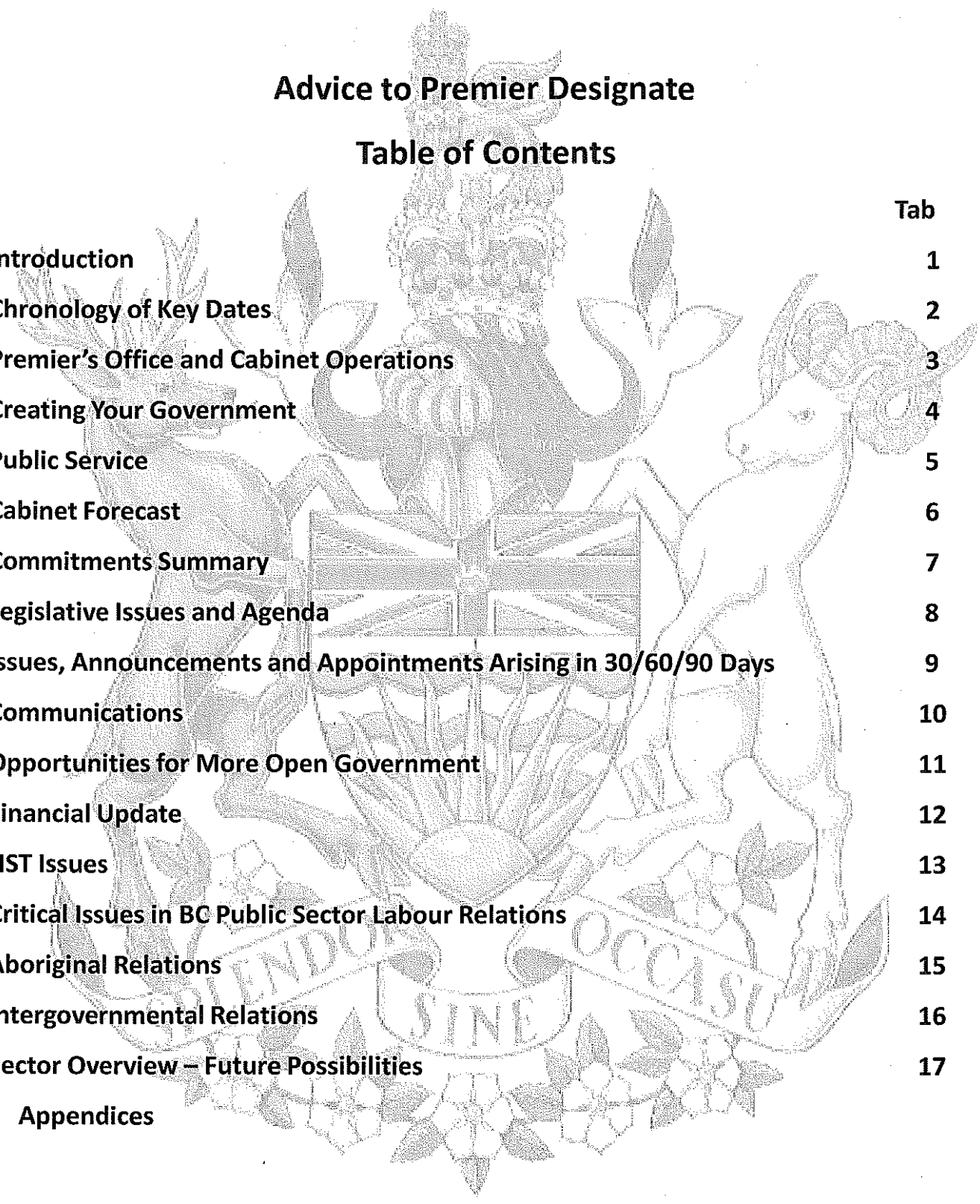


Advice to Premier Designate

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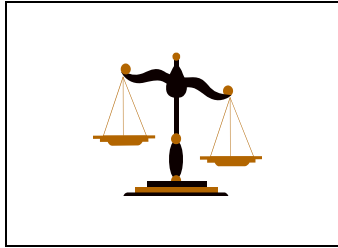
01 Introduction

01 Introduction

This book is an introduction to the many issues that concern the Premier's Office, Office of the Deputy Minister to the Premier and Cabinet Secretary, and Cabinet Operations. It provides information on how to form your government, key issues facing you and government, possible agendas for Cabinet and the Legislature. These are offered as pro forma schedules based on known issues. They may not reflect your overall sense of prioritisation or new issues you would like to tackle as they are more an inventory of the present.

It has been written, as much as is possible, in a narrative style rather than as a compendium of briefing notes. Deputy Ministers are on call, however, to provide a detailed briefing note on any issue of interest to you within 24 hours of any request, keeping in mind that they too are preparing transition books for the possibility of new ministers.

There is content in this book that will no doubt be familiar to you as a member of Cabinet. Please be forgiving if it covers ground familiar to you. The goal was to be complete.



Information Access Operations

INFORMATION AND PRIVACY REQUEST: OOP-2011-00069

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DESCRIPTION OF DOCUMENT:	Chapter 2 (Chronology of Key Dates)
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Advice to Premier Designate

03 Premier's Office and Cabinet Operations

- **Relationship with Lieutenant Governor**
- **Structure of the Office of the Premier**
- **Office of the Premier –Fiscal 2010/11 Budget**
- **Office of the Premier –Fiscal 2011/12 Budget**
- **Organization Charts**
- **Ministers' Offices**

03 Premier's Office and Cabinet Operations

Relationship with Lieutenant Governor

It is the prerogative of the Lieutenant Governor to appoint the Premier and the Executive Council.

It is convention that he will appoint the leader of the party which he considers can command the majority of the Legislative Assembly.

As soon as a transition date is agreed upon by the Premier Designate and the outgoing Premier, the Cabinet Secretary should communicate this to the Lieutenant Governor's Private Secretary, Herb LeRoy.

The changeover is initiated, in accordance with constitutional convention, by the current Premier resigning. This resignation immediately vacates all other ministerial positions allowing new Ministers to be appointed. For this reason it is recommended that the following events take place on the same day:

- the resignation of the outgoing Premier;
- the invitation to the Premier Designate to form a government, and
- the swearing-in of the new Premier and the new Executive Council.

Structure of the Office of the Premier

Executive Branch

The Executive Branch is comprised of three components: the political office, the Scheduling Branch and the Correspondence Branch.

The Premier's political office (the office) is responsible for managing the day-to-day operations of the Premier, coordinating cross-government communications and issues management and developing the strategic objectives of government.

The office also serves Executive Council by ensuring ministers' communications and issues management strategies are well developed and coordinated across government.

The office plays a major role in assisting ministers with the development of new policy initiatives, issues management and stakeholder relations.

In conjunction with the House Leader, the office assists in the management of all aspects of the legislative session including developing and briefing cabinet on the daily session strategy.

The office is responsible for all hiring and human resource issues for political staff across government.

There are currently nine political positions within the office:

- Chief of Staff
- Deputy Chief of Staff, Executive Assistant to the Premier
- Deputy Chief of Staff, Policy Coordination and Issues Management
- Senior Coordinator, Issues Management
- Press Secretary
- Director of Communications
- Communications Coordinator
- Senior Coordinator, Website and Direct Media
- Executive Assistant to the Chief of Staff

The following descriptions break down specific responsibilities.

Chief of Staff

Paul Taylor

The Chief of Staff reports directly to the Premier. The Chief of Staff is the senior political advisor to government responsible for providing strategic advice to the Premier and Executive Council to advance government's policy and legislative objectives. The Chief of Staff attends and participates in the discussions at Cabinet and the committees of Cabinet.

Deputy Chief of Staff and Executive Assistant to the Premier

Lara Dauphinee

Reports to the Chief of Staff. Responsible for the operational management of the Premier's Office, administrative staffing of ministers' offices and the Premier's scheduling.

Deputy Chief of Staff, Policy Coordination and Issues Management

Jeff Hanman

Reports to the Chief of Staff. Responsible for co-ordinating issues management for the Premier and Chief of Staff across government; provides strategic advice for government's policy and legislative objectives. Key contact for the Premier and executive council on breaking issues and daily operations of government.

Senior Coordinator, Issues Management

Doug Brown

Reports to the Deputy Chief of Staff, Policy Co-ordination and Issues Management. Responsible for assisting the Deputy Chief of Staff on all issues management across government and provides political advice as required to support the government's agenda. Coordinates the office's response to FOI requests.

Press Secretary

Vacant

Currently reports to the Chief of Staff. The Press Secretary is responsible for maintaining and enhancing the relationship with the media and ensuring the Premier and Deputy Chief of Staff, Issues Management are aware of emerging issues.

Director of Communications

Dale Steeves

Reports to the Deputy Chief of Staff and Executive Assistant to the Premier. Responsible for ensuring the development and coordination of all proactive communication materials for the Premier.

Communications Coordinator

Matthew MacInnis

Reports to the Director of Communications. Responsible for supporting the Director of Communications by providing written materials and participating in the development of communications products.

Senior Coordinator, Website and Direct Media

**Nicole Chalmers
(on loan to HST Office)**

Reports to the Director of Communications. Responsible for the development and implementation of communications strategies related to websites, online media, the internet, and e-mail communications.

Executive Assistant to the Chief of Staff

Jennifer Chalmers

Reports to the Chief of Staff. Responsible for managing the Chief of Staff's calendar and providing administrative support as required. Also assists the Deputy Chief of Staff, Issues Management and Policy Coordination with the administrative management of the Victoria office.

Events Coordinator (Vancouver)

Carling Dick

Reports to the Deputy Chief of Staff and Executive Assistant to the Premier. Provides events and project planning and support for the Premier's Office.

Administrative Coordinator (Vancouver)

Jessica Webb

Reports to the Deputy Chief of Staff and Executive Assistant to the Premier. Assists the Deputy Chief of Staff and Executive Assistant to the Premier with the administrative management of the Premier's Vancouver Office. Also assists with event planning.

Executive Receptionist (Vancouver)

Gail Roberts

Reports to the Deputy Chief of Staff and Executive Assistant to the Premier. Responsible for general office administration for the Vancouver Office.

Office of the Deputy Minister to the Premier & Cabinet Secretary

The Deputy Minister to the Premier is, with the Chief of Staff, the chief policy advisor to the Premier. As the senior-most public servant, he also maintains responsibility for the overall functions of the public service and is responsible to the Premier for ensuring the efficiency of the "machinery" of government. Deputy Ministers functionally report to the Deputy Minister to the Premier and the Deputy Minister to the Premier chairs the Deputy Ministers' Council.

The Deputy Minister to the Premier is also the Cabinet Secretary. The Cabinet Secretary is responsible for managing the decision-making process of Cabinet and advising on the administrative soundness of proposed policy and legislation. The Cabinet Secretary is supported in this role by the Deputy Cabinet Secretary.

The Deputy Minister's Office (DMO), located on the 2nd floor of the West Annex, has 5 staff who support the Deputy Minister and his responsibilities.

**Deputy Minister to the Premier and Cabinet Secretary
and Head of the Public Service**

Allan Seckel

Executive Administrative Coordinator

Linda Pink

Responsible for managing the Deputy Minister's calendar, travel and expenses and providing administrative support as required.

Director, Corporate Priorities and Performance Management

Sandy Wharf

Assist the Deputy Minister to the Premier in his role overseeing the work of the public service by managing executive appointments, DM performance agreements and meetings of DMC, and liaising with ministries on priority issues.

Director, Executive Operations

Michelle Leamy

Responsible for administration and operations of the Deputy Minister's Office, overall Premier's Office budget and FOI coordination, human resources and facilities processes for Premier's Office and Ministers' Offices.

Executive Administrative Coordinators

Kim Jordison

Amber Rossner

Responsible for administrative management (accounts payable, FOI tracking, records management, etc.) and providing administrative support as required.

Cabinet Operations

Cabinet Operations, comprising 16 staff, is part of the Public Service and reports to the Deputy Minister to the Premier and Cabinet Secretary.

Deputy Cabinet Secretary and Assistant Deputy Minister

Elizabeth MacMillan

Overall responsibility for Cabinet Operations and management of the Cabinet/committees process.

Executive Assistant

Debbie Laverty

Provide senior executive secretarial and administrative support to Deputy Cabinet Secretary and to Cabinet Operations.

Cabinet Committee Directors

**Charlotte Powell
Carol Ann Rolf
Sandra Sajko
Jennifer Furry
Paul Finkel
Tim Cottrell
Rozlynn Mitchell**

Acts as primary point of contact for ministry staff and works with ministries to coordinate submission of materials to Cabinet. Reviews ministry submissions to ensure the quality of advice and information presented to Cabinet and its Committees is of a high standard; that a full range of options is presented and analyzed in the decision-making process; and that decisions are consistent with the overall policy, fiscal, legislative and strategic priorities of government. Drafts committee minutes and communicates committee decisions back to ministries. Assists ministries with the submission of draft legislation and all necessary supporting documents.

Cabinet Analysts

**Karen DeMeo
Jean Hanna**

Conducts ad hoc projects that improve the effectiveness of Cabinet Operations.

Order-in-Council Coordinator

Nora Cedar

Coordinates OICs, and monitors and tracks Order-in-Council submissions.

Cabinet Operations Manager

Debbie Tsukayama

Plans, coordinates and facilitates Cabinet and its committee meetings. Information expert in the administrative policies and procedures and processes in support of effective and efficient operations for Cabinet and Cabinet committees.

Cabinet Document Coordinator

Joyce Gillespie

Locates Cabinet and Committee records for FOI requests and litigation.

Document Processing Coordinator

Sheila Stevenson

Assembles meeting binders and maintains the attendance surveys. Coordinates the ordering of supplies, accounts payable, ARCS/ORCS for Cabinet records, and acts as a liaison to Ministry/DM staff as well as Security.

Cabinet Committee Assistant

Robyn Thomson

Provides administrative support to Cabinet Operations.

Development of Agendas and Submissions

Cabinet Operations' core role and function is to support decision-making by Cabinet and its Committees. It does this by coordinating and tracking agenda items across government and with Treasury Board staff. It provides advice to ministries to help ensure requests for decisions and other material provided to Cabinet and its Committees are coordinated with, and informed by, related decisions being sought by other ministries. It also provides advice to ministries to ensure that the materials provided to Cabinet and its Committees are well-prepared, comprehensive and concise and are informed by Cabinet's priorities and emerging issues.

Appointments and Records

Cabinet Operations records and communicates Cabinet and Committee decisions to Ministers and Ministries. It maintains records of these decisions and also ensures the instruments and protocols are in place to protect Cabinet and Committee confidentiality and decisions. These include Oaths and Undertakings of Confidentiality, Conflict of Interest declaration and reporting, disclosure of Cabinet material for litigation and under other statutory obligations. Cabinet Operations works with Legislative Counsel to prepare the necessary orders to constitute Cabinet and its Committees, to appoint Ministers and to assign or re-assign responsibilities to ministries.

Meeting Logistics

Cabinet Operations attends to the logistical requirements of the meetings of Cabinet and its Committees. It consults with the Deputy Chief of Staff and Executive Assistant to coordinate a meeting schedule, surveys members for attendance, distributes and securely destroys meeting materials, and attends to facility and catering requirements.

Legislation and OICs

Cabinet Operations coordinates legislative processes, including regulations and all Orders in Council (OIC). It assists Cabinet, the House Leader and Legislative Counsel to prepare the legislative agenda by ensuring coordinated development of legislation from the initiation of policy review to approval for final drafted legislation to be introduced into the House. Cabinet Operations prepares a summary of OICs for Cabinet review and works with Ministers and the OIC office to obtain the signatures necessary to bring them into effect.

Appointments to Agencies, Boards and Commissions

Appointments of heads or members of various agencies, boards and commissions are also made by Order in Council. For these, the Board Resourcing and Development Office (BRDO) brings forward recommendations to Cabinet after review and vetting.

S13

S13

S13

Government Strategic Plan and Service Plans

Cabinet Operations develops and coordinates the review and approval of Government's Strategic Plan. It ensures that Service Plans and Service Plan Reports are coordinated and aligned across government and that they support Government's Strategic Plan. A copy of the Government's Strategic Plan (Appendix A) and the Office of the Premier Service Plan (Appendix B) are attached.

Innovations underway

S13

Office of the Premier –Fiscal 2010/11 Budget

Operating Expenditure Detail as at January 31, 2011 for FY 10/11

- For the month ending January 31, 2011, the Office of the Premier is projecting to under spend its restated 10/11 voted appropriation of \$7.049M by \$1.051M.
- In 2009/10, the Office of the Premier under spent the budget of \$11.535M by \$0.471M at year end.

	2010/11 Annual Budget	Jan Expenditure Forecast	Projected Under/(over) Expenditure
	A	B	A - B
Deputy Ministers' Policy Secretariat	1,798,000	1,054,574	743,426
Executive and Support Services	5,251,000	4,943,884	307,116
Premiers Office	2,878,000	2,660,840	217,160
Executive Operations	2,373,000	2,283,044	89,956
Total	7,049,000	5,998,458	1,050,542

Monthly Forecast As At: January 31, 2011
Deputy Ministers' Policy Secretariat
Office of the Premier

	A	B	C	D = (A - C)
	Budget			
	FY2011			
STOB				
	<i>Operating:</i>			
50	Salary - Regular & OT			957,000
51	Salary - Supplementary			0
52	Salary - Benefits			235,000
57	Travel			25,000
5901	Legal Services			447,000
60	Prof Services - Operational & Regulatory			30,000
61	Prof Services - Advisory		S13	0
63	Information Systems - Operating			20,000
65	Office & Bus Exp (incl. F&E under \$1000)			28,000
69	Utilities, Materials, & Supplies			5,000
73	Amortization Expense			28,000
85	Other Expenses			24,000
	Total Before Recoveries			1,799,000
	<i>Recoveries</i>			
88	Recoveries within Gov't			(1,000)
	Total Recoveries			(1,000)
	Net Total			1,798,000

Monthly Forecast As At: January 31, 2011
Division: Premier's Office
Branch: Executive Branch Summary

	A	B	C	D = (A - C)
	Budget			
	FY2011			
STOB				
	<i>Operating:</i>			
50	Salary - Regular & OT	1,841,000		
51	Salary - Supplementary	5,000		
52	Salary - Benefits	483,000		
54	Legislative Salaries/Indemnities	93,000		
55	Boards/Commissions/Courts Fees & Exp	0		
57	Travel	232,000		
5906	BC Public Service Agency	0		
5909	ARES Recurring Charges	0		
5911	ARES One Time Charges	0		
5925	WTS Fixed Costs	0		
5926	WTS Negotiated Costs	0		
5940	Other centralized Mgmt costs	0		
60	Prof Services - Operational & Regulatory	0		
61	Prof Services - Advisory	10,000		
63	Information Systems - Operating	37,000		
65	Office & Bus Exp (incl. F&E under \$1000)	88,000		
67	Informational Advert & Publications	0	S13	
68	Statutory Advertising & Publications	0		
69	Utilities, Materials, & Supplies	0		
70	Operating Equip. & Vehicles	1,000		
73	Amortization Expense	7,000		
74	Gain/Loss on Capital Assets Disposal	0		
75	Building Occupancy Charges	0		
77	Grants	0		
79	Entitlements	0		
80	Transfers under Shared Cost Agreement	0		
81	Trnsf btwn Votes, Spec.Accts & Funds	0		
83	Interest Costs - Public Debt	0		
84	Interest Costs - Non Public Debt	0		
85	Other Expenses	81,000		
	Total Before Recoveries	2,878,000		
	<i>Recoveries</i>			
86	Recoveries between Votes, Spec Acct	0		
88	Recoveries within Gov't	0		
89/90	Recoveries external to Gov't	0		
	Total Recoveries	0		
	Net Total	2,878,000		

Monthly Forecast As At: January 31, 2011

Division: Premier's Office

Branch: Executive Operations Summary

	A	B	C	D = (A - C)
	Budget			
	FY2011			
STOB				
<i>Operating:</i>				
50 Salary - Regular & OT	1,445,000			
51 Salary - Supplementary	5,000			
52 Salary - Benefits	362,000			
54 Legislative Salaries/Indemnities	0			
55 Boards/Commissions/Courts Fees & Exp	0			
57 Travel	147,000			
5901 Legal Services	38,000			
5906 BC Public Service Agency	0			
5909 ARES Recurring Charges	0			
5911 ARES One Time Charges	0			
5925 WTS Fixed Costs	0			
5926 WTS Negotiated Costs	0			
60 Prof Services - Operational & Regulatory	1,000			
61 Prof Services - Advisory	40,000			
63 Information Systems - Operating	31,000			
65 Office & Bus Exp (incl. F&E under \$1000)	203,000			
67 Informational Advert & Publications	0		S13	
68 Statutory Advertising & Publications	0			
69 Utilities, Materials, & Supplies	0			
70 Operating Equip. & Vehicles	12,000			
73 Amortization Expense	12,000			
74 Gain/Loss on Capital Assets Disposal	0			
75 Non ARES BOCs	0			
77 Grants	1,000			
79 Entitlements	0			
80 Transfers under Shared Cost Agreement	0			
81 Trnsf btwn Votes, Spec.Accts & Funds	0			
83 Interest Costs - Public Debt	0			
84 Interest Costs - Non Public Debt	0			
85 Other Expenses	77,000			
Total Before Recoveries	2,374,000			
<i>Recoveries</i>				
86 Recoveries between Votes, Spec Acct	0			
88 Recoveries within Gov't	(1,000)			
89/90 Recoveries external to Gov't	0			
Total Recoveries	(1,000)			
Net Total	2,373,000			

Office of the Premier –Fiscal 2011/12 Budget

The Office of the Premier's 11/12 budget has reduced by \$0.374M from the restated 10/11 budget. This is largely due to attrition reductions across the divisions, and the Telepresence budget reduction of \$0.014M.

2009/10 to Restated 2010/11 Budget Changes

	2009/10	2010/11 Restated	\$ Variance	% Variance	Comments
Intergovernmental Relations Secretariat	2,766	-	- 2,766	-100%	-Transferred entire sub-vote to Ministry of Tourism, Trade and Investment
Deputy Ministers' Policy Secretariat	2,044	1,798	- 246	-12%	-\$121K SSBC and Legal Services Centralization -\$125K Attrition and TBS directed reductions
Executive and Support Services	6,725	5,251	- 1,474	-22%	
Premier's Office	3,552	2,878	- 674	-19%	-\$233K SSBC and Legal Services Centralization -\$238K Transferred MoS for IGR to PSSG -\$203K Attrition and TBS directed reductions
Executive Operations	3,173	2,373	- 800	-25%	-\$613K SSBC and Legal Services Centralization -\$187K Attrition and TBS directed reductions
Total Office of the Premier	11,535	7,049	- 4,486	-39%	

Restated 2010/11 to 2011/12 Budget Changes

	2010/11 Restated	2011/12	\$ Variance	% Variance	Comments
Deputy Ministers' Policy Secretariat	1,798	-	- 1,798	-100%	-Transferred \$200K from legal services to Premier's Office salaries and benefits -Consolidated remaining budget with Cab Ops (Executive Operations)
Executive and Support Services	5,251	6,675	1,424	27%	
Premier's Office	2,878	2,951	73	3%	-\$62K increase to salaries and benefits. Net impact of \$200K increase from DMPS, and attrition reductions of \$138K -\$11K Increase to STOB 85 to cover off
Executive Operations	2,373	3,724	1,351	57%	Net increase of \$1.351M: -Consolidation of \$1.598M from DMPS -Attrition reduction \$247K, net of minor increases to office and other expenses
Total Office of the Premier	7,049	6,675	- 374	-5%	

The Office of the Premier experienced some changes due to the Oct 25/10 government reorganization.

- The Minister of State for Intergovernmental Relations moved to the Ministry of Public Safety and Solicitor General as the Minister of State for Building Code Renewal. Total budget reduction of \$0.238M.
- The Intergovernmental Relations Secretariat moved to the Ministry of Tourism, Trade and Investment. Total budget reduction of \$2.424M for 10/11, and \$2.322M for 11/12 and out years.

Other changes made to the 11/12 budget due to the new organizational structure and budget requirements:

- Moved \$200K from Deputy Ministers' Policy Secretariat (DMPS) Legal Services budget, to the Premier's Office Salaries and Benefits, to offset projected pressures.
- Moved remaining DMPS budget of \$1.461M to the Executive Operations sub-sub vote, to merge with Cabinet Operations to increase operational efficiency.
- Telepresence initiative budget reduction of \$0.014M to Ministry of Citizens' Services.

2011/12 Capital Budget

The capital budget includes a \$1K placeholder in Office Furniture and Equipment

	2010/11 Restated	2011/12 Estimates	\$ Variance	% Variance
Deputy Ministers' Policy Secretariat	-	-	-	0%
Executive and Support Services	1	1	-	0%
Premier's Office	-	-	-	0%
Executive Operations	1	1	-	0%
Total Office of the Premier	1	1	-	0%

Office of the Premier STOB Summary

STOB	Description	2010/11 Restated	2011/12 Estimates	\$ Variance	% Variance	Comments
50EA	Base Salaries and Overtime	4,243	3,954	- 289	-7%	Net impact of attrition reductions, STOB reallocation from STOB 5901, and benefits chargeback rate balancing from 24.5% to 23%
51EA	Supplementary Salary Costs	10	10	-	0%	
52EA	Employee Benefits	1,080	1,168	88	8%	Net impact of attrition reductions, STOB reallocation from STOB 5901, and benefits chargeback rate balancing from 24.5% to 23%
54EA	Legislative Salaries and Indemnities	93	93	-	0%	
57EA	Public Servant Travel	404	404	-	0%	
5901	Legal Services	485	284	- 201	-41%	Transferred \$200K to Premier's Office salary and benefits, from DMPS Legal Services
60EA	Professional Services - Operational & Regulatory	31	31	-	0%	
61EA	Professional Services - Advisory	50	50	-	0%	
63EA	Information Systems - Operating	88	81	- 7	-8%	Net impact of minor STOB increase, and telepresence reduction (\$14K)
65EA	Office and Business Expenses	319	329	10	3%	Minor increases anticipated
67EA	Informational Advertising and Publications	-	-	-	0%	
69EA	Utilities, Materials and Supplies	5	5	-	0%	
70EA	Operating Equipment and Vehicles	13	13	-	0%	
73EA	Amortization Expenses	47	47	-	0%	
77EA	Grants	1	1	-	0%	
84EA	Interest on Non Public Debt	-	-	-	0%	
85EA	Other Expenses	182	207	25	14%	Minor increases anticipated
88EA	Recoveries Within Government	- 2	- 2	-	0%	
90EA	Recoveries External to Government	-	-	-	0%	
	Total	7,049	6,675	- 374	-5%	

Moved \$200K from legal services to salary and benefits to offset pressures in the Premier's Office, and previous attrition reductions
 Moved remaining DMPS budget to Executive Operations, to consolidate with Cabinet Operations

Detail by Sub-Sub Vote

Premier's Office - Executive and Support Services

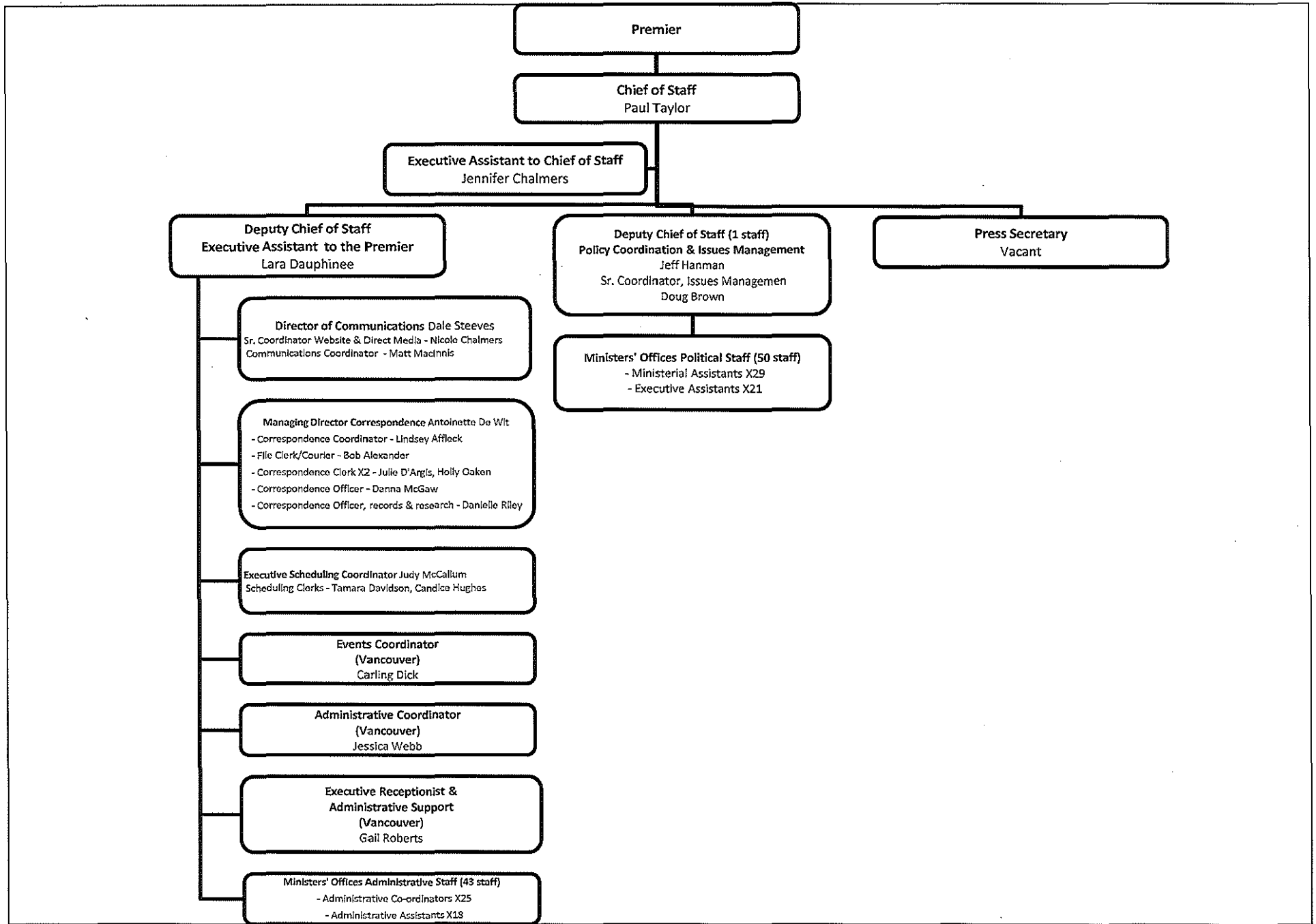
STOB	Description	2010/11 Restated	2011/12 Estimates	\$ Variance	% Variance	Comments
						Net impact of: -Attrition reductions of (\$110K) -Increase from DMPS Legal Services for salary pressures \$160K -Benefits Chargeback rate rebalancing from 24.5% to 23%. Increase of \$24K
50EA	Base Salaries and Overtime	1,841	1,915	74	4%	
51EA	Supplementary Salary Costs	5	5	-	0%	
						Net impact of: -Attrition reductions of (\$28K) -Increase from DMPS Legal Services for salary pressures \$40K -Benefits Chargeback rate rebalancing from 24.5% to 23%. Decrease of (\$24K)
52EA	Employee Benefits	483	471	- 12	-2%	
54EA	Legislative Salaries and Indemnities	93	93	-	0%	
57EA	Public Servant Travel	232	232	-	0%	
5901	Legal Services	-	-	-	0%	
60EA	Professional Services - Operational & Regulatory	-	-	-	0%	
61EA	Professional Services - Advisory	10	10	-	0%	
63EA	Information Systems - Operating	37	37	-	0%	
65EA	Office and Business Expenses	88	88	-	0%	
67EA	Informational Advertising and Publications	-	-	-	0%	
69EA	Utilities, Materials and Supplies	-	-	-	0%	
70EA	Operating Equipment and Vehicles	1	1	-	0%	
73EA	Amortization Expenses	7	7	-	0%	
77EA	Grants	-	-	-	0%	
84EA	Interest on Non Public Debt	-	-	-	0%	
85EA	Other Expenses	81	92	11	14%	Minor costs anticipated in the future
88EA	Recoveries Within Government	-	-	-	0%	
90EA	Recoveries External to Government	-	-	-	0%	
	Total	2,878	2,951	73	3%	

Moved \$200K from DMPS to offset salary and benefits pressures, and previous attrition reductions

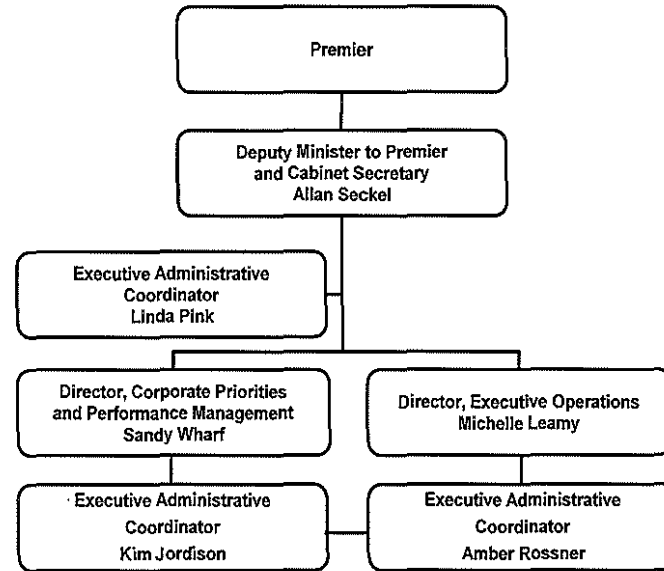
Executive Operations - Executive and Support Services

STOB	Description	2010/11 Restated	2011/12 Estimates	\$ Variance	% Variance	Comments
						Net Impact of: -Attrition reductions of (\$93K) -Increase from DMPS transfer in \$839K -Benefits Chargeback rate rebalancing from 24.5% to 23%. Decrease of (\$152K)
50EA	Base Salaries and Overtime	1,445	2,039	594	41%	
51EA	Supplementary Salary Costs	5	5	-	0%	
						Net Impact of: -Attrition reductions of (\$22K) -Increase from DMPS transfer in \$205K -Benefits Chargeback rate rebalancing from 24.5% to 23%. Increase of \$152K
52EA	Employee Benefits	362	697	335	93%	
54EA	Legislative Salaries and Indemnities	-	-	-	0%	
57EA	Public Servant Travel	147	172	25	17%	DMPS transfer in
5901	Legal Services	38	284	246	0%	DMPS transfer in
60EA	Professional Services - Operational & Regulatory	1	31	30	0%	DMPS transfer in
61EA	Professional Services - Advisory	40	40	-	0%	
						Net Impact of: -DMPS transfer in \$27K -Telepresence reduction (\$14K)
63EA	Information Systems - Operating	31	44	13	42%	
						Net impact of: -DMPS transfer in \$33K -Increase of \$5K to meet minor anticipated costs in the future
65EA	Office and Business Expenses	203	241	38	19%	
67EA	Informational Advertising and Publications	-	-	-	0%	
69EA	Utilities, Materials and Supplies	-	5	5	0%	
70EA	Operating Equipment and Vehicles	12	12	-	0%	
73EA	Amortization Expenses	12	40	28	233%	DMPS transfer in
77EA	Grants	1	1	-	0%	
84EA	Interest on Non Public Debt	-				
						Net impact of: -DMPS transfer in \$24K -Increase of \$14K to meet minor anticipated costs in the future
85EA	Other Expenses	77	115	38	49%	
88EA	Recoveries Within Government	-	2	-	0%	
90EA	Recoveries External to Government	-				
	Total	2,373	3,724	1,351	57%	

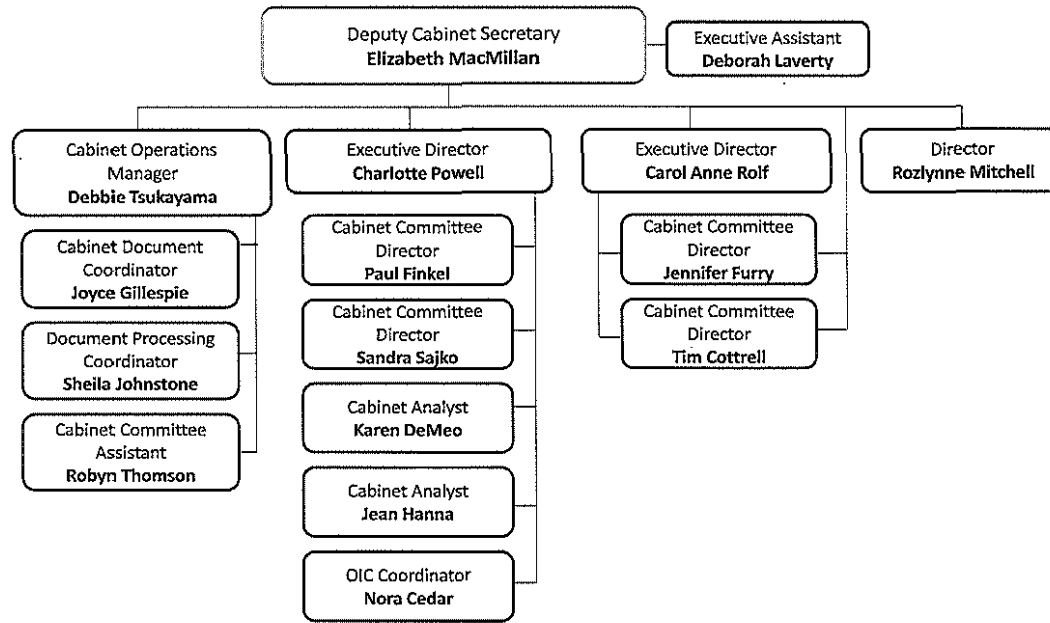
Moved remaining DMPS budget in, to consolidate with Cabinet Operations



Office of the Premier
Deputy Minister's Office



Cabinet Operations Organization Chart



February 22, 2011

Ministers' Offices

S13

Advice to Premier Designate

04 Creating Your Government

- **Organization of Ministries and Appointment of Executive Council**
- **Creation of Executive Council and Committees**
- **Deputy Ministers**

04 CREATING YOUR GOVERNMENT

Organization of Ministries and Appointment of Executive Council

S13

Creation of Executive Council and Committees

S13

S13

S13

S13

S13

Deputy Ministers

S13

S13

Deputy Ministers' Council

Office of the Premier

Allan P. Seckel, QC, Deputy Minister to the Premier and Cabinet Secretary
and Head of the Public Service

Ministry of Aboriginal Relations and Reconciliation

Steve Munro, Deputy Minister

Ministry of Agriculture

Wes Shoemaker, Deputy Minister

Ministry of Attorney General

David Loukidelis, Deputy Attorney General

Ministry of Children and Family Development

Lesley du Toit, Deputy Minister

Ministry of Citizens' Services

Kim Henderson, Deputy Minister

Ron Norman, Head, Government Communications

Lynda Tarras, Head, BC Public Service Agency

Ministry of Community, Sport and Cultural Development

Grant Main, Deputy Minister

Ministry of Education

James Gorman, Deputy Minister

Ministry of Energy

Robin Junger, Deputy Minister (resignation tendered, effective March 11, 2011)

Ministry of Environment

Cairine MacDonald, Deputy Minister

Ministry of Finance

Graham Whitmarsh, Deputy Minister

Ministry of Forests, Mines and Lands

Dana Hayden, Deputy Minister

Ministry of Health Services

John Dyble, Deputy Minister

Ministry of Labour

Rob Lapper, Deputy Minister

Ministry of Natural Resource Operations

Doug Konkin, Chief Executive Officer and Deputy Minister

Steve Carr, Chief Operating Officer and Deputy Minister

Ministry of Public Safety and Solicitor General

Lori Wanamaker, Deputy Minister

Ministry of Regional Economic and Skills Development

Philip Steenkamp, Deputy Minister

Paul Straszak, President and CEO, Public Sector Employers' Council

Ministry of Science and Universities

Don Fast, Deputy Minister

Ministry of Social Development

Mark Sieben, Deputy Minister

Ministry of Tourism, Trade and Investment

Martyn Brown, Deputy Minister

Pierrette Maranda, Associate Deputy Minister, Intergovernmental Relations Secretariat

Ministry of Transportation and Infrastructure

Peter Milburn, Deputy Minister

Note: A brief biography of each Deputy Minister is included as Appendix J.

Deputy Ministers' Committees

DMC Public Service
Allan Seckel (Chair)
Cheryl Wenezenki-Yolland
Dana Hayden
Dave Byng
Don Fast
Doug Konkin
Graham Whitmarsh
Kim Henderson
Lesley Du Toit
Lori Wanamaker
Lynda Tarras
Michael MacDougall
Pierrette Maranda
Rob Lapper
Robin Junger
Steve Munro
Wes Shoemaker

DMC Transformation & Technology
Allan Seckel (Chair)
Bert Phipps
Cairine MacDonald
David Loukidelis
Derek Sturko
Graham Whitmarsh
Grant Main
James Gorman
John Dyble
Kim Henderson
Mark Sieben
Martyn Brown
Peter Milburn
Philip Steenkamp
Robin Junger
Ron Norman
Steve Carr

Real Estate Management Committee
Allan Seckel (Chair)
Steve Carr
James Gorman
Kim Henderson
David Loukidelis
Peter Milburn
Bert Phipps
Mark Sieben

DMC Labour Relations
Allan Seckel (Co-Chair)
Paul Straszak (Co-Chair)
Don Fast
Graham Whitmarsh
James Gorman
Lynda Tarras
Philip Steenkamp
Rob Lapper
Stephen Brown
Mark Sieben

DMC Natural Resource (Natural Resource Board)
Doug Konkin (Chair)
Cairine MacDonald
Dana Hayden
Philip Steenkamp
Robin Junger
Steve Carr
Steve Munro
Wes Shoemaker
Denise Bragg
Craig Sutherland

Deputy Minister Expectations

Excellence as a Chief Executive in the Public Service

Outcome: Excellence in public administration, policy development and the delivery of services to the public, both within the Ministry, across government and in the entire sector for which the Ministry is responsible.

Why?: *To meet the expectations placed on the Public Service requires top level leadership and management.*

Principled, Value Based Leadership

Outcome: Principled, value based leaders able to inspire the BC Public Service to provide excellent public services and achieve the goals of the elected government.

Why?: *It is a principle of our HR Plan and our approach to performance management that how we act is as important as what we achieve. This is part of creating the highly engaged workplace that enables us to deliver the services expected of the BC Public Service.*

1. Provide Sound Financial Management

Outcome: Excellence in budgeting, forecasting, managing to budgets and adhering to financial policies and directives, including procurement policies.

Why?: *Sound financial management is the cornerstone of excellence in administration in any organization. It special importance in the public sector, where there is added scrutiny because tax dollars are being expended. There are also statutory reasons for heightened emphasis on financial expectations, such as the balanced budget legislation.*

2. Achieve Government's Agenda, Priorities and Commitments

Outcome: Government's agenda, priorities and commitments are implemented in a timely manner.

Why?: *Deputy Ministers are expected to contribute to the fulfillment of the agenda and direction of the government as a whole as well as the accountabilities and commitments assigned to the Minister.*

3. Deliver excellent public services

Outcome: The effective delivery of public services.

Why?: *The public expects the BC Public Service to deliver excellent government services.*

4. Be a Trusted Advisor

Outcome: Government and the Minister are provided high quality, trusted advice on all relevant issues.

Why?: Deputy Ministers are counted on to provide the highest quality of advice on all relevant dimensions of an issue, be they economic, social or administrative. Within the priorities, objectives and standards established by the government, the Deputy Minister must provide advice on the possible impact of initiatives on the public, the department, and the government. Advice must be timely and candid, presented fearlessly, and provide the best possible policy options based on impartial review of the public good and the declared objectives of the Minister and the government. Advice must challenge, guide and clarify, and generate new possibilities for improving the lives of citizens.

5. Act Corporately

Outcome: Integrated government and public services, in the best interests of the entire government and not just the individual ministry.

Why?: As there is one democratically elected government, Deputy Ministers must maintain a perspective that encompasses the whole range of government, its agenda, priorities and commitments. Many issues require integration and team work, and Deputy Ministers are expected to look for solutions that are in the best interests of the public regardless of departmental interests.

Build the Foundation for the Public Future of Today and Tomorrow: Implementing Public Service Initiatives

Outcome: Achieving the outcomes and milestones of DMC approved corporate plans to build a stronger Public Service that can better the public through its democratically elected government.

Why?: Public services require a foundation of a committed BC Public Service, armed with the tools that enable services to be provided efficiently to citizens the way they want to be served, in cost effective, safe, modern facilities.

1. The Public Service Initiative

Outcome: A culture in the BC Public Service with these broad attributes:

- A workforce of trusted professionals that embraces open communications, a collaborative work environment, and flexibility and choice in work-styles and tools;

- An organization that supports the diversity, professional development and career aspirations of its employees;
- An organization that recognizes that employee's safety, health and work-life balance have an important influence on their professional success and productivity; and
- A performance based culture with a focus on outcomes.

Why?: A culture that offers a positive and productive work experience enables us to improve the recruitment, retention and engagement of employees, which in turn will lead to better service to the public. Trust is a pre-requisite for an engaged, motivated workforce.

2. Transformation & Technology

Outcome: Public services that are efficient, effective, modern and simple and that save citizens time as they access those services. Better interaction between government, citizens and the Public Service enabled by technology. A better experience of working in the Public Service through new work processes and better tools.

Why?: Citizens' access to their government and to public services should be simple. The rapid pace of technological change is altering how citizens expect to interact with government and access service, and the Public Service must be ready to meet those expectations. Technology can enable this transformation and simplification.

Technology is a key contributor to:

- *our ability to recruit and retain the best possible talent,*
- *transforming or simplifying services to improve the cost efficiency of government; and*
- *improving government's performance as carbon neutral.*

3. Where We Work

Outcome: A government real estate portfolio that supports the financial, environmental and human resource goals of the government and the Public Service, one which is efficient, cost effective and enables modern work processes resulting from transformation and simplification. To achieve this requires a long term plan that permits change within the life cycle of governments' interests in properties.

Why?: Property is the government's second most expensive asset after its staff. How we manage and use that asset is a key contributor to:

- *our ability to recruit and retain the best possible talent;*
- *the well being of our workforce*
- *improving cost efficiency of government; and*
- *improving government's performance as carbon neutral.*

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PARLIAMENTARY SECRETARIES

	Parliamentary Secretary	To the following minister:	Name
1.	Parliamentary Secretary for the Natural Gas Initiative	Energy	Pimm
2.	Parliamentary Secretary for Water Stewardship	Environment	Slater
3.	Parliamentary Secretary for Social Entrepreneurship	Finance	Hogg
4.	Parliamentary Secretary for HST Information	Finance	Les
5.	Parliamentary Secretary for Silviculture	Forests, Mines & Lands	Rustad
6.	Parliamentary Secretary for the Mountain Pine Beetle Action Committees	Regional Economic and Skills Development	Barnett
7.	Parliamentary Secretary for Multiculturalism	Regional Economic and Skills Development	Hayer
8.	Parliamentary Secretary for the Asia-Pacific Initiative	Tourism, Trade and Investment	Lee
9.	Parliamentary Secretary for Health Promotion	Health Services	Lake

AGENDA AND PRIORITIES

The primary purpose of this Committee is to ensure that items moving through Cabinet and Cabinet Committees are government priorities, and to consider matters of urgency or particular significance.

1. Premier Campbell (Chair)
2. Minister Bell
3. Minister Cadieux
4. Minister Coleman
5. Minister MacDiarmid
6. MLA Abbott
7. MLA de Jong
8. MLA Falcon
9. MLA Eric Foster
10. MLA Joan McIntyre

TREASURY BOARD

Established under the *Financial Administration Act*, the primary purpose of this Committee is to review and provide guidance on government financial management and control and evaluation of government programs.

1. Minister Hansen (Chair)
2. Minister Bond (Vice Chair)
3. Minister Chong
4. Minister Coleman
5. Minister Stewart
6. Minister Thomson
7. MLA Ron Cantelon
8. MLA Doug Horne
9. MLA Pat Pimm
10. MLA Moira Stilwell

ENVIRONMENT AND LAND USE COMMITTEE

Established under the *Environment and Land Use Act*, the Environment and Land Use Committee recommends programs to increase environmental awareness, ensures that the natural environment is considered in land-use and resource development decisions, holds public inquiries and prepares reports and makes recommendations to Cabinet about environmental issues.

1. Minister Bell (Chair)
2. Minister Coell
3. Minister Hawes
4. Minister Penner
5. Minister Stewart
6. Minister Thomson
7. MLA Terry Lake
8. MLA John Slater

CABINET COMMITTEE ON THE ECONOMY

The primary purpose of this Committee is to drive the provincial economy forward, to reduce impediments to investment, to reinforce British Columbia's position as one of the world preeminent international business centres and to assist all sectors of the economy become more competitive and productive as they work to maximize the global opportunities in B.C.'s economy.

1. Minister Hansen (Chair)
2. MLA Moira Stilwell(Vice Chair)
3. Minister Black
4. Minister Hawes
5. Minister MacDiarmid
6. MLA Donna Barnett
7. MLA Harry Bloy
8. MLA Dave Hayer
9. MLA Kash Heed
10. MLA Rob Howard
11. MLA John Les

CABINET COMMITTEE ON EARLY CHILDHOOD EDUCATION INNOVATIONS

The government intends to bring new focus and added resources to early childhood development and learning. The purpose of this committee is to provide optimal educational and learning support to all children and their families through examination of opportunities for integration of services and enhanced early childhood development.

1. MLA Moira Stilwell (Chair)
2. Minister Kevin Krueger
3. Minister MacDiarmid
4. Minister McNeil
5. Minister Polak
6. MLA George Abbott
7. MLA Mark Dalton
8. MLA Gordon Hogg
9. MLA Terry Lake
10. MLA Don McRae
11. MLA Jane Thornthwaite

LEGISLATIVE REVIEW COMMITTEE

The purpose of this committee is to review final drafts of legislation to ensure that legislative provisions match government's policy intention.

1. Minister Penner (Chair)
2. Minister Chong
3. Minister Coleman
4. Minister Polak
5. MLA Mike de Jong
6. MLA Norm Letnick
7. MLA John Rustad
8. MLA Ralph Sultan

CABINET COMMITTEE ON CLIMATE ACTION AND CLEAN ENERGY

As a committee of Cabinet, the Committee for Climate Action and Clean Energy will develop recommendations to Cabinet that will build on British Columbia's Climate Action and Energy Plans to maximize British Columbia's economic potential as a clean energy powerhouse in furtherance of the objectives listed below.

1. Premier Campbell (Chair)
2. Minister Yap (Vice Chair)
3. Minister Bell
4. Minister Bond
5. Minister Coell
6. Minister Coleman
7. Minister Penner
8. Minister Thomson
9. Minister Yamamoto
10. MLA Richard Lee
11. Dan Doyle ex officio

Cabinet Swearing-in Ceremony Protocol Questions

Timing

Logistics

- ASAP Choose a date and time for the swearing-in ceremony. Office of Protocol recommends 2:00pm (see attached schedule)
- ASAP S13, S15
- 7 days before Should the ceremony in the Ballroom at Government House be on the stage or on the floor to provide wheelchair access for Ministers-designate? (The floor option reduces the total number of guests possible by 60)
- 5 days before Please provide the Premier-designate's message including electronic signature and photo for the commemorative program. (Up to 100 words)
- 2 days before Approve Office of Protocol draft seating plan
- 1 day before S13, S15

Invitations

- 7 days before Approve draft invitation or return to Office of Protocol with changes
- 7 days before Provide guest list to the Office of Protocol by returning the invitation spreadsheet. Capacity is 260 if the ceremony is on the stage and 200 if on the floor. (Protocol guest recommendations from the Order of Precedence are listed).
- 7 days before Please indicate on the guest list whether the invitation is for one person or person plus guest.

Food & Beverage

- 5 days before The Office of Protocol suggests high tea with sandwiches, tea/coffee OR hot and cold appetizers plus wine. Sample menu TBD. Do you agree?

Transportation

- 5 days before S13, S15
- 5 days before Do you want transportation for other MLAs to and from the Parliament Buildings to Government House?

Religion

- 5 days before Do you want a faith representative to do an invocation?
- 3 days before If the Premier-designate or any of the Ministers-designate want a holy book (Bible, Koran, etc), please advise the Office of Protocol and Cabinet Operations.

Cabinet Swearing-in Ceremony Protocol Questions

Communication/Media

- 5 days before For media interviews after the ceremony, do you want to use the Government House sound system or bring in an outside contractor?
- 5 days before If an outside contractor, do you have a preference?
- 5 days before An official photographer is required for the group and individual photos. Do you have a preferred photographer?

Entertainment

- 5 days before Office of Protocol suggests singer/pianist for pre-ceremony and anthems plus a jazz trio post-ceremony. Do you agree?

Boutonnieres

- 2 days before Office of Protocol suggests single red roses. Do you agree? If yes, how many?

Contact Information

Marc-André Ouellette
Chief of Protocol
office 250 387-4304
cell S17
home S22

Mark Collins
Manager - Ceremonial
office 250 387-0744
cell S17
home S22

Genevieve Elliott
Team Lead - Protocol Projects
office S17
cell S22

Confidential

**EXECUTIVE SUMMARY
SWEARING-IN CEREMONY OF PREMIER AND CABINET
GOVERNMENT HOUSE - DAY, MARCH ?, 2011**

S13, S15

- 2:05 p.m. Entrance of Ministers-designate to the Ballroom followed by the entrance of the Premier-designate and the Lieutenant Governor
- 2:13 p.m. His Honour's remarks. (5 minutes)
- 2:20 p.m. Appointment of Premier
- 2:22 p.m. Oaths to Ministers-designate
- . Announcement of Portfolios
- 2:40 p.m. Attorney General receives custody of the Great Seal of British Columbia from the Lieutenant Governor
- 2:42 p.m. Address by Premier (8 minutes)
- Entertainment
- 2:50 p.m. Photograph of His Honour, Premier and Ministers in the Entrance Foyer (depart via east door)
- 2:58 p.m. Departure of the Lieutenant Governor, the Premier and the Cabinet for Drawing Room
- Media representatives are escorted by ? to the Lower Lounge for the media conference
- 3:00 p.m. Reception begins, light refreshments are served
- ~4:30 p.m. Reception Ends

Confidential

**SWEARING-IN CEREMONY OF PREMIER AND CABINET
MARCH (TBD), 2011 - 2:00 P.M.
GOVERNMENT HOUSE
VICTORIA, BRITISH COLUMBIA**

S13, S15

Confidential

S13, S15

2:00 p.m. Herb LeRoy goes to the podium, welcomes the guests, gives a brief description of the ceremony and its significance (2 minutes)

GOOD AFTERNOON. LADIES AND GENTLEMEN. MY NAME IS HERB LEROY . I AM PRIVATE SECRETARY TO HIS HONOUR, THE HONOURABLE STEPHEN L. POINT, OBC., LIEUTENANT-GOVERNOR OF BRITISH COLUMBIA, AND ON BEHALF OF HIS HONOUR, HER HONOUR MRS. GWENDOLYN POINT, PREMIER ELECT (TBD) AND (SPOUSE?) – WELCOME TO THIS CEREMONY WHEREIN THE PREMIER, AND THE EXECUTIVE COUNCIL, WILL BE FORMALLY INSTALLED INTO OFFICE.

THESE PROCEEDINGS ARE RICH IN THE TRADITION OF OUR CONSTITUTIONAL MONARCHY, STARTING FROM THE MAGNA CARTA, IN 1215, WHEN KING JOHN AGREED TO SHARE AUTHORITY WITH HIS PEOPLE. AND TODAY, WHILE CONSTITUTIONAL AUTHORITY CONTINUES TO BE VESTED IN THE CROWN, HER MAJESTY THE QUEEN OF CANADA AND HER REPRESENTATIVES ACT UPON THE ADVICE, WITH THE CONSENT OF THE PEOPLE, OF THEIR ELECTED REPRESENTATIVES.

Confidential

IN EACH OF OUR PROVINCES, THE LIEUTENANT-GOVERNOR EXERCISES THE AUTHORITY OF THE CROWN AND IN THE NAME OF HER MAJESTY AND GIVES FORMAL APPROVAL TO LAWS ENACTED BY THE LEGISLATIVE ASSEMBLY, THE ADMINISTRATION OF WHICH IS CARRIED OUT IN THE NAME OF THE QUEEN BY THE EXECUTIVE COUNCIL - THE CABINET - OF WHICH THE PREMIER IS PRESIDENT.

IN TURN THE EXECUTIVE COUNCIL, COLLECTIVELY FORMULATES GOVERNMENT POLICIES AND PRIORITIES, AND, UPON THE APPROVAL OF THE LIEUTENANT-GOVERNOR, AS PRESCRIBED BY LAW, ISSUES EXECUTIVE ORDERS AND MAKES REGULATIONS FOR THE ADMINISTRATION OF GOVERNMENT.

WITHIN CANADA'S PROVINCIAL CONSTITUTIONAL STRUCTURE, THE PRIMARY RESPONSIBILITY OF THE LIEUTENANT-GOVERNOR IS TO ENSURE THAT THERE ALWAYS IS A GOVERNMENT IN OFFICE, AND THAT THE BASIC PRINCIPLES OF RESPONSIBLE GOVERNANCE - ONE THAT HAS THE VOTE OF THE MAJORITY OF M.L.A.S - ARE RESPECTED.

HOWEVER, THOSE ELECTED TO GOVERN DO NOT POSSESS ABSOLUTE AUTHORITY BECAUSE THEY ARE ACCOUNTABLE IN THE EXERCISE OF THEIR OFFICES TO THE PEOPLE AS EMBODIED IN THE INSTITUTION OF THE CROWN.

FOLLOWING THE RESIGNATION OF PREMIER CAMPBELL AND THE ELECTION OF (TBD) TO LEAD THE BC LIBERAL PARTY - HIS HONOUR INVITED PREMIER ELECT (TBD) - AS LEADER OF THE PARTY HOLDING THE MAJORITY OF SEATS IN THE LEGISLATURE - TO FORM A GOVERNMENT - EFFECTIVE AT THIS INSTALLATION -

AND AS REPRESENTATIVE OF THE QUEEN, THE LIEUTENANT-GOVERNOR WILL NOW INSTALL THE NEW GOVERNMENT. FIRSTLY, HIS HONOUR WILL ADMINISTER THE OATHS OF ALLEGIANCE, OF OFFICE, AND OF CONFIDENTIALITY TO PREMIER ELECT (TBD) TO BECOME FIRST MINISTER, PREMIER OF BRITISH COLUMBIA, AND THE PRESIDENT OF THE EXECUTIVE COUNCIL.

Confidential

AND THEN UPON PREMIER (TBD)'S RECOMMENDATION, HIS HONOUR WILL INSTALL THE MEMBERS SELECTED FOR THE EXECUTIVE COUNCIL BY ADMINISTERING THE SAME OATHS, AFTER WHICH PREMIER (TBD) WILL ANNOUNCE THEIR PORTFOLIOS.

2:05 p.m. Herb LeRoy asks guests to rise and remain standing for the entrance of Ministers-designate followed by the entrance of the Premier and the Lieutenant Governor.

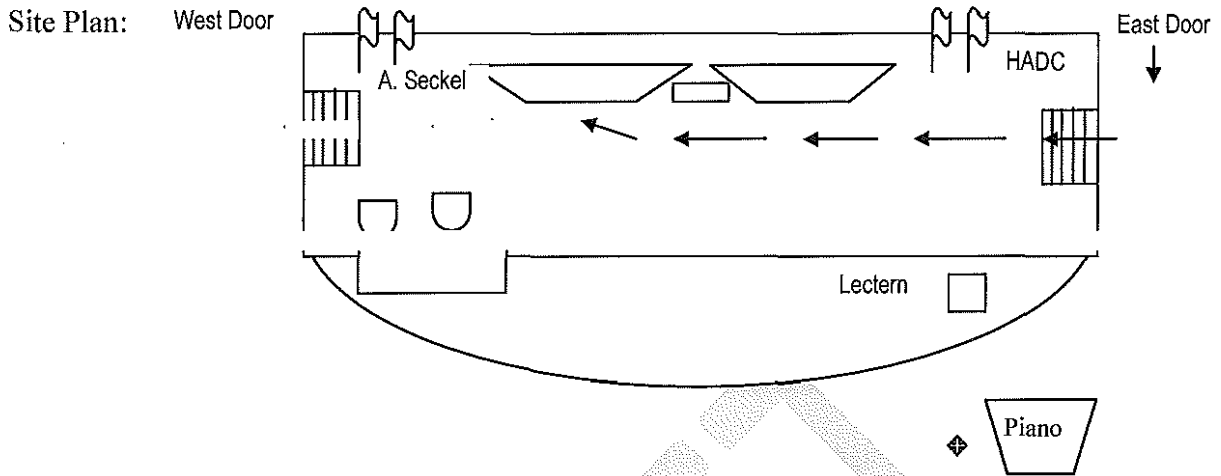
“LADIES AND GENTLEMEN, PLEASE RISE FOR THE ARRIVAL OF THE MINISTERS-DESIGNATE. FOLLOWED BY THE ENTRANCE OF THE PREMIER-DESIGNATE AND THE LIEUTENANT GOVERNOR AND PLEASE MAY I ASK THAT YOU REMAIN STANDING UNTIL THE NATIONAL ANTHEM IS PLAYED”.

All rise.

First wave: Ministers-designates enter the Ballroom single file, lead by Pipe Major John Mager: Ministers-designate and the Cabinet Secretary. (East Door)

Pipe Major John Mager returns to foyer via West Door to pipe in HADC, Premier (*on the right side of His Honour*) His Honour. (re-enter via East Door)

Confidential



Procession:

1st wave

Piper



AS



2nd wave

Piper



HADC

HH Premier

2:08 p.m. Herb LeRoy asks all guests to join the soloist, (TBD), in the singing of the National Anthem.

Singing of O'Canada.

Herb LeRoy requests: "THANK YOU (TBD), PLEASE BE SEATED."

Confidential

2:13 p.m. Herb LeRoy calls on His Honour for brief remarks: "YOUR HONOUR . . ."

His Honour goes to the lectern.

(Wireless microphone on for His Honour)

His Honour's remarks. *(5 minutes)*

2:18 p.m. After His Honour's remarks, HADC hands the text of the Oaths to His Honour.

2:20 p.m. His Honour administers the Oath to the Premier-designate.

Premier-designate moves to center stage *(Premiers microphone on)*

- Oath of Office
- Oath of Allegiance
- Oath of Confidentiality

The Premier-designate repeats each sentence after His Honour.

His Honour then declares the Premier-designate,.... "(TBD) duly sworn and appointed President of the Executive Council and Premier of British Columbia."
(all microphones off)

His Honour proceeds to center stage, Premier (TBD) proceeds to the table.

His Honour moves to the right of the table to witness the signing.

The Premier signs the Oath Book and Oath Forms.

His Honour sits and signs the two official documents.

His Honour rises and shakes hands with the Honourable (TBD), Premier of British Columbia.

Confidential

Premier proceeds to position behind lectern.

His Honour to remain at the table

- Herb LeRoy to introduce next part of the ceremony

*Note:
Premier
will Swear*

“HIS HONOUR WILL NOW ADMINISTER THE OATHS TO THE EXECUTIVE COUNCIL FOLLOWING WHICH PREMIER (TBD) WILL ANNOUNCE THEIR PORTFOLIOS AS THEY COME FORWARD TO SIGN THE OATH BOOK.”

(Wireless microphone on for His Honour)

2:22 p.m. His Honour administers Oaths to Ministers-designate from the signing table.

(Following the Oaths to Ministers, Herb LeRoy indicates that: “IT IS HIS HONOUR’S PLEASURE THAT PREMIER (TBD) ANNOUNCE THE PORTFOLIO OF EACH MINISTER AS THEY COME FORWARD TO SIGN THE OATH BOOK.”

(Wireless microphone off for His Honour)

The Premier goes to the lectern to announce the portfolio for each Cabinet Minister.

Each member is directed by Cabinet Secretary to the desk to sign the Oath Book.

Members are called forward to the signing table, they sign the book, shake hands with His Honour, cross the front of the stage and shake hands with the Premier and return to their places.
(repeat for all Ministers)

2:40 p.m. Premier (TBD) from the lectern requests the Attorney General to receive custody of the Great Seal of British Columbia from the Lieutenant Governor.

(His Honour's microphone on)

“MR. ATTORNEY, - I AM PLEASED TO ENTRUST TO YOUR SAFE CUSTODY, THE GREAT SEAL OF THE PROVINCE OF BRITISH COLUMBIA”

(His Honour's microphone off)

Confidential

His Honour hands the Great Seal to the Attorney General.

Attorney General returns to his/her position with the Great Seal.

2:42 p.m. Herb LeRoy announces Premier (TBD) and the new Executive Council.

Herb LeRoy calls on Premier for remarks.

The Premier goes to the podium.

ADDRESS BY PREMIER (TBD) (8 minutes)

2:50 p.m. Herb LeRoy thanks Premier (TBD).

Herb LeRoy announces

“YOUR HONOUR, PREMIER, MINISTERS, LADIES AND GENTLEMEN, WE’RE COMING TO THE CONCLUSION OF THE FORMAL PART OF THIS CEREMONY. IN A FEW MOMENTS WE WILL SING *GOD SAVE THE QUEEN* AFTER WHICH THE OFFICIAL PARTY WILL DEPART. WE WILL HAVE ENTERTAINMENT FOLLOWING THE DEPARTURE. IF YOU WOULD PLEASE REMAIN BY YOUR CHAIR UNTIL AFTER THE OFFICIAL PARTY DEPARTS”.

“WOULD YOU PLEASE RISE NOW FOR *GOD SAVE THE QUEEN* AND THE DEPARTURE OF THE OFFICIAL PARTY”.

All Rise

God Save the Queen (sung by (TBD))

Departure of the Official Party

The Premier shakes hands with His Honour who leaves the stage preceded by HADC and Cabinet Secretary and followed by Cabinet. All proceed to the Foyer via East door.

Cabinet → LG → Premier →HADC (via East Door)

His Honour proceeds to his office.

Official Party photograph taken in Foyer

Herb LeRoy introduces (TBD) accompanied by pianist (TBD).

Performance. (7-8 minutes)

Confidential

2:58 p.m. Herb LeRoy thanks (TBD) and announces the reception.

“LADIES AND GENTLEMEN, THIS CONCLUDES THE FORMAL PART OF THE CEREMONY. YOU ARE INVITED TO ATTEND THE RECEPTION, WHICH WILL BEGIN SHORTLY. THERE WILL BE A BAR IN THE DINING ROOM TO MY LEFT. (TBD) WILL BE CONTINUING IN THE BALLROOM. THE PREMIER AND MINISTERS WILL BE PLEASED TO ADDRESS THE MEDIA IN THE LOWER LOUNGE IN A FEW MINUTES. PLEASE ENJOY GOVERNMENT HOUSE AND THANK YOU FOR COMING TODAY. HAVE A PLEASANT AFTERNOON.”

Media representatives are escorted by (TBD) to the Lower Lounge for the media conference.

The Premier and Ministers (some or all) are escorted to the Lower lounge. *(Organized media conference for the Premier and newly appointed Ministers in the Lower Lounge).*

Her Honour, accompanied by Marc-André Ouellette leaves the Ballroom and meets His Honour in his office. Premier's spouse (and family?) are escorted to the Drawing Room.

3:00 p.m. Herb LeRoy provides the audience with information regarding the reception.

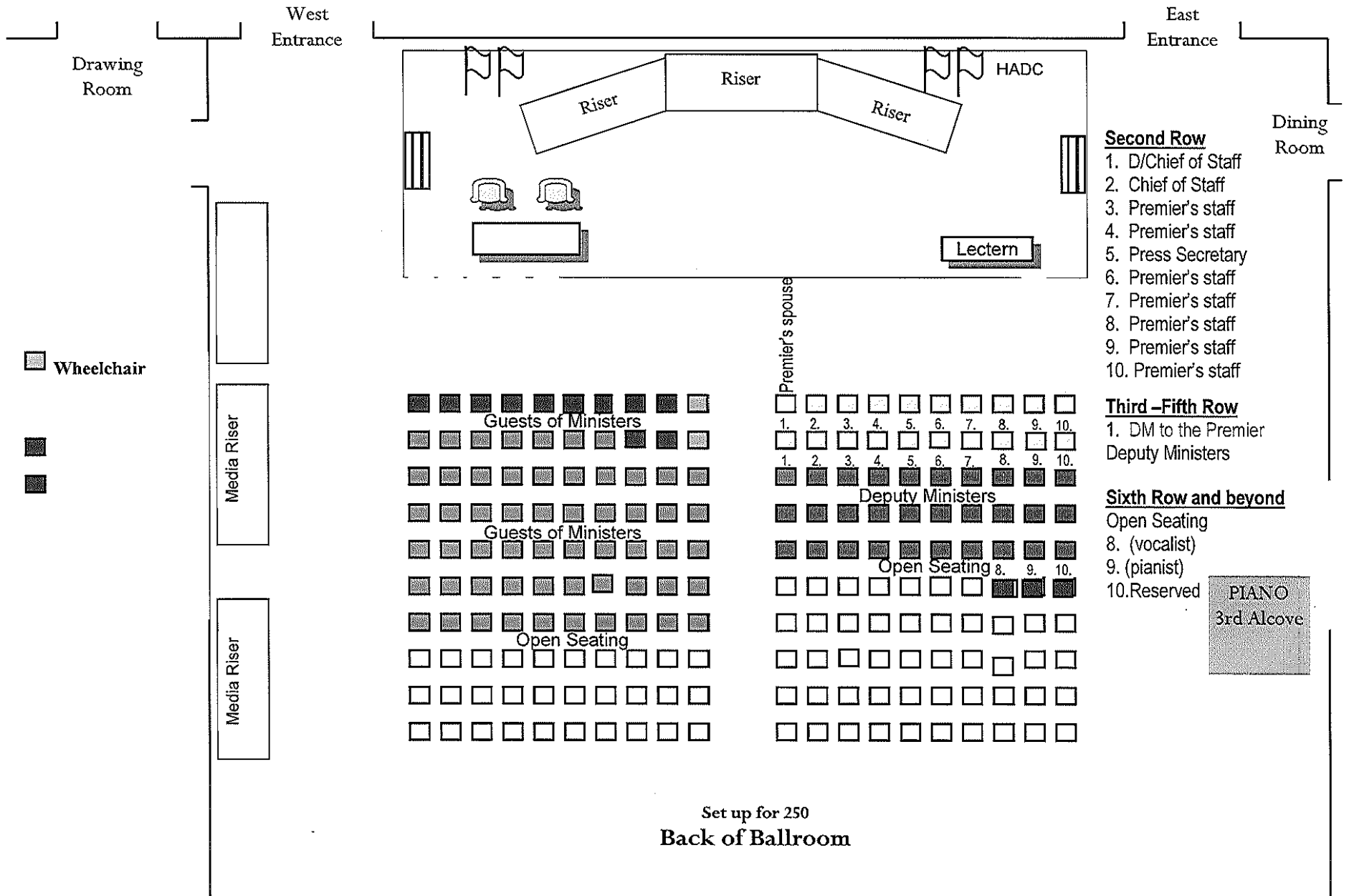
“LADIES AND GENTLEMAN, PLEASE STAY AND ENJOY THE RECEPTION, REFRESHMENTS WILL BE SERVED IN THE DINING ROOM AND AT THE BACK OF THE BALLROOM. YOU WILL BE ENTERTAINED BY (TBD).

3:00 p.m. Reception begins, light refreshments are served.

Entertainment performs on the floor in front of the stage (or on stage).

~4:30 p.m. Reception Ends

GOVERNMENT HOUSE—BALLROOM



Set up for 250
 Back of Ballroom

Cabinet Swearing Ceremony – Food and Beverage Options at Government House

Option #1

Beverages

BC WINES, JUICE, SPARKLING WATER, TEA

Hot and Cold finger food

FRUIT SKEWERS

PARMESAN & LEEK QUICHE

PAKORAS

BREADED SHRIMPS

VEGETARIAN SUSHI

CRAB & PAPAYA SALAD

FOIE GRAS PATE SANDWICH

SMOKED SALMON & CURRY CHOUX

GOAT CHEESE & CHANTERELLE PARM CRACKER

SMOKED SALMON CANAPE

LEMON TARTELETTE

Option #2

Beverages

COFFEE, TEA, JUICE, WATER

Cold finger food

SMOKED SALMON CANAPE

WILD MUSHROOM & CHICKEN BARQUETTE

SMOKED HAM WRAP

QUICHE GOAT CHEESE & LEEKS

OPERA CAKE

GINGERBREAD CHEESECAKE

LEMON TART

CHOCOLATE & ORANGE FINGERS

Advice to Premier Designate

05 BC Public Service

05 BC PUBLIC SERVICE

The Deputy Minister to the Premier is the head of the public service. BC's public service is comprised of about 26,000 employees working in over 200 job streams across the province.

In 2006 the Province published the first corporate strategy for the BC Public Service. That strategy promoted a 'one corporation' approach to all aspects of human resource management including employee engagement, recruitment, retention and promotion of innovation and performance management. Leadership on the public service is provided by the Deputy Ministers' Committee on the Public Service and is managed by the Ministry of Citizens' Services. The goals of the corporate strategy are to: build internal capacity, improve our competitiveness as an employer, and manage for results. The corporate strategy is published each fall.

The Results

The Province has achieved success in this corporate approach. For the first time ever, in 2008 the BC Public Service was named as one of BC's top employers and in 2009, also for the first time ever, was named one of the top employers in Canada. Other recognition has included awards as one of Canada's Greenest Employers and Canada's Family Friendly Employer and the Institute of Public Administration's national leadership award for the strategy itself.

The public service measures employee engagement through an annual Work Environment Survey. Surveying began in 2006 with an engagement score of 58 points (top private sector employers report engagement scores of about 80). Engagement steadily rose in the public service year over year to a score of 68 in 2009 with over 80 per cent of employees responding to the survey. The engagement score dropped for the first time in 2010 to 64 largely as a result of concerns of employees over budget reductions, workforce adjustment and limited new external hires.

Current Approach

The 2010 corporate human resource strategy, Being the Best, focused on three cultural shifts that the Deputy Ministers' Council sees as necessary to support the goals of our organization:

1. A workforce of trusted professionals that embraces open communication, a collaborative work environment, and flexibility and choice in work styles and tools.
2. Support the diversity, professional development and career aspirations of its employees.
3. Recognize that employees' safety, health and work-life balance have an important influence on their professional success and productivity.

Some of the key initiatives underway as part of this strategy are opening up social media to employees, creating flexibility in work tools for employees (e.g. enabling Apple products), promoting more flexibility in telework arrangements and encouraging collaboration through intranet tools. BC is the first public service jurisdiction to allow employees to use social media tools and to allow flexibility in work tools.

These strategies draw a strong connection to the Citizens @ the Centre: BC Government 2.0 Strategy. A second Deputy Ministers' Committee, the Deputy Ministers' Committee on Transformation and Technology developed this corporate strategy in 2010 to describe a vision for how to transform government services to meet the changing needs of citizens and better leverage technology solutions. Research shows that enabling the same kind of transformation (greater collaboration, fewer silos, greater use of technology tools) internal to a corporation's workforce is a necessary component to achieving success for customers (citizens).

In combination, these two strategies are seen by Deputy Ministers' Council as reflecting the evolution in our approach to responding to the changing needs and demographics of our workforce and how we respond to the changing needs of citizens. S13

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Quick facts on BC's Public Service:

- BC is second only to Ontario in having the leanest public service in Canada with the number of public servants per capita of 0.0058 (Ontario has 0.005).
- BC strives to rank about 3rd to 5th in Canada in wages for all employees.
- About 80 per cent of the workforce is unionized, with the BCGEU representing the majority of unionized employees.

- Retirement rates in the public service continue to grow as the workforce ages. There has been almost a five-fold increase in the number of employees retiring since 2005, to 900 in 2010.
- 2010 was the first time retirements (900) outnumbered resignations.
- Targeted strategies, such as the Pacific Leaders loan forgiveness program, have resulted in a greater than 100 per cent increase in the number of under-30 new recruits.
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- The public service donated just under \$2M in 2010 to BC's charities through the Provincial Employees Community Service Fund.



Information Access Operations

INFORMATION AND PRIVACY REQUEST: OOP-2011-00069

NOTICE OF RECORDS WITHHELD FROM RELEASE

DESCRIPTION OF DOCUMENT:	Chapter 6 (Cabinet Forecast) Chapter 7 (Commitments Summary) Chapter 8 (Legislative Issues and Agenda) Chapter 9 (Issues, Announcements and Appointments Arising in 30/60/90 Days)
NUMBER OF PAGES:	156
REASON FOR REMOVAL:	Sections 12 and 13
INITIALLED:	NE

Advice to Premier Designate

10 Communications

- **Organization**
- **Key Issue**
- **New Web Presence**

10 COMMUNICATIONS

Organization

At present, the Public Affairs Bureau (PAB) is the organization within government responsible for communications. In addition to a central shop, it operates through Communications Directors who are part of PAB but associated and “embedded” within ministries. They report to the Head of Government Communications (the Associate Deputy Minister responsible for PAB) rather than to the Minister or Deputy Minister of the particular ministry. There is no official reporting relationship to political staff in the Premier’s Office, though the Associate Deputy Minister of PAB does report to the Deputy Minister to the Premier.

Nevertheless, political staff in the Premier’s Office have had considerable influence on communications matters, especially where they involve issues management. Moreover, communications for the Premier have been largely handled separately by PO staff.

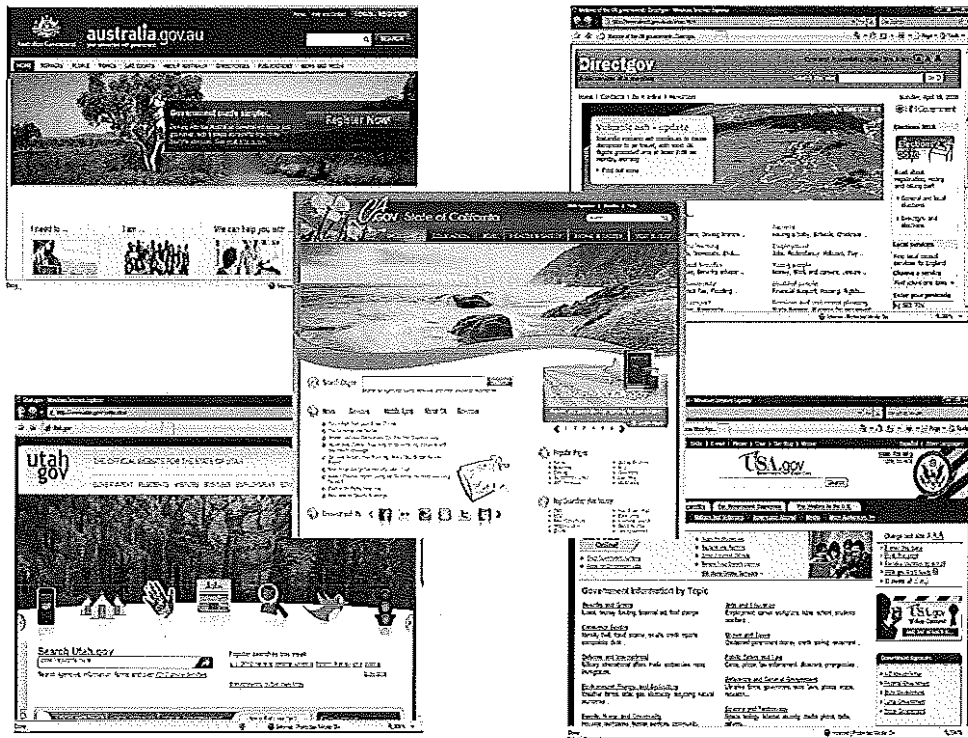
PAB is often acknowledged for its issues management abilities, but criticised for not being proactive enough. PAB believes that this is the result of there being no overarching strategic communications plan that guides and supports all communication activities. Prior attempts to create such a plan have not succeeded. Further thought on how to make government communications more effective is warranted.

One step that will help is PAB’s ongoing work to create an online multimedia newsroom, patterned on the newsroom of the Government of Ontario. The newsroom will be mobile friendly and include mobile apps for the latest tech tools, such as the iPad. The newsroom format will, by itself, require at least the prioritization of news releases. Under the current system, the most recent media release is given prominence no matter the subject. The newsroom format will require the selection of a lead story each day.

Key Issue

New Web Presence

Governments both at home and abroad are taking steps to reinvent the way they work and provide information and services to their citizens online. Outstanding international jurisdictions include the governments of Australia, the UK and New Zealand; closer to home, the US federal government and key states like Utah and California. All are making online development a core priority. The key unifying factor in all these pursuits is an ambition to evolve government's online presence beyond traditional practices of passive promotion and broadcast communications towards a presence that actively facilitates citizen interaction through improved service provision.



The “citizen-centred” approach to web presence has come to define the most progressive programs towards government modernization. Such opportunities for BC have been laid out by the Premier’s Technology Council, who in their last report outlined the following:

In the past, government program delivery has been the responsibility of each discrete Ministry. The focus has traditionally been on each individual program and how best to deliver it. The advent of modern information management technology allows for a new model, commonly referred to as Citizen Centred Services. It requires government to focus on the citizen rather than the program... (PTC, 12th Report, p. 24-25)

Such thinking has been reinforced consistently through international and national research examining the needs of citizens with respect to service delivery. For example, a recent study that polled Canadians on service delivery concluded that more than half of Canadians seeking services were using multiple channels including online, and that the values of timely access, ease of access, and clarity of information informed what they considered quality service characteristics. Closer to home, surveys show that British Columbians are aggressively using multiple service channels to seek transactions, registrations or advice around services, and that 60% of British Columbians would now prefer to use the online services channel when also given options of those same services via in-person or telephone channels.

The Internet continues to grow in usage and popularity. In 2007 (the last year for which data was available) BC led the country in Internet usage at 78%. It has now overtaken TV as the preferred way for people to spend their leisure time (18 vs. almost 17 hours per week). And, behind local and national TV news, it is now the third most popular news platform. For the first time ever, US online advertising is expected to outpace print advertising this year.

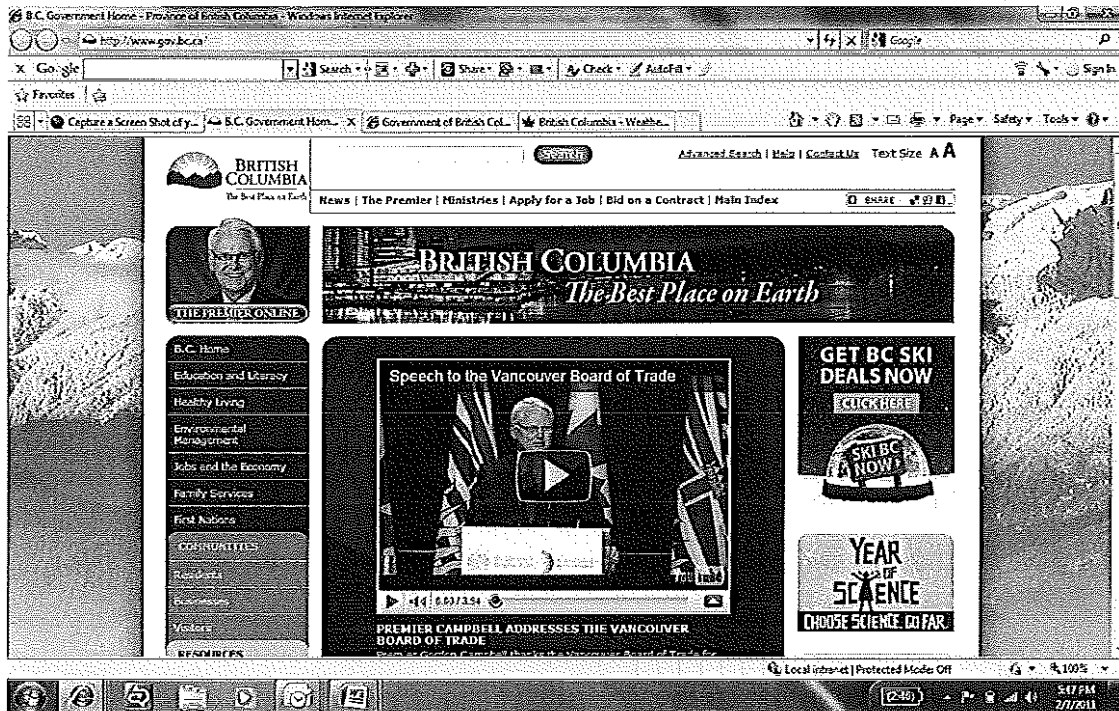
This decisive shift towards online is in no small part due to the increased proliferation of personal technology amongst citizens and an increasing familiarity and comfort with conducting an array of activities online ranging from multiple social interactions to in-depth retail transactions. British Columbians also lead the nation when it comes to making online retail purchases, purchasing nearly \$3 billion worth of goods online last year.

The benefits to governments in capitalizing on this enhanced citizen interest in online use and service are becoming increasingly clear. Research out of the United States is demonstrating a direct correlation between enhancing the quality of online government services for citizens and citizen loyalty and trust in government. According to the most recent findings:

- Satisfaction with government's online services has grown from 69.1% in 2003 to 75.3% in Q3 of 2010. This outstrips general satisfaction with government overall (68.7%).
- Looking at the citizens who expressed satisfaction with improved services,
 - 80% say they are more likely to re-use the government website as a primary resource;
 - 81% are more likely to recommend people to the same resource;
 - 58% are more likely to trust the government overall;
 - 55% are more likely to participate with and trust that department in the future.

The anticipation of these growing outcomes are expected to continue to drive governments at an international level to pursue a renewed focus on their online properties and approaches to service delivery.

In contrast to both the international examples and the documents preferences of citizens, it has been acknowledged that the B.C. government's approach to web development over the last 15 years has not put the province in an optimal position to provide modern, intuitive access to government services. In fact, the site has never been focus-tested with citizens and citizens have never been consulted on its design and 'usability'. Rather, performance on web development has been measured by volume, speed and issues management concerns rather than the quality of service and design, integration with other government resources, and findability within the broader Web ecosystem. This has resulted in the province having custody of over 400,000 web pages spanning approximately 300 websites across dozens of agencies without any accountability for meeting necessary standards or maintaining consistency with other web-related activities of government (beyond high-level style and branding approaches). Ministries act in silos in what they create, how they organize information, and how they expect citizens to use their services. Finding a sought-after service now requires in-depth knowledge of how government aligns and operates.



As a result, anecdotally both internal and external users have been reporting increased frustration with the lack of usability and integration of government web sites, as well as the inability to find core services online through either the government's main pages or third party search engines. These anecdotal challenges have since been validated by new wide-ranging direct research including focus groups, field research, stakeholder interviews, web analytics and

one-on-one usability testing. Simply put, while the B.C. government web may have at one point worked well for government itself, on a number of fronts it has never worked for citizens.

In contrast to what is not working well, ministries are increasingly casting forward to understand the demands of a new “Web 2.0” world where the use of the Internet is less for read-only website and more to facilitate direction government-to-citizen interaction through social media (including Facebook, Twitter and blogging) and enhanced demands around the use of multimedia. Citizens are also turning their preferences towards the use of mobile technologies as their Internet platform of choice, and the use of third-party web applications such as Google and Facebook to search for services and information across government (instead of using one of the multiple service-specific “portals” provided by government). All of these developments in user demand and experience necessitate a change in orientation and approach for the province if it wants to keep up with the people it serves.

The specific actions endorsed by the Deputy Ministers’ Committee on Transformation and Technology are to:

- Make citizen-centred service delivery the main purpose of gov.bc.ca;
- Focus on redesigning the main “doorway” to government services – www.gov.bc.ca – to enhance the look and usability, maximize the service experience for citizens, and break down the organizational structure of government;
- Pilot the use of innovative Web 2.0 tools and platforms to expand access to online services and content;
- Pursue the best practices in search engine optimization, taxonomy, and meta-tagging to assist clients in locating key services, regardless of what doorway they choose;
- Corporately foster excellence in user-centred design and content development through shared web development toolsets across government, including improved approaches to content creation and maintenance.

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Advice to Premier Designate

11 Opportunities for More Open Government

- **Vision**
- **Defining Positions**
- **Actions**
- **Open Data**
- **Information Sharing: Proactive and Routine Release**
- **Information Sharing and FOIPPA**
- **Next Steps in Open Government/Gov 2.0**

11 OPPORTUNITIES FOR MORE OPEN GOVERNMENT

All over the world, governments of all stripes are taking steps to reinvent the way they work and provide information and services to their citizens. The governments of Australia, United States and the UK are all making “modern” government a centrepiece of their mandates. Administrations both new and established are recognizing the opportunity to redefine the relationship between citizens and government in new and exciting ways.

In an effort to explore these opportunities and challenges in a BC context, the Deputy Minister to the Premier established the Deputy Ministers’ Committee on Transformation and Technology in December 2009. The objective was to create the framework for a made-in-BC ‘e-government’ plan.

This committee of 14 Deputy Ministers spent six months immersing themselves in the information technology content, trends and lessons from other jurisdictions. Their exploration is reinforced by the opportunities laid out by Premier’s Technology Council, who in their last report oriented BC’s opportunity as follows:

In the past, government program delivery has been the responsibility of each discrete Ministry. The focus has traditionally been on each individual program and how best to deliver it. The advent of modern information management technology allows for a new model, commonly referred to as Citizen Centred Services. It requires government to focus on the citizen rather than the program (PTC, 12th Report, p. 24-25)

The Committee made the following findings in their analysis:

- Rapidly evolving technologies are resulting in changing citizen expectations around easy access to government data, information and services. When combined with aging populations, a shrinking public service and continuing fiscal austerity, governments are being pressured to modernize in ways that put the focus on the citizen as the centre of the government’s vision for service transformation.
- A modern government is increasingly being defined as one that saves citizens time and money by providing open access to data, information and services via their home computers and mobile devices.
- New technologies offer government sustainable opportunities to reduce transaction costs with citizens, enhance the services made available, transform the way we do business and streamline service delivery.
- Evidence from other jurisdictions clearly demonstrates that improvement in government data, information, Web presence and online services results in improved credibility, trust and loyalty in government.

Drawing on that analysis, the Committee concluded that a comprehensive Gov 2.0 plan must include a significant effort to open up government data and information, a focus on online services from a citizen's perspective, an enhanced Web presence that makes government information and services easy to find and intuitive to access, an integrated approach to planning that links IT capital investments to this vision, and a collaborative technological work environment for the public service. The resulting *Citizens @ the Centre: BC Government 2.0* plan was released to the public service in the fall of 2010.

The greatest immediate public opportunity in modernizing government comes from opening up government data and information and transforming our Web presence from a citizen's perspective. There is momentum worldwide on the opening up of data and information; BC can act now and take credit as a leader for being the first in Canada.

Vision

British Columbia will lead the nation in saving citizens and businesses time and money by providing data, information and services through an improved Web presence that is easily understandable, accessible and puts services for citizens at the forefront. Supporting this shift will be a policy and legislative framework that instils a culture of open information sharing and horizontal integration across the public service.

Defining Positions

The actions outlined in the strategy are guided by the following defining principles articulated in the *Citizens @ the Centre* strategy:

1. We will empower citizens to create value from open government data.
2. We will save citizens' time in their interaction with government and make it easier to access better quality services.
3. We will encourage collaboration in the public service because it is integral to delivering quality service to citizens.

Actions

The following actions represent the first, bold steps in an agenda to save citizens time and money:

- 1.

2.

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3. **Improved Web Presence:** Make it easier for citizens to find the information and services they want, and facilitate the implementation of the open data and open information strategies (for a detailed discussion of the new Web Presence, see previous chapter).

Open Data

Government has a long history of making data available for free to the public. This has largely been in the form of reports or on an issue by issue basis, usually in a format that is readable by people (such as PDF) but not process-able by machines. This means that public data cannot be efficiently repurposed within or between governments seeking to improve or consolidate public information and services, or by third parties who may want to apply that data to commercial activities or the development of new technology tools for citizens (e.g. the “app”).

Jurisdictions leading the way in opening up government data are Australia and the US and key administrations at the state level such as New York, California and Utah. British Prime Minister David Cameron made opening up government data one of his first key commitments. In the technology and Web 2.0 communities the single most important step governments could make is to open up their data and let citizens determine how to create value from the data (e.g. through ‘mash-ups’).

Implementation

Since the release of *Citizens @ the Centre*, the Ministry of Citizens’ Services has been developing an approach for open data that reflects best practices in leading jurisdictions and the open data community.

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Information Sharing: Proactive and Routine Release

A stated purpose of the Freedom of Information and Protection of Privacy Act (FOIPPA) is to make government more accountable to the public by giving the public a right of access to records. The Ministry of Citizens' Services currently processes close to 9,000 requests for information under the Act each year, a 60 per cent increase since 2007/08. Per capita, BC receives three times as many FOI requests as Ontario and four times more than Alberta. The program area processing requests and attending to records management has a budget of \$10M per year, which doesn't include the indirect costs of individual ministries who search for and approve release of records. In total, government collects about \$50,000 in fees, or about 0.5 per cent of the cost of administering the program.

Opening up information benefits citizens by increasing transparency in government. A Special Committee of the Legislature, comprised of members from both sides of the house, reviewed FOIPPA in the spring of 2010 and recommended that government pursue both proactive and routine release of information in order to improve citizens' access to government information, promote a culture of openness and reduce the cost of operating the program. This recommendation is supported by the Office of the Information and Privacy Commissioner (OIPC).

Implementation

Since the release of *Citizens @ the Centre*, the Ministry of Citizens' Services has been developing an approach for open information consistent with leading jurisdictions and the recommendations from the Special Committee and OIPC.

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Information Sharing and FOIPPA

Ministries and government agencies face challenges in effectively sharing information to better meet the needs of clients, providing accessible and responsive services and promoting stronger engagement with citizens. British Columbia is not alone in addressing issues related to the effectiveness of information sharing to provide better services to citizens. Many jurisdictions, including commonwealth countries and European nations, have recently initiated legislative amendment and policy reform processes to facilitate personal information flows designed to improve the effectiveness and efficiency of government services and service delivery to citizens.

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Next Steps in Open Government/Gov 2.0

The elements described above represent key commitments that can be made in the short term that will establish BC as the leader in Canada on open government.

As part of the *Citizens @ the Centre* plan, the public service started a new planning process across all sectors in government to set a vision for how they can align to the strategic shifts contained within the overarching plan. These plans provide rich information that DMCTT is currently assessing to determine both the next bold steps that BC can take in its transformation but also the incremental gains that can be made to allow citizens to save time and money in their interactions with government.

Advice to Premier Designate

12 Financial Update

- **Current Budget**
- **Operating Expenses, Revenues, and Key Risks to the Fiscal Plan**
- **Capital Expenditures and Key Risks**
- **Contingencies Vote and Other Prudence Provisions Included In Budget 2011**
- **Monthly Finance Meetings**
- **Options For Financial Updates or New Budget**

12 FINANCIAL UPDATE

Current Budget

Budget 2011 is a "status quo" budget that continues the expenditure management strategy first set out in *Budget 2009*, which emphasized that spending growth will be restrained. The *Budget 2011* plan is for a balanced budget by 2013/14 and a return to a downward-trending taxpayer-supported debt to GDP ratio, to protect BC's AAA credit rating so that interest costs are minimized.

Prudence contained in Budget 2011 is comprised of a lower economic growth forecast than the private sector's, a \$350 million forecast allowance over 3 years, and a \$600 million Contingencies Vote in 2011/12. While total provincial debt will reach over \$60 billion in 2013/14, this is mainly due to infrastructure requirements in the health, education, transportation, and hydro-generation (BC Hydro) sectors.

(\$ millions)	2010/11		Budget Estimate 2011/12	Plan 2012/13	Plan 2013/14
	Budget	Updated Forecast			
Revenue	39,153	39,893	41,337	42,446	44,091
Expense	(40,568)	(41,008)	(41,912)	(42,536)	(43,566)
Surplus (deficit) before forecast allowance	(1,415)	(1,115)	(575)	(90)	525
Forecast allowance	(300)	(150)	(350)	(350)	(350)
Surplus (deficit)	<u>(1,715)</u>	<u>(1,265)</u>	<u>(925)</u>	<u>(440)</u>	<u>175</u>
Capital spending:					
Taxpayer-supported capital spending	5,388	4,905	4,105	3,155	3,098
Self-supported capital spending	2,771	2,688	3,243	3,011	2,415
	<u>8,159</u>	<u>7,593</u>	<u>7,348</u>	<u>6,166</u>	<u>5,513</u>
Provincial debt:					
Direct operating debt	7,511	7,987	8,763	9,267	8,599
Taxpayer-supported debt	33,748	33,388	36,816	39,162	40,500
Self-supported debt	13,709	13,743	16,271	18,060	19,505
Total debt (including forecast allowance)	<u>47,757</u>	<u>47,281</u>	<u>53,437</u>	<u>57,572</u>	<u>60,355</u>
Taxpayer-supported debt-to-GDP ratio	17.2%	16.5%	17.5%	17.8%	17.5%

Most ministries have the same budgets as in Budget 2010, except for \$605 million more for Health in 2013/14, additional income assistance funding of \$65 million over 3 years, and a \$150 million larger Contingencies Vote in 2011/12 to provide flexibility.

Operating Expenses, Revenues, and Key Risks to the Fiscal Plan

Subject to revenue volatility, the plan is on track to have a \$175M surplus in 2013/14. This is achieved by adhering to a projected 2%/yr. average spending increase 2011/12-2013/14, with a projected annual revenue growth of a 3.4%/yr.

- **Budget 2011** assumes continuation of the HST. Cancellation of the HST would greatly increase the risk of not balancing the budget by 2013/14, largely due to having to repay the \$1.6 billion in transitional payments to the federal government. It is also likely that replacing the HST with the former PST regime would result in lower annual revenues.
- **Budget 2011** includes no provision for wage increases for the public sector. Note a 1% increase in public sector compensation equals ~\$200 million/yr. in costs to the fiscal plan.

Capital Expenditures and Key Risks

In addition to a balanced budget, previously the government has emphasized a declining taxpayer-supported debt to GDP ratio. This ratio stood at 21.3% in 2002 and fell to 13.4% in 2008/09. Due to the accelerated capital program, recent operating deficits, and reduced GDP growth, it is estimated to reach 17.8% in 2012/13 as per **Budget 2011**. **Budget 2011** contains no funding for capital projects incremental to **Budget 2010**. However, there are capital pressures (mainly deferred maintenance in the Health & Education sectors) and previous commitments (mainly Health & Transportation). S12

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Contingencies Vote and other Prudence Provisions Included in Budget 2011

- **GDP Growth Forecasts:** In order to cushion against potential revenue losses, GDP growth assumptions are lower than those of the independent Economic Forecast Council.
- **Forecast Allowance:** In order to mitigate against additional unanticipated revenue losses, the fiscal plan contains a Forecast Allowance of \$350 million in each year.
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Monthly Finance Meetings

In order to ensure the Premier and key Premier's Office staff are regularly informed on the latest economic and fiscal trends, the Minister of Finance, the Deputy Minister of Finance, and the Deputy Secretary to Treasury Board present the key data, usually on a monthly basis and in the form of a power point.

In addition to being a forum to provide an update on recent economic and fiscal developments, the meetings also provide the opportunity for direction to be provided on key government priorities, specific initiatives, and the overall fiscal direction that government will be taking. Meetings are called at the discretion of the Premier and the first could occur as early as the first week of the Premier Designate's selection.

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Options for financial updates or new budget

Interim Supply will be in effect until the end of July 2011. The amount is equivalent to four months of the voted appropriations in the 2011/12 Estimates. The extension of Interim Supply would require passage of a second bill before the end of July.

The need to extend Interim Supply depends on a number of factors, including whether the new Executive Council reorganizes government to the extent that new Estimates are required. The time required for preparation of new Estimates might encroach on the time set aside for Estimates debate within the current Interim Supply period.

While Interim Supply is based on the Estimates, it is for a single amount that does not contain the same Vote divisions as the full Supply Act. However, the stated intent is for the continuation of government programs, so the ministry allocations are implied. Interim Supply also provides half of the appropriation for capital expenditures and other financing transactions. The larger proportion is made to accommodate construction project timing.

Government reorganization occurs on the effective date of the Constitution Act order creating the new Executive Council. Any reorganization done in March 2011 will impact the 2010/11 Public Accounts as well as the 2011/12 Estimates. As noted earlier, reorganizing government in the period between the tabling of a budget and the completion of the government's accounts for the current fiscal year is possible, but work intensive. A reorganization of Executive Council responsibilities would require either

amending the existing Estimates in committee, for a minor reorganization, or tabling new Estimates, for a major reorganization. Tabling new Estimates can be accomplished by having the motion that tables the new Estimates acknowledge that the Estimates being tabled replace the previous ones. Any revisions also likely would require the tabling of new service plans by the impacted ministries. The time required to prepare new Estimates depends on the extent of any reorganization. In order to maintain the existing fiscal plan track, any new priorities should be funded from existing Contingencies.

A wholesale restructuring of government generally takes at least two to three months to sort out the resource reallocations. Depending on when a new Executive Council is created, a reorganization of this extent might result in the need to extend Interim Supply beyond the end of July.

Advice to Premier Designate

13 HST Update

- **Referendum Options**
- **HST Information Office**

13 HST ISSUES

Referendum Options

There are two avenues by which the Initiative Question proposed by the Chief Electoral Officer can be put to the electorate for a vote:

1. an *Initiative Vote* under the *Recall and Initiative Act*; or
2. a *Referendum* under the *Referendum Act*.

Initiative Vote

- section 14 of the *Recall and Initiative Act* stipulates that the Initiative Vote must occur on the last Saturday of September.
 - NOTE: to change the date of the Initiative Vote requires an amendment of the *Recall and Initiative Act* by the Legislature.
- The question for the Initiative Vote is established by the Chief Electoral Officer.
- An Initiative Vote succeeds as a matter of law if
 - (a) more than 50% of the total number of registered voters in British Columbia vote in favour of the initiative, and
 - (b) more than 50% of the total number of registered voters for each of at least 2/3 of the electoral districts in British Columbia vote in favour of the initiative.
- If the Initiative Vote succeeds, then as the Bill is for the appropriation of any part of the consolidated revenue fund or of any tax or impost, government must (i) request the Lieutenant Governor to recommend the Bill by a message in accordance with sections 46 and 47 of the *Constitution Act* to the Legislative Assembly, and (ii) introduce the Bill at the earliest practicable opportunity. There is no requirement that the bill be enacted or even debated. The Initiative Vote is, in that sense, not binding on government.
- The *Recall and Initiative Act* has rules that limit and regulate spending on Initiative Vote expenses.
- It would appear that an Initiative Vote can only be held by poll (i.e. an in person vote).

Referendum

- a Referendum is held on a date specified by Cabinet. This is done by OIC.
- the question for the Referendum is specified by Cabinet (it could be the same question as was posed by the Chief Electoral Officer).
- a Referendum succeeds if more than 50% of the validly cast ballots vote the same way on a question stated,
- if the referendum passes then that result is binding on the government that initiated the referendum
 - NOTE: binding means the government must, as soon as practicable, take steps, within the competence of the government, that the government considers necessary or advisable to implement the results of the referendum including introducing legislation in the Legislative Assembly during its first session after the results of such a referendum are known.
- There are no rules in the ***Referendum Act*** that automatically limit spending on referendum expenses. However, Cabinet has the power to make any provision of the ***Election Act*** applicable to a referendum. This would include spending restrictions that have not otherwise been declared unconstitutional by the courts.
- Under the ***Referendum Act*** Cabinet may determine the manner in which the referendum is conducted. This could include a referendum conducted by mail.

Timing

- The Chief Electoral Officer advises that if he learns in ***early March*** that a date as early as late June is desired for either an Initiative Vote or a Referendum, he can accommodate that request.
- He advises that the request would be easier to accommodate if the vote were a Referendum conducted by mail. This method would also save approximately \$20 to \$25 million.
- The most expedient manner in which to create legal certainty about the date is to conduct it as a Referendum. This could be done by OIC immediately upon the swearing-in of a new Premier and Cabinet.
- However, it would then be necessary to amend the ***Recall & Initiative Act*** as soon as is practicable to extinguish the requirement for a September 24th Initiative Vote. Technically the ***Recall & Initiative Act*** could be amended to avoid the September 24th vote after a June referendum, as long as it is done by September 24th.

- A late June date could also be achieved by a recall of the Legislature and an immediate amendment to the *Recall & Initiative Act* to bring the date for the Initiative Vote forward to an early date.

HST Information Office

The HST Information Office was established to provide information about the HST and the upcoming Referendum.

The HST issue entered the fall of 2010 as an extremely fractious and challenging public policy matter. While the overall challenge continues, public anger has dissipated with the passage of time.

Research suggests voters, while confused and fatigued about the HST, are entering a more pensive state with respect to the HST. What was once a seemingly insurmountable 40 point spread against the HST in public opinion is now a 15-20 point gap – a change that occurred with little persuasion activity by either government or HST supporters.

The implications of going back to the PST are significant and these implications are structured in a manner that would create serious, ongoing legacy issues for government.

The HST Office has met with modest success in re-positioning the HST debate to a more fact based level and has created a solid platform to continue shifting the tone of public dialogue by reframing the public interface between government and the public on HST.

Strategic policy and communications decisions will need to be made immediately – the right combination of which has the potential to significantly influence the vote results.

Research

The HST Information Office has undertaken a modest research program to help inform the strategic and tactical actions of the Office. The research, released publicly in December 2010, revealed a number of important facts, including:

- Significant misunderstandings about the HST - what it applies to and what the impacts will be to key sectors of the economy.
- Close to half of British Columbians hold conflicting and uncertain views about the HST, importantly with more information, a plurality of these voters may support the HST.
- Strong, but dissipating, anger about the introduction of the HST, which is at least partially offset by voter concerns about returning to the PST/GST in terms of budget impacts, duplication/increased administrative costs and the potential for reduced HST credit cheques amongst lower income British Columbians.
- Strong support for the Referendum and a high level of awareness that the Referendum is an important public policy decision with significant implications for the province.

- A clear desire for fact based, straight forward information about the HST and the referendum options.

In addition to the research released in December, the HST Office commissioned a 15 question follow-up survey in early February to better understand and assess the shifts that have occurred in the last 3 months. The results of this survey showed similar trends, with a modest shift to greater awareness of the HST and the impacts of returning to the PST/GST. Importantly, there continues to be a very strong relationship between the level of knowledge of perceived impacts and a rejection of returning to the PST system due to negative consequences.

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The HST Information Office will also review and make use of the quantitative analyses released from reputable polling firms. In December of 2010, polling data from Angus Reid (online) showed that there has been a significant shift in public opinion since the introduction of the HST, with a sharp change in November. As of December 21st, 54% of British Columbians would vote to extinguish the HST, while 35% supported keeping the HST. This represents an approximately 20% swing from the previous Angus Reid poll in the space of 3 months, without government or HST supporters undertaking any significant activities.

Activities

The research findings were combined with both internal analysis and external stakeholder discussions to formulate a three phase approach for the HST Information Office's activities.

Phase one(current phase) is grounded in an effort to restore government credibility on the HST file and to provide a stronger sense of independence with respect to the publicly available fact base on the HST. Phase one will run until the new Premier and executive provide direction for the Office's activities.

Phase two will be designed around the forthcoming set of decisions from the new Premier and executive relative to the HST. The Office is prepared to activate a more robust communications plan to support these decisions as well as preparing to stimulate a fact based dialogue and discussion of the Referendum.

Phase three will be designed to present a clear choice to British Columbians with fact based, summary information made widely available through multiple communication channels. Phase three will also seek to stimulate and encourage voter participation.

Phase I – Restore credibility and build a solid information platform

Overview

Phase one emphasizes a ‘tell, don’t sell’ approach to HST information presentation along with a relatively passive set of communication tactics – new website, soft social media presence, establishment of the Independent Panel, and stakeholder engagement.

Summary of Activities

- *Research information*
 - publicly released all research data in December 2010
- *Website*
 - a complete and comprehensive re-design and re-launch of the HST website to better reflect functional needs of users and to establish a more credible information platform for public use
- *Independent panel*
 - establishment of an independent, expert panel to review the implications of each Referendum option and report directly to British Columbians
- *Stakeholder relations*
 - engage, review tactics and connect with key stakeholders
- *Communications planning*
 - review, discuss and formulate potential communications strategy and tactics (detailed below).

Discussion

Overall, the activities undertaken by the Office to date have met with modest success in restoring government’s credibility on the file, while also furthering the objective to secure a more solid foundation to provide information on the two referendum options in future phases. All key phase one activities – new website, release of polling information, establishing an independent review panel of experts - have met with generally favourable media and online coverage.

Summary/Analysis

The HST Information Office’s phase one activities have combined with time-related anger dissipation and a generally positive set of economic indicators – improving consumer and business confidence, stronger retail sales, relatively stable inflation, and modestly improved economic growth – to benefit the HST. This assessment suggests that the choices of the new Premier and executive relative to the HST are not as constrained as may have been the case in the fall of 2010 from a public sentiment perspective. However, while there is now a much

clearer potential path to a different referendum outcome, the steps on that path remain challenging. A concerted and coordinated effort will be required to realize a different outcome.

Phase II – Implementation: policy decisions and communications strategy

Overview

A positive outcome regarding the future of the HST requires a combination of timely and responsive policy decisions, effective communications (strategy and tactics) and a robust response from HST supporters that ultimately combines together to resonate with voters. Based on an analysis of the research findings, public dialogue and external polling, there is a real potential to shift both the tone and substance of the HST debate. There will be only one opportunity for the new Premier and executive to re-define the HST debate.

Rather than having the Referendum become the culmination of voter anger over the HST's introduction, the opportunity exists to have voters assess the HST in a more contemplative light versus the PST/GST alternative. The importance and arguably necessity, of shifting the HST Referendum debate to a more realistic comparison of two tax options is further underscored by the serious public policy and political challenges involved in returning to the PST/GST system.

Summary of (draft) communications and public engagement strategies

Research information

- Quantitative survey and qualitative research – summarized previously.
- All research data to be publicly released
- *Website*
 - 2 significant re-designs scheduled for the launch of phase two and phase three.
 - Content shifts to support information that better inform voters on the two Referendum options and provide improved tools for stakeholders to engage in fact based dialogue about the HST and returning to the PST/GST system.
 - Independent Panel report is made public and will serve to anchor information and fact-based discussion about the Referendum options.
 - Information and structure of the website becomes a conduit and hub for social media initiatives and online engagement (see below).
- *Social media*
 - Shift to a more active social media presence – engaging in online forums and seeding Referendum fact dialogues.
 - Virtual democracy exercise(s):
 - Wiki-democracy for the HST and/or virtual town-hall.
 - Modest online advertising

- *Independent panel*
 - Release of Panel's report to be followed up with media engagement by Panel.
 - Utilize results to serve as a basis for more direct public engagement exercises, such as debates between proponents and opponents.
 - Panel report provides potential opportunity for making/validating certain HST policy decisions.
 - Depending on results and HST policy decisions, consideration will be given to mass distribution of report findings – website, possible householder.
- *Public dialogue*
 - In addition to online dialogue tools, consideration will be given to proactively creating structured, regional public information sessions.
- *Informational advertising*
 - Advertising efforts will be focussed on presenting factual information creatively through learning/engagement partnerships with media entities.
 - Consideration will be given to an RFP for creative advertising.
- *Stakeholder relations*
 - Outreach to ensure stakeholders are engaged and information is being amplified to help establish a more accurate information base.

Discussion

The return to the PST is non-trivial exercise from a number of important risk perspectives:

- Eliminating the HST and returning to the PST would have significant revenue and economic implications for British Columbia.
 - BC would have to repay \$1.6 billion in transitional funding.
 - A re-introduced PST would bring in less revenue than the HST and this revenue gap would increase each year because the PST grows more slowly than the HST.
 - Government administrative costs would increase by about \$30 million annually.
 - Unless new revenue measures were introduced, there would be less government revenue available to fund essential services.
- It is estimated that it would take at least 18 months, and possibly up to two years, to wind down the HST and reintroduce the PST.
- Elimination of the HST would adversely affect the investment climate due to removal of the benefits it provides for BC business and the economy.
- Overall costs for BC businesses would increase by an estimated \$2 billion annually, including \$150 million annually in additional compliance costs because they would have to comply with two different tax systems.

Despite the challenge of making up what is a significant gap in public support, the implications of returning to the PST, combined with the benefits of the HST, makes a compelling policy case for undertaking a concerted effort to maintain the HST. At a minimum, communications objectives in the lead up to an Initiative vote need to ensure the public are made well aware of the policy challenges in returning to the PST.

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Reconciling previous positions and future actions of government in an understandable manner is therefore critical to re-establishing credibility and renewing the connection between government and citizens on this taxation policy matter.

The forthcoming set of HST policy decisions and communications actions should take into consideration this legacy context as well as the need for consistency with any new governance style/approach the new Premier and executive shall be implementing to define government.

Summary of potential HST related policy decisions:

1. *Initiative vote date*
 - a. Potential move to June - legislative changes required.
 - b. Leave as September 24, 2011 Initiative vote date.
2. *Initiative voting process*
 - a. Potential change to mail-in ballot and realize \$20-\$25 million in cost savings.
 - b. Leave as ballot box process.
3. *HST tax refinements*
 - a. Potential for rate change, exemption/rebate adjustments.
4. *Funding and role for HST Information Office and the 'sides' of referendum*
 - a. Modify role and funding.
 - b. Leave funding and HST Office in place.
5. *Communication and public engagement strategies*
 - a. Align/integrate HST strategy with any overall government re-structuring of communications and engagement via the Public Affairs Bureau.

Summary

Phase two will be designed to shift the public discourse by taking more active policy and communication measures designed to continuing restoring public trust and allowing for a more contemplative review of the Initiative options by voters. The phase two plan will also be

informed by research and the communications/governance style brought forward by the new Premier and executive.

There is an opportunity in phase two to present a comparatively fresh perspective on a challenging issue. This perspective should be centred on any forthcoming policy decisions that combine with a compelling, easy to understand and fact based campaign that supports the HST in a comparison with the PST/GST systems. Rebuilding a stronger level of trust and ultimately winning people's minds on the HST are the primary goals of phase two.

Phase III – Presenting a clear choice

Overview

Phase three will build squarely off the policy decisions and fact-based foundations of the debate established in phase two. Emphases will be placed on presenting the two Initiative vote options in a manner that legitimately and believably creates a clear contrast between the options. This phase will need to be adaptive and to the extent possible, reflect what the research is saying about the Initiative vote direction. Communications tactics will be closely evaluated and this phase will, within limits, consume the most significant portion of the Office's budget. These tactics could include: householders, public debates or forums, creative advertising, online democracy initiatives, voter participation and awareness efforts.

Communications tactics (to be further evaluated):

- *Householder*
 - provision of a fact based summary of the Referendum options to all households. This could, for fairness purposes, also include fact based information from both 'pro' and 'con' perspectives.
- *Public debates*
 - multiple formats and channels to be reviewed and discussions undertaken with major media outlets.
- *Creative advertising*
 - potential to follow-up and build off phase two.
- *Online democracy initiatives*
 - follow-up from phase two activities.
- *Voter participation and awareness*
 - funding and initiatives.

Summary

Phase three has a concise goal – ensure voters have a clear choice. The fact base surrounding the two options should be well understood. Tactics will align to this goal and will need to be closely monitored with research results regarding public information dissemination. There is a clear public interest ensuring that the fact base regarding the two Initiative vote options is presented concisely and fairly.

NOTE: If the Referendum continues to fall under the Recall and Initiative Act, phase three will also coincide with the 60 day period prior to the vote. This could have significant implications for government activities as this period is governed by Elections BC and has overall spending caps that would, most likely, include government actions. The spending cap issue will require further discussion with Elections BC, if the vote falls under the Initiative legislation or if the Referendum Act is applied and some form of spending limitations are imposed.



Information Access Operations

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Advice to Premier Designate

15 Aboriginal Relations

15 ABORIGINAL RELATIONS

Introduction

British Columbia's New Relationship initiative is recognized nationally and internationally as a leading edge innovative approach for developing effective and mutually beneficial relationships with First Nations and other Aboriginal people. British Columbia has had success in shifting from a primarily adversarial and confrontational relationship with First Nations to one which is more proactive and respectful, benefitting all parties. Particularly in the past 10 years, British Columbia has created successes and momentum within the treaty process; has involved First Nations more fully in land use decisions and resource revenue sharing; and has made progress in closing socio-economic gaps faced by Aboriginal people.

The benefits of the New Relationship with First Nations include:

- **Reduced Litigation**— expensive and damaging First Nation litigation has been reduced;
- **Improved Investment Climate**— investors and developers have benefited from increased legal and economic certainty;
- **Economic Growth**—British Columbia has enjoyed increased investment, employment and economic growth resulting from the improved investment climate, flows of federal cash and increased First Nation participation in local economies; and
- **Improved Social Outcomes**—improved social outcomes for Aboriginal people, allowing for reduced reliance on provincial programs.

British Columbia is entering a period that will see major development and transformation of the Crown land base. In this context, the need to manage relationships with First Nations remains an important policy objective.

The Challenge

To understand British Columbia's current Aboriginal policy approach, it is necessary to understand the legal framework.

Unlike other provinces, treaties have largely not been concluded in British Columbia¹. In the absence of treaties, the Courts have confirmed that Aboriginal rights do continue to exist, but have not clearly defined the nature of those rights and where they exist. Case law requires British Columbia to consult with First Nations on any decisions which may infringe their treaty or Aboriginal rights. Where government makes a decision which will infringe rights, there is a legal duty called "accommodation," which can include mitigation measures, or even economic compensation. These legal requirements impacted resource development and government decision making.

In the context of this legal uncertainty, First Nations take the position that they have legal rights on most Crown land. In the extreme, it is their view that as a titleholder, they must approve and be compensated for activity on Crown land. First Nations have had success through

¹ The exception is Treaty 8 and a number of smaller 'friendship treaties' that do not fully resolve title.

litigation and other processes in having projects delayed, or in some cases shelved (e.g. Prosperity Mine proposal) until their interests are addressed.

For investors, particularly where there are lengthy delays between the initial investment and the project successfully operating and producing profit, the uncertainty created by undefined Aboriginal rights is a significant obstacle:

- Industry has repeatedly identified uncertainty regarding Aboriginal rights as a major impediment to investing in British Columbia; and
- Numerous studies indicate that resolving this uncertainty would allow for significantly increased employment and economic growth. For example, a 2009 Price WaterhouseCoopers study concluded that completing treaties could deliver more than \$10 billion in economic benefits to provincial economy over the next 15 years.

British Columbia's Response

British Columbia has responded to the need to reconcile Aboriginal rights through participation in the treaty process and the New Relationship initiative. The Province has created a comprehensive and flexible approach that can be tailored to the needs and situation of individual First Nations in and out of the treaty process.

The Treaty Agenda

Treaties are the preferred form of reconciliation agreements with First Nations. Key benefits include:

- **Certainty** – treaties create the highest order of legal and economic certainty by replacing undefined Aboriginal rights with fully defined treaty rights;
- **Federal participation** – unlike most other First Nation agreements, Canada is a full participant in treaty, resulting in large flows of federal funding to British Columbia First Nations and ability to address areas of federal jurisdiction (e.g. release from the *Indian Act* and self-government); and
- **Federal Cost-Sharing** – treaties are fully cost-shared with Canada. Under federal-provincial understandings, Canada contributes most of the cash and British Columbia contributes most of the land, with the result that treaties have minimal impacts on the Province's fiscal plan.

British Columbia entered the treaty process in 1991. Progress has been much slower than expected and the process has been expensive (total federal and provincial expenditures exceeding \$1 billion to date). However, the treaty process has started to have some success and momentum in recent years:

- Nisga'a (2000)²;
- Tsawwassen (2009);

² Nisga'a negotiations started before and were concluded outside of the treaty process.

- Maa-nulth (five Vancouver Island First Nations, effective April 1, 2011);
- Yale Final Agreement (initialed and moving through the ratification process); and
- Sliammon Final Agreement (Negotiators' handshake, awaiting federal approval).

In addition to these treaty Final Agreements, negotiations are going well with other First Nations and new treaty agreements are possible in the near future.

To address the length of time to achieve treaty and to build momentum in the treaty process, British Columbia introduced the Incremental Treaty Agreements (ITA) initiative in 2009. ITAs allow for progress with First Nations that are not ready for full treaty by providing early access to a small portion of treaty benefits. These agreements are designed to facilitate economic development, accelerate treaty negotiations and create increased certainty (i.e., agreement not to litigate). The first two ITAs have been finalized with Tla-o-qui-aht and Khahoose First Nations, and ITA negotiations are currently underway with a number of other First Nations.

There are issues that threaten the current momentum within the treaty process. Most important, there appears to be concerns within the federal system that are slowing and even preventing progress:

- The federal system has not provided authority for Canada to initial the Sliammon treaty more than eight months after agreement was reached in June 2010;
- More problematic, Canada has placed a moratorium on fish negotiations until the Cohen Inquiry on Fraser River salmon is complete—the completion date was recently extended to July 2012. Given the legal and cultural importance of the Aboriginal right to fish, the federal moratorium may prevent new treaties from being finalized for two or more years; and
- While Canada has indicated support for the provincial ITA initiative, it has not agreed to fully participate or cost-share these agreements.

Non-Treaty Agreements

A number of factors have created a need for arrangements that reconcile Aboriginal rights in advance of treaty agreements:

- As noted, progress in the treaty process has been slow;
- About a third of First Nations do not participate in the treaty process; and
- *Haida and Taku River Tlingit* Supreme Court of Canada decision in 2004 transformed the legal landscape by increasing legal requirements to consult (and potentially accommodate) with First Nations.

In the 2005 New Relationship Vision document, British Columbia confirmed its willingness to enter into government-to-government arrangements with First Nations regarding revenue sharing and shared decision making. The intention is to structure such arrangements to create

operational certainty for development and incentives for First Nations to support development by linking benefits to activity. These arrangements can also facilitate First Nation participation in industry through equity, employment/contracting and other arrangements.

Resource Revenue Sharing

British Columbia's current policy is to share a portion of direct revenues generated from resource development in a First Nation's traditional territory. To that end, British Columbia has recently concluded a number of key revenue-sharing agreements, including:

- **Forest Consultation and Revenue Sharing Agreements (FRCSAs)** are activity-based agreements which share forestry revenue with First Nations. FRCSAs have provided more than \$243 million to more than 150 First Nations over the past five years.
- **Economic Benefit Agreements** have been finalized with four and are being negotiated with the other three Treaty 8 First Nations located in the northeast region of the province. These agreements could provide more than \$200 million from gas revenues over 15 years.
- **Economic and Community Development Agreements (ECDAs)** fulfill British Columbia's commitment in 2008 to share mining tax revenue from new mines. The first two ECDAs finalized in 2010 will share mining tax revenues from the New Afton and Mt. Milligan mine developments. A number of other ECDA negotiations are underway.

Shared Decision Making

Strategic Engagement Agreements (SEAs) were developed as part of a provincial strategy to engage First Nations in decision making on natural resource development. While not providing a veto, SEAs provide an enhanced role in decision making for First Nations while streamlining the consultation process for faster approvals of permits (e.g. reducing time and burden of consultation by 30 to 50 percent). The first three SEAs have been finalized with the Nanwakolas, Tsilhqot'in and Ktunaxa First Nations. Numerous other SEA negotiations are underway.

Reconciliation Protocols

Reconciliation Protocols contemplate shared decision making, resource revenue sharing, economic development and community-based social development tools and activities in one agreement with First Nations. In 2009, British Columbia concluded Reconciliation Protocols with the Haida Nation and a group of six Coastal First Nations. Other Reconciliation Protocol negotiations are underway.

BC Hydro

BC Hydro has negotiated reconciliation agreements with Tsay Dene and Kwadacha First Nations regarding the impact of the Williston Reservoir, and has reached agreement in principle with 11 Stat'imc First Nations regarding infrastructure in their territory east of Pemberton. BC Hydro is

also in various stages of negotiations with First Nations regarding the Northwest Transmission Line, Site C and other infrastructure projects.

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Closing Social and Economic Gaps

The statistics respecting “gaps” for Aboriginal people are compelling – First Nation, Métis and urban Aboriginal people experience significantly poorer socio-economic conditions than other British Columbians. For example, infant mortality rates are 2.3 times higher, life expectancy is 5.8 years lower, high school completion rates are 35 percent less than most British Columbians, and median income is 64 percent of the British Columbia average. These social circumstances not only limit the ability for Aboriginal people to participate in the economy, they create significant demand and costs for provincial social programs.

The Transformative Change Accord was signed by First Nation leaders, provincial and federal governments in November 2005 at the Kelowna First Ministers’ Meeting on Aboriginal Issues. The Accord commits us to work together to achieve substantial improvements in the areas of Crown-First Nations relationships, health, education, housing and infrastructure, and increased economic opportunities. The Accord also commits to closing socio-economic gaps faced by Aboriginal people within 10 years. In 2006, British Columbia and Métis Nation BC signed the Métis Nation Relationship Accord, similarly committing both to work together to address the gaps.

Since 2005, these Accords have resulted in foundational tripartite or bilateral agreements and plans which are being implemented:

- Tripartite First Nations Health Plan;
- Tripartite First Nations Education Jurisdiction Agreements/Aboriginal Post-secondary Education Strategy;
- Tripartite First Nations Housing Memorandum of Understanding; and
- Tripartite First Nations Broadband Connectivity Plan.

Tripartite agreements provide opportunities to not only align services more effectively across governments, but also to hold Canada responsible for services delivered on-reserve. Canada generally accepts this responsibility, however federal funding is often well below that provided for comparable services to non-Aboriginal communities by provincial governments. Some tripartite agreements have been stalled or are waiting for federal funding.

Moving Forward

As described above, British Columbia has invested a great deal in developing the New Relationship with First Nations and it will be important to maintain the progress that has been achieved. Going forward, developers are looking to British Columbia to continue to manage relations in ways that result in First Nations' support for the major developments and transformation that are about to occur on the land base, including:

- a major province-wide upgrade of BC Hydro infrastructure, including "Site C";
- numerous new mining projects in the northwest and other parts of province;
- major new developments within the gas sector, including new shale gas resources; and
- a number of new pipeline projects, port expansions and major transportation projects.

In moving the New Relationship forward, British Columbia will have to manage and respond to the number of key challenges.

First Nations' Expectations—Fuelled by Court decisions, First Nations' expectations are high. Approaches for managing First Nations' expectations (and provincial costs) include:

- Continue to design agreements to be funded from new incremental revenues and facilitate direct First Nation involvement in development through employment, equity and other arrangements that provide 'skin in the game';
- Focus on achieving agreements with First Nations that are willing and poised to engage with government; and
- Avoiding agreements that establish unsustainable precedents.

Federal Participation—Federal participation helps to ensure that First Nation agreements are comprehensive, allows areas of federal jurisdiction to be dealt with and reduces provincial costs through federal cost-sharing. Increased federal participation could be achieved through:

- A renewed federal commitment to the treaty process;
- Canada's agreement to a federal-provincial framework for non-treaty agreements; and
-

The Social Agenda—

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- It increase the effectiveness of limited resources, it may be appropriate to target education as the area with the most long-term potential for improving socio-economic indicators as well as for preparing the predominantly young Aboriginal population to help address future labour force shortages.

Conclusion

British Columbia's Aboriginal agenda is a key part of its overall social and economic strategy. The Province has had success in shifting from what was primarily a confrontational relationship with First Nations to one which is more proactive and respectful. Benefits of this transformation include:

- reduced confrontation and litigation;
- generally improved investor climate; and
- increased employment and economic growth opportunities.

As British Columbia enters a period that will see major developments on the Crown land base, investors are looking to the Province to continue to manage relations in ways that will result in First Nation supporting these developments.

Advice to Premier Designate

16 Issues in Intergovernmental Relations

- **The Importance of Intergovernmental Relations**
- **Intergovernmental Relations in Canada**
- **Role of BC**
- **Key Mechanisms of Intergovernmental Relations**
- **British Columbia's Approach to Intergovernmental Relations**
- **Intergovernmental Outlook – Immediate Issues**
- **Recommendations for Intergovernmental Actions by the Premier in the First 90 Days**

16 ISSUES IN INTERGOVERNMENTAL RELATIONS

The Importance of Intergovernmental Relations

As a sub-national government of a small and open, trade-dependent economy on the Pacific Rim, British Columbia cannot shape its destiny by itself. Developing strong relationships with other governments is therefore crucial to securing the conditions for a strong and prosperous provincial economy and a healthy society.

For British Columbia, intergovernmental relations means:

- Representing the Government of British Columbia with one consistent voice to other governments within Canada and with foreign governments;
- Extending BC's influence beyond its borders to obtain support for initiatives and policies that British Columbia cannot achieve alone, or could be done better by working with other jurisdictions; and
- Managing the Government's ceremonial, protocol and diplomatic activities.

Intergovernmental Relations in Canada

Intergovernmental relationships in Canada extend from the Prime Minister and Premiers, to Ministers and officials and span most government ministries.

Given the over-arching political and policy importance of intergovernmental relations, overall responsibility is normally assumed at the federal level by the Prime Minister and at the provincial level by the Premier. In five provinces and three territories the Minister of Intergovernmental Relations is the Premier. In BC and Alberta, the Minister responsible for Intergovernmental Relations is also responsible for trade and investment. Ontario has a distinct Ministry for Intergovernmental Relations. In Québec and Newfoundland and Labrador the intergovernmental portfolio is assumed by a Minister but the agency resides within the Premier's Office. This is similar to the structure of the federal government where the Privy Council Office is responsible for intergovernmental relations and is tied to the Prime Minister's Office. In short, the mandate of intergovernmental agencies in federal, provincial and territorial governments is to provide advice and support for policy, negotiations, and communications for Premiers' engagement with heads of governments, and to coordinate the intergovernmental activities within a government to make sure positions are coherent and unified.

Role of BC

In recent years there have been a number of changes in the way intergovernmental relations is conducted in Canada to improve their efficiency and effectiveness. British Columbia has played a leading role in several of these changes, including:

- Pursuing a constructive, pragmatic approach with the federal government. This approach, combined with an increased number of seats for BC in the House of Commons, contributed to a decrease in the western alienation sentiment felt for years by British Columbians. It also created a climate that led to significant tangible benefits for BC as demonstrated by a fairer or more equitable distribution of federal spending;
- Greater reliance on strategic groupings of jurisdictions (e.g., the New West Partnership of British Columbia, Alberta and Saskatchewan, BC-Washington State; the Pacific Coast Collaborative of Canadian and U.S. coastal jurisdictions, and the Pacific Northwest Economic Region). These strategic alliances strengthen BC and the region and have been key to shaping and driving the national agenda of the federal government;
- Increasing tendency to look beyond domestic (interprovincial and federal-provincial) forums to build relationships with U.S. states and other foreign sub-national governments; and
- A maturing of the provincial/territorial and federal-provincial-territorial relationship.

Key Mechanisms of Intergovernmental Relations

- **First Ministers' Meetings (FMM)** – These are *ad hoc* meetings and are at the call of the Prime Minister. They involve the Prime Minister and the thirteen Premiers. They generally occur in response to a pressing national issue. The most recent FMM was in January 2009 to deal with the global economic downturn.
- **Bilateral relations with the federal government** – This is the preferred approach of the federal government. This relationship requires strong engagement at all levels, but is generally driven by the Premier-to-Prime Minister relationship. The Premier's relationship with the federal regional minister for the province (in BC's case, currently Hon. Stockwell Day) is also important.

- **New West Partnership** – The pioneering BC-Alberta joint cabinet meetings have been broadened, since 2009, to include Saskatchewan (under the heading of the New West Partnership). This has been a major force in driving policy changes in Canada. The Trade, Investment and Labour Mobility Agreement (TILMA) which was borne from these partnerships has pushed the other provinces to act more decisively on the internal trade agreement as it pertains to labour mobility. The model of joint Cabinet meetings has now been adopted by Ontario and Québec and more recently by Manitoba and Saskatchewan in February 2011. The New West Partnership is coming up to its first anniversary on April 30th and the three governments are currently busy implementing its elements. *A BC-Alberta-Saskatchewan joint Cabinet in Vancouver is being considered to celebrate this anniversary. The timing of the meeting could be late April/early May.*
- **Western Premiers' Conference (WPC)** – Regional grouping of seven Premiers which provides an opportunity to bring western priorities to the national stage. This year the WPC will be chaired by Premier Floyd Roland of the Northwest Territories and will take place in Yellowknife on June 20-22.
- **Council of the Federation** – All thirteen provincial and territorial Premiers meet at least once each year as the Council of the Federation. BC's Premier will host the Council of Federation in Vancouver on July 20-22, 2011. BC's turn as Chair of Premiers occurs once every ten to thirteen years. As of the July 2011 meeting, the BC Premier will chair the Council for a year and will be the spokesperson for all Premiers with the Prime Minister on issues addressed by the Council.
- **Relationships with foreign national and sub-national governments** – The Province cultivates relations with foreign governments through direct bilateral relations, participation in regional associations (e.g., Pacific Northwest Economic Region, Pacific Coast Collaborative), joint cabinet meetings (with Washington State), meetings with the diplomatic and consular corps, through outgoing and incoming missions, in-market trade representatives, and sister-province relationships.
- British Columbia, unlike most provinces, has consular representation from 79 countries. The consular corps includes career consuls from priority countries such as the US, China, Japan, Korea and India.
- **Sector-specific Ministerial forums** – Most areas of government activity have some mechanisms for regular meetings of Ministers, either provincial-territorial or federal-provincial-territorial.

British Columbia's Approach to Intergovernmental Relations

Broadly speaking, BC's approach to intergovernmental relations emphasizes four strategies:

1. building and maintaining strong relationships and partnerships;
2. articulating and understanding interests;
3. focusing on priorities; and
4. persistent engagement.

Develop Formal and Informal Relationships and Partnerships

Relationships help the Province understand the interests of others and promote greater understanding of British Columbia's interests. These relationships need to be carefully cultivated and maintained at multiple levels. A strong political relationship or a strong relationship among public servants can be helpful, but a co-ordinated effort coupled with persistent engagement increases chances for success.

Articulate and Understand Interests

Intergovernmental relations are about making a BC priority a shared priority. To do so effectively, British Columbia uses various tools (e.g., business cases) to clearly articulate its interests and the benefit of taking action. For relations and negotiations to succeed, empathy is also critical to success: understanding the interests within other governments, identifying trade-offs, and finding ways to meet those interests to achieve a win-win outcome.

Focus on priorities

Effective intergovernmental relations break down when priorities are not clearly identified and articulated. While changes in priorities are to be expected, a strategy with a myriad of issues of uncertain priority leaves other governments guessing what British Columbia really wants. The Premier and Cabinet should confirm the Province's intergovernmental priorities early on as an integral part of the going forward agenda of the Province.

Consistent and Persistent Engagement

A consistent message from all levels in the government increases the chances of success. Maintaining a persistent focus on important issues ensures the messaging received by partners is not muddled and confusing.

Intergovernmental Outlook – Immediate Issues

Federal Government

The Canadian intergovernmental scene continues to be dominated by the uncertainty of a minority government in Ottawa and on-again off-again speculation of a federal election. If there is to be a federal election this spring, it is likely to be triggered by the upcoming federal budget, expected in early March.

Failing an election in the spring, the Conservative government is likely to serve its full mandate until October 2012. The number one priority of the federal government is the economy with an agenda centred on Jobs and Growth.

The Jobs and Growth agenda includes the following:

- Federal stimulus program that will wrap up in October.
- Fiscal restraint leading to a projected surplus in 2015/16. It is important to note that the federal government has indicated that fiscal restraint will not be achieved through cuts in transfer payments to provinces.
- Support for low income seniors, the military and aboriginal issues.
- Need for skills and skilled workers.
- Development of an innovation strategy combined with a major review of Research and Development initiatives, with the objective of strengthening business development and expansion through commercialization.
- Development of a digital economy strategy.
- A Canada-US border vision.
- Increased competitiveness through greater trade.

In addition, the federal government will continue to implement its justice agenda. It will also continue to strongly support its mission to Afghanistan.

On the trade component of the federal agenda, the federal government is negotiating a Canada-European Union Trade agreement with the objective of reaching a final agreement in 2011. British Columbia and the other provinces and territories are participating in these

negotiations. The strong support by BC of the ambitious federal position in these negotiations has been noted by the federal government. Canada is also pursuing a Canada-India trade agreement, and it is hoped that provinces and territories will be able to participate in, and influence, the development of the federal position.

The recently announced Border Vision by the Prime Minister and President Obama is consistent with one of BC's intergovernmental priorities. BC can therefore be a key ally to the federal government in delivering this Prime Minister's commitment.

The federal agenda will be advanced mainly through legislative and regulatory reform and not through massive investments.

British Columbia

As the federal pre-election phase nears, two broad priorities emerge for British Columbia:

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BC has a number of federal-provincial priorities. Among these are aboriginal relations, particularly progress and conclusion of some treaties. In terms of its economic and competitiveness intergovernmental agenda, the Province's priorities include measures pertaining to the implementation of the HST, softwood lumber, immigration and labour market development agreements, Pacific Gateway, Open Skies, mountain pine beetle, and harmonization of environmental assessment regulations for a one project-one process approach.

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The Province's provincial-territorial activities in 2011/12 will be mainly conducted through the Council of the Federation.

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The Premier's and Province's leadership in intergovernmental relations will be particularly important in the coming year as discussions are already taking place on the renewal of fiscal arrangements with the federal government for 2014 (the Canada Health Transfer, the Canada

Social Transfer, infrastructure funding, and Equalization).

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key factor in these discussions with the federal government will be the health of the Canadian economy and the governments' collective fiscal outlook.

United States

British Columbia's interests and priorities for its relations with the United States are focused on innovation and investment, clean energy and climate action, transportation, and ocean and coastal health, the latter especially because of its resonance with U.S. interests.

The November 2nd midterm elections in the United States are influencing BC's intergovernmental relations strategy going forward to 2013.

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The softwood lumber agreement (SLA) continues to be an issue between the Canadian and US governments and representatives of both governments have had face-to-face meetings

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At issue is the way BC prices timber that has been killed by the mountain pine beetle. At the end of 2010, the US accused BC of violating the SLA. The US alleges that sawmills are using timber that has been classified as Grade 4 salvage timber and getting a sizable amount of lumber out of salvage logs, more than should be the case. The US believes BC is effectively subsidizing companies such as Canfor and West Fraser by charging too little for trees on Crown land, thus mitigating the impact of export taxes companies have been paying under the SLA. The US is challenging Canada by taking their claim to the London Court of International Arbitration, where an independent tribunal will decide the merits of the complaint, not the US government agencies.

BC's position is that it continues to support the SLA and that the US arbitration is unnecessary, unwarranted and politically motivated; and that the auction-based pricing system ensures that the full value of timber – whether impacted by the mountain pine beetle or not – is paid to the province. BC appreciates the strong support from the federal government however BC wants to retain the right to determine materials and arguments presented during the arbitration.

The strong relationship with Washington State (whose Governor's term runs through to the end of 2012) is a critical asset in forging relationships with both other Pacific Coast Governors and with key players in the US Administration and Congress in Washington, DC. Forging new strong

bilateral relationships with the Governor of Washington State is an immediate priority.

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Governor Chris Gregoire from Washington State plans to come to BC shortly after the swearing-in to meet with the Premier and discuss the BC-Washington relationship. If both the Premier and Governor decide to continue the relationship through joint Cabinet meetings, the next

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International - Asia Pacific

There are two facets to intergovernmental relations work in the Asia Pacific sphere:

1. influencing Canada's foreign and trade policy agenda; and
2. using British Columbia's government-government relationships to open doors for economic and other opportunities.

The federal government has shown signs of a renewed interest in engaging with countries in the Asia Pacific. The Prime Minister's trips to China and India in 2009 created an important opportunity for progress.

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The Province has taken steps to build intergovernmental relationships in the region through regular outgoing missions, attention to incoming delegations, and re-establishment of a trade and marketing presence in Asia Pacific markets. As a result, BC businesses have been able to enter new markets.

The Premier may wish to continue to nurture relationships with governors of British Columbia's sister provinces in the Asia Pacific, Governor Huang Hua Hua of Guangdong Province, China and Governor Kim Moon-soo of Gyeonggi Province, Korea. British Columbia also recently entered into a memorandum of cooperation with the State of Queensland, Australia. Under the cooperation agreement, consideration is given to holding the world's first trans-oceanic virtual

(via telepresence) joint cabinet meeting. Such a meeting will be subject to the wishes of the BC and Queensland Premiers.

Recommendations for Intergovernmental Actions by the Premier in the First 90 Days

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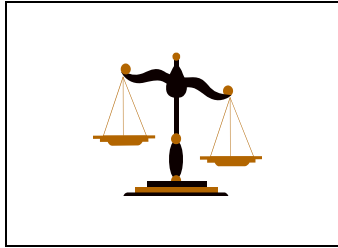


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