

# House Prompts

At the BEGINNING OF EACH SITTING for estimates, the Premier says:

Honourable Chair, I move Vote 10 resolved at a sum not exceeding \$9,008,000 be granted to Her Majesty to defray the expenses of the Office of the Premier for office operations to the 31<sup>st</sup> of March, 2014.

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At the end of each estimates sitting debate (if the Premier's estimates have not concluded) the Premier says:

I move that the committee rise, report progress and ask leave to sit again.

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At the completion of the Premier's Estimates, the Premier says:

I move that the committee rise, report resolution and ask leave to sit again.

Introductions:

Joining me in our committee deliberations today are:

- **John Dyble, Deputy Minister to the Premier, Cabinet Secretary and Head of the Public Service**
- **Kim Henderson, Deputy Minister, Corporate Initiatives**
- **Neil Sweeney, Deputy Minister, Corporate Policy**
- **Deborah Fayad, Assistant Deputy Minister and Executive Financial Officer with the Ministry of Finance**
- **Michelle Leamy, Director of Executive Operations in the Deputy Minister's Office**

**\*Note: for IGRS issues, Pierrette Maranda, Associate Deputy Minister with the Intergovernmental Relations Secretariat may come into the House and can be introduced at that time.**

### **Executive Branch (9)**

Dan Doyle, Chief of Staff  
Sam Oliphant, Press Secretary  
Ben Chin, Director of Communications  
Maclean Kay, Communications Coordinator  
Carleen Kerr, Communications Coordinator  
Shane Mills, Director of Issues Management  
Jennifer Chalmers, Manager of Operations  
Laura Tennant, Executive Assistant to Chief of Staff  
Sarah Toda, Administrative Coordinator

### **Correspondence Branch (7)**

Antoinette De Wit, Managing Director  
Jasmine Bains, Correspondence Officer  
Stephanie Klak, Correspondence Officer  
Danna McGaw, Correspondence Officer  
Alysia MacGrotty, Correspondence Clerk  
Catherine Pottage, Correspondence Clerk  
Bob Alexander, File Clerk/Courier

### **Scheduling Branch (3)**

Tamara Davidson, Executive Scheduling Coordinator  
Kara Ross, Scheduling Clerk  
Ashley Stewart, Scheduling Clerk

### **Premier's Vancouver Office (6)**

Michele Cadario, Deputy Chief of Staff  
Jordan McPhee, Executive Assistant to Premier  
Gabe Garfinkel, Director of Community and Stakeholder Relations  
Pamela Martin, Director of Outreach  
May Lee – Administrative Coordinator  
Virginia Bremner – Support Staff

Total Executive Branch – 25

### **Deputy Minister's Office (7)**

John Dyble Deputy Minister to the Premier and Cabinet Secretary and Head of the Public Service  
Kim Henderson, Deputy Minister, Corporate Initiatives  
Neil Sweeney, Deputy Minister, Corporate Policy  
Keira Warren, Executive Administrative Coordinator to John Dyble and Kim Henderson  
Alisha Olson, Executive Administrative Coordinator  
Michelle Leamy, Director, Executive Operations  
Sandy Wharf, Director, Corporate Priorities and Performance Management

### **Cabinet Operations (15)**

Elizabeth MacMillan, Deputy Cabinet Secretary  
  
Steve Anderson, A/Executive Director, Cabinet Operations  
  
Anne Preyde, Executive Director  
  
Deborah Laverty, Executive Assistant  
  
Sheila Doyle, Cabinet Committee Director  
  
Paul Finkel, Cabinet Committee Director  
  
Lynne Holt, A/Executive Director, Cabinet Operations  
  
Charlotte Powell, Cabinet Committee Director  
  
Ken Dawson, Cabinet Director  
  
Robyn Thomson, Cabinet Committee Assistant  
  
Joyce Gillespie, Cabinet Document Coordinator  
  
Sheila Johnstone, Document Processing Coordinator  
  
Jean Hanna, Legislative Officer  
  
Gillian Henuset, OIC Coordinator  
  
Debbie Tsukayama, Manager Cabinet Operations

**Total Executive Operations - 22**



## **Intergovernmental Relations Secretariat (27)**

Pierrette Maranda, Associate Deputy Minister

Donald Haney, Executive Director, Economic Policy and Asia Pacific Relations

Kelly Brubacher, Executive Coordinator

Sandra Dawes, Executive Administrative Assistant

Bryant Fairley, Executive Director, US Relations and Partnerships

Sukumar Periwai, Executive Director, Strategic Policy and Planning

Claudia Fabbri, Manager, International Relations

Veronique Mercier, Manager, Fed-Prov Agreement on Official Languages

Chantal Brodeur, Official Languages Project Coordinator

Paul Craven, Executive Director, Federalism and Canadian Intergovernmental Policy

Judi Sigurdson, Manager, Intergovernmental Relations

Bart Walman, Intergovernmental Relations Analyst

Chelsie Luciani, Intergovernmental Relations Analyst

Glenda Robertson, Research Analyst

Sukie Saini, Coordinator, Finance and Administration

Marc-Andre Ouellette, Chief of Protocol and Executive Director

Karen Felker, Manager, Ceremonial & Honours

Karen Geiger, Manager, Official Visits

Manjit Khaira, Manager, Diplomatic & Consular Services

Lucy Lobmeier, Manager, Intergovernmental Fora & Awards

Gillian Kish, Protocol Officer

David Nicholls, Protocol Officer

Genevieve Elliott, Team Lead, Protocol Projects

Celine Anderson, Protocol Assistant

Jenny Dellabough, Protocol Assistant

Jenny Pescod, A/Protocol Assistant

Brenda Stuart, Protocol Assistant

## OFFICE OF THE PREMIER

VOTE DESCRIPTIONS  
(\$000)

Estimates 2012/13	Estimates 2013/14
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## VOTE 10 — OFFICE OF THE PREMIER

This vote provides for programs and operations described in the voted appropriations under the following two core businesses: Intergovernmental Relations Secretariat and Executive and Support Services.

## INTERGOVERNMENTAL RELATIONS SECRETARIAT

## Voted Appropriation

Intergovernmental Relations Secretariat.....	2,456	2,456
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**Voted Appropriation Description:** This sub-vote provides for management and administrative support for the Executive Council (Cabinet) in the development and coordination of advice, policy, negotiations, issues management, and public consultation relating to federal-provincial, interprovincial, and international relations initiatives. This sub-vote also provides for the Office of Protocol. This includes support for the Premier and Cabinet participation in First Ministers' Conferences, Premiers' Conferences, Joint Cabinet Meetings with neighbouring jurisdictions, and ministerial conferences. This sub-vote manages the *Canada-British Columbia Co-operation Agreement on Official Languages*. This sub-vote also provides for costs of official ceremonies, programs for visiting dignitaries, government-hosted functions, and government honours and awards by authority of the *Provincial Symbols and Honours Act*. Costs may be recovered from ministries; federal, provincial, territorial, and municipal governments; and other entities for services described within this sub-vote.

## EXECUTIVE AND SUPPORT SERVICES

## Voted Appropriations

Premier's Office.....	3,231	3,231
Executive Operations.....	3,321	3,321
	6,552	6,552

**Voted Appropriations Description:** This sub-vote provides for the office of the Premier, and includes salaries, benefits, allowances, and operating expenses for the Premier, the Parliamentary Secretary for Intergovernmental Relations, and staff; the management of cross-government issues and corporate planning; funding for cross-government and other initiatives that support the government's mandate; support of the Executive Council, including government administration, and Executive Council Committees, as well as the salaries, benefits, allowances, and operating expenses for the deputy minister's office; salaries, benefits, and other expenses incurred in providing policy, planning, and operational support to the Executive Council and its committees; and for the planning and coordination of legislative priorities. Costs may be recovered from ministries, Crown agencies, and other organizations for services described within this sub-vote.

VOTE 10 — OFFICE OF THE PREMIER	9,008	9,008
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## GROUP ACCOUNT CLASSIFICATION SUMMARY

## GROUP ACCOUNT CLASSIFICATION

Salaries and Benefits .....	7,884	7,909
Operating Costs .....	1,233	1,466
Government Transfers .....	476	521
Other Expenses .....	434	300
Internal Recoveries .....	(318)	(487)
External Recoveries .....	(701)	(701)
<b>TOTAL OPERATING EXPENSES.....</b>	<b>9,008</b>	<b>9,008</b>

**OFFICE OF THE PREMIER**  
**(\$000)**

**VOTE 10 Office of the Premier**

Description	Total 2012/13 Operating Expenses	50	51	52	54	Total Salaries and Benefits	55	57	59	60	63	65	67	68	69
Intergovernmental Relations Secretariat	2,456	1,971	1	480	—	2,452	—	73	8	30	60	474	—	—	1
Executive and Support Services	6,552	4,225	30	1,093	108	5,457	—	334	56	51	101	228	—	—	5
Premier's Office	3,231	2,123	5	555	108	2,791	—	222	—	10	57	76	—	—	—
Executive Operations	3,321	2,103	25	538	—	2,666	—	112	56	41	64	152	—	—	5
<b>Total</b>	<b>9,008</b>	<b>6,197</b>	<b>31</b>	<b>1,573</b>	<b>108</b>	<b>7,909</b>	<b>—</b>	<b>487</b>	<b>64</b>	<b>81</b>	<b>161</b>	<b>762</b>	<b>—</b>	<b>—</b>	<b>6</b>

70	72	73	75	Total Operating Costs	77	79	80	Total Govt Transfers	81	83	85	Total Other Expenses	86	88	Total Internal Recoveries	89	90	Total External Recoveries	Total 2013/14 Operating Expenses
8	—	—	—	654	425	—	95	520	—	—	16	16	—	(486)	(486)	—	(700)	(700)	2,456
25	—	12	—	812	1	—	—	1	—	—	284	284	—	(1)	(1)	(1)	—	(1)	6,552
1	—	2	—	348	—	—	—	—	—	—	92	92	—	—	—	—	—	—	3,231
24	—	10	—	464	1	—	—	1	—	—	192	192	—	(1)	(1)	(1)	—	(1)	3,321
<b>33</b>	<b>—</b>	<b>12</b>	<b>—</b>	<b>1,466</b>	<b>426</b>	<b>—</b>	<b>95</b>	<b>521</b>	<b>—</b>	<b>—</b>	<b>300</b>	<b>300</b>	<b>—</b>	<b>(487)</b>	<b>(487)</b>	<b>(1)</b>	<b>(700)</b>	<b>(701)</b>	<b>9,008</b>

**Salaries and Benefits**

- 50 Base Salaries
- 51 Supplementary Salary Costs
- 52 Employee Benefits
- 54 Legislative Salaries and Indemnities

**Operating Costs**

- 55 Boards, Commissions and Courts - Fees and Expenses
- 57 Public Servant Travel
- 59 Centralized Management Support Services
- 60 Professional Services
- 63 Information Systems - Operating
- 65 Office and Business Expenses
- 67 Informational Advertising and Publications
- 68 Statutory Advertising and Publications
- 69 Utilities, Materials and Supplies
- 70 Operating Equipment and Vehicles
- 72 Non-Capital Roads and Bridges
- 73 Amortization
- 75 Building Occupancy Charges

**Government Transfers**

- 77 Transfers - Grants
- 79 Transfers - Entitlements
- 80 Transfers - Shared Cost Arrangements

**Other Expenses**

- 81 Transfers Between Votes and Special Accounts
- 83 Interest on the Public Debt
- 85 Other Expenses

**Internal Recoveries**

- 86 Recoveries Between Votes and Special Accounts
- 88 Recoveries Within the Consolidated Revenue Fund

**External Recoveries**

- 89 Recoveries Within the Government Reporting Entity
- 90 Recoveries External to the Government Reporting Entity

**Office of the Premier Rollup:**

12/13 Budget was: \$9.008 M

13/14 Budget is: \$9.008 M

No changes have been made in the allocations

**Executive and Support Services:**

12/13 Budget was: \$6.552 M

13/14 Budget is: \$6.552 M

**Premier's Office**

12/13 Budget was: \$3.231 M

13/14 Budget is: \$3.231 M

**Executive Operations**

12/13 Budget was: \$3.321 M

13/14 Budget is: \$3.321 M

**Intergovernmental Relations Secretariat:**

12/13 Budget was: \$2.456 M

13/14 Budget is: \$2.456 M

## Office of the Premier –Fiscal 2013/2014 Budget

There is no change in the overall operating budget between 2012/2013 and 2013/2014.

### Resource Summary:

Core Business Area	2012/13 Restated Estimates	2013/14 Estimates	2014/15 Plan	2015/16 Plan
Operating Expenses (\$000)				
Intergovernmental Relations Secretariat	2,456	2,456	2,456	2,456
Executive and Support Services	6,552	6,552	6,552	6,552
Office of the Premier	3,231	3,231	3,231	3,231
Executive Operations	3,321	3,321	3,321	3,321
<b>Total .....</b>	<b>9,008</b>	<b>9,008</b>	<b>9,008</b>	<b>9,008</b>
Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)				
Intergovernmental Relations Secretariat	0	0	0	0
Executive and Support Services	1	1	1	1
Office of the Premier	0	0	0	0
Executive Operations	1	1	1	1
<b>Total .....</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>

**Office of the Premier Vote Stob Summary:**

STOB	Description	2012/13 Annual Budget	2013/14 Annual Budget
50	Base Salaries and Overtime	6,226,000	6,197,000
51	Supplementary Salary Costs	31,000	31,000
52	Employee Benefits	1,519,000	1,573,000
54	Legislative Salaries/Indemnities	108,000	108,000
57	Employee Travel	395,000	407,000
59	Shared Srv – Legal Services	64,000	64,000
60	Professional Services	81,000	81,000
63	Information Systems	128,000	161,000
65	Office Expenses	513,000	702,000
67	Advertising	0	0
69	Utilities, Materials and Supplies	6,000	6,000
70	Operating Equipment	33,000	33,000
73	Amortization	13,000	12,000
75	Building Occupancy Costs	0	0
77	Grants	476,000	426,000
80	Trans under Shared Cost Agree	0	95,000
85	Other Expenses	434,000	300,000
88	Internal Recoveries	(318,000)	(487,000)
89	Recoveries within Govt Reporting Entity	(1,000)	(1,000)
90	External Recoveries	(700,000)	(700,000)
	<b>Total</b>	<b>9,008,000</b>	<b>9,008,000</b>

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## Executive and Support Services

- **Premier's Office – Executive Branch (includes Correspondence and Scheduling)**

STOB	Description	2012/13 Annual Budget	2013/14 Annual Budget
50	Base Salaries and Overtime	2,140,000	2,123,000
51	Supplementary Salary Costs	5,000	5,000
52	Employee Benefits	538,000	555,000
54	Legislative Salaries/Indemnities	108,000	108,000
57	Employee Travel	222,000	222,000
59	Shared Srv – Legal Services	0	0
60	Professional Services	10,000	10,000
63	Information Systems	37,000	37,000
65	Office Expenses	76,000	76,000
67	Advertising	0	0
	Utilities, Materials and Supplies	0	0
70	Operating Equipment	1,000	1,000
73	Amortization	2,000	2,000
75	Building Occupancy Costs	0	0
77	Grants	0	0
85	Other Expenses	92,000	92,000
88	Internal Recoveries	0	0
89	Recoveries within Govt Reporting Entity	0	0
90	External Recoveries	0	0
	<b>Total</b>	<b>3,231,000</b>	<b>3,231,000</b>

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## Executive and Support Services

- *Deputy Minister's Office (includes Cabinet Operations and Vancouver Cabinet Office)*

STOB	Description	2012/13 Annual Budget	2013/14 Annual Budget
50	Base Salaries and Overtime	2,119,000	2,103,000
51	Supplementary Salary Costs	25,000	25,000
52	Employee Benefits	522,000	538,000
54	Legislative Salaries/Indemnities		
57	Employee Travel	112,000	112,000
59	Shared Srv – Legal Services	56,000	56,000
60	Professional Services	41,000	41,000
63	Information Systems	64,000	64,000
65	Office Expenses	152,000	152,000
67	Advertising		
	Utilities, Materials and Supplies	5,000	5,000
70	Operating Equipment	24,000	24,000
73	Amortization	10,000	10,000
75	Building Occupancy Costs		
77	Grants	1,000	1,000
85	Other Expenses	193,000	192,000
88	Internal Recoveries	(2,000)	(1,000)
89	Recoveries within Govt Reporting Entity	(1,000)	(1,000)
90	External Recoveries	0	0
	<b>Total</b>	<b>3,321,000</b>	<b>3,321,000</b>

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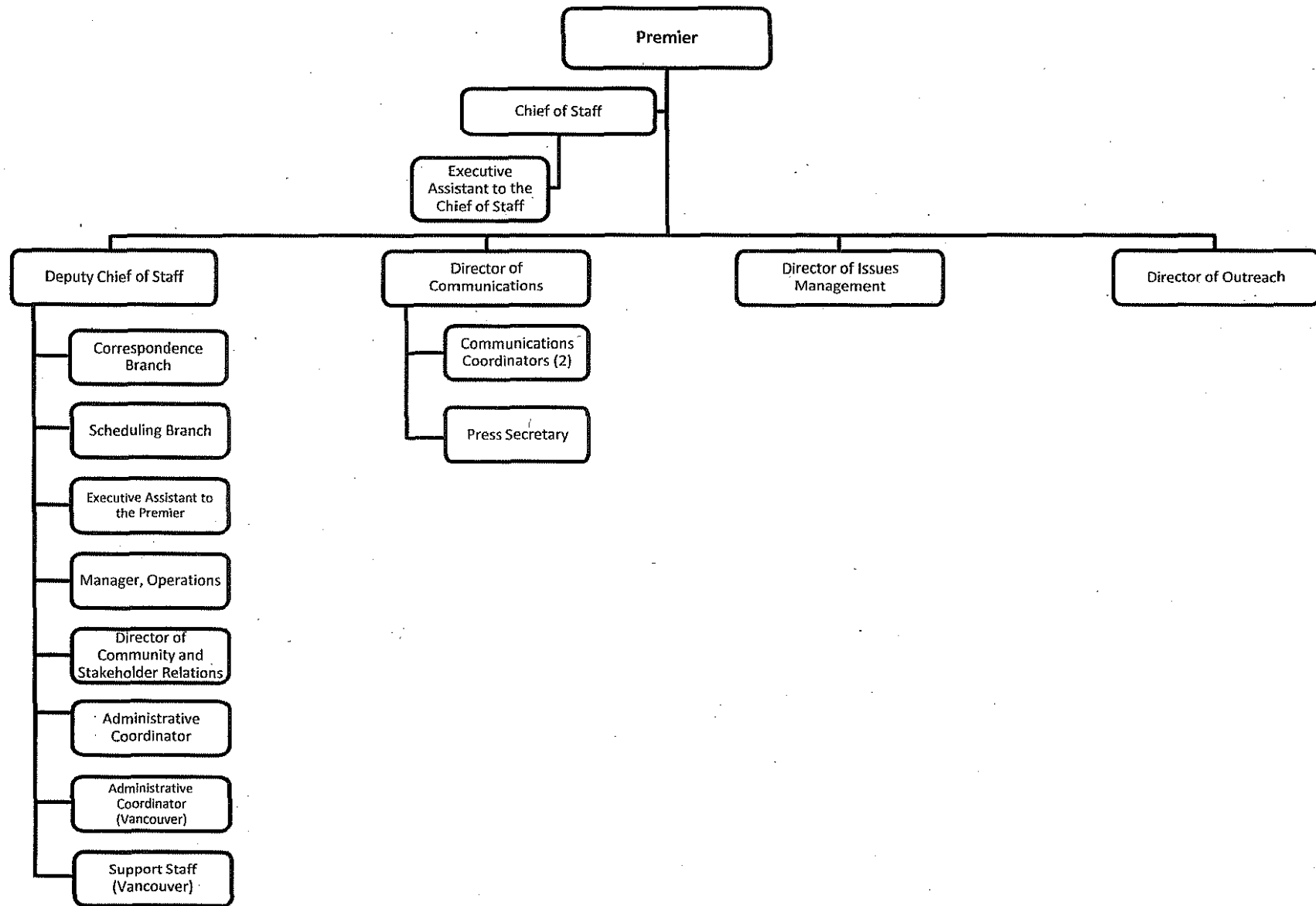
**Detail by Sub-Votes****Intergovernmental Relations Secretariat**

<b>STOB</b>	<b>Description</b>	<b>2012/13 Annual Budget</b>	<b>2013/14 Annual Budget</b>
50	Base Salaries and Overtime	1,967,000	1,971,000
51	Supplementary Salary Costs	1,000	1,000
52	Employee Benefits	459,000	480,000
54	Legislative Salaries/Indemnities	0	0
57	Employee Travel	61,000	73,000
59	Shared Srv – Legal Services	8,000	8,000
60	Professional Services	30,000	30,000
63	Information Systems	27,000	60,000
65	Office Expenses	285,000	474,000
67	Advertising	0	0
9	Utilities, Materials and Supplies	1,000	1,000
70	Operating Equipment	8,000	8,000
73	Amortization	1,000	0
75	Building Occupancy Costs	0	0
77	Grants	475,000	425,000
80	Trans under Shared Cost Agree	0	95,000
85	Other Expenses	149,000	16,000
88	Internal Recoveries	(316,000)	(486,000)
89	Recoveries within Govt Reporting Entity	0	0
90	External Recoveries	(700,000)	(700,000)
	<b>Total</b>	<b>2,456,000</b>	<b>2,456,000</b>

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# Office of the Premier



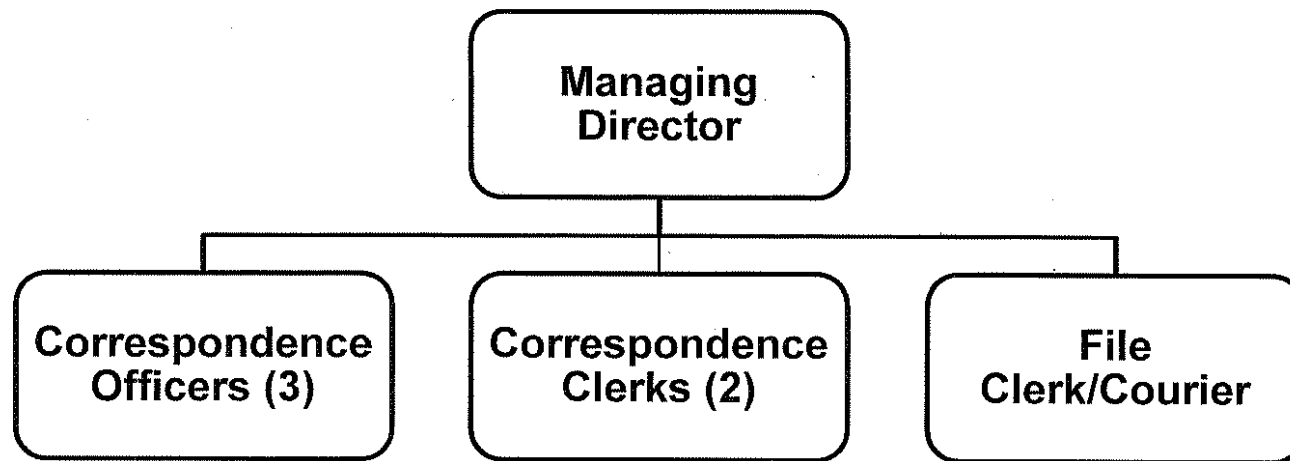
**Office of the Premier  
Scheduling Branch**

**Executive Scheduling  
Coordinator**

**Scheduling Clerk**

**Scheduling Clerk**

**Office of the Premier  
Correspondence Branch**



### **Premier's Office (Political)**

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, crisis 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.

**REPORTING RELATIONSHIP:**

The Chief of Staff reports directly to the Premier.

**ROLE:**

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.

**KEY RESPONSIBILITIES:**

- Co-ordination and development of government policy.
- Developing strategic government objectives.
- Overseeing implementation of government's strategic objectives.
- Ensuring the Premier is informed and represented in decision making throughout government.
- Maintaining and developing relationships with major government stakeholders.
- Overseeing cross-government issues management.
- Overseeing all hiring of political staff across government.

## **Deputy Chief of Staff Policy & Operations Michele Cadario**

### **REPORTING RELATIONSHIP:**

The Deputy Chief of Staff reports to the Chief of Staff.

### **ROLE:**

The Deputy Chief of Staff is a senior political advisor to government responsible for providing strategic advice to the Chief of Staff, Premier and Executive Council to advance government's policy and legislative objectives.

Responsible for coordinating key policy initiatives for the Premier and Chief of Staff across government; provides strategic advice for government's policy and legislative objectives. As well, the Deputy Chief of Staff is responsible for the operational management of the Premier's Office, Premier's scheduling, and human resources for the Premier's Office and Chiefs of Staff in Ministerial Offices.

### **KEY RESPONSIBILITIES:**

- Availability to the Premier, Executive Council, Ministerial staff, and MLAs to provide advice and manage policy issues across government.
- Coordinates policy development process vis a vis Cabinet operations and Ministers' offices. Liaison with the Deputy Minister to the Premier and Deputy Minister Corporate Priorities on policy issues.
- Monitor and provide advice on Cabinet committees as necessary. Under the direction of the Chief of Staff, attend Cabinet as required.
- Work in collaboration with the Director of Communications and Director of Issues Management on announcements and corporate communications of overall government policy.
- Coordinate research and information in support of issues management, policy and communications priorities.
- Consult and engage with external stakeholders on policy initiatives as necessary.
- Responsible for the operations of the Premier's Vancouver and Victoria offices including the recruitment, hiring and ongoing review of staff.
- In consultation with the Chief of Staff, responsible for hiring of all Chiefs of Staff to Ministers, Ministerial Assistants and Executive Assistants in Ministers' offices.
- Responsible for HR management, training and professional development of all Chiefs of Staff to Ministers.
- Responsible for the Premier's Correspondence Branch.
- Responsible for the Premier's Schedule and management of the Premier's Scheduling Branch.
- Responsible for the Premier's touring and special events.
- Lead liaison for Premier's Protection Detail.

**Executive Assistant to the Chief of Staff     Laura Tennant**

**REPORTING RELATIONSHIP:**

The Executive Assistant to the Chief of Staff reports to the Chief of Staff.

**ROLE:**

Responsible for managing the Chief of Staff's calendar and providing advice and support as required.

**KEY RESPONSIBILITIES:**

- Manages the Chief of Staff's schedule, travel expenses, correspondence, information technology tools.
- Attend and coordinate meetings with Chief of Staff, or in place of the Chief of Staff, as required.
- Responsible for keeping Chief of Staff informed of major projects and political developments that arise.
- Assists the Chief of Staff and Deputy Chief of Staff with human resource management for the Ministers' Offices.



## **Manager of Operations**

**Jennifer Chalmers**

### **REPORTING RELATIONSHIP:**

The Manager of Operations reports to the Deputy Chief of Staff, Policy and Operations.

### **ROLE:**

Responsible for assisting the Deputy Chief of Staff in the operations of the Premier's Vancouver and Victoria offices.

### **KEY RESPONSIBILITIES:**

- Responsible for the Premier's Correspondence Branch.
- Assists the Deputy Chief of Staff in managing the Premier's Schedule.
- Assists in identifying the Premier's touring and special event opportunities.
- Provides support and direction to the Events Coordinators on the Premier's touring and special events.
- Liaises with the Premier's Protection Detail.
- Complete projects as requested by the Chief of Staff or Deputy Chief of Staff.
- Briefs the Premier, Ministers and event dignitaries on the parameters, logistics and protocol requirements of each event, as required.
- Travel with the Premier to meetings and events, as required.

**REPORTING RELATIONSHIP:**

The Director of Issues Managements reports to Chief of Staff.

**ROLE:**

Responsible for coordinating issues management for the Premier and Chief of Staff across government; provides strategic advice for government's policy and legislative objectives and is the key contact for the Premier and Executive Council on breaking issues and daily operations of government.

**KEY RESPONSIBILITIES:**

- 24-hour availability to the Premier, Executive Council and Ministerial staff to manage breaking issues and advise on policy development and daily operations.
- Provides issues management and policy advice to the Premier and Chief of Staff, Executive Council, Ministers' Offices and MLAs.
- Co-ordinate the issues management activities of government vis-à-vis Cabinet and Ministerial Offices.
- Provides the Premier with all issues management briefing materials and necessary preparation for events, announcements and legislative sessions.
- In conjunction with the House Leader, responsible for developing the House strategy and briefing Cabinet daily on that strategy during the legislative session.
- Responsible for research and legislative support for Premier during legislative session.

**REPORTING RELATIONSHIP:**

The Press Secretary reports to Director of Communications.

**ROLE:**

The Press Secretary is responsible for maintaining and enhancing the relationship with the media and ensuring the Premier and Director of Communications are aware of emerging issues.

**KEY RESPONSIBILITIES:**

- In conjunction with the Director of Communications maintain and enhance the working relationship between the Office of the Premier and members of the Legislative Press Gallery and other provincial media.
- Responsible for ensuring that all media availabilities, scrums and press conferences are conducted in an appropriate manner
- Responsible for keeping the Premier and the Director of Communications apprised of emerging issues and events that are of potential interest to provincial media.
- Responsible for working with the Government Communications and Public Engagement staff to ensure that all information that specifically relates to the Office of the Premier is coordinated and communicated in an appropriate manner.

**REPORTING RELATIONSHIP:**

The Director of Communications reports to Chief of Staff.

**ROLE:**

The Director of Communications is responsible for coordinating communications for the Premier, maintaining and enhancing the relationship with media and ensuring the Premier is aware of emerging issues.

**KEY RESPONSIBILITIES:**

- Develop and implement communications coordination related to the Premier. This includes:
  - Coordination of news releases, backgrounders, columns, op eds, letters to the editor, speech notes, ministerial statements, legislative introductions, special acknowledgements, video and radio scripts, quotes, messages, media scans and written publications;
  - Ensuring all proactive communication materials are appropriately structured and communicated to the media; and
  - Media relations.
- Overall responsibility for maintaining and enhancing the working relationship between the Office of the Premier and members of the Legislative Press Gallery and other provincial media.
- Responsible for keeping the Office of the Premier apprised of emerging issues and events that are of potential interest to provincial media.
- Responsible for ensuring that all media availabilities, scrums and press conferences are conducted in an appropriate manner.
- Responsible for working with the Government Communications and Public Engagement staff to ensure that all information that specifically relates to the Office of the Premier is coordinated and communicated in an appropriate manner.
- When deemed necessary, responsible for travelling with the Premier to meetings and events where media may be present.

**REPORTING RELATIONSHIP:**

The Communications Coordinators report to Director of Communications.

**ROLE:**

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

**KEY RESPONSIBILITIES:**

- Write, edit, and coordinate distribution of speech notes, news releases, backgrounders, ministerial statements, legislative introductions and special acknowledgements, columns, op-eds, letters to the editor, video and radio scripts, quotes, messages, media scans and other written communications support materials for the Premier as required.
- Coordinate Premier's videos and scripts as directed by the Director of Communications and in conjunction Government Communications and Public Engagement staff.
- In conjunction with the Director of Communications and Press Secretary:
  - Maintaining and enhancing the working relationship between the Office of the Premier and members of the Legislative Press Gallery and other provincial media.
  - When deemed necessary, responsible for travelling with the Premier to meetings and events where media may be present.
  - Responsible for ensuring that all media availabilities, scrums and press conferences are conducted in an appropriate manner.
- Working with the Director of Communications, manage the Premier's online presence.

**REPORTING RELATIONSHIP:**

The Director of Outreach reports to the Chief of Staff.

**ROLE:**

Responsible for developing the Premier's vision of creating open government by reaching out to British Columbians. The Director of Outreach will listen and gather input, ideas and feedback from stakeholders, the public and other parties.

**KEY RESPONSIBILITIES:**

- Dedicated to removing communications barriers and relaying messages to government from the province's diverse communities.
- Creating and executing Premier's Office external stakeholders' strategy.
- Improve public awareness and engagement and ensure communication is a two-way conversation between government and the public.
- Help the public's concerns be translated into action by sharing with the Premier the challenges British Columbians face navigating government.
- Co-ordinate events that make members of the government more accessible to British Columbians. I.e.: telephone town halls, Premier's town-halls meetings.
- Review and update the inventory of stakeholder groups that interact with government.
- Review invitations to public events to make sure that government is being properly represented.

## **Director of Community and Stakeholder Relations**

**Gabe Garfinkel**

### **REPORTING RELATIONSHIP:**

The Director of Community and Stakeholder Relations reports to the Deputy Chief of Staff, Policy and Operations.

### **ROLE:**

Responsible for the development, coordination and implementation of government-wide community and stakeholder relations strategies.

### **KEY RESPONSIBILITIES:**

- Work with Ministers' Offices on their stakeholder relations strategy, including:
  - Plans to better communicate, interface with and consult stakeholders
  - Develop effective framework for stakeholder relations
  - Develop targeted communications strategy and work with GCPE to better communicate with stakeholders including, but not limited to email, social media, newsletters and industry media
- Work with GCPE on 3<sup>rd</sup> language communications
  - Develop and coordinate GCPE and caucus media strategy to communicate more effectively in 3<sup>rd</sup> language media
  - Establish continuous implementation of in-language spokespeople and 3<sup>rd</sup> party validators
  - Develop and advise on Premier's media availabilities and events with 3<sup>rd</sup> language media
  - Update 3<sup>rd</sup> language media list
  - Assess structural deficiencies in 3<sup>rd</sup> language communications – i.e., translation services, web services
- Develop relationships with various community liaisons
- Collaborate with stakeholders and community groups to ensure their voices are heard in government
- Advise on Premier's calendar and on events
- Identify opportunities to further enhance stakeholder and community communications in the corporate calendar
- Liaise with IGR and coordinate Ministerial/Caucus presence and follow up for international/provincial delegations

**REPORTING RELATIONSHIP:**

The Executive Assistant to the Premier reports to the Deputy Chief of Staff, Policy and Operations.

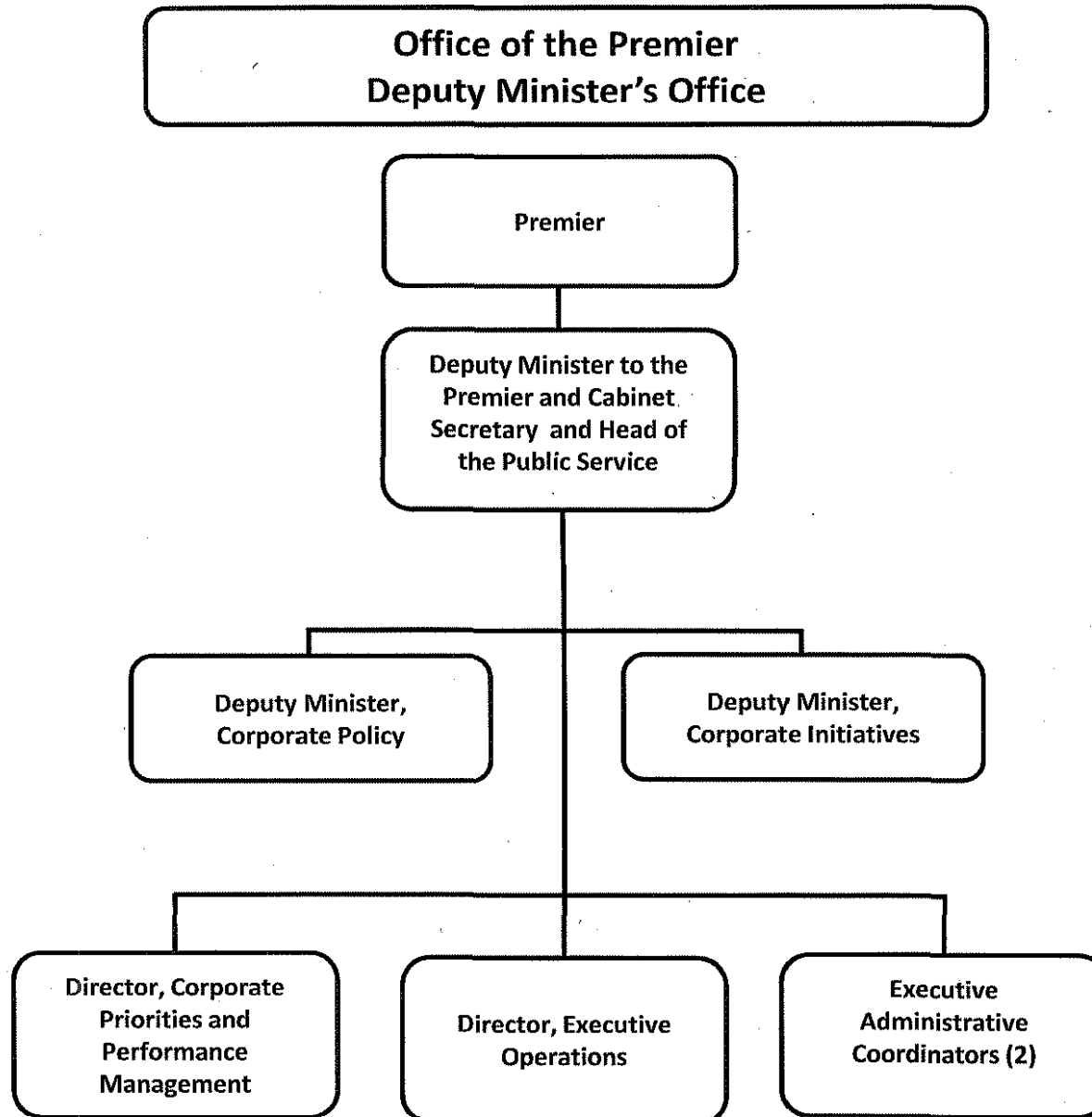
**ROLE:**

The Executive Assistant to the Premier is responsible for assisting the Premier in performing her day-to-day responsibilities.

**KEY RESPONSIBILITIES:**

- Working with the Deputy Chief of Staff, provides information to the Premier regarding her daily schedule and events.
- Travel with the Premier to meetings and events.
- Provide information to Chief of Staff and Deputy Chief of Staff in the Premier's office to ensure follow-up on all Premier's meetings.
- Provide all services and duties, as required, to ensure successful Premier's travel and follow-up.
- Complete projects as requested by the Premier, Chief of Staff or Deputy Chief of Staff.





**Office of the Premier  
Deputy Minister's Office**

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

**Deputy Minister, Corporate Initiatives**

Responsible for providing strategic advice, advancing key priority government initiatives such as Core Review and supporting the Deputy Minister to the Premier on the management of priority issues.

**Deputy Minister, Corporate Policy**

Responsible for providing strategic advice, advancing government policy across government in an integrated manner, and supporting the Deputy Minister to the Premier on the management of priority issues.

**Director, Corporate Priorities and Performance Management**

Responsible for assisting the Deputy Minister to the Premier in all matters affecting his office, in particular coordinating a comprehensive process to ensure executive accountability and the management of highly sensitive issues related to Cabinet and the public service.

**Director, Executive Operations**

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

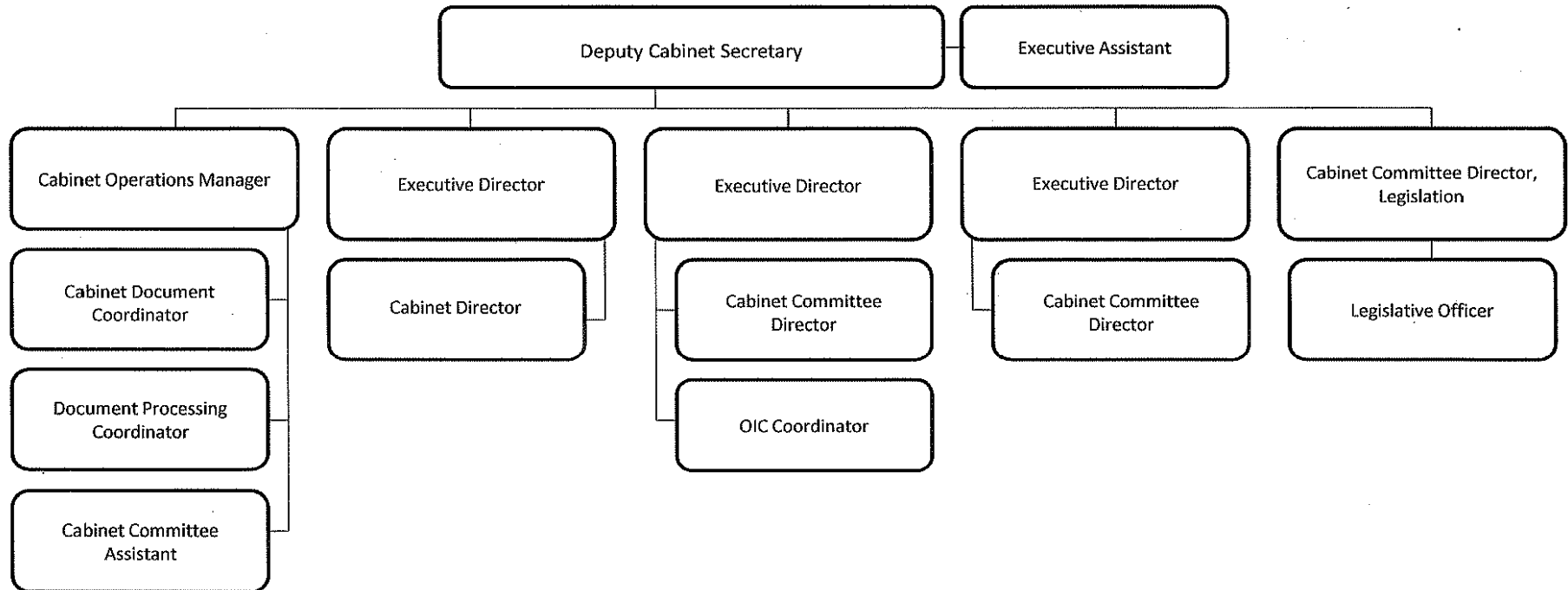
**Executive Administrative Coordinator**

Responsible for managing the Deputy Minister to the Premier's and Deputy Minister, Corporate Initiatives' calendars, travel and expenses and providing administrative support as required.

**Executive Administrative Coordinator**

Responsible for administrative management (accounts payable, FOI tracking, records management, etc.) and providing administrative support to the Deputy Minister, Corporate Policy as required.

## Cabinet Operations Organization Chart



## **CABINET OPERATIONS ROLES & RESPONSIBILITIES**

### **Cabinet Operations Responsibilities**

- Arranges meetings.
- Proposes agendas.
- Central delivery point for submissions scheduled for Cabinet / Committees.
- Provides advice to Cabinet Secretary & Committee Chairs.
- Assists Cabinet Secretary in procedures to establish Cabinet and its Committees
- Records minutes/decisions.
- Provides assistance to ministries and agencies in proposal preparation.
- Relays Cabinet / Committee decisions.
- Document Processing Centre.
- Office of Record for documents of Cabinet and its Committees.

### **INDIVIDUAL ROLES**

#### **Deputy Cabinet Secretary / Assistant Deputy Minister**

- Overall responsibility for Cabinet Operations and management of the Cabinet / Committees process.
- Advises the Cabinet Secretary.
- Provides:
  - Liaison between Cabinet Committees, Chairs and the Premier's Office.
  - Follow-up on Committee direction.
  - Oversight of Cabinet and Committee agenda planning and management, including development and tracking of legislative agenda.
  - Coordination and review of submissions to the Committees.
  - Strategic advice on corporate priorities.
  - Advises Ministries on the content and presentation of their submissions.

#### **Executive Assistant**

- Under direction of the Deputy Cabinet Secretary:
  - Provides senior executive secretarial and administrative support to Deputy Cabinet Secretary and to Cabinet Operations.
  - Provides human resource support to Cabinet Operations.

#### **Executive Directors**

- Under direction of the Deputy Cabinet Secretary:
  - Leads Cabinet Committee Directors on coordination of agenda items between ministries and Committees.
  - Responsible for Cabinet Committee Directors executing their duties to support Cabinet, Committees and ministries.
  - Leads Committee Directors in preparation of recommendations for legislative agenda.
  - Responsible for development of OIC Summary and supervises OIC Coordinator.
  - Secretary to Cabinet Committees; prepares briefing materials for Committee Chairs.

- Leads directors to work with Ministries to coordinate the submission of materials to Cabinet and its Committees and ensures Cabinet Secretary expectations are met to deliver Cabinet direction.
- Leads directors to be point-of-contact for ministry staff and ensures submissions consist of high-quality information and analysis for Cabinet and its Committees; and that submissions address overall policy, fiscal, legislative and strategic priorities of government.
- Drafts Committee minutes and leads directors to communicate Committee and Cabinet decisions back to ministries.
- Provides advice and recommendations to Deputy Cabinet Secretary on readiness of materials for distribution to Cabinet and Committees.
- Responsible for coordination and recommendations to Deputy Cabinet Secretary on up-to-date agenda forecasts for Cabinet and Committees.
- Reviews and provides advice to Deputy Cabinet Secretary on disclosure of Cabinet material according to FOIPPA and other statutes.
- Acts for Deputy Cabinet Secretary.

### **Cabinet Committee Directors**

- Under direction of the Executive Director:
  - Secretary to Cabinet Committees; prepares briefing materials for Committee chairs.
  - Works with ministries to coordinate the submission of materials to Cabinet and its sub-Committees.
  - Point of contact for ministry staff and ensures submissions consist of high-quality information and analysis for Cabinet and its Committees; and that submissions address overall policy, fiscal, legislative and strategic priorities of government.
  - Drafts Committee minutes and communicates Committee and Cabinet decisions back to ministries.
  - Maintains up-to-date agenda forecasts for Cabinet and Committees.
  - Provides recommendations on scheduling of items to Cabinet and Committees.
  - Provides advice and guidance to Ministries as well as critical review of ministry requests and legislative proposals to Executive Director.

### **Cabinet Committee Director, Legislation**

- Secretary to the Legislative Review Committee, working closely with the House Leader's Office, Chief of Legislative Counsel and Deputy Cabinet Secretary to coordinate government's legislative agenda.

### **Legislative Officer**

- Conducts ad hoc projects, relying on research and the innovative application of technology, that improve the effectiveness of Cabinet Operations. Currently she is leading the project to design and implement a SharePoint approach to manage Legislative Proposals throughout the Legislative lifecycle.
- Works closely with the Committee Assistant and the Director responsible for LRC to streamline committee and legislation-related activities.

### **OIC Coordinator**

- Coordinates, monitors and tracks Order In Council (OIC) submissions.
- Drafts OIC summaries for Cabinet which are reviewed by Executive Directors, Directors and the ADM.
- Leads the drafting of Ministry Service Plans and Annual Service Plan Reports and coordinates their centralized review.

## **Cabinet Operations Manager**

- Under direction of the Deputy Cabinet Secretary, is responsible for and leads administrative team to:
  - Plan, coordinate and facilitate Cabinet and its Committee meetings.
  - Ensure Committee members receive complete Ministry materials in a timely manner.
  - Ensure Committee records management is consistent with existing legislation and policies.
  - Initiate, recommend and implement new or revised internal administrative policies, processes and procedures to improve the effectiveness or efficiency of Cabinet Operations.
  - Coordinate systems requirements and ensure an integrated approach (e.g. software, hardware, training, needs assessment, security and web).
  - Collect and coordinate materials for weekly Agendas meeting between the Deputy Cabinet Secretary and both the Cabinet Secretary and Secretary to Treasury Board.

## **Cabinet Document Coordinator**

- Under direction of the Manager, Cabinet Operations:
  - Performs record and ad hoc record searches to support Cabinet Operations staff.
  - Locates Cabinet and Committee records for FOI requests and litigation, and provides recommendations to Executive Director on disclosure of materials as provided under the FOIPPA Act.
  - Ensures Cabinet records are secure according to existing legislation and policies.
  - Supports day-to-day operation of Document Processing Centre.

## **Document Processing Centre Coordinator**

- Under direction of the Manager, Cabinet Operations:
  - Assembles meeting binders and electronic meeting materials for iPads and destroys materials after meetings.
  - Sends out meeting notices and maintains the attendance surveys.
  - Organizes the catering and equipment for Chambers.
  - Coordinates the ordering of supplies, accounts payable, ARCS/ORCS for Cabinet records, and acts as a liaison to Ministry/DM staff and with Security staff.

## **Cabinet Committee Assistant**

- Under direction of the Manager, Cabinet Operations:
  - Coordinates the ordering of supplies.
  - Ensures Chambers is set up for meetings.
  - Provides administrative support to Cabinet Operations including support to the legislative program.

**INTERGOVERNMENTAL RELATIONS SECRETARIAT**  
**ESTIMATES NOTES**  
JULY 2013

**Tab   Title**

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**ISSUE:** Year in Review and Service Plan Accomplishments

**RECOMMENDED RESPONSE:**

- IGRS has advanced British Columbia's intergovernmental priorities by facilitating and building effective government-to-government partnerships with the federal government, other provinces and territories, the United States federal government and regional US States, and other international partners, particularly in the Asia Pacific region.

**BACKGROUND / STATUS:**

Service Plan Accomplishments for 2012/13 include:

- Trade and Investment Missions: During 2012, IGRS supported two Premier's Jobs and Trade missions to Asia, specifically on the government-to-government components (Japan, Korea, and the Philippines in May 2012, and China in September 2012).
- New West Partnership: Premier Clark led British Columbia's participation at the business attraction event hosted by Premiers of the New West Partnership at the World Economic Forum in Tianjin, China in September 2012.
- Technology: BC actively engaged the federal and other governments through the use of telepresence technology in 2012. Areas of engagement included negotiations of a memorandum of understanding with Canada on environmental assessment substitution, advancing BC's international trade interests, engaging foreign governments on approaches to Asia, and other intergovernmental priorities.
- Environmental Assessment: BC was the first jurisdiction in Canada to request and successfully obtain approval to substitute its environmental assessment process for the federal environmental assessment process under new provisions introduced by the federal government in 2012.
- LNG: BC has built a receptive federal audience on LNG. The Federal Natural Resource Minister promoted Canada's and British Columbia's emerging LNG opportunities in Japan and South Korea in September 2012.
- Council of the Federation: Premier Clark concluded a successful term as Chair of the Council of the Federation, and attended the Council of the Federation meetings in July 2012 and November 2012, advancing key BC priorities such as LNG sector development, interprovincial trade in wine, and defending key BC interests.
- Border management, transportation and infrastructure: In 2012-13, BC and Washington State worked together to implement the series of agreements flowing from Joint Cabinet meetings. These agreements contributed to strengthening cross-border partnerships, attracting investment



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and creating new jobs. BC also worked with Washington and PNWER to support and expedite federal commitments under the United States-Canada Beyond the Border Action Plan to make the region more globally competitive while ensuring borders are safe and secure.

- **West Coast Clean Economy:** In 2012-13 BC worked with California, Oregon and Washington as part of the Pacific Coast Collaborative to implement the West Coast Action Plan on Jobs signed by the Premier and Governors at the Pacific Coast Collaborative meeting held in Vancouver in March 2012. The West Coast Action Plan on Jobs aims at maximizing opportunities to create 1 million new clean economy jobs regionally by 2020.
- **Francophone Affairs:** A five year (2013-2018) official languages agreement on French language services was signed with the federal government.
- **Engagement with consular corps and diplomatic corps:** Priorities of the BC Jobs Plan in LNG, mining, trade and investment, agriculture, were advanced by:
  - Engaging consular and diplomatic corps representing 58 countries in the 2012 Consular Corps Technical Briefing.
  - Coordinating the involvement of 28 members (14 countries) of the Consular Corps of BC in the Lieutenant Governor's Awards for Excellence in British Columbia Wines.
  - Responded to 200 international visit enquiries, and delivered 90 visits directly.
- **Supporting citizen engagement:**
  - **Order of British Columbia:** received and facilitated the review of 204 nominations in 2012, and 196 nominations in 2013.
  - **Use of "BC" or "British Columbia" in a name:** Reviewed 255 applications, approving 198 and rejecting 57.
  - **Congratulatory Messages from the Government to British Columbians:** Received and reviewed over 2000 requests for official congratulatory messages to British Columbia residents celebrating significant milestones in their life.

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**ISSUE:** Western Premiers' Conference

**RECOMMENDED RESPONSE:**

- Western Premiers met in Winnipeg on June 16-17 and the focus of their discussion was Jobs and the Economy -- the lead priorities of the Province.
- Western Premiers came together to discuss issues that affect the lives of Canadians – particularly Western Canadian families such as managing natural disasters (e.g. floods), bullying, making sure that Premiers, by working together, can grow the economy.
- Premiers presented a united Western Canadian voice on labour market issues, skills, immigration, international investment, trade and energy.
- The meeting was a key stepping stone to setting the agenda at the Council of the Federation on July 24-27 in Niagara-on-the Lake.

**BACKGROUND / STATUS:**

- The Premiers' meeting was a 4.5 hour business-meeting where Premiers discussed ways to address skill shortages so that these shortages do not restrict economic growth. They agreed, among others, to facilitate the participation of Aboriginal people in the economy, and engage with the private sector to encourage its involvement in solving the skills shortages.
- Premiers were united in their call to have a more responsive immigration system, specifically:
  - the overall immigration levels should be increased;
  - provinces should have a greater role in the selection of immigrants;
  - Provincial Nominee Program is an essential tool to help meet the labour market needs;
  - The visa processing system should be streamlined;
  - Access to Temporary Foreign Workers should be timely and reliable.
- Premiers also discussed the issue of affordable housing. They agreed on the critical importance of an effective partnership with the federal government in the housing field.
- BC shared its policies and approaches to fight bullying. Other provinces now want to learn from our experience – this includes Nova Scotia.

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**ISSUE:** The New West Partnership

**RECOMMENDED RESPONSE:**

- In April 2010, BC, Alberta and Saskatchewan launched the New West Partnership. The Partnership improves our competitiveness and allows the West to market itself as one region to bolster export development and attract investment.
- British Columbia supports the elimination of unnecessary barriers to open trade throughout Canada, and the New West Partnership creates the largest barrier-free region in Canada, with a Gross Domestic Product (of \$0.5 trillion) that surpasses that of all but about 20 countries in the world.
- The combined New West labour force is about 5.2 million workers, with an expected total labour market demand of more than 3.5 million workers over the next ten years.
- New West provinces need to work together and, where appropriate, with the federal government to meet the labour demands of their economies and support continued growth.

**BACKGROUND / STATUS:**

- The New West Partnership was signed in April 2010 and came into effect in July 2010. The agreement will be fully implemented in July 2013.
- The partnership is managed in BC by the Intergovernmental Relations Secretariat, and consists of:
  - A comprehensive trade and economic agreement that extends to Saskatchewan the commitments made under the BC-Alberta Trade, Investment and Labour Mobility Agreement and will further reduce barriers to trade. (Managed in BC by the Ministry of International Trade).
  - An international cooperation agreement that encourages the three provinces to co-operate on trade and investment missions to international markets, and share foreign market intelligence to advance joint interests and increase business competitiveness. (Managed in BC by the Ministry of International Trade).
  - An innovation agreement, which encourages coordination of provincial innovation efforts to better attract investment and talent, helping build critical mass of innovation activities in the West. (Innovation is currently treated as an overarching theme).

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- A procurement agreement to enable the provinces to capitalize on their combined buying power through the joint procurement of goods and services. (Managed in BC by the Ministry of Finance).
- The New West Labour Market Strategy is in progress, and will inform the development of five priorities:
  - Increasing economic immigration to New West provinces, through the provincial nominee program and other streams, and improving the responsiveness of Canada's immigration system;
  - Increasing the flexibility of the Labour Market Agreement and Labour Market Development Agreement to better respond to the New West labour market;
  - Working with the federal government to make Employment Insurance more effective in the New West labour market;
  - New West collaboration on post secondary education and skills development; and
  - Effectively enabling Aboriginal people to participate in the local and regional economy.
- Other main 2012-13 action items were in the areas of:
  - Joint Procurement for vehicles and in the health area.
  - Regulatory and System Harmonization.
  - International Market Development, including monitoring and joint advocacy on federal rules for Foreign Direct Investment.
  - Energy.
  - Air competitiveness.
  - Innovation: Lean management approach.
- An Administrator has been established for the New West Partnership Trade Agreement. The 2013/2014 costs of the Administrator are budgeted for up to \$150,000 and are shared equally among British Columbia, Alberta and Saskatchewan. British Columbia's share for 2012/2013 was \$24,759.31.

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**ISSUE:** Council of the Federation

**RECOMMENDED RESPONSE:**

- The Council of the Federation allows provinces to work collaboratively to strengthen the Canadian federation by fostering a constructive relationship among the provinces and territories and with the federal government.
- Key priorities for BC include working with other provinces on skills training (including labour market agreements), the economy (promoting market access to Asia; international education; shared priority on immigration); innovations in health care; and families (including bullying and housing).
- Planning for the 2013 Council of the Federation meeting is currently underway, where British Columbia will be promoting skills training, anti-bullying efforts, immigration, and working together to stimulate job creation.

**BACKGROUND / STATUS:**

- Ontario Premier Kathleen Wynne will serve as Chair of the Council of the Federation (COF) in 2013 beginning with hosting the annual Council of the Federation Meeting from July 25-26th, 2013 at Niagara-on-the-Lake, Ontario.
- The Council of the Federation met three times in 2012 (January in Victoria, July and November in Halifax, NS). Significant outcomes from these meetings included participating provinces and territories agreeing to establish a price point for six of the most common generic drugs at 18 per cent of the equivalent brand name drug. Individual provinces and territories were paying between 25 and 40 per cent of brand name prices.
- Member fees for the Council of the Federation have been set at six cents (\$0.06) per Canadian based on the population census. This is a reduction from the previous member fee of \$0.08 per Canadian. BC's contribution as per 2011 Census figures at \$ 0.06 per person, over two fiscal years, is \$277,203.15 including 5% GST. BC will be invoiced \$138,601.58 (including 5% GST) in both 2013/14 and 2014/15.

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**ISSUE:** Premier's Missions

**RECOMMENDED RESPONSE:**

- During the election campaign, I committed to at least one Premier-led trade mission to Asia per year as well as to annual ministerial-led trade missions to Asia.
- Since becoming Premier, I have led three trade missions to Asia, and intend to lead another – possibly to China, Japan and Korea – this year.
- The missions I led resulted in more than 85 deals and partnership agreements signed, with the total value exceeding \$1.9 billion.
  - Mission to China and India: more than 60 deals signed with value exceeding \$1.4 billion.
  - Mission to Japan, Korea, and the Philippines: 25 deals and partnership agreements signed/announced with value of more than half a billion dollars.
  - Mission to China and Hong Kong: opened BC's new trade and investment office in Hong Kong and promoted the New West Partnership and BC's LNG strategy at the World Economic Forum's Annual Meeting of the New Champions.
- These missions implemented a key BC Jobs Plan commitment – to expand and open new markets in Asia. Strengthening ties with Asia is important for attracting new investment and protecting and creating jobs at home.

**BACKGROUND / STATUS:**

- The Ministry of International Trade is the lead ministry in planning the Premier's missions.
- The mission to China and India was the largest jobs and trade mission in the history of British Columbia, covering 8 cities over 13 days.
- IGRS supported the missions by providing advice on government-to-government relations as well as protocol advice, and technical and information management support.
- BC is competing with many other jurisdictions to attract investors and buyers. Having a trade mission led by the Premier helps put the Province on the map in countries where government is closely aligned with business and plays a key role in advancing economic development.

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**2011 Mission to China and India**

- **Mission Objectives**

- Strengthen existing relationships, open doors to new trade and business relationships, and set the stage for future trade missions. In order to grow markets overseas, it is important to continue to develop trade and investment relationships – this takes time, commitment, and consistency.

- **Sectors**

- For the first time, a trade mission brought together a wide range of sectors and representatives from forestry, mining, liquefied natural gas (LNG), technology, agri-food, transportation, tourism and education.

- **Key Political Meetings**

- **China:** meetings with Guangdong's Acting Governor Zhu Xiaodan, with the Minister and Vice Minister of China's Ministry of Housing and Urban-Rural Development (MOHURD), and with the Deputy Director of the National Development and Reform Commission (NDRC).
- **India:** meetings with Chief Minister Professor Prem Kumar of Himachal Pradesh, with Chief Minister Hooda of Haryana, with Dr. S. Natesh, Dr. Shalija Gupta, and Dr. Sanjay Kalia of the Ministry of Science and Technology, with Minister Dinsha Patel of the Ministry of Mines, and with Minister Dr. Farooq Abdullah of the Ministry of New and Renewable Energy.

- **Delegation Size**

- The mission included 250 representatives from BC businesses and organizations, and Chinese-Canadian and South Asian communities, which played an important role in helping connect small and large businesses and institutions with foreign customers, and promoted BC's competitive advantages.

- **Cost of the mission:** \$473,621 (not including pre-departure events and travel of \$41,274).

**2012 Mission to Japan, Korea, and the Philippines**

- **Mission Objectives**

- The second BC Jobs and Trade Mission followed a commitment made in the BC Jobs Plan to strengthen existing relationships between BC and Asian markets by opening doors for new relationships and setting the stage for future opportunities in Japan, Korea and the Philippines.
- In order to grow markets overseas, it is important to continue to develop trade and investment relationships – this takes time, commitment, and consistency.

- **Sectors**

- Liquefied natural gas (LNG), mining, education, new and innovative technologies, and labour mobility.

*INTERGOVERNMENTAL RELATIONS SECRETARIAT  
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- **Key Political Meetings**

- **Japan:** audience with Her Imperial Highness Princess Takamado, meetings with the Vice-Governor of Miyagi, with the Mayor of Natori, with the Ministry of Foreign Affairs, with the Ministry of Economy, Trade and Industry, and with Japan Oil, Gas and Metals National Corporation.
- **Korea:** meetings with Governor Moon-soo Kim, Governor of Gyeonggi Province (BC's sister province), with the Ministry of Knowledge Economy, and with the Korean Organizing Committee for the 2018 Pyeongchang Winter Olympic Games.
- **Philippines:** meetings with the Secretary of Labor and Employment, Rosalinda Baldoz, and with the Secretary of the Department of Foreign Affairs, Albert Del Rosario.

- **Delegation Size**

- The mission included approximately 104 delegates representing 75 companies, organizations and community groups.

### **2012 Mission to Hong Kong and China**

- **Mission Objectives**

- The third BC Jobs and Trade mission reinforced BC's economic and cultural ties with Hong Kong and China, profiled the opening of BC's new Trade and Investment Office in Hong Kong, and promoted further investment in the province's natural gas sector and exports from the province to advance the BC Jobs Plan. The Premier's mission dovetailed with the Council of the Federation mission to China from September 13-20, 2012, and presented an opportunity to profile the New West Partnership with the Premiers of Alberta and Saskatchewan.

- **Sectors**

- Liquefied natural gas (LNG), seafood exports, general trade and investment promotion (opening of new Hong Kong office).

- **Key Meetings**

- **Hong Kong:** Friends of BC event to announce opening of new Trade and Investment Office, Li Ka Shing, BC Seafood Delegation.
- **Tianjin:** Meeting with CNOOC executives; business and government event co-hosted by Premiers of British Columbia, Alberta and Saskatchewan at World Economic Forum.
- **Beijing:** Meeting with China Huadian Corp.

- **Delegation Size**

- The Premier's mission did not include a business delegation due to the short duration and alignment with the Council of the Federation's mission to China.



INTERGOVERNMENTAL RELATIONS SECRETARIAT  
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**ISSUE:** Comprehensive Economic and Trade Agreement (CETA). An agreement-in-principle is close to being reached.

**RECOMMENDED RESPONSE:**

- We need to see the final text and analyze it before endorsing the agreement.
- BC depends on trade and investment for economic growth and jobs. Improving access to the EU market (world's largest trading bloc) also makes Canada more attractive to other foreign investment, and more attractive for additional trade negotiations (e.g. with Asian countries).
- BC supports a conclusion to the negotiations that significantly increases market access for our exporters of goods and services, while minimizing adjustments required by Provinces.
- BC has been an active participant in the negotiations. BC has conducted ongoing consultations throughout these negotiations with industry associations, municipalities, exporters and importers.
- If an agreement is reached it will take some time before coming into full effect, allowing time to undertake necessary steps for implementation.

**BACKGROUND / STATUS:**

- The Ministry of International Trade has responsibility for this file.
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- Legal scrubbing, translations and ratification of the CETA are expected to take approximately two years; therefore, the benefits and impacts of an agreement may not be realized until 2015.
- In 2012, with domestic goods exports of \$1.8 billion, (\$2.3 billion in 2011), the EU was BC's fifth largest export market for goods; services exports to the EU are also significant and estimated at over \$1 billion.

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*INTERGOVERNMENTAL RELATIONS SECRETARIAT  
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**ISSUE:** Fiscal Arrangements with the federal government

**RECOMMENDED RESPONSE:**

- Contributions from the federal government are expected to total \$7.51 billion in 2013/14, of which \$5.94 billion relates to health and social transfers and \$1.57 billion relates to other cost-shared programs.
- While the province finances most of the cost of health, post-secondary education, and other social services, federal transfers continue to be an important source of funding. BC is pleased that federal transfers will grow at their current rates (i.e. 6%) through to 2017.
- BC will work with the federal government to address the gap created by the change in the Canada Health Transfer allocation formula.
- BC is less dependent on federal transfers than most other provinces because of the strength of our own-source revenues. Just 17¢ of every dollar of revenue in 2013/14 will come from the federal government. By comparison, Equalization-recipient provinces rely on the federal government for 19% [Ontario] to 34% [PEI] of their total revenue.

**BACKGROUND / STATUS:**

- BC has not received Equalization funding since 2007.

**CANADA HEALTH TRANSFER (CHT)**

- The CHT is a federal block fund for health care, and the BC Government is fully accountable to British Columbians for how it invests in health care. The CHT currently increases by 6% each year. National value (2013/14): \$30.3 billion cash + \$15.0 billion equalized tax transfer. BC share: \$4.3 billion cash (14.1%) + \$1.8 billion tax (11.8%).
- The current federal government has committed to going strictly to an equal-per-capita cash allocation.

**CANADA SOCIAL TRANSFER (CST)**

- The CST is a federal block fund for social services and post-secondary education, and the BC Government is fully accountable to British Columbians for how it invests in post-secondary education and social services.

*INTERGOVERNMENTAL RELATIONS SECRETARIAT  
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- Increases 3% each year. National value (2013/14): \$12.2 billion cash + \$9.2 billion equalized tax transfer. BC share: \$1.6 billion cash (13.3%) + \$1.1 billion tax (11.8%).

**EQUALIZATION PROGRAM**

- Equalization is paid for from general federal revenue, like the Canada Health Transfer; no province pays into it.
- The Equalization Program is the only federal program to be mandated in the Constitution, which indicates that the program is to ensure that "provincial governments have sufficient revenues to provide reasonably comparable levels of public services at reasonably comparable levels of taxation." [Section 36(2)]
- The only provinces NOT receiving Equalization are BC, Alberta, Saskatchewan and Newfoundland and Labrador.

*INTERGOVERNMENTAL RELATIONS SECRETARIAT  
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**ISSUE:** Senate Reform

**RECOMMENDED RESPONSE:**

- The Senate is a distraction from issues that really matter to Canadians.
- While Canadians are understandably concerned about the ongoing expense scandals in the Senate that once again has brought the limitations of the Senate to the public's attention, the debate is not a new one.
- Senate reform or abolition is not an immediate priority for BC. BC plans to wait for the outcome of the Supreme Court of Canada's reference decision.
- While reform or abolition may be preferable to the status quo – the road for both is challenging.

**BACKGROUND / STATUS:**

- On February 1st, the Government of Canada announced it was seeking a reference to the Supreme Court of Canada on the constitutionality of various aspects of Senate reform.
- The reference asks several questions related to the appropriate amending procedure for the federal government's Senate reform initiatives (limiting the terms of Senators; and democratic selection of senate nominees) as well as the abolition of the Senate and changing the net worth and property qualifications for senators.
- British Columbia, as well as every province and territory except Yukon, has filed a Notice of Intention to Intervene.
- By intervening, British Columbia can participate in the reference including submitting a written argument to the court (a factum), and make oral submissions to the court during the hearing.
- British Columbia's factum is due on August 30, 2013. The hearing is scheduled for November 12-14, 2013. The decision will likely follow anywhere from 6 months to a year following the hearing.

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**ISSUE:** Immigration and Temporary Foreign Workers

**RECOMMENDED RESPONSE:**

- The lead Ministry on this issue is the Ministry of Jobs, Tourism and Skills Training.
- Citizenship and Immigration Canada's decision to limit British Columbia's Provincial Nominee Program to 3,800 nominations for 2013 (instead of the 5,000 requested) is having a negative impact on Canada's economic development.
- Changes to the Temporary Foreign Workers Program should not impede efforts by employers to address shortages that cannot be met from domestic sources of workers in a timely fashion.
- As partners in managing immigration, it is important for provinces and territories to be meaningfully engaged in developing and implementing immigration reforms.
- We are working with the other provinces to advance these objectives.

**BACKGROUND / STATUS:**

- Over the next three years, approximately 335,000 job openings are anticipated in BC – the most acute pressures are forecasted to occur in higher-skilled occupations and in regions outside the Lower Mainland, which do not typically receive significant levels of immigration.

**Provincial Nominee Program (PNP)**

- While BC receives immigrants through many immigration classes, the BC Provincial Nominee Program (PNP) is the most effective tool to meet urgent, local and regional labour market challenges. A recent evaluation of PNP points to strong outcomes as measured by employment earnings, investment, job creation, retention, and regionalization of nominees.
- Serious skills pressures are building in British Columbia's north as large-scale investments in energy, mining and infrastructure are coming on line. British Columbia's PNP currently represents the best tool to support employers in filling critical vacancies that cannot be filled domestically, and must be expanded.

**Temporary Foreign Workers (TFW)**

- The federal government has initiated a comprehensive review of the TFW Program. In April 2013, the federal government announced first blush changes from the review, including suspension of the Accelerated Labour Market Opinion (LMO) process (providing qualifying employers with permission to hire TFWs in days instead of months) as well as more stringent

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recruitment requirements. The changes are expected to result in delays for key employers to access TFWs, resulting in missed economic opportunities.

- While respecting the federal lead in administering the Labour Market Opinion and work permit processes, the Province continues to explore ways to streamline recruitment of TFWs for employers in key sectors while at the same time enhancing program integrity.

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**ISSUE:** Labour Market Agreements

**RECOMMENDED RESPONSE:**

- The Federal Government intends to renew the Labour Market Agreements (LMAs) with new restrictions and conditions, including a requirement that provinces deliver the *Canada Job Grant* (CJG), a new program intended to directly connect skills training with employers and jobs.
- The CJG will account for 60% of LMA funding allocation upon full implementation in 2017/18. The remaining 40% will support program administration and other provincial priorities. The federal government is expected to provide further details on the Canada Job Grant to provincial governments shortly.
- The federal government must consult with provinces on the design of the new program.
- BC has been very successful in achieving strong outcomes under the current LMA. We want to continue to build on these successes as outlined in our Skills Training Plan.
- With major projects such as LNG, there will be a growing number of job opportunities for underrepresented groups such as Aboriginals in Northern British Columbia. Without a renewed LMA that allows provincial flexibility, BC and Canada will lose significant economic opportunity.

**BACKGROUND / STATUS:**

- The Federal Government announced, as part of the Federal Budget, that it will be renewing Labour Market Agreements with provinces and territories beyond March 31, 2014. The Federal Government will be putting increased emphasis on employer/demand driven activities under the new Labour Market Agreements, including a new Canada Job Grant to be funded by the federal government, the province, and the private sectors.
- Priorities for the Federal Government also include support for apprentices, persons with disabilities, post-secondary graduates, and Aboriginal people.
- The LMA provides BC with \$394M over six years (approximately \$66M annually) from 2008 to 2014 to fund skills training and employment programs and services for non-Employment Insurance (EI) eligible unemployed individuals and low-skilled employed individuals. The LMA is one of the key funding mechanisms to support BC's labour and skill shortages.
- Conditions to access Canada Job Grant (CJG) funding include one-third matching contributions from the provinces and employers, with a maximum \$5,000 federal contribution per person, and

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up to \$15,000 per person with provincial and employer contributions of \$5,000 each, respectively.

- BC expects CJG funding to be implemented in a phased approach, until 2017/18.



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**ISSUE:** Environmental Assessment

**RECOMMENDED RESPONSE:**

- BC has made considerable progress on reducing duplication with the federal government in the environmental assessment process.
- BC's environmental assessment process is rigorous and comprehensive. Environmental assessments are robust and effective to ensure that potential impacts of proposed projects are avoided or mitigated.
- Many proposed projects that require a provincial environmental assessment also require federal assessment.
- In March 2013, the Environmental Assessment Office and the Canadian Environmental Assessment Agency signed a Memorandum of Understanding on the substitution of environmental assessments in BC. This is a tool enabled by *Canadian Environmental Assessment Act, 2012*.
- BC is the first jurisdiction in Canada to request substitution. To date, the federal Minister of the Environment has approved substitution for the environmental assessments of five proposed projects.

**BACKGROUND / STATUS:**

Substitution means that where both federal and provincial environmental assessments are triggered, there would be one process – the provincial one – and two decisions – federal and provincial.

**Details on Substituted Projects**

The federal Minister of the Environment has approved substitution for the environmental assessments (EA) of the following projects:

- Carbon Creek Coal Mine, near Hudson's Hope;
- Sukunka Coal Mine, near Chetwynd and Tumbler Ridge;
- Echo Hill Coal Mine, near Tumbler Ridge;
- LNG Canada Export Terminal Project, near Kitimat; and
- Arctos Anthracite Coal Project, near Iskut.

Four of the five substituted projects are coal mines, due largely to the types of projects entering EA following the completion of the substitution MOU.

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Substitution requests are likely to be a common occurrence. Some situations where a request for substitution would not be appropriate include where the project involves transboundary effects and where the project is primarily located on federal lands.

BC anticipates exploring equivalency at a later date, when the Province has some experience with substitution.

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**ISSUE:** Cohen Commission Report: Provincial Response

**RECOMMENDED RESPONSE:**

- The BC government lead for this issue is the Minister of Agriculture.
- British Columbia's response to the Cohen Commission Report was released March 22, 2013.
- The federal government has not responded to the report.
- My government will continue to work with our federal counterparts on the eight recommendations directed at the Province.

**BACKGROUND / STATUS:**

- On October 31, 2012 the final report of the Commission of Inquiry into the Decline of Sockeye Salmon in the Fraser River was submitted to the Federal Government. The report includes 75 recommendations regarding the policies, practices and procedures of Fisheries and Oceans Canada, eight of which directly or indirectly reference the Province of British Columbia.
- The Federal Government has not responded to the report.
- On March 22, 2013 the BC Government accepted the intent of recommendations regarding: riparian area management and, compliance and enforcement; the *Water Act*; marine habitat spill response; agriculture and forestry pesticide record keeping; and including consideration of sockeye salmon in monitoring of industrial and wastewater management.
- The BC Government's response notes the Province has no intention of issuing any new tenure agreements for net-pen salmon farms in the Discovery Islands until September 30, 2020, but will consider applications to amend tenure boundaries for reasons other than increasing production.
- The BC Government is working with our federal counterparts and aquaculture operators to monitor for all possible diseases and is prepared to implement a prompt, coordinated, and science-based response if required.
- Results of thousands of tests for Infectious Salmon Anemia Virus (ISAV) done by the Ministry of Agriculture have all been negative (no virus). Similarly, the Canadian Food Inspection Agency has implemented a survey of wild salmon in BC and all results to date for ISAV have been negative.

**ISSUE: Canadian Coast Guard Kitsilano Base**

**RECOMMENDED RESPONSE:**

- The lead for this issue is Ministry of Justice and Attorney General (Emergency Management BC).
- We are concerned about the federal government decision to close the Kitsilano Coast Guard base due to budgetary reductions.
- Marine Search and Rescue is a federal government responsibility and with the level of activity in the Vancouver harbour it is a public safety concern to have a slower response.
- The public has expressed concerns that marine Search and Rescue response times will be delayed as a result of the federal decision. The former Attorney General and Minister of Justice wrote to the federal government expressing concerns with this issue on February 20, 2013.
- The Canadian Coast Guard (CCG) has committed to keep the province updated on response times.
- The federal government is also closing two marine communications centers in Comox and Tofino.
- While fiscal prudence is a key consideration, public safety must take priority.

**BACKGROUND / STATUS:**

- Marine Search and Rescue is a federal responsibility.
- Key marine services provided by the Canadian Coast Guard bases include:
  - Search and rescue/medical response;
  - Firefighting prevention/response;
  - Crime prevention/response/enforcement; and,
  - Navigation/vessel control.
- On February 19, 2013 the Federal Government closed the Canadian Coast Guard (CCG) Kitsilano Base due to budget cuts.

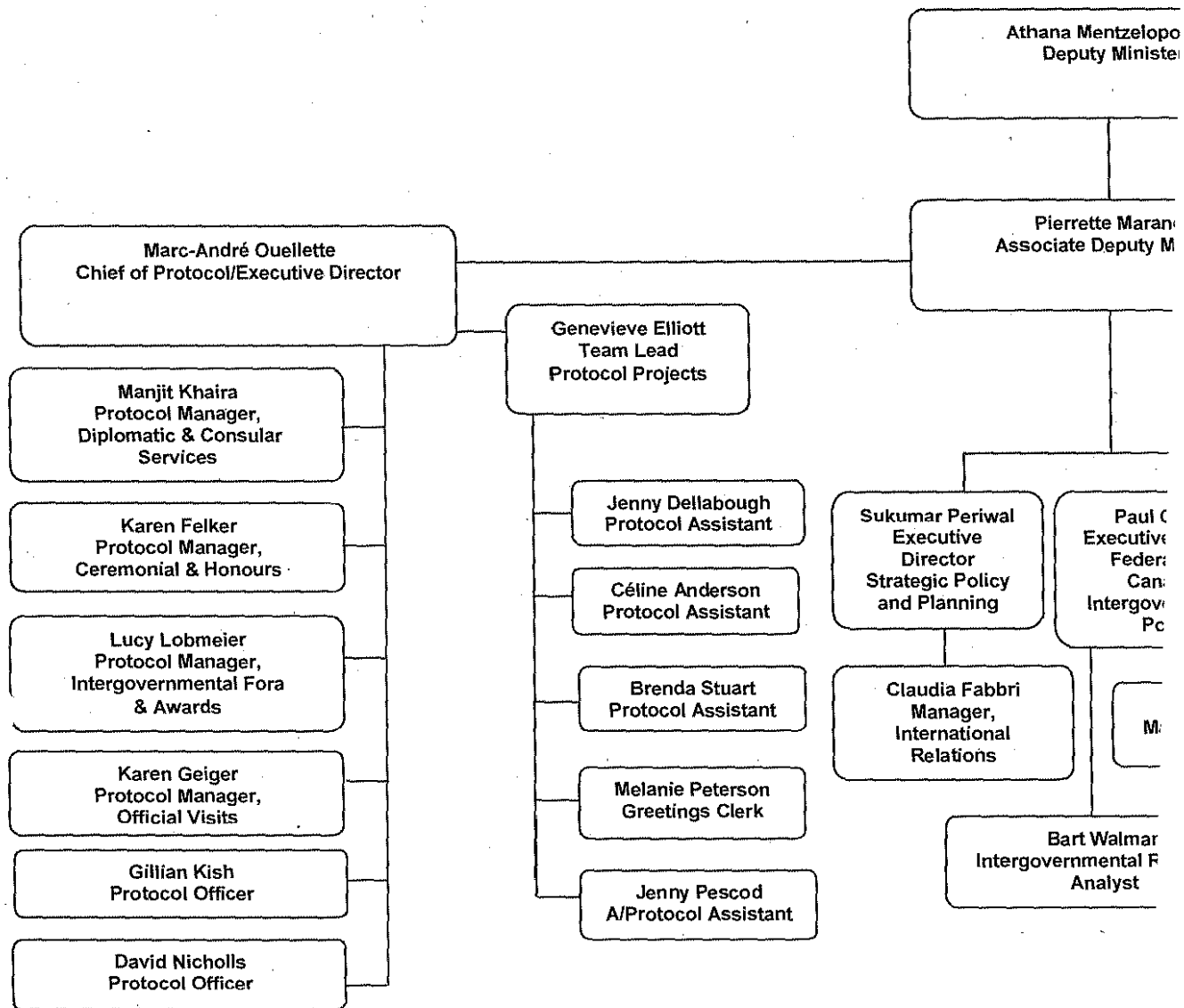
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- On February 20, 2013 Minister Shirley Bond, then Attorney General and Minister of Justice, wrote to the Honourable Keith Ashfield, Federal Minister of Fisheries and Oceans, expressing concern regarding the potential public safety impacts of this decision.
- The Kitsilano base is considered the busiest base in Canada, responding to more than 350 calls per year.
- On January 9, 2013 Fisheries and Oceans Canada announced a new Canadian Coast Guard inshore rescue boat station at the Royal Canadian Navy facility HMCS Discovery in downtown Vancouver.
- The smaller rescue station will be set up at the existing navy facility in Stanley Park and will be operated by three people from May to September, during the peak boating season. Staff will include one rescue professional and two summer students.
- At the request of the Coast Guard and as part of its funding arrangement, Royal Canadian Marine Search and Rescue (RCM-SAR) has relocated one of its rescue units from Indian Arm to the Vancouver Harbour, to further enhance search and rescue services to mariners in Vancouver.
- With the closure of CCG Kitsilano base, the Richmond's Sea Island CCG Base will provide additional coverage for distress calls in the Vancouver harbour. Although the Sea Island base is located 20-25 minutes further away from the Kitsilano base, they received a new hovercraft to allow faster response for all Port Metro Vancouver calls.
- There are a high number of life-at-risk calls in the Vancouver area with the Kitsilano base historically responding to 100 life-at-risk calls per year. Response time from CCG Sea Island base to the inner harbour is a minimum 30 minutes, more if the vessel is not at its base or responds during inclement weather.
- Two thirds of life-at-risk calls occur during winter months when the new student service from Stanley Park will not be operating.
- The City of Vancouver does not have the mandate or resources to fill this service gap.
- A Marine Emergency Response Coordinating Council (MERCC) chaired by the Port Metro Vancouver was formed in February, 2013 with a First Responder working group to update operational response procedures for responding to marine incidents in the harbour.

**Communication Centre Closures:**

- In May 2012, the federal government also announced that it would be closing 10 marine communication centres across Canada, including Comox and Tofino servicing mariners and emergency marine responders along the BC coastline.
- The Marine Communications and Traffic Services (MTCS) is a Canadian Coast Guard program which provides marine safety communications and manages the movement of vessel traffic.
- Combined with the closure of the Kits base, this means the entire BC coast will be served by two communications centres in Prince Rupert and Victoria that will both undergo major upgrades.

INTERGOVERNMENTAL RELATIONS  
Organization Chart (J)



# **Office of the Premier**

## **REVISED 2013/14 – 2015/16 SERVICE PLAN**



For more information on the  
British Columbia Office of the Premier  
see Contact Information on Page 13 or contact:

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VICTORIA, BC  
V8W 9E1

or visit our website at  
*[www.gov.bc.ca/premier](http://www.gov.bc.ca/premier)*

Published by the Office of the Premier



## Message from the Premier and Accountability Statement



I am pleased to present the Revised Service Plan for the Office of the Premier.

The past year has seen economic challenges around the world, but here in B.C., we've continued to make tough decisions to control spending and balance the budget. We are committed to growing a strong economy for a secure tomorrow. We do that to ensure we can continue making investments in the vital services that citizens depend on to get ahead, like education, healthcare and transportation. We also know that fiscal discipline provides the best protection for B.C.'s strong economy, so that British Columbians can secure and build a brighter future.

Success in the future is determined by the decisions we make today. For instance, last February your government launched the LNG Strategy and in less than a year, we have seen global companies invest billions of dollars in B.C. Our province is blessed with an abundant supply of natural gas and we know how to recover it safely. My focus is on doing the work that's required now to make sure B.C. wins the global race to be a leading supplier of cleaner energy to the world.

Our *BC Jobs Plan* is about opening foreign markets for our goods, with a particular focus on expanding our trade relationships with the rapidly-growing economies of the Pacific Rim. We will conduct a core review to make sure our government is structured for success, to eliminate needless delay and red tape and to get to yes on economic development in a timely and responsible way. Combined with our proven record of sound fiscal management, this is creating unprecedented opportunities for international investment across B.C. This included Trade Missions to Japan, Korea and the Philippines, the Canada-China Investment Summit, our involvement with the Canada-China Foreign Investment Promotion and Protection Agreement, and opening the Hong Kong Trade and Investment Office.

To ensure British Columbians are first in line to take advantage of global opportunities coming our way, your government has made significant investments in skills training. In addition to working with a wide variety of post-secondary institutions, government has invested in a number of programs to help aspiring young and Aboriginal entrepreneurs, and those looking to pursue trades careers in growing industries.

To help all families, we are seeking a ten year agreement with teachers, to ensure the highest quality education without labour disruptions. Through the Families First Agenda, government has worked to increase family affordability, as well as working with students, experts and stakeholders to combat bullying.

We believe in working with British Columbians, and creating an environment where they can find success.

The *Office of the Premier Revised 2013/14 – 2015/16 Service Plan* was prepared under my direction, in accordance with the *Budget Transparency and Accountability Act*. I am accountable for the basis on which the plan has been prepared and for achieving the specific objectives in this plan.

A handwritten signature in black ink, reading "Christy Clark". The signature is fluid and cursive.

Honourable Christy Clark  
Premier  
June 17, 2013

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## Purpose of the Office of the Premier

The Premier serves as the President of the Executive Council (Cabinet) of the Government of British Columbia. The Premier is regularly advised by the Deputy Minister to the Premier and Cabinet Secretary of the range of activities undertaken to facilitate cross-agency coordination of policy advice and implementation. These activities include regular meetings of departmental deputy ministers to share information over policy directions; meetings with counterpart central agency executives; and interdepartmental coordination of a wide range of policy priorities.

The Office assists the Premier in overseeing and leading the government as a whole. In addition, it supports the Cabinet decision-making process. As a central agency, the Office of the Premier has a clear role to play in promoting effective policy coordination across the public service. Ministers need to have complete trust in the quality of the advice and support the Office offers on the proper conduct of government business within accepted conventions and practices.

There continues to be growing emphasis on enhanced coordination across a range of government departments. The use of effective planning supports improved efficiencies through joint inter-agency cooperation.

### The Office:

- Articulates government's goals, commitments and priorities and works with ministries and Crown agencies to ensure communication of those goals, commitments and priorities and to track and monitor implementation of them;
- Leads the public service and, with the Deputy Ministers' Council, leads implementation of the corporate human resource plan for the BC Public Service, *Being the Best* and *Citizens @ the Centre: BC Government 2.0*, a transformation and technology strategy for the BC Public Service;
- Provides support for the operations and decision-making processes of Cabinet and its Committees; and,
- Works directly with the federal government and with all ministries and Crown agencies to ensure that relations with federal, provincial, territorial and international governments advance British Columbia's interests.

## Strategic Context

The Government Strategic Plan outlines government's efforts to achieve government's vision to be a prosperous and just province, whose citizens are happy, healthy and have confidence in the future. A key component to the success of the province hinges on our ability to be innovative and forward looking, and to plan and implement for the future. Strong and clear leadership is required to implement the goals and activities of government. The Office of the Premier leads and supports ministries and Crown agencies to implement government's agenda.

It is important that services to citizens are provided in an integrated, timely and seamless manner. This is done through collaboration across government ministries and agencies. Government has a Cabinet Working Group on Family Affordability, and Cabinet Committees on Families First; Jobs and Skills Training; Open Government and Engagement; and Environment and Land Use to further support efficient service delivery.

The BC Public Service is made up of approximately 30,000 professionals dedicated to supporting the people and communities of our province every day. As we move ahead through this period of economic uncertainty, the focus is to optimize the investment of existing human resources while maintaining focus on the longer term objective of ensuring the necessary supply of skilled staff for the future. Maintaining a high quality of service will require development of strategies to ensure an engaged workforce is able to meet the challenges of the introduction of new technologies, the increasing diversity of our communities, a growing population, and the shifting expectations British Columbians have of public services.

Ensuring that the relationship between Canada and British Columbia remains strong and constructive is fundamental to securing the economic and social well-being of our citizens. The Province will remain engaged with the federal government on issues such as health care innovation, seamless permitting for major projects in the province and creating a strong and stable labour supply from both inside and outside of our borders. We will continue to work cooperatively with the federal government on the issues that matter most to BC families.

# Goals, Objectives, Strategies and Performance Measures

## Goal 1: Government's priorities are implemented

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

### Strategies

- Lead and support the Executive Council in the successful development and implementation of the Government Strategic Plan.
- Clearly articulate priorities of government in the Strategic Plan and assist all ministries to develop strategies to achieve the goals and priorities established in the Strategic Plan.
- Administer government's accountability framework by supporting ministries and Crown agencies in developing service plans and annual service plan reports to ensure they advance Government's Strategic Plan.
- Guide the successful delivery of ministry and Crown agency mandates by providing direction and resolving issues requiring senior government input.
- Address priority issues on behalf of Executive Council and manage issues that arise in the delivery of programs and services.

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

Performance Measure	Benchmark	2013/14 Forecast	2013/14 Target	2014/15 Target	2015/16 Target
Performance agreements in place for Deputy Ministers and Associate Deputy Ministers.	100%	100%	100%	100%	100%

Data Source: BC Public Service Agency

### Discussion

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

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

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

### **Objective 2.1: BC Public Service Corporate Human Resource Plan *Being the Best* goals are realized**

#### **Strategies**

- Continue to develop *Being the Best*, the Corporate Human Resource Plan for the BC Public Service.
- Build new strategies and update *Being the Best* annually based on feedback and results.

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

Performance Measure	2012/13 Actual	2013/14 Target	2014/15 Target	2015/16 Target
BC Public Service is recognized as a top employer in British Columbia	Yes	Yes	Yes	Yes

**Data Source:** Ministry of Citizens' Services and Open Government

#### **Discussion**

In 2006, the Corporate Human Resource Plan, *Being the Best*, was developed by the Deputy Ministers' Council, led by the Deputy Minister to the Premier. The Council is committed to achieving the status of the B.C. Government as a top employer through annual updates to and continued implementation of the plan with the involvement of the BC Public Service. The BC Public Service has been recognized as one of:

- B.C.'s Top Employers for 2010, 2011, 2012 and 2013
- Canada's Top 100 Employers for 2010, 2011, 2012 and 2013
- Canada's Top Family Friendly Employers for 2010, 2011 and 2013
- Canada's Greenest Employers for 2010, 2011, 2012 and 2013

### **Goal 3: Cabinet and Cabinet Committees are able to make timely and well-informed decisions**

#### **Objective 3.1: Cabinet and its Committees are supported with timely and effective advice**

##### **Strategies**

- Support Cabinet and its Committees by ensuring they have appropriate advice on key policy, program and legislative initiatives, which align with government priorities, including an ability to measure the success of the initiatives.
- Effectively provide necessary and the appropriate logistical support for the operations and decision-making process of Cabinet and its Committees.
- Continue to use technologies and tools to improve efficiencies in the logistical support of Cabinet and its Committees.

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

Performance Measure	2006/07 Baseline	2013/14 Forecast	2013/14 Target	2014/15 Target	2015/16 Target
Cabinet receives timely advice on all key public policy recommendations and plans	100%	100%	100%	100%	100%

Data Source: Cabinet Operations

##### **Discussion**

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

Cabinet Committees and ministries provide prompt and effective advice enabling timely and well informed Cabinet decisions benefitting British Columbians.

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

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

### **Strategies**

- Engage the federal government in achieving BC priorities.
- Strengthen partnerships with other provinces through bilateral and multilateral co-operation on shared priorities discussed at the Council of the Federation and other Premiers' meetings.
- Positively influence the policies and programs of other governments that affect the interests of British Columbia through enhanced economic, cultural and diplomatic ties and programs.
- Establish regional leadership, shared economic and environmental priorities, such as action on jobs and border management, through joint Cabinet meetings with the State of Washington, the Pacific Coast Collaborative, and British Columbia's participation in the Pacific North West Economic Region (PNWER).

### **Performance Measure 4: Progress on Intergovernmental Relations key issues**

Performance Measure	Benchmark	2012/13 Forecast	2013/14 Target	2014/15 Target	2015/16 Target
Progress on key issues in Intergovernmental Relations Plan	Progress on key issues	Progress achieved on key issues	Progress on key issues	Progress on key issues	Progress on key issues

Data Source: Intergovernmental Relations Secretariat

### **Discussion**

Each year, the Intergovernmental Relations Secretariat updates its plan with key objectives and major projects, which typically take more than one fiscal year to measure progress. For 2012/13, progress was made on all new initiatives.

The key objectives identified in the intergovernmental plan for 2013/14 are:

- Increase intergovernmental engagement at senior levels in order to advance British Columbia's interests with the federal government, within the Canadian federation and with the United States and other priority countries, including use of telepresence and other technologies.
- Engage and participate in initiatives with provinces and territories through the Council of the Federation.



- Advance bilateral collaboration, focusing on jobs and economic growth, with the State of Washington and other neighbouring states and provinces through joint leaders, cabinet and/or senior officials meetings and initiatives.
- Engage with other governments and private sector members of PNWER to promote actions in support of keeping the Canada-US border open for legitimate trade and tourism and building regional consensus on actions that increase economic opportunities for BC families in areas such as clean energy.
- Leverage the shared goals and objectives of the Pacific Coast Collaborative set out in British Columbia's agreements with the states of California, Oregon, Washington and Alaska to implement the regional jobs strategy that was an outcome of the 2012 Leaders Forum.
- Work across government, with BC stakeholders, with the federal government, and US federal and state agencies to facilitate the management of transboundary environmental and resource management concerns consistent with the Province's high environmental standards.
- Promote Pacific Gateway transportation investments and policy changes so that Canada benefits from Asia-Pacific market opportunities.
- Advance the Province's priorities by engaging with foreign governments, the Consular Corps in British Columbia, Diplomatic Corps in Ottawa, and Canadian representatives posted abroad.
- Support citizen engagement through the Order of British Columbia, Congratulatory Messages Program, and Ceremonies.
- Sign and implement the cooperation agreement with the federal government on official languages.

# Resource Summary

Core Business Area	2012/13 Restated Estimates <sup>1</sup>	2013/14 Estimates <sup>2</sup>	2014/15 Plan	2015/16 Plan
<b>Operating Expenses (\$000)</b>				
Intergovernmental Relations Secretariat	2,456	2,456	2,456	2,456
Executive and Support Services.....	6,552	6,552	6,552	6,552
Office of the Premier.....	3,231	3,231	3,231	3,231
Executive Operations.....	3,321	3,321	3,321	3,321
<b>Total .....</b>	<b>9,008</b>	<b>9,008</b>	<b>9,008</b>	<b>9,008</b>
<b>Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)</b>				
Intergovernmental Relations Secretariat	0	0	0	0
Executive and Support Services.....	1	1	1	1
Office of the Premier.....	0	0	0	0
Executive Operations.....	1	1	1	1
<b>Total .....</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>

<sup>1</sup> For comparative purposes, amounts shown for the 2012/13 have been restated to be consistent with the presentation of the 2013/14 Estimates.

<sup>2</sup> Further information on program funding and vote recoveries is available in the Estimates and Supplement to the Estimates.

## Premier's Office Contact Information

### **Office of the Premier**

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Victoria BC V8W 9E1

Telephone: 250 387-1715

### **Cabinet Operations**

PO BOX 9487 STN PROV GOVT

Victoria BC V8W 9E1

### **Intergovernmental Relations Secretariat**

PO BOX 9433 STN PROV GOVT

Victoria BC V8W 9V3

### **Hyperlinks to Additional Information:**

Office of the Premier: [www.newsroom.gov.bc.ca/ministries/office-of-the-premier/](http://www.newsroom.gov.bc.ca/ministries/office-of-the-premier/)

### **Associated Organizations:**

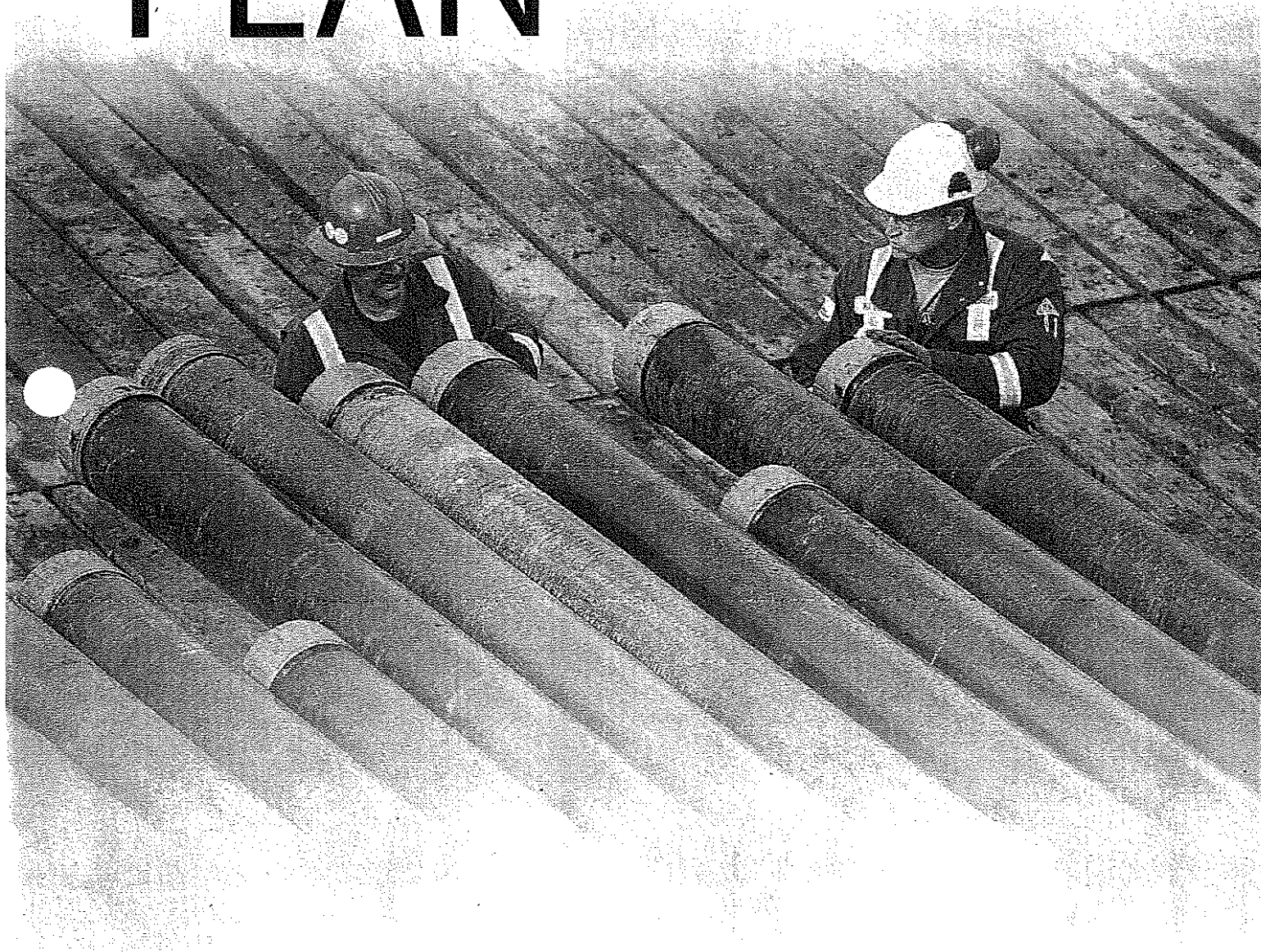
BC Public Service Agency: [www.bcpublicserviceagency.gov.bc.ca/](http://www.bcpublicserviceagency.gov.bc.ca/)

Government Communications and Public Engagement: [www.gov.bc.ca/gcpe](http://www.gov.bc.ca/gcpe)

PROVINCE OF BRITISH COLUMBIA

# STRATEGIC PLAN

2013/14 – 2016/17





**CANADA  
STARTS  
HERE**



*Over 9000 lakes and rivers*





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009-4033 00877

# Letter from the Premier



Honourable Christy Clark  
Premier of British Columbia

As we prepare to re-introduce our balanced Budget 2013, I want to thank British Columbians for the mandate we received in the May 2013 election. British Columbians want a strong economy and a secure tomorrow, and that is the basis for our work over the coming planning period. We are already at work to ensure we follow through on every promise.

Achieving a balanced budget – not just for 2013 but through to 2015/16 – is a key commitment of our new government. Its significance goes beyond even the importance of following through on our promise. By achieving this balance, we are demonstrating that we do not back away from tough decisions. We are demonstrating our commitment to controlling and reducing government spending. And we are showing a disciplined approach to dealing with the many demands that are made every day on the provincial treasury – an approach that is fair, informed and balanced, and that, above all, is accountable to British Columbians for how we use their tax dollars.

As a reflection of our commitment to controlled spending, we are launching a core review of all ministries, to identify efficiencies and drive forward our regulatory reform and red-tape reduction initiatives.

The temptation to spend beyond our means confronts us all at times and, without discipline, we can succumb to tempting choices and accumulate needless debt. That debt can linger and constrain the choices of next generations of British Columbians. But I am determined to protect and preserve our province's triple-A credit rating, and to ensure we continue to save taxpayers millions of dollars every year through reduced borrowing costs.

Our responsibility as a government is to develop our economy in an environmentally sustainable manner, while we get to "yes" with every possible measure to draw investment and create jobs. We have developed an ambitious and realistic plan for the British Columbia economy, a plan that is clear about the path we are taking and involves citizens in our goal to make British Columbia the economic engine of Canada.

Since we released the *BC Jobs Plan* in September 2011, there have been billions of dollars of new investment in British Columbia, along with the creation of thousands of jobs. Our *Jobs Plan* has clear targets that have guided our work – targets that include new and expanded mines, and economic development agreements with First Nations.

A key element of the *BC Jobs Plan* is our commitment to the development of a new sector for the province – liquefied natural gas (LNG). In the *BC Jobs Plan*, we promised to work with LNG export proponents to bring at least one LNG pipeline and terminal online by 2015 and have three in operation by 2020. And we were clear that we would maintain B.C.'s leadership on climate change and clean energy.

Guided by some of the strongest environmental laws in the world, we are making remarkable progress on these targets, including policy changes that foster growth and ensure power will be available to the sector. This work will now be even further accelerated through creation of a new Ministry of Natural Gas Development.

The choices we have made have positioned us to seize the opportunity of a generation – an industry that can create thousands of new jobs and add one trillion dollars to our Gross Domestic Product.

Based on the level of investment from the private sector and our advanced negotiations with proponents, I was very pleased to announce that LNG revenues will support a new Prosperity Fund that will be used to pay down debt, support social services and improve affordability, bringing benefits that British Columbians can rely upon for generations to come. Along with our balanced budget, seizing the opportunity of liquefied natural gas sets us on a course for a debt-free British Columbia.

Developing the potential of liquefied natural gas has been a key focus of government over the past year, but we have kept equal pace in pursuing every economic advantage for British Columbia, from accelerating mining permitting to important investments in agriculture. We have created a new ministry that is focused on technology and innovation, to ensure this industry continues to be an important contributor to the *BC Jobs Plan*. A new ministry of International Trade will further enhance our position as Canada's gateway to Asia.

Based on the *BC Jobs Plan*, there will be one million job openings across our province between now and 2020 – 43 per cent of which will require people with trades and technical training. The work our government has done over the past decade to transform our training and credential granting system has doubled the number of registered apprentices since 2001. Now, we are positioned to make even greater progress, ensuring British Columbians are at the front of the line for new jobs being created by working with labour, education and industry to create a 10-year Skills Training Plan.

Delivering on the *BC Jobs Plan* is central to the work of ministries across government. The investment and jobs it helps to create in turn provide stable and reliable income for families.

I am proud to lead a government that delivers high-quality health-care, education and social services to British Columbians. My government is working to ensure these services continue to be available for those who need them. Equally important is our commitment to ensuring the same high level of service will continue to be available for our children and grandchildren, and that British Columbians are confident and can rely upon the knowledge that these services are sustainable.

We have introduced important changes to income-assistance programs and we are implementing an aggressive agenda to bring timeliness to our justice system. We have taken an innovative approach to public sector collective bargaining, by finding efficiencies that generate savings and, in turn, are funding modest wage increases for employees across the public sector.

Health care has remained a priority for our government. And even within the context of controlled government spending, we have increased the health care budget by \$6.9 billion since 2001, made investments in new physicians, nurses and nurse practitioners, and increased the numbers of operations and diagnostic tests. We will deliver on our promise for end-of-life care by doubling the number of hospice beds by 2020 so we can better care for those we love in their last days.

We have also continued to make significant investments in infrastructure, building new hospitals, long-term care facilities, and social housing in every corner of the province. These projects have been part of our larger plan for infrastructure investments that include four-laning of the Trans Canada Highway from Kamloops to Alberta, replacing the George Massey Tunnel, construction



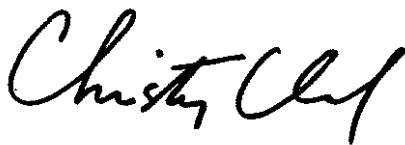
of the South Fraser Perimeter Road and construction of the new Evergreen Line for rapid public transit. We also continue to prepare for the province's future power needs by making investments in projects that include construction of the Site C dam.

As you read through this Strategic Plan, I invite you to learn more about other important government initiatives, including E.R.A.S.E Bullying, a program that is particularly close to my heart.

I believe government may never rest. Our society is changing. British Columbians have different needs depending on where they live and the stage of their life. Our new government is ever alert to the need to adapt to citizens' needs, even when it includes making tough choices. Our plan for a core review of government programs and services will be fundamental to our commitment to ensure government is serving these needs.

Our new government has set ambitious goals and we will meet them.

We are focused on delivering the services British Columbians need, and meeting the expectations of a society that wishes not only for its own well-being, but for that of generations to come. I thank British Columbians for the mandate we have received. Its implementation is work we do together with all of you.



Honourable Christy Clark  
Premier of British Columbia

## Our Priorities to Achieve Excellence for British Columbians

A government that is focused on job creation and investment in the province.

A government that works continuously to ensure the sustainability of and improve social programs that support families of every description, and improve the lives of British Columbians.



# Strong Economy

*Courtesy of Nexen*

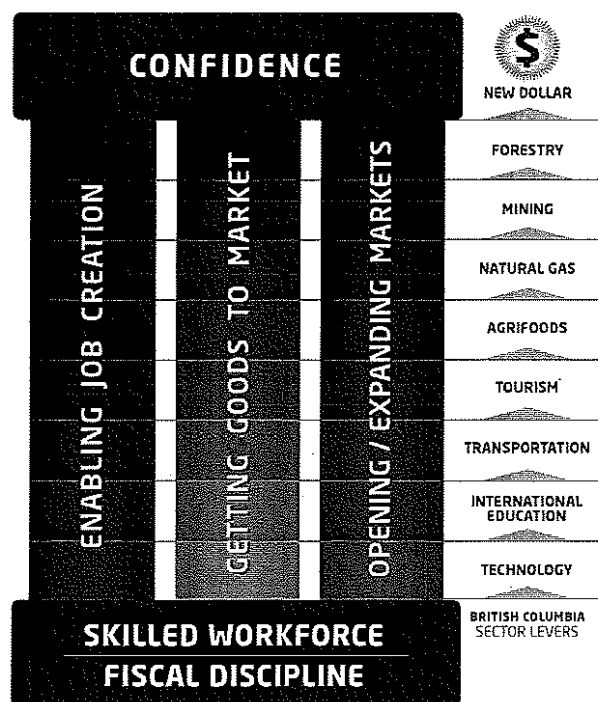
## Job Creation and Investment

By 2020, B.C. will see one million job openings, and almost half of them will require trades or technical training.

This job creation is supported by *Canada Starts Here: The BC Jobs Plan*. Our plan is built on the natural, strategic and financial advantages of British Columbia—our location as Canada's gateway to Asia, our multicultural population, our world-class infrastructure, our strong balance sheet and low-tax environment, our natural-resource advantages, and our highly skilled labour force.

The *BC Jobs Plan* is founded on three pillars:

1. Working with employers and communities to enable job creation across British Columbia.
2. Strengthening our infrastructure to get our goods to market.
3. Expanding markets for B.C. products and services, particularly in Asia.



Across government, work has focused on meeting the targets that were set out in the *Jobs Plan* and its related sector strategies. Since the launch of the plan, billions in new investment and thousands of new jobs have been added to the economy of British Columbia. Eight of 19 targets have been met, with the remaining targets on track to be met as promised.

The lead ministry for delivery of the *BC Jobs Plan* is the Ministry of Jobs, Tourism and Skills Training. To accomplish the goal of seizing economic opportunities, the Ministry works to:

- ▶ Open and expand priority international and domestic markets for B.C. goods and services, and attract and facilitate new investment to grow B.C. priority sectors.
- ▶ Develop B.C. regions and key industries to their full economic potential.
- ▶ Enhance competitiveness for small business by streamlining regulatory requirements and processes, and providing easier access to government programs and supports.
- ▶ Ensure that B.C. has enough skilled, highly productive workers to meet the needs of our growing economy.
- ▶ Promote safe and healthy workplaces and ensure that employers, workers and unions understand and apply B.C.'s labour laws.
- ▶ Promote labour stability and protect workers, by balancing the interests of employers and workers.
- ▶ Support B.C.'s tourism industry in being globally competitive and sustainable.

To accelerate our work to build new markets and demonstrate our new government's commitment to growing and diversifying our provincial exports, we have established a new ministry of International Trade and Asia Pacific Strategy. Our success in growing our provincial lumber exports to China over the past decade will be replicated in other industries and with other countries of the Asia-Pacific—in particular, India.

In this planning period we will launch a new, integrated organization that will partner with Canada, the business community and educational institutions to make Vancouver and Canada's west coast the hub for Asian and South Asian corporate offices and investment activity.

Through the *BC Jobs Plan*, eight areas in the natural resource, knowledge-based and infrastructure sectors of the economy are targeted with specific growth measures.

## Natural-Resource Sectors

While our economy continues to diversify in British Columbia, natural resources remain our backbone. We are proud of that.

Among the many assets we bring for vibrant trade with emerging economies, our natural resources continue to enjoy high demand, in turn supporting well-paying jobs for British Columbians.

Development of the natural-resource sectors in British Columbia is based on our commitment to our world-leading environmental protection laws. While there is always tension between the need to protect the environment and the need to grow our economy and create jobs, our government embraces this dynamic. Our commitment to environmental protection is clearly demonstrated through our global leadership on climate change and clean energy, our protection of species-at-risk, expansion of parks in British Columbia, and the increased rigour of our environmental assessments.

One aspect of potential resource development has emerged as an area of concern for British Columbians—the shipment of heavy oil.

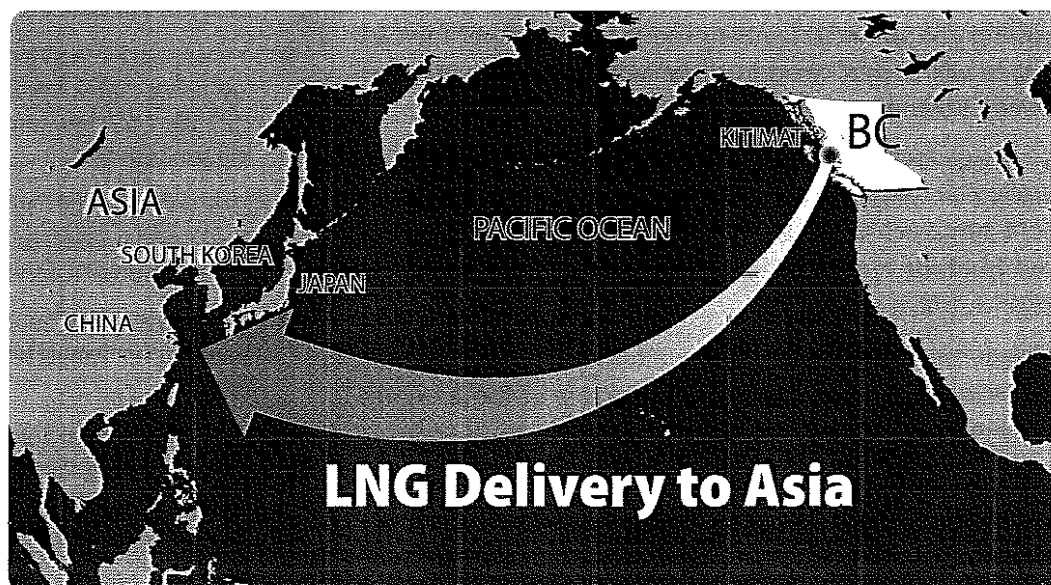
We have taken a strong position on new proposals for heavy-oil pipelines in British Columbia. Our thorough cross-examination of the Northern Gateway Pipeline proposal at the National Energy Board's Joint Review Panel hearings is guided by five clear principles that all new heavy-oil pipeline proposals must meet: a completed environmental assessment review, world-leading marine and land oil-spill prevention and response, First Nations participation and a fair share of project benefits are the non-negotiable tenets of our approach. Our new government has made it clear already that, in its current form, the proposal for a Northern Gateway Pipeline does not meet the five conditions.

To support the continued and sustainable development of our natural resources, we are continuing to make important investments in new electricity-transmission infrastructure. The Northwest Transmission Line will open new areas to mining, while allowing northwest communities currently relying on diesel generators to switch to cleaner electricity. When completed in 2014, it will also provide a secure interconnection point for clean-generation projects. The Dawson Creek/Chetwynd Area Transmission Project, also expected to be finished in 2014, will serve the South Peace region, benefitting the regional economy by making clean power

### Facts about global LNG:

- \* LNG is a natural gas which has been cooled to keep it in a liquid form.
- \* It is a non-toxic, odourless, non-corrosive and less dense than water. It is a stable, low-risk fuel. If it spills, LNG will warm, rise and dissipate into the atmosphere.
- \* LNG, unlike natural gas in a gaseous form, can be shipped overseas and has been safely used and transported around the world for 50 years.
- \* Between 2000 and 2009, the volume of LNG traded, on an annual basis, increased by 77.3 per cent.
- \* The largest growth potential moving forward exists in the Asia Pacific market, specifically in Japan and South Korea. China and India are also competing for additional natural-gas supply.

available to natural-gas and other industrial customers, as well as residents. And we continue to fully support the development of Site C dam, where work is underway to prepare for a harmonized environmental assessment with the federal government.



### **Natural Gas and Liquefied Natural Gas**

Our new government has already followed through on our promise of establishing a dedicated Ministry of Natural Gas Development.

Our government has elaborated clear standards for our work to develop this important sector. Most importantly, we committed to three key principles to guide our work developing this sector:

- ▶ Keep B.C. competitive in the global LNG market.
- ▶ Maintain B.C.'s leadership on climate change and clean energy.
- ▶ Keep energy rates affordable for families, communities and industry.

In just 12 months, our government made remarkable progress on all three goals, and we are now working closely to further develop interest from super-major industry proponents. Since last year, over \$6 billion dollars in investments have been made to acquire upstream natural-gas assets and execute strategic corporate acquisitions.

Based on the level of industry commitment and investment, our government is now establishing the British Columbia Prosperity Fund. Royalties generated by the Liquefied Natural Gas Sector will be designated to this fund, ensuring British Columbia families can benefit from the prosperity created by natural gas. The main focus of the fund will be to reduce provincial debt. We will also target measures to improve social services and to make life more affordable for families.

Our work to develop this new sector for British Columbia is taking place in a co-ordinated fashion on several fronts.

To ensure British Columbians are at the front of the line for every one of the tens of thousands of jobs this opportunity will create, we are undertaking a Labour Market Partnership project to assess the employment needs of the sector and ensure our training opportunities are aligned.

We will subsequently lead the development of a comprehensive workforce strategy and action plan, with the continued support of industry and training authorities. Within the next year, we will release this action plan so British Columbians are trained in time with the skills necessary to fill these jobs.

British Columbia is a clean-energy leader for a reason.

We are the first jurisdiction in North America to become carbon neutral, and our carbon tax has proven to influence positive change with the reduction of province-wide greenhouse-gas emissions. This leadership is guiding the development of B.C.'s LNG industry.

Since the release of the *BC Jobs Plan* we have been in discussions about power supply requirements with LNG proponents. Government remains committed to clean energy as part of the solution, while flexibility is required to address important business decisions that need to be made. We are confident solutions will be found and, over the next year, power-supply arrangements between industry and BC Hydro will be reached. With a commitment to clean energy, the use of the best technology, and the best climate-action policies, B.C.'s LNG industry will meet new standards of environmental responsibility.

The fight against climate change is a global issue. By exporting natural gas, B.C. will supply growing markets with a cleaner energy alternative compared to higher emission sources like coal and diesel. B.C.'s natural gas is also expected to replace the use of nuclear power in other areas of the world.

In February 2013, we hosted Canada's first international Liquefied Natural Gas conference under the theme, "Fueling the Future: Global Opportunities for LNG in B.C." We brought together industry experts, learning institutions, training authorities, First Nations, community leaders and other stakeholders to discuss market opportunities, technology and skills development, and work is underway to plan for a similar conference in 2014.

Our progress in the last year is the foundation for our plan in coming years:

- \* Significant investments in B.C.'s natural-gas sector, with approximately \$6 billion to prepare and accelerate the province's growth prospects and an additional \$1 billion to further LNG proposals.
- \* Major LNG proponents have come forward with plans to build an export operation, with five large projects proposed right now. When the LNG Strategy was released last year, there were only two facilities proposed for development.
- \* A workforce strategy and action plan is underway with the leadership of government and the guidance of industry and training authorities. This strategy will ensure British Columbians will be trained with the skills to fill tens of thousands of jobs created from LNG construction and operation.
- \* Power-supply discussions with proponents are moving forward, with the government of B.C. focused on having the cleanest LNG industry in the world. In July 2012, government updated the Clean Energy Act to ensure a reliable, timely and cost-competitive option of gas-fired electricity generation could be used to meet the large power demands of LNG industry.
- \* Actions have been taken to protect residential ratepayers and to ensure hydro rates for industry remain competitive. LNG proponents will be required to contribute capital for any new power infrastructure built. Government also amended its self-sufficiency policy so BC Hydro can mitigate rate increases by planning electricity supply against average-water availability, instead of critically low water levels.



## Forestry

Our forests have built and sustained British Columbia's families and rural communities. Forests are a cornerstone of our economy, directly employing over 53,000 in 2011 and exporting goods totalling \$9.95 billion.

*The BC Jobs Plan Forest Sector Strategy* was developed on the six priorities outlined in the report of the Working Roundtable on Forestry:

- ▶ A commitment to using wood first.
- ▶ Growing trees, sequestering carbon, and ensuring that land is available from which to derive a range of forest products.
- ▶ Creating a globally competitive, market-based operating climate.
- ▶ Embracing innovation and diversification.
- ▶ Supporting prosperous rural forest economies.
- ▶ First Nations becoming partners in forestry.

With the strategy, government committed to a review of log-export policies. The results of that review were the basis for a change to the fee structure for exporting some logs, and a change to the fee schedule for logs such that the fee for low- and mid-grade logs exported from the mid-coast timber supply will be reduced. These and other measures will stimulate harvesting activity in remote areas, particularly important in the face of experts' predictions that we are poised for considerable growth in this sector.

In Fall 2012, government released *Beyond the Beetle: A Mid-Term Timber Supply Action Plan* that represents next steps in our ongoing response to the mountain pine beetle.

This action plan was in direct response to the Special Committee on Timber Supply, an all-party committee that was appointed in May 2012 to investigate and make recommendations to address the loss of mid-term supply in the central Interior due to the mountain-pine-beetle epidemic.

Since 2001, the B.C. government has invested over \$884 million on forest management and economic development in the mountain-pine-beetle-impacted areas, to help forestry-dependent communities diversity their economic base. This action plan focuses on reforestation, forest inventory, fuel management and intensive and innovative silviculture. New funding is increasing



the area for re-inventory from 18 million hectares to 35 million hectares, with the highest priority being the areas impacted by the mountain pine beetle.

Our new government is committed to making B.C.'s forest industry a sunrise industry again. We will continue every effort to keep the sector growing, including annual forest-industry trade missions to Asia to find new markets and create jobs at home.

## Mining

British Columbia is a national leader in mining and mineral production. We are the nation's single largest exporter of coal, the largest producer of copper, and the only producer of molybdenum. We also produce significant amounts of gold, silver, lead, zinc and more than 30 industrial minerals.

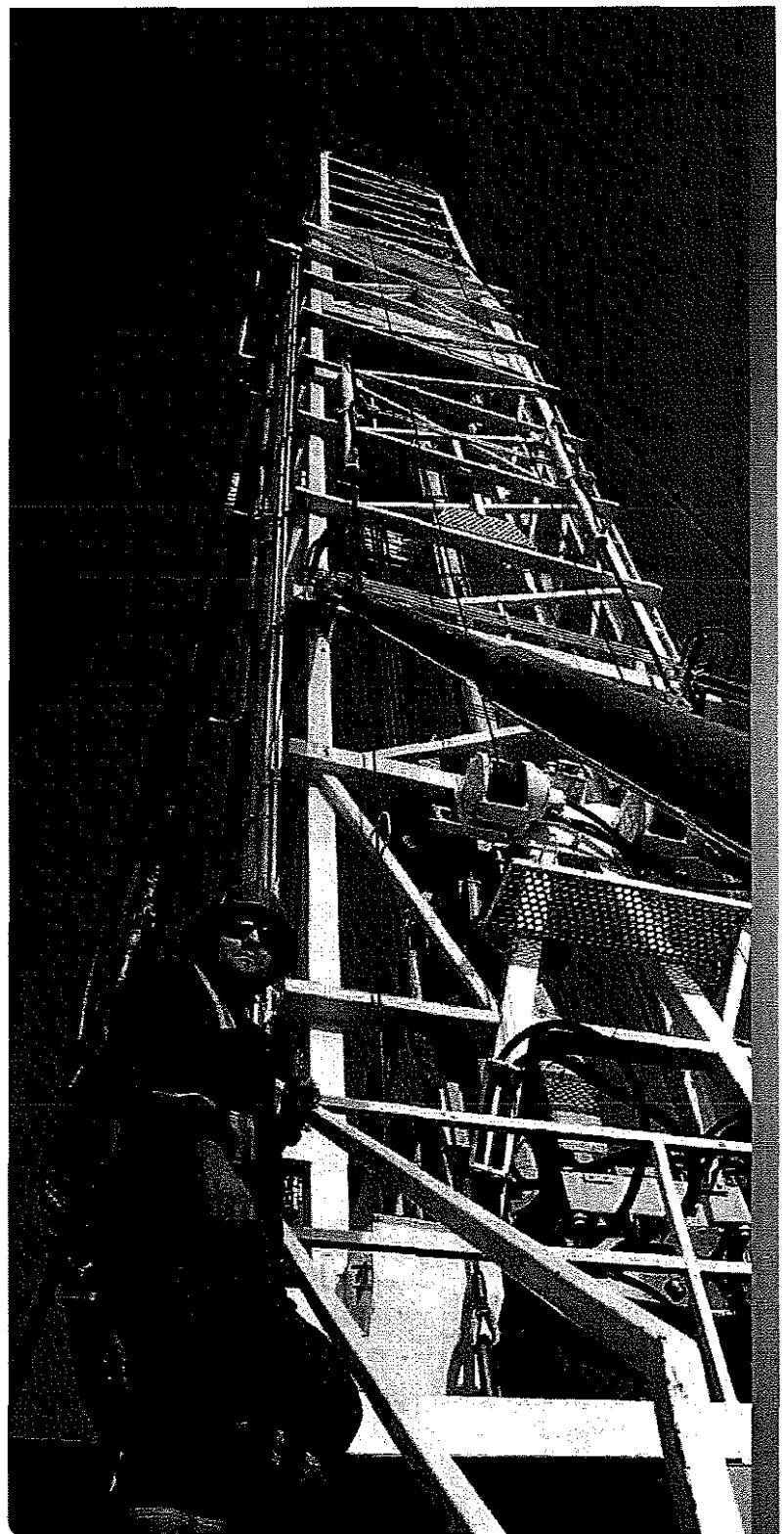
British Columbia's *Mineral Exploration and Mining Strategy* set an ambitious goal for development of eight new mines and expansion of nine existing ones by 2015. The strategy also defined six key steps to increase investment, expand job creation, develop new economic opportunities, protect the environment and build a better quality of life for future generations.

Meeting this goal will support the creation of 5,000 new direct and indirect jobs in British Columbia. These new and expanded mines will bring more than \$150 million annually in government revenue.

Meeting this goal is what our government is doing, with two new major mines having started production, six more receiving permits and starting construction, and approval of six major expansions of existing mines.

The *BC Jobs Plan* set a target for reducing the backlog of mineral exploration permits by 80 per cent by August 2012, along with targets for reducing the backlog in land and water authorizations. These reduction targets were achieved, and government has invested an additional \$7 million to make sure the systems are in place to ensure backlogs do not creep back up. Our new government has made it a priority to continue to improve efficiencies and timeliness of the permitting process, and backlogs will continue to be dramatically reduced.

Like LNG, mines require a considerable amount of power. The Northwest Transmission Line will open new areas to mining, while allowing northwest communities currently relying on diesel generators to switch to cleaner electricity. When completed in 2014, it will also provide a secure interconnection point for clean generation projects. The Dawson Creek/Chetwynd Area





Transmission Project, also expected to be finished in 2014, will serve the South Peace region, benefitting the regional economy by making clean power available to natural gas and other industrial customers, as well as residents.



### AgriFoods

In British Columbia, the agrifoods sector provides more than 61,000 jobs and generates close to \$10.5 billion a year in provincial revenues. We have the most diverse agrifoods industry in Canada.

In this planning period, government will be guided by *B.C. AGRIFOODS: a strategy for growth* to ensure we seize new opportunities that are emerging for this sector in British Columbia.

This five-year strategy will lead the sector to becoming a \$14-billion-a-year industry by 2017, and outlines the plan we are executing to encourage innovation, strengthen our domestic and

international markets, and ensure a sustainable future for farmers, ranchers, fishers and other food producers.

One of the immediate actions taken under the B.C. Agrifoods Strategy was to provide British Columbia's high-tech greenhouse vegetable and floriculture growers with \$7.6 million in carbon-tax relief, allowing producers to focus on maintaining their competitive edge.

The *Growing Forward 2 Agreement*, finalized in September 2012, continues our government's tradition of ensuring the voices of B.C. farmers, seafood harvesters, and processors are heard in Ottawa and that B.C.'s families and the communities that form our agrifoods sector receive appropriate attention and resources from the federal government.

### B.C.'s Agrifoods Advantage

By 2030, Canada will be one of only a handful of countries exporting more food than it imports. That means growing opportunities for B.C.

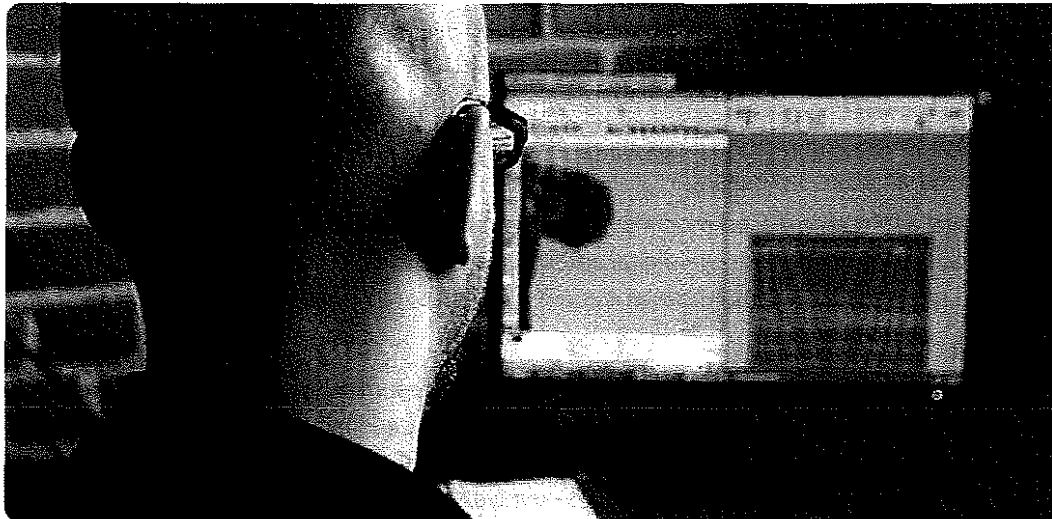
- \* The province is recognized globally for its high-quality food safety standards.
- \* Markets in the U.S. and the U.K. are well-established, while markets in China, South Korea and India are emerging. One early success is the recent pilot project with China for the export of B.C. cherries.
- \* Shipping costs are lower, due to our proximity to Asia.
- \* Our agrifoods sector is adaptable and resilient with a modern infrastructure.
- \* It's also the most diverse in Canada, with over 200 agriculture and 100 seafood species, a world-renowned wine industry and a growing array of high-quality, high-value niche products.

The agreement will provide key risk-management programming to producers who suffer weather-related losses, as well as business-development programs that reward ideas and help turn them into new dollars for farms and businesses.

Our Buy Local program is investing \$2 million to help B.C. producers and processors promote their products to British Columbians. The funding supports local businesses and organizations as they launch or expand their marketing campaigns, and allows B.C.'s diverse food industry to use customized promotions specific to their market and needs. Our new government will accelerate plans to encourage buying local, continue to open new markets in Asia, and keep focused on our work to break down inter-provincial barriers so all Canadians can enjoy B.C. wine.

British Columbia typically exports about \$2.5 billion a year to more than 140 countries, and we will continue our targeted efforts to build trade with growing Pacific economies. The Agrifoods Strategy is built on our international reputation for high-quality, high-value products, and our partnership with industry to reach new markets is getting results.

B.C. has set record exports to China in each of the last two years through a strategic approach that builds relationships with stakeholders there, and introduces them to the quality of B.C. foods.



## Knowledge-Based Sectors

British Columbia is home to a vibrant community of knowledge workers, and our economy benefits from the progress and success in every corner of this sector.

### Technology, Clean Tech and Green Economy

British Columbia's technology sector provides jobs for more than 84,000 people and includes nearly 9,000 established companies along with some 18,750 emerging companies.

Our government's vision for the technology sector in this province is to be a recognized leader for developing and growing innovative technology companies, and a destination for technology investment.

The technology industry in British Columbia has limitless opportunities and is a significant contributor to the success of the *BC Jobs Plan*. Our government developed B.C.'s Technology Strategy to create and support new opportunities but we know we can do better. To accelerate

our work, we have established a new ministry focused on technology and innovation, with a mandate to work with industry and the BC Innovation Council to make sure government is doing everything possible to help the industry move ahead.

Through post-secondary education and investments in research and technology, we strive to maximize return on investment, build vibrant communities and deliver value for British Columbians. We will work with our post-secondary institutions to ensure that more of the innovative ideas created on campus are put on the track to become successful, commercial ventures. Our new government will also thoroughly examine total government spending on innovation and research and recommend ways in which those funds can be re-deployed within the sector, resulting in additional commercialization and job creation.

The technology sector includes four sub-sectors:

- ▶ Clean technology includes power generation, energy efficiency, transportation and industrial processes. British Columbia's commitment to continued leadership on climate and energy policies helps to foster innovation and growth in this sub-sector.
- ▶ Information and communication technologies (ICT) and wireless comprises more than 6,000 companies undertaking software publishing, computer manufacturing and systems design, engineering services, and wired and wireless communications. B.C. has more than 500 wireless technology businesses alone.
- ▶ Health and life sciences companies produce medical devices, biopharmaceuticals, bio-products and process innovations. B.C.'s biopharmaceutical cluster alone comprises more than 90 companies.
- ▶ Digital and screen-based media companies include more than 600 firms involved in areas like interactive design; digital entertainment and games; digital film, animation and special effects; mobile content and applications; and e-learning.

### **B.C. Creative Futures**

A key area of focus for the government over the past several months and into the foreseeable future will be to ensure we are doing all we can, in a balanced fashion, to support the creative industries. We are pursuing a three-part strategy – called B.C. Creative Futures – to support sustainable, long-term success for the province's creative sector:

#### **PART ONE: ARTS ENGAGEMENT FOR CREATIVITY – BC ARTS COUNCIL**

By encouraging young British Columbians to think creatively through greater engagement with the arts, B.C. Creative Futures will nurture emerging creative leaders and help develop a future workforce of collaborative, innovative thinkers. With the BC Arts Council (BCAC), an independent agency supporting artists and cultural organizations throughout the province, our government will deliver new and expanded existing programs to support the strategy,

BCAC's \$5.25-million share of the funding, plus additional financing from our government, will increase council's support from the B.C. government from \$16.8 million in 2012-13 to a record level of \$24 million in 2013-14.

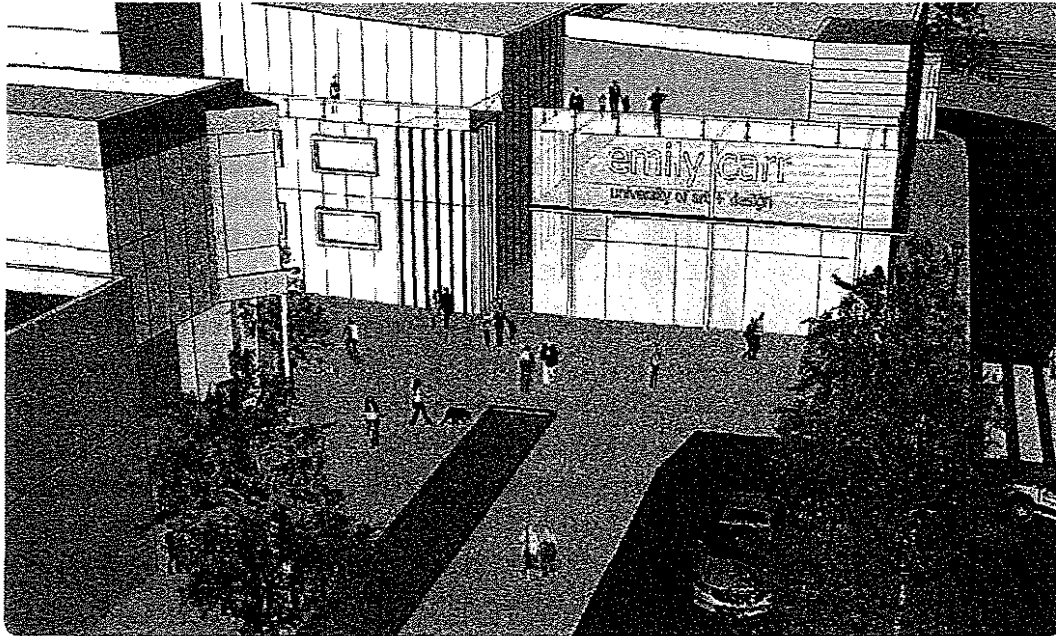
#### **PART TWO: STRATEGIC VISION – CREATIVE BC**

Supported by the B.C. government, Creative BC will work with creative industries in the province to develop and implement a broad strategy capitalizing on the sector's strengths and identifying new opportunities for the future. Creative BC will work with film and TV, digital media, music, publishing and other components of the creative economy.

Government is providing \$1 million to Creative BC for research, development and international marketing.

As an independent, non-profit society combining services previously available through separate agencies, Creative BC will engage government and the creative industries in a fresh partnership. Creative BC started operations in April 2013.

### PART THREE: SUPPORT FOR EXPANSION AT EMILY CARR UNIVERSITY OF ART + DESIGN



The B.C. government is helping to build a new visual, media and design facility at Emily Carr University of Art + Design's Great Northern Way Campus – a facility that supports the BC Creative Futures strategy for a strong creative economy in British Columbia.

Our work to pursue opportunities for the technology sector writ large also continues on many planes.

B.C. is more successful than most other Canadian jurisdictions in attracting venture capital. In 2011, B.C. ranked third among provinces for venture capital invested (\$226 million in B.C. companies), and second for venture investment per capita (\$49.52). Government will continue to support venture capital programming for small businesses from "angel investors" – entrepreneurial investors who fund start-up and growth companies – as well as expansion capital from fund managers working with the *B.C. Renaissance Capital Fund*.

A strong technology sector will benefit from government's on-going work toward our target of providing high-speed connectivity to 97 per cent of British Columbians. We are nearly one-third of the way to our target for additional cellular coverage along highways; and 181 schools have had their Internet connections upgraded to high-speed fibre optic cables.

### Tourism

British Columbia is one of the premier tourism destinations in the world. We have it all here, and current projections place tourism industry revenues at \$15.1 billion for 2013/14 and \$16.1 billion for the 2014/15 fiscal year.

Maintaining B.C. as a strong destination of choice is a key component of the government's goal of having tourism revenues grow to \$18 billion by the end of 2016. We have instituted a new Minister of State for Tourism and Small Business to support the Minister of Jobs, Tourism and Skills Training by re-doubling our efforts to grow British Columbia's tourism sector and meet the aggressive targets we laid out in our tourism strategy.

The traveler economy generates over \$3 billion in export revenue annually. Tourism affects every region of the province and is part of the economic fabric of each and every community. B.C.'s tourism industry grew 1.2 per cent in 2011, generating \$6.5 billion of GDP and employing approximately 127,000 people, translating to roughly one out of every 15 people employed in the province.

Consistent with *Gaining the Edge: A Five-Year Strategy for Tourism in British Columbia*, we have adapted our global tourism market approach to ensuring a strong and sustainable tourism sector by creating Destination BC, a new tourism marketing Crown corporation that commenced operations in April 2013. Destination BC focuses on attracting visitors from priority markets and increasing revenue per stay. Its activities include:

- ▶ Marketing British Columbia as a tourism destination domestically, nationally and internationally.
- ▶ Promoting the development and growth of the tourism industry in British Columbia to increase revenue, employment and economic benefits.
- ▶ Enhancing public awareness of tourism and its economic value to British Columbia.
- ▶ Supporting the tourism industry: providing support for regional, sector and community tourism marketing; providing leadership in tourism marketing and product development; supporting training and development related to tourism marketing.
- ▶ Supporting visitor services.
- ▶ Conducting tourism marketing research.

Canada's Approved Destination Status with China is a critical asset in increasing the number of visitors from this market. Other emerging markets such as India and Mexico are also promising.

We are working with partners across government to create an investment climate that promotes innovation and sustainability for the tourism sector, including analysis of supportive taxation regimes, an appropriate regulatory environment, and maximizing the economic potential of Crown assets.

We are striving to identify and advance common tourism issues with federal, provincial and territorial governments. We are also facilitating access to Crown land for tourism development and programs, under the provincial "One Land Manager" integrated decision-making framework. And, we are fostering solutions to labour shortages in B.C.'s tourism workforce, critical to tourism growth and investment attraction.

### **Transportation**

Our government is working to improve road safety, reduce congestion and improve air quality. Our modern and effective transportation network is the lifeblood of our economy, and we continue to meet significant milestones with well-designed and well-maintained transportation investments that support B.C.'s trade opportunities and contribute to our economic growth.

The *Pacific Gateway Transportation Strategy 2012–2020: Moving Goods and People* targets \$25 billion in new public and private-sector investment in transportation infrastructure to meet rising Asian demand for B.C.'s and Canada's products, beyond the \$22 billion our government has already committed.

This investment will directly contribute to the goals of the *BC Jobs Plan* by creating at least 17,000 additional jobs by 2020.

Our government continues to invest in the Port Mann/Highway 1 Improvement (PMH1) Project to alleviate the worst traffic bottleneck in the province. When the \$3.3 billion project is fully complete it will have created approximately 8,000 construction jobs.

More than 4,000 construction jobs have been created during construction of the South Fraser Perimeter Road (SFPR), the eastern portions of which were also opened to traffic on Dec. 1, 2012. We expect to see 7,000 long-term jobs in Delta and Surrey as a result of improved industrial development opportunities.

Recognizing how important the maintenance and rehabilitation of our existing highway systems are in protecting our investment and ensuring the safety of highway users, we will invest an additional \$518 million in road and bridge surfacing, bridge rehabilitation, seismic retrofits and highway-safety improvements over the next three years.

This past winter, our government began a multi-phase consultation process for the George Massey Tunnel Replacement Project. Projects of this scale take time to plan and implement, and by starting now, we maximize the potential to make the best decisions moving forward.

- ▶ Our new government has set out important initiatives. The Minister of Transportation and Infrastructure has been charged with completing the South Fraser Perimeter Road, the Cariboo Connector and the Kicking Horse Canyon projects on time and on budget. He will also work with the Mayors' Council to develop improvements to the governance structure at TransLink and identify funding options to provide additional resources to fund transit in the Lower Mainland while remembering that any new funding source will need approval from voters through a referendum.

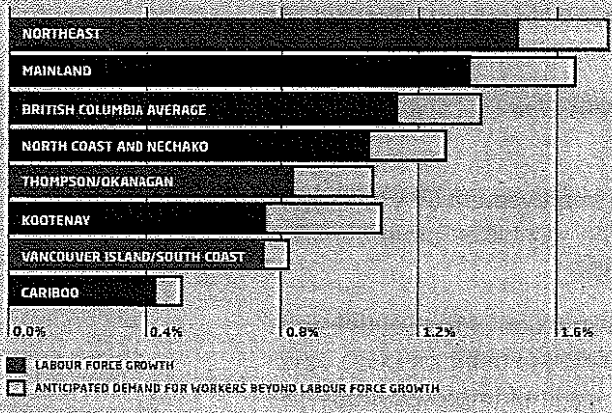
## **Education and Skills Training**

The bedrock of our success in growing the economy will be our work to ensure that British Columbians are at the front of the line for the one million new jobs forecast for the B.C. economy in the coming years.

We aim to create long-term jobs and investment in B.C. by focusing on eight key industry sectors: forestry; mining; natural gas; agrifoods; technology (including clean technology); tourism; transportation; and international education.

We are working with the Industry Training Authority to implement our Skills and Training Plan and create a more effective skills and training system. This includes matching trades and technical program dollars to regional needs, piloting flexible training delivery models to reduce the time apprentices must spend away from the worksite, and introducing up to 15 regional apprenticeship coaches to increase apprenticeship completion rates. Our government has also invested \$75 million to improve training facilities and equipment and ensure the availability of technical education teachers, particularly with trades certification.

**DEMAND FOR WORKERS WILL GROW FASTER THAN THE LABOUR FORCE  
IN ALL REGIONS OF BRITISH COLUMBIA THROUGH TO 2020**



The Skills and Training Plan represents fundamental change to how we prepare British Columbians for the jobs of tomorrow. It is the result of engagement with industry, employers and post-secondary institutions. Our plan for a more effective skills and training system in British Columbia is built on four key areas of action:

**1. Today's training is tomorrow's careers – promote dynamic opportunities in trades and technical fields and improve policies that support these choices.**

- ▶ Developed an integrated plan to create multiple pathways to graduation and career preparation.
- ▶ K-12 sector target of a 50-per-cent increase in the number of graduates proceeding immediately from high school to a trades or technical program.

- ▶ Ensure students are better aware of trades and technical career opportunities.

**2. Invest in and improve our training facilities and equipment, and ensure the availability of technical education teachers, particularly with trades certification.**

- ▶ Extend partnerships between post-secondary institutions and industry through shared facilities, equipment and staff.
- ▶ We will also ensure the availability of teachers delivering trades and technical training, and help school districts co-ordinate regional sessions to review labour needs and opportunities.
- ▶ Address equipment and facility needs for trades and technical training through our existing capital envelope. We will be seeking partnerships with industry and others to ensure students have access to new, advanced technologies and equipment already available on worksites.





### **3. Get the right mix and quality of trades and technical programs and accelerating completion times and rates while maintaining the high standards required by industry.**

- ▶ Ensure program dollars are matched to regional needs, and thereby ensure the right seats are available in right places. The solution does not lie in increasing funding,
- ▶ Be smarter about how program funding is aligned: ensuring it is correctly matched to labour-market needs.
- ▶ Build on existing centres for mining, oil and gas and shipbuilding, creating hubs to further leverage our partnerships with industry.

### **4. Align economic immigration selection to British Columbia's labour-market needs.**

- ▶ Improve our work with industry to address needs in high-unemployment areas by recruiting workers from other provinces.
- ▶ Conduct up to six industry-led recruitment missions and improved marketing efforts.
- ▶ Improve our recruitment of trades and technical workers from other countries, by committing to three international recruitment missions for 2012/13 for high-demand occupations.

Our government has built this innovative and ambitious *Skills and Training Plan* on the foundation of our post-secondary and K-12 education systems.

Our government has made extensive investments in British Columbia's K-12, post-secondary and skills and training programs over the past decade. These investments are helping to ensure British Columbians are best-positioned and first in line to benefit from the opportunities being created.

In 2012/13, our government's funding to school districts was a record \$4.7 billion – a 26-per-cent increase since 2000/01 despite a drop in student enrolment of more than 63,000 students.

Since 2001, government has committed more than \$4 billion to school capital and maintenance projects throughout B.C. Current major capital projects include Oak Bay High School replacement, Kitsilano Secondary replacement/renovation, and Belmont and Royal Bay replacement.

We are also pursuing a significant engagement effort with British Columbians to modernize our education system in ways that put students at the centre of learning, reflecting input from experts like the Conference Board of Canada about the skills our students need to succeed. Our new government will continue the education reforms contained in the B.C. Education Plan, including providing teachers with performance assessment and support, and curriculum enhancements.

We appointed a new Superintendent of Reading who is working with teachers in school districts across the province to improve reading skills, particularly for students in kindergarten to grade three.

A significant focus of our new government is pursuit of our goal of a 10-year agreement with the province's public-school teachers. If achieved, such an agreement will provide greater certainty and stability for all partners in the education system, especially students, teachers and parents.

Government invested more than \$1.9 billion to support post-secondary education in 2012/13 and, over the past 10 years, we have boosted funding to operate our postsecondary institutions by 47 per cent.



Students in British Columbia pay just one-third of the actual costs of their education, and tuition in B.C. is the fourth-lowest in Canada, with increases capped at two per cent annually. Our investments have helped make British Columbia the home of world-class universities.

To encourage access and participation in post-secondary education and training, our government maintains a number of programs that provide supports to students and their families. These include disability-support programs and increased weekly maximum student-loan limits for students with a dependent, and a one student/one loan approach that supports students by extending lead time for defaults, shortening the amortization period and matching federal repayment assistance. In 2012/13, we introduced a student-loan-repayment assistance program for low-income families and those with significant family obligations.

We have also introduced the \$1,200 B.C. Education and Training Grant Program, as promised in Balanced Budget 2013.

The recent development of an Aboriginal post-secondary vision for the future comes after more than a year of successful engagement with Aboriginal leaders, communities and students. It includes more than \$16 million this year for programs and financial assistance to help Aboriginal students succeed at their post-secondary studies.

Open-educational resources and textbooks are now providing students with easier, and more affordable, access to learning.

We are continuing to make progress on the targets we set through our International Education Strategy. International education is the two-way flow of students, educators and ideas between countries, and its expansion is helping to create new relationships between British Columbia and other regions. We developed the strategy to position British Columbia and its residents to benefit even more from the social, cultural and economic opportunities that flow from international education activities. Through the strategy, we are achieving three goals:

**GOAL 1:** Create a globally oriented education system in British Columbia.

**GOAL 2:** Ensure that all students receive quality learning and life experiences.

**GOAL 3:** Maximize the benefits of international education – social, cultural and economic – for all British Columbia communities, families and businesses.

# Secure Tomorrow

A wealthy economy allows government to be rich in supporting citizens who need it. A growing economy that creates new sources of wealth allows government to do more. Our government is acting to improve life for families of all kinds, in every corner of British Columbia. Our work is built on three pillars:

## **Family affordability**

Being a fiscally responsible government is essential to ensuring British Columbia thrives. Our government's work to keep taxes low and government spending under control has brought substantial benefits to B.C. families. Since 2001, government has reduced provincial personal income taxes for most taxpayers by 37 per cent or more and taken steps so that an additional 325,000 people no longer pay any B.C. income tax. In total, more than one million modest-income British Columbians pay no provincial income tax at all.

The minimum wage has been increased three times. Tax-savings measures are helping parents keep their children active in sports and the arts, helping seniors make renovations to remain in their homes, and helping first-time home buyers.

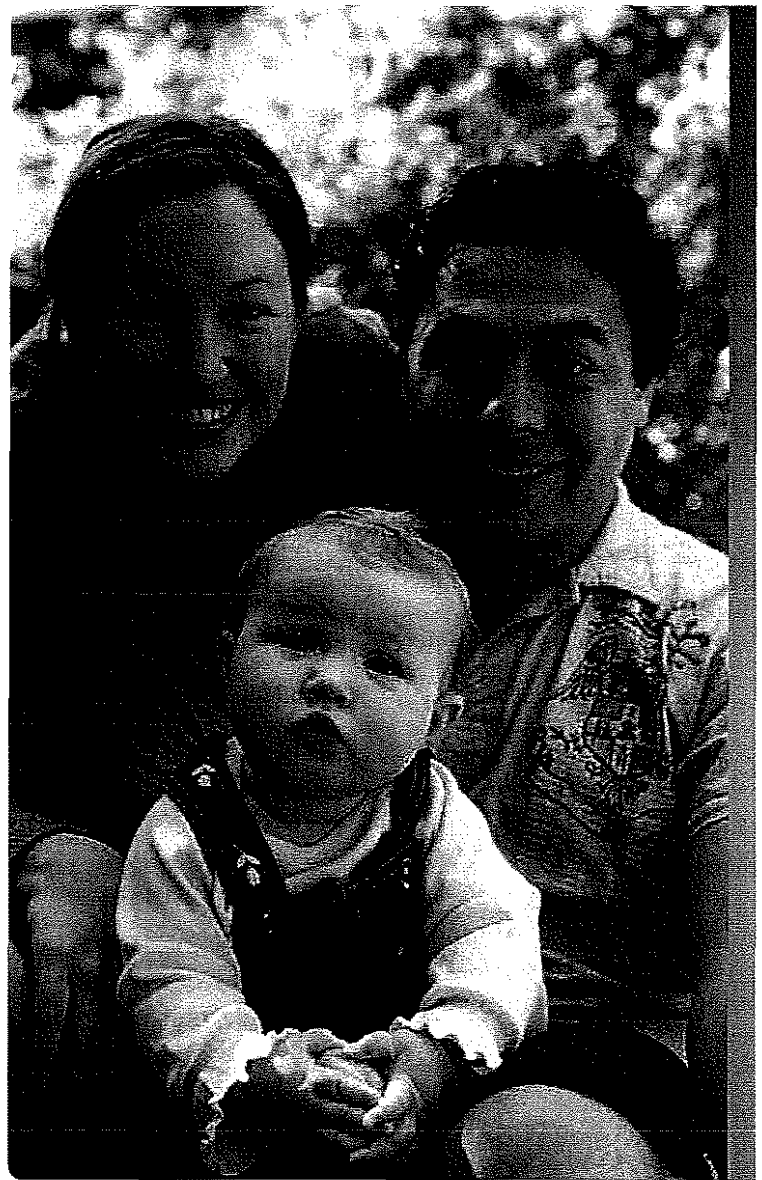
Our government has done a lot to make life affordable in B.C., and we know that raising a family is an exciting and, often, an expensive challenge. Last year, we made changes to improve the affordability of student loans, and in this planning period, we will introduce measures that make it easier to save for the post-secondary education of British Columbia's kids. Starting immediately, all B.C. children with an RESP and born on or after January 1, 2007 will be entitled to receive the \$1,200 B.C. Training and Education Savings Grant.

The costs associated with quality child care can place a burden on British Columbia families. We are launching balanced measures to improve accessibility of quality child care and help ease its expense, while we continue to ensure the highest quality of service.

## **Supporting vulnerable families**

Our duty to protect and care for B.C.'s most vulnerable citizens is one that our government takes very seriously. We have implemented improved supports that help all British Columbians share in the benefits as our economy continues to grow.

Our efforts are making a difference. Since 2003, British Columbia's child-poverty rate has dropped by 45 per cent, with 75,000 more children lifted out of poverty. This represents the second-lowest child poverty rate in British Columbia since 1980.



For vulnerable children, we continue to strengthen services to ensure they are protected and can thrive. This work benefits from the recommendations we have received from the Representative on Children and Youth and includes the reappointment of the director of child welfare and improved monitoring.

We recognize that families are facing challenges with accessing mental-health services for their children, and our government has a two-year action plan to review and strengthen child and youth mental-health services. Key priorities of the action in the coming six months include:

- ▶ Improved access to services.
- ▶ Improving support for families to navigate the range of available services.
- ▶ Ensuring a consistent approach as children move between community mental-health services and hospitals.

We have introduced balanced reforms to income-assistance policies that help vulnerable families attain better financial security, assist individuals with disabilities, and help people avoid the cycle of income-assistance dependence.

Over the past decade, our government has invested close to \$3.2 billion to provide affordable housing for low-income individuals, seniors, and families in communities throughout British Columbia.

In this planning period, we will be re-doubling our efforts to help those living with mental illness and addictions, and continue to implement initiatives that support families who are living with a family member diagnosed with dementia.

We will continue the implementation of our new Provincial Office of Domestic Violence, implement a joint Advocacy Protocol with the Representative for Children and Youth, and advance the new Child Protection Response Model. We are introducing legislation to establish a seniors' advocate and bringing forward a plan to address elder abuse.

Social innovation and entrepreneurship in B.C. mean leveraging resources from business, government and non-profits to achieve a common purpose. Our government supported BC Ideas, an online competition that resulted in over 460 innovative solutions to social issues submitted by British Columbians. The BC Social Innovation Council has provided recommendations that we are looking at, and we continue to provide on-going support for social innovation and entrepreneurship in B.C. through collaborative partnerships with other sectors. And now, we are advancing our efforts in this area by expanding the mandate of the Minister of Social Development to explicitly include Social Innovation.



Our government is very proud of our work on a new anti-bullying initiative called E.R.A.S.E. Bullying. E.R.A.S.E. Bullying is a comprehensive, 10-point strategy that is making British Columbia a leader in addressing and preventing bullying. We are rolling out a five-year, multi-level and provincewide training program for 15,000 educators and community partners to proactively identify and address threats. Safe School Coordinators are now in place in all 60 school districts. New online tools, including one to report bullying anonymously, have been implemented.

We are establishing a Provincial Advisory Committee and, with feedback from experts and, most importantly, from children and adults who have experienced bullying, we will maintain our leadership in this area with a goal of eliminating bullying from our schools and workplaces.

Through EmbraceBC, we will continue our work to ensure that we challenge racism however it manifests, and create inclusive, multicultural environments in our schools, our work places and our communities.

### **Safe communities, strong families**

Ensuring that families are protected and feel safe at home and in their communities is an important part of putting families first in British Columbia. Our government is committed to measures that ensure safe communities and protect our sense of community. We have taken on crime and criminals through several targeted initiatives such as our guns and gangs program and our approach to anti-human trafficking training, and we have seen tremendous success.

Our government is providing protection to families and vulnerable British Columbians by implementing more measures to prevent crime and violence.

Perhaps most notably, we have continued to make progress on our commitment to modernize the justice system. In 2012, we released a green paper identifying challenges facing the justice system. An independent review of the justice system by Geoffrey Cowper followed, including review of legal aid services and British Columbia's charge assessment process.

Since that time, we have released the first of a two-part white paper on justice reform. In this planning period, we will build on a solid foundation for reform that includes:

- ▶ Appointment of nine judges in response to Cowper's recommendations, in addition to the nine judges appointed in February, 2013.
- ▶ A protocol agreement with the Office of the Chief Judge to work together on two court backlog reduction projects.
- ▶ A new Family Law Act – effective March 18, 2013 – landmark legislation that puts children's interests first and encourages families to solve disputes outside the courtroom.
- ▶ A new Justice Access Centre for Victoria – a one-stop citizen-focused centre for legal information and service, anticipated to open mid-2013.
- ▶ Expanded availability of child-protection mediators to rural and remote communities to resolve child protection cases.
- ▶ Legislation that will lead to the formation of an innovative online civil resolution tribunal.
- ▶ Increased number of sheriffs serving British Columbians from 465 to more than 500 – resulting in a 15-per-cent increase over the past two years.
- ▶ Addressing delays and backlogs in traffic court passing legislation to create a driving notice review board.
- ▶ Launch of three justice-data dashboards – applications that take raw data and transform it into a visual format, providing a user-friendly way to access information on B.C.'s justice system.
- ▶ Creation of the Independent Investigations Office (IIO), a civilian-led agency, to investigate incidents of death or serious harm involving police – signalling a new era of increased transparency and accountability for policing in the province.



## Healthy Citizens

### Healthy Families

Even in tough economic times, we have honoured our commitment to protect health care. With a budget that is over \$16.1 billion, investments in health care have increased by \$6.9 billion since 2001. Today, more than 800,000 residents do not pay MSP premiums.

These new investments pay for new physicians, nurses and nurse practitioners who are treating patients throughout the province. They have helped increase the number of operations and diagnostic tests to ensure patients are being diagnosed early and treated appropriately.

Our government's Innovation and Change Agenda builds on an already strong health system, and helps ensure that we are making the most of every dollar while continuing to provide top notch care to B.C. families. New approaches will allow us to make improvements for patients in rural and urban areas as well as improvements to primary health care that will have lasting benefits.

Major health care investments in coming years include hospitals, clinics, and residential and complex-care buildings. Investments in equipment like CT scanners, MRIs, and lab and surgical equipment ensure the needs of B.C.'s growing population can be met. Key projects include:

- ▶ Surrey Memorial's new \$512-million critical-care tower, to be completed in 2014.
- ▶ Kelowna's \$393 million Interior Heart and Surgical Centre, due to be completed by 2016.
- ▶ Children's and Women's Hospital Redevelopment, costing \$680 million, will roll out in three phases.
- ▶ North Island Hospitals Projects mean a forecast \$600 million in spending on new facilities for the Comox Valley and Campbell River by 2017.
- ▶ Major projects at St. Paul's, Royal Columbian, Vancouver General Hospital, Royal Inland Hospital, Lions Gate Hospital, Lakes District Hospital and Queen Charlotte/Haida Gwaii Hospital.

Through investments in public transit, cycling and other alternatives to single-occupant vehicles, our government is supporting B.C. families by encouraging a shift towards healthier communities, more active lifestyles and reduced greenhouse gas emissions.

By combining buying power through Health Shared Services BC, health authorities have been able to improve the cost-effectiveness of their services, which will result in savings of nearly \$200 million in the first five years.

The price of generic drugs will be reduced starting in 2013, providing significant savings to B.C. families when they fill the prescriptions that help them stay healthy.

Our smoking cessation program will continue on to help hundreds of thousands more British Columbians take the first step to quit smoking with free access to nicotine-replacement products and PharmaCare coverage of prescription drugs for smoking cessation.

Over the next 20 years the number of seniors will almost double to an estimated 1.3 million. We are establishing a new Office of a Seniors' Advocate to ensure the needs of this diverse group are recognized and represented.

The new office will help to ensure that citizens get the greatest benefit from the rich menu of cross-ministry supports that exist. These range from long-term residential-care services, assistance with transportation and housing options and protection to issues like financial fraud and elder abuse.

Our innovative health-care system is responding to the changing needs of British Columbians and embracing new practices. In this planning period, we will work to establish a school of traditional Chinese medicine at a British Columbia post-secondary institution.

# Outcome Measures

Our new government has set out the following key deliverables over the planning period:

## ABORIGINAL RELATIONS AND RECONCILIATION

1. Balance your ministerial budget in order to control spending and ensure an overall balanced budget for the province of British Columbia.
2. Continue to work with B.C. First Nations to secure long-term treaties that provide economic benefit and security for all British Columbians.
3. Work with B.C. First Nations that are impacted by natural-gas extraction, pipelines or LNG facilities to ensure they are provided with the ability to participate in this generational opportunity.
4. Work with B.C. First Nations that are in the area of a new proposed refinery to ensure they are provided with the opportunity to participate in and benefit from this economic opportunity.
5. Implement our commitment in Strong Economy, Secure Tomorrow to secure another 10 new non-treaty benefit agreements over the next two years and showcase the economic and social results of these agreements to encourage further First Nation participation.
6. Work with B.C. First Nations to ensure they participate in the Standing Offer Program by BC Hydro through the First Nations Clean Energy Business Fund.
7. Work with the Minister of Jobs, Tourism and Skills Training to increase the number of First Nations people participating in our apprenticeship and skills-training programs to ensure economic prosperity includes First Nations members.

## ADVANCED EDUCATION

1. Balance your ministerial budget in order to control spending and ensure an overall balanced budget for the province of British Columbia.
2. Ensure the institutions within your portfolio are meeting their budget targets and using their resources as efficiently as possible.
3. In concert with the Boards of B.C.'s colleges and universities, set targets for post-secondary graduates that will enable our province to match the skills we need with the skills we are graduating.
4. Continue to minimize overheads within our publicly funded universities and, where possible, consolidate functions across different post-secondary institutions.
5. Review the student loan program and make recommendations for improvement to ensure the loan program is meeting the needs of today's students.
6. Include the requirement for post-secondary boards to undertake an institution-wide core review of their programming to ensure student seats are being filled.
7. Cooperating with the Ministry of Agriculture, ensure that a Centre of Excellence in Agriculture is created at the University of the Fraser Valley.
8. Implement our government's commitment to establish a School of Traditional Chinese Medicine at a publicly funded B.C. post-secondary institution.
9. Deliver on the *BC Jobs Plan* targets contained in our International Education Strategy including doubling the number of international students studying in British Columbia by 2016.

## AGRICULTURE

1. Balance your ministerial budget in order to control spending and ensure an overall balanced budget for the province of British Columbia.
2. Ensure the Agricultural Land Commission is delivering on the improvements promised arising from the budget increase it received in Balanced Budget 2013.
3. Ensure the Agricultural Land Reserve is working for British Columbia and propose any changes necessary. These changes must successfully balance our desire to protect valuable farmland while allowing for responsible economic-development opportunities.
4. Bring forward ALR changes that will further encourage the stability of farm families and the farming industry in British Columbia.
5. Execute industry growth objectives as outlined in the *BC Jobs Plan* and the agricultural sector plan, *BC Agrifoods, a Plan for Growth*.
6. Execute Strong Economy, Secure Tomorrow commitments including:
  - Implementation of the additional Buy Local program funding;
  - Creation of a long-term and sustainable tree-fruit replanting program upon the expiry of the current program;
  - Work with the Ministry of Finance to implement the 25-per-cent tax credit for farmers on the value of farmed food that is donated to food banks;
  - Implementation of a new meat-inspection system by January 1, 2014 and work with the BC Association of Cattle Feeders to develop and promote their "Certified BC Beef" brand;
  - Work with Intergovernmental Relations to break down interprovincial trade barriers on B.C. wine and to create new markets for B.C. vintners;



- Work with the Ministry of Advanced Education to create a new Centre of Excellence for Agriculture at the University of the Fraser Valley; and
  - Work with the provincial organic-farming sector to create a "BC Organic" brand to market B.C. organic foods.
7. Work with the Minister of International Trade to ensure trade capacity for B.C. agricultural support is sufficient to secure additional Asian trade-export growth.
  8. Implement Cohen Commission recommendations pertaining to British Columbia.
  9. Working with the Minister of Finance, ensure that the carbon-tax relief committed to the agricultural sector in *Balanced Budget 2013* is delivered.

## CHILDREN AND FAMILY DEVELOPMENT

1. Balance your ministerial budget in order to control spending and ensure an overall balanced budget for the province of British Columbia.
2. Implement the Early Years Strategy ensuring that families and children receive the supports they need to succeed.
3. Working with the Minister of Finance, ensure that the early childhood tax benefit registration is implemented to maximize parent participation in this important family-support program.
4. Continue to make measurable improvements in the provision of accessible and effective services for the children, youth, and families served by MCFD. Key to these improvements is a continued focus on services and outcomes for Aboriginal children, youth, and families.
5. Complete the implementation of the Integrated Case Management computer system to provide front line child-protection personnel the tool they need to keep kids safe.
6. Create a regular quarterly meeting between yourself and the Representative for Children and Youth to create a more open and transparent relationship with her office.
7. Ensure that the ministry identifies opportunities to support the Province's Erase Bullying strategy.

## COMMUNITY, SPORT AND CULTURAL DEVELOPMENT

1. Balance your ministerial budget in order to control spending and ensure an overall balanced budget for the province of British Columbia.
2. Create the framework for the rural dividend for communities in the northwest that will be impacted by the opportunities and challenges that will arise from the LNG opportunity.
3. Work with the Union of BC Municipalities on a framework for implementing the upcoming federal infrastructure program to maximize provincial benefit opportunities.
4. Implement local government election changes in time to be used for the November 2014 local government elections.
5. Work with the sport and cultural-development communities to make recommendations on how we can better provide provincial support to these organizations recognizing that we remain in a very difficult financial position.

## EDUCATION

1. Balance your ministerial budget in order to control spending and ensure an overall balanced budget for the province of British Columbia.
2. Successfully achieve 10 years of educational stability by overseeing negotiations on a long-term collective agreement with the BC Teacher's Federation.
3. Review the mandate and structure of the BC Public Sector Educators Association (BCPSEA) and provide options for reform.
4. Continue the educational reforms contained in the *BC Education Plan* including providing teachers with performance assessments and support and curriculum enhancements.
5. Implement the anti-bullying support to educators as committed by our government.
6. Implementation of the \$1,200 BC Education and Training Grant Program as promised in *Balanced Budget 2013*.
7. Work with the Federation of Independent Schools Association, review and provide options for improvement and support educational choice for students and parents in British Columbia.
8. Provide options for the provision of online textbooks for parents to assist their children with homework in the K-12 sector.
9. Implement the \$563 million seismic upgrade program to ensure our educational facilities can protect those learning and working in the event of a major earthquake in our province.
10. Fully implement and build on the resources allocated for arts education committed in *Balanced Budget 2013*.
11. Work with the ministries of Jobs, Tourism and Skills Training and Advanced Education to ensure seamless transitions to the workforce for students who choose apprenticeship or other post-secondary training programs for those entering the trades.

## ENERGY AND MINES

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1. Balance your ministerial budget in order to control spending and ensure an overall balanced budget for the province of British Columbia.
2. Conclude the provincial consultations on the Columbia River Treaty and present options to Cabinet on any improvements that can be made to the treaty.
3. Work with the Ministry of Aboriginal Relations and Reconciliation to continue to sign mineral tax-sharing agreements with First Nations to encourage mine development across the province.
4. Continue to develop the Site C dam project and support it through the environmental assessment review process.
5. Complete the Northwest Transmission Line and Iskut Extension.
6. Continue to find efficiencies at BC Hydro, reporting these findings to Cabinet.
7. Minimize rate increases to consumers and industry at BC Hydro while continuing to replace and build hydroelectric and transmission infrastructure.
8. Work with the clean-energy sector to ensure that there remain significant opportunities for renewable-energy companies to provide power to British Columbia.

## ENVIRONMENT

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1. Balance your ministerial budget in order to control spending and ensure an overall balanced budget for the province of British Columbia.
2. Complete the marine- and land-based heavy-oil spill response studies for our government's five conditions for proposed heavy oil pipeline projects in British Columbia.
3. Review the Environmental Assessment Office and ensure timelines are appropriate for both economic development and environmental protection objectives and making recommendations for improvement as necessary.
4. Review the Pacific Carbon Trust and provide options for reform.
5. Working with the Minister of Natural Gas Development, ensure that LNG operations in British Columbia are the cleanest in the world.
6. Complete the Groundwater Protection Act consultation; introduce and pass legislation as committed in Strong Economy, Secure Tomorrow.
7. Consult with communities, First Nations and industry to potentially develop a provincially designated protected area in the Klappan (Sacred Headwaters).
8. Create a new roundtable of representatives from communities, industry, labour, First Nations and the environmental sector to provide guidance on how to balance environmental protection with economic development.
9. Ensure all revenues from fishing licences are provided to the Freshwater Fisheries Society for conservation purposes no later than 2015/16.
10. Create an annual water-use report for companies involved in hydraulic fracturing to ensure public awareness of the water-conservation strategies being undertaken by upstream natural-gas companies.

## FINANCE

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1. Reintroduce *Balanced Budget 2013* with the following updates:
  - Platform commitments that impact the spending track of government;
  - Restated expenditures based on post-election ministry re-alignment; and
  - Updated economic-growth projections from the Economic Forecast Council.
2. Ensure *Balanced Budget 2013* comes in balanced as per Public Accounts released in summer, 2014.
3. Balance your ministerial budget in order to control spending and ensure an overall balanced budget for the province of British Columbia.
4. Execute the government asset sale program as outlined in *Balanced Budget 2013*.
5. Protect British Columbia's AAA credit rating.
6. Working with the Minister Responsible for Core Review identify members of your ministry to form a team for him in his efforts to identify resources that can be released for other government priorities.
7. Introduce and pass legislation that will create the Prosperity Fund and determine its expenditures once revenues begin flowing to government.
8. Ensure that Crown agency reviews continue and are regularly undertaken by the Internal Audit team for Crown corporations and other designated organizations.
9. Undertake a review of our 10-year capital plan to ensure the priorities of government as outlined in Strong Economy, Secure Tomorrow are identified and planned within the plan.
10. Work with the ministers of Finance of Ontario and Quebec to secure an agreement on a competitive film industry tax credit regime.
11. Continue to pursue a common securities regulator for Canada that protects British Columbia's interests and ensures the B.C. securities industry is not negatively impacted by a new regime.
12. Undertake regular outreach activities with the private sector to ensure transparency with industry on the state of the provincial economy and the ability to move with greater speed should provincial government action be required.

13. Continue to consider and implement the recommendations of the Tax Competitiveness Panel.

14. Work with the Minister of Education to ensure maximum participation for the \$1,200 B.C. Education and Training Savings Grant.

## FORESTS, LANDS AND NATURAL RESOURCES

1. Balance your ministerial budget in order to control spending and ensure an overall balanced budget for the province of British Columbia.
2. Consult with communities on the mid-term timber supply report and implement area-based tenures as recommended to the Legislature last spring.
3. Examine the role and effectiveness of BC Timber Sales and bring forward recommendations for improvement to Cabinet.
4. Monitor and assist with softwood lumber agreement treaty discussions leading up to renegotiation in 2016.
5. Work with Geoscience BC to establish long-term, predictable funding to foster oil, gas and mineral exploration and development in B.C.
6. Streamline all mining application processes to ensure that they all can be done online with faster turnaround times for project proponents.
7. Co-sponsor with the forest industry annual B.C. trade missions to China, India, Japan and Korea to continue diversifying B.C. lumber exports.
8. Work with the forest industry to develop the cellulose filament research opportunity in British Columbia.
9. Develop a plan for the \$10 million in additional silviculture provided to reforestation in the province beginning in 2015/16.
10. Implement the Outdoor Recreational Vehicle strategy.
11. Work with the B.C. Guides and Outfitters to ensure continued access to Crown land and continued economic and tourism opportunities in rural British Columbia.
12. Undertake a review of provincial permitting processes to eliminate red tape wherever possible while maintaining rigorous permitting requirements.

## HEALTH

1. Balance your ministerial budget in order to control spending and ensure an overall balanced budget for the province of British Columbia.
2. Ensure services are delivered within health authority budget targets.
3. Review and recommend to Cabinet within eight months the priorities of a new government to ensure maximum value for taxpayers while providing maximum benefit to patients.
4. Continue our governments' change and innovation agenda within the health-care sector. We will continue to strive for better outcomes for patients while ensuring the best possible value for money. As our population continues to age, controlling the growth of health-care spending will be a critical component to ensuring successive balanced budgets. Driving innovation and change will be necessary within the following sectors:
  - Primary Care;
  - Community and Home Care;
  - Hospitals (care-team design and pay for performance initiatives); and
  - Prevention.
5. Ensure full implementation of provincial mental health plan, Healthy Minds, Healthy People.
6. Successfully conclude labour negotiations within the health sector for the 2014 round of collective bargaining.
7. Complete laboratory reform initiative and achieve required savings.
8. Increase the scope of practice for Nurse Practitioners in British Columbia by working with the BC College of Physicians and Surgeons and other credentialing organizations.
9. Create and implement addiction space expansion that includes a significant role for the non-profit sector in the delivery of these new spaces by 2017 as committed in Strong Economy, Secure Tomorrow.
10. Continue executing our government's end-of-life care strategy and create plan for hospice plan expansion and begin process of doubling the number of hospice spaces in British Columbia by 2020.
11. Work with the provincial health authorities to develop a preventative health plan for the province.

## INTERNATIONAL TRADE

1. Balance your ministerial budget in order to control spending and ensure an overall balanced budget for the province of British Columbia.
2. Develop our Asian trade export strategy as outlined in *Strong Economy, Secure Tomorrow* that will include annual ministerial-level sectoral trade missions.
3. Work with Canada and the BC Business Council to attract major Asian firms to invest in B.C. and locate their North American presence in our province.
4. Work with the Ministry of Jobs, Tourism and Skills Training to review the status of current *BC Jobs Plan* targets for exports and make recommendations to Cabinet on how to accelerate export opportunities.
5. Work with the Ministry of Forests, Lands and Natural Resource Operations as we approach the end of the softwood lumber agreement in 2016 to ensure British Columbia's position is understood and well-represented by Canada in any upcoming negotiations.

6. Work with provincial multicultural organizations to ensure they are connected to and are participating in the activities of the provincial government.
7. Represent British Columbia's interests with the federal government in current and future international trade agreement discussions.
8. Examine the strategy executed by Australia to aggressively pursue Asian trade and economic development and report back to Cabinet on what B.C. can learn and implement from their successful strategy.
9. Ensure that our multicultural programming is relevant and useful to our ethnic communities and that they are able to participate fully in the programs of our government.

## **JOBS, TOURISM AND SKILLS TRAINING**

1. Balance your ministerial budget in order to control spending and ensure an overall balanced budget for the province of British Columbia.
2. Refresh, set new ambitious goals and continue implementation of *BC Jobs Plan*.
3. Working with the ministries of Advanced Education and Education develop a seamless 10-year skills-training plan for students from high school through entry into the workforce.
4. Review role and function of Industry Training Authority.
5. Working with industry, training organizations and labour, identify areas of apprenticeship reform to improve results and reduce barriers to apprenticeship participation either on the part of employers or apprentices.
6. Review sectoral jobs round tables outcomes to ensure that government is meeting the needs of industries as they face the challenges of a growing economy.
7. Working with the Ministry of Education, identify best practices and pilot new programs to ensure high-school students are able to obtain applied trades skills while in high school.
8. Working with the Ministry of International Trade and the Intergovernmental Relations Secretariat, act as lead ministry for Premier's trade missions.
9. Execute on our provincial tourism strategy and achieve goals as described in *Gaining the Edge*, the provincial sectoral strategy for tourism in our *BC Jobs Plan*.
10. Implement film-industry commitments as outlined in *Strong Economy, Secure Tomorrow* including increased tax credits for post-production and a new BC Film Commission office in California.

## **JUSTICE AND ATTORNEY GENERAL**

1. Balance your ministerial budget in order to control spending and ensure an overall balanced budget for the province of British Columbia.
2. Complete the justice reform agenda including integration and court efficiencies as envisioned in the Cowper Report and subsequent white papers issued in response by the Province.
3. Consult with the Canadian Bar Association and implement the transfer of administrative penalties and traffic tickets from the court system to administrative tribunals such as the Civil Resolution Tribunal.
4. Open a new Justice Access Centre in Victoria in 2013.
5. Work with the Legal Services Society to expand criminal and family legal-aid services in advance of the \$2-million budget increase to be provided in 2014/15.
6. Complete your ministry's long term plan to improve courtroom capacity and access to justice for residents in the Lower Fraser Valley.
7. Protect the public by ensuring maximum benefit from the three year extension of the Guns and Gangs Strategy.
8. Work with stakeholders to define policing responsibilities.
9. Work with communities in the Lower Mainland, Greater Victoria and Central Okanagan regions to examine and implement options to improve policing integration.
10. Work with communities to expand domestic-violence units that bring together police, victim services and child-protection workers to improve integration in these cases.
11. Complete the construction of the new Okanagan Correctional Centre on time and on budget.
12. Continue the work underway to consider implementation of the recommendations of the Missing Women Commission of Inquiry.
13. Immediately begin consultations with stakeholders on modernizing B.C.'s liquor legislation and regulations and bring forward options for reform to Cabinet.
14. Consider and present options to convert the Liquor Distribution Branch into either a Crown agency or Crown corporation with its own board of directors.

## **NATURAL GAS DEVELOPMENT**

1. Balance your ministerial budget in order to control spending and ensure an overall balanced budget for the province of British Columbia.
2. Work with project proponents to complete negotiations and accelerate final investment decisions on B.C. LNG projects.
3. Maximize the use of clean power in LNG projects while preserving maximum provincial revenue-generation opportunities.
4. Secure pipeline corridors with First Nations along proposed natural-gas pipeline routes.

5. Work with heavy-oil and refinery proponents in order to ensure clarity on provincial expectations with respect to the five requirements in order for B.C. to consider supporting heavy-oil pipelines or projects in our province.
6. Review the operations of the BC Oil and Gas Commission and propose changes to improve the timeliness of permitting for project applications.
7. Work with the BC Association of Building Inspectors to determine and implement a new home-inspector accreditation to ensure consumers buying a home can be assured that their inspector is qualified and trained to help them purchase the largest investment in their lives.
8. Successfully implement the 14-project partnership with the City of Vancouver to build 1,500 new apartments of supportive housing.

## **SOCIAL DEVELOPMENT AND SOCIAL INNOVATION**

1. Balance your ministerial budget in order to control spending and ensure an overall balanced budget for the province of British Columbia.
2. Deliver on the platform commitment to create a white paper on how to improve the lives of those living with disabilities in British Columbia.
3. Continue client-service integration to improve services and supports to people living with disabilities.
4. Complete and monitor CLBC reforms and report out to Cabinet.
5. Manage the budget of CLBC to ensure both fiscal discipline and maximum service delivery to individuals.
6. Implement the next phase of our social-assistance reform as presented to Treasury Board earlier this year.

## **TECHNOLOGY, INNOVATION AND CITIZENS' SERVICES**

1. Balance your ministerial budget in order to control spending and ensure an overall balanced budget for the province of British Columbia.
2. Expand the BC Training Tax Credit program to include co-op and placements in small technology firms.
3. Work with the BC Technology Industry Association to encourage the federal government to adopt the provincial Small Business Venture Tax Credit program, which would double the tax credits available for B.C. firms.
4. Expand the value of the Small Business Venture Tax Credit program by an additional \$5 million in 2015/16.
5. Maximize the use and report out on successes of the Telus Strategic Investment Fund.
6. Ensure the successful implementation of the BC Services Card and report to Cabinet on the rollout and uptake of the program.
7. Work with our post-secondary institutions to ensure that more of the innovative ideas created on campus are put on the track to become successful, commercial ventures.
8. Thoroughly examine total government spending on innovation and research and recommend to Cabinet ways in which those funds can be re-deployed within the sector resulting in additional commercialization and job creation.

## **TRANSPORTATION AND INFRASTRUCTURE**

1. Balance your ministerial budget in order to control spending and ensure an overall balanced budget for the province of British Columbia.
2. Complete the South Fraser Perimeter Road, Cariboo Connector and Kicking Horse Canyon projects on time and on budget.
3. Working with the Mayor's Council, develop improvements to the governance structure at Translink and identify funding options to provide additional resources to fund transit in the Lower Mainland while remembering that any new funding source would need approval from voters through a referendum no later than the 2014 municipal election campaign.
4. Develop a Memorandum of Understanding with the Port of Prince Rupert for the development of LNG terminals in the Prince Rupert-Port Edward region.
5. Develop and implement a Kitimat port structure and governance model in anticipation of a number of LNG marine terminals being sited on the Douglas Channel.
6. Working with BC Ferries, implement the service optimization and cost containment plan developed by the corporation and Ferry Commissioner.
7. Continue the Crown agency review at the Insurance Corporation of BC and ensure ICBC returns to a solid financial footing.
8. Continue the four-laning project of the Trans-Canada Highway between Kamloops and the Alberta border as committed in *Strong Economy, Secure Tomorrow*.
9. Continue consultations and planning for the replacement of the Massey Tunnel.
10. Initiate and consult on a transportation strategy for Vancouver Island that would improve the movement of people and goods by land, rail, air and sea. This strategy would involve continued safety improvements along the Malahat highway and continued encouragement of the federal government to restore passenger rail service to the Island.



## Government's Core Values

- \* *Integrity: to make decisions in a manner that is consistent, professional, fair, transparent and balanced;*
- \* *Fiscal Responsibility: to implement affordable public policies;*
- \* *Accountability: to enhance efficiency, effectiveness and the credibility of government;*
- \* *Respect: to treat all citizens equitably, compassionately and respectfully; and*
- \* *Choice: to afford citizens the opportunity to exercise self-determination.*





**Table A2 Interprovincial Comparisons of Tax Rates – 2013**  
(Rates known and in effect as of June 1, 2013)<sup>1</sup>

Tax	British Columbia	Alberta	Saskatchewan	Manitoba	Ontario	Quebec	New Brunswick	Nova Scotia	Prince Edward Island	Newfoundland
Corporation income tax <sup>2</sup> (per cent of taxable income)										
General rate.....	11	10	12	12	11.5	11.9	10	16	16	14
Manufacturing rate.....	11	10	10	12	10	11.9	10	16	16	5
Small business rate.....	2.5	3	2	0	4.5	8	4.5	3.5	4.5	4
Small business threshold (\$000s).....	500	500	500	400	500	500	500	400	500	500
Corporation capital tax										
Non-financial.....	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil
Financial.....	Nil	Nil	7/3.25	5.0	Nil	Nil	4.0	4.0	5.0	4.0
Health care premiums/month <sup>3</sup>										
Individual/family.....	66.5/133	Nil	Nil	Nil	Nil	up to 83/167	Nil	Nil	Nil	Nil
Payroll tax (per cent) <sup>4</sup> .....	Nil	Nil	Nil	2.15	1.95	4.26	Nil	Nil	Nil	2.0
Insurance premium tax (per cent) <sup>5</sup> .....	2-4.4	2-3	3-4	2-3	2-3.5	2-3	2-3	3-4	3.5	4
Fuel tax (cents per litre) <sup>6</sup>										
Gasoline .....	21.17	9.0	15.0	14.0	23.6	30.3	22.3	26.7	22.6	25.6
Diesel.....	22.67	9.0	15.0	14.0	22.9	31.3	28.3	26.4	30.5	25.8
Sales tax (per cent) <sup>7</sup>										
General rate.....	7	Nil	5	8	8	9.975	8	10	9	8
Tobacco tax (dollars per carton of 200 cigarettes) <sup>8</sup> .....	42.60	40.00	54.80	65.28	30.36	25.80	44.72	56.34	53.19	47.96

<sup>1</sup> Rates shown are those known and in effect as of June 1, 2013.

<sup>2</sup> BC intends to increase its general corporate income tax rate to 11 per cent effective April 1, 2013. New Brunswick intends to increase its general corporate income tax rate to 12 per cent effective July 1, 2013. Nova Scotia intends to decrease its small business corporate income tax rate to 3 per cent and reduce the small business threshold to \$350,000 both effective January 1, 2014. Manitoba intends to increase its small business threshold to \$425,000 effective January 1, 2014.

<sup>3</sup> British Columbia has a two-person rate of \$120.50; rates will increase effective January 1, 2014 to \$69.25 per month for single persons, \$125.50 for two-person families, and \$138.50 for families of three or more persons. British Columbia provides premium assistance in the form of lower rates or an exemption from premiums for lower income individuals and families. Quebec levies a health contribution that varies with income. Quebec's health contribution is capped at \$150 annually per adult for modest income earners and increases to a maximum of \$1,000 annually per adult for high income earners. Ontario levies a health premium as part of its provincial personal income tax system.

<sup>4</sup> Provinces with payroll taxes provide payroll tax relief for small businesses. Quebec also levies a compensation tax of up to 2.8 per cent on salaries and wages paid by financial institutions.

<sup>5</sup> The lower rate applies to premiums for life, sickness and accident insurance; the higher rate applies to premiums for property insurance including automobile insurance. In Ontario, Quebec and Newfoundland and Labrador specific sales taxes also apply to insurance premiums, except those related to individual life and health.

<sup>6</sup> Tax rate is for regular fuel used on highways and includes all provincial taxes payable by consumers at the pump. The British Columbia rate includes 6.75 cents per litre dedicated to the BC Transportation Financing Authority and the carbon tax rates of 6.67 cents per litre for gasoline and 7.67 cents per litre for diesel. The British Columbia rates do not include regional taxes that effectively increase the gasoline and diesel tax rates by 11 cents per litre in the South Coast British Columbia transportation service region and by 3.5 cents per litre in the Capital Regional District. The tax rates for Ontario, Quebec, New Brunswick, Nova Scotia, Newfoundland and Labrador and Prince Edward Island include provincial sales tax based on average pump prices as of June 2013. The Prince Edward Island excise rate consists of an ad valorem tax rate capped at 8.7 cents per litre and a volume-based motor fuel tax rate set at 4.4 cents per litre for gasoline and 11.5 cents per litre for diesel fuel.

<sup>7</sup> The rates shown are statutory rates. As part of its GST harmonization, Quebec's tax rate increased from 9.5 to 9.975% but will no longer apply on top of GST. Ontario, Nova Scotia, New Brunswick, Newfoundland and Labrador and Prince Edward Island also have harmonized their sales taxes with the federal GST. Alberta imposes a 4 per cent tax on short-term rental accommodation.

<sup>8</sup> Includes estimated provincial sales tax in all provinces except Alberta, British Columbia and Quebec. British Columbia intends to increase its tobacco tax rate to \$44.60 effective October 1, 2013.



Table A3 Comparison of Provincial and Federal Taxes by Province – 2013

Tax	British Columbia	Alberta	Saskatchewan	Manitoba	Ontario	Quebec	New Brunswick	Nova Scotia	Prince Edward Island	Newfoundland
<b>Two Income Family of Four - \$90,000</b>										
	(\$)									
1. Provincial Income Tax.....	3,161	4,316	4,059	6,605	3,995	7,701	5,889	6,825	6,855	5,528
Net Child Benefits.....	0	139	0	--	0	-2,054	0	0	--	0
2. Property Tax - Gross.....	3,673	2,903	4,411	3,366	4,977	4,964	4,870	4,099	3,467	2,730
- Net.....	3,103	2,903	4,411	2,666	4,977	4,964	4,870	4,099	3,467	2,730
3. Sales Tax.....	1,378	13	1,014	1,569	1,976	2,500	2,000	2,355	2,093	1,940
4. Fuel Tax.....	218	135	225	210	354	455	335	401	314	384
5. Net Carbon Tax.....	236	--	--	--	--	--	--	--	--	--
6. Provincial Direct Taxes.....	8,096	7,506	9,709	11,050	11,302	13,566	13,094	13,680	12,729	10,582
7. Health Care Premiums/Payroll Tax.....	1,596	--	--	1,935	1,755	4,134	--	--	--	1,800
8. Total Provincial Tax.....	9,692	7,506	9,709	12,985	13,057	17,700	13,094	13,680	12,729	12,382
9. Federal Income Tax.....	7,620	7,620	7,620	7,620	7,620	7,592	7,620	7,620	7,620	7,620
10. Net Federal GST.....	1,315	1,400	1,364	1,216	1,270	1,186	1,265	1,222	1,247	1,227
11. Total Tax.....	18,627	16,526	18,693	21,821	21,907	26,478	21,979	22,522	21,596	21,229
<b>Two Income Family of Four - \$60,000</b>										
1. Provincial Income Tax.....	1,322	1,816	1,095	3,468	1,214	3,687	3,246	3,531	3,788	2,948
Net Child Benefits.....	0	-411	0	--	0	-3,154	0	0	--	0
2. Property Tax - Gross.....	2,674	2,356	2,939	2,721	3,570	3,413	2,708	2,572	2,758	1,879
- Net.....	2,104	2,356	2,939	2,021	3,570	3,413	2,708	2,572	2,758	1,879
3. Sales Tax.....	1,091	10	830	1,279	1,619	2,143	1,607	1,914	1,651	1,567
4. Fuel Tax.....	218	135	225	210	354	455	335	401	314	384
5. Net Carbon Tax.....	208	--	--	--	--	--	--	--	--	--
6. Provincial Direct Taxes.....	4,943	3,906	5,089	6,978	6,757	6,544	7,896	8,418	8,511	6,778
7. Health Care Premiums/Payroll Tax.....	1,596	--	--	1,290	1,170	2,759	--	--	--	1,200
8. Total Provincial Tax.....	6,539	3,906	5,089	8,268	7,927	9,303	7,896	8,418	8,511	7,978
9. Federal Income Tax.....	3,686	3,686	3,686	3,686	3,686	3,668	3,686	3,686	3,686	3,686
10. Net Federal GST.....	1,041	1,147	1,117	991	1,041	1,022	1,016	993	1,008	991
11. Total Tax.....	11,266	8,739	9,892	12,945	12,654	13,993	12,598	13,097	13,205	12,655
<b>Two Income Family of Four - \$30,000</b>										
1. Provincial Income Tax.....	0	0	-651	278	-581	-2,714	200	358	1,018	181
Net Child Benefits.....	0	-1,239	0	--	-1,593	-3,478	-52	0	--	0
2. Property Tax - Gross.....	2,674	2,356	2,939	2,721	3,570	3,413	2,708	2,572	2,758	1,879
- Net.....	2,104	2,356	2,939	2,021	3,570	3,413	2,708	2,572	2,758	1,879
3. Sales Tax.....	674	8	637	1,026	327	1,931	1,270	1,513	1,243	1,242
4. Fuel Tax.....	145	90	150	140	236	303	223	267	209	256
5. Net Carbon Tax.....	-126	--	--	--	--	--	--	--	--	--
6. Provincial Direct Taxes.....	2,797	1,215	3,075	3,465	1,959	-545	4,349	4,710	5,228	3,558
7. Health Care Premiums/Payroll Tax.....	0	--	--	645	585	1,289	--	--	--	600
8. Total Provincial Tax.....	2,797	1,215	3,075	4,110	2,544	744	4,349	4,710	5,228	4,158
9. Federal Income Tax.....	119	119	119	119	119	111	119	119	119	119
10. Net Federal GST.....	24	103	56	-6	80	128	2	-16	-16	-16
11. Total Tax.....	2,940	1,437	3,250	4,223	2,743	983	4,470	4,813	5,331	4,261
<b>Unattached Individual - \$25,000</b>										
1. Provincial Income Tax.....	365	452	522	729	357	-57	749	943	1,412	1,052
2. Property Tax.....	--	--	--	--	--	--	--	--	--	--
3. Sales Tax.....	436	4	343	552	510	916	712	835	672	674
4. Fuel Tax.....	145	90	150	140	236	303	223	267	209	256
5. Net Carbon Tax.....	-49	--	--	--	--	--	--	--	--	--
6. Provincial Direct Taxes.....	897	546	1,015	1,421	1,103	1,162	1,684	2,045	2,293	1,982
7. Health Care Premiums/Payroll Tax.....	160	--	--	538	488	1,163	--	--	--	500
8. Total Provincial Tax.....	1,057	546	1,015	1,959	1,591	2,325	1,684	2,045	2,293	2,482
9. Federal Income Tax.....	1,494	1,494	1,494	1,494	1,494	1,487	1,494	1,494	1,494	1,494
10. Net Federal GST.....	67	96	78	46	57	44	53	41	36	29
11. Total Tax.....	2,618	2,136	2,587	3,499	3,142	3,856	3,231	3,580	3,823	4,005



**Table A3 Comparison of Provincial and Federal Taxes by Province – 2013 (continued)**

Tax	British Columbia	Alberta	Saskatchewan	Manitoba	Ontario	Quebec	New Brunswick	Nova Scotia	Prince Edward Island	Newfoundland
<b>Unattached Individual - \$80,000</b>										
	(\$)									
1. Provincial Income Tax.....	3,999	5,286	6,689	7,794	5,253	9,018	7,148	8,414	8,100	6,741
2. Property Tax - Gross.....	1,829	2,332	3,189	4,019	3,460	4,530	2,202	3,378	2,542	1,928
- Net.....	1,259	2,332	3,189	3,319	3,460	4,530	2,202	3,378	2,542	1,928
3. Sales Tax.....	1,087	9	775	1,210	1,610	1,905	1,614	1,852	1,660	1,561
4. Fuel Tax.....	218	135	225	210	354	455	335	401	314	384
5. Net Carbon Tax.....	186	--	--	--	--	--	--	--	--	--
6. Provincial Direct Taxes.....	6,749	7,762	10,878	12,533	10,677	15,908	11,299	14,045	12,616	10,614
7. Health Care Premiums/Payroll Tax.....	798	--	--	1,720	1,560	3,819	--	--	--	1,600
8. Total Provincial Tax.....	7,547	7,762	10,878	14,253	12,237	19,727	11,299	14,045	12,616	12,214
9. Federal Income Tax.....	10,854	10,854	10,854	10,854	10,854	10,823	10,854	10,854	10,854	10,854
10. Net Federal GST.....	1,111	1,161	1,082	980	1,039	910	1,028	979	1,004	995
11. Total Tax.....	19,512	19,777	22,814	26,087	24,130	31,460	23,181	25,878	24,474	24,063
<b>Senior Couple with Equal Pension Incomes - \$30,000</b>										
1. Provincial Income Tax.....	0	0	-469	-316	-1,526	-1,185	0	-255	0	0
2. Property Tax - Gross.....	2,674	2,356	2,939	2,721	3,570	3,413	2,708	2,572	2,758	1,879
- Net.....	1,829	2,356	2,939	2,021	3,570	3,413	2,708	2,572	2,758	1,879
3. Sales Tax.....	750	7	581	1,019	844	1,628	1,253	1,529	1,215	1,291
4. Fuel Tax.....	145	90	150	140	236	303	223	267	209	256
5. Net Carbon Tax.....	-57	--	--	--	--	--	--	--	--	--
6. Provincial Direct Taxes.....	2,667	2,453	3,201	2,864	3,124	4,159	4,184	4,113	4,182	3,426
7. Health Care Premiums/Payroll Tax.....	0	--	--	--	--	20	--	--	--	--
8. Total Provincial Tax.....	2,667	2,453	3,201	2,864	3,124	4,179	4,184	4,113	4,182	3,426
9. Federal Income Tax.....	0	0	0	0	0	0	0	0	0	0
10. Net Federal GST.....	313	342	311	318	305	270	272	272	279	296
11. Total Tax.....	2,980	2,795	3,512	3,182	3,429	4,449	4,456	4,385	4,461	3,722

**Personal Income Tax**

- Income tax is based on basic personal credits, applicable credits and typical major deductions at each income level. Quebec residents pay federal income tax less an abatement of 16.5 per cent of basic federal tax. This abatement has been used to reduce Quebec provincial tax rather than federal tax, for comparative purposes. The two income family of four with \$60,000 annual income is assumed to have one spouse earning \$40,000 and the other \$20,000, the family with \$90,000 income is assumed to have one spouse earning \$50,000 and the other \$40,000, the family with \$30,000 is assumed to have each spouse earning \$15,000 and each senior is assumed to receive \$15,000. All representative families are assumed to have employment income except the senior couple.

**Net Child Benefits**

- Net child benefits are provincial measures affecting payments to families with children. Provincial child benefit measures are available in British Columbia (BC Family Bonus), Alberta (Family Employment Credit), Saskatchewan (Child Benefit), Ontario (Child Benefit), Quebec (Child Assistance Payments), New Brunswick (Child Tax Benefit), Nova Scotia (Child Benefit) and Newfoundland (Child Benefit). In addition, the Alberta government has chosen to vary the amount of the basic federal child tax benefit that its residents receive (shown as a net amount).

**Property Tax**

- It is assumed that the individual at \$25,000 rents accommodation; the family at \$30,000 and at \$60,000 and the senior couple own bungalows; the family at \$90,000 owns a two-story executive style home; and the single at \$80,000 owns a luxury condominium, in a major city for each province. Net local and provincial property taxes are estimated as taxes owing after credits provided through the property tax system are subtracted.

**Sales, Fuel and Carbon Tax Estimates**

- Includes sales tax on meals, liquor and accommodation. Estimates are based on expenditure patterns from the Survey of Household Spending. In estimating individual and family taxable consumption, disposable income is reduced by 20 per cent to reflect housing (mortgage and property taxes or rent) costs. The senior couple is assumed to own their home and have no mortgage costs. For each province, disposable income is further reduced by estimated federal income taxes, estimated provincial income taxes and health care premiums if applicable. In addition, the single individual with \$80,000 annual income and the family with \$90,000 annual income are assumed to have savings equal to 5 per cent of their disposable income. For each family, disposable income is distributed among expenditures using the consumption pattern of a typical family with the relevant characteristics as estimated by the family expenditure survey and the relevant sales tax component is extracted. Sales tax includes provincial retail sales taxes in Saskatchewan, Manitoba and Prince Edward Island, Quebec's value added tax, the provincial component of the HST in BC, Ontario, New Brunswick, Nova Scotia and Newfoundland, Alberta's Tourism Levy and the federal GST. Sales tax estimates have been reduced by sales tax credits where applicable.

Fuel tax is based on annual consumption: 1,000 litres of unleaded fuel for the single at \$25,000, the family at \$30,000 and the senior couple; others are assumed to consume 1,500 litres.

- Carbon tax applies in British Columbia to household consumption of gasoline, natural gas and home heating fuel. Estimated carbon tax liabilities are based on natural gas and home heating fuel consumption amounts from the Survey of Household Spending and the assumed fuel consumption noted above. Net carbon tax is estimated as carbon tax liabilities less the BC Low Income Climate Action Tax Credit where applicable. In previous years, the five per cent personal income tax cut in the first two tax bracket rates was shown as a reduction in carbon tax.

**Health Care Premiums/Payroll Tax**

- A health care premium is levied in British Columbia and Quebec only. Approximately 50 per cent of British Columbia premiums are paid by employers on behalf of their employees with the remainder paid by individuals, either by employees or by residents who are not employed. Payroll taxes, in the four provinces that levy them, are paid by the employer. Employer-paid payroll taxes and health care premiums are generally reflected in reduced wages.

**Effective Tax Rates**

- British Columbia taxes have been calculated using rates in effect for 2013. Taxes for other provinces were calculated using rates that were announced prior to June 1, 2013, and that come into effect during 2013.

**Table A4 Interprovincial Comparisons of Provincial Personal Income Taxes Payable<sup>1</sup> – 2013**  
(Rates known as of June 1, 2013)

Taxable income	British Columbia	Alberta	Saskatchewan	Manitoba	Ontario	Quebec <sup>2</sup>	New Brunswick	Nova Scotia	Prince Edward Island	Newfoundland
Annual provincial taxes payable <sup>3</sup> (\$)										
\$10,000.....	0	0	0	0	0	0	0	0	0	0
\$20,000.....	81	121	392	1,043	466	358	442	858	1,088	628
\$30,000.....	872	1,053	1,417	2,078	1,237	1,728	1,617	1,752	2,001	1,515
\$40,000.....	1,439	1,985	2,442	3,260	1,869	3,290	2,677	3,187	3,234	2,532
\$50,000.....	2,177	2,921	3,614	4,466	2,902	4,965	3,963	4,626	4,552	3,734
\$60,000.....	2,944	3,916	4,908	5,735	3,814	6,604	5,304	6,130	5,927	4,979
\$70,000.....	3,714	4,916	6,208	7,150	4,729	8,241	6,650	7,797	7,482	6,249
\$80,000.....	4,620	5,916	7,508	8,890	5,958	9,878	8,017	9,464	9,152	7,579
\$100,000.....	6,966	7,916	10,108	12,370	9,284	13,735	10,909	12,857	12,492	10,239
\$125,000.....	10,526	10,416	13,406	16,720	13,636	19,081	14,524	17,232	17,084	13,564
\$150,000.....	14,201	12,916	17,156	21,070	17,989	24,372	18,515	21,607	21,676	16,889
Provincial personal income taxes as a per cent of taxable income (%)										
\$10,000.....	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
\$20,000.....	0.4	0.6	2.0	5.2	2.3	1.8	2.2	4.3	5.4	3.1
\$30,000.....	2.9	3.5	4.7	6.9	4.1	5.8	5.4	5.8	6.7	5.0
\$40,000.....	3.6	5.0	6.1	8.1	4.7	8.2	6.7	8.0	8.1	6.3
\$50,000.....	4.4	5.8	7.2	8.9	5.8	9.9	7.9	9.3	9.1	7.5
\$60,000.....	4.9	6.5	8.2	9.6	6.4	11.0	8.8	10.2	9.9	8.3
\$70,000.....	5.3	7.0	8.9	10.2	6.8	11.8	9.5	11.1	10.7	8.9
\$80,000.....	5.8	7.4	9.4	11.1	7.4	12.3	10.0	11.8	11.4	9.5
\$100,000.....	7.0	7.9	10.1	12.4	9.3	13.7	10.9	12.9	12.5	10.2
\$125,000.....	8.4	8.3	10.7	13.4	10.9	15.3	11.6	13.8	13.7	10.9
\$150,000.....	9.5	8.6	11.4	14.0	12.0	16.2	12.3	14.4	14.5	11.3

<sup>1</sup> Calculated for a single individual with wage income and claiming credits for Canada Pension Plan and Quebec Pension Plan contributions, Employment Insurance premiums, Quebec Parental Insurance Plan premiums, and the basic personal amount.

<sup>2</sup> Quebec residents pay federal tax less an abatement of 16.5 per cent of federal tax. In the table, the Quebec abatement has been used to reduce Quebec provincial personal income tax for comparative purposes.

<sup>3</sup> Includes provincial low income reductions, surtaxes payable in Ontario and Prince Edward Island, and the Ontario Health Premium tax. Excludes credits for sales and property tax credits.

## Release of Surplus Assets for Economic Generation

The sale of surplus properties and assets not only provides revenue for the Province, but also generates economic activity resulting from new development and new business opportunities in communities across British Columbia.

The public sector routinely disposes of properties and assets considered surplus to its needs. It is a primary function of prudent lifecycle real estate portfolio management. Since 1981, almost 1,500 surplus government properties have been sold in BC. Six hundred and sixteen properties were sold in the 1980s. Between 1991 and 2001, surplus government properties were sold with a value in excess of \$500 million (excluding the SUCH sector) or \$1.2 billion in today's market. During the 2000s 406 properties were sold with a value of \$381 million.

In the fall of 2011 the Province undertook a targeted review of its major asset base to identify those that were surplus to its needs. The surplus properties identified represent less than two per cent of the value of overall property holdings of the province. With over 100 properties and assets identified as surplus through its initial review, the Province has estimated a net gain of \$625 million over the fiscal plan period on the disposal of those properties. Due diligence, such as First Nations consultation, and environmental investigation is currently being undertaken on assets as required to prepare them for sale.

### *Defining Surplus*

Surplus properties and assets are those that are no longer in use, not required for future utilization, nor those properties and assets where there is no strategic benefit for the province to be the owner. Real estate assets that were classified as a strategic priority, and not included in the surplus inventory are those properties whose ownership is essential to the delivery of a government funded service, for example: hospitals, jails, schools and other

special purpose facilities currently used for delivery of services, and assets that are being held for an identified future need of the government.

### *Reinvestment Opportunity*

This initiative fosters reinvestment in education. For example, in May 2012 the new modern North Saanich Middle School, a \$23 million investment, opened in Sidney, BC. This school, which accommodates up to 400 students from grades six to eight, meets BC's Wood First Initiative by incorporating wood as much as possible, and follows LEED Gold or equivalent environmental standards. The old school built in 1946 was past its economic life and has been demolished. The existing land parcel will be sold with the proceeds invested in education.

### *Renewal Opportunity*

The proposed Pearson-Dogwood redevelopment project in Vancouver will add capacity to existing residential care housing stock throughout the health authority. The proceeds from the sale of a portion of the site will go towards the development of new health care facilities. This large underutilized parcel will allow Vancouver Coastal Health to increase the value of the land through rezoning for mixed-use development, generating capital funds to replace aging facilities and infrastructure. The 25-acre redevelopment project will potentially result in a complete community that could offer a range of complex care, residential care, supported and assisted-living options, community amenities, and affordable, and market housing.

### *Profile of Surplus Properties and Assets*

Of the over 100 properties identified as surplus, work is now underway on early sales opportunities and the marketing of properties in 2013/14.

## Expenditure Growth Management

### *The September Update 2009 Commitment*

During the 2008 calendar year, the sudden global financial crisis had a significant adverse economic impact on most jurisdictions throughout the world, as well as on the fiscal health of their respective governments. BC was not immune and revenues from taxes and other sources plummeted in both 2008 and 2009. The government responded by not only curtailing growth in spending, but by designing and implementing a plan to return to a balanced budget. This "Five-Year Fiscal Plan" was included in the *September Update 2009* budget document and demonstrated at a high level how the intent to achieve a balanced budget by 2013/14 was to be carried out.

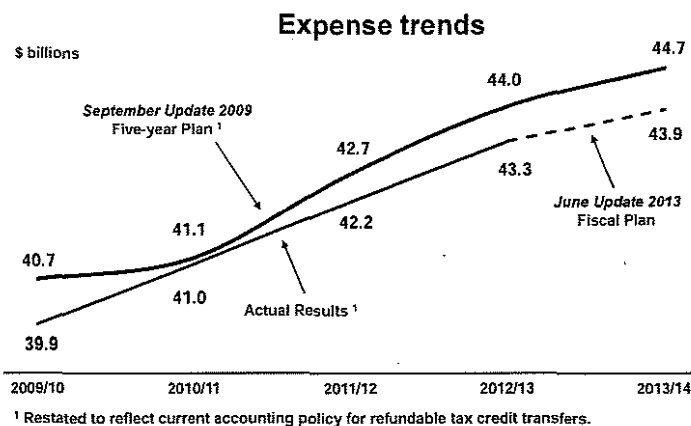
Fundamentally, the plan was that government would adjust to a future world of constrained resources by ensuring that spending growth would, on average, be less than forecasted revenue growth. The plan stated that by 2013/14 annual expenditure growth would be down to 2.5 per cent in that year. *June Update 2013* in fact projects a 0.9 per cent growth rate for 2013/14, with an average of 1.5 per cent per year growth over the three year fiscal plan period. This objective has been achieved by instilling expenditure discipline throughout the broader public sector.

### *Expenditure Management from Budget 2009 to Budget 2012*

Beginning with *Budget 2009* and in every budget thereafter, limiting the annual growth

in spending of government agencies has been a key theme. This has generally been achieved without reductions in key services and by concentrating on streamlining administration and areas of highly discretionary spending. The measures that have been taken include the following:

- In *Budget 2009*, there were reductions to ministry operating expenditures of \$1.9 billion over three years, primarily in the areas of travel, professional services, building charges, discretionary grants, and "back-office" functions.
- Continuing central control of discretionary grants to outside parties up to and including *June Update 2013*.
- In *Budget 2010*, the allocations for five ministries and centralized shared services functions were reduced by a total of \$320 million over three years.
- The use of centralized shared service strategies has been broadened to include SUCH sector organizations (e.g. health authorities and post-secondary institutions) to reduce duplication of services and take advantage of joint procurement opportunities for services and supplies.
- In 2010, the "Net-Zero" collective bargaining mandate came into effect, whereby any proposed wage increases for contracts expiring in 2010 or 2011 had to be paid from efficiencies found within existing collective agreements and could not result in new costs to government or in reductions in service.



## British Columbia Families First Early Years Strategy

### *Supporting Children and Families*

*June Update 2013* builds on the \$1 billion per year government currently spends on early learning and childhood development initiatives and child care services; and the \$129 million annual investment in full-day kindergarten.

Beginning in 2013/14 direct government spending on early childhood education and child care services will increase by \$76 million in the first three years of the strategy. New priority investments will improve the accessibility and quality of early years services, the affordability of child care programs and also help to address the early childhood education and child care needs of families in British Columbia.

### *Improving Access*

Child care needs to be affordable and accessible. Demand for child care spaces is high and parents have consistently identified the need for more spaces in locations that are conveniently located and can accommodate parents' work schedules.

- *June Update 2013* provides \$32 million over three years to create up to 2,000 new licensed child-care spaces. Emphasis will be placed on creating spaces on school grounds and in areas currently underserved by child care. This initiative will build on the more than 100,000 spaces currently supported by government.

### *Improving Quality*

Parents have told us that improving the quality of early years services and child care means better access to and more information about the availability of quality early years services and child care spaces, increased Early Childhood Educator and after-school care provider training and standards, and rich in-care experiences for their children.

- *June Update 2013* includes an additional \$7 million over three years for strengthening the coordination of Early Childhood Development programs and child care services, including the establishment of a Provincial Office for Early Years to coordinate all policy and service improvements. Working closely with communities and the early years sector, the office will lead the implementation of a network of early years centres throughout the province that will offer one-stop access to a range of services.
- Government is investing an additional \$37 million over three years in new funding specifically in support of improving the quality of child care and early years services in British Columbia.

### ***British Columbia Early Childhood Tax Benefit***

#### *Improving Affordability*

To improve the affordability of child care and to assist families with the cost of raising young children, effective April 1, 2015, a new BC Early Childhood Tax Benefit will be introduced. The refundable tax credit will provide \$146 million to approximately 180,000 families with young children. Families will receive a maximum benefit of \$55 per month, or \$660 annually, for each child under the age of 6. The benefit will be administered through the Canada Child Tax Benefit system. Families can apply for the monthly benefit by applying for the Canada Child Tax Benefit. To be eligible, individuals must file their personal income tax returns.

The maximum benefit will be available to all eligible families with family net incomes under \$100,000. The benefit will start to phase out at \$100,000 and will be fully phased out at \$150,000 of family net income. About 140,000 families will be eligible to receive the

## BC Training and Education Savings Program

### *Background and Rationale*

With nearly a million job openings expected over the next decade alone, B.C. students face a wide array of interesting and rewarding career prospects. Whether these future career opportunities will be in skilled trades or professional services, it is clear the vast majority will require some form of post-secondary education or training.

To encourage BC families to plan for their children's future sooner, government will build upon the existing Children's Education Fund (CEF) by providing payments sooner rather than later, through the new British Columbia Training and Education Savings Program (BCTESP).

Originally, the CEF principle (\$1,000) and earnings were to be paid out to children born on or after January 1, 2007 at such time as they were enrolled in a qualified post-secondary education institution in BC. The first payments would therefore not have occurred until 2024. Now, the government will partner with parents to provide an additional incentive to save for their children's educational needs by making the payments sooner.

The new BCTESP will therefore provide a one-time, \$1,200 grant towards a BC resident child's Registered Education Savings Plan (RESP), payable after the child turns six years old, and will allow families the flexibility to choose their investments.

### *BC Training and Education Savings Grant*

The basic criteria to apply for the grant will be:

- the child must be born on or after January 1, 2007;
- the child must be a beneficiary of a Registered Education Savings Plan;
- the child must be a resident of BC and enrolled in an education program when the grant application is made; and

- parents/contributors will have a full year, between the child's 6th and 7th birthdays, to apply for the grant.<sup>1</sup>

All the normal federal provisions and regulations on the administration and use of RESP will apply.

### *BC Training and Education Savings Program – How It Will Work*

Once the RESP has been created for the child, the BC government will send a letter to the family informing them that if their child is age 6 and a resident of BC upon application, he or she will be entitled to receive the \$1,200 grant.

As the child's sixth birthday approaches, another letter will be sent to the family as a reminder to apply for the grant before their child's seventh birthday.

The purpose of the application is to confirm that the child is a resident of BC and enrolled in an educational program. Once the application has been processed by Human Resources and Skills Development Canada (HRSDC), the funds will be transferred to the child's RESP.

### *BC Training and Education Savings Program – Implementation and Transition*

The entitlement to receive the grant and the requirement to have an RESP in place by the child's seventh birthday is effective immediately.

The Ministry of Education will administer the program and contract with HRSDC to manage applications for the grant, support the transfer of funds into eligible RESPs, and to ensure the return of the funds in the event the RESP is closed or the beneficiary opts

<sup>1</sup> Families of BC resident children born in 2007 will have until February 28, 2014 to establish an RESP and there will be a further grace period to apply for the grant to allow time for the administrative mechanism with HRSDC to be in full operation.

## Long-term Opportunities for British Columbia Liquefied Natural Gas

British Columbia has an unprecedented economic opportunity and the potential for significant increases in revenue from liquefied natural gas (LNG) development. This revenue can be used for the benefit of all British Columbians, both now and in future generations.

Global demand for natural gas is expected to increase substantially over the coming decades. The high demand is driven largely by Japan, which intends to transition away from coal and nuclear power, and by industrial growth in China, India and Korea.

In the absence of significant new supply of natural gas from North America, the gap between supply and demand is expected to grow significantly over the medium term. This has created a need for facilities that cool natural gas into a liquid – liquefied natural gas, or LNG – which can then be transported by ship to overseas markets.

Many large oil and gas companies have already expressed interest in building LNG facilities in BC to take advantage of the high demand and high natural gas prices in Asia. BC is an attractive location for LNG facilities given its proximity to Asia, large reserves of natural gas, skilled workforce and a very competitive tax and royalty regime.

Although LNG supply in the Asia Pacific region is increasing, demand is still expected to exceed supply for at least the next two decades. If annual BC LNG production were to reach 82 million tonnes by 2020 (equivalent to five LNG plants), this would fill about 58 per cent of the Asia Pacific LNG supply gap for that year, based on current estimates.

Over the longer term, global average LNG prices are expected to be about 2.5 times higher than average domestic natural gas prices.

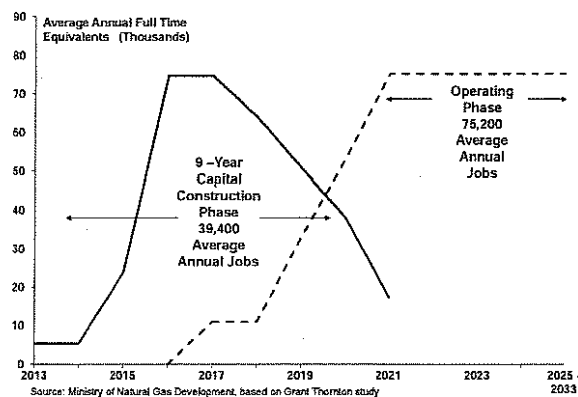
### Studies

The Ministry of Natural Gas Development engaged independent consultants to conduct studies examining the potential employment impacts and new provincial revenues from LNG development in BC. The studies assumed: five LNG plants (three smaller and two larger sized plants); supporting pipelines; sufficient upstream natural gas to fuel the plants; and most plants fully operational by 2018.

### Employment

It is estimated that more than 39,000 average annual full time jobs could be created over a nine year construction period. The study estimates that more than 75,000 permanent annual full time jobs could be required to support the industry when the plants are fully operational.

**Chart 1 Employment Forecast – Construction and Operating Phases**



The estimates include direct and indirect jobs needed to construct and operate the LNG facilities and pipelines, and jobs related to new exploration and development of natural gas needed to supply the LNG plants. The estimates also include jobs created in other industries due to the new employment created by the LNG industry.



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## NEWS RELEASE

For Immediate Release  
2013PREM0063-000941  
June 7, 2013

Office of the Premier

**Premier introduces new Executive Council  
to keep B.C.'s economy strong for a secure tomorrow**

VANCOUVER – Premier Christy Clark introduced her next Executive Council to British Columbians at an event that included citizens from throughout the province.

"This is an exciting moment for British Columbia," said Premier Clark. "British Columbians have asked us to build a strong economy, a secure tomorrow, and a lasting legacy for generations. We will deliver."

The Premier's nominees for the Executive Council will be formally sworn in on Monday, June 10, 2013, at Government House by Her Honour, Lt.-Gov. Judith Guichon. Parliamentary Secretary appointees were also announced today.

"My new team has the experience and the fresh perspectives that government needs, representing all regions of the province and united by a common commitment to work on behalf of every British Columbian," added Premier Clark. "Together, we have the opportunity and obligation to grow the economy, control spending, and put B.C. firmly on track to a debt-free future."

Today's event also celebrated the diversity of British Columbia. In attendance were First Nations leaders, mayors and community leaders, and representatives from the federal government, the business community, labour organizations and non-profit associations. Guests were welcomed by Elder Mary Charles of the Musqueam Nation, led in the singing of 'O Canada' by 11-year-old Lisalee Campbell of Clearwater, and entertained by the award-winning Moscrop Secondary school jazz band of Burnaby.

"To remain strong in the face of global economic uncertainty, we will accelerate our jobs plan and run a tight ship," added Premier Clark. "We will respect families who simply cannot pay higher taxes. We will also respect future generations and not burden them with our debt, so when it's their turn to lead they can make their own choices."

Three backgrounders follow.

Contact: Ben Chin  
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250 588-3113

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# BACKGROUND 1

For Immediate Release  
2013PREM0063-000941  
June 7, 2013

Office of the Premier

## Executive Council nominees

Premier Christy Clark identified the following MLAs-elect to be sworn on June 10, 2013, as British Columbia's next provincial executive council, and spoke about their primary areas of focus in their new duties. On Monday, full mandate letters will be issued to ministers.

**The Deputy Premier and the Minister of Natural Gas Development and Minister Responsible for Housing** will be Rich Coleman. He will:

- Ensure that British Columbia seizes the economic opportunity of a lifetime, liquefied natural gas, to create tens of thousands of new jobs and establish the Prosperity Fund that will put B.C. on the path to becoming debt-free.
- Work with investors and companies to take projects from drawing board to operation.

**The Minister of Aboriginal Relations and Reconciliation** will be John Rustad. He will:

- Continue our success at securing non-treaty benefit agreements and secure a further 10 non-treaty benefit agreements.
- Work with First Nations to ensure progress is made on long-term treaties and collaborate with all First Nations to share in the opportunities offered by liquefied natural gas and other economic development opportunities.

**The Minister of Advanced Education** will be Amrik Virk. He will:

- Work to ensure B.C.'s post-secondary institutions stay on the cutting edge of research.
- Ensure our institutions are equipped to prepare graduates for the jobs of the future, and ensure targets are set to match the skills B.C. needs with graduating students.
- Work closely with the Minister of Jobs, Tourism and Skills Training and the Minister of Education to ensure a seamless delivery of education and skills training from high school through to entry in the workforce.

**The Minister of Agriculture** will be Pat Pimm. He will:

- Work to ensure that British Columbians buy local B.C. agri-food products.
- Ensure B.C. takes advantage of new market opportunities in Asia.
- Work to break down interprovincial barriers to create new opportunities in Canada to market B.C. wine.

The **Minister of Children and Family Development** will be Stephanie Cadieux. She will:

- Continue to implement the Early Years Strategy that ensures families and children receive the supports they need.
- Work with the Minister of Finance to introduce the early childhood tax benefit and ensure maximum participation in this important family support program.

The **Minister of Community, Sport and Cultural Development** will be Coralee Oakes. She will:

- Work to ensure communities are prepared for the liquefied natural gas opportunity including benefit agreements for impacted communities.
- Work with local governments throughout the province to ensure we are ready to participate in the next round of federal infrastructure funding.
- Continue efforts to create vibrant cultural and sporting opportunities throughout B.C.

The **Minister of Education** will be Peter Fassbender. He will:

- Work toward achieving long-term labour stability in the province's classrooms.
- Continue education reforms in the BC Education Plan, including performance assessments and providing additional supports for teachers.
- Work with the Minister of Finance to bring in the \$1,200 BC Education and Training Grant to help parents invest in an RESP and save for their children's post-secondary education.

The **Minister of Energy and Mines** and **Minister Responsible for Core Review** will be Bill Bennett. He will:

- Grow the clean energy sector and meet the commitments in the BC Jobs Plan to grow our mining industry.
- Work to minimize rate increases at BC Hydro, and continue the development of Site C and other major new sources of energy to power B.C.'s growing economy and LNG industry.
- Identify savings and efficiencies as part of a core review of government, and make recommendations to Cabinet on how to improve B.C.'s regulatory reform and red tape reduction.

The **Minister of Environment** will be Mary Polak. She will:

- Work to preserve B.C.'s leadership in the fight against climate change and protect the majesty of B.C.'s natural environment.
- Work to complete the marine and land-based studies as part of developing the five conditions for heavy oil pipelines in B.C.

The **Minister of Finance and Government House Leader** will be Michael de Jong. He will:

- Deliver the main order of business at this summer's legislative session by reintroducing Balanced Budget 2013.
- Deliver three additional consecutive balanced budgets by controlling spending to hold the line on taxes for families, and help protect B.C.'s hard-earned triple-A credit rating.

The **Minister of Forests, Lands and Natural Resource Operations** will be Steve Thomson. He will:

- Work to get to 'yes' faster through efficient, fair permitting for all mining and resource development applications.
- Work with the forest industry to co-sponsor annual forest industry trade missions to Asia.
- Work with forest communities on the mid-term timber supply report to sustain efforts that, despite challenges like the pine beetle devastation, are making B.C.'s forest industry a sunrise industry again.

The **Minister of Health** will be Terry Lake. He will:

- Work to maintain B.C.'s leadership for the best health outcomes in Canada.
- Continue to drive innovation and change across the system to ensure costs stay among the lowest per capita in Canada.
- Execute the government's end-of-life care plan to double the number of hospice beds by 2020.

The **Minister of International Trade, Minister Responsible for Asia Pacific Strategy and Multiculturalism** will be Teresa Wat. She will:

- Develop and execute the government's international trade strategy as part of the BC Jobs Plan.
- Ensure the government serves, speaks to, and is accessible to the province's diverse population.
- Work with private-sector partners and the federal government to implement the Asian head office strategy that will make B.C. the first choice for Asian companies looking to locate in North America.

The **Minister of Jobs, Tourism and Skills Training and Minister Responsible for Labour** will be Shirley Bond. She will:

- Lead the acceleration of the BC Jobs Plan.
- Ensure that British Columbians are first in line for the jobs of today and tomorrow by developing a comprehensive 10-year skills training plan.
- Work with private-sector union partners to ensure B.C.'s labour code meets the needs of employees and people who want to invest in B.C.

Reporting to Bond, the **Minister of State for Tourism and Small Business** will be Naomi Yamamoto. She will:

- Ensure the completion of the Small Business Accord to make sure small businesses are heard and continue to grow in B.C.
- Work with the ministers of Jobs, Tourism and Skills Training; and Finance to plan for a 40 per cent reduction of the small business tax rate.
- Ensure B.C. remains a global destination of choice for visitors.

The **Minister of Justice and Attorney General** will be Suzanne Anton. She will:

- Work to enhance public safety and security for all B.C. residents and implement the Domestic Violence Prevention Strategy.
- Ensure reforms from our comprehensive review of the justice system are implemented, including greater court efficiencies to reduce backlogs.
- Begin consultations to modernize B.C.'s liquor laws.

The **Minister of Social Development and Social Innovation** will be Don McRae. He will:

- Ensure that significant reforms we have made at Community Living British Columbia are fully implemented and benefitting families.
- Continue efforts to assist people with disabilities earn an income.
- Deliver on the government's commitment to make B.C. Canada's most progressive province for people and families living with disabilities.

The **Minister of Technology, Innovation and Citizens' Services** will be Andrew Wilkinson. He will:

- Work to grow B.C.'s technology industry and make it a significant contributor to the BC Jobs Plan.
- Successfully implement the new BC Services Card that will revolutionize service delivery.
- Continue efforts to be open and accessible to citizens wishing to access information online and engage with government in new ways.

The **Minister of Transportation and Infrastructure and Deputy House Leader** will be Todd Stone. He will:

- Ensure continued investment in the province's infrastructure, which is so critical to achieving a healthy and growing economy.
- Lead efforts to complete the South Fraser Perimeter Road and the four-laning of the Trans-Canada Highway.
- Continue progress to replace the George Massey Tunnel.
- Ensure that the public approves any new funding sources for transit improvements in Metro Vancouver.

## BACKGROUNDER 2

For Immediate Release  
2013PREM0063-000941  
June 7, 2013

Office of the Premier

### Parliamentary Secretary appointees

**Norm Letnick** – Parliamentary Secretary to the Premier for Intergovernmental Affairs. He will:

- Work with the Intergovernmental Relations Secretariat in the Premier's Office to further the interests of British Columbia at intergovernmental events.

**Greg Kylo** – Parliamentary Secretary for the BC Jobs Plan to the Minister of Jobs, Tourism and Skills Training. He will:

- Use his experience as a business owner to work with government to update and continue implementing the BC Jobs Plan.

**Linda Reimer** – Parliamentary Secretary to the Minister of Community, Sport and Cultural Development for Communities. She will:

- Draw on her experience in municipal government, and work with communities to build strong partnerships across the province.

**Jane Thornthwaite** – Parliamentary Secretary to the Minister of Education for Student Support and Parent Engagement. She will:

- Continue her work in education to ensure parents and students receive the support they need for strong student performances in our public schools.

**Marc Dalton** – Parliamentary Secretary to the Minister of Education for the Independent School Sector. He will:

- Continue his work with the ministry to ensure independent schools are supported by government, and that we have an open dialogue between government and this sector that provides parents with choice in how their children are taught.

**Donna Barnett** – Parliamentary Secretary to the Minister of Forests, Lands and Natural Resource Operations for Rural Development. She will:

- Will use her passion for rural British Columbia to make sure our government is helping build the economy in these important regions of the province.

**Dan Ashton** – Parliamentary Secretary to the Minister Responsible for Core Review. He will:

- Use his experience as mayor of Penticton to help Minister of Energy and Mines Bill Bennett undertake the government-wide core review process to ensure government is using its resources in the areas that can make the difference for citizens or the economy.

**Linda Larson** – Parliamentary Secretary to the Minister of Health for Seniors. She will:

- Work with seniors throughout the province to make sure the services we provide are able to be accessed by seniors and make recommendations to the minister on how to keep improving seniors' health-care services.

**Michelle Stilwell** – Parliamentary Secretary to the Minister of Health for Healthy Living. She will:

- Use her experience as a high-performance athlete to work with medical professionals and make recommendations to the minister on how government can support healthy living and preventative health measures to keep B.C.'s citizens healthy and out of hospital.

**Darryl Plecas** – Parliamentary Secretary to the Minister of Justice and Attorney General for Crime Reduction. He will:

- Use his experience as a criminologist to chair a blue ribbon panel to study crime reduction opportunities.

**Laurie Throness** – Parliamentary Secretary to the Minister of Justice and Attorney General for Corrections. He will:

- Work with stakeholders in the corrections field to propose changes and improvements to how we protect staff, inmates and the communities in which correctional facilities are located.

**John Yap** – Parliamentary Secretary to the Minister of Justice and Attorney General for Liquor Policy Reform. He will:

- Lead the stakeholder consultation on modernizing B.C.'s antiquated liquor laws and recommend improvements to the minister to take to Cabinet.

**Jordan Sturdy** – Parliamentary Secretary to the Minister of Transportation and Infrastructure for Transportation. He will:

- Work with communities as they contemplate transit and infrastructure improvements for their residents.

**Richard T. Lee** – Parliamentary Secretary for the Asia Pacific Strategy to the Minister of International Trade and Minister Responsible for the Asia Pacific Strategy and Multiculturalism. He will:

- Continue his work as Parliamentary Secretary for Asia Pacific and help the minister as she develops her Asia Pacific strategy focussed on expanding our trading opportunities in Asia.

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## BACKGROUNDER 3

For Immediate Release  
2013PREM0063-000941  
June 7, 2013

Office of the Premier

### **Biographies of Executive Council nominees**

#### **HON. RICH COLEMAN**

#### **NOMINEE FOR MINISTER OF NATURAL GAS DEVELOPMENT AND MINISTER RESPONSIBLE FOR HOUSING, AND DEPUTY PREMIER**

Rich Coleman was re-elected for a fifth term as MLA for Fort Langley-Aldergrove in the 2013 general election.

His previous cabinet positions include Minister of Energy and Minister Responsible for Housing, Minister of Public Safety and Solicitor General and Minister Responsible for Housing, Minister of Housing and Social Development and Minister of Forests and Range.

Before entering public life, Coleman was governor of the BC Kinsmen, president of the Aldergrove Chamber of Commerce, and a director of several volunteer boards.

#### **JOHN RUSTAD**

#### **NOMINEE FOR MINISTER OF ABORIGINAL RELATIONS AND RECONCILIATION**

John Rustad was re-elected to represent the riding of Nechako Lakes in 2013.

He previously served as Parliamentary Secretary for Forestry to the Minister of Forests, Lands and Natural Resource Operations and as a member of the Environment and Land Use Committee, Legislative Review Committee, Treasury Board, Select Standing Committee on Education, Select Standing Committee on Public Accounts and Select Standing Committee on Health.

Rustad was born and raised in Prince George and has lived all of his life in northern B.C. He grew up enjoying fishing and hunting. In 2009, he and his wife Kim moved to Cluculz Lake where they enjoy the peace and beauty of rural living.



**AMRIK VIRK**  
**NOMINEE FOR MINISTER OF ADVANCED EDUCATION**

Amrik Virk was elected as MLA in the riding of Surrey-Tynehead in June 2013.

An extensive career with the RCMP included a variety of policing duties with a substantial portion of his experience with various First Nations communities. In 2001, Virk was commissioned to the rank of Inspector and posted to Surrey where he was active in the issue of youth and gang violence in communities throughout the Lower Mainland and worked extensively with community leaders to help create the British Columbia Integrated Gang Task force.

He left Surrey RCMP in 2006 while serving as the acting Officer in Charge of Operations (one of two Deputy Chief equivalents) and transferred to Langley as the Officer in Charge of Operations.

Virk is the consummate community volunteer and in the six years he spent on the board of directors of the Surrey Memorial Hospital Foundation, and helped raise millions of dollars for enhancing health care for Surrey residents. He also served on the board of Kwantlen Polytechnic University.

**PAT PIMM**  
**NOMINEE FOR MINISTER OF AGRICULTURE**

Pat Pimm was re-elected to represent the riding of Peace River North in 2013.

He previously served as Parliamentary Secretary for the Northeast and has served as chair of the Northern Caucus and two Select Standing Committees: Aboriginal Affairs and Finance and Government Services. Pimm has also served as a member of Treasury Board.

A lifelong resident of the Peace River region, Pimm served 12 years as councillor for the City of Fort St. John from 1993 to 2005. With 25 years experience in the oil and gas industry, he was co-chair of the BC Oil and Gas Conference in 2002 and 2005, bringing together industry stakeholders to identify further strategies and opportunities for economic development in British Columbia's northeast region. He has also served on a variety of other local community boards and committees.

**HON. STEPHANIE CADIEUX**  
**NOMINEE FOR MINISTER OF CHILDREN AND FAMILY DEVELOPMENT**

Stephanie Cadieux was re-elected for a second term as MLA in the 2013 general election.

She previously served as Minister of Social Development, Minister of Labour, Citizens' Services and Open Government, and Minister of Community, Sport and Cultural Development.

Living with a spinal cord injury since a car accident at the age of 18, she became a strong community advocate for programs to assist people with physical disabilities to achieve their goals and regain independence. In 2007, Cadieux worked with 2010 Legacies Now to develop an Accessible Tourism Plan for B.C.

Cadieux worked with the BC Paraplegic Association for eight years, most recently as director of marketing and development.

**CORALEE OAKES**  
**NOMINEE FOR MINISTER OF COMMUNITY, SPORT AND CULTURAL DEVELOPMENT**

Coralee Oakes was elected to represent the riding of Cariboo North in 2013.

Oakes is a former two-term Quesnel City councillor and executive director of the Quesnel and District Chamber of Commerce since 1999. She is a strong believer in a vibrant and healthy business community. As a result of her community work, in 2007 Oakes was appointed by the Province to the Small Business Roundtable to represent the rural voice of small business. This work led her to be appointed to the Minister's Council on Tourism in 2009.

Oakes is the past president of the British Columbia Chamber Executives and has served as a director on the BC Chamber of Commerce, Canadian Chamber of Commerce Executives, Cariboo Chilcotin Tourism Association and numerous local not-for-profit organizations.

**PETER FASSBENDER**  
**NOMINEE FOR MINISTER OF EDUCATION**

Peter Fassbender was elected to represent the riding of Surrey-Fleetwood in 2013 after a distinguished career at the municipal level.

Fassbender was elected for the first time to the City of Langley Council in November 2002 and then as mayor in the November 2005, 2008 and 2011 civic elections. Prior to his election, Fassbender served two terms as a school trustee in the late 1970s and the community and region in a host of other volunteer capacities and served on numerous national, provincial and civic committees.

**HON. BILL BENNETT**

**NOMINEE FOR MINISTER OF ENERGY AND MINES AND MINISTER RESPONSIBLE FOR CORE REVIEW**

Bill Bennett was re-elected to a fourth term as MLA for Kootenay East in 2013.

He previously served as Minister for Community Sport and Cultural Development, Minister of Energy, Mines and Petroleum Resources, Minister of Community and Rural Development, Minister of Tourism, Culture and the Arts, and Minister of State for Mining.

Bennett has chaired the BC Legislative Select Standing Committee on Finance and Government Services, and chaired the BC Legislative Special Committee on Cosmetic Pesticides. He has been a member of various legislative committees and government committees, particularly focused on land use and natural resource issues.

Before being elected, Bennett was a partner in a law firm in Cranbrook. He also owned and operated fly-in wilderness fishing and hunting lodges in the Northwest Territories and Manitoba.

**HON. MARY POLAK**

**NOMINEE FOR MINISTER OF ENVIRONMENT**

Mary Polak was re-elected to the B.C. legislature in 2013, having represented the constituents of Langley since 2005.

Prior to her new cabinet post, she served as the Minister Transportation and Infrastructure, Minister of Aboriginal Relations and Reconciliation, Minister of Children and Family Development and Minister Responsible for Child Care, Minister of Healthy Living and Sport, and Parliamentary Secretary to the Minister of Health for the Conversation on Health.

Before being elected to the legislative assembly, Polak served as a trustee and former chair of the Surrey school board.

**HON. MICHAEL DE JONG**

**NOMINEE FOR MINISTER OF FINANCE AND GOVERNMENT HOUSE LEADER**

Michael de Jong was re-elected in 2013 as the MLA for Abbotsford West, an area he has represented since first being elected to the legislative assembly of British Columbia in a 1994 by-election.

The six-term MLA previously served as Minister of Health, Attorney General, Minister of Aboriginal Relations and Reconciliation, Minister of Labour and Citizens' Services, and Minister of Forests. In addition, he also served as Government House Leader.

Before his election as a member of the legislative assembly in 1994, de Jong served two terms as an elected school trustee for Abbotsford School District 34, and was a practising lawyer with his own Abbotsford firm. He holds a bachelor of arts degree from Carleton University in Ottawa and a law degree from the University of Alberta.

**HON. STEVE THOMSON**

**NOMINEE FOR MINISTER OF FORESTS, LANDS AND NATURAL RESOURCE OPERATIONS**

Steve Thomson was re-elected to represent the riding of Kelowna-Mission in 2013.

Prior to being reappointed as Minister of Forests, Lands and Natural Resource Operations, he served as Minister of Natural Resource Operations, Minister of Energy, and Minister of Agriculture and Lands.

He previously served as Minister of Natural Resource Operations and Minister of Energy, and Minister of Agriculture and Lands.

Thomson is the former executive director of the BC Agriculture Council and has developed his career and experience working on behalf of British Columbia farmers and ranchers. He has served as general manager of the BC Fruit Growers Association and the BC Milk Producers Association. He has also served as a director of the Kelowna Museum, the Okanagan Innovation Fund and the BC BioEnergy Network.

**HON. TERRY LAKE**

**NOMINEE FOR MINISTER OF HEALTH**

Terry Lake was re-elected in June 2013 as MLA for the riding of Kamloops-North Thompson.

Lake has served as Minister of Environment. Prior to that, he served as the Parliamentary Secretary for Health Promotion to the Minister of Health Services and Parliamentary Secretary for the Ranching Task Force to the Minister of Agriculture and Lands. He also sat as a member of the Select Standing Committee on Health and on Legislative Initiatives.

A veterinarian by profession, Lake served as the mayor of the City of Kamloops from 2005-2008 and as a city councillor from 2002-05.

**TERESA WAT**

**NOMINEE FOR MINISTER FOR INTERNATIONAL TRADE, AND MINISTER RESPONSIBLE FOR THE ASIA PACIFIC STRATEGY AND MULTICULTURALISM**

Teresa Wat was elected to represent the riding of Richmond Center in 2013.

She is the president and CEO of Mainstream Broadcasting Corporation CHMB AM1320 and has also served as the news director at Channel M Television (now OMNI TV), and previously served as a communications advisor at B.C.'s Cabinet Policy and Communications Secretariat.

She was instrumental in the launch of the first-ever live Cantonese, Mandarin and Punjabi daily television news programs. In 2010, Wat was appointed to the Canadian Women Voters Congress Advisory Board and was appointed one of B.C.'s top 100 most influential women by the Vancouver Sun. She is also currently a board member of the school of journalism at UBC.

**HON. SHIRLEY BOND**

**NOMINEE FOR MINISTER OF JOBS, TOURISM AND SKILLS TRAINING AND MINISTER RESPONSIBLE FOR LABOUR**

Shirley Bond was re-elected for a fourth term as MLA in the 2013 general election.

She previously served as Minister of Justice, Minister of Transportation and Infrastructure, Minister of Education and Minister Responsible for Early Learning and Literacy and Deputy Premier, Minister of Advanced Education and Minister of Health Services. She also served as vice-chair of the Treasury Board, chaired the Cabinet Committee on New Relationship Coordination, and sat as a member of the cabinet climate action committee.

Before being elected to the legislative assembly, she served three terms on the Prince George school board.

**HON. NAOMI YAMAMOTO**

**NOMINEE FOR MINISTER OF STATE FOR TOURISM AND SMALL BUSINESS**

Naomi Yamamoto was re-elected as MLA for North Vancouver-Lonsdale in 2013.

She has served as Minister of Advanced Education, Minister of State for Intergovernmental Relations, Minister of State for Small Business and Minister of State for Building Code Renewal.

Yamamoto had been the president and owner of Tora Design Group in North Vancouver for 21 years. She also enjoyed working with the business community as chair of the BC Chamber of Commerce, chair of the North Shore Credit Union, and represented the North Vancouver Chamber on Vancouver's North Shore Tourism Association Board.

She served a six-year term on the board of Capilano College (now Capilano University), with the last three years as chair. She also enjoyed six years as a director of the North Shore Neighbourhood House.

**SUZANNE ANTON**

**NOMINEE FOR MINISTER OF JUSTICE AND ATTORNEY GENERAL**

Suzanne Anton was elected to represent the riding of Vancouver Fraserview in 2013 after a distinguished career at the municipal level.

She has nine years of elected service on Vancouver city council and the Vancouver park board, and served as director of Translink and Metro Vancouver. She is a lawyer, mathematics teacher, and has experience in the leadership, management and financial operations of some of B.C.'s largest organizations.

**HON. DON McRAE**

**NOMINEE FOR MINISTER OF SOCIAL DEVELOPMENT AND SOCIAL INNOVATION**

Don McRae was re-elected in the 2013 general election.

He has served as Minister of Agriculture and as Minister of Education. Prior to that, he was convener of the Select Standing Committee on Aboriginal Affairs and was a member of the Select Standing Committee on Health and Select Standing Committee on Finance and Government Services.

McRae was born and raised in the Comox Valley. For 14 years he taught at GP Vanier Secondary school in Courtenay. McRae also served as a Courtenay city councillor from 2002-09.

**ANDREW WILKINSON**

**NOMINEE FOR MINISTER OF TECHNOLOGY, INNOVATION AND CITIZENS' SERVICES**

Andrew Wilkinson was elected MLA in the riding of Vancouver-Quilchena in 2013.

He is a former deputy minister of the British Columbia Ministry of Economic Development, where he had responsibility for economic issues, trade and tourism. He also served as deputy minister for Intergovernmental Relations in the Premier's Office for two years.

Wilkinson works as a lawyer in the Vancouver offices of a major national law firm, where he has a special interest in green renewable energy development. Prior to being called to the bar, Wilkinson was educated and licensed as a physician. He lived and worked as a doctor in Campbell River, Lillooet and Dease Lake.

He has also served as president of the BC Civil Liberties Association and president of the BC Mountaineering Club, and president of the BC Liberal Party.

**TODD STONE**

**NOMINEE FOR MINISTER OF TRANSPORTATION AND INFRASTRUCTURE AND DEPUTY HOUSE LEADER**

Todd Stone was elected to represent the riding of Kamloops-South Thompson in 2013.

He is the founder and CEO of a Kamloops-based software company. He serves on the board of the Thompson-Nicola-Cariboo United Way (though currently on leave), and served for over six years as vice-chair of the board of governors of Thompson Rivers University.

He also served on the boards of the Kamloops Chamber of Commerce, Kamloops Ventures Fund (VCC) Inc., ACETECH, and the Insurance Corporation of British Columbia (ICBC). In addition, he was an active contributor to the Friends of UCC University Society and the Friends of the Kamloops Airport.

Contact: Ben Chin  
Office of the Premier  
250 588-3113

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June 10, 2013

Honourable John Rustad  
Minister of Aboriginal Relations and Reconciliation  
Parliament Buildings  
Victoria, British Columbia  
V8V 1X4

Dear Colleague:

Congratulations on your new appointment as Minister of Aboriginal Relations and Reconciliation.

British Columbians have asked us to build a strong economy, a secure tomorrow and a lasting legacy for generations to come. Now it's time to deliver.

We must be alive to the challenges of a fragile global economy. We have a duty to be disciplined for taxpayers today, and a responsibility to be fair to future generations. Protecting British Columbia for us and our children means making tough choices now to control spending and balance the budget. By charting a course for a debt-free BC, our children can be free to make their own choices when it's their turn to lead.

To grow our economy and create high-paying jobs for British Columbians, I am asking you to keep your ministry focused on the *BC Jobs Plan*. Our province is blessed with both abundant natural resources, and the resourcefulness and diversity of our people and businesses. We have a generational opportunity to develop Liquefied Natural Gas. This will demand determination and purposeful work.

We are committed to building a strong economy in the province because we know that it is the only way we will be able to afford strong public services for our citizens. World class health care, education, skills training and social safety nets are only possible if we have an economy that can sustain them over the long term.

To that end our first priorities across government are:

- To bring back the legislature to pass *Balanced Budget 2013*;
- To ensure that government does not grow;
- To conduct a core review of government to make sure we are structured for success on all of our objectives; and



- To eliminate red-tape so that we can get to yes on economic development without needless delay.

In the course of our decision making we must always maintain respect for taxpayers and remember that our fellow British Columbians are looking to us to help make life more affordable for them and their families.

These priorities, along with your specific ministerial objectives, will allow us to achieve results that reflect our shared values.

The role of the Minister of Aboriginal Relations and Reconciliation is critical in ensuring our government delivers on our promise of economic development and community economic security. Great success has been made with our *BC Jobs Plan* to secure non-treaty benefit agreements with First Nations and your task will be to continue to secure these agreements with First Nations partners across British Columbia.

In particular, your ministry will be critical in ensuring that we secure our LNG opportunity and the benefits that will arise from its success. Your role will be to ensure First Nations critical to securing LNG are participating and benefitting from this opportunity as it will provide our province and country with billions of dollars in new revenue and tens of thousands of new jobs. These new jobs and revenues will be critical to First Nations as they, like all British Columbians, want economic opportunities for their communities and future generations.

As well, it will be up to you to continue the dialogue between our government and the business community to ensure industry understands its obligations and responsibilities to First Nations. Through this dialogue, we can provide better certainty and increase economic development in other important economic sectors such as mining, forestry and tourism.

In your role as Minister of Aboriginal Relations and Reconciliation I expect that the following initiatives are completed by you and your ministry over the coming years:

1. Balance your ministerial budget in order to control spending and ensure an overall balanced budget for the province of British Columbia.
2. Continue to work with BC First Nations to secure long term treaties that provide economic benefit and security for all British Columbians.
3. Work with BC First Nations that are impacted by natural gas extraction, pipelines or LNG facilities to ensure they are provided with the ability to participate in this generational opportunity.
4. Work with BC First Nations that are in the area of a new proposed refinery to ensure they are provided with the opportunity to participate in and benefit from this economic opportunity.

5. Implement our commitment in *Strong Economy, Secure Tomorrow* to secure another 10 new non-treaty benefit agreements over the next two years and showcase the economic and social results of these agreements to encourage further First Nation participation.
6. Work with BC First Nations to ensure they participate in the Standing Offer Program by BC Hydro through the First Nations Clean Energy Business Fund.
7. Work with the Minister of Jobs, Tourism and Skills Training to increase the number of First Nations people participating in our apprenticeship and skills training programs to ensure economic prosperity includes First Nations members.

I have outlined in a separate letter my requirements for conduct of all members of Cabinet. It is imperative that you review and understand this letter, and the *Members' Conflict of Interest Act*, and that you act in accordance with both as you carry out the duties of a Minister of the Crown. I will evaluate any circumstances that may call into question the conduct of a Minister against the expectations and obligations set out in applicable statutes and this letter.

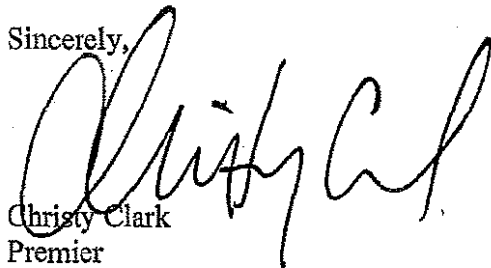
To assist you in the transition to your new role, I ask that you also review the attached document that provides further direction for you as a Minister.

I look forward to discussing your ideas and priorities for your ministry in the coming weeks and working with you to fulfill the mandate we were elected to fulfill.

Our government faces many exciting challenges and opportunities in the months ahead. Our success will be defined by our ability to develop and implement an agenda that reflects priorities and circumstances of BC citizens. Our ability to make this connection is a function of the degree to which we engage citizens and stakeholders in pursuing change. I am confident that we will succeed in this, and have every expectation that you will make a significant contribution to our success.

I look forward to working with you.

Sincerely,



Christy Clark  
Premier

Attachments (2)



June 10, 2013

Honourable Rich Coleman  
Minister of Natural Gas Development  
and Minister Responsible for Housing and Deputy Premier  
Parliament Buildings  
Victoria, British Columbia  
V8V 1X4

Dear Colleague:

Congratulations on your new appointment as Minister of Natural Gas Development and Minister Responsible for Housing and Deputy Premier.

British Columbians have asked us to build a strong economy, a secure tomorrow and a lasting legacy for generations to come. Now it's time to deliver.

We must be alive to the challenges of a fragile global economy. We have a duty to be disciplined for taxpayers today, and a responsibility to be fair to future generations. Protecting British Columbia for us and our children means making tough choices now to control spending and balance the budget. By charting a course for a debt-free BC, our children can be free to make their own choices when it's their turn to lead.

To grow our economy and create high-paying jobs for British Columbians, I am asking you to keep your ministry focused on the *BC Jobs Plan*. Our province is blessed with both abundant natural resources, and the resourcefulness and diversity of our people and businesses. We have a generational opportunity to develop Liquefied Natural Gas. This will demand determination and purposeful work.

We are committed to building a strong economy in the province because we know that it is the only way we will be able to afford strong public services for our citizens. World class health care, education, skills training and social safety nets are only possible if we have an economy that can sustain them over the long term.

To that end our first priorities across government are:

- To bring back the legislature to pass *Balanced Budget 2013*;
- To ensure that government does not grow;

- To conduct a core review of government to make sure we are structured for success on all of our objectives; and
- To eliminate red-tape so that we can get to yes on economic development without needless delay.

In the course of our decision making we must always maintain respect for taxpayers and remember that our fellow British Columbians are looking to us to help make life more affordable for them and their families.

These priorities, along with your specific ministerial objectives, will allow us to achieve results that reflect our shared values.

In our platform, *Strong Economy, Secure Tomorrow* we made it clear that we have ambitious targets when it comes to seizing our LNG opportunity. LNG represents a generational opportunity to put our province on a path to being debt-free through the creation of a Prosperity Fund that will be used to pay off the accumulated provincial debt. Your task is to seize this opportunity and work with project proponents in taking these projects from the drawing board to operation. While the ministry of Finance is the lead ministry on the development of the Prosperity Fund, I expect that you will work closely to ensure government has a clear understanding of both the timing and revenues that will flow to the Fund once we have secured LNG final investment decisions by the project proponents.

In addition, your ministry will work with Ministries across government to advise me of the status of heavy oil pipeline projects or expansions in our province and the progress in meeting the five conditions we have outlined. Your ministry also includes responsibility for housing in the province and you will be expected to implement our platform commitments on continued affordable housing unit creation and home inspector accreditation.

In your role as Minister of Natural Gas Development and Minister Responsible for Housing I expect that the following initiatives are completed by you and your ministry over the coming years:

1. Balance your ministerial budget in order to control spending and ensure an overall balanced budget for the province of British Columbia.
2. Work with project proponents to complete negotiations and accelerate final investment decisions on B.C. LNG projects.
3. Maximize the use of clean power in LNG projects while preserving maximum provincial revenue generation opportunities.
4. Secure pipeline corridors with First Nations along proposed natural gas pipeline routes.
5. Work with heavy oil and refinery proponents in order to ensure clarity on provincial expectations with respect to the five requirements in order for BC to consider supporting heavy oil pipelines or projects in our province.

6. Review the operations of the BC Oil and Gas Commission and propose changes to improve the timeliness of permitting for project applications.
7. Work with the BC Association of Building Inspectors to determine and implement a new home inspector accreditation to ensure consumers buying a home can be assured that their inspector is qualified and trained to help them purchase the largest investment in their lives.
8. Successfully implement the 14 project partnership with the City of Vancouver to build 1,500 new apartments of supportive housing.

I have outlined in a separate letter my requirements for conduct of all members of Cabinet. It is imperative that you review and understand this letter, and the *Members' Conflict of Interest Act*, and that you act in accordance with both as you carry out the duties of a Minister of the Crown. I will evaluate any circumstances that may call into question the conduct of a Minister against the expectations and obligations set out in applicable statutes and this letter.

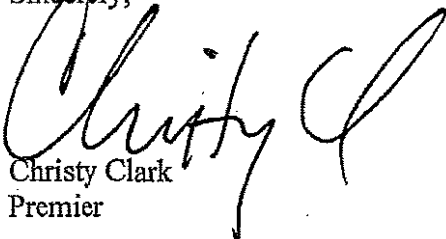
To assist you in the transition to your new role, I ask that you also review the attached document that provides further direction for you as a Minister.

I look forward to discussing your ideas and priorities for your ministry in the coming weeks and working with you to fulfill the mandate we were elected to fulfill.

Our government faces many exciting challenges and opportunities in the months ahead. Our success will be defined by our ability to develop and implement an agenda that reflects priorities and circumstances of BC citizens. Our ability to make this connection is a function of the degree to which we engage citizens and stakeholders in pursuing change. I am confident that we will succeed in this, and have every expectation that you will make a significant contribution to our success.

I look forward to working with you.

Sincerely,



Christy Clark  
Premier

Attachments (2)



June 10, 2013

Honourable Amrik Virk  
Minister of Advanced Education  
Parliament Buildings  
Victoria, British Columbia  
V8V 1X4

Dear Colleague:

Congratulations on your new appointment as Minister of Advanced Education.

British Columbians have asked us to build a strong economy, a secure tomorrow and a lasting legacy for generations to come. Now it's time to deliver.

We must be alive to the challenges of a fragile global economy. We have a duty to be disciplined for taxpayers today, and a responsibility to be fair to future generations. Protecting British Columbia for us and our children means making tough choices now to control spending and balance the budget. By charting a course for a debt-free BC, our children can be free to make their own choices when it's their turn to lead.

To grow our economy and create high-paying jobs for British Columbians, I am asking you to keep your ministry focused on the *BC Jobs Plan*. Our province is blessed with both abundant natural resources, and the resourcefulness and diversity of our people and businesses. We have a generational opportunity to develop Liquefied Natural Gas. This will demand determination and purposeful work.

We are committed to building a strong economy in the province because we know that it is the only way we will be able to afford strong public services for our citizens. World class health care, education, skills training and social safety nets are only possible if we have an economy that can sustain them over the long term.

To that end our first priorities across government are:

- To bring back the legislature to pass *Balanced Budget 2013*;
- To ensure that government does not grow;
- To conduct a core review of government to make sure we are structured for success on all of our objectives; and

- To eliminate red-tape so that we can get to yes on economic development without needless delay.

In the course of our decision making we must always maintain respect for taxpayers and remember that our fellow British Columbians are looking to us to help make life more affordable for them and their families.

These priorities, along with your specific ministerial objectives, will allow us to achieve results that reflect our shared values.

The goal of our government is to make sure British Columbians are first in line to take advantage of the one million job openings in British Columbia that are predicted by the year 2020. This will require educational opportunities for young people entering the workforce and older workers who need to upgrade their skills. It will be the role of your ministry to ensure that B.C.'s post-secondary institutions are providing the appropriate opportunities to educate these citizens. The ability of British Columbians to fully take advantage of our growing economy is determined in part by the ability of your ministry to ensure that the right training is available in our post-secondary institutions in different regions of the province.

In order for our government to achieve our targets all provincial government funding must be used to their fullest potential. This will require continued efforts by your ministry to ensure that post-secondary institutions are using similar cost-containment strategies as those used in the health sector. Shared services, coordinated purchasing and energy efficiency upgrades should all be used to stretch the value of every dollar provided by taxpayers to B.C.'s institutions of higher learning. This is a difficult task, but also one which we need to execute in order to continue to provide new spaces at a time of limited new financial resources.

In order to accomplish your tasks, you will need to work closely with the Ministry of Jobs, Tourism and Skills Training and the Ministry of Education to ensure a seamless delivery of education and skills training from high school right through to entry in the workforce.

In your role as Minister of Advanced Education, I expect that the following initiatives are completed by you and your ministry over the coming years:

1. Balance your ministerial budget in order to control spending and ensure an overall balanced budget for the province of British Columbia.
2. Ensure the institutions within your portfolio are meeting their budget targets and using their resources as efficiently as possible.
3. In concert with the Boards of B.C.'s colleges and universities, set targets for post-secondary graduates that will enable our province to match the skills we need with the skills we are graduating.
4. Continue to minimize overheads within our publicly funded universities and, where possible, consolidate functions across different post-secondary institutions.

5. Review the student loan program and make recommendations for improvement to ensure the loan program is meeting the needs of today's students.
6. Include the requirement for post-secondary Boards to undertake an institution-wide core review of their programming to ensure student seats are being filled.
7. Cooperating with the Ministry of Agriculture, ensure that a Centre of Excellence in Agriculture is created at the University of the Fraser Valley.
8. Implement our government's commitment to establish a School of Traditional Chinese Medicine at a publicly funded B.C. post-secondary institution.
9. Deliver on the *BC Jobs Plan* targets contained in our International Education Strategy including doubling the number of international students studying in British Columbia by 2016.

I have outlined in a separate letter my requirements for conduct of all members of Cabinet. It is imperative that you review and understand this letter, and the *Members' Conflict of Interest Act*, and that you act in accordance with both as you carry out the duties of a Minister of the Crown. I will evaluate any circumstances that may call into question the conduct of a Minister against the expectations and obligations set out in applicable statutes and this letter.

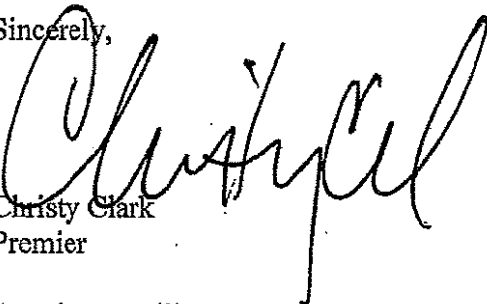
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Our government faces many exciting challenges and opportunities in the months ahead. Our success will be defined by our ability to develop and implement an agenda that reflects priorities and circumstances of BC citizens. Our ability to make this connection is a function of the degree to which we engage citizens and stakeholders in pursuing change. I am confident that we will succeed in this, and have every expectation that you will make a significant contribution to our success.

I look forward to working with you.

Sincerely,



Christy Clark  
Premier

Attachments (2)





June 10, 2013

Honourable Pat Pimm  
Minister of Agriculture  
Parliament Buildings  
Victoria, British Columbia  
V8V 1X4

Dear Colleague:

Congratulations on your new appointment as Minister of Agriculture.

British Columbians have asked us to build a strong economy, a secure tomorrow and a lasting legacy for generations to come. Now it's time to deliver.

We must be alive to the challenges of a fragile global economy. We have a duty to be disciplined for taxpayers today, and a responsibility to be fair to future generations. Protecting British Columbia for us and our children means making tough choices now to control spending and balance the budget. By charting a course for a debt-free BC, our children can be free to make their own choices when it's their turn to lead.

To grow our economy and create high-paying jobs for British Columbians, I am asking you to keep your ministry focused on the *BC Jobs Plan*. Our province is blessed with both abundant natural resources, and the resourcefulness and diversity of our people and businesses. We have a generational opportunity to develop Liquefied Natural Gas. This will demand determination and purposeful work.

We are committed to building a strong economy in the province because we know that it is the only way we will be able to afford strong public services for our citizens. World class health care, education, skills training and social safety nets are only possible if we have an economy that can sustain them over the long term.

To that end our first priorities across government are:

- To bring back the legislature to pass *Balanced Budget 2013*;
- To ensure that government does not grow;
- To conduct a core review of government to make sure we are structured for success on all of our objectives; and
- To eliminate red-tape so that we can get to yes on economic development without needless delay.

In the course of our decision making we must always maintain respect for taxpayers and remember that our fellow British Columbians are looking to us to help make life more affordable for them and their families.

These priorities, along with your specific ministerial objectives, will allow us to achieve results that reflect our shared values.

Agriculture is one of British Columbia's foundational sectors and our government is committed to ensuring that those who farm are able to earn a living for their efforts and that British Columbians are able to enjoy the agrifood products grown in their regions. Our government recognizes the importance of this sector and we are committed to achieving the growth targets we have laid out in our *BC Jobs Plan*.

In our platform we made a number of commitments to the farming community. I expect that these commitments will be honoured and that we continue to work with the sector to help our province grow our exports to Asia in the coming years. China and India represent huge growth opportunities for B.C. agrifood products and we must not let these opportunities pass us by.

In your role as Minister of Agriculture I expect that the following initiatives will be completed by you and your ministry over the coming years:

1. Balance your ministerial budget in order to control spending and ensure an overall balanced budget for the province of British Columbia.
2. Ensure the Agricultural Land Commission is delivering on the improvements promised arising from the budget increase it received in *Balanced Budget 2013*.
3. Ensure the Agricultural Land Reserve is working for British Columbia and propose any changes necessary. These changes must successfully balance our desire to protect valuable farmland while allowing for responsible economic development opportunities.
4. Bring forward ALR changes that will further encourage the stability of farm families and the farming industry in British Columbia.
5. Execute industry growth objectives as outlined in the *BC Jobs Plan* and the agricultural sector plan, *BC Agrifoods, a Plan for Growth*.
6. Execute *Strong Economy, Secure Tomorrow* commitments including:
  - Implementation of the additional Buy Local program funding;
  - Creation of a long-term and sustainable tree fruit replanting program upon the expiry of the current program;
  - Work with the Ministry of Finance to implement the 25 per cent tax credit for farmers on the value of farmed food that is donated to food banks;
  - Implementation of a new meat inspection system by January 1, 2014 and work with the BC Association of Cattle Feeders to develop and promote their "Certified BC Beef" brand;
  - Work with Intergovernmental Relations to break down interprovincial trade barriers on B.C. wine and to create new markets for B.C. vintners;

- Work with the Ministry of Advanced Education to create a new Centre of Excellence for Agriculture at the University of the Fraser Valley; and
  - Work with the provincial organic farming sector to create a "BC Organic" brand to market B.C. organic foods.
7. Work with the Minister of International Trade to ensure trade capacity for B.C. agricultural support is sufficient to secure additional Asian trade export growth.
  8. Implement Cohen Commission recommendations pertaining to British Columbia.
  9. Working with the Minister of Finance, ensure that the carbon tax relief committed to the agricultural sector in *Balanced Budget 2013* is delivered.

I have outlined in a separate letter my requirements for conduct of all members of Cabinet. It is imperative that you review and understand this letter, and the *Members' Conflict of Interest Act*, and that you act in accordance with both as you carry out the duties of a Minister of the Crown. I will evaluate any circumstances that may call into question the conduct of a Minister against the expectations and obligations set out in applicable statutes and this letter.

To assist you in the transition to your new role, I ask that you also review the attached document that provides further direction for you as a Minister.

I look forward to discussing your ideas and priorities for your ministry in the coming weeks and working with you to fulfill the mandate we were elected to fulfill.

Our government faces many exciting challenges and opportunities in the months ahead. Our success will be defined by our ability to develop and implement an agenda that reflects priorities and circumstances of BC citizens. Our ability to make this connection is a function of the degree to which we engage citizens and stakeholders in pursuing change. I am confident that we will succeed in this, and have every expectation that you will make a significant contribution to our success.

I look forward to working with you.

Sincerely,



Christy Clark  
Premier

Attachments (2)



June 10, 2013

Honourable Stephanie Cadieux  
Minister of Children and Family Development  
Parliament Buildings  
Victoria, British Columbia  
V8V 1X4

Dear Colleague:

Congratulations on your new appointment as Minister of Children and Family Development.

British Columbians have asked us to build a strong economy, a secure tomorrow and a lasting legacy for generations to come. Now it's time to deliver.

We must be alive to the challenges of a fragile global economy. We have a duty to be disciplined for taxpayers today, and a responsibility to be fair to future generations. Protecting British Columbia for us and our children means making tough choices now to control spending and balance the budget. By charting a course for a debt-free BC, our children can be free to make their own choices when it's their turn to lead.

To grow our economy and create high-paying jobs for British Columbians, I am asking you to keep your ministry focused on the *BC Jobs Plan*. Our province is blessed with both abundant natural resources, and the resourcefulness and diversity of our people and businesses. We have a generational opportunity to develop Liquefied Natural Gas. This will demand determination and purposeful work.

We are committed to building a strong economy in the province because we know that it is the only way we will be able to afford strong public services for our citizens. World class health care, education, skills training and social safety nets are only possible if we have an economy that can sustain them over the long term.

To that end our first priorities across government are:

- To bring back the legislature to pass *Balanced Budget 2013*;
- To ensure that government does not grow;
- To conduct a core review of government to make sure we are structured for success on all of our objectives; and

- To eliminate red-tape so that we can get to yes on economic development without needless delay.

In the course of our decision making we must always maintain respect for taxpayers and remember that our fellow British Columbians are looking to us to help make life more affordable for them and their families.

These priorities, along with your specific ministerial objectives, will allow us to achieve results that reflect our shared values.

Our government is committed to ensuring families and children have the opportunities they need to be successful—both as family units and individuals that can participate to their fullest potential as adults. The Early Years Strategy that we introduced earlier this year provides you and your ministry with the building blocks to better assist families and children through improved early support and intervention services. This initiative complements the other key areas of your mandate in providing services for children and youth with special needs, providing mental health services for children and youth, family support and child-welfare services, and youth justice services.

Our fiscal position remains difficult and we must make sure that each dollar we spend is providing the maximum value that we can for families. As with all ministries, we need to make the most of our limited resources to ensure services and resources are being provided as effectively and efficiently as possible to those British Columbians who need them the most. This should include a complete review of priorities, the quality and cost of the services provided and a risk assessment to ensure no harm to or significant impact on, child, youth, and/or family functioning.

In your role as Minister of Children and Family Development I expect that the following initiatives are completed by you and your ministry over the coming years:

1. Balance your ministerial budget in order to control spending and ensure an overall balanced budget for the province of British Columbia.
2. Implement the Early Years Strategy ensuring that families and children receive the supports they need to succeed.
3. Working with the Minister of Finance, ensure that the early childhood tax benefit registration is implemented to maximize parent participation in this important family support program.
4. Continue to make measurable improvements in the provision of accessible and effective services for the children, youth, and families served by MCFD. Key to these improvements is a continued focus on services and outcomes for Aboriginal children, youth, and families.

5. Complete the implementation of the Integrated Case Management computer system to provide front line child protection personnel the tool they need to keep kids safe.
6. Create a regular quarterly meeting between yourself and the Representative for Children and Youth to create a more open and transparent relationship with her office.
7. Ensure that the ministry identifies opportunities to support the province's Erase Bullying strategy.

I have outlined in a separate letter my requirements for conduct of all members of Cabinet. It is imperative that you review and understand this letter, and the *Members' Conflict of Interest Act*, and that you act in accordance with both as you carry out the duties of a Minister of the Crown. I will evaluate any circumstances that may call into question the conduct of a Minister against the expectations and obligations set out in applicable statutes and this letter.

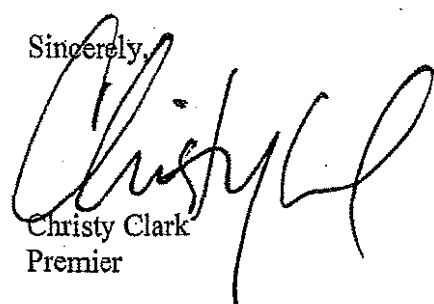
To assist you in the transition to your new role, I ask that you also review the attached document that provides further direction for you as a Minister.

I look forward to discussing your ideas and priorities for your ministry in the coming weeks and working with you to fulfill the mandate we were elected to fulfill.

Our government faces many exciting challenges and opportunities in the months ahead. Our success will be defined by our ability to develop and implement an agenda that reflects priorities and circumstances of BC citizens. Our ability to make this connection is a function of the degree to which we engage citizens and stakeholders in pursuing change. I am confident that we will succeed in this, and have every expectation that you will make a significant contribution to our success.

I look forward to working with you.

Sincerely,



Christy Clark  
Premier

Attachments (2)



June 10, 2013

Honourable Coralee Oakes  
Minister of Community, Sport and Cultural Development  
Parliament Buildings  
Victoria, British Columbia  
V8V 1X4

Dear Colleague:

Congratulations on your new appointment as Minister of Community, Sport and Cultural Development.

British Columbians have asked us to build a strong economy, a secure tomorrow and a lasting legacy for generations to come. Now it's time to deliver.

We must be alive to the challenges of a fragile global economy. We have a duty to be disciplined for taxpayers today, and a responsibility to be fair to future generations. Protecting British Columbia for us and our children means making tough choices now to control spending and balance the budget. By charting a course for a debt-free BC, our children can be free to make their own choices when it's their turn to lead.

To grow our economy and create high-paying jobs for British Columbians, I am asking you to keep your ministry focused on the *BC Jobs Plan*. Our province is blessed with both abundant natural resources, and the resourcefulness and diversity of our people and businesses. We have a generational opportunity to develop Liquefied Natural Gas. This will demand determination and purposeful work.

We are committed to building a strong economy in the province because we know that it is the only way we will be able to afford strong public services for our citizens. World class health care, education, skills training and social safety nets are only possible if we have an economy that can sustain them over the long term.

To that end our first priorities across government are:

- To bring back the legislature to pass *Balanced Budget 2013*;
- To ensure that government does not grow;
- To conduct a core review of government to make sure we are structured for success on all of our objectives; and

- To eliminate red-tape so that we can get to yes on economic development without needless delay.

In the course of our decision making we must always maintain respect for taxpayers and remember that our fellow British Columbians are looking to us to help make life more affordable for them and their families.

These priorities, along with your specific ministerial objectives, will allow us to achieve results that reflect our shared values.

Your ministry will be essential to the ability of communities in our province to prepare and benefit from our incredible LNG opportunity. We have implemented benefit sharing agreements with communities in northeast B.C. to help them manage growth challenges arising from natural gas extraction. We have committed to benefit sharing agreements as well with the communities of B.C.'s northwest which will be facing huge opportunities and tremendous change from these massive investments.

While the Community side of your ministry is critical, so are its other elements. As well, the sport and cultural development communities play key roles in the social development of our province. It will be your role to work with these partners to ensure we are putting our resources to best use to create vibrant cultural and sporting opportunities for people across our province.

In your role as Minister of Community, Sport and Cultural Development, I expect that the following initiatives are completed by you and your ministry over the coming years:

1. Balance your ministerial budget in order to control spending and ensure an overall balanced budget for the province of British Columbia.
2. Create the framework for the rural dividend for communities in the northwest that will be impacted by the opportunities and challenges that will arise from the LNG opportunity.
3. Work with the Union of BC Municipalities on a framework for implementing the upcoming federal infrastructure program to maximize provincial benefit opportunities.
4. Implement local government election changes in time to be used for the November 2014 local government elections.
5. Work with the sport and cultural development communities to make recommendations on how we can better provide provincial support to these organizations recognizing that we remain in a very difficult financial position.

I have outlined in a separate letter my requirements for conduct of all members of Cabinet. It is imperative that you review and understand this letter, and the *Members' Conflict of Interest Act*, and that you act in accordance with both as you carry out the duties of a Minister of the Crown. I will evaluate any circumstances that may call into question the conduct of a Minister against the expectations and obligations set out in applicable statutes and this letter.



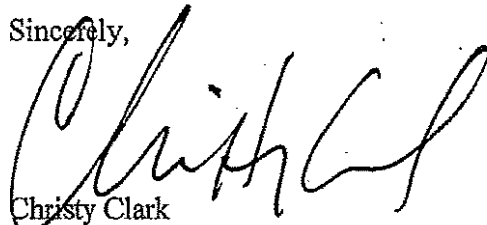
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I look forward to discussing your ideas and priorities for your ministry in the coming weeks and working with you to fulfill the mandate we were elected to fulfill.

Our government faces many exciting challenges and opportunities in the months ahead. Our success will be defined by our ability to develop and implement an agenda that reflects priorities and circumstances of BC citizens. Our ability to make this connection is a function of the degree to which we engage citizens and stakeholders in pursuing change. I am confident that we will succeed in this, and have every expectation that you will make a significant contribution to our success.

I look forward to working with you.

Sincerely,



Christy Clark  
Premier

Attachments (2)



June 10, 2013

Honourable Peter Fassbender  
Minister of Education  
Parliament Buildings  
Victoria, British Columbia  
V8V 1X4

Dear Colleague:

Congratulations on your new appointment as Minister of Education.

British Columbians have asked us to build a strong economy, a secure tomorrow and a lasting legacy for generations to come. Now it's time to deliver.

We must be alive to the challenges of a fragile global economy. We have a duty to be disciplined for taxpayers today, and a responsibility to be fair to future generations. Protecting British Columbia for us and our children means making tough choices now to control spending and balance the budget. By charting a course for a debt-free BC, our children can be free to make their own choices when it's their turn to lead.

To grow our economy and create high-paying jobs for British Columbians, I am asking you to keep your ministry focused on the *BC Jobs Plan*. Our province is blessed with both abundant natural resources, and the resourcefulness and diversity of our people and businesses. We have a generational opportunity to develop Liquefied Natural Gas. This will demand determination and purposeful work.

We are committed to building a strong economy in the province because we know that it is the only way we will be able to afford strong public services for our citizens. World class health care, education, skills training and social safety nets are only possible if we have an economy that can sustain them over the long term.

To that end our first priorities across government are:

- To bring back the legislature to pass *Balanced Budget 2013*;
- To ensure that government does not grow;
- To conduct a core review of government to make sure we are structured for success on all of our objectives; and
- To eliminate red-tape so that we can get to yes on economic development without needless delay.

In the course of our decision making we must always maintain respect for taxpayers and remember that our fellow British Columbians are looking to us to help make life more affordable for them and their families.

These priorities, along with your specific ministerial objectives, will allow us to achieve results that reflect our shared values.

As a student, parent and Minister of Education, I have personally seen the positive impact a great teacher can make on the life and future of a child. We are fortunate in our province to have many great teachers in our province, but unfortunately too often they find themselves caught in the middle of labour disputes—feeling like they have to choose sides between their students and their union.

Last year, our government consulted on and developed a framework for a new way of arriving at labour agreements in K-12 education. It is a framework we believe can result in long term education stability in our province. In addition to furthering the goals and reforms that are outlined in the *BC Education Plan*, your mandate is to work with stakeholders in the educational field to find a way to provide long-term educational stability to students, parents and teachers and to ensure that access to trades training and the arts are more readily accessible in the K-12 system. As well, your task will be to ensure seamless transition into the workforce or apprenticeship system after graduation for those students who wish to go straight to work.

In your role as Minister of Education, I expect that the following initiatives are completed by you and your ministry over the coming years:

1. Balance your ministerial budget in order to control spending and ensure an overall balanced budget for the province of British Columbia.
2. Successfully achieve 10 years of educational stability by overseeing negotiations on a long-term collective agreement with the BC Teacher's Federation.
3. Review the mandate and structure of the BC Public Sector Educators Association (BCPSEA) and provide options for reform.
4. Continue the educational reforms contained in the *BC Education Plan* including providing teachers with performance assessments and support and curriculum enhancements.
5. Implement the anti-bullying support to educators as committed by our government.
6. Implementation of the \$1,200 BC Education and Training Grant Program as promised in Balanced Budget 2013.
7. Work with the Federation of Independent Schools Association, review and provide options for improvement and support educational choice for students and parents in British Columbia.

8. Provide options for the provision of online textbooks for parents to assist their children with homework in the K-12 sector.
9. Implement the \$563 million seismic upgrade program to ensure our educational facilities can protect those learning and working in the event of a major earthquake in our province.
10. Fully implement and build on the resources allocated for arts education committed in *Balanced Budget 2013*.
11. Work with the ministries of Jobs, Tourism and Skills Training and Advanced Education to ensure seamless transitions to the workforce for students who choose apprenticeship or other post-secondary training programs for those entering the trades.

I have outlined in a separate letter my requirements for conduct of all members of Cabinet. It is imperative that you review and understand this letter, and the *Members' Conflict of Interest Act*, and that you act in accordance with both as you carry out the duties of a Minister of the Crown. I will evaluate any circumstances that may call into question the conduct of a Minister against the expectations and obligations set out in applicable statutes and this letter.

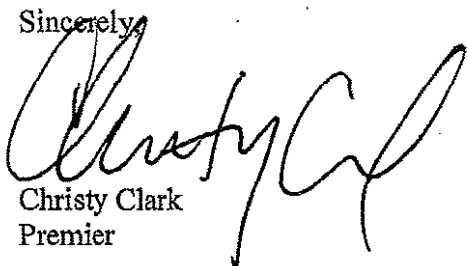
To assist you in the transition to your new role, I ask that you also review the attached document that provides further direction for you as a Minister.

I look forward to discussing your ideas and priorities for your ministry in the coming weeks and working with you to fulfill the mandate we were elected to fulfill.

Our government faces many exciting challenges and opportunities in the months ahead. Our success will be defined by our ability to develop and implement an agenda that reflects priorities and circumstances of BC citizens. Our ability to make this connection is a function of the degree to which we engage citizens and stakeholders in pursuing change. I am confident that we will succeed in this, and have every expectation that you will make a significant contribution to our success.

I look forward to working with you.

Sincerely,



Christy Clark  
Premier

Attachments (2)



June 10, 2013

Honourable Bill Bennett  
Minister of Energy and Mines  
and Minister Responsible for Core Review  
Parliament Buildings  
Victoria, British Columbia  
V8V 1X4

Dear Colleague:

Congratulations on your new appointment as Minister of Energy and Mines and Minister Responsible for Core Review.

British Columbians have asked us to build a strong economy, a secure tomorrow and a lasting legacy for generations to come. Now it's time to deliver.

We must be alive to the challenges of a fragile global economy. We have a duty to be disciplined for taxpayers today, and a responsibility to be fair to future generations. Protecting British Columbia for us and our children means making tough choices now to control spending and balance the budget. By charting a course for a debt-free BC, our children can be free to make their own choices when it's their turn to lead.

To grow our economy and create high-paying jobs for British Columbians, I am asking you to keep your ministry focused on the *BC Jobs Plan*. Our province is blessed with both abundant natural resources, and the resourcefulness and diversity of our people and businesses. We have a generational opportunity to develop Liquefied Natural Gas. This will demand determination and purposeful work.

We are committed to building a strong economy in the province because we know that it is the only way we will be able to afford strong public services for our citizens. World class health care, education, skills training and social safety nets are only possible if we have an economy that can sustain them over the long term.

To that end our first priorities across government are:

- To bring back the legislature to pass *Balanced Budget 2013*;
- To ensure that government does not grow;

- To conduct a core review of government to make sure we are structured for success on all of our objectives; and
- To eliminate red-tape so that we can get to yes on economic development without needless delay.

In the course of our decision making we must always maintain respect for taxpayers and remember that our fellow British Columbians are looking to us to help make life more affordable for them and their families.

These priorities, along with your specific ministerial objectives, will allow us to achieve results that reflect our shared values.

The ministry of Energy and Mines is critical to the economic development of our province. W.A.C. Bennett had the foresight to turn our province's abundant water resource into hydroelectricity sixty years ago. Today, we still benefit from the investments that were made during his term in office. In fact, you will be dealing with one of his significant legacies—the Columbia River Treaty as we approach—the 50<sup>th</sup> anniversary of the treaty and potential changes upon the 60th anniversary in 2024.

Last year, BC Hydro underwent a review of its operations in order to minimize rate increase impacts on consumers. Your role will be to continue to drive cost containment and financial discipline at BC Hydro while recognizing that major projects will be required to upgrade and build new generation capacity to power economic development, including LNG projects, across our province.

In our *BC Jobs Plan*, we have set aggressive targets for the mining sector. In order to meet these goals we will need to ensure our 'one project, one process' is executed to foster a single assessment that can get to certainty for investors in a faster way while maintaining rigorous environmental standards. This will require your ministry to work closely with the ministry of Forests, Lands and Natural Resource Operations to quickly identify obstacles to permitting and other governmental obstacles to project development.

In your role as Minister of Energy and Mines I expect that the following initiatives are completed by you and your ministry over the coming years:

1. Balance your ministerial budget in order to control spending and ensure an overall balanced budget for the province of British Columbia.
2. Conclude the provincial consultations on the Columbia River Treaty and present options to Cabinet on any improvements that can be made to the Treaty.
3. Work with the ministry of Aboriginal Relations and Reconciliation to continue to sign mineral tax sharing agreements with First Nations to encourage mine development across the province.

4. Continue to develop the Site C dam project and support it through the environmental assessment review process.
5. Complete the Northwest Transmission Line and Iskut Extension.
6. Continue to find efficiencies at BC Hydro, reporting these findings to Cabinet.
7. Minimize rate increases to consumers and industry at BC Hydro while continuing to replace and build hydroelectric and transmission infrastructure.
8. Work with the Clean Energy sector to ensure that there remain significant opportunities for renewable energy companies to provide power to British Columbia.

As committed in *Strong Economy, Secure Tomorrow*, our government will undertake a core review of government to ensure we are using our resources to the best of our ability to deliver on the priorities of British Columbians. This will require difficult decisions to be made. However, this work is necessary in order to control government spending and ensure we are in the best financial position possible to deliver balanced budgets for the people of our province.

You will work closely with my office and the Minister of Finance who will identify staff from his ministry that will undertake the work you direct. As well, you will have resources from my office that will also be able to assist you in this task. While you will be free to identify the areas of government you wish to review, I expect that you will work closely with Priorities and Planning and the Cabinet Committee on Core Review to ensure you receive the assistance of your Cabinet colleagues in this important work.

The goal of the core review is simple: free up as many resources in government as possible to redeploy to our core objectives as government or provide flexibility to the Minister of Finance as he manages the provincial books.

In addition, I would like you, as you undertake this work, to also consider regulatory reform and other de-regulation options that are presented. Our government can be proud of the significant de-regulation work we have undertaken since we were first elected, but we must continue to find ways to innovate and deregulate while maintaining high public confidence in our environmental, employee and public safety regimes.

In your role as Minister Responsible for Core Review, I expect that you complete the following tasks over the coming months:

1. Work with my office and the Minister of Finance to identify a core team to undertake the core review work.
2. Develop a core review plan and present to Priorities and Planning by August 30<sup>th</sup>, 2013.
3. Provide core review updates to Cabinet on a monthly basis identifying opportunities for savings or redeployment and their associated cost benefits.

4. Complete the core review process by December 31, 2014.
5. Make recommendations to Cabinet on how to improve our regulatory reform and red tape reduction initiatives.

I have outlined in a separate letter my requirements for conduct of all members of Cabinet. It is imperative that you review and understand this letter, and the *Members' Conflict of Interest Act*, and that you act in accordance with both as you carry out the duties of a Minister of the Crown. I will evaluate any circumstances that may call into question the conduct of a Minister against the expectations and obligations set out in applicable statutes and this letter.

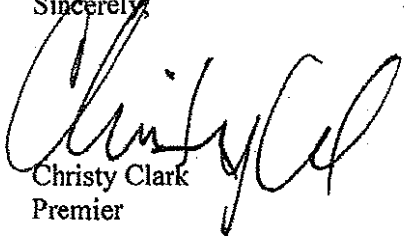
To assist you in the transition to your new role, I ask that you also review the attached document that provides further direction for you as a Minister.

I look forward to discussing your ideas and priorities for your ministry in the coming weeks and working with you to fulfill the mandate we were elected to fulfill.

Our government faces many exciting challenges and opportunities in the months ahead. Our success will be defined by our ability to develop and implement an agenda that reflects priorities and circumstances of BC citizens. Our ability to make this connection is a function of the degree to which we engage citizens and stakeholders in pursuing change. I am confident that we will succeed in this, and have every expectation that you will make a significant contribution to our success.

I look forward to working with you.

Sincerely,



Christy Clark  
Premier

Attachments (2)





June 10, 2013

Honourable Mary Polak  
Minister of Environment  
Parliament Buildings  
Victoria, British Columbia  
V8V 1X4

Dear Colleague:

Congratulations on your new appointment as Minister of Environment.

British Columbians have asked us to build a strong economy, a secure tomorrow and a lasting legacy for generations to come. Now it's time to deliver.

We must be alive to the challenges of a fragile global economy. We have a duty to be disciplined for taxpayers today, and a responsibility to be fair to future generations. Protecting British Columbia for us and our children means making tough choices now to control spending and balance the budget. By charting a course for a debt-free BC, our children can be free to make their own choices when it's their turn to lead.

To grow our economy and create high-paying jobs for British Columbians, I am asking you to keep your ministry focused on the *BC Jobs Plan*. Our province is blessed with both abundant natural resources, and the resourcefulness and diversity of our people and businesses. We have a generational opportunity to develop Liquefied Natural Gas. This will demand determination and purposeful work.

We are committed to building a strong economy in the province because we know that it is the only way we will be able to afford strong public services for our citizens. World class health care, education, skills training and social safety nets are only possible if we have an economy that can sustain them over the long term.

To that end our first priorities across government are:

- To bring back the legislature to pass *Balanced Budget 2013*;
- To ensure that government does not grow;
- To conduct a core review of government to make sure we are structured for success on all of our objectives; and

- To eliminate red-tape so that we can get to yes on economic development without needless delay.

In the course of our decision making we must always maintain respect for taxpayers and remember that our fellow British Columbians are looking to us to help make life more affordable for them and their families.

These priorities, along with your specific ministerial objectives, will allow us to achieve results that reflect our shared values.

British Columbians are rightly proud of our natural environment. Our government was re-elected with a commitment to preserve our special places and it will be up to you as Minister to ensure this happens. There will always be potential impacts to the environment when economic development projects are proposed. It will be up to you and your ministry to determine what constitutes an acceptable impact and mitigation strategy when faced with project approval decisions.

British Columbia is an international leader in the fight against climate change and global warming. I expect this to continue. Earlier this year we made a decision to freeze the carbon tax for five years to allow them to catch up to our leadership position. I expect you will encourage other jurisdictions to follow our carbon initiatives in order to ensure our industries are not placed at a competitive disadvantage for playing their part in addressing climate change.

Your ministry will play a key role in ensuring we seize our LNG opportunity and I would ask that you work closely with the Minister of Natural Gas Development to ensure our LNG facilities are the cleanest in the world and have a clear and consistent environmental framework.

In your role as Minister of Environment I expect that the following initiatives are completed by you and your ministry over the coming years:

1. Balance your ministerial budget in order to control spending and ensure an overall balanced budget for the province of British Columbia.
2. Complete the marine and land-based heavy oil spill response studies for our governments five conditions for proposed heavy oil pipeline projects in British Columbia.
3. Review the Environmental Assessment Office and ensure timelines are appropriate for both economic development and environmental protection objectives and making recommendations for improvement as necessary.
4. Review the Pacific Carbon Trust and provide options for reform.
5. Working with the Minister of Natural Gas Development, ensure that LNG operations in British Columbia are the cleanest in the world.

6. Complete the Groundwater Protection Act consultation; introduce and pass legislation as committed in *Strong Economy, Secure Tomorrow*.
7. Consult with communities, First Nations and industry to potentially develop a provincially designated protected area in the Klappan (Sacred Headwaters).
8. Create a new roundtable of representatives from communities, industry, labour, First Nations and the environmental sector to provide guidance on how to balance environmental protection with economic development.
9. Ensure all revenues from fishing licences are provided to the Freshwater Fisheries Society for conservation purposes no later than 2015/16.
10. Create an annual water use report for companies involved in hydraulic fracturing to ensure public awareness of the water conservation strategies being undertaken by upstream natural gas companies.

I have outlined in a separate letter my requirements for conduct of all members of Cabinet. It is imperative that you review and understand this letter, and the *Members' Conflict of Interest Act*, and that you act in accordance with both as you carry out the duties of a Minister of the Crown. I will evaluate any circumstances that may call into question the conduct of a Minister against the expectations and obligations set out in applicable statutes and this letter.

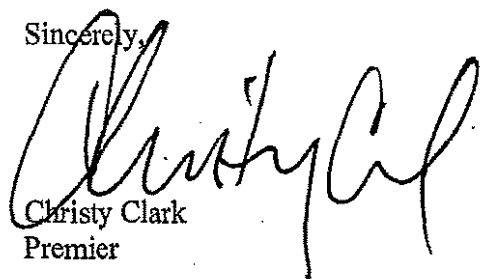
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I look forward to discussing your ideas and priorities for your ministry in the coming weeks and working with you to fulfill the mandate we were elected to fulfill.

Our government faces many exciting challenges and opportunities in the months ahead. Our success will be defined by our ability to develop and implement an agenda that reflects priorities and circumstances of BC citizens. Our ability to make this connection is a function of the degree to which we engage citizens and stakeholders in pursuing change. I am confident that we will succeed in this, and have every expectation that you will make a significant contribution to our success.

I look forward to working with you.

Sincerely,



Christy Clark  
Premier

Attachments (2)



June 10, 2013

Honourable Michael de Jong  
Minister of Finance  
Parliament Buildings  
Victoria, British Columbia  
V8V 1X4

Dear Colleague:

Congratulations on your new appointment as Minister of Finance.

British Columbians have asked us to build a strong economy, a secure tomorrow and a lasting legacy for generations to come. Now it's time to deliver.

We must be alive to the challenges of a fragile global economy. We have a duty to be disciplined for taxpayers today, and a responsibility to be fair to future generations. Protecting British Columbia for us and our children means making tough choices now to control spending and balance the budget. By charting a course for a debt-free BC, our children can be free to make their own choices when it's their turn to lead.

To grow our economy and create high-paying jobs for British Columbians, I am asking you to keep your ministry focused on the *BC Jobs Plan*. Our province is blessed with both abundant natural resources, and the resourcefulness and diversity of our people and businesses. We have a generational opportunity to develop Liquefied Natural Gas. This will demand determination and purposeful work.

We are committed to building a strong economy in the province because we know that it is the only way we will be able to afford strong public services for our citizens. World class health care, education, skills training and social safety nets are only possible if we have an economy that can sustain them over the long term.

To that end our first priorities across government are:

- To bring back the legislature to pass *Balanced Budget 2013*;
- To ensure that government does not grow;
- To conduct a core review of government to make sure we are structured for success on all of our objectives; and
- To eliminate red-tape so that we can get to yes on economic development without needless delay.

In the course of our decision making we must always maintain respect for taxpayers and remember that our fellow British Columbians are looking to us to help make life more affordable for them and their families.

These priorities, along with your specific ministerial objectives, will allow us to achieve results that reflect our shared values.

The Minister of Finance will play a very key role in our re-elected government. Your role is to deliver a balanced budget by controlling spending and helping to grow the economy by keeping taxes low.

Our commitment to control spending has never been greater. Achieving government surpluses, 50 percent of which can be applied to the provincial debt is the first way in which we can begin to achieve our goal of a debt-free B.C. British Columbians have placed their trust in our government to accomplish these goals and we will not let them down.

In your role as Minister of Finance I expect that the following initiatives are completed by you and your ministry over the coming years:

1. Reintroduce *Balanced Budget 2013* with the following updates:
  - Platform commitments that impact the spending track of government;
  - Restated expenditures based on post-election ministry re-alignment; and
  - Updated economic growth projections from the Economic Forecast Council.
2. Ensure *Balanced Budget 2013* comes in balanced as per Public Accounts released in summer, 2014.
3. Balance your ministerial budget in order to control spending and ensure an overall balanced budget for the province of British Columbia.
4. Execute the government asset sale program as outlined in *Balanced Budget 2013*.
5. Protect British Columbia's AAA credit rating.
6. Working with the Minister Responsible for Core Review identify members of your ministry to form a team for him in his efforts to identify resources that can be released for other government priorities.
7. Introduce and pass legislation that will create the Prosperity Fund and determine its expenditures once revenues begin flowing to government.
8. Ensure that Crown Agency reviews continue and are regularly undertaken by the Internal Audit team for Crown corporations and other designated organizations.
9. Undertake a review of our 10 year capital plan to ensure the priorities of government as outlined in *Strong Economy, Secure Tomorrow* are identified and planned within the plan.

10. Work with the Ministers of Finance of Ontario and Quebec to secure an agreement on a competitive film industry tax credit regime.
11. Continue to pursue a common securities regulator for Canada that protects British Columbia's interests and ensures the B.C. securities industry is not negatively impacted by a new regime.
12. Undertake regular outreach activities with the private sector to ensure transparency with industry on the state of the provincial economy and the ability to move with greater speed should provincial government action be required.
13. Continue to consider and implement the recommendations of the Tax Competitiveness Panel.
14. Work with the Minister of Education to ensure maximum participation for the \$1200 B.C. Education and Training Savings Grant.

I have outlined in a separate letter my requirements for conduct of all members of Cabinet. It is imperative that you review and understand this letter, and the *Members' Conflict of Interest Act*, and that you act in accordance with both as you carry out the duties of a Minister of the Crown. I will evaluate any circumstances that may call into question the conduct of a Minister against the expectations and obligations set out in applicable statutes and this letter.

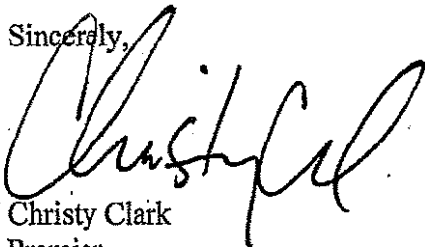
To assist you in the transition to your new role, I ask that you also review the attached document that provides further direction for you as a Minister.

I look forward to discussing your ideas and priorities for your ministry in the coming weeks and working with you to fulfill the mandate we were elected to fulfill.

Our government faces many exciting challenges and opportunities in the months ahead. Our success will be defined by our ability to develop and implement an agenda that reflects priorities and circumstances of BC citizens. Our ability to make this connection is a function of the degree to which we engage citizens and stakeholders in pursuing change. I am confident that we will succeed in this, and have every expectation that you will make a significant contribution to our success.

I look forward to working with you.

Sincerely,



Christy Clark  
Premier

Attachments (2)



June 10, 2013

Honourable Steve Thomson  
Minister of Forests, Lands and Natural Resource Operations  
Parliament Buildings  
Victoria, British Columbia  
V8V 1X4

Dear Colleague:

Congratulations on your new appointment as Minister of Forests, Lands and Natural Resource Operations.

British Columbians have asked us to build a strong economy, a secure tomorrow and a lasting legacy for generations to come. Now it's time to deliver.

We must be alive to the challenges of a fragile global economy. We have a duty to be disciplined for taxpayers today, and a responsibility to be fair to future generations. Protecting British Columbia for us and our children means making tough choices now to control spending and balance the budget. By charting a course for a debt-free BC, our children can be free to make their own choices when it's their turn to lead.

To grow our economy and create high-paying jobs for British Columbians, I am asking you to keep your ministry focused on the *BC Jobs Plan*. Our province is blessed with both abundant natural resources, and the resourcefulness and diversity of our people and businesses. We have a generational opportunity to develop Liquefied Natural Gas. This will demand determination and purposeful work.

We are committed to building a strong economy in the province because we know that it is the only way we will be able to afford strong public services for our citizens. World class health care, education, skills training and social safety nets are only possible if we have an economy that can sustain them over the long term.

To that end our first priorities across government are:

- To bring back the legislature to pass *Balanced Budget 2013*;
- To ensure that government does not grow;
- To conduct a core review of government to make sure we are structured for success on all of our objectives; and

- To eliminate red-tape so that we can get to yes on economic development without needless delay.

In the course of our decision making we must always maintain respect for taxpayers and remember that our fellow British Columbians are looking to us to help make life more affordable for them and their families.

These priorities, along with your specific ministerial objectives, will allow us to achieve results that reflect our shared values.

The Ministry of Forests, Lands and Natural Resource Operations is responsible for the commercial and recreational activities that occur on B.C.'s Crown land. In particular, the ministry is responsible for ensuring that B.C. has a sustainably managed forest industry. This task will be challenging with the reduction in harvest levels in the interior of our province as the mountain pine beetle affected timber is reduced. Communities in the interior will face challenges as identified in the report on the mid-term timber supply.

Many recreational activities also take place on our Crown land and this ministry is responsible for ensuring safe, responsible access to B.C.'s backcountry. It will be your job to find a balance between commercial and recreational activities on our Crown land to ensure we all can benefit from our natural environment.

In your role as Minister of Forests, Lands and Natural Resources I expect that the following initiatives are completed by you and your ministry over the coming years:

1. Balance your ministerial budget in order to control spending and ensure an overall balanced budget for the province of British Columbia.
2. Consult with communities on the mid-term timber supply report and implement area based tenures as recommended to the Legislature last spring.
3. Examine the role and effectiveness of BC Timber Sales and bring forward recommendations for improvement to Cabinet.
4. Monitor and assist with softwood lumber agreement treaty discussions leading up to re-negotiation in 2016.
5. Work with Geoscience BC to establish long-term, predictable funding to foster oil, gas and mineral exploration and development in B.C.
6. Streamline all mining application processes to ensure that they all can be done online with faster turnaround times for project proponents.
7. Co-sponsor with the forest industry annual B.C. trade missions to China, India, Japan and Korea to continue diversifying B.C. lumber exports.



8. Work with the forest industry to develop the cellulose filament research opportunity in British Columbia.
9. Develop a plan for the \$10 million in additional silviculture provided to reforestation in the province beginning in 2015/16.
10. Implement the Outdoor Recreational Vehicle strategy.
11. Work with the B.C. Guides and Outfitters to ensure continued access to Crown land and continued economic and tourism opportunities in rural British Columbia.
12. Undertake a review of provincial permitting processes to eliminate red tape wherever possible while maintaining rigorous permitting requirements.

I have outlined in a separate letter my requirements for conduct of all members of Cabinet. It is imperative that you review and understand this letter, and the *Members' Conflict of Interest Act*, and that you act in accordance with both as you carry out the duties of a Minister of the Crown. I will evaluate any circumstances that may call into question the conduct of a Minister against the expectations and obligations set out in applicable statutes and this letter.

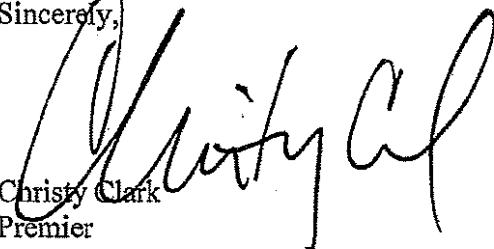
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I look forward to discussing your ideas and priorities for your ministry in the coming weeks and working with you to fulfill the mandate we were elected to fulfill.

Our government faces many exciting challenges and opportunities in the months ahead. Our success will be defined by our ability to develop and implement an agenda that reflects priorities and circumstances of BC citizens. Our ability to make this connection is a function of the degree to which we engage citizens and stakeholders in pursuing change. I am confident that we will succeed in this, and have every expectation that you will make a significant contribution to our success.

I look forward to working with you.

Sincerely,



Christy Clark  
Premier

Attachments (2)



June 10, 2013

Honourable Terry Lake  
Minister of Health  
Parliament Buildings  
Victoria, British Columbia  
V8V 1X4

Dear Colleague:

Congratulations on your new appointment as Minister of Health.

British Columbians have asked us to build a strong economy, a secure tomorrow and a lasting legacy for generations to come. Now it's time to deliver.

We must be alive to the challenges of a fragile global economy. We have a duty to be disciplined for taxpayers today, and a responsibility to be fair to future generations. Protecting British Columbia for us and our children means making tough choices now to control spending and balance the budget. By charting a course for a debt-free BC, our children can be free to make their own choices when it's their turn to lead.

To grow our economy and create high-paying jobs for British Columbians, I am asking you to keep your ministry focused on the *BC Jobs Plan*. Our province is blessed with both abundant natural resources, and the resourcefulness and diversity of our people and businesses. We have a generational opportunity to develop Liquefied Natural Gas. This will demand determination and purposeful work.

We are committed to building a strong economy in the province because we know that it is the only way we will be able to afford strong public services for our citizens. World class health care, education, skills training and social safety nets are only possible if we have an economy that can sustain them over the long term.

To that end our first priorities across government are:

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- To ensure that government does not grow;
- To conduct a core review of government to make sure we are structured for success on all of our objectives; and
- To eliminate red-tape so that we can get to yes on economic development without needless delay.

In the course of our decision making we must always maintain respect for taxpayers and remember that our fellow British Columbians are looking to us to help make life more affordable for them and their families.

These priorities, along with your specific ministerial objectives, will allow us to achieve results that reflect our shared values.

The Minister of Health is responsible protecting and enhancing the health care system in British Columbia while ensuring the best possible value for taxpayers. Currently, British Columbia has the best outcomes for patients in Canada while having the second best spending on a per capita basis. I expect this to continue, despite significant demand pressures that arise from a growing and aging population.

Your job will be to live within the funding envelope provided by the Minister of Finance while at the same time continuing to innovate and improve patient services. In *Balanced Budget 2013*, your ministry received predicted increases of \$2.4 billion over the next three fiscal years. We must meet our objectives to balance the budget and get onto the path of a debt-free B.C. This means that your task will be to continue to innovate and find savings throughout the health system and continue to drive the cost of administration and overhead down in order to focus as much of our resources as possible on direct patient care.

In your role as Minister of Health I expect that the following initiatives are completed by you and your ministry over the coming years:

1. Balance your ministerial budget in order to control spending and ensure an overall balanced budget for the province of British Columbia.
2. Ensure services are delivered within health authority budget targets.
3. Review and recommend to Cabinet within eight months the priorities of a new government to ensure maximum value for taxpayers while providing maximum benefit to patients.
4. Continue our governments' change and innovation agenda within the health care sector. We will continue to strive for better outcomes for patients while ensuring the best possible value for money. As our population continues to age, controlling the growth of health care spending will be a critical component to ensuring successive balanced budgets. Driving innovation and change will be necessary within the following sectors:
  - Primary Care;
  - Community and Home Care;
  - Hospitals (care team design and pay for performance initiatives); and
  - Prevention.
5. Ensure full implementation of provincial mental health plan, *Healthy Minds, Healthy People*.
6. Successfully conclude labour negotiations within the health sector for the 2014 round of collective bargaining.

7. Complete laboratory reform initiative and achieve required savings.
8. Increase the scope of practice for Nurse Practitioners in British Columbia by working with the BC College of Physicians and Surgeons and other credentialing organizations.
9. Create and implement addiction space expansion that includes a significant role for the non-profit sector in the delivery of these new spaces by 2017 as committed in *Strong Economy, Secure Tomorrow*.
10. Continue executing our government's end of life care strategy and create plan for hospice plan expansion and begin process of doubling the number of hospice spaces in British Columbia by 2020.
11. Work with the provincial health authorities to develop a preventative health plan for the province.

I have outlined in a separate letter my requirements for conduct of all members of Cabinet. It is imperative that you review and understand this letter, and the *Members' Conflict of Interest Act*, and that you act in accordance with both as you carry out the duties of a Minister of the Crown. I will evaluate any circumstances that may call into question the conduct of a Minister against the expectations and obligations set out in applicable statutes and this letter.

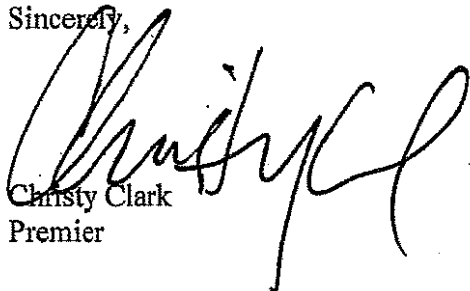
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I look forward to working with you.

Sincerely,



Christy Clark  
Premier

Attachments (2)



June 10, 2013

Honourable Teresa Wat  
Minister of International Trade and Minister  
Responsible for Asia Pacific Strategy and Multiculturalism  
Parliament Buildings  
Victoria, British Columbia  
V8V 1X4

Dear Colleague:

Congratulations on your new appointment as Minister of International Trade and Minister Responsible for Asia Pacific Strategy and Multiculturalism.

British Columbians have asked us to build a strong economy, a secure tomorrow and a lasting legacy for generations to come. Now it's time to deliver.

We must be alive to the challenges of a fragile global economy. We have a duty to be disciplined for taxpayers today, and a responsibility to be fair to future generations. Protecting British Columbia for us and our children means making tough choices now to control spending and balance the budget. By charting a course for a debt-free BC, our children can be free to make their own choices when it's their turn to lead.

To grow our economy and create high-paying jobs for British Columbians, I am asking you to keep your ministry focused on the *BC Jobs Plan*. Our province is blessed with both abundant natural resources, and the resourcefulness and diversity of our people and businesses. We have a generational opportunity to develop Liquefied Natural Gas. This will demand determination and purposeful work.

We are committed to building a strong economy in the province because we know that it is the only way we will be able to afford strong public services for our citizens. World class health care, education, skills training and social safety nets are only possible if we have an economy that can sustain them over the long term.

To that end our first priorities across government are:

- To bring back the legislature to pass *Balanced Budget 2013*;
- To ensure that government does not grow;

- To conduct a core review of government to make sure we are structured for success on all of our objectives; and
- To eliminate red-tape so that we can get to yes on economic development without needless delay.

In the course of our decision making we must always maintain respect for taxpayers and remember that our fellow British Columbians are looking to us to help make life more affordable for them and their families.

These priorities, along with your specific ministerial objectives, will allow us to achieve results that reflect our shared values.

Your ministry is a new ministry and reflects the importance our government places on growing and diversifying our provincial exports. The success of the *BC Jobs Plan* is largely dependent on whether or not British Columbia can continue to grow exports to Asia. We have made great strides, through great efforts, in growing our provincial lumber exports to China over the past decade. China remains a country with great opportunity for our lumber industry, and with the rise in the middle class in India, we have the same opportunity in that emerging market.

Your job will be to work with our export industries to develop targets and plans for export growth. You and your ministry will be challenged as never before I am confident that you are up to the task. In addition, your ministry will be asked to work with our federal and business partners in executing on our Asian head office strategy—to make British Columbia the first choice when it comes to Asian companies locating offices in North America.

In your role as Minister of International Trade, I expect that the following initiatives are completed by you and your ministry over the coming years:

1. Balance your ministerial budget in order to control spending and ensure an overall balanced budget for the province of British Columbia.
2. Develop our Asian trade export strategy as outlined in *Strong Economy, Secure Tomorrow* that will include annual ministerial-level sectoral trade missions.
3. Work with Canada and the BC Business Council to attract major Asian firms to invest in BC and locate their North American presence in our province.
4. Work with the Ministry of Jobs, Tourism and Skills Training to review the status of current *BC Jobs Plan* targets for exports and make recommendations to Cabinet on how to accelerate export opportunities.
5. Work with the Ministry of Forests, Lands and Natural Resource Operations as we approach the end of the softwood lumber agreement in 2016 to ensure British Columbia's position is understood and well represented by Canada in any upcoming negotiations.

6. Work with provincial multicultural organizations to ensure they are connected to and are participating in the activities of the provincial government.
7. Represent British Columbia's interests with the federal government in current and future international trade agreement discussions.
8. Examine the strategy executed by Australia to aggressively pursue Asian trade and economic development and report back to Cabinet on what B.C. can learn and implement from their successful strategy.
9. Ensure that our multicultural programming is relevant and useful to our ethnic communities and that they are able to participate fully in the programs of our government.

I have outlined in a separate letter my requirements for conduct of all members of Cabinet. It is imperative that you review and understand this letter, and the *Members' Conflict of Interest Act*, and that you act in accordance with both as you carry out the duties of a Minister of the Crown. I will evaluate any circumstances that may call into question the conduct of a Minister against the expectations and obligations set out in applicable statutes and this letter.

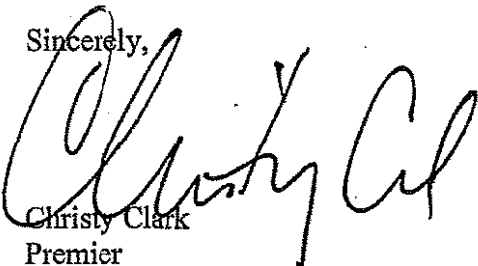
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I look forward to discussing your ideas and priorities for your ministry in the coming weeks and working with you to fulfill the mandate we were elected to fulfill.

Our government faces many exciting challenges and opportunities in the months ahead. Our success will be defined by our ability to develop and implement an agenda that reflects priorities and circumstances of BC citizens. Our ability to make this connection is a function of the degree to which we engage citizens and stakeholders in pursuing change. I am confident that we will succeed in this, and have every expectation that you will make a significant contribution to our success.

I look forward to working with you.

Sincerely,

A large, stylized handwritten signature in black ink, appearing to read 'Christy Clark'.

Christy Clark  
Premier

Attachments (2)



June 10, 2013

Honourable Don McRae  
Minister of Social Development and Social Innovation  
Parliament Buildings  
Victoria, British Columbia  
V8V 1X4

Dear Colleague:

Congratulations on your new appointment as Minister of Social Development and Social Innovation.

British Columbians have asked us to build a strong economy, a secure tomorrow and a lasting legacy for generations to come. Now it's time to deliver.

We must be alive to the challenges of a fragile global economy. We have a duty to be disciplined for taxpayers today, and a responsibility to be fair to future generations. Protecting British Columbia for us and our children means making tough choices now to control spending and balance the budget. By charting a course for a debt-free BC, our children can be free to make their own choices when it's their turn to lead.

To grow our economy and create high-paying jobs for British Columbians, I am asking you to keep your ministry focused on the *BC Jobs Plan*. Our province is blessed with both abundant natural resources, and the resourcefulness and diversity of our people and businesses. We have a generational opportunity to develop Liquefied Natural Gas. This will demand determination and purposeful work.

We are committed to building a strong economy in the province because we know that it is the only way we will be able to afford strong public services for our citizens. World class health care, education, skills training and social safety nets are only possible if we have an economy that can sustain them over the long term.

To that end our first priorities across government are:

- To bring back the legislature to pass *Balanced Budget 2013*;
- To ensure that government does not grow;
- To conduct a core review of government to make sure we are structured for success on all of our objectives; and



- To eliminate red-tape so that we can get to yes on economic development without needless delay.

In the course of our decision making we must always maintain respect for taxpayers and remember that our fellow British Columbians are looking to us to help make life more affordable for them and their families.

These priorities, along with your specific ministerial objectives, will allow us to achieve results that reflect our shared values.

The government of British Columbia is determined to assist our fellow citizens who have physical or mental disabilities. Over the past two years we have implemented changes to improve the path from welfare to work, enhanced the ability of those with disabilities to earn additional income without penalty and have made significant reforms at Community Living British Columbia to improve services to those in need. It will be your task to ensure that these changes are being implemented and make the improvements we intended.

Our government has been leaders in social innovation. It will be your role to continue this important work that will lead to increased numbers of people with disabilities participating in the workforce and leading independent lives while fully participating in society.

As well, as we committed in *Strong Economy, Secure Tomorrow*, it is our vision to have British Columbia be the most progressive jurisdiction for the people and families living with disabilities in Canada. This is a challenging goal. But it is a goal that we must attain if we are to ensure our provincial prosperity is shared among all citizens. I am looking to you to lead this effort on delivering our platform commitment on developing a white paper and hosting a provincial summit on how to improve the lives of people with disabilities.

In your role as Minister of Social Development and Social Innovation I expect that the following initiatives are completed by you and your ministry over the coming years:

1. Balance your ministerial budget in order to control spending and ensure an overall balanced budget for the province of British Columbia.
2. Deliver on the platform commitment to create a white paper on how to improve the lives of those living with disabilities in British Columbia.
3. Continue client service integration to improve services and supports to people living with disabilities.
4. Complete and monitor CLBC reforms and report out to Cabinet.
5. Manage the budget of CLBC to ensure both fiscal discipline and maximum service delivery to individuals.

6. Implement the next phase of our social assistance reform as presented to Treasury Board earlier this year.

I have outlined in a separate letter my requirements for conduct of all members of Cabinet. It is imperative that you review and understand this letter, and the *Members' Conflict of Interest Act*, and that you act in accordance with both as you carry out the duties of a Minister of the Crown. I will evaluate any circumstances that may call into question the conduct of a Minister against the expectations and obligations set out in applicable statutes and this letter.

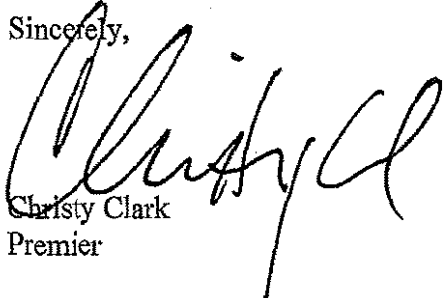
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I look forward to discussing your ideas and priorities for your ministry in the coming weeks and working with you to fulfill the mandate we were elected to fulfill.

Our government faces many exciting challenges and opportunities in the months ahead. Our success will be defined by our ability to develop and implement an agenda that reflects priorities and circumstances of BC citizens. Our ability to make this connection is a function of the degree to which we engage citizens and stakeholders in pursuing change. I am confident that we will succeed in this, and have every expectation that you will make a significant contribution to our success.

I look forward to working with you.

Sincerely,



Christy Clark  
Premier

Attachments (2)



June 10, 2013

Honourable Andrew Wilkinson  
Minister of Technology, Innovation and Citizens' Services  
Parliament Buildings  
Victoria, British Columbia  
V8V 1X4

Dear Colleague:

Congratulations on your new appointment as Minister of Technology, Innovation and Citizens' Services.

British Columbians have asked us to build a strong economy, a secure tomorrow and a lasting legacy for generations to come. Now it's time to deliver.

We must be alive to the challenges of a fragile global economy. We have a duty to be disciplined for taxpayers today, and a responsibility to be fair to future generations. Protecting British Columbia for us and our children means making tough choices now to control spending and balance the budget. By charting a course for a debt-free BC, our children can be free to make their own choices when it's their turn to lead.

To grow our economy and create high-paying jobs for British Columbians, I am asking you to keep your ministry focused on the *BC Jobs Plan*. Our province is blessed with both abundant natural resources, and the resourcefulness and diversity of our people and businesses. We have a generational opportunity to develop Liquefied Natural Gas. This will demand determination and purposeful work.

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To that end our first priorities across government are:

- To bring back the legislature to pass *Balanced Budget 2013*;
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- To conduct a core review of government to make sure we are structured for success on all of our objectives; and

- To eliminate red-tape so that we can get to yes on economic development without needless delay.

In the course of our decision-making we must always maintain respect for taxpayers and remember that our fellow British Columbians are looking to us to help make life more affordable for them and their families.

These priorities, along with your specific ministerial objectives, will allow us to achieve results that reflect our shared values.

In the past decade, technology has transformed all aspects of society. This is nowhere more true than in the way citizen's interact with their government. Our government has made a deliberate choice to be as open and accessible as possible especially to citizens wishing to access information online. It will be your task to continue to improve our government-citizen interactions.

The technology industry in our province has limitless opportunity and will be a significant contributor to the success of our *BC Jobs Plan*. It will be your responsibility to work with industry and the BC Innovation Council to determine how government can help the industry move ahead and attract and retain talent and firms. Our government has made progress with our small business venture capital program that will again be expanded through our commitment in *Balanced Budget 2013*.

In your role as Minister of Technology, Innovation and Citizen's Services, I expect that the following initiatives are completed by you and your ministry over the coming years:

1. Balance your ministerial budget in order to control spending and ensure an overall balanced budget for the province of British Columbia.
2. Expand the BC Training Tax Credit program to include co-op and placements in small technology firms.
3. Work with the BC Technology Industry Association to encourage the federal government to adopt the provincial Small Business Venture Tax Credit program which would double the tax credits available for B.C. firms.
4. Expand the value of the Small Business Venture Tax Credit program by an additional \$5 million in 2015/16.
5. Maximize the use and report out on successes of the Telus Strategic Investment Fund.
6. Ensure the successful implementation of the BC Services Card and report to Cabinet on the rollout and uptake of the program.
7. Work with our post-secondary institutions to ensure that more of the innovative ideas created on campus are put on the track to become successful, commercial ventures.

8. Thoroughly examine total government spending on innovation and research and recommend to Cabinet ways in which those funds can be re-deployed within the sector resulting in additional commercialization and job creation.

I have outlined in a separate letter my requirements for conduct of all members of Cabinet. It is imperative that you review and understand this letter, and the *Members' Conflict of Interest Act*, and that you act in accordance with both as you carry out the duties of a Minister of the Crown. I will evaluate any circumstances that may call into question the conduct of a Minister against the expectations and obligations set out in applicable statutes and this letter.

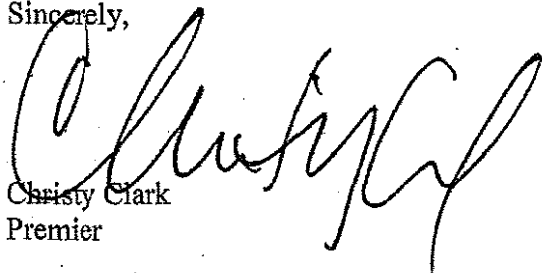
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I look forward to discussing your ideas and priorities for your ministry in the coming weeks and working with you to fulfill the mandate we were elected to fulfill.

Our government faces many exciting challenges and opportunities in the months ahead. Our success will be defined by our ability to develop and implement an agenda that reflects priorities and circumstances of BC citizens. Our ability to make this connection is a function of the degree to which we engage citizens and stakeholders in pursuing change. I am confident that we will succeed in this, and have every expectation that you will make a significant contribution to our success.

I look forward to working with you.

Sincerely,



Christy Clark  
Premier

Attachments (2)



June 10, 2013

Honourable Todd Stone  
Minister of Transportation and Infrastructure  
Parliament Buildings  
Victoria, British Columbia  
V8V 1X4

Dear Colleague:

Congratulations on your new appointment as Minister of Transportation and Infrastructure.

British Columbians have asked us to build a strong economy, a secure tomorrow and a lasting legacy for generations to come. Now it's time to deliver.

We must be alive to the challenges of a fragile global economy. We have a duty to be disciplined for taxpayers today, and a responsibility to be fair to future generations. Protecting British Columbia for us and our children means making tough choices now to control spending and balance the budget. By charting a course for a debt-free BC, our children can be free to make their own choices when it's their turn to lead.

To grow our economy and create high-paying jobs for British Columbians, I am asking you to keep your ministry focused on the *BC Jobs Plan*. Our province is blessed with both abundant natural resources, and the resourcefulness and diversity of our people and businesses. We have a generational opportunity to develop Liquefied Natural Gas. This will demand determination and purposeful work.

We are committed to building a strong economy in the province because we know that it is the only way we will be able to afford strong public services for our citizens. World class health care, education, skills training and social safety nets are only possible if we have an economy that can sustain them over the long term.

To that end our first priorities across government are:

- To bring back the legislature to pass *Balanced Budget 2013*;
- To ensure that government does not grow;
- To conduct a core review of government to make sure we are structured for success on all of our objectives; and

- To eliminate red-tape so that we can get to yes on economic development without needless delay.

In the course of our decision making we must always maintain respect for taxpayers and remember that our fellow British Columbians are looking to us to help make life more affordable for them and their families.

These priorities, along with your specific ministerial objectives, will allow us to achieve results that reflect our shared values.

Our government is extremely proud of the improvements to our transportation infrastructure that have occurred over the past 12 years. In order to achieve our vision of a healthy and growing economy as described in *Strong Economy, Secure Tomorrow* we must continue to make affordable investments in our provincial infrastructure.

British Columbians have told us that they believe in our vision for a Debt-Free B.C. In order to achieve this goal, we must ensure that every capital dollar we spend is used as efficiently as possible. It will be up to you and your ministry to make sure that our capital plan is as robust as possible while recognizing that we remain in a very tight fiscal position. Our goal is to ensure that our capital plan is focussed on projects that either contribute to economic growth or community development.

As such, I would ask that you work with the Minister of Finance on the review of our 10-year capital plan to ensure projects on this list are in keeping with these objectives and that our platform commitments are contained in this plan.

In your role as Minister of Transportation and Infrastructure I expect that the following initiatives are completed by you and your ministry over the coming years:

1. Balance your ministerial budget in order to control spending and ensure an overall balanced budget for the province of British Columbia.
2. Complete the South Fraser Perimeter Road, Cariboo Connector and Kicking Horse Canyon projects on time and on budget.
3. Working with the Mayor's Council, develop improvements to the governance structure at Translink and identify funding options to provide additional resources to fund transit in the Lower Mainland while remembering that any new funding source would need approval from voters through a referendum no later than the 2014 municipal election campaign.
4. Develop a Memorandum of Understanding with the Port of Prince Rupert for the development of LNG terminals in the Prince Rupert-Port Edward region.
5. Develop and implement a Kitimat port structure and governance model in anticipation of a number of LNG marine terminals being sited on the Douglas Channel.

6. Working with BC Ferries, implement the service optimization and cost containment plan developed by the corporation and Ferry Commissioner.
7. Continue the Crown agency review at the Insurance Corporation of BC and ensure ICBC returns to a solid financial footing.
8. Continue the four-laning project of the Trans-Canada Highway between Kamloops and the Alberta border as committed in *Strong Economy, Secure Tomorrow*.
9. Continue consultations and planning for the replacement of the Massey Tunnel.
10. Initiate and consult on a transportation strategy for Vancouver Island that would improve the movement of people and goods by land, rail, air and sea. This strategy would involve continued safety improvements along the Malahat highway and continued encouragement of the federal government to restore passenger rail service to the Island.

I have outlined in a separate letter my requirements for conduct of all members of Cabinet. It is imperative that you review and understand this letter, and the *Members' Conflict of Interest Act*, and that you act in accordance with both as you carry out the duties of a Minister of the Crown. I will evaluate any circumstances that may call into question the conduct of a Minister against the expectations and obligations set out in applicable statutes and this letter.

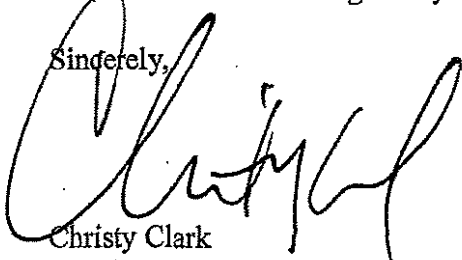
To assist you in the transition to your new role, I ask that you also review the attached document that provides further direction for you as a Minister.

I look forward to discussing your ideas and priorities for your ministry in the coming weeks and working with you to fulfill the mandate we were elected to fulfill.

Our government faces many exciting challenges and opportunities in the months ahead. Our success will be defined by our ability to develop and implement an agenda that reflects priorities and circumstances of BC citizens. Our ability to make this connection is a function of the degree to which we engage citizens and stakeholders in pursuing change. I am confident that we will succeed in this, and have every expectation that you will make a significant contribution to our success.

I look forward to working with you.

Sincerely,



Christy Clark  
Premier

Attachments (2)





June 10, 2013

Honourable Naomi Yamamoto  
Minister of State for Tourism and Small Business  
Parliament Buildings  
Victoria, British Columbia  
V8V 1X4

Dear Colleague:

Congratulations on your new appointment as Minister of State for Tourism and Small Business.

British Columbians have asked us to build a strong economy, a secure tomorrow and a lasting legacy for generations to come. Now it's time to deliver.

We must be alive to the challenges of a fragile global economy. We have a duty to be disciplined for taxpayers today, and a responsibility to be fair to future generations. Protecting British Columbia for us and our children means making tough choices now to control spending and balance the budget. By charting a course for a debt-free BC, our children can be free to make their own choices when it's their turn to lead.

To grow our economy and create high-paying jobs for British Columbians, I am asking you to keep your ministry focused on the *BC Jobs Plan*. Our province is blessed with both abundant natural resources, and the resourcefulness and diversity of our people and businesses. We have a generational opportunity to develop Liquefied Natural Gas. This will demand determination and purposeful work.

We are committed to building a strong economy in the province because we know that it is the only way we will be able to afford strong public services for our citizens. World class health care, education, skills training and social safety nets are only possible if we have an economy that can sustain them over the long term.

To that end our first priorities across government are:

- To bring back the legislature to pass *Balanced Budget 2013*;
- To ensure that government does not grow;
- To conduct a core review of government to make sure we are structured for success on all of our objectives; and

- To eliminate red-tape so that we can get to yes on economic development without needless delay.

In the course of our decision making we must always maintain respect for taxpayers and remember that our fellow British Columbians are looking to us to help make life more affordable for them and their families.

These priorities, along with your specific ministerial objectives, will allow us to achieve results that reflect our shared values.

In your role as Minister of State for Tourism and Small Business, you will be working closely with your colleague, the Minister of Jobs, Tourism and Skills Training to ensure the voices of small businesses around the province are heard and we are doing everything we can to support them. Our government committed to reducing the small business tax rate by 40 per cent by 2016/17 as a sign of the importance we place on the growth of small businesses across the province. This commitment was the single largest expenditure made in *Strong Economy, Secure Tomorrow*.

There is much more we can and must do to ensure these businesses can grow and make B.C. the most small business friendly jurisdiction in Canada. It will be up to you to identify policy options available to government that can assist these businesses, recognizing that our provincial financial position does not allow for new costly program creation.

You will also be responsible to work with the Minister of Jobs, Tourism and Skills Training and the tourism industry to determine ways in which we can help this critical economic driver for our province. We have put in place some aggressive targets on growth in our Tourism sector in our tourism sectoral plan, *Gaining the Edge*. I expect your ministry will work with industry to achieve these goals.

In your role as Minister of State for Tourism and Small Business, I expect that the following initiatives are completed by you and your ministry over the coming years:

1. With the Minister of Jobs, Tourism and Skills Training, balance your ministerial budget in order to control spending and ensure an overall balanced budget for the province of British Columbia.
2. Ensure implementation of Small Business Accord and monitor for effectiveness of initiatives.
3. With the Ministry of Technology, Innovation and Citizens' Services ensure that government RFP documents are reduced to two pages for contracts under \$250,000 to enable more small businesses to participate in government procurement.
4. With the Ministry of Technology, Innovation and Citizens' Services develop strategies and reporting systems to ensure that our goal of 20 per cent of government procurement being won by small business is achieved.

5. Create and provide to me options for best executing on our commitment to having the Premier's Small Business of the Year awards which will celebrate and recognize the best in B.C. small business community.
6. Execute on provincial tourism strategy and achieve goals as described in *Gaining the Edge*, the provincial sectoral strategy for tourism in our *BC Jobs Plan*.

I have outlined in a separate letter my requirements for conduct of all members of Cabinet. It is imperative that you review and understand this letter, and the *Members' Conflict of Interest Act*, and that you act in accordance with both as you carry out the duties of a Minister of the Crown. I will evaluate any circumstances that may call into question the conduct of a Minister against the expectations and obligations set out in applicable statutes and this letter.

To assist you in the transition to your new role, I ask that you also review the attached document that provides further direction for you as a Minister.

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I look forward to working with you.

Sincerely,



Christy Clark  
Premier

Attachments (2)