

Ministry of Citizens' Services

2025/26 – 2027/28 Service Plan

March 2025



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Minister's Accountability Statement



The Ministry of Citizens' Services 2025/26 – 2027/28 Service Plan 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 that reads "George Chow". The signature is fluid and cursive.

Honourable George Chow
Minister of Citizens' Services
February 18, 2025

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Strategic Direction

In 2025/26, the Government of British Columbia will continue to prioritize delivering the services and infrastructure needed for people to build good lives in strong communities.

To support this objective, Government will focus on growing the economy, responding to the threat of tariffs, creating good paying jobs, improving affordability, strengthening health care and education, and making communities safer.

Government will also continue deepening relationships with Indigenous Peoples while advancing implementation of the Declaration on the Rights of Indigenous Peoples Act Action Plan.

This 2025/26 service plan outlines how the Ministry of Citizens' Services will support the government's priorities and selected action items identified in the Minister's January 2025 [Mandate Letter](#).

Purpose of the Ministry

The [Ministry of Citizens' Services](#) brings innovation, value and service excellence to the public service and people in B.C. The Ministry works with its partners to create opportunities, find innovative solutions, and implement the changes that support and enable government to achieve its priorities for people in B.C. The Ministry is guided by [several pieces of provincial legislation](#).

Dedicated to making life better for people in B.C., the Ministry provides accessible multi-channel services through a single-point-of-contact service approach to people in urban and rural communities through [Service BC](#), and delivers the digital face of government at www.gov.bc.ca.

To help people connect to government supports and services, including virtual healthcare and online learning, the Ministry supports the expansion of high-speed internet connectivity in rural and remote Indigenous and non-Indigenous communities throughout the province. Internet connectivity supports job growth, a strong and diversified economy, healthcare delivery and resilient communities. The Ministry also supports the expansion of cellular connectivity along highways, improving public safety and access to emergency services, especially along rural and remote stretches of highway.

In addition, the Ministry provides expertise to government including supporting public engagement and designing better services with public input through service design and improving the government's online presence through user testing.

The Ministry provides strategic direction across government to strengthen information management and technology, by improving transparency and access for people in B.C. This includes responding to Freedom of Information (FOI) requests and providing trusted data

services, statistical and economic research and analysis for businesses and for people in B.C. It also includes strong privacy practices to ensure personal information is protected.

The Ministry manages and aligns government's real estate assets and facilities-related services, technology systems, and equipment with the changing nature of the work environment. This includes the procurement of high value contracts critical to delivering technology services to government and the broader public sector. These technologies also enable the ministry to support multiple government agencies in responding to natural disasters, such as wildfires and floods.

With a goal of creating more opportunities for businesses of all sizes to engage in government procurement, including increased participation by Indigenous businesses and communities, the ministry is working to support a resilient vendor marketplace and increased business opportunities to create rewarding jobs that benefit individuals, families, and communities across the province. The Ministry also serves other ministries, the broader public sector and people in B.C. in full cost-recovery business areas including publishing and printing solutions via [King's Printer](#), Asset Investment Recovery, [BC Mail Plus](#) and the Product Distribution Centre.

Performance Planning

Goal 1: Support a strong, sustainable, and innovative economy by making it easier to participate in government procurements and create opportunities for communities across the province.

Through updated procurement and business registration services and engagement across the province, the ministry will continue to explore how to improve government procurement and create opportunities for small, medium, and large-sized businesses, including those in rural and Indigenous communities.

Objective 1.1: Create opportunities for small, medium, and large businesses to access government procurements.

Value for money is maximized when the contract types and procurement processes are scaled to meet business needs and align with the market, rather than a “one size fits all” approach. This enables a broad-based supplier community, including Indigenous businesses, and promotes supply resiliency for the timely delivery of government’s services and requirements.

Key Strategies

- Continue to create culturally appropriate procurement practices and help build procurement capacity for Indigenous businesses, communities, and government employees through the [Indigenous Procurement Initiative](#).
- Provide leadership for continued upfront planning, engagement, and collaboration with small, medium, and large suppliers in communities across B.C. to make it easier for them to do business with government.
- Continue to deliver on the [BC Procurement Plan](#) to responsibly help drive change towards a more equitable, accessible, and sustainable economy for everyone.
- Continue to develop policies, standards, and guidance for government procurement processes to help improve Indigenous, social, environmental, and economic outcomes for businesses and communities across the province.
- Promote procurement of Information Technology solutions that best leverage industry expertise, increase flexibility, and provide more value for both government and suppliers.

Objective 1.2: Enhance the experience for businesses when interacting with government.

Improving procurement and business registration services results in efficiencies for both government buyers and businesses wishing to do business with government. Making it easier for buyers to do business can increase participation in procurement processes, which results

in increased business opportunities and economic growth for everyone in B.C., including in rural and Indigenous communities.

Key Strategies

- Continue to enhance extra-provincial business registration by improving BC Registries' platforms, allowing for easier access and verification, and creating a consistent user experience.
- Continue to streamline and simplify [BC Registries and Online Services](#) to make it easier for people to startup and maintain a business in B.C.
- Continue to enhance digital security ensuring business information remains secure when accessed through government channels.
- Continue updating the [business name registration](#) to recognize Indigenous languages.

Performance Measures

Performance Measure	2011/12 Baseline	2024/25 Forecast	2025/26 Target	2026/27 Target	2027/28 Target
1a Satisfaction with services to businesses provided by Service BC. ¹	89%	89%	Biennial survey; next survey in 2026/27	89%	Biennial survey; next survey in 2028/29

Data source: BC Stats.

¹ The margin of error is $\pm 2\%$ at the 95% confidence level.

Goal 2: Provide greater public accountability by improving access to government information, while ensuring the protection of privacy.

Access to, use, and protection of government information and data is the foundation of a functioning democracy and is a fundamental duty of the public service. Government information, including data, allows for evidence-based decision making and innovation to better meet the needs of the people in B.C.

Objective 2.1: Enhance public access to government records.

The Ministry provides corporate leadership across government with respect to information management legislation, policies, practices, operations, and training. These efforts focus on improving the capacity of public servants to effectively manage government information, protect sensitive and personal information and provide timely responses to [FOI requests](#) under the [Freedom of Information and Protection of Privacy Act](#).

Key Strategies

- Continue to streamline FOI processes and improve access to information.
- Support government bodies in creating, maintaining, and archiving government information.
- Enhance access to information and support government's commitment to open information and transparency by [proactively disclosing information](#) so that people in B.C. can access more government records without having to place an FOI request.
- Continue to strengthen our cybersecurity defences and safeguard government systems, information and data.

Objective 2.2: Improve the use, management, sharing and protection of data for all British Columbians.

The province sets the laws and policies that ensure appropriate collection, management, and use of data within government. Reliable, timely, quality data is necessary to understand and identify real workable solutions to major issues in B.C., such as systemic racism, homelessness, the impact of climate change, and reconciliation with Indigenous Peoples. This work requires thorough consideration so that government protects people's privacy, collects only what is necessary, and analyzes data in such a way that ensures trust. Concurrently, strong cybersecurity practices are essential for the protection of sensitive information, enabling people to conduct their online transactions with confidence that the information entrusted to government is secure.

Key Strategies

- Continue to address barriers to effective use of data in delivering services to people living in B.C. more efficiently and effectively.
- With the [Anti-Racism Data Act](#) as a foundation, working with Indigenous Peoples and the Anti-Racism Data Committee to use the data collected through the BC Demographic Survey to develop data standards and directives that support the safe collection and use of data to identify and address systemic racism.
- Expand the use of cross-government data and the [Data Innovation Program](#) to increase evidence-based decision making and better inform public policy including focusing on the Anti-Racism Data Act research priorities which were developed in consultation with Indigenous Peoples¹ and the [Anti-Racism Data Committee](#).
- Continue to increase the data catalogued through open data initiatives, including partnering with holders of high value datasets, to showcase data available and encourage its use.
- Continue to establish and promote a distinctions-based approach to Indigenous data governance, including supporting the establishment of a First Nations-governed and

¹ For an overview of the engagement process please see "[Anti-Racism Data Act engagement](#)".

mandated regional data governance centre in alignment with the First Nations Data Governance Strategy.

- Support the Attorney General in identifying trends that emerge from the Anti-Racism Data Act implementation.

Performance Measures²

Performance Measure	2016/17 Baseline	2024/25 Forecast	2025/26 Target	2026/27 Target	2027/28 Target
2a Percent of on-time Freedom of Information requests.	80%	81%	85%	90%	90%

Data source: AXIS System, the Ministry's internal Freedom of Information tracking system.

Goal 3: Make life better for British Columbians by delivering the services that people count on.

Social change, technological innovation, climate change, and the expectations of the people in B.C. are changing the way government interacts with those it serves. To that end, the ministry is aiming to provide improved, equitable, easy-to-use services and information, regardless of how they access or where they live in the province.

Objective 3.1: High-speed internet is expanded with increased bandwidth in rural and Indigenous communities.

People in B.C. depend on a reliable internet service to conduct business and to access fundamental needs such as healthcare and education. This, in turn, supports job growth, a strong and diversified economy, and stronger communities. Internet connectivity is the foundation to many government priorities, including those for rural, remote, and Indigenous communities.

Key Strategies

- Support the expansion of high-speed internet services (broadband) to under-served rural and Indigenous communities through the [Connecting Communities BC](#) program.
- Leverage funds from the federal government and the private sector to support investments in transport and last-mile digital infrastructure to support the expansion of high-speed internet services to every household in the province by 2027.
- Ensure all homes have access to high-speed internet services through a mix of technologies – including fibre, cable, fixed wireless, and satellite.

² The number of net new datasets in the BC Data Catalogue performance measure which appeared in the previous Service Plan has been retired as it reflected a narrow aspect of performance – outputs – rather the overall quality and currency of datasets.

- Improve access to 911 and emergency services along highways by expanding cellular connectivity along under-served highway segments.

Objective 3.2: Government services are accessible, effective, and efficient.

The Ministry strives to provide improved, easy-to-use, culturally relevant, and accessible services and information for all people, equitably, regardless of how or where they live in the province.

Key Strategies

- Continue to work with partners, industry, and the public to improve government services and leverage best-in-class digital tools that enhance cross-sector coordination and collaboration and provide services that are efficient, equitable and prioritize user experience, including supporting government wide adoption of the [Digital Code of Practice](#).
- Strengthen connected digital services for people everywhere in B.C., so it's easier to access government services – using effective engagement with key partners and aggressive innovation in cost-effective technology and citizen-oriented processes.
- Develop an artificial intelligence (AI) policy framework to guide ministries in their development and use of AI systems, and safeguard privacy and security.
- Continue to enhance equity in government services by establishing data management policies, standards, and guidelines—including digital accessibility guidance, incorporating Indigenous language names and updated gender and sex standards in government systems and services—and supporting other ministries in their implementation of this guidance.
- Continue to improve the overall accessibility and inclusion in government buildings.
- Review the intended versus the actual use of government real estate assets to ensure the highest and best use.

Performance Measures

Performance Measure	2022/23 Baseline	2024/25 Forecast	2025/26 Target	2026/27 Target	2027/28 Target
3a Percentage of households in B.C. with access to internet services at a minimum speed of 50/10 Mbps.	95.2%	97%	98%	99%	100%

Data source: Federal [High-Speed Internet Access Dashboard](#), Innovation, Science and Economic Development Canada (October 2023) and Ministry projections.

Performance Measure	2012/13 Baseline	2024/25 Forecast	2025/26 Target	2026/27 Target	2027/28 Target
3b Citizen satisfaction with the Contact Centre. ^{1,2}	90%	85%	Biennial survey; next survey in 2026/27	85%	Biennial survey; next survey in 2028/29
3b Citizen satisfaction with the Service BC Centres. ¹	90%	85%	Biennial survey; next survey in 2026/27	90%	Biennial survey; next survey in 2028/29

Data source: BC Stats.

¹ The margin of error is $\pm 1\%$ at the 95% confidence level.

² As of January 1, 2020, our contact centre aims for a satisfaction score of 85%. The target was changed to align with industry-leading standards for public sector organizations.

Financial Summary

(\$000s)	2024/25 Restated Estimates ¹	2025/26 Estimates	2026/27 Plan	2027/28 Plan
Operating Expenses				
Services to Citizens and Businesses	46,359	47,223	47,223	47,223
Office of the Chief Information Officer	2,288	2,397	2,397	2,397
BC Data Service	29,757	30,107	30,107	30,107
Connectivity	24,167	24,235	24,235	24,235
Procurement and Supply Services	11,648	12,265	12,265	12,265
Real Property	378,711	375,705	375,708	375,708
Enterprise Services	176,336	176,838	176,838	176,838
Corporate Information and Records Management Office	25,638	25,993	25,993	25,993
Executive and Support Services	10,415	10,592	10,592	10,592
Total	705,319	705,355	705,358	705,358
Capital Expenditures				
BC Data Service	110,600	110,000	100,994	110,000
Procurement and Supply Services	403	150	150	150
Real Property	179,246	166,609	124,092	99,421
Enterprise Services	46,904	52,318	22,632	22,632
Executive and Support Services	553	210	210	210
Total	337,706	329,287	248,078	232,413
Other Financing Transactions				
Real Property – Strategic Real Estate Services				
Issues/Disbursements	2,100	4,200	4,200	4,200
Receipts	(300)	(600)	(600)	(600)
Net Cash Requirements (Source)	1,800	3,600	3,600	3,600
Total Issues/Disbursements	2,100	4,200	4,200	4,200
Total Receipts	(300)	(600)	(600)	(600)
Total Net Cash Requirements (Source)	1,800	3,600	3,600	3,600

¹ For comparative purposes, amounts shown for 2024/25 have been restated to be consistent with the presentation of the 2025/26 Estimates.

* Further information on program funding and vote recoveries is available in the [Estimates and Supplement to the Estimates](#).

Appendix A: Minister Mandate Letter



January 16, 2025

Honourable George Chow
Minister of Citizens' Services
Parliament Buildings
Victoria, BC V8V 1X4

Dear Minister Chow:

Congratulations on your appointment as Minister of Citizens' Services at a critical time for our province. Serving as a member of the executive council is a privilege and responsibility which I am confident you will fulfill with integrity and a commitment to the people of our province.

British Columbians have trusted us with a mandate to deliver for them in ways that make a tangible difference in their daily lives. They expect us to listen and learn from people of different perspectives – and work together to make things better for everyone.

Specifically, we will tackle the challenges people worry about at the kitchen table:

- **Grow the economy by creating good jobs across British Columbia.** We will collaborate with businesses, workers, and communities to attract investments in both new and traditional sectors as well as emerging sectors of the economy. This approach will bring certainty for business, security for workers, and generate the wealth needed to support the essential services British Columbians rely on.
- **Reduce costs for families** including by helping people access homes they can afford through support for first-time homebuyers, increasing the supply of rental housing stock, and stronger measures to crack down on housing speculation.

.../2

- **Strengthen health care** by expanding access to family doctors and recruiting and training more health professionals, ensuring that every British Columbian can access the care they need, no matter where they live. We will also increase access to addictions treatment and provide help for people whose struggles require intensive supports.
- **Make our neighbourhoods and communities safer** by working with law enforcement and social agencies to address street disorder, crack down on organized crime, and do all we can to ensure repeat offenders stay behind bars.

Our commitment to take action on climate change remains foundational and will be key to a healthy and prosperous BC for future generations.

Underlying all this work is our partnership with Indigenous peoples. Advancing reconciliation, implementing the *Declaration on the Rights of Indigenous Peoples Act* and working in partnership with First Nations rights-holders to advance shared interests is the responsibility of every Minister.

Over this mandate I expect you to prioritize making progress on the following:

- In order to protect key services that British Columbians rely on, work with the Minister of Finance to review all existing Citizens' Services programs and initiatives to ensure programs remain relevant, are efficient, and improve the experience of British Columbians who engage with government for the delivery of services. This is important in the context of current Provincial budget constraints and overall efficiency in delivering cost effective and relevant services to British Columbians.
- Strengthen connected digital services for people everywhere in BC, so it's easier to access government services – using effective engagement with key partners and aggressive innovation in cost-effective technology and citizen-oriented processes.
- In light of hybrid work trends and modernization of government services, review the intended versus the actual use of government real estate assets, including assessment of anticipated capital cost expenditures for existing assets. If assets are surplus to requirements, work with the ministries of Housing and Municipal Affairs, Transportation and Transit, Finance, and Infrastructure, to ensure the highest and best use of all government real estate assets in a way that promotes the cost effectiveness of the administration of government services and the interests of British Columbians.
- Support the Attorney General in identifying trends that emerge from the *Anti-Racism Data Act* implementation.

- Work with the Cabinet Committee on Community Safety to ensure that initiatives identified by the committee are prioritized and delivered by your ministry as required.

As you are aware, we have established an accord with the BC Green Caucus that supports our shared commitment to ensuring stable governance focused on delivering progress and tangible outcomes for British Columbians. The commitments in that accord complement the direction in these mandate letters.

As a Cabinet, we will uphold the highest standards of ethics, collaboration, and good conduct in service of the public, and as a Minister of the Crown, you are expected to review, understand, and act according to the *Members' Conflict of Interest Act*. You will establish a collaborative working relationship with your Deputy Minister and the public servants under their direction, who provide the professional, non-partisan advice that is fundamental to delivering on our government's priorities. Your Minister's Office must meet the highest standards for integrity and provide a respectful, rewarding environment for all staff.

The work we have ahead takes place in a profoundly challenging geopolitical environment. Close friends and neighbours to our south are contemplating imposing draconian tariffs on our products that would hurt both Americans and Canadians. Our allies internationally face governmental instability. Hate and racism are on the rise around the world. Artificial intelligence breakthroughs with unclear implications and astonishing potential are announced daily. Global inflation, snarled supply chains, and war are threatening global economic growth and prosperity as well as the transition to a low-carbon economy.

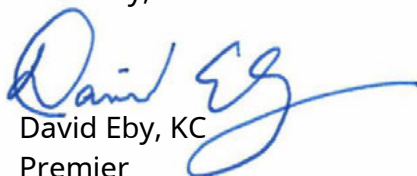
We have an obligation to protect and defend British Columbians, as well as seize opportunities, in these uncertain times.

The good news is that we have everything we need to succeed, and we will succeed. British Columbia's people – our workers, entrepreneurs, business leaders, artists, and innovators – are among the most talented in the world. We are home to world-class educational institutions and public services. Our natural beauty is unmatched, we have internationally envied resources, and we are one of the most diverse places on the planet. Your job is to help us leverage these advantages in perilous times.

Use this mandate letter to guide your work, and do not be afraid to challenge assumptions, or be innovative, bold and aggressive in achieving the goals set out for you and your Ministry by the people of this province.

Thank you for joining me in the work ahead.

Sincerely,



David Eby, KC
Premier