniors and women will continue. We will provide support to the Premier's Council on Aging and Seniors' Issues, and we will collaborate with other ministries on a coordinated response to the Council's recommendations. We will continue to support a range of services to women and their children at risk of violence, including prevention and intervention services. As well, we will lead initiatives aimed at assisting women to advance their education, skills and employability to facilitate their entry and re-entry into the workforce.

The Ministry of Community Services 2005/06–2007/08 Service Plan Update September 2005 was prepared under my direction in accordance with the *Budget Transparency and Accountability Act*. I am accountable for the basis on which the Plan has been prepared. All material fiscal assumptions and policy decisions as of August 31, 2005 have been considered in preparing the Service Plan and I am accountable for achieving the specific objectives.



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

August 31, 2005

Ministry Overview and Core Business Areas

Ministry Overview

The Ministry of Community Services was established on June 16, 2005 and provides policy analysis, programs and services related to local government, seniors', women's and community issues. Prior to June, these program and policy areas were housed under the former Ministry of Community, Aboriginal and Women's Services. The Ministry of Community Services' programs and services contribute to fulfilling the government's goals for a Golden Decade by placing greater emphasis on fostering local support for and commitment to important objectives such as literacy, health and wellness, supportive communities, environmental sustainability and economic opportunity for British Columbians.

The ministry has three core business areas: local government; seniors', women's and community services; and executive and support services (see Appendix I for the ministry organization chart). The ministry administers over 15 pieces of legislation (see Appendix II) and is responsible for the following Agencies, Boards and Commissions: the Islands Trust; the Municipal Insurance Association of B.C.; and the Premier's Council on Aging and Seniors' Issues.

The ministry delivers its mission, goals and objectives through the following core activities:

- Providing the legislative, policy and governance framework for local governments;
- Funding third party service providers to deliver client-centred intervention and prevention services to women and their children leaving abusive relationships;
- Brokering partnerships to deliver services to address inner-city issues and issues related to communities in transition;
- Undertaking policy analysis and raising awareness about issues related to seniors and women; and
- Building relationships and managing communications with other ministries, staff, clients and stakeholders.

There are a number of cross-government initiatives for which the Ministry of Community Services is responsible. These include:

- Premier's Council on Aging and Seniors' Issues;
- Reviewing issues related to regional governance;
- Addressing issues for communities in transition; and
- Taking the lead role in responding to the federal New Deal for Cities and Communities.

Since the former Ministry of Community, Aboriginal and Women's Services 2005/06 – 2007/08 Service Plan was published in February 2005, there have been significant changes to the Ministry of Community Services' mandate. The ministry's areas of responsibility include the three core business areas identified above. Programs no longer resident in the ministry include: multiculturalism and immigration; aboriginal directorate; housing, building and safety policy; heritage; public library services; and the Office of the Fire Commissioner. Additionally, the ministry's Management Services Department is now responsible for providing support to the Ministry of Tourism, Sport and the Arts.

Core Business Areas and Structure

1. Local Government

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

Under this core business area, the ministry supports local governments to address community needs through powers provided by the *Community Charter* and *Local Government Act*; manages sewer and water infrastructure planning and development funding; works with regional districts to develop growth strategies; assists local governments with incorporations, amalgamations and boundary extensions; and 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.

Much of the work of the ministry in this core business area relies on building and furthering positive working relationships at the community and regional levels among local governments and other bodies, and at the provincial and federal level between local governments and provincial and federal ministries, as well as between the Province and First Nations. There are a diverse number of stakeholders and service partners in the local government arena. These partnerships are founded on mutual interest or shared desired outcomes rather than formal accountability mechanisms.

The Local Government Department has a budget of \$178.2 million for 2005/06, with a staff of 86 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. This department is composed of three policy/program 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 policy and programs related to seniors, women and inner-city issues. The ministry contributes to community health and safety by funding third party service providers to deliver transition house programs for women and children leaving abusive relationships; counselling programs for women who have experienced violence and children who have witnessed abuse; and public education and partnership initiatives that aim to reduce 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 representing British Columbia at the fora of Ministers Responsible for Status of Women and Ministers Responsible for Seniors.

Through this core business area, the ministry also supports sustainable urban revitalization in inner-city communities through public, private and community partnerships. Responsibilities include brokering partnerships to create economic and social development opportunities in inner-city communities across British Columbia, facilitating the implementation of the Inclusive Olympic Commitments¹ and maintaining the BladeRunners youth employment program. This business area also works to address issues for communities in transition.

The seniors', women's and community services core business area has a budget for 2005/06 of \$50.6 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 Management Services Department supports programs in both 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 has a budget for 2005/06 of \$8 million, with a staff of 71 full-time equivalents.

¹ Arising from the 2010 Bid Corporation and its Member Partners' mutual vision to create sustainable legacies for all British Columbians, the Inclusive Inner-City Olympic Commitments were developed. Contained within 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.

Resource Summary

Core Businesses	2004/05 Restated Estimates ¹	2005/06 Estimates	2006/07 Plan	2007/08 Plan
Operating Expenses (\$000)				
Local Government	119,467	178,165	165,165	141,565
Seniors', Women's and Community Services	37,612	50,622	50,122	50,122
Executive and Support Services	8,502	8,041	7,948	7,948
Total	165,581	236,828	223,235	199,635
Full-time Equivalents (FTEs)				
Local Government	84	86	86	86
Seniors', Women's and Community Services	33	33	33	33
Executive and Support Services	71	71	71	71
Total	188	190	190	190
Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)				
Local Government	40	800	800	800
Seniors', Women's and Community Services	150	1,250	1,055	1,055
Executive and Support Services	250	300	350	350
Total	440	2,350	2,205	2,205

¹ These amounts have been restated, for comparative purposes only, to be consistent with the presentation of the September Update 2005 *Estimates* 2005/06. Schedule A of the 2005/06 *Estimates* presents a detailed reconciliation.

Explanation and Comments

Operating expenditures have increased in 2005/06 by \$70 million due to increased funding for Local Government Transfers and Personal Safety for Women and Girls. Expenditure decreases in 2006/07 and 2007/08 are due to the Canada/BC Infrastructure Program winding down.

Strategic Context

Vision, Mission and Values

Vision

British Columbians enjoy full social and economic participation 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.

Values

The ministry is guided by the following values in conducting its work:

Collaboration — promoting team work, and building relationships and partnerships of mutual trust, confidence and respect.

Professionalism and Integrity — conducting respectful, honest and ethical behavior in all its communications and actions.

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.

Accountability — providing services efficiently, implementing sound financial management and being accountable to government and the public for the results identified in its Service Plan.

Innovation and Creativity — championing a culture of learning, innovation and creativity within all levels of the organization.

Planning Context and Key Strategic Issues

The Ministry of Community Services helps to create strong, healthy, safe British Columbia communities through its work in two core business areas: local government and seniors', women's and community services.

In Canada, responsibility for local matters is assigned to the provinces under the Constitution. All provinces discharge this responsibility by providing a legislative framework within which local governments operate. British Columbia's implementation of the *Community Charter* has created the most enabling framework for local governments in Canada. The Charter balances broader local government powers with increased accountability to British Columbians.

In British Columbia, local governments consist of 156 municipalities and 27 regional districts, which collectively serve diverse communities whose populations range from under 250 in the Village of Silverton to over two million in the Greater Vancouver Regional District.² Local governments provide a wide range of services to citizens, including fire protection, policing, land-use planning, parks, recreation, local streets, water, sewer as well as garbage collection and disposal. Local governments also support important objectives such as literacy, health and wellness, environmental sustainability and economic opportunity for British Columbians. Through the *Community Charter* and the *Local Government Act*, the Local Government Department works to ensure local governments have the necessary tools to provide these services effectively and remain accountable to their citizens.

Challenges and opportunities facing British Columbian communities include:

- Many rural communities have traditionally depended on natural resource industries, which have been dramatically impacted in recent years by trade issues such as the ongoing softwood lumber dispute, the mountain pine beetle infestation, and the challenges of resource renewal. The ministry will work with resource ministries and other social ministries to mitigate the socio-economic impacts of these challenges on communities.
- British Columbia's metropolitan regions are experiencing high growth. Continuing population growth (an additional 1.3 million people expected by 2031)³ increases pressure on housing prices and puts an additional strain on the existing urban infrastructure.
- British Columbian communities are actively working to improve drinking water quality and to promote water conservation.
- The New Deal for Cities and Communities provides \$635.6 million over five years for British Columbian communities to finance infrastructure that supports sustainable development. The Ministry of Community Services is the lead ministry working in partnership with the federal government on the New Deal.

² BC Stats. 2004.

³ BC Stats. 2004.

Strategic shifts from “provincial control” and “direct service delivery” to “local empowerment” and “service delivery through local communities and/or third parties” will present additional challenges for the ministry in the coming months. Local governments will continue to require expert advice and guidance as they explore and apply their new powers under the *Community Charter*.

The Ministry of Community Services is also responsible for working in collaboration with other agencies and orders of government to address social, health and economic issues facing inner-city communities within British Columbia’s larger cities. Unemployment, crime and homelessness rates in cities’ inner cores are usually substantially higher than in cities overall. For example, the unemployment rate in Vancouver’s Downtown Eastside was 22 per cent in 2001 compared to eight per cent in Vancouver as a whole; and 22 per cent of the crimes in Vancouver were in the Downtown Eastside⁴. Concerns have also been raised about similar issues facing communities such as Prince George, Surrey and Victoria. Community agencies report seeing more people with increasingly severe economic and health problems.

The problems facing British Columbia’s inner-cities can be particularly challenging as:

- in most cases they have taken decades to become established;
- responses must be coordinated across a variety of agencies; and
- effective participation in solutions is often hindered by a lack of capacity among inner-city residents.

To address these issues, the ministry supports the Vancouver Agreement and is working to support other inner-city tripartite agreements.

Women in British Columbia comprise 51 per cent of the population, account for 56 per cent of university enrolment⁵, and represent 47 per cent of the paid labour force⁶ and 36 per cent of the self-employed⁷. Despite the many gains achieved in recent decades, women still face challenges. For example:

- Women’s labour force activity and incomes are still more likely to be affected by family and care-giving responsibilities (working part-time, taking time off, and/or retiring early to accommodate family care-giving responsibilities).

⁴ Census 2001. Statistics Canada.

⁵ Ministry of Advanced Education, *Post-Secondary Central Data Warehouse Standards Reports*, November 2004 Data Submission.

⁶ Ministry of Skills Development and Labour, *Women and the Labour Force*, March 17, 2005.

⁷ *Small Business Profile, 2004 — A Profile of Small Businesses in British Columbia*. A partnership of Western Economic Diversification Canada, Small Business BC, Ministry of Small Business and Economic Development and BC Stats. 2004.

- Women rely more heavily on government transfer payments, programs and services than do men.
- Women are still more likely to be a victim of a sexual or physical crime committed by someone they know. For example, in 2004, women accounted for 85 per cent of all victims of spousal assault reported to police in Canada.⁸

The ministry's programs for women are directed almost exclusively toward women who are leaving or have left abusive relationships. One pressure on these programs is the recent trend of an increasing number of women being referred to transition houses for reasons other than abuse.

Today, seniors in British Columbia comprise 13.3 per cent of the population. That proportion is expected to rise to nearly 25 per cent by 2031. In many respects, the majority of British Columbia seniors are enjoying a high quality of life with two-thirds rating their health as either good or very good⁹, and 69.7 per cent reporting that they have a high level of social support¹⁰.

As people advance in age, however, their need for support tends to increase. The fastest growing segment of the seniors' population is those over 80 years of age. This group increased by 54 per cent between 1991 and 2001. As the proportion of seniors in the provincial population goes up, and with a continuing rise in the proportion of seniors over 80, demands on health and community services will increase dramatically. The ministry will provide advice and direction to the government and work with local governments to ensure they are prepared for this shift in demographics. The ministry also provides a coordinated policy response to issues facing seniors and provides information to the public about seniors' services. The ministry supports the Premier's Council on Aging and Seniors' Issues and will be collaborating with other ministries on a coordinated response to the Council's recommendations.

Changes from the Previous Plan

- The ministry's focus is on local government, seniors' and women's issues and issues facing British Columbia's inner-cities and communities in transition.
- Programs no longer resident in the ministry include multiculturalism and immigration, aboriginal directorate, housing building and safety policy, heritage, public library services and the Office of the Fire Commissioner.

⁸ *Family Violence in Canada: A Statistical Profile 2004.*

⁹ "Canadian Community Health Survey". Statistics Canada. 2003.

¹⁰ "Canadian Community Health Survey". Statistics Canada. 2003.

Goals, Objectives, Strategies and Results

Ministry Goals and Their Linkage to the Five Great Goals

The Government's five great goals for a golden decade include:

1. Make B.C. the best educated, most literate jurisdiction in 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, 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 supports Government's five great goals in a number of ways. The ministry is responsible for services that assist women, and their children, who have experienced abuse or are at risk of abuse, for providing support to the Premier's Council on Aging and Seniors' Issues, and for policy work to support seniors, women and their children, those living in inner-cities and communities in transition. This work will contribute to Government's second and third goals of leading the way in North America in healthy living and building the best system of support in Canada.

Urban planning, including regional growth strategies and infrastructure grants for water and sewers to ensure that urban areas have the capacity to grow in ways that are sustainable, supports the Government's fourth goal to lead the world in sustainable environmental management. Revitalizing inner-cities contributes to the fifth goal for creating more jobs per capita than anywhere else in Canada. The BladeRunners program, which gives at-risk youth the opportunity to enter the construction industry, directly relates to this goal for employment as do efforts to maximize economic opportunities for women, for those living in inner-cities and for those in communities in transition. The ministry's work to provide access to information, such as the one-stop access to information for seniors and resource guides, to the public, clients and local governments supports the Government's first goal of having the best educated, most literate jurisdiction in the continent.

The ministry performance plan summary (next page) highlights the ministry's goals, objectives and measures that hold the ministry accountable for these responsibilities. The goals and objectives have been revised to support Government's five great goals.

Ministry Performance Plan Summary

The ministry has updated its goals and objectives to reflect the business focus of the new Ministry of Community Services. The previous plan was based on a much larger range of programs. A number of new objectives and performance measures have been added.

	Ministry Goals	Ministry Key Objectives	Measures
Five Great Goals	1. Strong, safe and healthy communities.	1. Effective, collaborative and accountable local governments.	Number of regional districts in identified high population growth areas that have completed regional growth strategies.
		2. Communities are economically, socially and environmentally sustainable.	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.
		3. Improved collaboration that supports safe, healthy and economically vibrant inner-city communities across British Columbia.	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.	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 women who received outreach services.
		2. Women's options for participating in the economy are enhanced.	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. Greater awareness and understanding of issues related to an aging population.	Number of resources developed to improve access to information for and about seniors. Premier's Council on Aging and Seniors' Issues fully operational.
	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.	Percentage of staff with Employee Performance and Development Plans. Implementation of the ministry's Human Resource Plan.

Performance Plan

Goal 1: *Strong, safe and healthy communities.*

The ministry has a unique role in government, working collaboratively with a variety of partners to support strong, safe and healthy communities. It provides various tools and services to local governments to address diverse community needs. The ministry works in collaboration with all orders of government, businesses, community agencies and communities to support safe and economically viable inner-cities.

Core Business Area: *Local Government*

Objective 1: *Effective, collaborative and accountable local governments.*

The ministry supports local governments by providing a modern legislative, regulatory and policy framework, expert advice, problem-solving expertise and best practices tools. It has also developed and led the implementation of the *Community Charter*. The *Charter* ensures local governments have the right balance of flexibility and accountability to meet the needs of their citizens.

Key strategies include:

1. Supporting local governments to address community needs by using the powers provided by the *Community Charter*;
2. Working with regional districts to develop regional growth strategies;
3. Assisting local governments with incorporations, amalgamations and boundary extensions;
4. Facilitating productive relationships between local governments and the Province;
5. Developing strong, mutually beneficial partnerships with the federal government; and
6. Facilitating productive relationships between First Nations and local governments.

Performance Measure:

Regional planning: Communities benefit from the opportunities provided by population growth but must also prepare for the challenges that growth brings, particularly in the high growth areas of the province. The ministry works with local governments to ensure that planning policies are in place to accommodate significant population growth. The number of regional districts in identified high population growth areas that have completed regional growth strategies is a measure of the ministry's success in assisting communities to plan for growth effectively.

Performance Measure	2004/05 Actual/Base	2005/06 Target	2006/07 Target	2007/08 Target
Number of regional districts in identified high population growth areas that have completed regional growth strategies ¹	5 in total to date	2 in progress	1 new	1 new

¹ The high growth regions of the province include the southeast coast of Vancouver Island, the Lower Mainland and the Okanagan Valley. Based on 2004 census figures, the population of the ten high growth regional districts was 3.4 million people. By 2004, four of these regional districts, representing 81% of the population, had completed regional growth strategies. In Fall 2004, the Fraser Valley Regional District adopted a regional growth strategy, bringing the figure to five regional districts, representing 89% of the population in these high growth areas.

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

The ministry supports local governments by providing the legislative, regulatory and policy framework that helps establish the long-term sustainability of communities and encourages local governments to adopt the principles of environmental stewardship when planning for and utilizing locally available resources. British Columbia’s sustainability is improved through the allocation of funds for “green” infrastructure projects that enhance the quality of the environment and protect human health.

Key strategies include:

1. Encouraging efficient and effective use of public funds to maximize the impact of capital infrastructure funding;
2. Managing sewer and water infrastructure capital funding programs; and
3. Negotiating the extension of federal-provincial infrastructure capital grants programs.

Performance Measures:

Drinking water and environmental protection in British Columbia: The Canada/BC Infrastructure Program (CBCIP) contributes funds to communities to enhance the quality of drinking water or sewage treatment. Project funding under the CBCIP moves British Columbia forward as a leader in drinking water quality and sustainable environmental management. The drinking water and sewage treatment systems indicator is the proportion of British Columbians that receive services from municipal drinking water and liquid waste management systems using infrastructure that meets emerging standards.

Performance Measures	2004/05 Actual/Base	2005/06 Target	2006/07 Target	2007/08 Target
Percentage of population served by drinking water systems that use filtration where necessary and ultraviolet treatment in addition to disinfection	16.7%	17.8% ¹	69.1% ²	69.1%
Percentage of the population served by sewer systems which either meet Liquid Waste Management Plan requirements or incorporate secondary or higher levels of treatment ³	74%	74%	74%	74%

¹ The rise in 2005/06 is due to the Kelowna treatment facility becoming operational.

² The significant improvement in water service projected in 2006/07 is due to the completion of the Greater Vancouver Regional District water treatment plant, which serves approximately 50% of the provincial population.

³ 75% of the provincial population is served by systems owned and operated by local governments; the remaining 25% of the population is served by smaller privately owned systems and individual on-site systems (i.e., septic tanks).

Core Business Area: *Seniors', Women's and Community Services*

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

Collaboration among orders of government, businesses, community agencies and communities is critical to address inner-city issues such as poverty, homelessness, unemployment, public safety, addiction, other health issues and economic revitalization.

The ministry is experienced in fostering partnerships to reduce barriers and work on common issues affecting inner-city communities. The ministry does not deliver programs or services. Instead, the ministry has been successful in using a horizontal approach through urban development partnerships to further the creation of vibrant inner-city communities across the province.

Key strategies include:

1. Increasing the capacity of government and communities to address issues facing inner-cities in B.C.;
2. Implementing the Inclusive Olympic Commitments¹¹ with partners;
3. Facilitating the employment of at-risk youth through the BladeRunners program; and

¹¹ Arising from the 2010 Bid Corporation and its Member Partners' mutual vision to create sustainable legacies for all British Columbians, the Inclusive Inner-City Olympic Commitments were developed. Contained within 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.

4. Facilitating systematic policy change that results in improvements for residents and businesses in inner-city communities.

Performance Measures:

Inner-city partnerships: The number of partnerships formed is an indicator of the first step towards success in addressing inner-city issues. The best known example of this is the Vancouver Agreement. This agreement is a federal/provincial/municipal initiative to support sustainable development in the city’s Downtown Eastside neighbourhood. Discussions are underway with Prince George, Surrey and Victoria which have also expressed interest in partnership agreements.

New revitalization initiatives: The number of revitalization initiatives for Vancouver’s Downtown Eastside demonstrates success in collaboration among the three orders of government in addressing and resolving inner-city issues. Examples of initiatives include implementing the 2010 Inner-city Inclusive Commitments with the 2010 Vancouver Organizing Committee and economic revitalization through working with the other governments, business and residents.

At-risk youth moving into employment: The number of BladeRunners participants moving into employment is a measure of success of this program. Successful BladeRunners participants have increased self-reliance which in turn reduces the cost to the province for income assistance.

Performance Measures	2004/05 Actual/Base	2005/06 Target	2006/07 Target	2007/08 Target
Number of partnerships focused on inner-city revitalization with British Columbia cities	1 new ¹	1 new (total: 2)	1 new (total: 3)	1 new (total: 4)
Number of new revitalization initiatives for Vancouver’s Downtown Eastside	9 new	11 new (total: 20)	12 new (total: 32)	12 new (total: 44)
Number of BladeRunners participants moving into employment	100 new	120 new	TBD	TBD

¹ Vancouver Agreement renewed.

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

The ministry supports a number of initiatives designed to ensure seniors and women have enhanced opportunities to participate in community and economic life and improve their well-being. The ministry builds relationships, collaborates with and informs other ministries, other orders of government, private sector stakeholders and community groups about the issues affecting seniors and women. Success in this area depends on the efforts of these many partners.

Core Business Area: *Seniors', Women's and Community Services*

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

Key strategies include:

1. Delivering shelter programs to women and their children leaving abusive relationships;
2. Delivering counselling services to women who have experienced abuse and their children; and
3. Making outreach services available to women.

Performance Measures:

Women and their children leaving abusive relationships who received shelter:

The number of women and children sheltered through transition house programs indicates the number provided with safe shelter when leaving abusive relationships.

Women and their children counselled to address the effects of domestic violence:

The ministry funds counselling for women who have experienced abuse and children who have witnessed abuse. The number of women and children receiving counselling is an indicator of those who will be better able to cope with the after-effects of abuse, or the impacts of witnessing abuse.

Women who received outreach services: The ministry funds outreach workers to support women at risk of violence or who are recovering from violence. These workers also support community-level violence prevention initiatives. The number of women served is the measure of women who receive assistance from an outreach worker.

Performance Measures	2004/05 Actual/Base	2005/06 Target	2006/07 Target	2007/08 Target
Number of women and their children sheltered through transition house services (responsive to demand)	11,400	11,800 ¹	11,800	11,800
Number of women and their children counselled	7,400	9,000 ²	11,000	11,000
Number of women who received outreach services	9,524	12,800 ³	14,700	16,900

¹ New funding will increase capacity of transition houses; however, the target is an estimate as service use is demand driven.

² The increase in the number of women and children served is a result of additional funding that has been committed to counselling services for women and their children who witness abuse. The increased funding will not be fully deployed in 2005/06 because of the Request For Proposal process and staggered start-up of new services as contracts are negotiated.

³ New funding in 2005/06 will increase outreach capacity. Because of the Request For Proposal process, contract negotiations, service start-up activity and service take-up time, the 05/06 target is conservative.

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. Working with other orders of government, across sectors and in communities, the ministry strives to ensure the unique needs of women are addressed and integrated into public policy, legislation, programs and services. The ministry identifies and communicates emerging trends and key issues affecting women to government and the public to inform policy development, program direction, and decision-making regarding the needs of women.

Key strategies include:

1. Designing a mentoring program for women entering or re-entering the labour force; and
2. Developing resources to enhance women's awareness of options for participating in the economy.

Performance Measures:

Mentoring program for women entering and re-entering the labour force: A mentoring program is being designed for women who have never been in the workforce or who are re-entering after a long absence. This measure provides women with support to participate in the economy.

Resources to enhance women’s awareness of options for participating in the economy:

Examples of these resources include guides for starting a small business and for growing a business. The measure demonstrates that the ministry is providing resources to women to facilitate their participation in the economy.

Performance Measures	2004/05 Actual/Base	2005/06 Target	2006/07 Target	2007/08 Target
Mentoring program for women entering or re-entering the workforce established	new initiative announced	program design complete and implementation begun	program fully implemented	program evaluation
Number of resources to enhance women’s awareness of options for participating in the economy	1 new	1 new	1 new	1 new

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

Awareness and understanding of the unique needs of an aging population are critical to preparing communities to address issues regarding transportation, health care and access to information about government programs and services.

Key strategies include:

1. Building awareness and understanding of issues related to planning for an aging population;
2. Providing seniors with greater access to information; and
3. Providing support to the Premier’s Council on Aging and Seniors’ Issues.

Performance Measures:

Seniors’ Access to Information: The ministry will develop, in consultation with senior-serving ministries, information to facilitate access to government programs and services for seniors. The number of resources added is a measure of the success of these services.

Premier’s Council on Aging and Seniors’ Issues: The ministry provides support to the Premier’s Council on Aging and Seniors’ Issues and works with staff in other ministries to provide support to the Council on addressing issues such as health, housing, home care, retirement and quality of life.

Performance Measures	2004/05 Actual/Base	2005/06 Target	2006/07 Target	2007/08 Target
Number of resources developed to improve access to information for and about seniors	7 resources	2 new resources added	2 new resources added	2 new resources added
Premier's Council on Aging and Seniors' Issues fully operational	announced	fully operational	recommendations implemented	TBD

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

This ministry promotes a positive work environment built upon respect and collaboration between employees and employers in a culture where learning and development are continuous and innovation is welcomed, recognized and championed at all levels. In this environment, employees are provided with the tools and support to deliver the ministry Service Plan.

Core Business Area: *Executive and Support Services*

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

The Human Resource Plan for the ministry addresses the competencies and development needs identified in employees' performance and development plans. It also ensures staff are able to successfully deliver the ministry's goals and objectives and to further their career progress.

Key strategies include:

1. Developing and implementing the ministry's Human Resource Plan;
2. Assisting employees in developing and enhancing competencies for their respective positions; and
3. Supporting managers' and supervisors' ability to enhance employee performance.

Performance Measures:

Employee Performance and Development Plans: Participation rate is key to successfully implementing this new feedback tool. Each staff person has an individual performance plan that is linked directly through their branch plan to the ministry's Service Plan and in

turn to the government's strategic plan. This ensures that everyone knows how they are contributing to the ministry's and government's overall goals and direction.

Human Resource Plan: The ministry Human Resource Plan is integrated into the existing service and budget planning cycle to ensure that staff can successfully deliver the ministry's goals and objectives. Implementation of the plan will support the ministry in developing a culture where human resource best practices are applied.

Performance Measures	2004/05 Actual/Base	2005/06 Target	2006/07 Target	2007/08 Target
Percentage of staff with Employee Performance and Development Plans	95%	100%	100%	100%
Human Resource Plan developed and implemented	developed	implemented	monitor and undertake enhancements	monitor and undertake enhancements

Related Initiatives and Planning Processes

Deregulation and Regulatory Reform

The table below lists the ministry's most significant regulatory reform initiatives that aim to ensure British Columbia's regulatory climate supports strong, safe and healthy communities.

Objective	Performance Measure	2004/05 Actual/Base	2005/06 Target	2006/07 Target	2007/08 Target
Zero per cent increase to regulatory burden throughout 2005/06	Regulatory requirements maintained at June 2004 baseline	8,959 — June 2004 baseline ¹	Zero per cent increase	Zero per cent increase	Zero per cent increase

¹ The baseline is an estimate provided to reflect the recent ministry reorganization. It is not the official baseline which will be provided by the Regulatory Reform Office at a later date.

Overview of Human Resource Management Plan

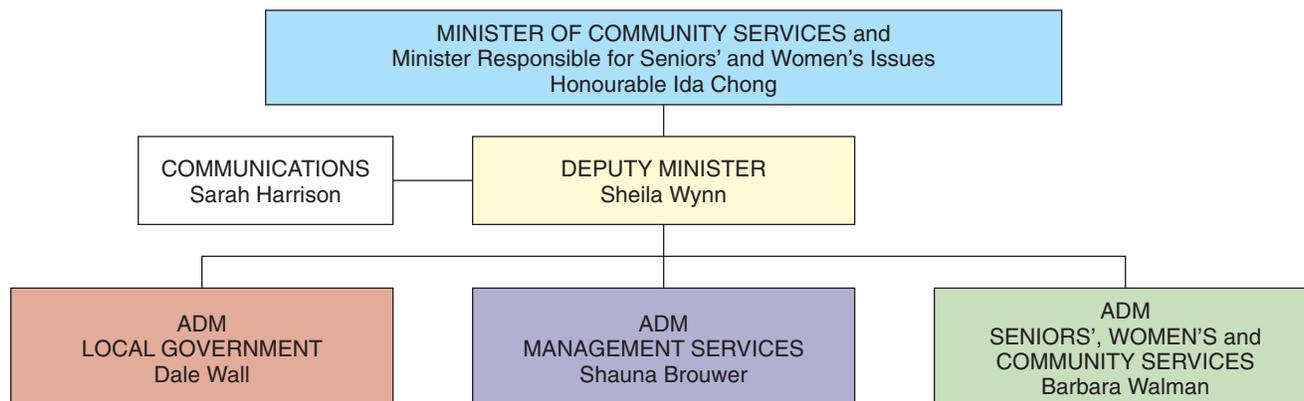
The ministry Human Resource Management Plan is available on the ministry website at: <http://www.cserv.gov.bc.ca/ministry/planning/hrp.pdf>.

Overview of Information Resource Management Plan

The ministry Information Resource Management Plan is available on the ministry website at: <http://www.cserv.gov.bc.ca/ministry/planning/irmp.pdf>.

Appendix I

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
 - Facilitations Services
 - Planning Programs
 - Intergovernmental Relations
- Local Government Infrastructure and Finance Division
 - Municipal Engineering Service Branch

Agencies

- University Endowment Lands
- Islands Trust

- 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), including the following TSA agencies:

- Royal BC Museum
- BC Pavilion Corporation
- Vancouver Convention Centre Expansion Project
- Provincial Capital Commission
- Tourism BC
- BC Arts Council
- BC Games Society

- Seniors' and Women's Policy Branch
- Stopping the Violence Branch
- Community Transition
- Inner-City Partnerships Branch (Vancouver Agreement)

Agencies

- Premier's Council on Aging and Seniors' Issues

Appendix II

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)

Local Government Act — except ss. 916-919

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 and Control Act — ss. 2 (1) (a) and (d) and 3 (b)

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

Vancouver Charter