

Ministry of
Citizens' Services and
Open Government

2012/13
Annual Service Plan Report



Ministry of Citizens' Services and Open Government

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Message from the Minister and Accountability Statement



It is my honour to present the 2012/13 Annual Service Plan Report for the Ministry of Citizens' Services and Open Government. Please note that in September 2012, the Ministry of Jobs, Tourism and Skills Training took over responsibility for Labour.

Over the past year my ministry has worked diligently to support government's agenda to control government spending, create more jobs for British Columbians, and make government services and information more open, transparent, and easily accessible for citizens, businesses and families across B.C.

This ministry is also making great strides in achieving government's goal of 100 per cent Internet connectivity throughout the province by 2021.

This past fall, I was pleased to announce the B.C. Broadband Satellite Initiative, which will begin implementation later this year. Over the next four years my ministry will invest up to \$2 million to help bring affordable satellite-based high-speed Internet to citizens in remote or geographically challenging locations in British Columbia.

We're also working closely with First Nations organizations to help everyone get connected to high-speed Internet. This past spring, I was pleased to attend an event recognizing Xet'olacw, near Mount Currie, as the latest First Nations community to have their school, health centre, homes and businesses connected to high-speed Internet – a development I believe will be a game changer for the community. This was achieved thanks to the Pathways to Technology project, a \$48.8 million province-wide First Nations led connectivity project managed by the All Nations Trust Company (ANTCO), with funding from the Government of Canada, through Health Canada and Aboriginal Affairs and Northern Development Canada, and the government of B.C.

My ministry has worked hard to put open government front and centre for citizens. B.C.'s open government initiatives have resulted in government sharing more information with its citizens, while providing citizens with more opportunities to participate in decisions that make a difference in their lives.

For example, earlier this year, we made improvements to B.C.'s award winning Open Data program, [DataBC](#), adding new search tools to the website and a new layout. The information hosted on the site now consists of nearly 3,000 datasets from across the provincial government including ministries and BC Stats; in fact, since the site's launch more than 120,000 datasets have been downloaded by users.

Another important accomplishment for our ministry was the official launch of the [GovTogether BC](#) website last June. This interactive engagement site brings all of government's public engagement initiatives together into one place making it easier for people to get involved in their community by highlighting consultation, volunteer and leadership opportunities in their area.

Ministry of Citizens' Services and Open Government

In the past year, government received over 10,000 FOI requests, including more general requests than ever before. Government also responded to more requests on time than ever before. This year, more than 8,300 requests were responded to within the legislative timeline, an increase of 12 per cent over the previous year. Along with becoming increasingly more efficient at processing FOI requests, we are also routinely releasing more information to citizens through government's Open Information website. Since the site launched in July 2011, over 2,300 FOI requests and close to 1,000 travel expense summaries have been proactively released.

I'm also proud of the work we've accomplished on the BC Services Card this past year. Launched on February 15, 2013, the new BC Services Card lays the groundwork for potential future changes in service delivery, and features significant advances in technology to provide a more convenient and secure piece of identification with enhanced features that protect citizens' personal information.

Our Government Communications and Public Engagement (GCPE) division also continues to work diligently to inform the public about government's programs and services in an open and transparent manner. GCPE manages the BC Government Newsroom, and over the past year, released on average 164 public announcements a month and responded to over 14,000 media enquiries.

Our government is always looking for new innovative ways to modernize and improve operations and the delivery of services to the public. In B.C., we are striving to be leaders in this field by investing money wisely and by making smart use of our office space portfolio and technology resources. The Leading Workplace Strategy (LWS) project is a voluntary program to support mobile workers across government. To date, we have provided over 1400 Victoria based public servants with more flexible, effective and environmentally friendly, work space while at the same time enabling more efficient use of government office space.

Our ServiceBC team has also been working hard to modernize the way they provide government services to citizens over the past year. I'm proud to say the 61st ServiceBC location was opened in Kelowna this spring, giving area residents and businesses easy access to government services ranging from the Medical Services Plan to voter registration and in-person front counter service for the Vital Statistics Agency and the Residential Tenancy Branch. These one-stop shops are a great example of how we've achieved cost efficiencies while helping to improve access to provincial government services by moving several government services together into one convenient location.

I'm proud of the work done over the past year by my ministry's staff, and am confident they will continue to work hard to find new and innovative ways to make government services more citizen-centered, transparent and easily accessible for everybody in B.C., all while ensuring government is controlling its spending and investing your tax dollars wisely.

Ministry of Citizens' Services and Open Government

The *Ministry of Citizens' Services and Open Government 2012/13 Annual Service Plan Report* 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.

A handwritten signature in blue ink, consisting of a stylized 'A' followed by a long horizontal stroke.

Honourable Andrew Wilkinson
Minister of Technology, Innovation and Citizens' Services
June 20, 2013

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Highlights of the Year

In 2012/13, Citizens' Services and Open Government continued to fulfil its mandate as a leader in transforming how citizens and clients interact and receive services from government. The ministry is committed to citizen-centred service delivery, enabling the BC Public Service to deliver effective and accessible services for British Columbians. Ministry staff led the advancement of innovation and collaboration across government, providing much of the enabling infrastructure and services that government needs to perform core business operations efficiently and effectively. Achievements of the past year include:

Open Government

Expanding Citizen Participation and Access to Government

The ministry has provided leadership through innovative new programs targeted at enhancing citizen interactions with government decisions and enabling greater access to government online services. The Open Data program through DataBC (www.data.gov.bc.ca) now provides over 3,000 cross-ministry unique datasets that are available for the public to download, use and re-use under the Open Government License for Government of BC Information. The Open Information program (www.openinfo.gov.bc.ca) delivers previously unavailable information to the public, including hundreds of general responses provided through the Freedom of Information (FOI) process and monthly executive expense reports. Through GovTogetherBC (www.gov.bc.ca/govtogetherbc) over 70 public consultations hosted by government have been brought together under a single online resource, with programs supported through cross-government policy and training. And through the Internet Strategy, government has completed the refresh of its core web presence (gov.bc.ca) and is growing alignment across government through ministry adoption of the new evidence-based approach; new web standards, toolkits and training; and new technology toolsets such as content management, mobility, Google and web analytics.

Implementation of the *Freedom of Information and Protection of Privacy Act* (FOIPPA)

In consultation with the Information and Privacy Commissioner, the ministry developed and passed FOIPPA regulations on the collection of personal information with consent, setting out the documentary requirements for a common or integrated program or activity and social media sites; and updated regulations on who can act for others, the manner in which consent must be provided and the fees that may be charged for processing a request for access to information under FOIPPA. These efforts have helped to establish B.C. as a recognized national leader on Open Government.

Communication with B.C. Citizens

The ministry ensures information is provided to British Columbians through traditional mechanisms and supports every major initiative across government. In 2012/13, 2,583 new releases, information bulletins, statements, opinion editorials and fact sheets (in support of government programs and services) were issued, and over 14,000 media enquiries were answered. In addition, 47 job fairs in 42 communities were delivered, connecting over 134,000 workers to 474 exhibitors, including potential employers, post-secondary institutions, training authorities, industry associations and local WorkBC employment services centres.

Expanding Connectivity for British Columbians

The ministry continues to work with federal and local governments, First Nations organizations, broader public and private sectors, including Internet service providers, toward ensuring that communities across the province are expanding access to high-speed Internet. Through this work, communities can open up new opportunities for economic activity, innovation, and social improvement. To date, 93 per cent of British Columbians have access to high-speed Internet, including 177 of 203 identified First Nations communities. High-speed Internet access will be further expanded by future investments, including \$2 million over the next four years for the B.C. Broadband Satellite Initiative. This new initiative will reduce the one-time costs to install satellite dishes for the three percent of citizens who live in remote regions.

In addition, to enhance public safety, the ministry continues to work with the private sector to expand access to cellular services along unconnected segments of provincial highways.

Service Excellence

New West Partnership

The New West Partnership Trade Agreement (NWPTA) is a trade agreement between the governments of British Columbia, Alberta and Saskatchewan that creates Canada's largest barrier-free interprovincial market. In 2012, Phase 1 of the NWPTA simplified the registration process for business incorporations by streamlining the ability to extra-provincially register in British Columbia, Alberta or Saskatchewan. The seamless business registration and reporting processes established between the three provinces enables businesses to operate in all three provinces without the added costs of establishing a second or third office, meeting duplicative registration and reporting requirements, satisfying unnecessarily different standards and regulations, or seeking additional permits to operate. In addition, NWPTA will mean that businesses will face fewer difficulties recruiting needed workers and have access to more government procurement opportunities on an equal footing with suppliers from the other provinces.

Service-Counter Integration

In March 2013, a new Service BC Centre in Kelowna was opened, making it the 61st Service BC Centre in the ministry's portfolio. This represents another step in the ongoing implementation of service counter integration that began in 2011. This project is a corporate, cross-government initiative to increase the co-ordination and integration of in-person service by taking advantage of opportunities created by lease expiries, staffing-level changes and ministry program delivery shifts, which results in increased efficiency for government and improved service for citizens. In 2012/13, service counter integration took place with the Ministries of Social Development and Justice in Cranbrook, Princeton, Ashcroft, 100 Mile House, Clinton and Kelowna.

Government Technology Transformation

BC Services Card Program

The BC Services Card (BCSC) Program was launched in February, 2013, as an integrated program, delivered collaboratively by the Ministry of Citizens' Services and Open Government (CITZ), the Ministry of Health (MOH) and the Insurance Corporation of British Columbia (ICBC). The card, which replaces the BC Care Card, will bring added safety, security and convenience to B.C. citizens when accessing health services. It can also be combined with an individual's driver's license for convenience.

In the future, the BC Services Card will enable secure access to services - both in person and online. Using embedded chip technology, B.C. residents will be able to use the same card to apply for student aid or a hunting licence, register a birth, pay for your ferry ride, vote securely online and change your address information across all government programs.

The Ministry of Citizens' Services and Open Government was designated as the Provincial Identity Service Provider (PISP) under section 69.2 of the *FOIPP Act*, allowing the ministry to have accountability to receive, store, protect and share identity information collected during the registration process of the BC Services Card.

Integrated Transformation Planning



In response to changing citizen expectations and needs, government has embraced a vision to transform the public sector through the use of technology in order to reframe how citizens access services and how the public sector delivers those services. As outlined in the [*Citizens at the Centre: BC Government 2.0 strategy*](#), (October 2010), the ministry plays a leadership role in setting the framework to enhance citizen participation in government decision-making, maximize the accessibility and availability of public-facing online services, and drive innovation within government. The ministry also

plays a critical enabling role in government, supporting ministries by providing the foundational infrastructure, legislation, policies, governance and strategic partnerships to support cross-government transformation.

Public Sector Transformation

Leading Workplace Strategies

Leading Workplace Strategies (LWS) optimize the use of office space across government and has continued to focus efforts on locations where the greater part of employees are located, and where real estate is at a premium and leases are about to expire. Each solution has supported a shift in organizational culture that promotes greater mobility, flexibility and increased collaboration within the public service. By aligning the employee's work environment, furniture and mobility tools with their work patterns, the space better supports employee productivity and provides organizational agility while increasing space utilization.

Nine projects have already been successfully completed across Victoria, with three more in implementation and four in planning for 2013/14. Ministries that have been involved in LWS projects this past fiscal year include Advanced Education, Innovation and Technology; Citizens' Services and Open Government; Forests, Lands and Natural Resource Operations; and Social Development. Over 1,400 provincial government employees now work in a LWS workspace, resulting in a reduction of an estimated 4,567 metres of space.

Purpose of Ministry

The Ministry of Citizens' Services and Open Government provides services that are cost-effective, accessible and responsive to the needs of citizens and public sector clients¹, to ensure economies of scale are realized and required service standards are achieved.

The ministry brings together the centres of expertise for the planning and support of public service delivery under the auspices of Citizens' Services and Open Government, including Government Communications and Public Engagement, with the clear mandate to transform how citizens and clients interact and receive services and information from government. The minister also oversees the Knowledge Network Corporation, which delivers quality educational programming that is relevant and accessible to all citizens.

A core component of the ministry's mandate is a commitment to citizen-centred service delivery as demonstrated through leadership in the development of the [*Citizens @ the Centre: BC Government 2.0 strategy*](#) that enables the BC Public Service to deliver effective and accessible services for citizens, and reaffirms government's commitment and vision for transformative change.

In addition to providing services to citizens, the ministry leads the advancement of innovation and collaboration across government. Through this role, the ministry is responsible for modernizing the internal operations of government, including providing much of the enabling infrastructure and services that government needs to perform core business operations efficiently and effectively. The ministry ensures citizens are informed about government policies, programs and services in an open and transparent manner, and leads and co-ordinates communications with internal and external stakeholders.

The ministry also leads in the support of the Open Government vision for government. This includes pursuing new approaches to citizen-centric online services, providing more government data to citizens, routinely releasing more information about government decisions, and directly engaging with citizens on issues and decisions made by government. The ministry provides the core infrastructure to support these activities through corporate web services, data services, information access and policy supports in areas such as citizen engagement.

With its leadership and expertise, the ministry is well positioned to support excellence and innovation by strategically aligning the business and technology of government to deliver services for the citizens of British Columbia in a manner that is consistent with and upholds government's vision, mission and values as identified in the Province of British Columbia's strategic plan.

¹ Citizens include members of the public, families and businesses. Clients include public sector individuals that receive products or services from the Ministry of Citizens' Services and Open Government.

Strategic Context

The focus of Citizens' Services and Open Government is to ensure that the services people need and expect from their government are delivered as effectively as possible. In support of this focus, the ministry is integral to the continuing evolution of government's vision for transformative change as outlined in the [Citizens @ the Centre: BC Government 2.0 strategy](#), released in October 2010. Since that time, government has re-affirmed the strategy and outlined an Open Government agenda as a key priority.

The ministry's ultimate vision for how we will meet the Open Government agenda is to provide citizens with access to the services they need, a choice of how they want to receive those services, the highest quality service experience possible, and the ability to participate in and have an impact on the design or delivery of those services.

The ministry also plays a critical enabling role in government, supporting ministries in achieving the Open Government vision by providing the foundational infrastructure, legislation policies and governance.

This work includes building upon the success of the renewed government homepage, Open Information site and DataBC site, in order to expand upon and broaden the application of these initiatives to put more information and tools in the hands of citizens and ministries. It also includes taking leadership within government to drive this vision through supporting user-centric web development, providing enterprise data warehousing and geographic services, and acting upon recent amendments to the Freedom of Information and Protection of Privacy Act to modernize government's approaches to information and privacy protection.

The mandate of the ministry is a response to several factors. Changing demographics, the advent of new technologies, climate change and the resulting changes in citizen expectations are all colliding with the traditional challenges of privacy protection, fiscal pressures and accountability obligations. All of these present a rising tide of challenges for government that cannot be fully met with existing policies, tools and approaches.

Demographics: As the population of the province becomes increasingly diverse, designing and delivering services requires government to be responsive to citizens' expectations to access services in-person, by telephone and online. Government will need to address the challenges associated with ensuring multi-channel service delivery is efficient and effective to meet citizen expectations.

At the same time, in the future British Columbia will not have enough people entering the workforce to meet demand. This is expected to result in a smaller public service workforce and will impact our ability to meet increased service demands.

As a result of these pressures, maintaining high quality service will require the development of strategies to ensure an engaged workforce is able to meet the expectations of changing service demands. This will include rethinking how and where work is accommodated across government's real estate portfolio to increase choice and foster greater productivity.

Technology: The rapid evolution of technology has enormous potential to support the goal of improving the delivery of services to citizens. At the same time, government must continue to manage and strategically utilize – as a business asset – the vast amount of information we collect, use and produce in our daily operations.

Building a culture of innovation and collaboration in the public service is critical as the pressure



on government intensifies to deliver high-quality services with a smaller workforce. The ministry has rolled out advanced communication and collaboration services to connect employees and enable them to work together, and share information, knowledge and ideas across government. Government will need to continue to work innovatively by using up-to-date applications and technology to transform the way services are delivered to citizens.

Technology will enable government to meet citizens' needs not only by making a wider range of services available online, but by engaging citizens directly in the shaping of government policy and decisions.

Citizen Expectations: Demographics, changing social attitudes and technology are all creating an increased expectation for government openness and accessibility that challenges many of government's traditional approaches.

The increasing expectations of citizens for co-ordinated services and better access to information compel government to be more co-ordinated in its service design and delivery. As the population of the province becomes more culturally diverse and technically literate, expectations for effective and more accessible government services increase. The voice of citizens has become integral to the improvement in the services provided by government, and understanding the factors that impact citizen satisfaction is a key source of information that can be used to improve service. Citizen consultation shows that while satisfaction is high with in-person services, the greatest demand from citizens is for more online services. Continued work on improving and integrating telephone and in-person service delivery from a citizen-centric perspective will also enhance service quality for citizens and save them time and money in their interactions with government.

Economy: Higher citizen expectations, a labour market forecasted to be competitive over the long-term and continued budget pressures require government to be increasingly innovative in its approach to delivering services to citizens. Government will need to continue to look for ways to reduce costs by leveraging its common business infrastructure and eliminating duplication and redundancies in its operations. Using the ministry's expertise in strategic partnerships and developing new ways to work with the broader public and private sectors will help government build capacity, access capital and transfer risk, and leverage economies of scale by reducing unit costs of commodities.

Climate Change: Citizens' Services and Open Government supports the provincial Climate Change Adaptation Strategy and considers the likely effects of climate change in its planning and operations. This Strategy calls on government agencies to consider climate change and its impacts by assessing business risks and opportunities related to climate change, where relevant, in its planning, projects, policies, legislation, regulations and approvals processes.

The ministry will embrace the opportunities presented by this reality by working to redefine the delivery of services to the people of British Columbia and transforming how citizens engage and interact with their government.

Report on Performance

Performance Results Summary Table

Goal 1: Open Government For greater detail see pages 14 to 18	2012/13 Target	2012/13 Actual
1.1 Communication of government's policies and programs to the public is timely, relevant and readily accessible. Timely response to media inquiries	97%	98.87% EXCEEDED
1.2 Citizens are empowered to create value from using government data and information. Compliance with statutory freedom of information response times	92%	87% SUBSTANTIVELY ACHIEVED
1.3 Citizens are engaged to provide input and have access to services and information. Citizen satisfaction with provincial government services	60	58% SUBSTANTIVELY ACHIEVED
1.4 Government supports the development of infrastructure that provides citizens accessibility to services and information. Percentage of First Nations with access to broadband facilities	89%	87% SUBSTANTIVELY ACHIEVED
Goal 2: Service Excellence For greater detail see pages 19 to 20	2012/13 Target	2012/13 Actual
2.1 Increased citizen and client satisfaction with a consistent service experience. Service BC Satisfaction	91%	93% EXCEEDED
2.2 Optimized value to government through innovation and more effective utilization of government infrastructure. Percentage of vacant office space	<1.65%	1.02% ACHIEVED
2.3 Well managed, integrated and sustainable government services.	n/a	n/a
Goal 3: Government Technology Transformation For greater detail see page 21	2012/13 Target	2012/13 Actual
3.1 Improved planning and design of service delivery for citizens and clients.	n/a	n/a
3.2 Government information and technology management strategies allow for effective and secure use of information while also protecting privacy.	n/a	n/a
Goal 4: Public Service Transformation For greater detail see pages 22	2012/13 Target	2012/13 Actual
4.1 Public Servants are supported to change the way they work in order to provide better services to citizens.	n/a	n/a
4.2 Improved staff capacity and more effective work environments.	n/a	n/a

Goals, Objectives, Strategies and Performance Results

In September 2012, responsibility for the labour portion of the ministry's portfolio moved to the Ministry of Jobs, Tourism and Skills Training and Minister responsible for Labour. All of the labour-related goals, objectives, strategies and performance measures are being reported out through that ministry's 2012/13 Annual Service Plan Report.

Goal 1: Open Government – Citizens are empowered to be informed and engaged with government in a way that is inclusive, builds trust and quality of life.

Objective 1.1: Communication of government's policies and programs to the public is timely, relevant and readily accessible

Strategies

Key strategies for this objective include:

- Communicate through the use of traditional mechanism and by introducing new approaches to ensure our messages are reaching citizens where they live.
- Provide factual information to the media to ensure the public receives the information needed to develop opinions and allow for informed debate on decisions taken by government.



Performance Measure 1: Timely response to media inquiries

Performance Measure	2010/11 Actual	2011/12 Actual	2012/13 Target	2012/13 Actual
Timely response to media inquiries	99.52%	99.51%	97%	98.87% EXCEEDED

Data Source: Government Communications & Public Engagement

Discussion of Results

This performance measure is an average of two indicators of Government Communications and Public Engagement's (GCPE) ability to provide a timely response to media inquiries: the per cent of media inquiries acknowledged within one hour and the per cent of media inquiries responded to within the media deadline. By providing timely information to the media, GCPE ensures the public receives the information needed to develop opinions and allows for informed debate on decisions taken by government.

In 2012/13, GCPE responded to 14,008 media inquiries (an average of 38 media calls every day; 365 days of the year) and exceeded the target of 97 per cent with a measurement of 98.87 per cent. This represents a percentage decrease compared to 2011/12, which had a final result of 99.51 per cent; however 719 fewer media inquiries were received in 2011/12, with a total of 13,289 received. For the past four years, results have exceeded the baseline and targets of 97 per cent. This reflects the commitment by GCPE to maintain a high level of service with regard to response times despite a higher volume of media inquiries.



Objective 1.2: Citizens are empowered to create value from using government data and information

Strategies

Key strategies for this objective include:

- Support ministries to expand government data available to citizens through DataBC and within government through enterprise data warehousing and geographic services.
- Support the expansion of government information proactively and routinely released to the public.
- Actively manage to statutory timelines for information access requests with ministry customers.

Performance Measure 2: Compliance with statutory freedom of information response times

Performance Measure	2010/11 Actual	2011/12 Actual	2012/13 Target	2012/13 Actual
Compliance with statutory freedom of information response times	93%	90%	92%	87% SUBSTANTIVELY ACHIEVED

Data Source: BC Stats.

Discussion of Results

Providing timely responses to freedom of information (FOI) requests is an important aspect of government accountability, transparency and openness. This measure provides an indication of how well government is serving the public through the timeliness of its responses to requests for information under the *Freedom of Information and Protection of Privacy Act*.

This year, government responded to more than 9,500 FOI requests, an increase of 16 per cent over the previous year and is consistent with significant annual volume increases since 2009. The increase can be primarily attributed to increases in the request for information from the media and political parties. This year, government responded to 63 per cent more political party requests and 54 per cent more media requests over the previous year. One media applicant in particular made in excess of 700 requests.

As a result of the increase in request volume, the on-time completion rate for requests fell from 90 per cent to 87 per cent. It is worth noting that despite this dip in performance, government responded to over 900 more requests on-time in 2012/13 than in the previous year.

Objective 1.3: Citizens are engaged to provide input and have access to services and information

Strategies

Key strategies for this objective include:

- Enhance government's presence on social media.
- Support ministries in planning and launching public engagement initiatives using social media and in-person techniques.
- Transform the government's Internet presence utilizing user-centric design approaches to improve accessibility of government services and information.
- Provide opportunities for citizens to collaborate with government to identify ways to improve frontline service delivery.

Performance Measure 3: Citizen Satisfaction with provincial government services

Performance Measure	2010/11 Actual	2011/12 Actual	2012/13 Target	2012/13 Actual
Citizen satisfaction with provincial government services	57	Next Survey 2012/13	60	58 ¹ SUBSTANTIVELY ACHIEVED

Data Source: BC Stats

¹Based on data collected from March 2012.

Discussion of Results

Through a biennial, province-wide citizen satisfaction survey, Citizens' Services and Open Government monitors how British Columbians rate the services they received from the provincial government. The survey measures the overall satisfaction of citizens with provincial government services. The results of the survey are used to improve provincial government service delivery.

While the 2012/13 result of 58 percent for this measure falls slightly below the anticipated target, this achievement still represents a higher citizen satisfaction in B.C. than the national average.² The ministry has recently reviewed this particular measure and has concluded that because it measures general service satisfaction across government services, it does not represent a sound measurement of specific ministry performance. Therefore, it is not included in the 2013/14 Service Plan Report as a performance measure.

² The results from B.C.'s Citizen Satisfaction Survey can be compared to the results from the biennial Citizens First survey, a national citizen satisfaction research initiative. The goal of the Citizens First research is to identify what Canadians think of government services and where they see room for improvement. Comparing the trend of Citizens First survey results to the Citizen Satisfaction Survey 2010/11 results indicated that citizen satisfaction with provincial government services in B.C. (58) is higher than the national average (51).

Objective 1.4: Government supports the development of infrastructure that provides citizens accessibility to services and information

Strategies

Key strategies for this objective include:

- Support the expansion of high-speed Internet services and cellular coverage in rural and remote British Columbia.

Performance Measure 4: Percentage of First Nations with access to broadband facilities

Performance Measure	2010/11 Actual	2011/12 Actual	2012/13 Target	2012/13 Actual
Percentage of First Nations with access to broadband facilities	77% (157 of 203 First Nations)	84% (170 of 203 First Nations)	89% (180 of 203 First Nations)	87% (177 of 203 First Nations) SUBSTANTIVELY ACHIEVED

Data Source: Network BC and All Nations Trust Company

Discussion of Results

This performance measure demonstrates the availability of Internet gateway services to the doorstep of the community, which will enable First Nations or their designated Internet service provider to serve homes, schools and businesses. The provincial government continues to support First Nations-led connectivity and capacity building initiatives.

The 2012/13 performance target demonstrates the level of success in supporting First Nations access to broadband facilities. The more challenging the terrain and the more isolated the community, the more complex the solutions become which impact how quickly targets can be achieved. The province will continue to work with First Nations organizations, the federal government, and the broader public and private sectors towards ensuring that the number continues to grow towards the target of 203 communities.

Goal 2: Service Excellence – A trusted organization that maximizes value to citizens and clients

Objective 2.1: Increased citizen and client satisfaction with a consistent service experience

Strategies

Key strategies for this objective include:

- Ensure our services are fully co-ordinated to improve value to citizens and clients.
- Invest in our infrastructure to maximize accessibility and choice for government services to citizens.
- Provide a better quality service experience to citizens across all channels.
- Provide leadership on enterprise data management and warehousing, capitalizing on the potential of geospatial data infrastructure and geographic services to transform government services.
- Manage government infrastructure to provide clients with the flexibility they require to support service excellence.

Performance Measure 5: Service BC Satisfaction

Performance Measure	2010/11 Actual	2011/12 Actual	2012/13 Target	2012/13 Actual
Service BC satisfaction ¹	97%	Next survey 2012/13	At least 91% ²	93% EXCEEDED

Data Source: BC Stats

¹ This rating is an index comprised of customer satisfaction survey results for Service BC's in-person and telephone service. The measure is calculated as a weighted average based on the volume of customers served by each channel.

² Due to a change in survey methodology, the satisfaction target for this measure has been reduced.

Discussion of Results

This performance measure is based on a biennial survey that focuses on the satisfaction of citizens and businesses when they access government programs and information through two main service channels – in-person at Service BC Centres, and by telephone through the Service BC Contact Centre. The measure demonstrates the level of satisfaction that citizens and customers report regarding the availability, usability and delivery of services they receive when they access government programs and services through Service BC. There is a high degree of satisfaction with the quality of services provided by Service BC.

A change in the in-person survey methodology was introduced to reduce survey bias and provide a sample throughout the year; the satisfaction target for this measure has been reduced as a result. The next survey will be conducted in Fiscal Year 2014/15.

Objective 2.2: Optimized value to government through innovation and more effective utilization of government infrastructure

Strategies

Key strategies for this objective include:

- Improve utilization of government's real estate portfolio.
- Seek new opportunities to leverage the benefits of shared services and strategic partnerships across government.

Performance Measure 6: Percentage of vacant office space

Performance Measure	2010/11 Actual	2011/12 Actual	2012/13 Target	2012/13 Actual
Office Space Vacancy ¹	n/a	1.5%	< 1.65%	1.02% ACHIEVED

Data Source: Real Estate Services, @RealBC, Cognos Report

¹Ratio of unresolved vacant space of owned and leased market comparable office space to total rentable area of market-comparable.

Discussion of Results

This measure demonstrates the ministry's efficiency in managing office space infrastructure through prudence in procurement and allocation of facilities for government program use. It also demonstrates effectiveness in the resolution of surplus space through sub-leasing, sale, demolition and other remedies applicable to the specific circumstance.

Diligent office space management reduces costs and demonstrates stewardship of resources on behalf of citizens. Care must be taken in target selection as prudent holdings improve effectiveness and reduce costs by providing space for shorter term programs, temporary space during renovations and improving responsiveness to emerging needs. The office vacancy level for the fiscal year remains very low across the portfolio as a result of sustained efforts to maximize efficiency and minimize costs.

Objective 2.3: Well-managed, integrated and sustainable government services

Strategies

Key strategies for this objective include:

- Redesign business processes for internal government services.

Goal 3: Government Technology Transformation – Set the direction and provide the foundation to enable effective and innovative citizen-centred services

Objective 3.1: Improved planning and design of service delivery for citizens and clients

Strategies

Key strategies for this objective include:

- Support efficient and accessible service to citizens and clients through modernized and integrated technologies.
- Provide guidance for how technology will be applied consistently across government.
- Establish strategic relationships with key suppliers of services to deliver better outcomes across the public sector.
- Support corporate planning for ministries focused on business transformation and technology opportunities.

Objective 3.2: Government information and technology management strategies allow for effective and secure use of information while also protecting privacy

Strategies

Key strategies for this objective include:

- Continue to set the strategic direction for information management and information technology in government.
- Provide effective and secure identity management solutions for government to allow citizens to access a wider range of services.
- Enable flexibility and choice in technology tools by developing creative and secure approaches for staff to use technology to conduct their work.

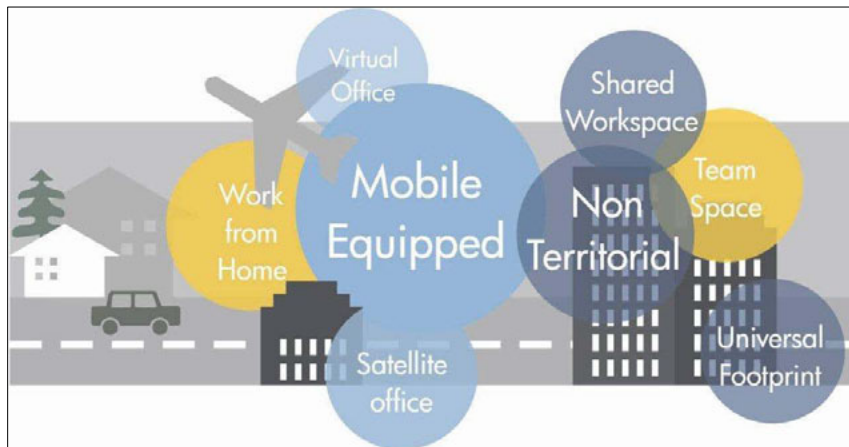
Goal 4: Public Service Transformation – Workforce solutions that enable public servants to work in a flexible and collaborative environment

Objective 4.1: Public servants are supported to change the way they work in order to provide better services to citizens

Strategies

Key strategies for this objective include:

- Provide the tools and supports to ministries to enable flexible work environments for their employees.
- Provide security, privacy and information sharing awareness and material for the public sector.
- Develop new practices to support citizen engagement across government.



Objective 4.2: Improved staff capacity and more effective work environments

Strategies

Key strategies for this objective include:

- Implement initiatives to build employees' knowledge, skills and abilities.

Report on Resources: Summary Table

		Other Authorizations	Total Estimated	Actual	Variance
Operating Expenses (\$000)					
Service to Citizens & Businesses	17,406	0,000	17,406	17,347	(59)
Strategic Initiatives	16,536	0,000	16,536	17,509	973
Office of the Chief Information Officer	12,442	0,000	12,442	14,123	1,681
Executive & Support Services	20,590	0,000	20,590	15,256	(5,334)
Logistics & Business Services	12,182	0,000	12,182	12,067	(115)
Integrated Workplace Solutions	266,110	0,000	266,110	266,853	743
Technology Solutions	161,452	0,000	161,452	147,299	(14,153)
Government Communications & Public Engagement ¹	26,155	10,220	36,375	36,375	0,000
Labour Programs ²	15,713	(15,713)	0,000	0,000	0,000
Sub-Total	548,586	(5,493)	543,093	526,829	(16,264)
Adjustment of Prior Year Accrual ³	0,000	0,000	0,000	(12,831)	(12,831)
Total	548,586	(5,493)	543,093	513,998	(29,095)
Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)					
Operations	2,576	0,000	2,576	4,087	1,511
Shared Services BC	166,114	0,000	166,114	106,721	(59,393)
Government Communications & Public Engagement	915	0,000	915	836	(79)
Total	169,605	0,000	169,605	111,644	(57,961)
Other Financing Transactions (\$000)					
Release of Assets for Economic Generation (IWS)					
Receipts	0,000	0,000	0,000	0,000	0,000
Disbursements	3,000	0,000	3,000	2,471	(529)
Net Cash Source (Requirements)	3,000	0,000	3,000	2,471	(529)
Total Receipts	0,000	0,000	0,000	0,000	0,000
Total Disbursements	3,000	0,000	3,000	2,471	(529)

Ministry of Citizens' Services and Open Government

Total Net Cash Source (Requirements)	3,000	0,000	3,000	2,471	(529)
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- ¹ The source of the Government Communications and Public Engagement "Other Appropriations" was Treasury Board approval to access the Contingencies Vote to provide additional funding for the Job's Plan.
 - ² Labour Programs was transferred to Ministry of Jobs, Tourism and Skills Training as part of the announced September 5, 2012 government reorganization and the budget transfer is reflected in "Other Authorizations".
 - ³ The Adjustment of Prior Year Accrual of \$12.831 million is a reversal of accruals in the previous year.
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Annual Service Plan Report Appendices

Appendix A: Ministry Contact Information

Department	Telephone	Website
Freedom of Information and Privacy	250 356-1851	www.cio.gov.bc.ca/cio/priv_leg/index.page
Government Chief Information Officer	250 387-0401	www.cio.gov.bc.ca/
Knowledge Network Corporation	In Metro Vancouver: 604 431-3222 Elsewhere in B.C.: 1-877-456-6988	www.knowledge.ca/
Government Communications and Public Engagement	250 387-1337	www.gov.bc.ca/public_affairs
Service BC	In Victoria: 250 387-6121 In Metro Vancouver: 604 660-2421 Elsewhere in B.C.: 1-800-663-7867	www.servicebc.gov.bc.ca/ For a complete listing of how to contact all 61 ServiceBC locations: www.servicebc.gov.bc.ca/locations/
Strategic Initiatives	250 953-3470	www.data.gov.bc.ca www.openinfo.gov.bc.ca www.gov.bc.ca

Appendix B: Hyperlinks to Additional Information

Listing of Ministry Legislation
www.leg.bc.ca/PROCS/allacts/LCSOG.htm

