

Appendices to RFI #SATP-139

Ministry of Employment and Income Assistance
New Employment Programming

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APPENDIX 1: Discussion Paper

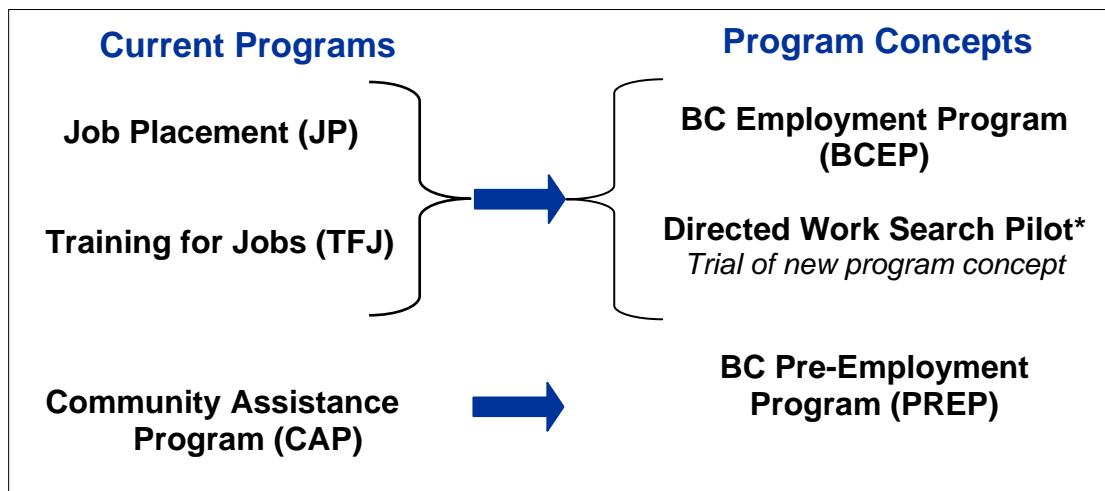
A. NEW PROGRAMMING BACKGROUND

A1. Existing and Conceptual Programs

New employment programming in scope for this Discussion Paper is for the Ministry's ETW, ETW-MC and PPMB client groups (for definitions, see Glossary of Terms in Section C) and the services provided would replace those delivered under the Job Placement (JP), Training for Jobs (TFJ) and Community Assistance (CAP) programs.

Figure A below describes new concepts for future employment programming, and the current programming that would be replaced.

Figure A: Overview of the Discussion Paper for Employment Programming



* The Ministry is also considering contracting for a separate Directed Work Search (DWS) pilot program. Participation in this separate program would be based on a random selection of a total of approximately 200 ETW and ETW-MC clients per month, from a limited number of locations in the province. DWS, which is modeled on a traditional 'job club' approach, would be proposed as a short-term (e.g. eight-week) program that requires mandatory regular attendance in a class room setting, integrated with active job search activities conducted by each client. DWS programming in other jurisdictions shows promising results in terms of clients moving off the caseload to employment more quickly, and the Ministry wants to determine if a DWS program would be more effective than other kinds of programming in British Columbia. If the Ministry decides to proceed with a DWS pilot, it will issue a separate Request for Information or Request for Proposals.

'Straw Models' for a proposed BC Employment Program (BCEP) designed to replace JP and TFJ, and a proposed BC Pre-Employment Program (PREP) designed to replace CAP are presented in Sections B1 and B2 of this document.

A2. New Programming Geographic Areas and Clients

For purposes of this Discussion Paper, the Ministry has divided its regions into sub-regions within the Province. The table below identifies the nine sub-regions.

The boundaries of the Ministry's five Regions are available by accessing the following Ministry website: www.mhr.gov.bc.ca/contacts/region.htm. Appendix 2 to the Request for Information identifies the major communities and general geographic areas within the boundaries of each sub-region and Appendix 3 provides a map of the Province showing the location of Ministry services by community.

The table below shows the Ministry's estimate of the maximum monthly new or returning clients to the caseload, by sub-regions, for ETW and ETW-MC clients. Service providers will want to look at the geographic areas covered in each region; for example, Region 5 contains five areas which in total cover 62 percent of the Province.

Ministry Regions	Sub-regions	Estimated Maximum New or Returning Clients	Flow Distribution (%)
1. Vancouver Island	1. North Vancouver Island	300	12%
	2. South Vancouver Island	250	9%
2. Vancouver Coastal	3. Vancouver and Coastal	650	24%
3. Fraser	4. North Fraser	250	9%
	5. South Fraser	500	18%
4. Interior	6. Okanagan	200	7%
	7. Cariboo	150	6%
	8. Kootenay/Shuswap	150	5%
5. North	9. Northern BC	250	9%
TOTAL (Average new or returning clients/month)		2,700	100%

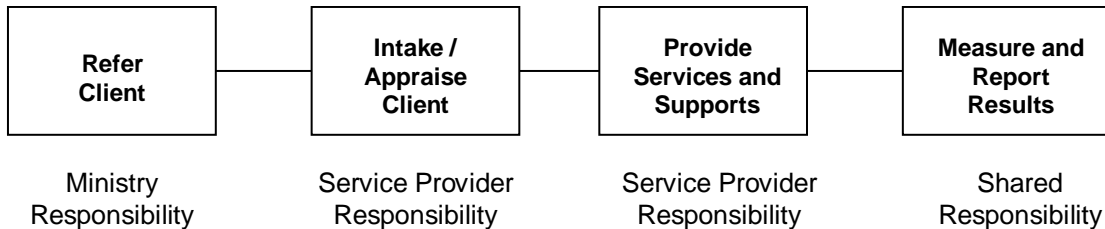
In addition, new employment programming may be expected to serve additional PPMB clients who volunteer for PREP program services.

The actual number of clients who are ultimately referred to service providers each month (those not being directed to other Ministry programs or services) would be less than the maximum numbers shown above. In particular, during the JP and TFJ wind down period (ending in calendar 2009), some existing clients who return will be re-referred to JP or TFJ to meet contract obligations of those existing agreements.

A3. New Programming Process Model

This Discussion Paper reflects the Ministry's strategy to apply a standard process model in its employment programming. The standard model, shown below in Figure B, will help to ensure the Ministry's flexibility to make programming changes over time.

Figure B: High Level Employment Programming Process Model



A4. Technology and Records Management

Service providers would be required to access the appropriate Ministry applications to report and receive client information and results. Service providers would be responsible for the hardware necessary to access the Ministry applications, Internet access, security (LAN, Firewall and Web) and meet the Ministry's Web Browser standards, currently a minimum of Microsoft Explorer 5.5 (earlier versions do not handle digital certificates appropriately).

Regardless of the final employment programming design, service providers would also be required to comply with all of the Ministry's guidelines and the province of British Columbia's legislated and policy requirements concerning protection of privacy, access to information and security. In addition, there would be a requirement to maintain appropriate records and return all information, records and material to the Province in accordance with standard Ministry instructions regarding service provider records in effect at the time of return.

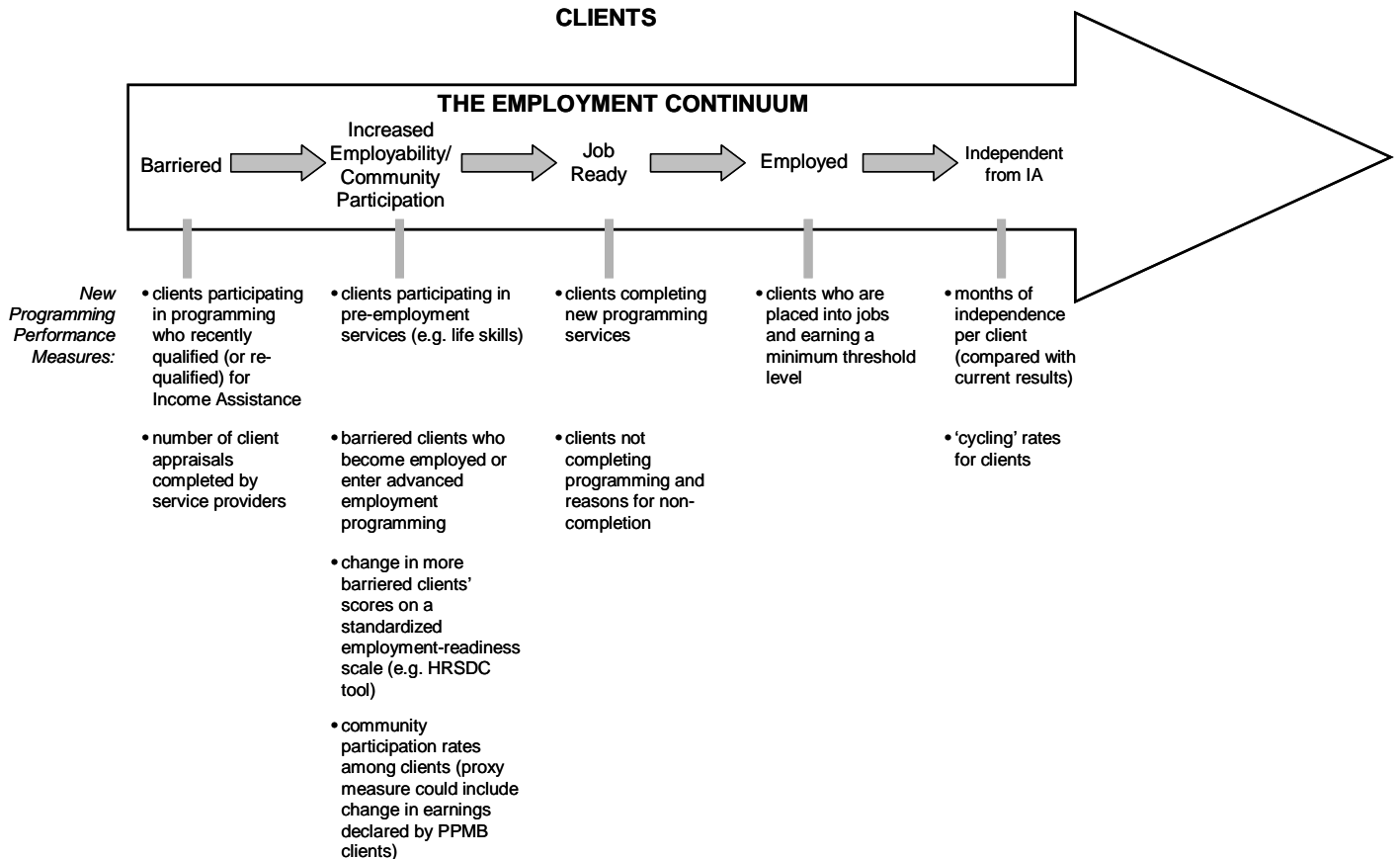
A5. New Programming Performance Evaluation

The Ministry intends to implement a performance measurement system to monitor the effectiveness of its new programming. Some of the operational measures would include client success measures such as program completion, and reasons for non-completion. Program outcomes would be measured in areas that include:

- Where applicable, community participation rates and increased employability of more barriered clients. Service providers may be required to administer a standardized employment-readiness test for these clients; and
- The number of months of independence and rate of cycling to and from Income Assistance (job ready clients).

The Ministry would conduct periodic program evaluations to assess a broad range of measures. Figure C below identifies the Ministry's proposed high-level performance measures in relation to the client stages on the Employment Continuum.

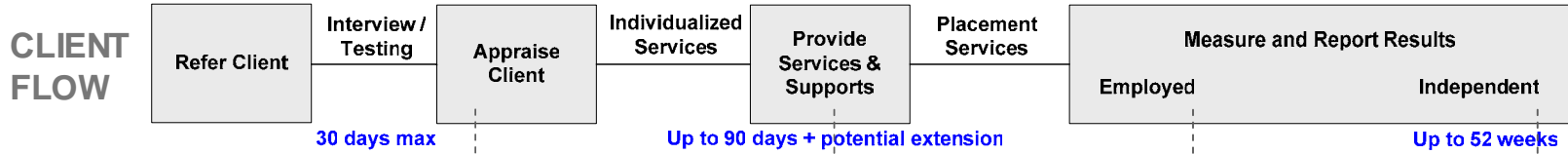
Figure C: Performance Measures as they relate to client stages on the Employment Continuum



B. NEW PROGRAMMING SERVICES

Straw Models for proposed BCEP and PREP programs are presented in Sections B1 and B2 on the following pages.

B1. BC Employment Program (BCEP) 'Straw Model'



	APPRAISAL	SERVICES & SUPPORTS	PLACEMENT	INDEPENDENCE
Service Provider Deliverables	<ul style="list-style-type: none"> √ Incremental data on nature and extent of client barriers √ Individualized Client Plan outlining services and goals 	<ul style="list-style-type: none"> √ Provide services and supports according to Individualized Client Plan √ Services include pre-employment, short term skills development certificate programs, etc. √ Supports include transportation costs, work tools/clothes, etc. 	<ul style="list-style-type: none"> √ Placement services √ Ongoing monitoring and follow-up with client from placement to end of program date √ Periodic reports on client employment status 	<ul style="list-style-type: none"> √ Measure incremental independence of cohorts compared to a control group √ Measure at 12 months post-appraisal
Payment Structure	<ul style="list-style-type: none"> √ Payment due when service provider transfers client data to Ministry √ Based on contract price per client (blended rate) √ Maximum acceptable Appraisal Payment is pre-determined by Ministry √ Individualized Client Plans auditable by Ministry 	<ul style="list-style-type: none"> √ Payment due when service provider reports on completed deliverables √ Based on reimbursement of actual costs √ Services not prescriptive but must meet public accountability test √ Reimbursement of supports not prescriptive and always based on actual costs √ Maximum pool of funds (Ministry-assigned budget) expended at service provider discretion √ Risk-sharing for clients who do not complete √ Perform risk-based audits at service provider site to verify invoices 	<ul style="list-style-type: none"> √ Up to 3 payments √ Payments due when service provider certifies client is employed and earns at least \$xxx/month √ Service provider to provide employment details as a condition of payment √ Ministry will perform risk-based audits at service provider site to verify invoices 	<ul style="list-style-type: none"> √ Will share incremental savings with service provider based on formula √ Apply penalties if cohort falls below baseline √ Provides additional opportunity for service provider to make a profit
Improvements Realized	<ul style="list-style-type: none"> √ Collect more client info. √ More appropriate risk transfer based on what service provider can control √ More certain budget forecasting 	<ul style="list-style-type: none"> √ No profit – no incentive to use funds unless will help achieve job placement/independence √ More certain budget forecasting √ Collect more data about programming delivered to client and results 	<ul style="list-style-type: none"> √ Collect more data about client results √ More appropriate risk transfer based on what service provider can control √ Maintains outcome-based contract 	<ul style="list-style-type: none"> √ Fewer milestones √ Better for matching service provider work done to outcomes √ Maintains performance-based contract
Questions	<ul style="list-style-type: none"> √ <i>Ministry's maximum Appraisal Payment per client?</i> 	<ul style="list-style-type: none"> √ <i>Ministry-assigned budget for this payment category</i> √ <i>Maximum Services & Supports payment per client required?</i> √ <i>Risk-sharing approach?</i> 	<ul style="list-style-type: none"> √ <i>Payment for service vs. outcome payment?</i> √ <i>Maximum \$ per client?</i> 	<ul style="list-style-type: none"> √ <i>Eliminate, and use as evaluation method only?</i> √ <i>If keep, need to establish baseline</i>

B1.1 Client Referrals to Other Community Services

During the appraisal process, a service provider may determine that participation in other community services that fall outside of the scope of the new employment program would assist the client in addressing barriers to employment. The service provider could refer the client full-time to the other community agency or service, or could arrange for the client to fully participate in the new employment program simultaneously; however, it is anticipated that the cost for these community services would not be included within the service provider's fees.

The following are some examples of services and resources the client may need to increase employability: housing services, drug or alcohol treatment, mental health services, legal aid, childcare and family services, and ESL services.

B1.2 Employability Services and Supports

The following provides some suggestions of programming and supports that might be considered appropriate for more employable and/or job ready clients.

Social and Interpersonal Skills Development

It is anticipated that service providers may wish to provide short-term social and interpersonal skills development services to address barriers to employment. Examples are as follows:

- Communication and team work (e.g. interpersonal skills, communication skills, team work);
- Conflict resolution (e.g. conflict resolution, anger management, deal with criticism);
- Personal management (e.g. goal setting and motivation, time management, manage finances, self-esteem, presentation and hygiene, manage change, problem solving/decision making);
- Health (e.g. mental health, substance abuse); and
- Wellness and lifestyle (e.g. healthy living, nutrition, stress management, and parenting skills).

The Ministry is not anticipating that service providers would offer intensive personal family or financial counselling.

Skills Development Certificate Program Services

Service providers may provide or purchase short-term skills development certificate program services in one or more basic job skills (e.g. food safe, WHMIS, cashier training, 'Super Host', basic first aid, basic computer (MS) office skills, etc.). There may also be an opportunity for some longer term (e.g. three month) skills-specific courses.

Pre-employment Skills Development

Service providers may provide short-term pre-employment skills development services in areas such as: job finding, interview, and job maintenance skills.

Financial Supports

Service providers may provide clients with a range of financial supports at any point during the program. Note: any supports paid to clients after they are placed into employment would be included in the service provider's 'Placement Payment' and would not be included within the 'Services and Supports' payments outlined in the BCEP 'Straw Model'. Supports may include, but are not limited to:

- Transportation to and from the service provider facility, job interview location or work site (e.g. gas, bus passes, taxi, car insurance);
- Work tools / safety clothing and equipment where required as a condition of employment (e.g. safety boots, rain gear, hard hat, shoes, tools);
- Personal grooming (e.g. haircuts, grooming supplies);
- Additional childcare costs (e.g. childcare top-up);
- Other (e.g. professional fees, union dues, criminal record checks); and
- Food (e.g. lunches, snacks, beverages, groceries).

The Ministry is not anticipating that service providers will offer medical and health supports already provided by the Ministry. For further information, please refer to www.mhr.gov.bc.ca/factsheets/health.htm.

B1.3 Placement Services

The Ministry anticipates that Pre-Placement and Placement assistance will be provided to all job ready clients. Examples of anticipated types of services for job ready clients are summarized below.

Examples of Pre-Placement and Placement Client Services

-
- | | |
|--|--|
| • Creating / updating resumes | • Maintaining a job bank |
| • Advising client of job leads and/or arranging interviews for clients | • Assisting employers (e.g. screening, referral and interviewing services) |
| • Instructing clients on use of internet and email | • Marketing the program / client |
| • Providing labour market information to client | • Conducting on-site telephone interviews with clients and/or employers |
| • Offering networking tips | • Client coaching and support |
| • Providing self-marketing advice to client | • Active job search by the client and/or the service provider |
| • Providing an employers' forum | • Placing a client in a job |

B1.4 Post-Placement Services

Some of the potential services for employed clients could be:

Examples of Post-Employment Client Services

- | | |
|---|---|
| <ul style="list-style-type: none"> • Mediation in work conflicts between clients and employers • Contacting and monitoring clients on a regular basis to assist the client in resolving any issues that may impact on his or her ability to maintain employment | <ul style="list-style-type: none"> • Providing Post-Placement coaching and other supports as required • Assisting clients who become unemployed to find another job |
|---|---|

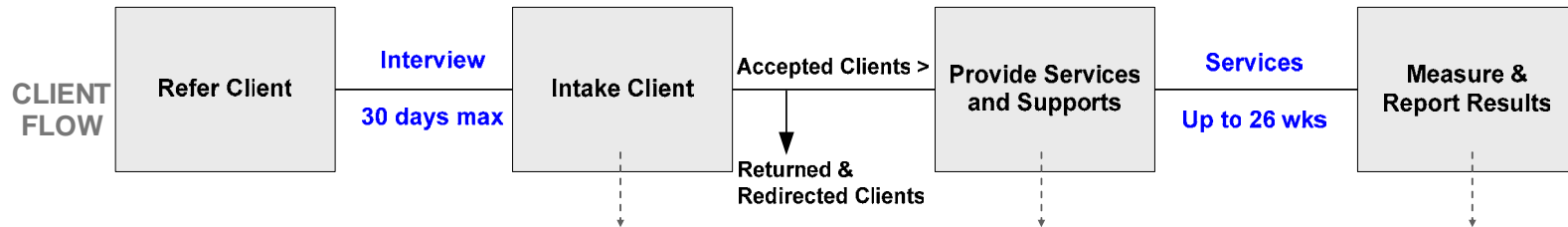
B1.5 Client Employability / Barrier Information

In addition to other reporting requirements, (e.g. client progress updates) the Ministry would like service providers to collect information relevant to client employability and barriers to employment, and share it with the Ministry electronically on a regular basis. The Ministry intends to use the information for statistical purposes, and over time intends to improve referral practices by incorporating the information in a statistical model to predict the most suitable programming for individuals.

The Ministry would like service providers to collect the following data either during client appraisal or upon program completion. Examples of information to be collected include a client's:

<ul style="list-style-type: none"> • Employment history 	<ul style="list-style-type: none"> • Driver's license status (if required for employment)
<ul style="list-style-type: none"> • Employment skills 	<ul style="list-style-type: none"> • Access to vehicle (if required for employment)
<ul style="list-style-type: none"> • Education and training 	<ul style="list-style-type: none"> • Criminal record
<ul style="list-style-type: none"> • History participation/success rates in non-Ministry employment programs 	<ul style="list-style-type: none"> • Issues with substance abuse
<ul style="list-style-type: none"> • Literacy and numeracy levels 	<ul style="list-style-type: none"> • Disabilities impacting employment
<ul style="list-style-type: none"> • English as a Second Language skills (where applicable) 	<ul style="list-style-type: none"> • Health (including mental health) issues
<ul style="list-style-type: none"> • Job search and retention skills 	<ul style="list-style-type: none"> • Shelter requirements
<ul style="list-style-type: none"> • Need for, and access to transportation arrangements 	<ul style="list-style-type: none"> • Employability skills (e.g. problem solving, interpersonal)
<ul style="list-style-type: none"> • Need for, and access to child care arrangements 	<ul style="list-style-type: none"> • Personal attributes (e.g. attitude, appearance)

B2. BC Pre-Employment Program (PREP) 'Straw Model'



	INTAKE	SERVICES & SUPPORTS	COMPLETION
Service Provider Deliverables	<ul style="list-style-type: none"> ✓ Decision to accept or return client and no-show reporting ✓ Reason for return / recommended next steps ✓ For accepted clients: Individualized Client Plan outlining services and goals 	<ul style="list-style-type: none"> ✓ Provide services and supports according to Individualized Client Plan ✓ Service modules include, for example: <ul style="list-style-type: none"> - Communication and Team Work - Conflict Resolution - Personal Management - Health - Wellness and Lifestyle - Pre-Employment Skills Development ✓ Report on services and/or supports provided 	<ul style="list-style-type: none"> ✓ Report on client progress /final results and return client to Ministry ✓ Collect and report on client barrier data (or update barrier data, where applicable)
Payment Structure	<ul style="list-style-type: none"> ✓ Payment due when service provider certifies and reports on completed deliverables ✓ Based on contract price per client (for average of all referrals) ✓ Maximum acceptable Intake Payment is pre-determined by Ministry ✓ Individualized Client Plans auditable by Ministry 	<ul style="list-style-type: none"> ✓ Payment due when service provider reports on completed a service module ✓ Based on contract price per client for service modules ✓ Services not prescriptive but must meet public accountability test ✓ Reimbursement of 'supports' prescriptive and based on actual costs (e.g., transportation, childcare) ✓ Maximum total budget and maximum acceptable \$ per client are pre-determined by Ministry ✓ Risk-sharing for clients who do not complete ✓ Ministry to perform risk-based audits to verify invoices 	<ul style="list-style-type: none"> ✓ Payment due when service provider reports provides barrier data and/or certifies that client has completed requirements ✓ Nominal payment for this service ✓ Maximum acceptable Completion Payment is pre-determined by Ministry
Improvements Realized	<ul style="list-style-type: none"> ✓ Consistent services ✓ Collect more information about services provided ✓ Performance based ✓ Better reporting 	<ul style="list-style-type: none"> ✓ Service-provider cash flows ✓ Consistent services ✓ Collect more data about client ✓ Performance based ✓ Better reporting 	<ul style="list-style-type: none"> ✓ Consistent services ✓ Collect more data about client ✓ Performance based ✓ Better reporting
Questions	<ul style="list-style-type: none"> ✓ <i>Maximum Intake Payment per client?</i> ✓ <i>Impact of additional data requirements?</i> 	<ul style="list-style-type: none"> ✓ <i>Ministry-assigned budget for this payment category?</i> ✓ <i>Maximum Services & Supports payment per client?</i> ✓ <i>Risk-sharing approach?</i> 	<ul style="list-style-type: none"> ✓ <i>Barrier reporting at completion rather than Intake?</i> ✓ <i>Ministry's maximum Completion Payment per client?</i>

B2.1 Client Referrals to Other Community Services

During the appraisal process, a service provider may determine that participation in other community services, which fall outside of the scope of the new employment program, would assist the client in addressing barriers to employment. The service provider could refer the client full-time to the other community agency or service, or could arrange for the client to fully participate in the new employment program simultaneously; however, it is anticipated that the cost for these community services would not be included within the service provider's fees.

The following are some examples of services and resources the client may need to increase employability: housing services, drug or alcohol treatment, mental health services, legal aid, childcare and family services, and ESL services.

B2.2 Services and Supports for more Barrired Clients

The following provides some suggestions of programming and supports that might be considered appropriate for more barrired clients. It is anticipated that more barrired clients will receive the same type of social and interpersonal skills development as outlined in Section B1.2 for more employable clients, however, the services may be more comprehensive and longer in duration (up to 26 weeks).

Social and Interpersonal Skills Development

It is anticipated that service providers may wish to provide short-term social and interpersonal skills development services to address barriers to employment. Examples are as follows:

- Communication and team work (e.g. interpersonal skills, communication skills, team work);
- Conflict resolution (e.g. conflict resolution, anger management, deal with criticism);
- Personal management (e.g. goal setting and motivation, time management, manage finances, self-esteem, presentation and hygiene, manage change, problem solving/decision making);
- Health (e.g. mental health, substance abuse); and
- Wellness and lifestyle (e.g. healthy living, nutrition, stress management, and parenting skills).

The Ministry is not anticipating that service providers would offer intensive personal family or financial counselling.

Pre-employment Skills Development

Service providers may provide short-term pre-employment skills development services in areas such as: job finding, interview, and job maintenance skills.

Financial Supports

Service providers may provide clients with a range of financial supports during any point in the program. Examples of financial supports may include:

- Transportation to and from the service provider's facility and/or the work experience/community connection opportunity (e.g. reimbursements or allowances for gas, bus passes, taxi, car insurance).
- Work tools / safety clothing and equipment (e.g. safety boots, rain gear, hard hat, shoes, tools) if required to enable clients to participate in work experience/community connections activities.
- Other – e.g. criminal record checks, personal grooming (haircuts, grooming supplies), food (lunches, snacks, beverages, groceries), additional childcare costs (childcare top-up).

The Ministry is not anticipating that service providers will offer medical and health supports already provided by the Ministry. For further information, please refer to www.mhr.gov.bc.ca/factsheets/health.htm.

Community Connections and Work Experience

It is proposed that service providers supply services to help these clients connect to the community in the shorter term and may assist in finding and maintaining employment at a later date.

Examples of community connections may include but are not limited to:

- Finding work experience opportunities;
- Internet use and access to e-mail;
- Networking tips, work maintenance skills;
- Community and labour market information; and
- Self-marketing.

Examples of work experience services may include:

- Placing a client in a work or volunteer opportunity to observe client's strengths/barriers in a work setting; and
- Test suitability for various job types and/or build client self-confidence, job experience and contacts.

B2.3 Client Employability / Barrier Information

In addition to other reporting requirements, (e.g. client progress updates), the Ministry would like service providers to collect information relevant to client employability and barriers to employment, and share it with the Ministry electronically on a regular basis. The Ministry intends to use the information for statistical purposes, and over time intends to improve referral practices by incorporating the information in a statistical model to predict the most suitable programming for individuals.

The Ministry would like service providers to collect the following data either during client appraisal or upon program completion. Examples of information to be collected include a client's:

<ul style="list-style-type: none"> • Employment history 	<ul style="list-style-type: none"> • Driver's license status (if required for employment)
<ul style="list-style-type: none"> • Employment skills 	<ul style="list-style-type: none"> • Access to vehicle (if required for employment)
<ul style="list-style-type: none"> • Education and training 	<ul style="list-style-type: none"> • Criminal record
<ul style="list-style-type: none"> • History participation/success rates in non-Ministry employment programs 	<ul style="list-style-type: none"> • Issues with substance abuse
<ul style="list-style-type: none"> • Literacy and numeracy levels 	<ul style="list-style-type: none"> • Disabilities impacting employment
<ul style="list-style-type: none"> • English as a Second Language skills (where applicable) 	<ul style="list-style-type: none"> • Health (including mental health) issues
<ul style="list-style-type: none"> • Job search and retention skills 	<ul style="list-style-type: none"> • Shelter requirements
<ul style="list-style-type: none"> • Need for, and access to transportation arrangements 	<ul style="list-style-type: none"> • Employability skills (e.g. problem solving, interpersonal)
<ul style="list-style-type: none"> • Need for, and access to child care arrangements 	<ul style="list-style-type: none"> • Personal attributes (e.g. attitude, appearance)

C. GLOSSARY OF TERMS

Throughout this Discussion Paper, the following definitions apply:

- a) “Appraisal” refers to the process service providers undertake to determine a client’s employment-related strengths and barriers.
- b) “BC Employment Program” (BCEP) is, for purposes of this Discussion Paper, new employment programming designed to replace the existing Job Placement (JP) and Training for Jobs (TFJ) Programs.
- c) “BC Pre-Employment Program” (PREP) is, for purposes of this Discussion Paper, new employment programming designed to replace the existing Community Assistance Program (CAP).
- d) “Client” refers to an individual receiving Income Assistance or Disability Assistance under the *Employment and Assistance Act* or the *Employment Assistance for Persons with Disabilities Act*.
- e) “Client plan” refers to a plan that is required under the terms of the agreement with a service provider. Service-provider staff must complete the client plan in consultation with the clients. The client plan outlines the conditions, activities, and expectations for clients to participate in a specific employment-related program that will assist them to find employment or become more employable.
- f) “Cohort” refers to a group of clients accepted by a service provider into employment programming within a defined timeframe.
- g) “Community” refers to a city, district municipality, or town within a Ministry region or sub-region.
- h) “Directed Word Search” (DWS) is pilot program being considered. Participation in this program would be based on a random selection of a total of approximately 200 ETW and ETW-MC clients per month from a limited number of locations in the Province, and would be of short duration (e.g. eight weeks). If the Ministry decides to proceed with a pilot, it will issue a separate Request for Information or Request for Proposals.
- i) “Employed” refers to a participant who has commenced a job but has not necessarily achieved an income that is sufficient to allow the individual to become independent of Income Assistance.
- j) “Employment Continuum” refers to the basis and spectrum of the Ministry’s employment programming, which is designed to move clients from income assistance towards independence.
- k) “Expected to Work” (ETW) refers to clients who receive temporary income assistance and who are expected to find and sustain employment.
- l) “Expected to Work–Medical Condition” (ETW-MC) refers to clients with temporary medical conditions, drug or alcohol problems, or mental health conditions where the condition or problem ‘interferes’ with employment. While clients may not sustain employment, they still have employment obligations.
- m) “Income Assistance” refers to an amount for shelter and support provided under Section 4 of the *Employment and Assistance Act*.
- n) “Independence” refers to a participant who becomes independent of Income Assistance through commencement of employment with an employer who provides the participant with sufficient hours of work and income to become ineligible to receive Income Assistance.
- o) “Ministry” refers to the Ministry of Employment and Income Assistance.
- p) “Persons with Persistent Multiple Barriers” (PPMB) refers to clients who have received Income Assistance for twelve of the last fifteen months and who have persistent multiple barriers to employment. These clients do not have employment obligations but may achieve independence through employment.

- q) "Placed" or "placement" refers to an employed client whose earnings through employment are a minimum of \$ (*to be determined*).
- r) "Referral" refers to a client who has been identified by the Ministry to a service provider through the creation of a program file that is transmitted electronically to the service provider.
- s) "Region" refers to a Ministry of Employment and Income Assistance region. There are five Ministry regions in the Province.
- t) "Service provider" refers to an organization that has been awarded a contract to deliver program services for the Ministry.
- u) "Straw Model" refers to a concept or draft idea put forward for consideration.
- v) "Sub-region" means one of nine geographical areas within the provincial service delivery network for employment programming as defined for purposes of this Discussion Paper.

APPENDIX 2: Communities within Ministry Geographic Areas

Ministry Regions	Sub-regions	General Geographic Areas Covered	Other Communities within General Areas (guideline only - not comprehensive)
1. Vancouver Island	1. North Vancouver Island	Campbell River Area	Gold River
			Sayward
			Tahsis
			Zeballos
			Quadra / Cortes / Local Gulf Isles
			Local Unincorporated Areas
		Powell River Area	Sechelt Ind. Govt. District
			Texada Island
			Local Unincorporated Areas
		Nanaimo Area	Lantzville
			Parksville
			Qualicum Beach
	Gabriola / Valdes / Local Gulf Isles		
	Local Unincorporated Areas		
	Port Alberni Area	Tofino	
		Ucluelet	
		Local Unincorporated Areas	
	Port Hardy Area	Alert Bay	
		Port Alice	
Port McNeill			
Local Unincorporated Areas			
Courtenay / Comox Area	Black Creek		
	Cumberland		
	Fanny Bay		
	Denman / Hornby / Local Gulf Isles		
	Local Unincorporated Areas		
2. South Vancouver Island	Victoria Area	Central Saanich	
		Colwood	
		Esquimalt	
		Highlands	
		Langford	
		Metchosin	
		North Saanich	
		Oak Bay	
		Saanich	
		Sidney	
		Sooke	
		View Royal	
	Saltspring / Galiano / Local Gulf Isles		
	Local Unincorporated Areas		
	Duncan Area	Chemainus	
		Ladysmith	
		Lake Cowichan	
North Cowichan			
Thetis / Kuper / Local Gulf Isles			
Local Unincorporated Areas			

Ministry Regions	Sub-regions	General Geographic Areas Covered	Other Communities within General Areas (guideline only - not comprehensive)
2. Vancouver Coastal	3. Vancouver and Coastal	Squamish Area	Lillooet
			Pemberton
			Whistler
			Bella Coola <i>(included in Ministry Region 2, although not necessarily this geographic area)</i>
			Local Unincorporated Areas
		Sechelt Area	Gibsons
			Sechelt Ind. Gov. District
			Sunshine Coast
			Local Unincorporated Areas
	Vancouver Coastal Area	Bowen Island	
		Lions Bay	
		North Vancouver	
Richmond			
Downtown East Side			
City Centre / Midtown			
3. Fraser	4. North Fraser	Abbotsford Area	Aldergrove
			Mission
			Local Unincorporated Areas
		Chilliwack Area	Agassiz
			Greendale
			Harrison Hot Springs
			Sardis
		Local Unincorporated Areas	
	Mission / Hope Area	Kent	
	Local Unincorporated Areas		
	Langley / Maple Ridge / Pitt Meadows Area	Brookwood	
		Fort Langley	
Hopington			
Local Unincorporated Areas			
5. South Fraser	South Vancouver Area	Anmore	
		Belcarra	
		Burnaby	
		Cloverdale	
		Coquitlam	
		Delta	
		New Westminister	
		Port Coquitlam	
		Port Moody	
		Surrey	
		White Rock	
Local Unincorporated Areas			
4. Interior	6. Okanagan	Kelowna Area	Westbank
			Lake Country
			Peachland
			Rutland
			Local Unincorporated Areas
		Vernon Area	Armstrong
			Coldstream

Ministry Regions	Sub-regions	General Geographic Areas Covered	Other Communities within General Areas (guideline only - not comprehensive)			
			Enderby Lumby Spallumcheen Local Unincorporated Areas			
		Penticton Area	Keremeos Oliver Osoyoos Kettle Valley Princeton Summerland Local Unincorporated Areas			
		7. Cariboo	Williams Lake Area	100 Mile House Anahim Lake Quesnel Wells Local Unincorporated Areas		
			Kamloops Area	Ashcroft Cache Creek Chase Clinton Clearwater Logan Lake Lytton Merritt Local Unincorporated Areas		
			8. Kootenay / Shuswap	Nelson Area	Arrow Lakes Castlegar Creston Kaslo Kootenay Lake Nakusp New Denver Salmo Silverton Slocan Local Unincorporated Areas	
					Salmon Arm Area	Golden Revelstoke Sicamous Local Unincorporated Areas
					Cranbrook Area	Canal Flats Elkford Fernie Invermere / Windermere Kimberley Radium Hot Springs Sparwood Local Unincorporated Areas

Ministry Regions	Sub-regions	General Geographic Areas Covered	Other Communities within General Areas (guideline only - not comprehensive)
		Trail Area	Fruitvale Grand Forks Greenwood Midway Montrose Rossland Warfield Local Unincorporated Areas
5. North	9. Northern BC	Smithers Area	Burns Lake Houston Telkwa Local Unincorporated Areas
		Prince George Area	Fort St. James Fraser Lake Mackenzie McBride Valemount Vanderhoof Local Unincorporated Areas
		Terrace Area	Hazelton Kitimat New Hazelton Stewart Local Unincorporated Areas
		Fort St. John Area	Chetwynd Dawson Creek Fort Nelson Hudson's Hope Pouce Coupe Taylor Tumbler Ridge Local Unincorporated Areas
		Prince Rupert Area	Masset Port Clements Port Edward Queen Charlotte Isles. Local Unincorporated Areas

APPENDIX 3: Ministry Services by Community

