

Office of the
Premier

2011/12
Annual Service Plan Report



Office of the Premier

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Message from the Premier and Accountability Statement



It is my pleasure to present the *2011/12 Annual Service Plan Report* for the Office of the Premier. Last May, our *Revised 2011/12 Service Plan* announced a focus on three priorities: families, job creation and a commitment to share information openly with the people of British Columbia.

We continue to look for ways to strengthen our economy in every aspect and region, and to support families to lead safe and healthy lives. Through this report, I am proud to share some of the results we have achieved over the last year.

A key focus of our government over the past year has been the development and implementation of *Canada Starts Here: The B.C. Jobs Plan*. In the Plan, released in September 2011, our government committed to specific targets for progress in economic development and support for job creation, and we identified eight sectors of strategic importance to the province. We have worked in a focused and determined way to pursue every advantage for economic development, for the benefit of all British Columbians. And, as promised, we reported back on our progress after six months.

Since September 2011, B.C. has gained 19,800 jobs, and since February of last year, more than 50,000 jobs have been added to our economy. B.C. exports have been increasing, tourism is up, we have permitted five new mines and five expansions, we are rapidly reducing the backlog of permit applications, and we have provided significant funding for infrastructure across the province, including the Ports at Delta and Prince Rupert.

Our *Jobs Plan* was just a start. The regional workforce tables we have undertaken since September are providing important feedback that is helping to shape our efforts in education and skills development. The 85 new employment centres we opened in March are the backbone of our efforts to ensure that the many opportunities that are materializing across the province are within reach of all British Columbians.

Many of those opportunities will be created by SeaSpan's winning bid for the federal shipbuilding contract, which my government was proud to support. We are also supporting the sustainable development of liquefied natural gas in this province. And we are working on innovative approaches that will ensure British Columbians have the skills to fill the thousands of jobs that these new developments will create.

Our government is continuing to demonstrate fiscal prudence and will continue to work to create and defend jobs in British Columbia. Despite the economic uncertainty we see all around us, our economy is seen as a safe harbour for investors around the globe. Our decisions as a government are guided by our commitment to a balanced budget in 2013/14. While that means we must often make difficult decisions on labour negotiations and on program spending, it protects our

province by demonstrating we are a predictable government that is maintaining an appropriate balance and protecting the hard-earned tax dollars of British Columbians. Economic growth and job creation benefits all British Columbians, and that is why it is our key focus. My government believes that well-paying work is fundamental to individual and family success and we will continue to pursue every opportunity for economic development, while maintaining our leadership in environmental protection and climate change.

Our government has implemented a number of innovations this year that both help improve the economy and support families. Budget 2012 included measures to improve family affordability and stimulate the housing sector. And we have stayed the course on our low-tax agenda. For many types of families, we are among the lowest three provinces in taxes and fees. And depending on how your family is defined, you could be paying up to \$2,158 less in taxes now than you were in 2001.

This year, I was proud to announce and implement a new program that provided funding for investment in recreational infrastructure like fitness facilities and parks. These investments are creating more opportunities for British Columbians to take advantage of outdoor recreation and natural beauty, as well as enjoy the benefits of a healthy lifestyle.

My government has continued to invest in safe and affordable housing, with more than 95,000 B.C. households benefiting from provincial social housing programs and services.

Clean energy continues to be a focussed investment area for the Province. We are well positioned to take advantage of clean and reliable sources of energy like hydrogen, electricity and natural gas. Fiscally responsible and targeted investments in the fuel cell industry as well as other forms of incentives for encouraging the use of other types of clean energy continue to set us apart from other jurisdictions. Investing in clean technology also supports the preservation of our natural resources for future generations and BC is proud to be leading the way.

My Cabinet and I are proud to be following through with our commitments. In continuing to connect with families across the Province online through our updated Government website, or in person, we continue to look for ways to improve.

In accordance with the *Budget Transparency and Accountability Act*, the *Office of the Premier 2011/12 Annual Service Plan Report* compares the actual results to the expected results identified in the Office's *Revised 2011/2012 – 2013/14 Service Plan*. I am accountable for the results as reported.



Honourable Christy Clark
Premier

June 30, 2012

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Highlights of the Year

Supporting BC Families

- The Healthy Families BC strategy launched in May 2011 invests in the health care system and introduces innovative approaches to helping families. Targeted strategies together with the BC Medical Association and investments in key areas are helping individuals and families to make healthy choices and reduce chronic disease, while ensuring that support programs are in place to help vulnerable families.
- Safe and affordable housing in welcoming communities is a key component to a healthy and happy lifestyle. Our government:
 - Contributed \$6.7 million to build 30 new housing units in Vancouver for seniors and people with physical disabilities;
 - Provided a Provincial Infrastructure Grant of \$4.5 million through the Seniors' Rental Housing initiative;
 - Partnered with the BC Paraplegic Association and Kits Neighbourhood House to provide 10 homes designed for people with physical disabilities;
 - Has announced the grand opening of the Maxxine Wright Centre for women and their children at risk of homelessness in Surrey along with partners, the City of Surrey and Atira Women's Resource Society. The Province provided \$14 million in funding for the facility, including a \$500,000 grant, \$11.9 million in construction financing and a \$1.6 million capital grant for the child care centre.
- Our province's natural beauty is part of our identity. As part of the BC Parks Centennial celebration, the \$500,000 Community Legacy Program was created and provides funding to communities for projects like trail enhancements, improvements to support recreational activities, and ecological and cultural conservation. With our government establishing free parking in all provincial parks, it's now easier than ever to take advantage and enjoy the natural splendour of our beautiful parks.
- As announced in the Throne Speech, our government is providing \$30 million in funding to communities for investments and construction of recreational facilities like sports facilities, community recreation spaces, fitness facilities, trails, bike paths, walkways, playgrounds and other indoor or outdoor recreational centres. This is especially important for small communities where funding and resources would otherwise not have been available or accessible.

Jobs and the Economy

- In September, 2011 we released *Canada Starts Here: The BC Jobs Plan* to address and support the creation of sustainable jobs in key industries in the province. Our Plan builds on B.C.'s strong foundation of prudent fiscal management to attract investment and open new markets. *The BC Jobs Plan* is built around three pillars:
 - Expanding markets for B.C. products and services, particularly in Asia;
 - Strengthening infrastructure to get our goods and services to market; and
 - Working with communities and employers to enable job creation.
- In November 2011, Premier Clark led the largest jobs and trade mission in BC's history. The Mission to China and India resulted in more than 60 agreements and partnerships were signed during the mission, with a dollar value exceeding \$1.4 billion.
- Our government invested \$870,000 for the development of the world's first small-scale hydrogen liquefaction plant to be built in North Vancouver. The Province continues to lead the way by investing in clean and green fuels like hydrogen, electricity and natural gas. The plant and jobs created by this industry will help to fuel the Green Highway from B.C. to California and are examples of our commitment to leading the way towards a low-carbon and green future.
- We announced Canada's first and only non-stop flight to Guangzhou, the capital of China's most populous province, Guangdong. This new service will further strengthen Canada's Asia-Pacific Gateway, will contribute to the national economy, and promotes tourism in Canada. Jobs created as a result of this new service are estimated to generate \$2.2 million in wages as well as contributing \$3.5 million to B.C.'s gross domestic product annually.
- We committed to supporting jobs in the ship building sector to ensure that the industry remains strong for generations to come. The Province invested \$550,000 to develop training strategies for the industry-led marine training centre to be supported by Camosun College and industry.

“A strong maritime industry is vital to our province's ability to export its goods and commodities to overseas markets in Asia,” said Pat Bell, Minister of Jobs, Tourism and Innovation. “This is a core area of our economy and I'm pleased to see so many partners working together to advance B.C.'s shipbuilding and ship repair industry.”
- Premier Clark chaired the Council of the Federation meetings in July 2011 in Vancouver and in January 2012 in Victoria, with the meetings' agendas addressing key BC priorities.

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 on the range of activities undertaken to facilitate cross-agency coordination of policy advice and implementation. These activities include: regular meetings of deputy ministers to share information about policy directions; meetings with crown 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. It instills trust in the quality of the advice and support for Cabinet on the proper conduct of government business within accepted conventions and practices.

There continues to be growing emphasis on enhanced coordination 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:

- articulates government's goals, commitments and priorities, and works with ministries and Crown agencies to ensure communication of those goals, commitments and priorities and to track and monitor their implementation;
- leads the public service and, with the Deputy Ministers' Council, leads implementation of the corporate human resource plan for the B.C. Public Service, *Being the Best* and *Citizens @ the Centre: BC Government 2.0*;
- 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 the federal, provincial, territorial and international governments advance British Columbia's interests.

Strategic Context

The Government's Strategic Plan outlines government's efforts to achieve the vision of 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. 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. Government has Cabinet committees on Families First; Jobs and Economic Growth; Open Government and Engagement; and Environment and Land Use to further support efficient service delivery.

British Columbia's real GDP increased by 2.9 per cent in 2011 (according to preliminary GDP by industry data from Statistics Canada), following growth of 3.0 per cent in 2010. Overall in 2011, most indicators of British Columbia's economic performance showed improvement compared to the previous year. Gains in the domestic economy were observed in employment and consumer spending, while external gains were made in exports and shipments of manufactured goods. Several risks to British Columbia's economy remain, including the European sovereign debt crisis, ongoing weakness in the US economy, exchange rate volatility, and slower-than-anticipated Asian demand for BC products.

The BC Public Service is made up of 26,700 professionals 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 investments in existing human resources while working 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 new technologies, increasing diversity, a growing population, and the changing expectations British Columbians have of public services.

Working with the federal government is essential for many of the key initiatives on jobs and families that are a priority for British Columbians. The Province will maintain its constructive relationship with the federal government to ensure our voice is heard on those issues that matter the most to British Columbians.

Performance Results Summary Table

Goal 1: Government's priorities are implemented	2011/12 Target	2011/12 Actual
1.1 Ministries and Crown Agency activities are integrated and aligned with government's priorities Performance agreements in place for Deputy Ministers and Associate Deputy Ministers	100%	100% ACHIEVED
Goal 2: The public service is well positioned to deliver government programs for British Columbians	2011/12 Target	2011/12 Actual
2.1 BC Public Service Corporate Human Resource Plan <i>Being the Best</i> goals are realized BC Public Service is recognized as a top employer in British Columbia	YES	YES ACHIEVED
Goal 3: Cabinet and Cabinet Committees are able to make timely and well-informed decisions	2011/12 Target	2011/12 Actual
3.1 Cabinet and its Committees are supported with timely and effective advice Cabinet receives timely advice on all key public policy recommendations and plans	100%	100% ACHIEVED
Goal 4: Government is successful in achieving its intergovernmental relations objectives	2011/12 Target	2011/12 Actual
4.1 British Columbia priorities are advanced through leadership in intergovernmental, multilateral and multicultural partnerships and international relations Progress on key issues in Intergovernmental Relations Plan	PROGRESS ON KEY ISSUES	PROGRESS ON KEY ISSUES ACHIEVED

Goals, Objectives, Strategies and Performance Results

Goal 1: Government's priorities are implemented

Objective 1.1: 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 kept 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 1: Performance agreements in place for Deputy Ministers and Associate Deputy Ministers

Performance Measure	2009/10 Actual	2010/11 Actual	2011/12 Target	2011/12 Actual
Performance agreements in place for Deputy Ministers and Associate Deputy Ministers	100%	100%	100%	100% ACHIEVED

Data Source: BC Public Service Agency

Discussion of Results

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

Goal 2: The public service is well positioned to deliver government programs for British Columbians

Objective 2.1: B.C. Public Service Corporate Human Resource 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 plan annually based on feedback and results.

Performance Measure 2: BC Public Service is recognized as a top employer

Performance Measure	2009/10 Actual	2010/11 Actual	2011/12 Target	2011/12 Actual
BC Public Service is recognized as a top employer in British Columbia	YES	YES	YES	YES ACHIEVED

Data Source: BC Public Service Agency

Discussion of Results

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 Council is committed to maintaining the status of the BC Government as a top employer through annual updates to and continued implementation of the plan with the involvement of the BC Public Service. Recent recognitions for the BC Public Service include: Canada's Top 100 Employers for 2012, BC's Top Employers for 2012, Canada's Top 25 Family Friendly Employers for 2011 and Canada's Greenest Employers for 2012.

Goal 3: Cabinet and Cabinet committees are able to make timely and well-informed decisions

Objective 3.1: 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 3: Cabinet receives timely advice on all key policy recommendations and plans

Performance Measure	2009/10 Actual	2010/11 Actual	2011/12 Target	2011/12 Actual
Cabinet receives timely advice on all key public policy recommendations and plans	100%	100%	100%	100% ACHIEVED

Data Source: Cabinet Operations

Discussion of Results

There are currently seven cabinet committees in the Government of British Columbia, each responsible for specific priorities tasked to them by government. For example, the Cabinet Committee on Jobs and Economic Growth reviewed the *BC Jobs Plan* and the supporting sector strategies to ensure they are complementary and provide a coordinated approach to support job creation and a vibrant economy.

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

Goal 4: Government is successful in achieving its intergovernmental relations objectives

Objective 4.1: British Columbia priorities are advanced through leadership in intergovernmental, bilateral and multilateral partnerships and intergovernmental 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, Saskatchewan, and multilateral cooperation on shared priorities discussed at the Council of the Federation, the New West Partnership, the Western Premiers' Conference 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.
- Establish regional leadership, shared economic and environmental priorities, 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 4: Progress on Intergovernmental Relations key issues

Performance Measure	2009/10 Actual	2010/11 Actual	2011/12 Target	2011/12 Actual
Progress on key issues in Intergovernmental Relations Plan	PROGRESS ON KEY ISSUES	PROGRESS ON KEY ISSUES	PROGRESS ON KEY ISSUES	PROGRESS ON KEY ISSUES ACHIEVED

Data Source: Intergovernmental Relations Secretariat

Discussion of Results

Each year, the Intergovernmental Relations Secretariat updates its plan with multi-year key objectives and major projects. During 2011/12, IGRS has advanced British Columbia's intergovernmental priorities by building effective partnerships with the federal government, other provinces and territories, major markets in the United States, and other international partners, particularly in the Asia Pacific region.

Results for 2011/12 include:

- During 2011, IGRS supported the largest jobs and trade mission in BC's history. Premier Clark's Mission to China and India resulted in the signing of more than 60 agreements and partnerships during the mission, with a dollar value exceeding \$1.4 billion.
- Shipbuilding: First, success in securing support from the Western Premiers for BC to be a shipbuilding centre of excellence, followed by a decision by the federal government to award a procurement contract in British Columbia.
- Environmental Assessment: BC's position on reduction of duplication, enhanced timeliness and certainty was adopted by the House of Commons Standing Committee, in their report on the review of the Canada Environmental Assessment Act. Federal budget 2012 signalled the move to a one project/one environmental assessment model, with legislation anticipated to follow soon.
- New federal legislation increases BC's representation in the in the House of Commons.
- Increased federal government interest and actions in Asia.
- Premier Clark chaired the Council of the Federation meetings in July 2011 in Vancouver and January 2012 in Victoria, with the agendas in both cases addressing key BC priorities.
- The Premier also led British Columbia's participation in successful meetings of the New West Partnership in April 2011 in Vancouver and December 2011 in Calgary.
- In 2011-12 BC and Washington developed and concluded a series of agreements to strengthen their cross-border partnerships, attract investment and create new jobs. The 2012 Action Plan on Jobs maintains the strong partnership between Washington and British Columbia on border management and cross-border infrastructure development to make the region more globally competitive while ensuring borders are safe and secure.; Other specific actions have been identified to better align and maximize opportunities for energy efficiency, clean transportation, and low-carbon energy, including natural gas.
- Premier Clark and the Governor of Washington State signed a joint letter to President Barack Obama and Prime Minister Stephen Harper commending the U.S.-Canada Beyond the Border Action Plan and committing British Columbia and Washington to support and expedite federal commitments to improve the flow of people, goods and services across the border.

Report on Resources

Core Business Areas	Estimated	Other Authorizations	Total Estimated	Actual	Variance
Operating Expenses (\$000)					
Intergovernmental Relations Secretariat	2,333	0,000	2,333	2,327	(6)
Executive and Support Services	7,122	0,000	7,122	7,058	(64)
Sub Total -Operating Expenses	9,455	0,000	9,455	9,385	(70)
Adjustment of Prior Year Accrual ¹	0,000	0,000	0,000	(7)	(7)
Total	9,455	0,000	9,455	9,378	(77)
Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)					
Executive and Support Services	1	0,000	1	0,000	(1)
Total	1	0,000	1	0,000	(1)
Capital Plan (\$000)					
By Core Business (and Purpose)	0,000	0,000	0,000	0,000	0,000
Total	0,000	0,000	0,000	0,000	0,000
Other Financing Transactions (\$000)					
By Core Business (and Purpose)	0,000	0,000	0,000	0,000	0,000
Receipts	0,000	0,000	0,000	0,000	0,000
Disbursements	0,000	0,000	0,000	0,000	0,000
Net Cash Source (Requirements)	0,000	0,000	0,000	0,000	0,000
Total Receipts	0,000	0,000	0,000	0,000	0,000
Total Disbursements	0,000	0,000	0,000	0,000	0,000
Total Net Cash Source (Requirements)	0,000	0,000	0,000	0,000	0,000

¹ Adjustment of Prior Year Accrual of \$0.007 million is a reversal of an accrual in the previous year.

Annual Service Plan Report Appendices

Appendix A: Contact Information

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Appendix B: Hyperlinks to Additional Information

Office of the Premier: www.gov.bc.ca/premier/index.html

BC Public Service Agency: www.bcpublicserviceagency.gov.bc.ca/

Crown Publications: www.crownpub.bc.ca/

Government Communications and Public Engagement: www.gov.bc.ca/gcpe