



Office of the  
Premier

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2008/09–2010/11  
Service Plan

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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 the period of April 2008 through March 2011.

The momentum of a robust economy over the last few years has propelled British Columbia on a wave of good fortune. Unemployment is at the lowest rate in over 30 years, and British Columbians are feeling positive about our province and our collective future. Our government is proceeding with actions to keep our economy strong, to improve the lives of British Columbians, and to take advantage of unprecedented opportunities.

Government has recognized the need for bold early actions to address climate change. It established a Cabinet Committee on Climate Action and a BC Climate Action Secretariat responsible for an action plan to reduce the province's Green House Gas (GHG) emissions by 33 per cent by 2020.

This year, we are celebrating the 150th anniversary of the founding of the Crown colony of British Columbia in 1858. BC 150 celebrations are planned with the help of government's Spirit Squares in communities throughout the province. Developments to host the 2010 Winter Olympic and Paralympic Games continue, as we work to realize an enduring legacy of economic and social benefits for our future generations. Our New Relationship with First Nations continues to improve, making progress towards closing the gap in economic and social well-being for Aboriginal people. We are building a housing legacy so that every British Columbian has access to a safe, appropriate and affordable place to call home.

The Office of the Premier will continue to lead government in building on these initiatives and others that will allow us to achieve government's goals and commitment to fiscal responsibility, transparency and accountability.

The *Office of the Premier 2008/09–2010/11 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. All material fiscal assumptions and policy decisions as of February 14, 2008, have been considered in preparing the plan and I am accountable for achieving the specific objectives in the plan.

A handwritten signature in black ink, reading "Gordon Campbell". The signature is written in a cursive style with a period at the end.

Honourable Gordon Campbell  
Premier

February 14, 2008



## Message from the Minister of State and Accountability Statement

British Columbia is rising nationally and internationally as we forge strong relations with Canadian and international partners. Active intergovernmental relations allow B.C. to pursue and achieve its priorities through collaboration, cooperation and partnership on issues that affect our province, our region, our country and the world.

The Intergovernmental Relations Secretariat will work closely with other ministries and government agencies to ensure a co-ordinated approach to intergovernmental relations.

The Province's decisive action on climate change is an opportunity to work with like-minded jurisdictions, especially along the Pacific coast, to maximize results and benefits of action for British Columbians. B.C. will continue to advance climate action with our partner jurisdictions, through our active participation in the Western Climate Initiative and North American Climate Registry, and our participation in the Pacific North West Economic Region. Building from the consensus and success on climate action, we will work to forge a new Pacific Coast Collaborative that establishes a framework for leadership and co-operative action on additional areas of mutual interest and benefit for the Pacific Coast Region.

Improving relations between British Columbia and our neighbours and with the Canadian federal government will help us pursue action to ensure borders can be open to the legitimate movement of people and goods, yet provide the security that we depend on. We will further the significant progress made through our bilateral relationships, such as joint cabinet meetings with Alberta and high-level dialogues with Washington State. The Intergovernmental Relations Secretariat will also lead and pursue cooperation initiatives with the other provinces and territories through the work of the Council of the Federation, or bilateral memoranda of understanding.

The Province will continue to develop options that support the movement of travellers to the United States; advance labour mobility, immigration and credential recognition; and secure continued, timely support for Pacific Gateway transportation investments and action on policy priorities so that Canada benefits from Asia Pacific market opportunities.

British Columbia's economic prosperity depends on market access for our international exports and on attracting foreign direct investment. British Columbia is committed to a long-term vision of engagement with the Asia-Pacific region that builds on our historic commercial, cultural and social links. The Intergovernmental Relations Secretariat will work with ministry partners to advance the Province's long-term vision to strengthen British Columbia's competitive position

as the preferred economic and cultural gateway between North America and the Asia Pacific. We will strengthen our relationships with the Consular Corps in B.C. and work with the federal government to advance British Columbia's interests abroad.

The Province will engage the federal government on such priorities as closing the socio-economic gaps between Aboriginal people and other Canadians, and federal commitments to address the social, economic and environmental consequences of the mountain pine beetle epidemic.

British Columbia will also work with the federal government to renew the agreements on French-language services to help ensure B.C. remains a welcoming province for French-speakers, and allow us to attract skilled francophone workers and experienced entrepreneurs to B.C., and support the rich cultural heritage of Francophone British Columbians.

I would particularly like to thank the professional and talented individuals in the Intergovernmental Relations Secretariat. British Columbians can be proud of their dedication to the Province, and I appreciate their work in turning this service plan into concrete results.

I am 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 2008/09:

- a) Promote an equitable distribution of federal spending and benefits for British Columbia (B.C.) by working with ministers to present proposals to the Government of Canada for policy changes and federal funding under existing or new national programs in the following areas:
  - Closing the socio-economic gaps between Aboriginal people and other Canadians.
  - Pacific Gateway transportation investments and policy changes so that Canada benefits from Asia Pacific market opportunities.
  - Investments pursuant to federal commitments to B.C. to address the social, economic and environmental consequences of the mountain pine beetle epidemic.
  - Agreements and arrangements advancing labour mobility, immigration and credential recognition.
- b) Promote B.C.'s international priorities, including the following:
  - Canada-U.S. border issues.
  - The Pacific Coast Collaborative.
  - Our proximity and cultural ties with the growing Asia Pacific market.
- c) Pursue opportunities for improving B.C.'s bilateral relations, including encouraging increased cooperation with the Province of Alberta, the States of Washington, Oregon, California, Montana, Alaska, or any other regional partner.

- d) Work towards strengthening relationships with the Consular Corps in B.C. for the purposes of advancing relationships with other countries.
- e) Facilitate implementation of the last year of the 2006–2009 Canada-British Columbia Cooperation Agreement on Official Languages and enter into negotiations for a new Agreement on Official Languages with Canada.



Honourable John van Dongen  
Minister of State for Intergovernmental Relations

February 14, 2008





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## Purpose of the Office of the Premier

The Premier serves as the President of the Executive Council of the Government of British Columbia. The Premier's Office leads and co-ordinates the work of ministries and agencies of government. The Office also provides leadership to ensure timely decision-making, effective service delivery, and positive intergovernmental relations, and works closely with Cabinet and government members to support their work.

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

Government has established a challenging agenda to achieve the Five Great Goals. The success and prosperity of the province rests on our ability to be forward looking and to plan and implement for the future. This requires innovation, vision and most of all, strong and clear leadership. The Office of the Premier leads and supports Ministries and Crown Agencies to implement government's agenda.

Government provides a myriad of services to the public, and has a number of priorities that it plans to achieve. These priorities are identified in the Government's Strategic Plan, and in the Service Plans of Ministries and Crown Agencies. The Office of the Premier oversees, co-ordinates and monitors the implementation of these services and priorities in three key areas: across B.C. government; within the BC Public Service; and with the federal government.

A key objective is to ensure that there is integrated, collaborative work on issues that affect or involve the same client group, or more than one ministry or government organization. To support this, the Premier has established the Government Caucus committees on natural resources and the economy, and on social development. These committees focus their efforts on effectively integrating cross government priorities, and the action plans that are put in place to address them. In addition, the Premier has established cabinet committees on Climate Action, New Relationship Co-ordination with First Nations and Environment and Land Use to ensure that ministries are working effectively together to manage these cross-cutting priorities for Government. Deputy Ministers' committees on natural resources and the economy, social development, and the Public Service provide further support for this work.

Climate change has become forefront as a serious environmental issue. In keeping with the 2007 Throne Speech, government established the Cabinet Committee on Climate Action and a BC Climate Action Secretariat. The Secretariat supports the Cabinet Committee, and its team

### *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.*

of experts in key areas of climate action — public outreach and carbon-neutral operations, transportation and energy policy, and strategic intergovernmental relations — will lead and co-ordinate government in reducing the province's Greenhouse Gas emissions.

There remain, however, opportunities for government to pursue further innovations to integrate activities. Government will continue to examine the extent to which traditional ministry structures and government processes affect common outcomes and objectives, and to identify innovative ways to improve horizontal integration.

Increasingly, citizens expect public services to be designed and delivered in a way that seamlessly meet their needs. Providing good service requires government to provide information in a way that's easy to understand, timely and simple to use. To do this effectively and efficiently requires integration of programs, co-ordination and innovation.

In the BC Public Service, more than 30,000 people work to make a positive difference in the lives of over four million British Columbians every day, serving a variety of roles in more than 100 diverse job streams. Yet the BC Public Service is undergoing a significant transformation.

An aging population that is bringing about a rapid rate of retirement, an increasingly competitive marketplace for skilled employees, new demands on the personal lives of staff, and changing needs and expectations of the public all contribute to this transformation. At the same time, factors such as the global economy, the introduction of new technologies and the increasing diversity of British Columbia communities introduce new challenges in public policy and intensify the complexity of issues public servants work on each day.

#### *BC Public Service Challenges*

*By 2011, exits from the Province's labour force will outnumber entrants for the first time. The public service, as the Province's largest employer, faces losing 45 per cent of managers and 35 per cent of bargaining unit staff through retirement by 2015. Changes in staff demographics means government will need to enhance its ability to attract and retain employees, while at the same time, find new, more efficient ways of providing service.*

In light of these challenges, a clear corporate human resource plan is essential to ensuring that the BC Public Service has the engaged workforce needed to fulfil its operational obligations and meet the service expectations of British Columbians. Since the first edition of *Being the Best* was released in the fall of 2006, the BC Public Service has been recognized as one of British Columbia's Top 40 Employers and the annual Work Environment Survey showed a significant increase in corporate employee engagement. With an updated second edition of *Being the Best* released in October 2007, the Premier's office will continue implementing the actions set out in the plan with the support and involvement of the Corporate Executive and all employees of the BC Public Service.

Many of the key initiatives that British Columbia is pursuing require the input and support of the federal government. Meeting the challenges of climate change, taking full advantage of our position as Canada's Gateway to the Pacific, building a New Relationship with First Nations and increasing labour supply to support our growing economy all depend on the cooperation and support of the federal government. British Columbia will continue working with the federal government to advance our provincial priorities. Many of these initiatives also demand leadership on the interprovincial or international stage. The globalization of trade, increased movement of people as workers or visitors, and the transboundary nature of environmental issues all require decisive, creative interjurisdictional leadership. British Columbia, with its strong role within Canada and its Asia Pacific orientation, is ideally suited to be the recognized international innovator and leader on economic, environmental and social issues.

# Goals, Objectives, Strategies and Performance Measures

The Office of the Premier's role is to lead and support government as it works to achieve government's priorities, including those set out in the Government Strategic Plan and the Service Plans of Ministries. 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 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	2007/08 Forecast	2008/09 Target	2009/10 Target	2010/11 Target
Per cent of new 2007/08–2009/10 Strategic Plan priority actions underway	>95% <sup>1</sup>	75%	85%	100%	100%

**Data Source:** Deputy Ministers' Policy Secretariat

<sup>1</sup> The target for the previous years' 2006/07 – 2008/09 Strategic Plan priority actions was 50 per cent, which was exceeded. Targets for the next two fiscal years are conservative given the number of variables affecting the implementation of actions.

#### Discussion

Government sets new priority actions every year in its three-year Strategic Plan. The new priority actions may take more than one fiscal year to fully implement. For this year's 2007/08–2009/10 Strategic Plan, all new initiatives are targeted to be implemented by the end of the three-year

period 2009/10. The annual quantification takes place for the annual service plan report and takes into consideration the extent of initiatives across government, timing and extent of implementation.

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

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

#### **Strategies**

- Administer government's accountability framework<sup>1</sup> 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 initiatives.
- Cabinet Committees review ministry service plans and major policies, programs and initiatives to ensure alignment with government strategic priorities.

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<sup>1</sup> Government's accountability framework is found in policy and legislation, i.e., the *Budget Transparency and Accountability Act* and the *Balanced Budget and Ministerial Accountability Act* and in the corporate human resource plan, *Being the Best*.



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

Performance Measure	2006/07 Benchmark	2007/08 Forecast	2008/09 Target	2009/10 Target	2010/11 Target
Performance agreements in place for Deputy Ministers and Associate Deputy Ministers <sup>1</sup>	100%	100%	100%	100%	100%

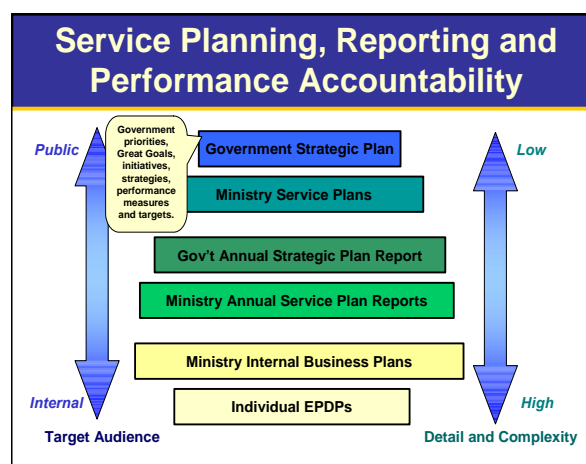
**Data Source:** BC Public Service Agency

<sup>1</sup> In 2006/07 Deputy Ministers' performance and evaluation letters replaced Employee Performance and Development Plans for Deputy and Associate Deputy Ministers. Herein the letters are referred to as 'performance agreements'.

### Discussion

Through the government's accountability framework, accountability strategies are in place for all government staff, from Deputy Ministers to front line workers. This performance measure targets the Deputy Minister level for which the Office of the Premier is administratively responsible. In context, Ministers and Ministers of State include accountability statements in the introductory letters in their service plans. Performance agreements are put in place for all Deputy and Associate Deputy Ministers with the Deputy Minister to the Premier. For government staff, an Employee Performance Development Plan (EPDP) is developed with their supervisor that aligns with the goals, objectives and priorities in their ministry service plan.

Government's accountability framework links together, from the top down and from the bottom up, through four levels of planning and reporting. The Strategic plan sets government's overall priorities and goals, and sets targets to achieve the Province's vision for the future. Ministry service plans set out goals, objectives, strategies and performance measures with targets to accomplish those goals for the upcoming three-year period. The plans are tabled in the legislature along with the budget in February. In June, government reports on its achievements for the previous fiscal year in the government annual strategic plan report and ministry annual service plan reports. Ministry business plans operationalize the day to day work and ministry strategic priorities. EPDPs crystallize individuals' contribution to the work of their business unit and ministry, linked to the service and business plans.



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

### Objective 3.1: British Columbia is bold and creative in representing its interests nationally and internationally.

#### Strategies

Strategies to drive B.C.'s national and international prominence include:

- lead the development and implementation of government's intergovernmental relations plan;
- co-ordinate British Columbia's interests in inter-provincial, federal and international issues;
- pursue a leadership position for B.C. in Canada's economic and cultural relations with the Asia Pacific;
- work with Alberta to solidify our position as the second largest economic region in Canada; and
- strengthen relations with neighbouring states.

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

Performance Measure	2006/07 Benchmark	2007/08 Forecast	2008/09 Target	2009/10 Target	2010/11 Target
Progress on key issues in Intergovernmental Relations Plan	Progress on key issues	Progress 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 issues, which typically take more than one fiscal year to measure progress against. For 2007/08, progress was made on all new key issues. The key issues identified in the intergovernmental plan for 2008/09 are:

- Provide strong leadership as host of Pacific Northwest Economic Region (PNWER) 2008 Summit and ensure our involvement in PNWER advances B.C. intergovernmental priorities.

- Strengthen relationships with neighbouring jurisdictions by affirming and advancing initiatives having mutual benefits.
- Conclude and implement the Pacific Coast Collaborative framework agreement and use the Collaborative to advance additional areas of benefit to B.C.
- Pursue new relations, engagement and agreements that position British Columbia as the North American Gateway to the Asia Pacific.
- Ensure climate change remains a priority across jurisdictions, such that B.C. is acknowledged as the world leader in addressing climate change.
- Advance British Columbia's interests within the Canadian federation.

## 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.

*Being the Best* sets out three key goals — building our internal capacity; improving our competitiveness; and managing for results. The plan includes new initiatives to support career development, implement more agile recruitment and hiring practices, and create an improved work environment and a more engaged public service workforce.

### Strategies

- Continue to implement *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 new initiatives underway

Performance Measure	2006/07 Benchmark	2007/08 Forecast	2008/09 Target	2009/10 Target	2010/11 Target
Percentage of human resource plan new initiatives underway	100%	100%	100%	100%	100%

Data Source: BC Public Service Agency

## Discussion

In 2006, *Being the Best* human resource plan was developed by the Deputy Ministers' Council, led by the Deputy Minister to the Premier. The first annual update to the plan was released in 2007. The Council is committed to continue implementing 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.
- Ensure alignment of government activities and the appropriate administrative support for the operations and decision-making processes of Cabinet and its Committees.

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

Performance Measure	2006/07 Benchmark	2007/08 Forecast	2008/09 Target	2009/10 Target	2010/11 Target
Cabinet receives timely advice on all key public policy recommendations and plans	100%	100%	100%	100%	100%

**Data Source:** Cabinet Operations

## Discussion

Cabinet Committees are made up of Cabinet Ministers and in some cases, include private members of the legislative assembly. There are eight Cabinet Committees in the B.C. government each tasked with specific priorities of government, for example, climate action, or to oversee lines of business which range from setting Cabinet's agenda through to legislation review.

All ministry service plans, major policies, programs and initiatives are reviewed by a Cabinet Committee to ensure alignment with government strategic priorities. The quantity of material to review varies and cannot be predicted, but the amount of time remains constant thereby making the target of 100 per cent consistent every year both a significant challenge and achievement.

# Resource Summary

## Resource Summary Table

Core Business Area	2007/08 Restated Estimates <sup>1</sup>	2008/09 Estimates	2009/10 Plan	2010/11 Plan
<b>Operating Expenses (\$000)</b>				
Intergovernmental Relations Secretariat .....	3,490	3,541	3,594	3,594
Deputy Ministers' Policy Secretariat.....	2,632	2,698	2,755	2,767
Executive and Support Services .....	7,675	7,863	7,989	7,992
Premier's Office.....	3,676	3,810	3,880	3,883
Executive Operations .....	3,999	4,053	4,109	4,109
<b>Total .....</b>	<b>13,797</b>	<b>14,102</b>	<b>14,338</b>	<b>14,353</b>
<b>Full-time Equivalents (Direct FTEs)</b>				
Intergovernmental Relations Secretariat .....	26	26	26	26
Deputy Ministers' Policy Secretariat.....	19	19	19	19
Executive and Support Services .....	65	65	65	65
Premier's Office.....	40	40	40	40
Executive Operations .....	25	25	25	25
<b>Total .....</b>	<b>110</b>	<b>110</b>	<b>110</b>	<b>110</b>
<b>Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)</b>				
Intergovernmental Relations Secretariat .....	18	18	18	18
Deputy Ministers' Policy Secretariat.....	5	5	5	5
Executive and Support Services .....	72	72	72	72
Premier's Office.....	5	5	5	5
Executive Operations .....	67	67	67	67
<b>Total .....</b>	<b>95</b>	<b>95</b>	<b>95</b>	<b>95</b>

<sup>1</sup> The 2007/08 restated *Estimates* have been restated, for comparative purposes only, to be consistent with Schedule A of the 2008/09 *Estimates*.

## Premier's Office Contact Information

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### **Cabinet Operations**

PO BOX 9487 STN PROV GOVT  
Victoria BC V8W 9W6

### **BC Climate Action Secretariat**

PO BOX 9486 STN PROV GOVT  
Victoria BC V8W 9W6  
Telephone: 250 387-5581

### **Deputy Ministers' Policy Secretariat**

PO BOX 9408 STN PROV GOVT  
Victoria BC V8W 9V1  
Telephone: 250 387-7394

### **Intergovernmental Relations Secretariat**

PO BOX 9433 STN PROV GOVT  
Victoria BC V8W 9V3  
Telephone: 250 387-0783

## Hyperlinks to Additional Information

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

The 2008 BC Budget page includes links to the Strategic Plan, and ministry and Crown agency service plans and annual reports: [www.bcbudget.gov.bc.ca/2008/](http://www.bcbudget.gov.bc.ca/2008/)

### 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)

*Provincial Symbols and Honours Act*  
[www.qp.gov.bc.ca/statreg/stat/P/96380\\_01.htm](http://www.qp.gov.bc.ca/statreg/stat/P/96380_01.htm)

### Associated Organizations:

BC Public Service Agency: [www.bcpublicservice.ca/](http://www.bcpublicservice.ca/)

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

BC Climate Action Secretariat: [www.climateactionsecretariat.gov.bc.ca](http://www.climateactionsecretariat.gov.bc.ca)

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)