

**Ministry of
Children and Family Development**

**2011/12 – 2013/14
SERVICE PLAN**

February 2011



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Message from the Minister and Accountability Statement



I am pleased to present the *2011/12 – 2013/14 Service Plan* for the Ministry of Children and Family Development. This plan illustrates the Ministry's vision of continuing to support the vulnerable children, youth and families of British Columbia.

We continue to work toward the creation of a proactive service delivery model founded upon the Ministry's five key pillars: prevention, early intervention, intervention and support, the Aboriginal approach and quality assurance. This year's Service Plan performance measures see the Ministry

moving forward along the path laid out in *Strong, Safe and Supported: A Commitment to B.C.'s Children and Youth* – the action plan that informs and guides our work.

The Ministry continues to build on the province's strong foundation of prevention, early intervention and intervention support services to help improve outcomes for the children and families of B.C. We are focused on fostering the growth of strong, healthy families through early childhood development, quality child care, services for youth, assistance for children and youth with special needs and support services for families. This means recognizing children and youth as individuals – with inherent strengths and individual challenges – and supporting them to realize their own unique potential.

We continue to move forward with the Child and Family Support, Assessment, Planning and Practice (CAPP) framework, to ensure child and family services are informed by evidence, research and best practices and supported by a strong quality assurance system. This year is a tremendously exciting time as policy moves into practice and CAPP begins to roll out into our communities. Increased public reporting of Ministry performance will also serve to enhance transparency and, in turn, foster positive outcomes for children and families.

Our commitment to Aboriginal service delivery remains strong and unwavering. That commitment is reflected in this Service Plan – an inclusive service-delivery approach that reflects Aboriginal traditions and cultural practices. We know it is important that all Aboriginal children, youth and families have access to a range of services reflective of their rich culture and heritage – and we are committed to supporting Aboriginal people as they move down the path toward jurisdiction over their own child and family services.

Over the coming year we will continue to build on our successes as we work with our many valued partners – both across government and in our communities – to deliver innovative services that support the children and families of our province. Our past and future successes would not be possible without the dedication and shared commitment of our partners and Ministry staff across British Columbia. I am privileged to be a part of their team and to be guided by the knowledge of professionals who are deeply committed to making a difference in the lives of B.C.'s vulnerable children, youth and families each and every day.

The Ministry of Children and Family Development *2010/11 – 2012/13 Service Plan* was prepared under my direction, in accordance with the *Budget Transparency and Accountability Act*. All material fiscal assumptions and policy decisions as of February 1, 2011, have been considered in preparing the plan and I am accountable for the basis on which the plan is prepared and for achieving the specific objectives in the plan.



The Honourable Mary Polak
Minister of Children and Family Development
February 1, 2011

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Purpose of the Ministry

The Ministry of Children and Family Development promotes and develops the capacity of families and communities to care for and protect vulnerable children and youth, and supports healthy child and family development to maximize the potential of every child in British Columbia.

The Ministry is responsible for regional and province-wide delivery of services and programs. In order to effectively and efficiently deliver services and programs, the Ministry is organized into five regions: North, Interior, Fraser, Vancouver Coastal and Vancouver Island (refer to Appendix A for Ministry Contact Information).

The Ministry offers a continuum of programs, services and initiatives which support children, youth and families in communities throughout the province. The Ministry is responsible for family development and support services, early childhood development, services for children and youth with special needs and their families, child care, child protection, residential, foster and alternative care options, adoption for children and youth permanently in care, community child and youth mental health services, programs for at-risk or sexually exploited youth, and community youth justice services.

In addition, the Ministry is responsible for a number of provincial services, such as youth custody, youth forensic psychiatric services, services for deaf and hard of hearing children and youth, and the Maples Adolescent Treatment Centre.

The Ministry continues to work with Aboriginal communities and Delegated Aboriginal Agencies to support Aboriginal people in making decisions about the policies and practices that affect their children, youth and families.

Ministry service delivery partners include: contracted service agencies, family foster homes, communities, school districts, health authorities, and Community Living BC.

The Ministry is dependent on cross-government partnerships to fulfill its purpose. The Ministry works in partnership with the Federal Government and other provinces and territories, as well as the Provincial Ministries of Aboriginal Relations and Reconciliation, Attorney General, Citizens' Services, Education, Health Services, Public Safety and Solicitor General, and Social Development. The Ministry works closely with these partners in order to design, deliver and manage cross-government initiatives and services, such as the integrated case management system, early childhood learning initiatives, child care licensing, and partnerships with Aboriginal communities.

The Ministry's legislative mandate includes the *Child, Family and Community Service Act*, the *Adoption Act*, the *Youth Justice Act*, the *Child Care BC Act*, the *Child Care Subsidy Act* and the *Social Workers Act*.

Strategic Context

The Ministry works to ensure that children, youth and families in British Columbia are strong, safe and supported to reach their full potential. The following section highlights key opportunities and challenges that are expected to impact the Ministry and its services over the next three years.

Strong, Safe and Supported: A Commitment to B.C.'s Children and Youth

Strong, Safe and Supported: A Commitment to B.C.'s Children and Youth describes the strengths and rights-based approach the Ministry takes in supporting and protecting the vulnerable children and youth of British Columbia, and sets the agenda for the ongoing change process the Ministry is undertaking to establish a developmental, strengths-based child and family development services system. The approach outlined in *Strong, Safe and Supported* is composed of the five pillars of an effective child, youth and family development service system: prevention, early intervention, intervention and support, the Aboriginal approach, and quality assurance. The Ministry is changing its practice to embody the evidence-based principle that all children, youth and families have inherent strengths and possess the capacity to overcome challenges when provided with the necessary supports. Supports and interventions for children, youth and families will be drawn from integrated programs and services offered both by the Ministry and through a strong, cross-governmental approach.

Ministry Priorities

The Ministry continues to be guided by three priorities as it works to achieve the goals outlined in *Strong, Safe and Supported*:

1. The Ministry's Aboriginal transformation work includes supporting First Nations, Métis and other Aboriginal people to develop and deliver service approaches based on their culture and traditions.
2. Practice change, the Ministry's work to improve service delivery for children and families in British Columbia, includes a strengths-based developmental framework for assessment and planning. Through practice change, the Ministry will embed strengths-based practices into all program areas and develop new ways to serve our clients that reflect the principles outlined in *Strong, Safe and Supported*.
3. The Ministry will plan for and deliver an integrated case management system in cooperation with the Ministries of Social Development and Citizens' Services. The integrated case management system will support practice change initiatives and other Ministry business needs.

Transformation and Technology

A rapidly changing world means that citizens need greater flexibility in their options to interact with government. *Citizens @ the Centre* provides the long term approach and vision for the modernization of the provincial government through innovative applications of technology to better meet the demands and needs of citizens. *Citizens @ the Centre* provides a framework for ministries to explore innovative ways to apply new and existing technology to improve the experience of both citizens and employees. This year, the Ministry will work with its Social Service Sector partner, the Ministry of Social Development, to pursue options for partnership and strategies for using technology to modernize services.

Workforce Planning

Continued fiscal pressures faced across government have required the Ministry to examine how services are delivered and to look at innovative approaches to managing staffing needs. Staffing priorities are managed corporately across the organization. Work functions and organizational structures will be transformed to better align with *Strong, Safe and Supported*. The Ministry remains committed to pursuing human resource strategies that provide the workforce necessary to ensure success in British Columbia's child and family development system.

Children and Youth Population

The number of children and youth in the province is one of the key determinants of the Ministry's caseload and changes in the total population of children and youth may have an impact on Ministry operations. The Ministry closely monitors these and other changes to align Ministry programs and services to the changing needs of children, youth and their families.

The total population of children and youth (aged 0 – 18 years) in British Columbia was 907,289 in 2010, representing 20.1 per cent of British Columbia's total population. British Columbia's child and youth population declined by 4.4 per cent between 2001 and 2010. It is forecast to decline until 2011. Beyond 2011, the child and youth population is forecast to gradually begin to increase.

The Aboriginal child and youth population increased almost 11 per cent between 2001 and 2010 while the Aboriginal youth population (age 15 to 18) increased over 32 per cent.

Aboriginal children continue to be disproportionately represented among children in the Ministry's care. As of November 2010, approximately eight per cent of children in British Columbia and approximately 55 per cent of the 8,384 children in the Ministry's care were Aboriginal.

Climate Change Adaptation

The Ministry supports the implementation of the provincial Climate Change Adaptation Strategy, which calls on government agencies to consider climate change and its impacts, where relevant, in planning, projects, policies, legislation, regulations, and approvals. Adaptation is a vital part of government's climate change plan. It means taking action now to prepare for a changing climate and its impacts on ecosystems, resources, businesses, communities, and people.

The Ministry will consider the impacts of climate change on regional planning processes while working to mitigate the potential negative effects of environmental conditions and extreme weather events on operations and service delivery.

Privacy and Security

Emerging new technologies are promoting efficiency and connectivity in the global community. Information is expected to be available much faster resulting in new and different risks to the security of personal and private information. Protecting the private and personal information of the citizens of British Columbia is a priority for government. To that end, the Ministry continuously works to align its operations with the security and privacy policies of government to ensure the information and privacy of its clients are protected.

Economic Forecast

The Economic Forecast Council estimates that British Columbia's real GDP grew by 3.3 per cent in 2010. The Council projects this rate of growth to slow in 2011, with real GDP expected to increase by 2.6 per cent on the year. The Council then expects British Columbia's real GDP to expand by 3.0 per cent in 2012. Risks to British Columbia's economic outlook include continued economic weakness in the U.S.; the sovereign debt crisis in some European countries threatening the stability of global financial markets; a sudden weakening of the U.S. dollar resulting in significant disruptions to global commodity and financial markets; slower than anticipated global demand resulting in reduced demand for British Columbia's exports; and greater than anticipated moderation in the Canadian housing market.

Goals, Objectives, Strategies and Performance Measures

This section presents the Ministry's five goals which reflect the five pillars presented in *Strong, Safe and Supported: A Commitment to B.C.'s Children and Youth*. These goals are supported by objectives and strategies representing the continuum of services that provide the foundation for an effective child, youth and family development service system:

- Goal 1: Place a primary focus on preventing vulnerability in children and youth by providing strong supports for individuals, families and communities.
- Goal 2: Provide early intervention services to vulnerable children and youth within their families and communities.
- Goal 3: Provide intervention services and supports based on the assessment of individual needs.
- Goal 4: Aboriginal people will be supported to exercise jurisdiction in delivering child and family services.
- Goal 5: Child, youth and family development services will be based on evidence gathered through a strong quality assurance system.

Goal 1: Place a primary focus on preventing vulnerability in children and youth by providing strong supports for individuals, families and communities

Objective: Children, youth and families are served by a continuum of developmentally appropriate services

Strategies:

- Continue to work with the Ministry of Education to align child care services to support the introduction of full day kindergarten for five-year-olds in B.C. and to support the development of pre-kindergarten options.
- Work with communities to develop opportunities to provide input into child care, early childhood development, and family support programs and services.
- Implement initiatives that strengthen the connection between early learning and care, including alignment with StrongStart Centres and Neighbourhood Learning Centres.

Performance Measure 1: Number of single-parent families who receive a Child Care Subsidy

Performance Measure	2009/10 Baseline	2010/11 Forecast	2011/12 Target	2012/13 Target	2013/14 Target
Average number of single-parent families who receive a Child Care Subsidy	14,814	15,000	15,000	15,250	15,500

Data Source: Child Care Subsidy datamart

Discussion

The Child Care Subsidy program provides financial assistance to low and moderate income families to help offset the cost of child care so families can access a range of affordable, safe, quality child care options. Access to quality child care is a factor that contributes to the healthy development of children and can have a positive impact on a child’s well-being and developmental outcomes. The Child Care Subsidy program is demand-driven, with all eligible families receiving assistance if requested. Over 35,000 families with more than 50,000 children receive a subsidy each year.

Child care is a necessity for single parents who wish to be engaged in the workforce. As the children of single parents are likely to spend a portion of their time in child care, it is important that the child care they attend supports positive growth and development. Research suggests that a childhood enriched with early learning leads to more positive outcomes over time, and so improving access to quality child care is an effective strategy to reduce the potential for vulnerability in children.

Access to quality child care will benefit all children, but it is the vulnerable children who stand the most to gain. Quality child care helps contribute to the success of children in school and throughout the life-span, and reduces the need for more serious intervention later in life. This performance measure focuses on the number of single-parent families who receive a child care subsidy and represents the Ministry’s commitment to help families secure access to quality child care for their children.

Goal 2: Provide early intervention services to vulnerable children and youth within their families and communities

Objective: Child, youth and family services build on inherent strengths

Strategies:

- Develop and implement regional plans to increase the use of the Collaborative Response Model.
- Align effective kinship care practices, policies, supports and services along a continuum that effectively responds to the needs of children, birth families, and kinship families.
- Promote promising practices and innovative approaches in supporting families raising children and youth with Fetal Alcohol Spectrum Disorder.

Performance Measure 2: Number of children placed with extended family or in the community

Performance Measure	2009/10 Baseline	2010/11 Forecast	2011/12 Target	2012/13 Target	2013/14 Target
Number of children having to leave their parental home who are able to remain with extended family or community	712	810	850	900	950

Data Source: Management Information System/Social Worker System

Discussion

Stability and permanency in relationships with friends and family contribute to a child’s development as they grow into healthy, happy and productive members of society. In situations where a child must leave their parental home, the Ministry or Delegated Aboriginal Agency strives to minimize the disruption to the child and family by working to place the child with familiar close friends or family who can maintain a positive, life-long relationship with the child, their family and their community.

This measure reflects the number of children who were unable to remain in their home and were placed with a relative or community member with ties to the child. These agreements are considered to be an “out of care” option, which are utilized where possible as part of the Ministry’s work to build family and community strengths and maintain the continuity of relationships in the child’s life. As the Ministry works to transform the child and family services delivery system in British Columbia, it is expected that more children will be placed in options such as those described here. Over time, increasing the proportion of children who are able to maintain a connection with family and community will lead to better outcomes for children, youth and families in British Columbia.

Performance Measure 3: Number of families participating in Collaborative Planning Decision Making processes

Performance Measure	2009/10 Baseline	2010/11 Forecast	2011/12 Target	2012/13 Target	2013/14 Target
Number of families participating in Collaborative Planning Decision Making processes	3,724	4,000	4,400	4,800	5,200

Data Source: Management Information System/Social Worker System, Family Group Conferencing Information System and the Dispute Resolution Office

Discussion

The Ministry is committed to empowering vulnerable families to participate in decision-making for their families. To that end, the Ministry is working to increase the capacity and competency of children, youth and families by providing a comprehensive set of collaborative and strengths-based early intervention strategies to those that need them. The Ministry promotes the use of these practices because evidence suggests that these early intervention strategies can effectively build resilience in vulnerable children and families.

The Collaborative Planning Decision Making measure includes:

- Family Group Conferencing – a formal meeting where members of a child or youth’s immediate family come together with extended family and members of a child’s community who will participate in the development of a plan for the child. Family Group Conferencing is a process designed to promote cooperative planning and decision-making and to rebuild a family’s support network;
- Mediation – a process for working out disagreements with the help of a trained, neutral person (a mediator). Mediation is a process that helps people focus on the best interests of the child, and work towards a solution that is acceptable to the people involved; and
- Family Development Response – builds family capacity to safely care for the child. At the heart of Family Development Response is moving away from the investigation as the primary response to keeping children safe, to a range of responses and community-based options to keep children safe within their families and communities.

In addition to the three practices measured here, the Ministry has also implemented other collaborative practices that empower families to participate in decision-making, such as Family Case Practice Conferences.

Goal 3: Provide intervention services and supports based on the assessment of individual needs

Objective: Individual child and youth plans are based on individual needs and reflect a strengths and team based approach

Strategies:

- Deliver training to caregivers to enable them to support the educational attainment of children and youth under continuing custody orders within their homes.
- Expand the implementation of Child and Family Support, Assessment, Planning and Practice throughout the rest of the Province to further integrate service delivery.
- Begin implementing the child and youth portion of *Healthy Minds, Healthy People: A Ten-Year Plan to Address Mental Health and Substance Use in British Columbia* by collaborating with the Provincial Health Services Authority to extend the reach of mental health services in rural and remote areas through expanded telehealth services to support case consultation/supervision and education.
- Work with community partners to implement recommendations resulting from the Ministry’s review of residential services.
- Support children and youth with special needs transitioning to adulthood by developing and distributing information and tools for youth, families and other community members regarding effective youth transition planning.

Performance Measure 4: Number of children under a continuing custody order who enter grade seven and are still in school three years later

Performance Measure	2009/10 Baseline	2010/11 Actual	2011/12 Target	2012/13 Target	2013/14 Target
Number of children under a continuing custody order who enter grade seven and are still in school three years later ¹	93.3%	94.9%	95.0%	95.5%	96.0%

Data Source: Management Information System/Social Worker System and Ministry of Education enrolment data

¹ This measure is calculated as a moving average, using the previous three years’ data.

Discussion

Children-in-care are subject to a specific set of stressors and experience a unique sense of loss that increases their vulnerability. Measuring education outcomes can indicate how children-in-care are performing in relation to other children. This valuable insight creates the opportunity to plan support strategies to help these children succeed. The success of vulnerable children and youth is reinforced by a strong connection to their community. Part of that connection is attained through stable interaction with the education system. This measure indicates the percentage of children in long-term care (under a continuing custody order) that are able to remain connected to the education system for at least three years following their entry into grade seven.

The Ministry continues to collaborate with the Ministry of Education to track educational outcomes for children-in-care relative to other children. Each year, the Ministry tracks education performance through the *Educational Experiences of a Child Under a Continuing Custody Order* report. To view the report, please visit: www.mcf.gov.bc.ca/foster/publications.htm.

Performance Measure 5: Aboriginal children cared for through Aboriginal communities and providers

Performance Measure	2009/10 Baseline	2010/11 Forecast	2011/12 Target	2012/13 Target	2013/14 Target
Per cent of Aboriginal children having to leave their parental home who receive services delivered by Delegated Aboriginal Agencies, Aboriginal foster care providers or Aboriginal friends and family	54.0%	56.5%	58.0%	59.5%	61.0%

Data Source: Management Information System/Social Worker System and Resource and Payment System

Discussion

The healthy development of Aboriginal children is strengthened through a strong and ongoing connection to their culture and traditions. In the event that an Aboriginal child is unable to remain in the home, the Ministry strives to place the child with a caregiver who can maintain strong ties to the child's community and culture. Along with children served by Delegated Aboriginal Agencies, this measure includes those children served by the Ministry who receive services delivered by Aboriginal foster care providers or Aboriginal friends and family. The Ministry expects the number of Aboriginal children who remain connected to Aboriginal caregivers to increase as it works to expand Aboriginal service delivery options.

Performance Measure 6: Children in “out of home care” for at least two years who experience no change in placement

Performance Measure	2009/10 Baseline	2010/11 Forecast	2011/12 Target	2012/13 Target	2013/14 Target
Per cent of children in “out of home care” for at least two years who experienced no change in placement	55.6%	56.3%	56.5%	56.7%	56.9%

Data Source: Management Information System/Social Worker System and Resource and Payment System

Discussion

Social stability is essential for children to develop a sense of belonging and identity as they cope with separation from their families. Maintaining lasting relationships supports stability in children, so the Ministry tries to limit the number of placement changes a child experiences while being cared for outside the home. While the Ministry strives to limit placement changes, it is important to note that some are necessary so that a child is in a home that provides a good fit. This measure reflects the proportion of children who are being cared for outside the home who stay in the same placement for at least two years. This number is expected to increase with the use of a strengths-based assessment model and the continued implementation of *Strong, Safe and Supported*.

Goal 4: Aboriginal people will be supported to exercise jurisdiction in delivering child and family services

Objective: Aboriginal children and youth live in strong, healthy families and sustainable communities where they are connected to their culture and traditions

Aboriginal people (B.C.’s Indigenous population) include all First Nations, Métis, and Inuit people whether they are living on or off reserve.

Aboriginal people have unique circumstances that warrant particular attention. For example, there is a significant socio-economic gap between Indigenous people and other British Columbians. Aboriginal youth have higher suicide rates and lower graduation rates than other youth in B.C. The percentage of Aboriginal children meeting or exceeding academic expectations in the Foundation Skills Assessment tests is lower than the percentage of their peers. In addition, a disproportionate number of Aboriginal children are in care, and Indigenous youth constitute a disproportionately large section of youth in custody in B.C. Past practices, such as Residential Schools and child welfare policies and practices in the 1960s, have negatively impacted the well-being of Indigenous communities and Indigenous children, youth and families.

Aboriginal people are also uniquely positioned to identify ways to respond to these circumstances. Services that are designed and developed by Indigenous people and child and family development policies and practices that are informed by cultural traditions are an essential part of ensuring that vulnerable Indigenous children and families experience improved outcomes. All Aboriginal children, youth and families should have access to a full range of services that reflect and support Aboriginal cultures and traditions, whether on or off reserve.

Strategies:

- Ensure First Nations, Métis and urban Indigenous people are supported to lead reconciliation strategies in each of the Ministry's regions following the Touchstones of Hope process or other First Nations community-based reconciliation processes.
- Engage in a joint dialogue and decision-making process with Indigenous communities to ensure Indigenous people lead in the design of a Ministry-wide Indigenous Strategic Human Resource Plan.
- In partnership with Indigenous communities, develop a joint dialogue and decision-making process resulting in an urban Aboriginal strategy to guide the Ministry in supporting Indigenous communities to implement culturally appropriate services to urban Indigenous children and families.
- Engage in a supportive partnership with the Métis Nation of British Columbia and the Métis Commission in their implementation of a province-wide Métis Strategic Plan for child and family services.
- Engage in a supportive partnership with First Nations in the design and development of their own Indigenous approaches to child and family services.
- Implement strategies to address the historic inequity in funding and supports to First Nations, Métis, and urban Indigenous people.

Goal 5: Child, youth and family development services will be based on evidence gathered through a strong quality assurance system

Objective: An integrated quality assurance system that supports continuous organizational learning and a culture of improvement

Strategies:

- Implement Phase Two of an integrated case management system to improve practice and support evidence-informed decision making.

- Develop and implement strengths-based quality assurance standards and provide training for staff to support practice change across the regions.
- Replace the current quality assurance and audit processes with new case review and practice monitoring processes that support strengths-based developmental practice.
- Make a range of research data sets available to the public.
- Engage staff in the development of strategies for using technology to increase citizen engagement and enable service and business innovation.

Performance Measure 7: Number of publicly reported performance measures

Performance Measure	2009/10 Baseline	2010/11 Forecast	2011/12 Target	2012/13 Target	2013/14 Target
Number of publicly reported performance measures	17	25	30	35	40

Discussion

Increased public reporting on Ministry performance supports a stronger quality assurance system and enhances transparency. Please see www.mcf.gov.bc.ca/about_us/performance.htm for the currently reported measures. During 2011/12 and 2012/13, the Ministry will focus on developing additional measures and making research data sets available that provide insight into the Ministry’s business.

The implementation of the Child and Family Support, Assessment, Planning and Practice (CAPP) framework involves a shift in practice to a team-based, collaborative approach using strengths-based assessments of the child and family to meet their identified needs, and new measures will be developed that reflect these changes.

As a learning organization, the Ministry is committed to evidence-based practice and practice-informed evidence. The Ministry will also work with post secondary institutions to increase the availability of understandable, relevant research.

Resource Summary Table

The Resource Summary table now reflects the Ministry's commitment to delivering programs and services that align with the five pillars of *Strong, Safe and Supported: A Commitment to B.C.'s Children and Youth*. This change affects the presentation of the table but does not impact budget allocations to Ministry programs and services.

Core Business Area	2010/11 Restated Estimates ¹	2011/12 Estimates	2012/13 Plan	2013/14 Plan
Operating Expenses (\$000)				
Prevention.....	256,975	258,555	258,555	258,555
Early Intervention.....	236,719	236,610	236,610	236,610
Intervention and Support.....	696,505	696,339	694,202	694,202
Aboriginal Approach.....	16,829	19,822	19,822	19,822
Quality Assurance.....	14,835	19,430	23,713	24,837
Support to Practice.....	96,377	84,562	82,416	81,292
Executive and Support Services.....	15,453	15,273	15,273	15,273
Total.....	1,333,693	1,330,591	1,330,591	1,330,591
Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)				
Executive and Support Services.....	188	496	213	213
Total.....	188	496	213	213
Other Financing Transactions (\$000)				
Executive and Support Services Human Services Providers Financing Program				
Receipts.....	29	31	31	31
Disbursements.....	0	0	0	0
Net Cash (Requirements).....	29	31	31	31

¹ The amounts have been restated, for comparative purposes only, to be consistent with Schedule A of the 2011/12 *Estimates*.

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Hyperlinks to Additional Information

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Ministry's Homepage

www.mcf.gov.bc.ca

Ministry Listing of Publicly Reported Performance Measures

www.mcf.gov.bc.ca/about_us/performance.htm

Educational Experiences of Children Under a Continuing Custody Order report

www.mcf.gov.bc.ca/foster/publications.htm.

Ministry Regions

www.mcf.gov.bc.ca/regions/index.htm

Community Living British Columbia

www.communitylivingbc.ca/

Ombudsperson

www.bcombudsperson.ca/

Public Guardian and Trustee of British Columbia

www.trustee.bc.ca/

Representative for Children and Youth

www.rcybc.ca/content/home.asp