

Office of the  
Premier

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2009/10  
Annual Service Plan Report

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Office of the Premier

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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 *2009/10 Annual Service Plan Report*.

Over the past fiscal year the world's economy has presented challenges to almost every level of government across the globe. British Columbia was no different. Today, we are seeing signs that B.C.'s economy is beginning to turn around. The Conference Board of Canada expects British Columbia to lead Canada in economic growth and leading economic forecasters predict B.C.'s job growth will be the highest in the nation this year.

The solid fiscal foundation we have built since 2001 has made us more competitive than ever and is the main reason for this economic optimism. However, we were also fortunate to get a boost from the 2010 Olympic and Paralympic Winter Games. More than 3.5 billion people worldwide were introduced to our province because of the Olympics. The Games and the preceding Olympic torch relay brought British Columbians closer as a province and Canadians closer as a nation.

The Olympic momentum is something we must capture in order to build a stronger province for today and for future generations. That starts with ensuring our economy can compete and excel on a global scale. We're doing that by lowering and simplifying taxes, including the implementation of the Harmonized Sales Tax – a policy that will create more than 110,000 jobs and attract more than \$11 billion in capital investment. Combined with reduced business, personal and corporate tax rates, we now have among the lowest taxes in the G8.

Our competitiveness attracted new innovative technology industries this year. However, we also continued to ensure our natural resource sectors were strong. The introduction of an oil and gas stimulus package to attract new investment contributed to another banner year for B.C.'s natural gas and oil rights sales. We made progress implementing the B.C. Energy Plan, moving closer to its goal of electricity self-sufficiency and creating jobs across the province. BC Hydro's Clean Power Call encourages the development of clean or renewable energy alternatives using proven technologies such as hydro and wind. On that strong base, we are now proceeding with the *Clean Energy Act* to further stimulate investments in clean energy power production.

The Province also continued to move forward on its climate change initiatives by working with North American partners to develop a cap and trade system as well as making significant progress towards being the continent's first carbon-neutral government.

We have continued to make progress on the New Relationship with First Nations and our Asia-Pacific Gateway Strategy. Both these will be fundamental to the future success of British Columbia as we close the social and economic gap with First Nations and realize our full potential as Canada's Pacific Gateway.

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In accordance with the *Budget Transparency and Accountability Act*, the *Office of the Premier 2009/10 Annual Service Plan Report* compares the actual results to the expected results identified in the Office's *2009/10 - 20011/12 Service Plan Update*. I am accountable for those results as reported.

A handwritten signature in blue ink that reads "Gordon Campbell". The signature is fluid and cursive, with "Gordon" on the first line and "Campbell" on the second line.

Honourable Gordon Campbell  
Premier

June 24, 2010

## Message from the Minister of State and Accountability Statement



British Columbia's intergovernmental relations activities during 2009/10 supported the Government's actions in keeping our economy strong, improving the lives of British Columbians and helping the Province to take advantage of the once in a lifetime opportunity of the 2010 Olympic and Paralympic Winter Games.

The successful hosting of the 2010 Winter Games raised British Columbia's profile with a global audience of over 3 billion TV viewers and select target audiences of international political and business leaders who attended the Games in person. The Intergovernmental Relations Secretariat was a key part of the Province's integrated hosting strategy, strengthening domestic and international intergovernmental relations and working to positively influence policies and programs of other governments that affect the interests of British Columbians.

During 2009/10, the Secretariat has assisted the Province in working cooperatively with the federal government to secure BC's share of federal stimulus program for initiatives that support employment in hard-hit communities throughout the province. The Secretariat has sustained British Columbia's deepening ties with neighbouring jurisdictions through joint cabinet meetings with Alberta and Saskatchewan where consideration of a new regional pension plan option was proposed, and increased workers mobility, joint purchasing and other shared priorities for the region's competitiveness were pursued.

The Secretariat also worked closely with the federal government and other provinces to increase Canada's global competitiveness, particularly with the United States and major partners in the Asia Pacific region. Results of the joint Cabinet meeting with Washington State included approval of a second daily Amtrak Cascades train to Vancouver bringing visitors to BC from Washington State and Oregon; full implementation of BC's enhanced drivers' license so that the travelling public can cross the border safely and without delay; and a commitment to work together on a clean energy economy. Throughout the year, the Secretariat advocated directly with the federal government and worked closely with other Provinces for stronger ties between Canada and the Asia-Pacific region through Open Skies agreements and Approved Destination Status for Chinese visitors to Canada.

Regional collaboration aimed at moving national agendas forward was also reinforced through the ground-breaking Pacific Coast Collaborative with Alaska, Washington, Oregon and California. The Secretariat also supports my work as the Premier's Representative to the Pacific North West Economic Region (PNWER) which is North America's leading public-private partnership, including jurisdictions as far afield as Alaska, Yukon, and the Northwest Territories as well as Alberta, Saskatchewan, Washington, Oregon and Montana.

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Intergovernmental Relations activities also contributes to strengthen Canada's national unity through the work of our Francophone Affairs program which, in close collaboration with the federal government, other ministries and the Francophone community, helped showcase Canada's Olympic Games and concluded a number of partnerships with communities in the province.

I look forward to working with the Secretariat and advancing the Province's interests for all British Columbians.



Honourable Naomi Yamamoto  
Minister of State for Intergovernmental Relations

June 24, 2010

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## Highlights of the Year

In 2009/10 the Office of the Premier led and supported ministries and Crown agencies in delivering public services through a period of global economic uncertainty.

Without question, one of the greatest highlights of the past fiscal was the 2010 Olympic and Paralympic Winter Games in Vancouver and Whistler. This event, along with the Olympic torch relay, brought British Columbians closer together and helped unite the country. It was because of the thousands of British Columbians who volunteered their time that these Games were such a tremendous success.

The Four Host First Nations, Lil'wat, Musqueam, Squamish and Tsleil-Waututh also played a large role in making the games a success as the first-ever Olympics to include indigenous peoples as full partners. Through their participation and support, the international community had the opportunity to see First Nations art, language, traditions, history and culture.

The Games have also propelled British Columbia onto the world stage thanks to the unprecedented international marketing, exposure and outreach. Some 3.5 billion people – more than half the world's population – viewed the Games on TV, the Internet or a mobile device, making the 2010 Winter Olympics the most watched Winter Games in history.

The momentum created by the Olympics is something B.C. must capture in order to build a stronger province for the future. That starts with continuing to enhance B.C.'s economic competitiveness on a national and international scale. In this regard, the Province has undertaken significant tax relief since 2001. As a result, B.C. now has among the lowest income and business taxes among the G8 nations. This past year the province took an important step forward by announcing plans to adopt a Harmonized Sales Tax (HST). The HST will reduce the effective tax rate on new investment by up to 60 per cent, making B.C. one of the most competitive jurisdictions in the world. This policy alone is expected to create over 110,000 new jobs and attract \$11 billion in new capital investment by 2020.

To further strengthen B.C.'s economy, unnecessary barriers to trade, investment and labour mobility will be reduced or eliminated. The Trade, Investment and Labour Mobility Agreement (TILMA) came into effect April 1, 2009, and B.C. has formed the New West Partnership with Alberta and Saskatchewan, creating Canada's largest interprovincial barrier-free trade and investment market. As well, working with the Government of Canada and other provinces, B.C. enhanced the Agreement on Internal Trade by negotiating a new chapter on Agriculture. An interim agreement was also concluded with the U.S. to resolve "Buy America" restrictions and expand access to U.S. procurement markets.

This year British Columbia moved closer to the goal of electricity self-sufficiency as B.C. continues to build clean power infrastructure and create jobs in the low-carbon economy. The implementation of the B.C. Energy Plan and legislative passing of the *Clean Energy Act* ensure

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that British Columbia will be a North American leader in green energy production. This energy policy supports B.C.'s aggressive climate action targets that include a 33 per cent reduction of greenhouse gas emissions by 2020, working with partners to develop a cap and trade system and becoming North America's first carbon-neutral government.

Achievements continued to be made towards lasting recognition and reconciliation with B.C.'s First Nations. The Tsawwassen treaty took effect April 3, 2009. Also in April, a Memorandum of Understanding was signed with each of the five Maa-nulth First Nations transferring ownership over key parcels of treaty settlement land in advance of implementing their treaty. On June 18, 2009 the Maa-nulth treaty was given Royal Assent by the federal government.

The new Coastal Reconciliation Protocol was signed with Central and North Coast First Nations. A historic reconciliation protocol – *Kunst'aa guu - Kunst'aayah*, which means “the beginning” – was also signed by the Province and the Haida Nation. The protocol included a commitment to restore the Aboriginal name of Haida Gwaii to the Queen Charlotte Islands.

Fiscal year 2009/10 was an eventful year for the BC Public Service. Not only was the B.C. government named one of Canada's Top 100 Employers, it was also named one of Canada's Greenest Employers and one of Canada's Most Family Friendly Employers. This recognition is the result of work done since 2006 to strengthen the employer-employee relationship.

# 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 Office of the Premier provides advice to the Premier and Cabinet as well as leading and co-ordinating the work of ministries and other government agencies. The Office also provides leadership to ensure timely decision-making, effective service delivery, and positive intergovernmental relations.

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.

Preliminary estimates from Statistics Canada show that British Columbia's real GDP contracted by 2.3 per cent in 2009, following a year of 0.0 per cent growth (or no change) in 2008. The slowdown in British Columbia during 2009 reflects the sharp United States and global economic downturn, the moderation of domestic demand in British Columbia, and volatility in world financial and commodity markets. The Ministry of Finance forecasts British Columbia's economy to return to growth in 2010, with real GDP increasing by 2.2 per cent. Risks to British Columbia's 2010 economic outlook include a double dip recession originating in the US, slower than anticipated global demand resulting in reduced demand for British Columbia's exports, further appreciation of the Canadian dollar, and further weakening of the US dollar resulting in significant disruptions to global financial and commodity markets.

In the face of those circumstances, 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.

Building a culture of innovation and collaboration in the public service also is critical as the pressure on government intensified to deliver higher quality services with fewer people. The public service continued to face challenges of an aging workforce. Work continued toward assessing the ways in which government operations will need to change in response to demographic and market forces, as well as the changing economic conditions.

## ***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.*

## Office of the Premier

The Province made significant headway in meeting core intergovernmental objectives, notwithstanding the context of the severe economic downturn affecting all governments in Canada, the United States and other world regions. British Columbia maintained positive relationships with the federal government, resulting in progress on a number of fronts in response to economic and policy challenges, strategically positioning the province as one of the strongest economic performers in Canada.

# Report on Performance

## Performance Plan Summary Table

Goal 1: Government's priorities are implemented	2009/10 Target	2009/10 Actual
1.1 <b>Government Strategic Plan guides public service activities</b> New Strategic Plan priority actions underway	100%	100% ACHIEVED
Goal 2: Government's accountability framework aligns government priorities	2009/10 Target	2009/10 Actual
2.1 <b>Ministries and Crown Agency activities are integrated and aligned with government's priorities</b> Performance agreements in place for Deputy Ministers and Associate Deputy Ministers	100%	100% ACHIEVED
Goal 3: Government is successful in achieving its intergovernmental relations objectives	2009/10 Target	2009/10 Actual
3.1 <b>British Columbia priorities are advanced through leadership in intergovernmental, bilateral and multilateral partnerships and international relations</b> Progress on key Intergovernmental Relations Plan issues	PROGRESS ON KEY ISSUES	ACHIEVED
Goal 4: The public service is well positioned to deliver government programs for British Columbians	2009/10 Target	2009/10 Actual
4.1 <b>BC Public Service plan <i>Being the Best</i> goals are realized</b> Percentage of human resource plan new initiatives underway	100%	100% ACHIEVED
Goal 5: Cabinet and Cabinet Committees are able to make timely and well-informed decisions	2009/10 Target	2009/10 Actual
5.1 <b>Cabinet and its Committees are supported with timely and effective advice</b> Cabinet receives timely advice on all key public policy recommendations and plans	100%	100% ACHIEVED

## Goals, Objectives, Strategies and Performance Results

### 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: Per cent of new Strategic Plan priority actions underway

Performance Measure	2007/08 Actual	2008/09 Actual	2009/10 Target	2009/10 Actual
Per cent of new 2009/10 - 2011/12 Strategic Plan priority actions underway	Strategic Plan Updated	90%	100%	100% ACHIEVED

Data Source: Deputy Ministers' Policy Secretariat

##### Discussion

The government sets new priority actions each year through its three-year Strategic Plan. The new priority actions may take more than one fiscal year to fully implement. For the government's *2009/10 - 2011/12 Strategic Plan Update*, new initiatives were targeted to be implemented by the end of 2011/12.

This measure takes into consideration the timing and implementation status of initiatives across government.

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

### Objective 2.1: Ministries' 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.
- Coordinate the implementation of high priority cross-ministry services, programs and strategic initiatives.

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

Performance Measure	2007/08 Benchmark	2008/09 Actual	2009/10 Target	2009/10 Actual
Performance agreements in place for Deputy Ministers and Associate Deputy Ministers.	100%	100%	100%	ACHIEVED

Data Source: BC Public Service Agency

#### 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. Ministers and Ministers of State include accountability statements in the introductory letters in their service plans.

<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*.

## 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

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

- Engaging the federal government in achieving B.C. priorities;
- Building partnerships with other provinces through bilateral co-operation such as joint Cabinet meetings with Alberta and Saskatchewan, and multilateral cooperation on shared priorities discussed at the Council of the Federation, the Western Premiers' Conference and other fora;
- Promoting positive international relations through B.C.'s economic, cultural and diplomatic ties and programs, with a special focus on the Asia-Pacific area in support of the Province's objective of opening up Canada's Pacific Gateway; and
- Establishing regional leadership, shared economic and environmental priorities such as action on clean energy, 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

Performance Measure	2007/08 Benchmark	2008/09 Actual	2009/10 Target	2009/10 Actual
Progress on key issues in Intergovernmental Relations Plan	Progress on key issues.	Progress on key issues.	Progress on key issues.	ACHIEVED

Data Source: Intergovernmental Relations Secretariat

### Discussion

The Intergovernmental Relations Secretariat continues to accomplish significant results in ensuring the Government is successful in achieving its intergovernmental objectives. Typically, intergovernmental relations objectives are about issues that take more than one fiscal year to measure progress against. For 2009/10, progress was made on all key issues:

- Hosting leading international dignitaries during the 2010 Olympic and Paralympic Winter Games to raise British Columbia's global profile, enable business opportunities and achieve policy objectives.
- Strengthen relationships with neighbouring jurisdictions by affirming and advancing initiatives having mutual benefits, such as joint cabinet meetings with Alberta, Saskatchewan and the State of Washington.
- Implement the Pacific Coast Collaborative agreement through a Leaders' Summit that advanced additional areas of benefit to B.C.
- Reach a new partnership with the state of Montana establishing a new collaborative approach to transboundary issues.
- Pursue new relations, engagement and agreements that position British Columbia as the North American Gateway to the Asia Pacific.
- Ensure clean energy and climate action remains a priority across jurisdictions, such that B.C. is acknowledged as a world leader in addressing climate change.
- Advance British Columbia's and Canada's interests within the Canadian federation on specific measures to increase jobs, productivity and competitiveness such as streamlined environmental assessments and increased labour mobility.

## **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 implement the public service human resource plan, *Being the Best*.
- 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 Baseline	2007/08 Actual	2008/09 Actual	2009/10 Target	2009/10 Actual
Percentage of human resource plan new initiatives underway	100%	75%	100%	100%	100% ACHIEVED

Data Source: Ministry of Citizens' Services, Workforce Planning and Leadership Secretariat

## **Discussion of Results**

In 2006, the Corporate Human Resource Plan for the BC Public Service, *Being the Best*, 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 most recent annual update, *Being the Best 4.0*, was released in December 2009. The Council is committed to continued implementation of the plan with the involvement of the BC Public Service.

Despite the economic uncertainty during 2009/10, *Being the Best* remained firmly in place as the guiding force behind the transformation of the BC Public Service as an employer.

The work outlined in *Being the Best* has transformed the employer-employee relationship and the annual Work Environment Survey is a critical tool in helping guide the plan to make the BC Public Service a more competitive employer that can recruit and retain the skilled professionals required to serve the people of British Columbia. Recognition of this transformation includes being named as one of Canada's top 100 employers and Canada's Most Family Friendly Employers. The BC Public Service was also named one of the province's top 55 employers and one of Canada's Greenest Employers for the past two consecutive years.

This performance measure is also being reported in the Ministry of Citizens' Services *2009/10 Annual Service Plan Report*.

## **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	2007/08 Benchmark	2008/09 Actual	2009/10 Target	2009/10 Actual
Cabinet receives timely advice on all key public policy recommendations and plans.	100%	100%	100%	100% ACHIEVED

**Data Source:** Cabinet Operations

**Discussion**

Cabinet Operations provided support to Cabinet and its committees in the decision-making process. As part of this process Cabinet Committees reviewed and provided advice to ministries and Cabinet regarding key policy, program and legislative initiatives.

# Report on Resources

	Estimated	Other Authorizations <sup>1</sup>	Total Estimated	Actual	Variance
<b>Operating Expenses (\$000)</b>					
<b>Deputy Ministers' Policy Secretariat</b>	2,044		2,044	1,463	(581)
<b>Intergovernmental Relations Secretariat</b>	2,766		2,766	3,422	656
<b>Executive and Support Services</b>	6,725		6,725	6,148	(577)
<b>Total</b>	<b>11,535</b>		<b>11,535</b>	<b>11,033</b>	<b>(502)</b>
<b>Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)</b>					
<b>Executive and Support Services</b>	35	0	35	0	(35)
<b>Total</b>	<b>35</b>	<b>0</b>	<b>35</b>	<b>0</b>	<b>(35)</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.

# Annual Service Plan Report Appendices

## Appendix A Ministry Contact Information and Hyperlinks to Additional Information

### Legislation

*Balanced Budget and Ministerial Accountability Act*

[www.bclaws.ca/EPLibraries/bclaws\\_new/document/ID/freeside/00\\_01028\\_01](http://www.bclaws.ca/EPLibraries/bclaws_new/document/ID/freeside/00_01028_01)

*Budget Transparency and Accountability Act*

[www.bclaws.ca/EPLibraries/bclaws\\_new/document/ID/freeside/00\\_00023\\_01](http://www.bclaws.ca/EPLibraries/bclaws_new/document/ID/freeside/00_00023_01)

*Provincial Symbols and Honours Act*

[www.bclaws.ca/EPLibraries/bclaws\\_new/document/ID/freeside/00\\_96380\\_01](http://www.bclaws.ca/EPLibraries/bclaws_new/document/ID/freeside/00_96380_01)

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