

# Office of the Premier

## 2010/11 – 2012/13 SERVICE PLAN

March 2010



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## Message from the Premier and Accountability Statement



I am pleased to present the Service Plan for the Office of the Premier for 2010/11 – 2012/13 fiscal years.

On an unforgettable day in July, 2003, the International Olympic Committee awarded Vancouver and Whistler the right to host the 2010 Winter Olympic and Paralympic Games. After seven years of hard work and preparation, the Winter Olympic Games were held between February 10 and 28, 2010, and we look forward to the Paralympic Games to be held from March 12 to March 21, 2010.

The Winter Olympics distinguished itself not just as a crowning achievement for the Province of British Columbia, but as an achievement for all of Canada as for the first time in our nation’s history our Olympians brought home gold medals on Canadian soil. Our athletes have made us proud through their dignity and courage, bringing honour to their respective sports, and incredible joy to those of us who witnessed their efforts and carried those athletes on their shoulders with the united cry of “Go Canada Go!”

Yet the victory belongs to more than just the athletes. It belongs to their coaches, their families, and their communities who supported them along the way. It belongs to the thousands of volunteers who supported the Games not only in Vancouver and Whistler but in communities across the country who welcomed the torch as it travelled across our great country. The victory also belongs to the men and women of VANOC under the leadership of John Furlong whose years of dedication and commitment to excellence in sport magnificently displayed British Columbia’s spirit and potential to the world.

These Games have left our province a legacy of world class venues and facilities such as the Richmond Olympic Oval and the Vancouver Olympic/Paralympic Centre at Hillcrest Park that will serve our communities for years to come. And they would not have been successful without the support and participation of the Four Host First Nations – the Lil’wat, Musqueam, Squamish and Tsleil-Waututh First Nations – who for the first time in Olympic history were recognized by the International Olympic Committee as official partners in an Olympic Games.

Now as we look beyond the Games, British Columbia has the opportunity to use them as a launching pad for our economy as we enter the next decade. Whether it be through continuing to enhance our competitiveness, reducing barriers and roadblocks to investment, or expanding our economic potential in areas such as forestry and energy, British Columbia is well-positioned to make the most of the 21<sup>st</sup> century for our communities and our families.

In looking forward into this new decade, we must also recognize that there are challenges to overcome that will require hard work and discipline. Governments around the world must carefully consider their priorities in a time where global economic recovery depends upon fiscal discipline. The aging demographic is expected to affect every element of our society, from how families plan for their financial future to how jurisdictions create a sustainable health care system and provides greater economic and social benefits for everyone.

Fundamental to this future is following through on commitments to combat climate change. Our work and progress through the Climate Action Plan has positioned British Columbia as a global leader in meeting this challenge, moving aggressively to take advantage of the new economic “green” opportunities that will emerge as more and more of the world looks to find ways to improve energy efficiency, reduce emissions and carbon footprints and find cleaner energy supply options and technologies.

As we look to the challenges that confront us — whether they are reconciliation with First Nations, revitalizing the economy, or confronting sustainability challenges in health care and other programs — we have to open our minds to the inherent opportunities British Columbia possesses. With our natural advantages and our talented people, there is absolutely no reason that British Columbia should not continue to grow its contribution to the Canadian economy and to the quality of life of every single person who lives here.

The *Office of the Premier 2010/11 - 2012/13 Service Plan Update* was prepared under my direction, in accordance with the *Budget Transparency and Accountability Act*. I am accountable for the basis on which the plan has been prepared. All material fiscal assumptions and policy decisions as of February 24, 2010, have been considered in preparing the plan and I am accountable for achieving the specific objectives in the plan.



Honourable Gordon Campbell  
Premier

February 24, 2010

## Message from the Minister of State and Accountability Statement



Building on previous investments and the momentum of the Olympics, British Columbia is taking important steps towards establishing itself as a global leader in a number of key economic sectors.

As Minister of State for Intergovernmental Relations, I will work with regional, national and international partners to expand opportunities for British Columbians, particularly as they relates to the economy, the environment and clean energy.

The 2010/11 year will be a very special year, as British Columbia will host the Western Premiers' Conference where the actions of seven governments in Canada will be an influential force in the country and an emerging international trading entity. British Columbia will also work closely with the federal government to encourage efficiencies in the federation and with neighbouring states to make progress on the partnerships concluded during the Olympics. Finally, my office will seek new opportunities for British Columbians resulting from closer international ties, particularly in the Asia-Pacific region.

In my role as the Minister of State for Intergovernmental relations and under the *Balanced Budget and Ministerial Accountability Act*, I am accountable for achieving the following results for 2010/11:

- building on the opportunities generated by the 2010 Olympic and Paralympic Winter Games, work to strengthen domestic and international intergovernmental relations and to positively influence the policies and programs of other governments that affect the interests of British Columbians;
- work with other ministers to engage the federal government on policy outcomes and the equitable distribution of federal spending for the benefit of British Columbians in the following areas:
  - social, economic and environmental priorities of British Columbia, including responding to the impact of the global recession, growing protectionism in key export markets, and the impact of the mountain pine beetle epidemic on resource-dependent communities;
  - agreements and arrangements to advance labour mobility, immigration and credential recognition;
  - stimulus funding made available under the federal government's Economic Action Plan;
  - Pacific Gateway transportation investments and policy changes in order to capitalize on British Columbia's connections and relations with the Asia Pacific Region;
  - action on climate change;
  - closing the socio-economic gap between aboriginal people and other Canadians;
  - action on Asia Pacific priorities and Open Skies;

- pursue opportunities for improving British Columbia's bilateral and multilateral relations in Canada, including increased cooperation with the Provinces of Alberta and Saskatchewan;
- promote British Columbia's international priorities, including the following:
  - Canada-U.S. border issues;
  - Asia-Pacific cooperation agreements;
  - positive international relations through the Consular Corps in British Columbia, foreign diplomatic representatives in Ottawa, and Canadian representatives posted abroad, especially with respect to the United States, the Asia-Pacific Region and Europe;
- pursue opportunities for improving British Columbia's bilateral and multilateral relations within the Pacific region of North America, including increased cooperation with the State of Washington, and with other regional partners through the Pacific North West Economic Region and the Pacific Coast Collaborative; and
- promote national unity by facilitating the participation of the two official language communities in British Columbia's society and in Canada by implementing the Canada-British Columbia Co-operation Agreement on Official Languages.



Honourable Naomi Yamamoto  
Minister of State for Intergovernmental Relations

February 24, 2010

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# Purpose of the Office of the Premier

The Premier serves as the President of the Executive Council (Cabinet) of the Government of British Columbia. The Premier is regularly advised by the Deputy Minister to the Premier and Cabinet Secretary and the Deputy Minister Corporate Initiatives and Intergovernmental Relations of the range of activities undertaken to facilitate cross-agency coordination of policy advice and implementation. These activities include: regular meetings of departmental deputy ministers, convened to share information over policy directions; meetings with counterpart central-agency executives; and interdepartmental coordination of a wide range of policy priorities.

The Office assists the Premier in overseeing and leading the government as a whole. In addition, it supports the Cabinet decision-making process. As a central agency, the Office of the Premier has a clear role to play in promoting effective policy coordination across the public service. Ministers need to have complete trust in the quality of the advice and support the Office offers on the proper conduct of government business within accepted conventions and practices.

In the past few years there has been growing emphasis on enhanced coordination of intergovernmental relations across a range of government departments. As a consequence, the Office of the Premier has been involved in an increasing range of coordination and guidance activity. The use of effective planning and coordination processes in government supports the avoidance of unnecessary costs and can improve efficiencies by supporting joint inter-agency cooperation. The Office of the Premier is responsible for assessing, monitoring and responding to emerging intergovernmental issues in a timely and structured way.

The Office:

- articulates government's goals, commitments and priorities;
- works with ministries and Crown agencies to ensure communication of those goals, commitments and priorities and to track and monitor implementation of them;
- leads the public service and, with the Deputy Ministers' Council, leads implementation of the corporate human resource plan for the BC Public Service, *Being the Best*;
- provides support for the operations and decision-making processes of Cabinet and its Committees; and
- works directly with the federal government and with all ministries and Crown agencies to ensure that relations with federal, provincial, territorial and international governments advance British Columbia's interests.



# Strategic Context

The Government Strategic Plan outlines the Five Great Goals of government in order to achieve government's vision to be a prosperous and just province, whose citizens are happy, healthy and have confidence in the future. A key component to the success of the province hinges on our ability to be innovative and forward looking, and to plan and implement for the future. Strong and clear leadership is required to implement the goals and activities of government. The Office of the Premier leads and supports ministries and Crown agencies to implement government's agenda.

It is important that services to citizens are provided in an integrated, timely and seamless manner. This is done through collaboration across government ministries and agencies.

Climate change is a serious environmental issue and a reality in the world today. British Columbia has taken a leadership role in the fight against climate change by enacting legislation that binds us to reaching a 33 per cent reduction in emissions by 2020. A Climate Action Team and a Cabinet Committee on Climate Action and Clean Energy help propel British Columbia towards meeting its 2020 target. In addition to the 2020 target, all public sector organizations will be carbon neutral by 2010. Aggressively pursuing the opportunities in the new, green economy will be key to future economic growth in British Columbia.

The BC Public Service is made up of over 30,000 employees dedicated to supporting the people and communities of our province every day. As we move ahead through this period of economic uncertainty, the focus is to optimize the investment in existing human resources while maintaining focus on the longer term objective of ensuring the necessary supply of skilled staff for the future. Maintaining a high quality of service will require development of strategies to ensure an engaged workforce is able to meet the challenges of the introduction of new technologies, the increasing diversity of our communities, a growing population, and the shifting expectations British Columbians have of public services.

Working with the federal government is essential for many of the key initiatives that affect the lives of British Columbians. Taking full advantage of our position as leader in the “green” economy, building a new relationship with First Nations and increasing labour supply to support our growing economy all depend on the cooperation of the federal government. The Province will continue to work with the

## *The Five Great Goals*

**Goal 1.** *Make B.C. the best educated, most literate jurisdiction on the continent.*

**Goal 2.** *Lead the way in North America in healthy living and physical fitness.*

**Goal 3.** *Build the best system of support in Canada for persons with disabilities, those with special needs, children at risk and seniors.*

**Goal 4.** *Lead the world in sustainable environmental management, with the best air and water quality, and the best fisheries management, bar none.*

**Goal 5.** *Create more jobs per capita than anywhere else in Canada.*

federal government and ensure that our voice is heard on those issues that matter the most to British Columbians.

The Office of the Premier provides a leadership role in co-ordinating cross government initiatives that affect the delivery of services to the public, and support the growth of the British Columbia economy.

# Goals, Objectives, Strategies and Performance Measures

The Office of the Premier's role is to lead and support government as it works to achieve its priorities. The Office of the Premier's Service Plan goals and objectives capture the management framework through which the Office's support to government is delivered.

## Goal 1: Government's priorities are implemented

### Objective 1.1: Government Strategic Plan guides public service activities

#### Strategies

- Lead and support the Executive Council in the successful development and implementation of the Government Strategic Plan.
- Clearly articulate priorities of government in the Strategic Plan and assist all ministries to develop strategies to achieve the goals and priorities established in the Strategic Plan.

### Performance Measure 1: New Strategic Plan Priority actions underway

Performance Measure	2006/07 Benchmark	2009/10 Forecast	2010/11 Target	2011/12 Target	2012/13 Target
Per cent of new 2010/11 - 2012/13 Strategic Plan Update priority actions underway.	>95%	90%	100%	100%	100%

Data Source: The Deputy Ministers' Policy Secretariat

#### Discussion

Every year government sets out new priority areas in the three-year Government Strategic Plan. The new priorities that are set out take more than one fiscal year to implement. For the government's *2010/11 - 2012/13 Strategic Plan*, all new initiatives are targeted to be implemented at the end of the three-year cycle. This measure was selected because the Office of the Premier is responsible for providing a leadership role in ensuring that all of government's priorities are implemented. Each year this measure is reported on in the annual report and takes into consideration the extent of initiatives across government, timing and extent of implementation.

## Goal 2: Government's accountability framework aligns government's priorities

### Objective 2.1: Ministries and Crown Agency activities are integrated and aligned with government's priorities

#### Strategies

- Administer government's accountability framework by supporting ministries and Crown agencies in developing service plans and annual service plan reports to ensure they advance Government's Strategic Plan.
- Ensure ministry and Crown agency mandates are clear and key priorities are well communicated.
- Guide the successful delivery of ministry and Crown agency mandates by providing direction and resolving issues requiring senior government input.
- Address priority issues on behalf of Executive Council and manage issues that arise in the delivery of programs and services.
- Co-ordinate the implementation of high priority cross ministry services, programs and strategic priorities.

### Performance Measure 2: Performance agreements in place for Deputy Ministers and Associate Deputy Ministers

Performance Measure	Benchmark	2009/10 Forecast	2010/11 Target	2011/12 Target	2012/13 Target
Performance agreements in place for Deputy Ministers and Associate Deputy Ministers.	100%	100%	100%	100%	100%

Data Source: BC Public Service Agency

#### Discussion

Within government's accountability framework there are strategies in place for all government staff, from front line workers to Deputy Ministers. Every employee has an Employee Performance Development Plan in place and similarly Ministers and Ministers of State include accountability letters at the beginning of their service plans. The Office of the Premier is administratively responsible for the performance agreements that are in place with Deputy Ministers.

There are multiple interlinking layers to government's accountability framework. The Government Strategic Plan sets out the overall priorities and goals that illustrate the Province's vision for the future. Ministry service plans have goals, objectives, strategies and performance measures with targets to accomplish those goals for the upcoming three-year period. These plans are tabled in the legislature with the budget in February of each year. In June, government, ministries and Crown agencies report

on their achievements of the previous fiscal year in their service plan annual report. Ministries have business plans that further detail the operational requirements of the organization, and Employee Performance Development Plans link employees' roles with the needs of their ministry and government as a whole.

### **Goal 3: Government is successful in achieving its intergovernmental relations objectives**

#### **Objective 3.1: British Columbia priorities are advanced through leadership in intergovernmental, bilateral and multilateral partnerships and international relations**

##### **Strategies**

- Engage the federal government in achieving B.C. priorities;
- Build partnerships with other provinces through bilateral co-operation such as joint Cabinet meetings with Alberta and Saskatchewan, and multi-lateral cooperation on shared priorities discussed at the Council of the Federation, the Western Premiers' Conference (to be hosted by British Columbia in 2010) and other fora;
- Promote positive international relations through a coordinated, cross-government approach to advancing B.C.'s economic, cultural and diplomatic ties and programs, and lead responsibility for consular and diplomatic relations and managing cross-government coordination of incoming foreign government visits and missions; and
- Establish regional leadership, shared economic and environmental priorities such as action on climate change and better border management through joint cabinet meetings with the State of Washington, the Pacific Coast Collaborative, and British Columbia's participation in the Pacific North West Economic Region (PNWER).

#### **Performance Measure 3: Progress on Intergovernmental Relations key issues**

<b>Performance Measure</b>	<b>Benchmark</b>	<b>2009/10 Forecast</b>	<b>2010/11 Target</b>	<b>2011/12 Target</b>	<b>2012/13 Target</b>
Progress on key issues in Intergovernmental Relations Plan	Progress on key issues	Progress achieved on key issues	Progress on key issues	Progress on key issues	Progress on key issues

**Data Source:** Intergovernmental Relations Secretariat

## Discussion

Each year, the Intergovernmental Relations Secretariat updates its plan with key objectives and major projects, which typically take more than one fiscal year to measure progress against. For 2009/10, progress was made on all new initiatives.

The key objectives identified in the intergovernmental plan for 2010/11 are:

- Advance British Columbia's interests with the federal government and within the Canadian federation.
- Advance bilateral collaboration with the State of Washington and the Provinces of Alberta and Saskatchewan through joint cabinet meetings.
- Advance the interest of the Province in PNWER by promoting action to keep the Canada-U.S. border open for legitimate trade and travel and build regional consensus on action to address climate change.
- Realize the shared goals and objectives of the Pacific Coast Collaborative as set out in British Columbia's agreements with the states of California, Oregon, Washington and Alaska.
- Promote Pacific Gateway transportation investments and policy changes so that Canada benefits from Asia-Pacific market opportunities.
- Advance the Province's priorities by engaging with foreign governments, representatives of foreign governments based in British Columbia and Ottawa and delegations of incoming foreign government leaders and officials, and building on the opportunities generated by the 2010 Olympic and Paralympic Winter Games.
- Implement the cooperation agreement with the federal government on official languages.

## Goal 4: The public service is well positioned to deliver government programs for British Columbians

### Objective 4.1: BC Public Service plan *Being the Best* goals are realized

#### Strategies

- Continue to develop *Being the Best*, the corporate human resource plan for the BC Public Service.
- Build new strategies and update the human resource plan annually based on feedback and results.

#### Performance Measure 4: Percentage of human resource plan initiatives underway

Performance Measure	2006/07 Baseline	2009/10 Forecast	2010/11 Target	2011/12 Target	2012/13 Target
Percentage of human resource plan new initiatives underway	100%	100%	100%	100%	100%

Data Source: Public Service Agency

**Discussion**

In 2006, the Corporate Human Resource Plan, *Being the Best*, was developed by the Deputy Ministers' Council, led by the Deputy Minister to the Premier. The third annual update to the plan was released in 2009. The Council is committed to continued implementation of the plan with the involvement of the public service.

**Goal 5: Cabinet and Cabinet Committees are able to make timely and well-informed decisions**

**Objective 5.1: Cabinet and its Committees are supported with timely and effective advice.**

**Strategies**

- Support Cabinet and its Committees by ensuring they have appropriate advice on key policy, program and legislative initiatives including an ability to measure the success of the initiatives.
- Ensure alignment of government activities and the appropriate administrative support for the operations and decision-making process of Cabinet and its Committees.

**Performance Measure 5: Cabinet receives timely advice on all key policy recommendations and plans**

Performance Measure	2006/07 Baseline	2009/10 Forecast	2010/11 Target	2011/12 Target	2012/13 Target
Cabinet receives timely advice on all key public policy recommendations and plans	100%	100%	100%	100%	100%

Data Source: Cabinet Operations

**Discussion:**

There are currently five cabinet committees in the Government of British Columbia that are each responsible for specific priorities tasked to them by government. For example, the Cabinet Committee on Climate Action and Clean Energy brings together key government ministries to make policy related to greenhouse gas reduction and climate change adaptation.

All ministry major policies, programs and initiatives are reviewed by a Cabinet Committee to ensure alignment with government strategic priorities.

# Resource Summary

## Resource Summary Table

Core Business Area	2009/10 Restated Estimates <sup>1</sup>	2010/11 Estimates	2011/12 Plan	2012/13 Plan
<b>Operating Expenses (\$000)</b>				
<b>Intergovernmental Relations Secretariat.....</b>	2,472	2,424	2,322	2,322
<b>Deputy Ministers' Policy Secretariat.....</b>	1,923	1,798	1,661	1,661
<b>Executive and Support Services.....</b>	5,879	5,489	5,266	5,266
Office of the Premier.....	3,319	3,116	2,989	2,989
Executive Operations.....	2,560	2,373	2,277	2,277
<b>Total .....</b>	<b>10,274</b>	<b>9,711</b>	<b>9,249</b>	<b>9,249</b>
<b>Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)</b>				
<b>Intergovernmental Relations Secretariat.....</b>	0	0	0	0
<b>Deputy Ministers' Policy Secretariat.....</b>	0	0	0	0
<b>Executive and Support Services.....</b>	35	1	1	1
Office of the Premier.....	0	0	0	0
Executive Operations.....	35	1	1	1
<b>Total .....</b>	<b>35</b>	<b>1</b>	<b>1</b>	<b>1</b>

<sup>1</sup> amounts have been restated, for comparative purposes only, to be consistent with Schedule A of the 2010/11 *Estimates*. The 2009/10 restated estimates reflect a change in funding model for corporately provided operations support such as accommodation, most information technology, freedom of information, corporate accounting services, payroll, and corporate sustainability. Funds previously held in Ministries for these activities were centralized into Shared Services BC, the existing service delivery body for these services.



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# Hyperlinks to Additional Information

Office of the Premier: [www.gov.bc.ca/premier/index.html](http://www.gov.bc.ca/premier/index.html)

The 2009 BC Budget page includes links to the Strategic Plan, and ministry and Crown agency service plans and annual reports: [www.bcbudget.gov.bc.ca/2009\\_Sept\\_Update/](http://www.bcbudget.gov.bc.ca/2009_Sept_Update/)

## **Legislation:**

Balanced Budget and Ministerial Accountability Act

[www.qp.gov.bc.ca/statreg/stat/B/01028\\_01.htm](http://www.qp.gov.bc.ca/statreg/stat/B/01028_01.htm)

Budget Transparency and Accountability Act

[www.qp.gov.bc.ca/statreg/stat/B/00023\\_01.htm](http://www.qp.gov.bc.ca/statreg/stat/B/00023_01.htm)

## **Associated Organizations:**

BC Public Service Agency: [www.bcpublicserviceagency.gov.bc.ca/](http://www.bcpublicserviceagency.gov.bc.ca/)

Crown Agencies Secretariat: [www.gov.bc.ca/cas/index.html](http://www.gov.bc.ca/cas/index.html)

Intergovernmental Relations Secretariat: [www.gov.bc.ca/igrs/index.html](http://www.gov.bc.ca/igrs/index.html)

Public Affairs Bureau: [www.gov.bc.ca/public\\_affairs](http://www.gov.bc.ca/public_affairs)

Queen's Printer: [www.qp.gov.bc.ca](http://www.qp.gov.bc.ca)