

Office of the  
Premier

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2007/08  
Annual Service Plan Report

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Published by the Office of the Premier



## Message from the Premier and Accountability Statement

I am pleased to present the *Office of the Premier 2007/08 Annual Service Plan Report*.

The Office of the Premier provides leadership in setting and achieving the goals and priorities found in the *Province of British Columbia Strategic Plan*.

The Office of the Premier acts as a guide for ministries, Crown agencies and other government organizations to help them fulfil their responsibilities according to the government strategic plan and vision. This advice and guidance helps to ensure that the services that need cross government co-ordination are delivered and that programs that are important to British Columbians are in place.

I am proud to report that in 2007/08 the government made great strides toward realizing our vision. We have taken aggressive action on climate change, held the largest public discussion on health care in history, and made progress in becoming Canada's Pacific Gateway. We have worked to provide a system to support those most vulnerable, make post-secondary education more accessible, and gave people choices on how to live a health lifestyle, for both themselves and the environment. This report identifies how the Office of the Premier led and supported government to achieve successes.

In accordance with the *Budget Transparency and Accountability Act*, the *Office of the Premier 2007/08 Annual Service Plan Report* compares the actual results to the expected results identified in the Office's 2007/08–2009/10 Service Plan. I am accountable for those results as reported. The Office of the Premier is committed to fiscal management, transparency and accountability.

A handwritten signature in black ink that reads "Gordon Campbell". The signature is written in a cursive, flowing style.

Honourable Gordon Campbell  
Premier

June 20, 2008





## Message from the Minister of State and Accountability Statement

British Columbia continued to chart a strong intergovernmental and international course this past year, leveraging existing relationships and forging new bonds with jurisdictions in Canada, the U.S., and around the world.

The Intergovernmental Relations Secretariat in the Office of the Premier supported the promotion of British Columbia's priorities to the federal government, resulting in significant benefits to programs that improve the province's labour market, support B.C. communities and enhance our infrastructure.

B.C.'s future lies in building stronger relationships in the Asia-Pacific. Premier Campbell's mission to China and India built important government, trade and academic connections and profiled B.C.'s clean technology and research sectors. In September, the opening of the Port of Prince Rupert also included the signing of a friendship agreement with the Port of Ningbo, China, further strengthening the promise of the Pacific Gateway.

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. Agreements signed this year with California, Washington and Oregon have created partnerships for action on a range of initiatives to position Pacific North America as the hub of innovation and sustainable living. British Columbia also hosted Canada's Premiers at a Council of the Federation forum examining opportunities for collaboration to adapt to climate change.

British Columbia's prosperity depends on the efficient movement of people and goods and secure borders that are open to legitimate travel and trade. The province advocated with both the Canadian and U.S. federal governments for a smart, risk-management approach to the border that identifies and acts on the real risks to security while permitting legitimate trade and travel to move freely. B.C. has led the development of the enhanced driver's licence as a secure, practical and convenient alternative to the passport requirement for travel by land and sea from Canada into the U.S.

The Office of Protocol continued to ensure appropriate B.C. representation in dealings with representatives of all foreign governments — including with the Consular Corps, representing 87 countries. The province saw approximately 148 visits of dignitaries and delegations from 59 countries, including delegations numbering into the hundreds.

Ensuring that British Columbia continues to increase its capacity to service its francophone community and raising the profile of the B.C. francophone community was also an important priority. At the annual Ministerial Conference on the Canadian Francophonie, B.C. pressed for renewal of the agreements we have with the federal government on French-language services to help ensure B.C. remains a welcoming province for French-speakers and allow us to attract new francophone immigrants to B.C. As well, the province's francophone heritage, cultural diversity and contribution to both our province and country were highlighted as an important part of the BC150 anniversary.

On behalf of British Columbians, I thank all ministry staff for their exceptional professionalism and dedication during the past year. Their contributions have led to the achievements outlined in this report, and they are a big part of B.C.'s continued success on the national and international stage.



Honourable John van Dongen  
Minister of State for Intergovernmental Relations

June 20, 2008

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## Highlights of the Year

In 2007/08, the Office of the Premier led government in delivering its vision of a prosperous and healthy British Columbia, for now and in the future.

The 2008/2009–2010/11 Government Strategic Plan sets out the desired outcomes for the province and some key actions for those outcomes to be achieved. These outcomes relate directly to achieving the Five Great Goals.

Government has committed to the fight against climate change. Legislation has been enacted that commits to a 33 per cent reduction in greenhouse gas emissions by 2020, and government will be carbon neutral by 2010. The B.C. Energy Plan sets us on a path to being energy self-sufficient by 2016, and all new electricity produced must have zero net greenhouse gas emissions. *The B.C. Building Code* is being improved to reflect the principles of energy efficiency, and the \$14 billion Transit Plan will help reduce our carbon footprint.

Closing the gap in health, housing, education, and economic opportunities between First Nations and other British Columbians, and concluding treaties is a priority for Government. An historic milestone was reached in 2007/08 with the conclusion of treaty negotiations and the introduction of modern day treaty legislation with the Tsawwassen First Nation, and the five Maa-nulth First Nations.

The biggest public discussion on health care, *The Conversation on Health*, wrapped up in 2007/08. Thousands of people from around the province gave their input on how to strengthen our health care system within the *Canada Health Act*. The clear message was that British Columbians want a resilient and sustainable public health care system that delivers services to one and all, regardless of where they live, where they are from, or their income. They have given government a mandate to reform the health care system to create more choice, address vulnerabilities, find efficiencies and enhance our strengths.

Government is committed to actions that increase affordable housing choices, reduce homelessness and to help those who cannot help themselves, and progress continues to be made through the Housing Matters Strategy.

In 2007, the Asia Pacific Initiative was released, laying the foundation to being recognized as Canada's gateway to the Pacific. In support of this goal, infrastructure development projects have been undertaken, such as the Kicking Horse Canyon \$300 million Park Bridge, and the \$170 million Fairview Container Terminal in Prince Rupert.

Giving children a good start to life is important to everyone in British Columbia. To date, 86 StrongStart centres have been opened province-wide; by 2010 they will number 400. Post-secondary education is strongly linked to a productive economy. Every student in British Columbia with a B average or higher now has access to post-secondary education in the province.

Due in part to the aging demographic, skill shortages will be felt in many professions in the province. Immigration can help to address these shortages. The province is working to ensure that immigrants can make a smooth transition into the communities around B.C.

The Office of the Premier worked with Ministries and government leaders to ensure that these priorities were understood and were being implemented.

Intergovernmental initiatives are also important for the well-being of British Columbians. There was progress on several cross-jurisdictional initiatives in 2007/2008. For example, climate change agreements were reached with California, Washington, Oregon, and Manitoba and new federal funding was levered for Pacific Gateway infrastructure.

In 2007, the first annual update of the Corporate Human Resource Plan, *Being the Best*, was released. Building on the original 2006 edition, the plan lays out the transformation that is and will be experienced in the public service. The aging workforce, increased competition for skilled employees and, new and increased demands on our personal lives have led to the development of the three main priority areas in the plan: building our internal capacity, improving our competitiveness, and managing for results.

## Purpose of Ministry

The Premier serves as the President of the Executive Council of the Government of British Columbia. The Office of the Premier leads and co-ordinates the work of ministries and agencies across government. The Office of the Premier provides a leadership role that supports decision-makers, ensures effective service delivery, and promotes positive intergovernmental relations. Additionally, the Office of the Premier works closely with Cabinet and government members to support them in their work.

The Office:

- Articulates government's goals, commitments, and priorities;
- Works with ministries and Crown agencies to ensure their understanding of those goals, commitments and priorities, and to track and monitor implementation of them;
- Leads the Public Service and, with the Deputy Minister's Council, leads implementation of government's corporate human resource plan *Being the Best*;
- Provides administrative support for the operations and decision-making processes of Cabinet and its Committees; and
- Works with all ministries and Crown agencies to ensure relations with federal, provincial, territorial and international governments advance British Columbia's interests.

## Strategic Context

Government has established a challenging and forward looking agenda to reach the Five Great Goals. Good leadership, innovation, vision and co-ordination are key aspects in making our province successful. The Office of the Premier leads and supports ministries and Crown agencies in the implementation of government's agenda.

The citizens of British Columbia expect that they will receive services in a seamless and timely manner. It is a key objective of government to provide the services that people need in the best and most effective way possible. This often requires the collaboration of many ministries and agencies across government. The Government Caucus Committee on Natural Resources and the Environment and the Government Caucus Committee on Social Development were created to support cross-government collaboration.

There is a changing demographic in British Columbia. The Baby Boom generation is approaching retirement age leaving a gap in the workforce. Like many other employers, the B.C. Public Service is undergoing a significant transformation due to the aging population, the increasingly competitive marketplace for skilled employees and the changing needs of the public that we serve. These changes pose challenges to attract and retain employees, while maintaining the needs of British Columbians.

The entire world is feeling the effects of climate change. British Columbia is not an exception. Unseasonably warm winters have helped to elevate the spread of the mountain pine beetle and we have experienced serious flooding across the province. As a province we have to commit to climate action, and protecting the environment for our children and grandchildren. The province is committed to working with our partners around the world in finding innovative solutions and strategies to combat climate change.

The presence of the mountain pine beetle and the crash of the sub-prime housing market in the United States have had devastating effects on the provinces forestry sector. Government is working with stakeholders to find innovative options for the communities affected.

British Columbia's economy continued its strong performance in 2007. Employment grew faster than the province's labour force, pushing the unemployment rate down to 4.2 per cent. This was the lowest annual rate of unemployment in more than 30 years.

B.C. continues to have a positive relationship with the federal government, giving us the opportunity to bring the needs of British Columbians to the forefront at a national level. We have built strong partnerships that will help to provide better services to the people in our province.

# Report on Performance

Progress in achieving the Office of the Premier's goals and objectives is assessed through a comparison of actual results with targets, below.

## Performance Plan Summary Table

<b>Goal 1: Government's Strategic Plan priorities are implemented</b>	<b>2007/08 Target</b>	<b>2007/08 Actual</b>
<b>1.1 Lead the successful development and implementation of the Government Strategic Plan</b> Government Strategic Plan in place to guide public service activities	Strategic Plan updated	ACHIEVED
<b>Goal 2: Ministry and Crown agency activities are aligned with government's priorities and integrated</b>	<b>2007/08 Target</b>	<b>2007/08 Actual</b>
<b>2.1 Guide the successful delivery of ministry and Crown agency mandates by providing direction and resolving issues requiring senior government input</b> Ministry and Crown agency service plans advance the Government Strategic plan	Ministry and Crown agency service plans reflect the Government Strategic Plan	ACHIEVED
New initiatives underway	90%	ACHIEVED
Performance Agreements for Deputy and Associate Deputy Ministers	100%	ACHIEVED
<b>Goal 3: Government is successful in achieving its intergovernmental relations objectives</b>	<b>2007/08 Target</b>	<b>2007/08 Actual</b>
<b>3.1 Lead the development and implementation of government's Intergovernmental Relations Plan</b> Intergovernmental relations objectives are achieved	Progress on key issues	ACHIEVED
<b>Goal 4: The public service is well positioned to deliver government programs for British Columbians</b>	<b>2007/08 Target</b>	<b>2007/08 Actual</b>
<b>4.1 Lead the public service and ensure Human Resource Plan initiatives are underway</b> Implement public service Human Resource Plan	Corporate Human Resource Plan updated and ministry workforce plans in place and being implemented	ACHIEVED
<b>Goal 5: Cabinet and Cabinet Committees are able to make timely and well-informed decisions</b>	<b>2007/08 Target</b>	<b>2007/08 Actual</b>
<b>5.1 Support Cabinet and Government Caucus Committees</b> Cabinet receives timely and effective advice	Cabinet Committees provide advice on all key public policy recommendations and plans	ACHIEVED

## Goals, Objectives, Strategies and Performance Results

The Office of the Premier's service plan goals and objectives establish the framework through which it delivers its supports to government.

### Goal 1: Government's Strategic Plan Priorities are implemented

#### Objective 1.1: Lead the successful development and implementation of the Government Strategic Plan

##### Strategies

Key strategies for this objective include:

- supporting the Executive Council to develop Government's Strategic Plan; and
- assisting ministries to develop strategies and plans to achieve the measures and targets established in the Strategic Plan.

### Performance Results

Performance Measure	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Government's Strategic Plan in place to guide public service activities	Strategic Plan tabled	Strategic Plan tabled	Strategic Plan updated	ACHIEVED

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

### Discussion of Results

The Government Strategic Plan identifies a number of key initiatives that support the Five Great Goals of government. These initiatives are being delivered by government ministries and Crown agencies. The Strategic Plan describes the performance measures and targets that will be used to measure our long-term goals.

It should be noted that this performance measure has had a minor amendment in the *2008/09–2010/11 Office of the Premier Service Plan*. The adjusted measure reflects the percentage of priority actions underway, with a long-term target of 100 per cent.

## Goal 2: Ministry and Crown agency activities are aligned with government's priorities and integrated

### Objective 2.1: Guide the successful delivery of ministry and Crown agency mandates by providing direction and resolving issues requiring senior government input

Annually there is a service plan tabled in the legislature for each ministry and Crown agency that sets out the priorities that they will achieve. At the beginning of each service plan there is a ministerial accountability statement and where appropriate an introductory letter from the Minister of State. All Deputy Ministers and Associate Deputy Ministers have performance agreements in place with the Deputy Minister to the Premier, and other government staff have Employee Performance Development Plans in place with their appropriate supervisors.

#### Strategies

Key strategies for this objective include:

- ensuring Ministries and Crown agencies have appropriate mandates;
- ensuring key priorities are well communicated;
- managing issues that arise in the delivery of programs and services;
- addressing priority issues on behalf of Executive Council; and
- ensuring cross-ministry services and programs and strategic initiatives are co-ordinated.

#### Performance Results

Performance Measure	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Ministry and Crown agency service plans advance the Government Strategic Plan	Ministry and Crown agency service plans reflect Government's Strategic Plan	Ministry and Crown agency service plans reflect Government's Strategic Plan	Ministry and Crown agency service plans reflect Government's Strategic Plan	ACHIEVED
Percentage of new Strategic Plan initiatives underway <sup>1</sup>	N/A	50% of Strategic Plan priority actions underway	90% of Strategic Plan priority actions underway	ACHIEVED
Performance Agreements for Deputy Ministers and Associate Deputy Ministers	100%	100%	100%	ACHIEVED

**Data Source:** Deputy Ministers' Policy Secretariat.  
Public Service Agency.

<sup>1</sup> This measure was new in 2006/07.

## **Discussion of Results**

All ministry service plans were reviewed by Government Caucus Committees to ensure that they align with government priorities. Deputy Ministers and Associate Deputy Ministers received direction from the Deputy Minister to the Premier through Performance Agreements, and the Premier's Office worked with the Executive Council and senior government staff to ensure that issues were resolved as required.

In the *2008/09–2010/11 Office of the Premier Service Plan* there were some changes made to this section. There were minor changes to the wording of the goal and objectives to make them more clear, and the second performance measure was moved to goal one.

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

### **Objective 3.1: Lead the development and implementation of government's Intergovernmental Relations Plan**

#### **Strategies**

Key strategies for this objective include:

- co-ordination of British Columbia's interests in inter-provincial, federal and international issues;
- advocating British Columbia's objectives with other governments and international organizations, with a special focus on Asia-Pacific and the Pacific Northwest;
- working with federal ministers to improve the level of federal funding and investment in British Columbia;
- working with Alberta to improve the efficiency and effectiveness of services and programs for the residents of the two provinces; and
- working with neighbouring states including Montana, Washington and Alaska to strengthen relations and improve mutual understanding.

## Performance Results

Performance Measure	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Inter-governmental relations objectives are achieved	Intergovernmental Relations Plan in place	Progress was made on all key issues identified in the 2005/06 Office of the Premier Service Plan	Intergovernmental relations priorities updated, progress on five key issues: Canada's Pacific Gateway Strategy; First Nations/Aboriginal Issues; National Human Resource Strategy including immigration; 2010 Olympic and Paralympic Winter Games; and mountain pine beetle	ACHIEVED

**Data Source:** Intergovernmental Relations Secretariat.

## Discussion of Results

The key issues targeted in the 2007/08 *Office of the Premier Service Plan* included further development of the Pacific Gateway strategy, First Nations/Aboriginal issues, furthering of intergovernmental human resource strategies, the 2010 Olympic and Paralympic Games, and mountain pine beetle funding. These issues were targeted by:

- supporting the Premier at the First Ministers' Meeting in January 2007 and pursuing B.C.'s key priorities in bilateral meetings with the Government of Canada, and seeing priorities implemented through budgetary and policy decisions;
- providing direction through the Council of the Federation and the Western Premiers' Conference to advance British Columbia's priorities across Canada as well as to the Government of Canada;
- strengthening B.C.'s voice and influence on a regional basis by advancing the province's priorities through regional forums: British Columbia/Alberta Joint Cabinet meeting in May 2007, the British Columbia/Washington State High Level Dialogue in June 2007 and the annual Summit of the Pacific Northwest Economic Region in July 2007;
- Developing strategic alliances and signing cooperation agreements with neighbouring jurisdictions; and
- Identifying new opportunities to profile and promote B.C.'s priorities with foreign delegations and hosts, and by communicating relevant information about British Columbia to them.

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

### Objective 4.1: Lead the public service and ensure Human Resource Plan initiatives are underway

In October of 2006, the corporate human resource plan, *Being the Best*, was released by the Deputy Ministers' Council. The plan set out three key goals: building our internal capacity; improving our competitiveness; and managing for results. The Office of the Premier played an instrumental role in its development and leading the public service in implementing it. The report is updated annually, building in new strategies based on feedback and results.

### Performance Results

Performance Measure	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Implement public service Human Resource Plan	Basic corporate human resource plan developed	Province of British Columbia Human Resource Plan 2006/07 – 2008/09 developed	Corporate Human Resource Plan updated and ministry workforce plans in place and being implemented	ACHIEVED

Data Source: Public Service Agency.

### Discussion of Results

The first annual update of the Corporate Human Resource Plan, *Being the Best*, was released in October 2007. A range of actions have taken place to address these priority areas, including: more career advancement opportunities; a corporate orientation program for new employees; the introduction of a new employer brand — “Where ideas work” — to support recruitment and employee engagement activities; expanded employee recognition through regional Premier’s Innovation and Excellence Awards programs, and the launch of the Pacific Leaders program to support employee learning and development. Each ministry now also produces workforce plans to identify future workforce and training needs. As a result of the steps taken under *Being the Best*, the 2007 Work Environment Survey showed a significant five point increase in corporate employee engagement. The next edition of the Corporate Human Resource Plan will be released in October 2008.

This measure has been changed in the 2008/09–2010/11 service plan to the Percentage of human resource plan initiatives underway. This change was made because the Corporate Human Resource Plan has now been in place for two years, and the performance measure has been met.

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

### Objective 5.1: Support Cabinet and Government Caucus Committees

#### Strategies

Key strategies for this objective include:

- 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 process.

### Performance Results

Performance Measure	2005/06 Actual	2006/07 Actual	2007/08 Target	2007/08 Actual
Cabinet receives timely and effective advice	100 per cent of ministry service plans and major policies, programs and initiatives reviewed by Cabinet Committees to ensure alignment with government	Cabinet Committees provide advice on all key public policy recommendations and plans	Cabinet Committees provide advice on all key public policy recommendations and plans	ACHIEVED

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

#### Discussion of Results

Support was provided to Cabinet and its committees in the decision-making process by staff in the Office of the Premier. As part of this process Government Caucus Committees reviewed and provided advice to ministries and Cabinet regarding ministry service plans and key policy, program and legislative initiatives.

# Report on Resources

## Resource Summary Table

	Estimated	Other Authorizations <sup>1</sup>	Total Estimated	Actual	Variance <sup>2</sup>
<b>Operating Expenses (\$000)</b>					
<b>Intergovernmental Relations Secretariat .....</b>	3,487	0	3,487	3,565	78
<b>Deputy Ministers Policy Secretariat</b>	2,616	0	2,616	1,960	(656)
<b>Executive and Support Services .....</b>	7,668	0	7,668	7,498	(170)
<b>Total .....</b>	<b>13,771</b>	<b>—</b>	<b>13,771</b>	<b>13,023</b>	<b>(748)</b>
<b>Full-time Equivalents (FTEs)</b>					
<b>Intergovernmental Relations Secretariat .....</b>	26	0	26	—	(26)
<b>Deputy Ministers Policy Secretariat</b>	19	0	19	8	(11)
<b>Executive and Support Services .....</b>	65	0	65	55	(10)
<b>Total .....</b>	<b>110</b>	<b>—</b>	<b>110</b>	<b>63</b>	<b>(47)</b>
<b>Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)</b>					
<b>Intergovernmental Relations Secretariat .....</b>	18	0	18	—	(18)
<b>Deputy Ministers Policy Secretariat</b>	5	0	5	—	(5)
<b>Executive and Support Services .....</b>	72	—	72	23	(49)
<b>Total .....</b>	<b>95</b>	<b>—</b>	<b>95</b>	<b>23</b>	<b>(72)</b>

<sup>1</sup> "Other Authorizations" include Supplementary Estimates, Statutory Appropriations and Contingencies. The source of the Other Appropriations amounts must be indicated in a footnote. Amounts in this column are not related to the "estimated amount" under sections 5(1) and 6(1) of the Balanced Budget and Ministerial Accountability Act for ministerial accountability for operating expenses under the Act.

<sup>2</sup> For the "Capital Plan" section, the Purpose should identify the category of projects, for example 'Public Schools' or 'Colleges'.

# Annual Service Plan Report Appendices

## Appendix A: Hyperlinks to Additional Information

### 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

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

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

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)

## **Appendix B: Office of the Premier Contact Information**

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### **Cabinet Operations**

PO Box 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