

**Office of the  
Premier**

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**2016/17  
Annual Service Plan Report**

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## Premier's Message and Accountability Statement



It is my pleasure to present the 2016/2017 Annual Service Plan Report for the Office of the Premier. Our focus is on building a prosperous, sustainable future for all British Columbians in every corner of our province.

We will work towards continuing to lead the country in creating jobs families can depend on, and controlling spending while making record investments in services and infrastructure that British Columbians depend on. We will create strong neighbourhoods, from creating transit-friendly communities to ensuring early child care is available, affordable, and accessible.

British Columbians have spoken loud and clear, and we have heard them. We're committed to working with all members in the legislature and all levels of government, ensuring all British Columbians are not only represented, but have a voice.

The Office of the Premier's *2016/17 Annual Service Plan Report* compares the Ministry's actual results to the expected results identified in the *2016/17 - 2018/19 Service Plan*. I am accountable for those results as reported.

A handwritten signature in blue ink that reads "Christy Clark". The signature is fluid and cursive, written on a light-colored background.

*Honourable Christy Clark*  
*Premier*

June 20, 2017

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## **Purpose of the Office of the Premier**

The Premier serves as the President of the Executive Council (Cabinet) of the Government of British Columbia. The Office of the Premier 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 facilitates effective policy coordination across the public service and ensures a strategic and corporate level approach is undertaken on the development and implementation of key priorities. The Premier is advised by the Deputy Minister to the Premier, Cabinet Secretary and Head of the Public Service on matters of public policy, and management and operational issues.

The Office:

- Articulates government's goals, commitments and priorities through ministry mandate letters, 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, the corporate strategies that exist to effectively support people, process and technology, to achieve ongoing improvements and efficiencies in the delivery of public services;
- 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 Direction and Context**

Led by the Office of the Premier, this government's strategic objective is to grow and strengthen our unique and beautiful province. That means creating opportunities for communities across the province, good jobs British Columbians can rely on, and ensuring prosperity for generations to come.

The Office of the Premier will continue to work with business, labour, First Nations, other levels of government, and all elected members of the legislature to continue to build an inclusive, diverse, and thriving province for all British Columbians, in every corner of our province.

## **Report on Performance**

The goals of the Office of the Premier are in accordance with the Taxpayer Accountability Principles (TAP) announced by the Government in June 2014. The principles of cost consciousness, accountability, appropriate compensation, service, respect and integrity are central to the Premier's work in leading the work of the government as a whole and ensuring effective policy coordination and a strategic and corporate approach across the public service.

## ***Goal 1: Government's priorities are implemented***

### **Objective 1.1: Ministries and Crown Agency activities are integrated and aligned with government's priorities**

#### **Strategies**

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

#### ***Performance Measure 1: Performance targets in place for Deputy Ministers and Associate Deputy Ministers***

<b>Performance Measure</b>	<b>2014/15 Actual</b>	<b>2015/16 Actual</b>	<b>2016/17 Target</b>	<b>2016/17 Actual</b>	<b>2017/18 Target</b>	<b>2018/19 Target</b>
Performance targets in place for Deputy Ministers and Associate Deputy Ministers	100%	100%	100%	100% Achieved	100%	100%

Data Source: BC Public Service Agency

#### **Discussion**

Within government's accountability framework there are strategies in place for all government staff, from front line workers to Deputy Ministers. The Office of the Premier is administratively responsible for the performance targets that are in place for Deputy Ministers.

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

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

**Objective 2.1: BC Public Service Corporate Initiatives goals are realized**

**Strategies**

- Continue to develop corporate initiatives for the BC Public Service.
- Continue to support people, process and technology by building on feedback and results.

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

<b>Performance Measure</b>	<b>2014/15 Actual</b>	<b>2015/16 Actual</b>	<b>2016/17 Target</b>	<b>2016/17 Actual</b>	<b>2017/18 Target</b>	<b>2018/19 Target</b>
BC Public Service is recognized as a top employer in British Columbia	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved

Data Source: BC Public Service Agency

**Discussion**

In 2006, the Corporate Human Resource Plan, *Being the Best*, was developed by the Deputy Ministers' Council, led by the Deputy Minister to the Premier. Now termed *Where Ideas Work*, the Council is committed to achieving the status of the BC Government as a top employer through ongoing 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 2017, BC's Top Employers for 2017, Canada's Top Family Friendly Employers for 2017, Canada's Greenest Employers for 2016 and Top Employers for Canadians over 40 for 2016.

***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, which align with government priorities, including an ability to measure the success of the initiatives.
- Effectively provide necessary and the appropriate logistical support for the operations and decision-making process of Cabinet and its Committees.
- Continue to use technologies and tools to improve efficiencies in the logistical support of Cabinet and its Committees.

***Performance Measure 3: Cabinet receives timely advice on all key policy recommendations and plans***

<b>Performance Measure</b>	<b>2014/15 Actual</b>	<b>2015/16 Actual</b>	<b>2016/17 Target</b>	<b>2016/17 Actual</b>	<b>2017/18 Target</b>	<b>2018/19 Target</b>
Cabinet receives timely advice on all key public policy recommendations and plans	100%	100%	100%	100% Achieved	100%	100%

**Data Source:** Cabinet Operations

**Discussion**

All major policies, programs and initiatives are reviewed by Cabinet or a Cabinet Committee to ensure alignment with government strategic priorities. There are currently nine Cabinet Committees and Cabinet working groups, each making recommendations to Cabinet on specific programs and initiatives within their respective mandates. For example, the Environment and Land Use Committee reviews issues affecting the province's land base and ensures that both economic and environmental considerations are balanced.

Cabinet Committees and ministries provided prompt and effective advice enabling timely and well-informed Cabinet decisions benefiting British Columbians.

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

**Objective 4.1: British Columbia’s priorities are advanced through leadership in intergovernmental, bilateral and multilateral partnerships and international relations.**

**Strategies**

- Engage the federal government in achieving BC priorities.
- Strengthen partnerships with other provinces through bilateral and multilateral co-operation on shared priorities discussed at the Council of the Federation and other Premiers’ meetings.
- Positively influence the policies and programs of other governments that affect the interests of British Columbia through enhanced economic, cultural and diplomatic ties and programs.
- Establish regional leadership, shared economic and environmental priorities, such as action on jobs and 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**

<b>Performance Measure</b>	<b>2014/15 Actual</b>	<b>2015/16 Actual</b>	<b>2016/17 Target</b>	<b>2016/17 Actual</b>	<b>2017/18 Target</b>	<b>2018/19 Target</b>
Progress on key issues in Intergovernmental Relations Plan	Progress on key issues achieved	Progress on key issues achieved	Progress on key issues	Progress on key issues achieved	Progress on key issues	Progress on key issues

**Data Source:** Intergovernmental Relations Secretariat

**Discussion**

Each year, the Intergovernmental Relations Secretariat (IGRS) updates its service plan with multi-year key objectives and major projects. During 2016/17, IGRS has advanced B.C.’s intergovernmental priorities by working across government and with other partners to facilitate and build effective government-to-government partnerships with the federal government, other provinces and territories, the United States federal government and regional U.S. states, and other international partners, particularly in the Asia Pacific region.

**Results for 2016/17 include:**

- **Multilateral inter-provincial cooperation:** British Columbia continues to play an important role in the work of the Council of the Federation and other meetings of Premiers. During 2016/17, Canada's Premiers agreed, among other things, to:
  - finalize the new Canada Free Trade Agreement;
  - continue joint work on health care innovation, with a focus on using technology and innovation to improve affordability, predictability and patient care;
  - continue to explore opportunities to enhance productivity and innovation;
  - stand together to refute unfair and inaccurate allegations of lumber subsidies and call on the federal government to remain firm in negotiations toward a new softwood lumber agreement;
  - call for an increase in overall economic immigration levels including raising the caps on the provincial and territorial nominee programs in order to enable jurisdictions to respond to local labour market needs; and
  - work with the federal government to develop a new generation of labour market transfer agreements.

On May 5 and 6, 2016, British Columbia hosted a meeting in Vancouver of the seven Western Premiers, representing Canada's four Western provinces and three territories. The meeting resulted in consensus on common approaches to several important files, including: health funding; infrastructure; disaster mitigation, response and recovery; and environmental assessment.

- **Cooperation with the federal government:** British Columbia engaged the federal government throughout the year on a range of issues important to the province, including softwood lumber, infrastructure, immigration and climate change. Since the 2015 federal general election, British Columbia has communicated a consistent set of priorities to the new federal government in bilateral meetings and correspondence with the Prime Minister and with federal Ministers.

As well, by continuing to align the implementation of the Canada-British Columbia Official Languages Agreement on French-Language Services with our provincial priorities, the Province is making a tangible contribution to the recognition of one of the fundamental elements of Canadian society.

- **Advocacy with the United States:** The current political situation in the United States, especially the rise of protectionism there, makes U.S. advocacy and engagement critically important. Moreover, important and sensitive negotiations with the U.S. are underway or expected, including on softwood lumber and the North American Free Trade Agreement. Over the past year, the Province has further strengthened its engagement and advocacy efforts with the U.S. Examples include:
  - **Softwood Lumber Negotiations:** B.C. has been working to secure a new softwood deal. The issue has been raised several times with numerous influential officials in Canada and the U.S., including the Prime Minister, U.S. Ambassador, Canadian Ambassador to the

- U.S., Governors, Senators and industry. B.C. appointed a Special Envoy to advocate for B.C.'s interests in the U.S. and with the Canadian Federal Government.
- **Building Technology Opportunities with Washington State:** The Premier and the Governor of Washington signed a Memorandum of Understanding that enables greater cross border cooperation on developing a technology super region. The “Cascadia Innovation Corridor” between Vancouver and Seattle is already seeing benefits, with increased research partnerships between the region’s universities and plans for enhanced transportation between the two cities.
  - **Leveraging B.C.-U.S. partnerships:** B.C. is a highly respected founding member of several cross-border partnerships, including the Pacific Coast Collaborative and the Pacific Northwest Economic Region (PNWER). Over the past year, the Province has successfully used these partnerships to counter protectionist sentiment in the U.S. and demonstrate the importance and mutual benefit of the Canada-U.S. economic, environmental and cultural relationship. Specifically, B.C. signed a new climate action agreement with Washington, Oregon and California. B.C. also served as President of PNWER and used the high profile role to work with the organization’s members to, among other things, increase funding, awareness and coordination of invasive species prevention initiatives.
  - **Strengthening the important B.C./Alaska Relationship:** B.C. has increased its collaboration with Alaska on several important environmental issues, including signing a Statement of Cooperation on Protecting Transboundary Waters. The agreement builds on and enhances water quality monitoring, environmental assessments and permitting relating to trans-boundary mines and development in both jurisdictions.
- **International engagement:** The Province cultivates relations with foreign governments through direct bilateral relations and engagement with representatives of other governments:
    - **Trade and Investment Missions** – Trade missions are an important part of British Columbia’s international engagement strategy to support economic growth and job creation throughout the province. In May 2016, the Premier’s mission to South Korea, Philippines and Japan advanced government-to-government relations with these priority countries and with British Columbia’s Korean sister province, Gyeonggi, through intergovernmental agreements and meetings. IGRS also supported the Finance Minister’s mission to India, Malaysia and Israel in October-November 2016 which advanced government-to-government relations and business development with priority national and state governments.
    - **High Level Visits** – In April 2016, the Sultan of Johor Darul Ta’zim, Malaysia, visited B.C. and met with Ministers as well as various stakeholders from the aerospace industry. In May 2016, the Premier met Guangdong Party Secretary HU Chunhua as part of a larger trade delegation and conference hosted by Guangdong Province. In September 2016, Their Royal Highnesses the Duke and Duchess of Cambridge came to BC for a week-long tour, which included stops all around the Province.

- **Engagement with the Consular Corps and Diplomatic Corps** – Priorities of the BC Government in Agriculture, Energy & Mines, Environment and Aboriginal Relations and Reconciliation were advanced by:
  - Engaging the Consular and Diplomatic corps representing 52 countries and two international organizations in the March 2017 Consular Corps Ministerial Briefing;
  - Co-ordinating the involvement of 17 members of the Consular Corps in the Lieutenant Governor’s Awards for Excellence in BC Wines in September 2016;
  - Responding to numerous international visit enquiries and delivering 60 visits directly.
  
- **Supporting citizen engagement:**
  - The Honours and Awards Secretariat processed 175 Order of British Columbia nominations for review and evaluation by the OBC Advisory Council when they met in 2017. 215 nominations were processed in 2016. 16 new members were appointed to the Order in 2016. Since its inception in 1989, 402 British Columbians have been appointed to the Order of British Columbia.
  - The Honours and Awards Secretariat processed and submitted more than 280 Medal of Good Citizenship nominations for the Selection Committee’s review and evaluation to date. As of March 30, 2017, 39 citizens and two communities have received the medal at regional ceremonies throughout the Province.
  - Congratulatory messages from the Government to British Columbians: IGRS receives and processes more than 2,000 birthday and anniversary greetings annually for official congratulatory messages to BC residents celebrating significant milestones in their lives.
  - Use of “B.C.” or “British Columbia” in a name: IGRS reviewed 284 applications, approving 242 and rejecting 35 in 2016 and so far in 2017 reviewed 94 applications, approving 73 and rejecting 18. The remainder are still in process.
  
- **Technology:** British Columbia actively advanced the use of cost-effective telepresence technology in engagements with other governments, including BC’s domestic and international trade interests, approaches to Asia, and other intergovernmental priorities. IGRS also used telepresence extensively to manage cross-government coordination of BC’s intergovernmental priorities.

# Financial Report

## Financial Report Summary Table

Core Business Areas	16/17 Estimated	Other Authorizations <sup>1</sup>	Total Estimated	Actual	Variance
<b>Operating Expenses (\$000)</b>					
Intergovernmental Relations Secretariat	2,453	0,496	2,949	2,949	-
Executive and Support Services	6,545	0,085	6,630	6,630	-
<b>Sub Total -Operating Expenses</b>	<b>8,998</b>	<b>0,581</b>	<b>9,579</b>	<b>9,579</b>	<b>-</b>
Adjustment of Prior Year Accrual <sup>2</sup>	0,000	0,000	0,000	(9)	(9)
<b>Total</b>	<b>8,998</b>	<b>0,581</b>	<b>9,579</b>	<b>9,570</b>	<b>(9)</b>
<b>Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)</b>					
Executive and Support Services	1	0,000	1	0,000	(1)
<b>Total .....</b>	<b>1</b>	<b>0,000</b>	<b>1</b>	<b>0,000</b>	<b>(1)</b>
<b>Capital Plan (\$000)</b>					
By Core Business (and Purpose) .....	0,000	0,000	0,000	0,000	0,000
<b>Total .....</b>	<b>0,000</b>	<b>0,000</b>	<b>0,000</b>	<b>0,000</b>	<b>0,000</b>
<b>Other Financing Transactions (\$000)</b>					
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
<b>Total Receipts .....</b>	<b>0,000</b>	<b>0,000</b>	<b>0,000</b>	<b>0,000</b>	<b>0,000</b>
<b>Total Disbursements .....</b>	<b>0,000</b>	<b>0,000</b>	<b>0,000</b>	<b>0,000</b>	<b>0,000</b>
<b>Total Net Cash Source (Requirements) .....</b>	<b>0,000</b>	<b>0,000</b>	<b>0,000</b>	<b>0,000</b>	<b>0,000</b>

<sup>1</sup> "Other Authorizations" include Supplementary Estimates, Statutory Appropriations and Contingencies. 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> The Adjustment of Prior Year Accrual of \$9 K is a reversal of accruals in the previous year.

## **Appendix A - Premier's Office Contact Information**

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