



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:

- 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 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.

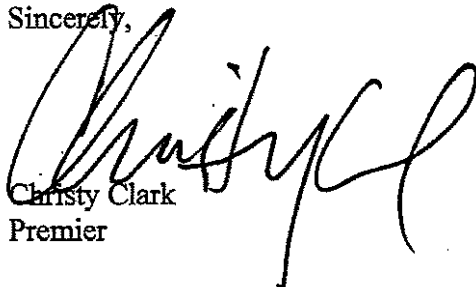
To assist you in the transition to your new role, I ask that you also review the attached document that provides further direction for you as a Minister.

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)

Direction for Ministers

In addition to the expectations outlined in your mandate letter, please find additional direction to guide you in your duties as a Minister.

a) Caucus Participation and Engagement

I have an expectation of all Ministers to actively engage the government caucus and ask that you routinely seek their input on policy considerations within your portfolio. I encourage you to look for opportunities where private members may assist you with your duties, and will expect each member of Cabinet to facilitate a caucus engagement session in which ideas are shared and solicited on at least a quarterly basis.

In accordance with the expectations above, I remind all Ministers of the importance of their responsibilities as members of the Legislature and the Government Caucus. Attendance at Caucus is mandatory.

b) Parliamentary Secretaries

In the event your ministry is assigned a Parliamentary Secretary (PS), it will be your responsibility to prepare your PS for a Cabinet role in the future. Parliamentary Secretaries are assigned to assist you in your role. Please ensure that the duties they are assigned are as specific as possible and that they are provided with the tools and support they need to fulfill their duties and prepare for new roles in our government.

c) Cabinet Committees

You will receive your committee assignments by way of a separate letter. The cabinet committee structure aligns with our commitment to growing our economy as outlined in *Strong Economy, Secure Tomorrow*.

Cabinet Committees will continue to involve private members, and will be expected to meet regularly to consider and shape policies and legislation in key areas of focus. As a Minister, I expect that you will play a leadership role in ensuring that the committees you sit on play an active and strategic role in defining the priorities of government.

d) Ministers' Office Staff

Each Minister's Office will be provided with staff that will include a Chief of Staff, Ministerial and/or Executive Assistants, administrative support staff, and a Communications Director from your Ministry.

All staff in Ministers' offices will be appointed by OIC, however, only the Chiefs of Staff, Ministerial and Executive Assistants will be political appointees. The Communications Director will provide ongoing communications support to you in the execution of your responsibilities.

Staff assignments are being finalized, and are the responsibility of my Chief of Staff, Dan Doyle, and Deputy Chief of Staff, Michele Cadario. I would encourage you to contact them should you require any clarification on staffing in your office.

e) Political / Caucus Communications

Implementation of the government's agenda will be coordinated by the Director of Communications in the Premier's Office, who will work closely with Government Caucus Communications to ensure that all government MLAs are able to communicate in an integrated fashion.

f) Executive Staff

Deputy Ministers have been appointed by OIC and are effective in their roles as of today. Stephen Brown will serve as your Deputy Minister. He will have a dual reporting relationship to you and to my Deputy Minister, John Dyble.

Deputy Ministers or Assistant Deputy Ministers and equivalents are appointments of the Premier. As such, any further changes to these positions will be coordinated by my Deputy Minister.

A clear understanding of the role of the Public Service vis-à-vis that of Ministers is of crucial importance in carrying out the responsibilities you have been given. Public Servants must maintain your confidence and respect and are in your service as providers of good policy advice and executors of government directions and programs. However, they are not your political advisors. As a Minister your role is to provide overall direction to your Ministry in accordance with the government's mandate, and to ensure that issues are identified and properly analyzed for resolution by you or by Cabinet where resolution requires a broader policy or political lens.

In finding the right balance of oversight, you must avoid taking on the role of chief executive officer of your Ministry. That is the role of your Deputy Minister. I would encourage you to engage John Dyble, the Deputy Minister to the Premier and Cabinet Secretary and Head of the Public Service, should you require any further clarification on this division of responsibilities.

In order to ensure that ministries are executing on the priorities of government effectively and continue to find new ideas, I have created a new Policy Coordination Office (PCO) to support my office and Cabinet. I expect your Ministry to work cooperatively with this new PCO as we implement our plan and improve the economy of British Columbia.



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.

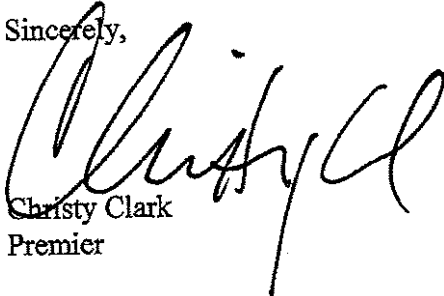
To assist you in the transition to your new role, I ask that you also review the attached document that provides further direction for you as a Minister.

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)

Direction for Ministers

In addition to the expectations outlined in your mandate letter, please find additional direction to guide you in your duties as a Minister.

a) Caucus Participation and Engagement

I have an expectation of all Ministers to actively engage the government caucus and ask that you routinely seek their input on policy considerations within your portfolio. I encourage you to look for opportunities where private members may assist you with your duties, and will expect each member of Cabinet to facilitate a caucus engagement session in which ideas are shared and solicited on at least a quarterly basis.

In accordance with the expectations above, I remind all Ministers of the importance of their responsibilities as members of the Legislature and the Government Caucus. Attendance at Caucus is mandatory.

b) Parliamentary Secretaries

In the event your ministry is assigned a Parliamentary Secretary (PS), it will be your responsibility to prepare your PS for a Cabinet role in the future. Parliamentary Secretaries are assigned to assist you in your role. Please ensure that the duties they are assigned are as specific as possible and that they are provided with the tools and support they need to fulfill their duties and prepare for new roles in our government.

c) Cabinet Committees

You will receive your committee assignments by way of a separate letter. The cabinet committee structure aligns with our commitment to growing our economy as outlined in *Strong Economy, Secure Tomorrow*.

Cabinet Committees will continue to involve private members, and will be expected to meet regularly to consider and shape policies and legislation in key areas of focus. As a Minister, I expect that you will play a leadership role in ensuring that the committees you sit on play an active and strategic role in defining the priorities of government.

d) Ministers' Office Staff

Each Minister's Office will be provided with staff that will include a Chief of Staff, Ministerial and/or Executive Assistants, administrative support staff, and a Communications Director from your Ministry.

All staff in Ministers' offices will be appointed by OIC, however, only the Chiefs of Staff, Ministerial and Executive Assistants will be political appointees. The Communications Director will provide ongoing communications support to you in the execution of your responsibilities,

Staff assignments are being finalized, and are the responsibility of my Chief of Staff, Dan Doyle, and Deputy Chief of Staff, Michele Cadario. I would encourage you to contact them should you require any clarification on staffing in your office.

e) Political / Caucus Communications

Implementation of the government's agenda will be coordinated by the Director of Communications in the Premier's Office, who will work closely with Government Caucus Communications to ensure that all government MLAs are able to communicate in an integrated fashion.

f) Executive Staff

Deputy Ministers have been appointed by OIC and are effective in their roles as of today. Sheila Taylor will serve as your Deputy Minister. She will have a dual reporting relationship to you and to my Deputy Minister, John Dyble.

Deputy Ministers or Assistant Deputy Ministers and equivalents are appointments of the Premier. As such, any further changes to these positions will be coordinated by my Deputy Minister.

A clear understanding of the role of the Public Service vis-à-vis that of Ministers is of crucial importance in carrying out the responsibilities you have been given. Public Servants must maintain your confidence and respect and are in your service as providers of good policy advice and executors of government directions and programs. However, they are not your political advisors. As a Minister your role is to provide overall direction to your Ministry in accordance with the government's mandate, and to ensure that issues are identified and properly analyzed for resolution by you or by Cabinet where resolution requires a broader policy or political lens.

In finding the right balance of oversight, you must avoid taking on the role of chief executive officer of your Ministry. That is the role of your Deputy Minister. I would encourage you to engage John Dyble, the Deputy Minister to the Premier and Cabinet Secretary and Head of the Public Service, should you require any further clarification on this division of responsibilities.

In order to ensure that ministries are executing on the priorities of government effectively and continue to find new ideas, I have created a new Policy Coordination Office (PCO) to support my office and Cabinet. I expect your Ministry to work cooperatively with this new PCO as we implement our plan and improve the economy of British Columbia.



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.


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)

Direction for Ministers

In addition to the expectations outlined in your mandate letter, please find additional direction to guide you in your duties as a Minister.

a) Caucus Participation and Engagement

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In accordance with the expectations above, I remind all Ministers of the importance of their responsibilities as members of the Legislature and the Government Caucus. Attendance at Caucus is mandatory.

b) Parliamentary Secretaries

In the event your ministry is assigned a Parliamentary Secretary (PS), it will be your responsibility to prepare your PS for a Cabinet role in the future. Parliamentary Secretaries are assigned to assist you in your role. Please ensure that the duties they are assigned are as specific as possible and that they are provided with the tools and support they need to fulfill their duties and prepare for new roles in our government.

c) Cabinet Committees

You will receive your committee assignments by way of a separate letter. The cabinet committee structure aligns with our commitment to growing our economy as outlined in *Strong Economy, Secure Tomorrow*.

Cabinet Committees will continue to involve private members, and will be expected to meet regularly to consider and shape policies and legislation in key areas of focus. As a Minister, I expect that you will play a leadership role in ensuring that the committees you sit on play an active and strategic role in defining the priorities of government.

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Staff assignments are being finalized, and are the responsibility of my Chief of Staff, Dan Doyle, and Deputy Chief of Staff, Michele Cadario. I would encourage you to contact them should you require any clarification on staffing in your office.

e) Political / Caucus Communications

Implementation of the government's agenda will be coordinated by the Director of Communications in the Premier's Office, who will work closely with Government Caucus Communications to ensure that all government MLAs are able to communicate in an integrated fashion.

f) Executive Staff

Deputy Ministers have been appointed by OIC and are effective in their roles as of today. Becky Denlinger will serve as your Deputy Minister. She will have a dual reporting relationship to you and to my Deputy Minister, John Dyble.

Deputy Ministers or Assistant Deputy Ministers and equivalents are appointments of the Premier. As such, any further changes to these positions will be coordinated by my Deputy Minister.

A clear understanding of the role of the Public Service vis-à-vis that of Ministers is of crucial importance in carrying out the responsibilities you have been given. Public Servants must maintain your confidence and respect and are in your service as providers of good policy advice and executors of government directions and programs. However, they are not your political advisors. As a Minister your role is to provide overall direction to your Ministry in accordance with the government's mandate, and to ensure that issues are identified and properly analyzed for resolution by you or by Cabinet where resolution requires a broader policy or political lens.

In finding the right balance of oversight, you must avoid taking on the role of chief executive officer of your Ministry. That is the role of your Deputy Minister. I would encourage you to engage John Dyble, the Deputy Minister to the Premier and Cabinet Secretary and Head of the Public Service, should you require any further clarification on this division of responsibilities.

In order to ensure that ministries are executing on the priorities of government effectively and continue to find new ideas, I have created a new Policy Coordination Office (PCO) to support my office and Cabinet. I expect your Ministry to work cooperatively with this new PCO as we implement our plan and improve the economy of British Columbia.



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

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In accordance with the expectations above, I remind all Ministers of the importance of their responsibilities as members of the Legislature and the Government Caucus. Attendance at Caucus is mandatory.

b) Parliamentary Secretaries

In the event your ministry is assigned a Parliamentary Secretary (PS), it will be your responsibility to prepare your PS for a Cabinet role in the future. Parliamentary Secretaries are assigned to assist you in your role. Please ensure that the duties they are assigned are as specific as possible and that they are provided with the tools and support they need to fulfill their duties and prepare for new roles in our government.

c) Cabinet Committees

You will receive your committee assignments by way of a separate letter. The cabinet committee structure aligns with our commitment to growing our economy as outlined in *Strong Economy, Secure Tomorrow*.

Cabinet Committees will continue to involve private members, and will be expected to meet regularly to consider and shape policies and legislation in key areas of focus. As a Minister, I expect that you will play a leadership role in ensuring that the committees you sit on play an active and strategic role in defining the priorities of government.

d) Ministers' Office Staff

Each Minister's Office will be provided with staff that will include a Chief of Staff, Ministerial and/or Executive Assistants, administrative support staff, and a Communications Director from your Ministry.

All staff in Ministers' offices will be appointed by OIC, however, only the Chiefs of Staff, Ministerial and Executive Assistants will be political appointees. The Communications Director will provide ongoing communications support to you in the execution of your responsibilities,

Staff assignments are being finalized, and are the responsibility of my Chief of Staff, Dan Doyle, and Deputy Chief of Staff, Michele Cadario. I would encourage you to contact them should you require any clarification on staffing in your office.

e) Political / Caucus Communications

Implementation of the government's agenda will be coordinated by the Director of Communications in the Premier's Office, who will work closely with Government Caucus Communications to ensure that all government MLAs are able to communicate in an integrated fashion.

f) Executive Staff

Deputy Ministers have been appointed by OIC and are effective in their roles as of today. Derek Sturko will serve as your Deputy Minister. He will have a dual reporting relationship to you and to my Deputy Minister, John Dyble.

Deputy Ministers or Assistant Deputy Ministers and equivalents are appointments of the Premier. As such, any further changes to these positions will be coordinated by my Deputy Minister.

A clear understanding of the role of the Public Service vis-à-vis that of Ministers is of crucial importance in carrying out the responsibilities you have been given. Public Servants must maintain your confidence and respect and are in your service as providers of good policy advice and executors of government directions and programs. However, they are not your political advisors. As a Minister your role is to provide overall direction to your Ministry in accordance with the government's mandate, and to ensure that issues are identified and properly analyzed for resolution by you or by Cabinet, where resolution requires a broader policy or political lens.

In finding the right balance of oversight, you must avoid taking on the role of chief executive officer of your Ministry. That is the role of your Deputy Minister. I would encourage you to engage John Dyble, the Deputy Minister to the Premier and Cabinet Secretary and Head of the Public Service, should you require any further clarification on this division of responsibilities.

In order to ensure that ministries are executing on the priorities of government effectively and continue to find new ideas, I have created a new Policy Coordination Office (PCO) to support my office and Cabinet. I expect your Ministry to work cooperatively with this new PCO as we implement our plan and improve the economy of British Columbia.



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.

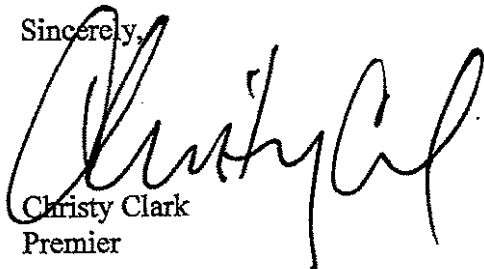
To assist you in the transition to your new role, I ask that you also review the attached document that provides further direction for you as a Minister.

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)

Direction for Ministers

In addition to the expectations outlined in your mandate letter, please find additional direction to guide you in your duties as a Minister.

a) Caucus Participation and Engagement

I have an expectation of all Ministers to actively engage the government caucus and ask that you routinely seek their input on policy considerations within your portfolio. I encourage you to look for opportunities where private members may assist you with your duties, and will expect each member of Cabinet to facilitate a caucus engagement session in which ideas are shared and solicited on at least a quarterly basis.

In accordance with the expectations above, I remind all Ministers of the importance of their responsibilities as members of the Legislature and the Government Caucus. Attendance at Caucus is mandatory.

b) Parliamentary Secretaries

In the event your ministry is assigned a Parliamentary Secretary (PS), it will be your responsibility to prepare your PS for a Cabinet role in the future. Parliamentary Secretaries are assigned to assist you in your role. Please ensure that the duties they are assigned are as specific as possible and that they are provided with the tools and support they need to fulfill their duties and prepare for new roles in our government.

c) Cabinet Committees

You will receive your committee assignments by way of a separate letter. The cabinet committee structure aligns with our commitment to growing our economy as outlined in *Strong Economy, Secure Tomorrow*.

Cabinet Committees will continue to involve private members, and will be expected to meet regularly to consider and shape policies and legislation in key areas of focus. As a Minister, I expect that you will play a leadership role in ensuring that the committees you sit on play an active and strategic role in defining the priorities of government.

d) Ministers' Office Staff

Each Minister's Office will be provided with staff that will include a Chief of Staff, Ministerial and/or Executive Assistants, administrative support staff, and a Communications Director from your Ministry.

All staff in Ministers' offices will be appointed by OIC, however, only the Chiefs of Staff, Ministerial and Executive Assistants will be political appointees. The Communications Director will provide ongoing communications support to you in the execution of your responsibilities,

Staff assignments are being finalized, and are the responsibility of my Chief of Staff, Dan Doyle, and Deputy Chief of Staff, Michele Cadario. I would encourage you to contact them should you require any clarification on staffing in your office.

e) Political / Caucus Communications

Implementation of the government's agenda will be coordinated by the Director of Communications in the Premier's Office, who will work closely with Government Caucus Communications to ensure that all government MLAs are able to communicate in an integrated fashion.

f) Executive Staff

Deputy Ministers have been appointed by OIC and are effective in their roles as of today. Wes Shoemaker will serve as your Deputy Minister. He will have a dual reporting relationship to you and to my Deputy Minister, John Dyble.

Deputy Ministers or Assistant Deputy Ministers and equivalents are appointments of the Premier. As such, any further changes to these positions will be coordinated by my Deputy Minister.

A clear understanding of the role of the Public Service vis-à-vis that of Ministers is of crucial importance in carrying out the responsibilities you have been given. Public Servants must maintain your confidence and respect and are in your service as providers of good policy advice and executors of government directions and programs. However, they are not your political advisors. As a Minister your role is to provide overall direction to your Ministry in accordance with the government's mandate, and to ensure that issues are identified and properly analyzed for resolution by you or by Cabinet where resolution requires a broader policy or political lens.

In finding the right balance of oversight, you must avoid taking on the role of chief executive officer of your Ministry. That is the role of your Deputy Minister. I would encourage you to engage John Dyble, the Deputy Minister to the Premier and Cabinet Secretary and Head of the Public Service, should you require any further clarification on this division of responsibilities.

In order to ensure that ministries are executing on the priorities of government effectively and continue to find new ideas, I have created a new Policy Coordination Office (PCO) to support my office and Cabinet. I expect your Ministry to work cooperatively with this new PCO as we implement our plan and improve the economy of British Columbia.



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.

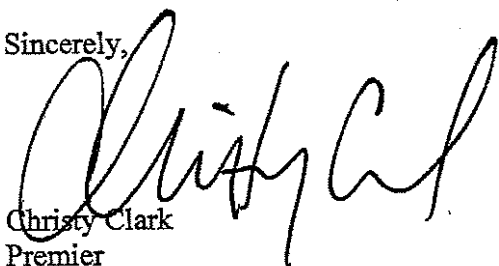
To assist you in the transition to your new role, I ask that you also review the attached document that provides further direction for you as a Minister.

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,

A handwritten signature in black ink, appearing to read 'Christy Clark', written over the printed name.

Christy Clark
Premier

Attachments (2)

Direction for Ministers

In addition to the expectations outlined in your mandate letter, please find additional direction to guide you in your duties as a Minister.

a) Caucus Participation and Engagement

I have an expectation of all Ministers to actively engage the government caucus and ask that you routinely seek their input on policy considerations within your portfolio. I encourage you to look for opportunities where private members may assist you with your duties, and will expect each member of Cabinet to facilitate a caucus engagement session in which ideas are shared and solicited on at least a quarterly basis.

In accordance with the expectations above, I remind all Ministers of the importance of their responsibilities as members of the Legislature and the Government Caucus. Attendance at Caucus is mandatory.

b) Parliamentary Secretaries

In the event your ministry is assigned a Parliamentary Secretary (PS), it will be your responsibility to prepare your PS for a Cabinet role in the future. Parliamentary Secretaries are assigned to assist you in your role. Please ensure that the duties they are assigned are as specific as possible and that they are provided with the tools and support they need to fulfill their duties and prepare for new roles in our government.

c) Cabinet Committees

You will receive your committee assignments by way of a separate letter. The cabinet committee structure aligns with our commitment to growing our economy as outlined in *Strong Economy, Secure Tomorrow*.

Cabinet Committees will continue to involve private members, and will be expected to meet regularly to consider and shape policies and legislation in key areas of focus. As a Minister, I expect that you will play a leadership role in ensuring that the committees you sit on play an active and strategic role in defining the priorities of government.

d) Ministers' Office Staff

Each Minister's Office will be provided with staff that will include a Chief of Staff, Ministerial and/or Executive Assistants, administrative support staff, and a Communications Director from your Ministry.

All staff in Ministers' offices will be appointed by OIC, however, only the Chiefs of Staff, Ministerial and Executive Assistants will be political appointees. The Communications Director will provide ongoing communications support to you in the execution of your responsibilities,

Staff assignments are being finalized, and are the responsibility of my Chief of Staff, Dan Doyle, and Deputy Chief of Staff, Michele Cadario. I would encourage you to contact them should you require any clarification on staffing in your office.

e) Political / Caucus Communications

Implementation of the government's agenda will be coordinated by the Director of Communications in the Premier's Office, who will work closely with Government Caucus Communications to ensure that all government MLAs are able to communicate in an integrated fashion.

f) Executive Staff

Deputy Ministers have been appointed by OIC and are effective in their roles as of today. Steve Munro will serve as your Deputy Minister. He will have a dual reporting relationship to you and to my Deputy Minister, John Dyble.

Deputy Ministers or Assistant Deputy Ministers and equivalents are appointments of the Premier. As such, any further changes to these positions will be coordinated by my Deputy Minister.

A clear understanding of the role of the Public Service vis-à-vis that of Ministers is of crucial importance in carrying out the responsibilities you have been given. Public Servants must maintain your confidence and respect and are in your service as providers of good policy advice and executors of government directions and programs. However, they are not your political advisors. As a Minister your role is to provide overall direction to your Ministry in accordance with the government's mandate, and to ensure that issues are identified and properly analyzed for resolution by you or by Cabinet where resolution requires a broader policy or political lens.

In finding the right balance of oversight, you must avoid taking on the role of chief executive officer of your Ministry. That is the role of your Deputy Minister. I would encourage you to engage John Dyble, the Deputy Minister to the Premier and Cabinet Secretary and Head of the Public Service, should you require any further clarification on this division of responsibilities.

In order to ensure that ministries are executing on the priorities of government effectively and continue to find new ideas, I have created a new Policy Coordination Office (PCO) to support my office and Cabinet. I expect your Ministry to work cooperatively with this new PCO as we implement our plan and improve the economy of British Columbia.



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)

Direction for Ministers

In addition to the expectations outlined in your mandate letter, please find additional direction to guide you in your duties as a Minister.

a) Caucus Participation and Engagement

I have an expectation of all Ministers to actively engage the government caucus and ask that you routinely seek their input on policy considerations within your portfolio. I encourage you to look for opportunities where private members may assist you with your duties, and will expect each member of Cabinet to facilitate a caucus engagement session in which ideas are shared and solicited on at least a quarterly basis.

In accordance with the expectations above, I remind all Ministers of the importance of their responsibilities as members of the Legislature and the Government Caucus. Attendance at Caucus is mandatory.

b) Parliamentary Secretaries

In the event your ministry is assigned a Parliamentary Secretary (PS), it will be your responsibility to prepare your PS for a Cabinet role in the future. Parliamentary Secretaries are assigned to assist you in your role. Please ensure that the duties they are assigned are as specific as possible and that they are provided with the tools and support they need to fulfill their duties and prepare for new roles in our government.

c) Cabinet Committees

You will receive your committee assignments by way of a separate letter. The cabinet committee structure aligns with our commitment to growing our economy as outlined in *Strong Economy, Secure Tomorrow*.

Cabinet Committees will continue to involve private members, and will be expected to meet regularly to consider and shape policies and legislation in key areas of focus. As a Minister, I expect that you will play a leadership role in ensuring that the committees you sit on play an active and strategic role in defining the priorities of government.

d) Ministers' Office Staff

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Staff assignments are being finalized, and are the responsibility of my Chief of Staff, Dan Doyle, and Deputy Chief of Staff, Michele Cadario. I would encourage you to contact them should you require any clarification on staffing in your office.

e) Political / Caucus Communications

Implementation of the government's agenda will be coordinated by the Director of Communications in the Premier's Office, who will work closely with Government Caucus Communications to ensure that all government MLAs are able to communicate in an integrated fashion.

f) Executive Staff

Deputy Ministers have been appointed by OIC and are effective in their roles as of today. Grant Main will serve as your Deputy Minister. He will have a dual reporting relationship to you and to my Deputy Minister, John Dyble.

Deputy Ministers or Assistant Deputy Ministers and equivalents are appointments of the Premier. As such, any further changes to these positions will be coordinated by my Deputy Minister.

A clear understanding of the role of the Public Service vis-à-vis that of Ministers is of crucial importance in carrying out the responsibilities you have been given. Public Servants must maintain your confidence and respect and are in your service as providers of good policy advice and executors of government directions and programs. However, they are not your political advisors. As a Minister your role is to provide overall direction to your Ministry in accordance with the government's mandate, and to ensure that issues are identified and properly analyzed for resolution by you or by Cabinet where resolution requires a broader policy or political lens.

In finding the right balance of oversight, you must avoid taking on the role of chief executive officer of your Ministry. That is the role of your Deputy Minister. I would encourage you to engage John Dyble, the Deputy Minister to the Premier and Cabinet Secretary and Head of the Public Service, should you require any further clarification on this division of responsibilities.

In order to ensure that ministries are executing on the priorities of government effectively and continue to find new ideas, I have created a new Policy Coordination Office (PCO) to support my office and Cabinet. I expect your Ministry to work cooperatively with this new PCO as we implement our plan and improve the economy of British Columbia.



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.

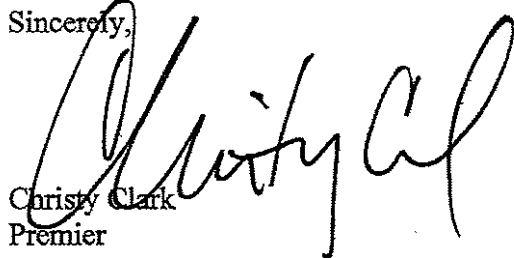
To assist you in the transition to your new role, I ask that you also review the attached document that provides further direction for you as a Minister.

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,

A large, stylized handwritten signature in black ink, appearing to read 'Christy Clark'.

Christy Clark
Premier

Attachments (2)

Direction for Ministers

In addition to the expectations outlined in your mandate letter, please find additional direction to guide you in your duties as a Minister.

a) Caucus Participation and Engagement

I have an expectation of all Ministers to actively engage the government caucus and ask that you routinely seek their input on policy considerations within your portfolio. I encourage you to look for opportunities where private members may assist you with your duties, and will expect each member of Cabinet to facilitate a caucus engagement session in which ideas are shared and solicited on at least a quarterly basis.

In accordance with the expectations above, I remind all Ministers of the importance of their responsibilities as members of the Legislature and the Government Caucus. Attendance at Caucus is mandatory.

b) Parliamentary Secretaries

In the event your ministry is assigned a Parliamentary Secretary (PS), it will be your responsibility to prepare your PS for a Cabinet role in the future. Parliamentary Secretaries are assigned to assist you in your role. Please ensure that the duties they are assigned are as specific as possible and that they are provided with the tools and support they need to fulfill their duties and prepare for new roles in our government.

c) Cabinet Committees

You will receive your committee assignments by way of a separate letter. The cabinet committee structure aligns with our commitment to growing our economy as outlined in *Strong Economy, Secure Tomorrow*.

Cabinet Committees will continue to involve private members, and will be expected to meet regularly to consider and shape policies and legislation in key areas of focus. As a Minister, I expect that you will play a leadership role in ensuring that the committees you sit on play an active and strategic role in defining the priorities of government.

d) Ministers' Office Staff

Each Minister's Office will be provided with staff that will include a Chief of Staff, Ministerial and/or Executive Assistants, administrative support staff, and a Communications Director from your Ministry.

All staff in Ministers' offices will be appointed by OIC, however, only the Chiefs of Staff, Ministerial and Executive Assistants will be political appointees. The Communications Director will provide ongoing communications support to you in the execution of your responsibilities,

Staff assignments are being finalized, and are the responsibility of my Chief of Staff, Dan Doyle, and Deputy Chief of Staff, Michele Cadario. I would encourage you to contact them should you require any clarification on staffing in your office.

e) Political / Caucus Communications

Implementation of the government's agenda will be coordinated by the Director of Communications in the Premier's Office, who will work closely with Government Caucus Communications to ensure that all government MLAs are able to communicate in an integrated fashion.

f) Executive Staff

Deputy Ministers have been appointed by OIC and are effective in their roles as of today. Dave Peterson will serve as your Acting Deputy Minister. He will have a dual reporting relationship to you and to my Deputy Minister, John Dyble.

Deputy Ministers or Assistant Deputy Ministers and equivalents are appointments of the Premier. As such, any further changes to these positions will be coordinated by my Deputy Minister.

A clear understanding of the role of the Public Service vis-à-vis that of Ministers is of crucial importance in carrying out the responsibilities you have been given. Public Servants must maintain your confidence and respect and are in your service as providers of good policy advice and executors of government directions and programs. However, they are not your political advisors. As a Minister your role is to provide overall direction to your Ministry in accordance with the government's mandate, and to ensure that issues are identified and properly analyzed for resolution by you or by Cabinet where resolution requires a broader policy or political lens.

In finding the right balance of oversight, you must avoid taking on the role of chief executive officer of your Ministry. That is the role of your Deputy Minister. I would encourage you to engage John Dyble, the Deputy Minister to the Premier and Cabinet Secretary and Head of the Public Service, should you require any further clarification on this division of responsibilities.

In order to ensure that ministries are executing on the priorities of government effectively and continue to find new ideas, I have created a new Policy Coordination Office (PCO) to support my office and Cabinet. I expect your Ministry to work cooperatively with this new PCO as we implement our plan and improve the economy of British Columbia.



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.

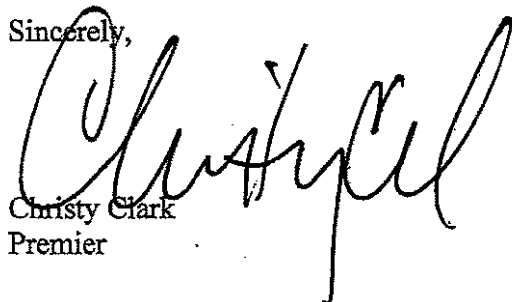
To assist you in the transition to your new role, I ask that you also review the attached document that provides further direction for you as a Minister.

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)

Direction for Ministers

In addition to the expectations outlined in your mandate letter, please find additional direction to guide you in your duties as a Minister.

a) Caucus Participation and Engagement

I have an expectation of all Ministers to actively engage the government caucus and ask that you routinely seek their input on policy considerations within your portfolio. I encourage you to look for opportunities where private members may assist you with your duties, and will expect each member of Cabinet to facilitate a caucus engagement session in which ideas are shared and solicited on at least a quarterly basis.

In accordance with the expectations above, I remind all Ministers of the importance of their responsibilities as members of the Legislature and the Government Caucus. Attendance at Caucus is mandatory.

b) Parliamentary Secretaries

In the event your ministry is assigned a Parliamentary Secretary (PS), it will be your responsibility to prepare your PS for a Cabinet role in the future. Parliamentary Secretaries are assigned to assist you in your role. Please ensure that the duties they are assigned are as specific as possible and that they are provided with the tools and support they need to fulfill their duties and prepare for new roles in our government.

c) Cabinet Committees

You will receive your committee assignments by way of a separate letter. The cabinet committee structure aligns with our commitment to growing our economy as outlined in *Strong Economy, Secure Tomorrow*.

Cabinet Committees will continue to involve private members, and will be expected to meet regularly to consider and shape policies and legislation in key areas of focus. As a Minister, I expect that you will play a leadership role in ensuring that the committees you sit on play an active and strategic role in defining the priorities of government.

d) Ministers' Office Staff

Each Minister's Office will be provided with staff that will include a Chief of Staff, Ministerial and/or Executive Assistants, administrative support staff, and a Communications Director from your Ministry.

All staff in Ministers' offices will be appointed by OIC, however, only the Chiefs of Staff, Ministerial and Executive Assistants will be political appointees. The Communications Director will provide ongoing communications support to you in the execution of your responsibilities,

Staff assignments are being finalized, and are the responsibility of my Chief of Staff, Dan Doyle, and Deputy Chief of Staff, Michele Cadario. I would encourage you to contact them should you require any clarification on staffing in your office.

e) Political / Caucus Communications

Implementation of the government's agenda will be coordinated by the Director of Communications in the Premier's Office, who will work closely with Government Caucus Communications to ensure that all government MLAs are able to communicate in an integrated fashion.

f) Executive Staff

Deputy Ministers have been appointed by OIC and are effective in their roles as of today. James Gorman will serve as your Deputy Minister. He will have a dual reporting relationship to you and to my Deputy Minister, John Dyble.

Deputy Ministers or Assistant Deputy Ministers and equivalents are appointments of the Premier. As such, any further changes to these positions will be coordinated by my Deputy Minister.

A clear understanding of the role of the Public Service vis-à-vis that of Ministers is of crucial importance in carrying out the responsibilities you have been given. Public Servants must maintain your confidence and respect and are in your service as providers of good policy advice and executors of government directions and programs. However, they are not your political advisors. As a Minister your role is to provide overall direction to your Ministry in accordance with the government's mandate, and to ensure that issues are identified and properly analyzed for resolution by you or by Cabinet where resolution requires a broader policy or political lens.

In finding the right balance of oversight, you must avoid taking on the role of chief executive officer of your Ministry. That is the role of your Deputy Minister. I would encourage you to engage John Dyble, the Deputy Minister to the Premier and Cabinet Secretary and Head of the Public Service, should you require any further clarification on this division of responsibilities.

In order to ensure that ministries are executing on the priorities of government effectively and continue to find new ideas, I have created a new Policy Coordination Office (PCO) to support my office and Cabinet. I expect your Ministry to work cooperatively with this new PCO as we implement our plan and improve the economy of British Columbia.



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.

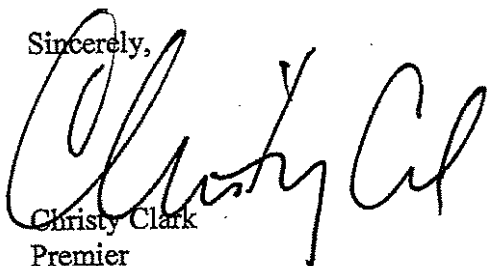
To assist you in the transition to your new role, I ask that you also review the attached document that provides further direction for you as a Minister.

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)

Direction for Ministers

In addition to the expectations outlined in your mandate letter, please find additional direction to guide you in your duties as a Minister.

a) Caucus Participation and Engagement

I have an expectation of all Ministers to actively engage the government caucus and ask that you routinely seek their input on policy considerations within your portfolio. I encourage you to look for opportunities where private members may assist you with your duties, and will expect each member of Cabinet to facilitate a caucus engagement session in which ideas are shared and solicited on at least a quarterly basis.

In accordance with the expectations above, I remind all Ministers of the importance of their responsibilities as members of the Legislature and the Government Caucus. Attendance at Caucus is mandatory.

b) Parliamentary Secretaries

In the event your ministry is assigned a Parliamentary Secretary (PS), it will be your responsibility to prepare your PS for a Cabinet role in the future. Parliamentary Secretaries are assigned to assist you in your role. Please ensure that the duties they are assigned are as specific as possible and that they are provided with the tools and support they need to fulfill their duties and prepare for new roles in our government.

c) Cabinet Committees

You will receive your committee assignments by way of a separate letter. The cabinet committee structure aligns with our commitment to growing our economy as outlined in *Strong Economy, Secure Tomorrow*.

Cabinet Committees will continue to involve private members, and will be expected to meet regularly to consider and shape policies and legislation in key areas of focus. As a Minister, I expect that you will play a leadership role in ensuring that the committees you sit on play an active and strategic role in defining the priorities of government.

d) Ministers' Office Staff

Each Minister's Office will be provided with staff that will include a Chief of Staff, Ministerial and/or Executive Assistants, administrative support staff, and a Communications Director from your Ministry.

All staff in Ministers' offices will be appointed by OIC, however, only the Chiefs of Staff, Ministerial and Executive Assistants will be political appointees. The Communications Director will provide ongoing communications support to you in the execution of your responsibilities.

Staff assignments are being finalized, and are the responsibility of my Chief of Staff, Dan Doyle, and Deputy Chief of Staff, Michele Cadario. I would encourage you to contact them should you require any clarification on staffing in your office.

e) Political / Caucus Communications

Implementation of the government's agenda will be coordinated by the Director of Communications in the Premier's Office, who will work closely with Government Caucus Communications to ensure that all government MLAs are able to communicate in an integrated fashion.

f) Executive Staff

Deputy Ministers have been appointed by OIC and are effective in their roles as of today. Sandra Carroll will serve as your Deputy Minister. She will have a dual reporting relationship to you and to my Deputy Minister, John Dyble.

Deputy Ministers or Assistant Deputy Ministers and equivalents are appointments of the Premier. As such, any further changes to these positions will be coordinated by my Deputy Minister.

A clear understanding of the role of the Public Service vis-à-vis that of Ministers is of crucial importance in carrying out the responsibilities you have been given. Public Servants must maintain your confidence and respect and are in your service as providers of good policy advice and executors of government directions and programs. However, they are not your political advisors. As a Minister your role is to provide overall direction to your Ministry in accordance with the government's mandate, and to ensure that issues are identified and properly analyzed for resolution by you or by Cabinet where resolution requires a broader policy or political lens.

In finding the right balance of oversight, you must avoid taking on the role of chief executive officer of your Ministry. That is the role of your Deputy Minister. I would encourage you to engage John Dyble, the Deputy Minister to the Premier and Cabinet Secretary and Head of the Public Service, should you require any further clarification on this division of responsibilities.

In order to ensure that ministries are executing on the priorities of government effectively and continue to find new ideas, I have created a new Policy Coordination Office (PCO) to support my office and Cabinet. I expect your Ministry to work cooperatively with this new PCO as we implement our plan and improve the economy of British Columbia.



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.

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 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.

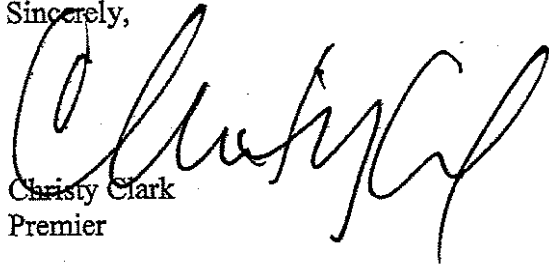
To assist you in the transition to your new role, I ask that you also review the attached document that provides further direction for you as a Minister.

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)

Direction for Ministers

In addition to the expectations outlined in your mandate letter, please find additional direction to guide you in your duties as a Minister.

a) Caucus Participation and Engagement

I have an expectation of all Ministers to actively engage the government caucus and ask that you routinely seek their input on policy considerations within your portfolio. I encourage you to look for opportunities where private members may assist you with your duties, and will expect each member of Cabinet to facilitate a caucus engagement session in which ideas are shared and solicited on at least a quarterly basis.

In accordance with the expectations above, I remind all Ministers of the importance of their responsibilities as members of the Legislature and the Government Caucus. Attendance at Caucus is mandatory.

b) Parliamentary Secretaries

In the event your ministry is assigned a Parliamentary Secretary (PS), it will be your responsibility to prepare your PS for a Cabinet role in the future. Parliamentary Secretaries are assigned to assist you in your role. Please ensure that the duties they are assigned are as specific as possible and that they are provided with the tools and support they need to fulfill their duties and prepare for new roles in our government.

c) Cabinet Committees

You will receive your committee assignments by way of a separate letter. The cabinet committee structure aligns with our commitment to growing our economy as outlined in *Strong Economy, Secure Tomorrow*.

Cabinet Committees will continue to involve private members, and will be expected to meet regularly to consider and shape policies and legislation in key areas of focus. As a Minister, I expect that you will play a leadership role in ensuring that the committees you sit on play an active and strategic role in defining the priorities of government.

d) Ministers' Office Staff

Each Minister's Office will be provided with staff that will include a Chief of Staff, Ministerial and/or Executive Assistants, administrative support staff, and a Communications Director from your Ministry.

All staff in Ministers' offices will be appointed by OIC, however, only the Chiefs of Staff, Ministerial and Executive Assistants will be political appointees. The Communications Director will provide ongoing communications support to you in the execution of your responsibilities,

Staff assignments are being finalized, and are the responsibility of my Chief of Staff, Dan Doyle, and Deputy Chief of Staff, Michele Cadario. I would encourage you to contact them should you require any clarification on staffing in your office.

e) Political / Caucus Communications

Implementation of the government's agenda will be coordinated by the Director of Communications in the Premier's Office, who will work closely with Government Caucus Communications to ensure that all government MLAs are able to communicate in an integrated fashion.

f) Executive Staff

Deputy Ministers have been appointed by OIC and are effective in their roles as of today. John Jacobson will serve as your ministry's Deputy Minister and Athana Mentzelopoulos will serve as your Deputy Minister of Government Communications and Public Engagement. In addition, you have an Associate Deputy Minister who will oversee the Citizens' Services component of the Ministry, Sarf Ahmed. They will have a dual reporting relationship to you and to my Deputy Minister, John Dyble.

Deputy Ministers or Assistant Deputy Ministers and equivalents are appointments of the Premier. As such, any further changes to these positions will be coordinated by my Deputy Minister.

A clear understanding of the role of the Public Service vis-à-vis that of Ministers is of crucial importance in carrying out the responsibilities you have been given. Public Servants must maintain your confidence and respect and are in your service as providers of good policy advice and executors of government directions and programs. However, they are not your political advisors. As a Minister your role is to provide overall direction to your Ministry in accordance with the government's mandate, and to ensure that issues are identified and properly analyzed for resolution by you or by Cabinet where resolution requires a broader policy or political lens.

In finding the right balance of oversight, you must avoid taking on the role of chief executive officer of your Ministry. That is the role of your Deputy Minister. I would encourage you to engage John Dyble, the Deputy Minister to the Premier and Cabinet Secretary and Head of the Public Service, should you require any further clarification on this division of responsibilities.

In order to ensure that ministries are executing on the priorities of government effectively and continue to find new ideas, I have created a new Policy Coordination Office (PCO) to support my office and Cabinet. I expect your Ministry to work cooperatively with this new PCO as we implement our plan and improve the economy of British Columbia.



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.

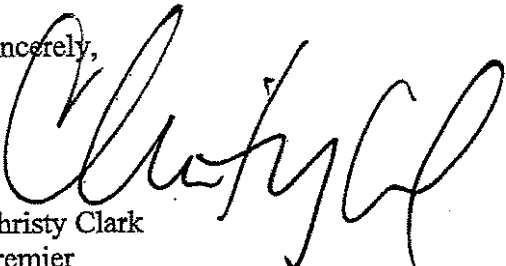
To assist you in the transition to your new role, I ask that you also review the attached document that provides further direction for you as a Minister.

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 Suzanne Anton
Minister of Justice and Attorney General
Parliament Buildings
Victoria, British Columbia
V8V 1X4

Dear Colleague:

Congratulations on your new appointment as Minister of Justice and Attorney General.

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.

Over the past two years, our government has undertaken a thorough and comprehensive review of the justice system in British Columbia, led by Geoffrey Cowper. Mr. Cowper has provided an excellent blueprint for reform and it will be the task of your ministry to execute on these reforms while enhancing public safety and security.

These reforms are designed to ensure a cost-effective justice system that has the confidence of the public. While there will always be calls for additional funding, we must be extremely prudent with the resources we have in order to deliver on our commitments to control spending and provide our province with four consecutive balanced budgets. Crime rates have been reduced substantially in recent years. I expect your ministry to help ensure this trend continues.

In your role as Minister of Justice 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 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.

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.

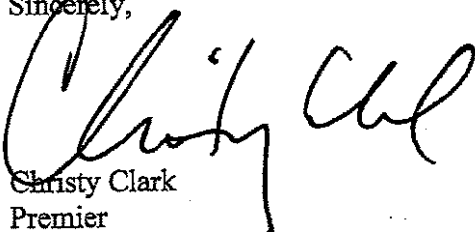
To assist you in the transition to your new role, I ask that you also review the attached document that provides further direction for you as a Minister.

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)

Direction for Ministers

In addition to the expectations outlined in your mandate letter, please find additional direction to guide you in your duties as a Minister.

a) Caucus Participation and Engagement

I have an expectation of all Ministers to actively engage the government caucus and ask that you routinely seek their input on policy considerations within your portfolio. I encourage you to look for opportunities where private members may assist you with your duties, and will expect each member of Cabinet to facilitate a caucus engagement session in which ideas are shared and solicited on at least a quarterly basis.

In accordance with the expectations above, I remind all Ministers of the importance of their responsibilities as members of the Legislature and the Government Caucus. Attendance at Caucus is mandatory.

b) Parliamentary Secretaries

In the event your ministry is assigned a Parliamentary Secretary (PS), it will be your responsibility to prepare your PS for a Cabinet role in the future. Parliamentary Secretaries are assigned to assist you in your role. Please ensure that the duties they are assigned are as specific as possible and that they are provided with the tools and support they need to fulfill their duties and prepare for new roles in our government.

c) Cabinet Committees

You will receive your committee assignments by way of a separate letter. The cabinet committee structure aligns with our commitment to growing our economy as outlined in *Strong Economy, Secure Tomorrow*.

Cabinet Committees will continue to involve private members, and will be expected to meet regularly to consider and shape policies and legislation in key areas of focus. As a Minister, I expect that you will play a leadership role in ensuring that the committees you sit on play an active and strategic role in defining the priorities of government.

d) Ministers' Office Staff

Each Minister's Office will be provided with staff that will include a Chief of Staff, Ministerial and/or Executive Assistants, administrative support staff, and a Communications Director from your Ministry.

All staff in Ministers' offices will be appointed by OIC, however, only the Chiefs of Staff, Ministerial and Executive Assistants will be political appointees. The Communications Director will provide ongoing communications support to you in the execution of your responsibilities,

Staff assignments are being finalized, and are the responsibility of my Chief of Staff, Dan Doyle, and Deputy Chief of Staff, Michele Cadario. I would encourage you to contact them should you require any clarification on staffing in your office.

e) Political / Caucus Communications

Implementation of the government's agenda will be coordinated by the Director of Communications in the Premier's Office, who will work closely with Government Caucus Communications to ensure that all government MLAs are able to communicate in an integrated fashion.

f) Executive Staff

Deputy Ministers have been appointed by OIC and are effective in their roles as of today. Richard Fyfe will serve as your Deputy Attorney General and Lori Wanamaker will serve as your Deputy Solicitor General, and. They will have a dual reporting relationship to you and to my Deputy Minister, John Dyble.

Deputy Ministers or Assistant Deputy Ministers and equivalents are appointments of the Premier. As such, any further changes to these positions will be coordinated by my Deputy Minister.

A clear understanding of the role of the Public Service vis-à-vis that of Ministers is of crucial importance in carrying out the responsibilities you have been given. Public Servants must maintain your confidence and respect and are in your service as providers of good policy advice and executors of government directions and programs. However, they are not your political advisors. As a Minister your role is to provide overall direction to your Ministry in accordance with the government's mandate, and to ensure that issues are identified and properly analyzed for resolution by you or by Cabinet where resolution requires a broader policy or political lens.

In finding the right balance of oversight, you must avoid taking on the role of chief executive officer of your Ministry. That is the role of your Deputy Minister. I would encourage you to engage John Dyble, the Deputy Minister to the Premier and Cabinet Secretary and Head of the Public Service, should you require any further clarification on this division of responsibilities.

In order to ensure that ministries are executing on the priorities of government effectively and continue to find new ideas, I have created a new Policy Coordination Office (PCO) to support my office and Cabinet. I expect your Ministry to work cooperatively with this new PCO as we implement our plan and improve the economy of British Columbia.



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 50th 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 30th, 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.

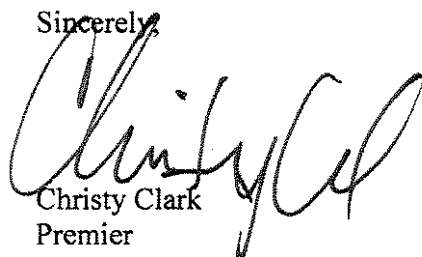
To assist you in the transition to your new role, I ask that you also review the attached document that provides further direction for you as a Minister.

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,

A handwritten signature in black ink, appearing to read 'Christy Clark', written over the printed name and title.

Christy Clark
Premier

Attachments (2)

Direction for Ministers

In addition to the expectations outlined in your mandate letter, please find additional direction to guide you in your duties as a Minister.

a) Caucus Participation and Engagement

I have an expectation of all Ministers to actively engage the government caucus and ask that you routinely seek their input on policy considerations within your portfolio. I encourage you to look for opportunities where private members may assist you with your duties, and will expect each member of Cabinet to facilitate a caucus engagement session in which ideas are shared and solicited on at least a quarterly basis.

In accordance with the expectations above, I remind all Ministers of the importance of their responsibilities as members of the Legislature and the Government Caucus. Attendance at Caucus is mandatory.

b) Parliamentary Secretaries

In the event your ministry is assigned a Parliamentary Secretary (PS), it will be your responsibility to prepare your PS for a Cabinet role in the future. Parliamentary Secretaries are assigned to assist you in your role. Please ensure that the duties they are assigned are as specific as possible and that they are provided with the tools and support they need to fulfill their duties and prepare for new roles in our government.

c) Cabinet Committees

You will receive your committee assignments by way of a separate letter. The cabinet committee structure aligns with our commitment to growing our economy as outlined in *Strong Economy, Secure Tomorrow*.

Cabinet Committees will continue to involve private members, and will be expected to meet regularly to consider and shape policies and legislation in key areas of focus. As a Minister, I expect that you will play a leadership role in ensuring that the committees you sit on play an active and strategic role in defining the priorities of government.

d) Ministers' Office Staff

Each Minister's Office will be provided with staff that will include a Chief of Staff, Ministerial and/or Executive Assistants, administrative support staff, and a Communications Director from your Ministry.

All staff in Ministers' offices will be appointed by OIC, however, only the Chiefs of Staff, Ministerial and Executive Assistants will be political appointees. The Communications Director will provide ongoing communications support to you in the execution of your responsibilities,

Staff assignments are being finalized, and are the responsibility of my Chief of Staff, Dan Doyle, and Deputy Chief of Staff, Michele Cadario. I would encourage you to contact them should you require any clarification on staffing in your office.

e) Political / Caucus Communications

Implementation of the government's agenda will be coordinated by the Director of Communications in the Premier's Office, who will work closely with Government Caucus Communications to ensure that all government MLAs are able to communicate in an integrated fashion.

f) Executive Staff

Deputy Ministers have been appointed by OIC and are effective in their roles as of today. Dave Nikolejsin will serve as your Deputy Minister. He will have a dual reporting relationship to you and to my Deputy Minister, John Dyble.

Deputy Ministers or Assistant Deputy Ministers and equivalents are appointments of the Premier. As such, any further changes to these positions will be coordinated by my Deputy Minister.

A clear understanding of the role of the Public Service vis-à-vis that of Ministers is of crucial importance in carrying out the responsibilities you have been given. Public Servants must maintain your confidence and respect and are in your service as providers of good policy advice and executors of government directions and programs. However, they are not your political advisors. As a Minister your role is to provide overall direction to your Ministry in accordance with the government's mandate, and to ensure that issues are identified and properly analyzed for resolution by you or by Cabinet where resolution requires a broader policy or political lens.

In finding the right balance of oversight, you must avoid taking on the role of chief executive officer of your Ministry. That is the role of your Deputy Minister. I would encourage you to engage John Dyble, the Deputy Minister to the Premier and Cabinet Secretary and Head of the Public Service, should you require any further clarification on this division of responsibilities.

In order to ensure that ministries are executing on the priorities of government effectively and continue to find new ideas, I have created a new Policy Coordination Office (PCO) to support my office and Cabinet. I expect your Ministry to work cooperatively with this new PCO as we implement our plan and improve the economy of British Columbia.



June 10, 2013

Honourable Shirley Bond
Minister of Jobs, Tourism and Skills Training
and Minister Responsible for Labour
Parliament Buildings
Victoria, British Columbia
V8V 1X4

Dear Colleague:

Congratulations on your new appointment as Minister of Jobs, Tourism and Skills Training and Minister Responsible for Labour.

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 played by the Ministry of Jobs, Tourism and Skills Training is key to the economic success of our province. For the first time in our history, we will not be able to fill the jobs we will have available in our province through the British Columbian labour pool alone. While we will need talented individuals from outside BC and likely Canada, we want to make sure that British Columbians are first in line for the jobs of today and tomorrow. That is the central role of the skills training agenda of your ministry.

The mandate of your ministry is to find and close any gaps in educational opportunities that exist in our province, by putting students at the centre of our focus.

It will be your role, and the role of your ministry, to ensure we are training the right people for the right jobs. This will require the development of a 10-year skills training plan for our province, working closely with the ministries of Advanced Education and Education in order to achieve a seamless plan for students from high school through post-secondary education right into the workforce.

It will be essential that your Major Investments Office continues to assist global investors in taking their projects from an idea to completion. And our government has committed to working with our private sector union partners to ensure our labour code meets the needs of employees as well as those who want to invest in our province.

I am also appointing a Minister of State for Tourism and Small Business who will assist you in your important work and I have copied you on her mandate letter.

You and your ministry will work with the Minister of State for Tourism and Small Business 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 achieve these goals.

In your role as Minister of Jobs, Labour and Skills Training, 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. 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.

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.

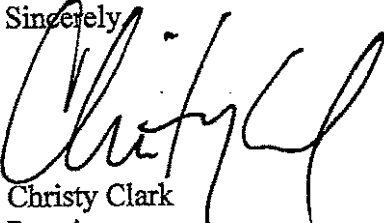
To assist you in the transition to your new role, I ask that you also review the attached document that provides further direction for you as a Minister.

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

Direction for Ministers

In addition to the expectations outlined in your mandate letter, please find additional direction to guide you in your duties as a Minister.

a) Caucus Participation and Engagement

I have an expectation of all Ministers to actively engage the government caucus and ask that you routinely seek their input on policy considerations within your portfolio. I encourage you to look for opportunities where private members may assist you with your duties, and will expect each member of Cabinet to facilitate a caucus engagement session in which ideas are shared and solicited on at least a quarterly basis.

In accordance with the expectations above, I remind all Ministers of the importance of their responsibilities as members of the Legislature and the Government Caucus. Attendance at Caucus is mandatory.

b) Parliamentary Secretaries

In the event your ministry is assigned a Parliamentary Secretary (PS), it will be your responsibility to prepare your PS for a Cabinet role in the future. Parliamentary Secretaries are assigned to assist you in your role. Please ensure that the duties they are assigned are as specific as possible and that they are provided with the tools and support they need to fulfill their duties and prepare for new roles in our government.

c) Cabinet Committees

You will receive your committee assignments by way of a separate letter. The cabinet committee structure aligns with our commitment to growing our economy as outlined in *Strong Economy, Secure Tomorrow*.

Cabinet Committees will continue to involve private members, and will be expected to meet regularly to consider and shape policies and legislation in key areas of focus. As a Minister, I expect that you will play a leadership role in ensuring that the committees you sit on play an active and strategic role in defining the priorities of government.

d) Ministers' Office Staff

Each Minister's Office will be provided with staff that will include a Chief of Staff, Ministerial and/or Executive Assistants, administrative support staff, and a Communications Director from your Ministry.

All staff in Ministers' offices will be appointed by OIC, however, only the Chiefs of Staff, Ministerial and Executive Assistants will be political appointees. The Communications Director will provide ongoing communications support to you in the execution of your responsibilities,

Staff assignments are being finalized, and are the responsibility of my Chief of Staff, Dan Doyle, and Deputy Chief of Staff, Michele Cadario. I would encourage you to contact them should you require any clarification on staffing in your office.

e) Political / Caucus Communications

Implementation of the government's agenda will be coordinated by the Director of Communications in the Premier's Office, who will work closely with Government Caucus Communications to ensure that all government MLAs are able to communicate in an integrated fashion.

f) Executive Staff

Deputy Ministers have been appointed by OIC and are effective in their roles as of today. Dave Byng will serve as your Deputy Minister. He will have a dual reporting relationship to you and to my Deputy Minister, John Dyble.

Deputy Ministers or Assistant Deputy Ministers and equivalents are appointments of the Premier. As such, any further changes to these positions will be coordinated by my Deputy Minister.

A clear understanding of the role of the Public Service vis-à-vis that of Ministers is of crucial importance in carrying out the responsibilities you have been given. Public Servants must maintain your confidence and respect and are in your service as providers of good policy advice and executors of government directions and programs. However, they are not your political advisors. As a Minister your role is to provide overall direction to your Ministry in accordance with the government's mandate, and to ensure that issues are identified and properly analyzed for resolution by you or by Cabinet where resolution requires a broader policy or political lens.

In finding the right balance of oversight, you must avoid taking on the role of chief executive officer of your Ministry. That is the role of your Deputy Minister. I would encourage you to engage John Dyble, the Deputy Minister to the Premier and Cabinet Secretary and Head of the Public Service, should you require any further clarification on this division of responsibilities.

In order to ensure that ministries are executing on the priorities of government effectively and continue to find new ideas, I have created a new Policy Coordination Office (PCO) to support my office and Cabinet. I expect your Ministry to work cooperatively with this new PCO as we implement our plan and improve the economy of British Columbia.



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.

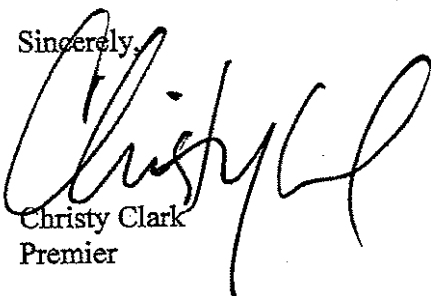
To assist you in the transition to your new role, I ask that you also review the attached document that provides further direction for you as a Minister.

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)

Direction for Ministers

In addition to the expectations outlined in your mandate letter, please find additional direction to guide you in your duties as a Minister.

a) Caucus Participation and Engagement

I have an expectation of all Ministers to actively engage the government caucus and ask that you routinely seek their input on policy considerations within your portfolio. I encourage you to look for opportunities where private members may assist you with your duties, and will expect each member of Cabinet to facilitate a caucus engagement session in which ideas are shared and solicited on at least a quarterly basis.

In accordance with the expectations above, I remind all Ministers of the importance of their responsibilities as members of the Legislature and the Government Caucus. Attendance at Caucus is mandatory.

b) Parliamentary Secretaries

In the event your ministry is assigned a Parliamentary Secretary (PS), it will be your responsibility to prepare your PS for a Cabinet role in the future. Parliamentary Secretaries are assigned to assist you in your role. Please ensure that the duties they are assigned are as specific as possible and that they are provided with the tools and support they need to fulfill their duties and prepare for new roles in our government.

c) Cabinet Committees

You will receive your committee assignments by way of a separate letter. The cabinet committee structure aligns with our commitment to growing our economy as outlined in *Strong Economy, Secure Tomorrow*.

Cabinet Committees will continue to involve private members, and will be expected to meet regularly to consider and shape policies and legislation in key areas of focus. As a Minister, I expect that you will play a leadership role in ensuring that the committees you sit on play an active and strategic role in defining the priorities of government.

d) Ministers' Office Staff

Each Minister's Office will be provided with staff that will include a Chief of Staff, Ministerial and/or Executive Assistants, administrative support staff, and a Communications Director from your Ministry.

All staff in Ministers' offices will be appointed by OIC, however, only the Chiefs of Staff, Ministerial and Executive Assistants will be political appointees. The Communications Director will provide ongoing communications support to you in the execution of your responsibilities,

Staff assignments are being finalized, and are the responsibility of my Chief of Staff, Dan Doyle, and Deputy Chief of Staff, Michele Cadario. I would encourage you to contact them should you require any clarification on staffing in your office.

e) Political / Caucus Communications

Implementation of the government's agenda will be coordinated by the Director of Communications in the Premier's Office, who will work closely with Government Caucus Communications to ensure that all government MLAs are able to communicate in an integrated fashion.

f) Executive Staff

Deputy Ministers have been appointed by OIC and are effective in their roles as of today. Mark Sieben will serve as your Deputy Minister. He will have a dual reporting relationship to you and to my Deputy Minister, John Dyble.

Deputy Ministers or Assistant Deputy Ministers and equivalents are appointments of the Premier. As such, any further changes to these positions will be coordinated by my Deputy Minister.

A clear understanding of the role of the Public Service vis-à-vis that of Ministers is of crucial importance in carrying out the responsibilities you have been given. Public Servants must maintain your confidence and respect and are in your service as providers of good policy advice and executors of government directions and programs. However, they are not your political advisors. As a Minister your role is to provide overall direction to your Ministry in accordance with the government's mandate, and to ensure that issues are identified and properly analyzed for resolution by you or by Cabinet where resolution requires a broader policy or political lens.

In finding the right balance of oversight, you must avoid taking on the role of chief executive officer of your Ministry. That is the role of your Deputy Minister. I would encourage you to engage John Dyble, the Deputy Minister to the Premier and Cabinet Secretary and Head of the Public Service, should you require any further clarification on this division of responsibilities.

In order to ensure that ministries are executing on the priorities of government effectively and continue to find new ideas, I have created a new Policy Coordination Office (PCO) to support my office and Cabinet. I expect your Ministry to work cooperatively with this new PCO as we implement our plan and improve the economy of British Columbia.



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.

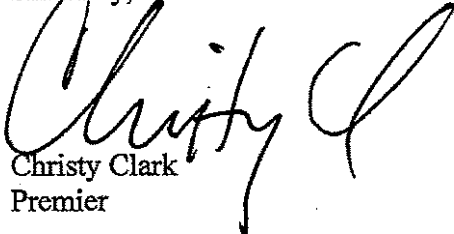
To assist you in the transition to your new role, I ask that you also review the attached document that provides further direction for you as a Minister.

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)

Direction for Ministers

In addition to the expectations outlined in your mandate letter, please find additional direction to guide you in your duties as a Minister.

a) Caucus Participation and Engagement

I have an expectation of all Ministers to actively engage the government caucus and ask that you routinely seek their input on policy considerations within your portfolio. I encourage you to look for opportunities where private members may assist you with your duties, and will expect each member of Cabinet to facilitate a caucus engagement session in which ideas are shared and solicited on at least a quarterly basis.

In accordance with the expectations above, I remind all Ministers of the importance of their responsibilities as members of the Legislature and the Government Caucus. Attendance at Caucus is mandatory.

b) Parliamentary Secretaries

In the event your ministry is assigned a Parliamentary Secretary (PS), it will be your responsibility to prepare your PS for a Cabinet role in the future. Parliamentary Secretaries are assigned to assist you in your role. Please ensure that the duties they are assigned are as specific as possible and that they are provided with the tools and support they need to fulfill their duties and prepare for new roles in our government.

c) Cabinet Committees

You will receive your committee assignments by way of a separate letter. The cabinet committee structure aligns with our commitment to growing our economy as outlined in *Strong Economy, Secure Tomorrow*.

Cabinet Committees will continue to involve private members, and will be expected to meet regularly to consider and shape policies and legislation in key areas of focus. As a Minister, I expect that you will play a leadership role in ensuring that the committees you sit on play an active and strategic role in defining the priorities of government.

d) Ministers' Office Staff

Each Minister's Office will be provided with staff that will include a Chief of Staff, Ministerial and/or Executive Assistants, administrative support staff, and a Communications Director from your Ministry.

All staff in Ministers' offices will be appointed by OIC, however, only the Chiefs of Staff, Ministerial and Executive Assistants will be political appointees. The Communications Director will provide ongoing communications support to you in the execution of your responsibilities,

Staff assignments are being finalized, and are the responsibility of my Chief of Staff, Dan Doyle, and Deputy Chief of Staff, Michele Cadario. I would encourage you to contact them should you require any clarification on staffing in your office.

e) Political / Caucus Communications

Implementation of the government's agenda will be coordinated by the Director of Communications in the Premier's Office, who will work closely with Government Caucus Communications to ensure that all government MLAs are able to communicate in an integrated fashion.

f) Executive Staff

Deputy Ministers have been appointed by OIC and are effective in their roles as of today. Steve Carr will serve as your Deputy Minister. He will have a dual reporting relationship to you and to my Deputy Minister, John Dyble.

Deputy Ministers or Assistant Deputy Ministers and equivalents are appointments of the Premier. As such, any further changes to these positions will be coordinated by my Deputy Minister.

A clear understanding of the role of the Public Service vis-à-vis that of Ministers is of crucial importance in carrying out the responsibilities you have been given. Public Servants must maintain your confidence and respect and are in your service as providers of good policy advice and executors of government directions and programs. However, they are not your political advisors. As a Minister your role is to provide overall direction to your Ministry in accordance with the government's mandate, and to ensure that issues are identified and properly analyzed for resolution by you or by Cabinet where resolution requires a broader policy or political lens.

In finding the right balance of oversight, you must avoid taking on the role of chief executive officer of your Ministry. That is the role of your Deputy Minister. I would encourage you to engage John Dyble, the Deputy Minister to the Premier and Cabinet Secretary and Head of the Public Service, should you require any further clarification on this division of responsibilities.

In order to ensure that ministries are executing on the priorities of government effectively and continue to find new ideas, I have created a new Policy Coordination Office (PCO) to support my office and Cabinet. I expect your Ministry to work cooperatively with this new PCO as we implement our plan and improve the economy of British Columbia.



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.

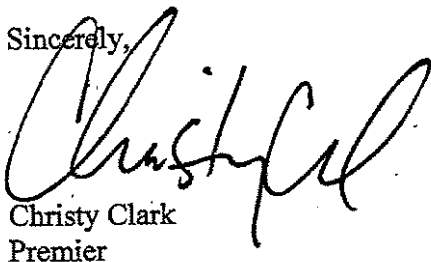
To assist you in the transition to your new role, I ask that you also review the attached document that provides further direction for you as a Minister.

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)

Direction for Ministers

In addition to the expectations outlined in your mandate letter, please find additional direction to guide you in your duties as a Minister.

a) Caucus Participation and Engagement

I have an expectation of all Ministers to actively engage the government caucus and ask that you routinely seek their input on policy considerations within your portfolio. I encourage you to look for opportunities where private members may assist you with your duties, and will expect each member of Cabinet to facilitate a caucus engagement session in which ideas are shared and solicited on at least a quarterly basis.

In accordance with the expectations above, I remind all Ministers of the importance of their responsibilities as members of the Legislature and the Government Caucus. Attendance at Caucus is mandatory.

b) Parliamentary Secretaries

In the event your ministry is assigned a Parliamentary Secretary (PS), it will be your responsibility to prepare your PS for a Cabinet role in the future. Parliamentary Secretaries are assigned to assist you in your role. Please ensure that the duties they are assigned are as specific as possible and that they are provided with the tools and support they need to fulfill their duties and prepare for new roles in our government.

c) Cabinet Committees

You will receive your committee assignments by way of a separate letter. The cabinet committee structure aligns with our commitment to growing our economy as outlined in *Strong Economy, Secure Tomorrow*.

Cabinet Committees will continue to involve private members, and will be expected to meet regularly to consider and shape policies and legislation in key areas of focus. As a Minister, I expect that you will play a leadership role in ensuring that the committees you sit on play an active and strategic role in defining the priorities of government.

d) Ministers' Office Staff

Each Minister's Office will be provided with staff that will include a Chief of Staff, Ministerial and/or Executive Assistants, administrative support staff, and a Communications Director from your Ministry.

All staff in Ministers' offices will be appointed by OIC, however, only the Chiefs of Staff, Ministerial and Executive Assistants will be political appointees. The Communications Director will provide ongoing communications support to you in the execution of your responsibilities,

Staff assignments are being finalized, and are the responsibility of my Chief of Staff, Dan Doyle, and Deputy Chief of Staff, Michele Cadario. I would encourage you to contact them should you require any clarification on staffing in your office.

e) Political / Caucus Communications

Implementation of the government's agenda will be coordinated by the Director of Communications in the Premier's Office, who will work closely with Government Caucus Communications to ensure that all government MLAs are able to communicate in an integrated fashion.

f) Executive Staff

Deputy Ministers have been appointed by OIC and are effective in their roles as of today. Peter Milburn will serve as your ministry's Deputy Minister and Lynda Tarras will serve as your Deputy Minister and Head of the BC Public Service Agency. They will have a dual reporting relationship to you and to my Deputy Minister, John Dyble.

Deputy Ministers or Assistant Deputy Ministers and equivalents are appointments of the Premier. As such, any further changes to these positions will be coordinated by my Deputy Minister.

A clear understanding of the role of the Public Service vis-à-vis that of Ministers is of crucial importance in carrying out the responsibilities you have been given. Public Servants must maintain your confidence and respect and are in your service as providers of good policy advice and executors of government directions and programs. However, they are not your political advisors. As a Minister your role is to provide overall direction to your Ministry in accordance with the government's mandate, and to ensure that issues are identified and properly analyzed for resolution by you or by Cabinet where resolution requires a broader policy or political lens.

In finding the right balance of oversight, you must avoid taking on the role of chief executive officer of your Ministry. That is the role of your Deputy Minister. I would encourage you to engage John Dyble, the Deputy Minister to the Premier and Cabinet Secretary and Head of the Public Service, should you require any further clarification on this division of responsibilities.

In order to ensure that ministries are executing on the priorities of government effectively and continue to find new ideas, I have created a new Policy Coordination Office (PCO) to support my office and Cabinet. I expect your Ministry to work cooperatively with this new PCO as we implement our plan and improve the economy of British Columbia.



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.

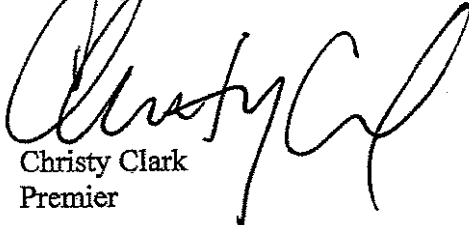
To assist you in the transition to your new role, I ask that you also review the attached document that provides further direction for you as a Minister.

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)

Direction for Ministers

In addition to the expectations outlined in your mandate letter, please find additional direction to guide you in your duties as a Minister.

a) Caucus Participation and Engagement

I have an expectation of all Ministers to actively engage the government caucus and ask that you routinely seek their input on policy considerations within your portfolio. I encourage you to look for opportunities where private members may assist you with your duties, and will expect each member of Cabinet to facilitate a caucus engagement session in which ideas are shared and solicited on at least a quarterly basis.

In accordance with the expectations above, I remind all Ministers of the importance of their responsibilities as members of the Legislature and the Government Caucus. Attendance at Caucus is mandatory.

b) Parliamentary Secretaries

In the event your ministry is assigned a Parliamentary Secretary (PS), it will be your responsibility to prepare your PS for a Cabinet role in the future. Parliamentary Secretaries are assigned to assist you in your role. Please ensure that the duties they are assigned are as specific as possible and that they are provided with the tools and support they need to fulfill their duties and prepare for new roles in our government.

c) Cabinet Committees

You will receive your committee assignments by way of a separate letter. The cabinet committee structure aligns with our commitment to growing our economy as outlined in *Strong Economy, Secure Tomorrow*.

Cabinet Committees will continue to involve private members, and will be expected to meet regularly to consider and shape policies and legislation in key areas of focus. As a Minister, I expect that you will play a leadership role in ensuring that the committees you sit on play an active and strategic role in defining the priorities of government.

d) Ministers' Office Staff

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Staff assignments are being finalized, and are the responsibility of my Chief of Staff, Dan Doyle, and Deputy Chief of Staff, Michele Cadario. I would encourage you to contact them should you require any clarification on staffing in your office.

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f) Executive Staff

Deputy Ministers have been appointed by OIC and are effective in their roles as of today. James Gorman will serve as your Deputy Minister in an acting capacity. He will have a dual reporting relationship to you and to my Deputy Minister, John Dyble.

Deputy Ministers or Assistant Deputy Ministers and equivalents are appointments of the Premier. As such, any further changes to these positions will be coordinated by my Deputy Minister.

A clear understanding of the role of the Public Service vis-à-vis that of Ministers is of crucial importance in carrying out the responsibilities you have been given. Public Servants must maintain your confidence and respect and are in your service as providers of good policy advice and executors of government directions and programs. However, they are not your political advisors. As a Minister your role is to provide overall direction to your Ministry in accordance with the government's mandate, and to ensure that issues are identified and properly analyzed for resolution by you or by Cabinet where resolution requires a broader policy or political lens.

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Members of Executive Council
Code of Conduct/Ethics

To: Honourable Suzanne Anton
Minister of Justice

From: Premier Christy Clark

Subject: Code of Conduct and Ethics

Effective Date: June 10, 2013

This letter is intended to ensure you are aware of my expectations of your conduct as a Minister in my Cabinet.

The guidelines in this letter are based on legal requirements, such as the *Members' Conflict of Interest Act*, as well as my expectations as Premier. As a member of Cabinet you have a responsibility to be familiar with and to comply with the law. I will expect compliance not just with the letter but also with the spirit of the guidelines outlined here. I would like you to read these guidelines, and sign this letter as acknowledgement that you will observe them and meet these expectations as a condition of holding your office.

For your information, a more detailed explanation of these matters pertaining to conducts and ethics is included in the attached summary.

I also expect you to make yourself familiar with the *Members' Conflict of Interest Act* and to file all disclosures with the Conflict of Interest Commissioner as required under the *Act*.

RESPONSIBILITIES AND VALUES

Our Government is committed to providing fair, professional and respected governance. We are all expected to maintain the highest standard of conduct and we must make our decisions in a way that is beyond reproach.

I expect you and all of your colleagues to act with honesty and to uphold the highest ethical standards to enhance and uphold public confidence and trust in the integrity, objectivity and impartiality of government.

I expect you to perform your official duties and arrange your private affairs in a manner that will bear the closest and most critical public scrutiny. I want you to not only meet this obligation, but also to exceed it.

CONFLICTS OF INTEREST - REAL AND PERCEIVED

As a Minister in my Cabinet, you are required by law to avoid any situation where you exercise an official power or perform an official duty or function knowing that in doing so there is an opportunity to further your private interest.

In addition, our legislation clearly states that a member has a conflict if there is a reasonable perception which a reasonably well informed person could properly have, that your ability to exercise an official power or duty or function must have been affected by your own private interest. You must fully disclose immediately any real, perceived or potential conflicts to the Conflict of Interest Commissioner. The *Act* has broad disclosure requirements and you should become familiar with them to ensure complete compliance.

With this in mind, if you have a conflict of interest in a matter that is to be brought before Cabinet, or that arises at any time during Cabinet deliberations, you must disclose the general nature of the conflict and withdraw from the meeting without participating in any discussions. Your withdrawal will be noted in the Cabinet minutes. I expect you to review the Cabinet minutes each and every meeting to ensure that any such withdrawals are properly noted.

PREFERENTIAL TREATMENT

Do not allow yourself to be placed, or appear to be placed, under obligation to any person or organization that might profit from special consideration from a Minister.

When forming Government policy or making decisions, you must ensure that no persons or groups are given preferential treatment based on the individuals hired to represent them. This applies particularly to family members, friends or other acquaintances.

Many of the decisions made by a Minister are considered statutory decisions and can be subject to judicial review by a Court.

BUSINESS CONFLICTS

You may not continue practicing a profession or carry on a business or hold an office or directorship other than in a social club, religious organization or political party, if this is likely to conflict with your public duties. However, you can place your business in a blind trust approved by the Conflict of Interest Commissioner. You should consult with the Commissioner and obtain independent legal advice as appropriate if this applies to you.

CABINET AND CONFIDENTIALITY

Discussions you have at Cabinet are confidential, except where confidentiality is waived by Cabinet in accordance with the Oath that you swore on June 10, 2013. It is your responsibility to preserve this confidentiality and to ensure that it is not waived through inadvertent disclosure. Outside of the Cabinet room, you must not publicly disclose the substance of Cabinet deliberations or decisions that are before Cabinet, or provide any public opinions regarding the likely outcome of such deliberations except as authorized by Cabinet.

You will see in the *Members' Conflict of Interest Act* that you are legally prohibited from using information gained in the execution of your duties that is not available to the general public to further or seek to further your private interest.

ACCEPTING BENEFITS

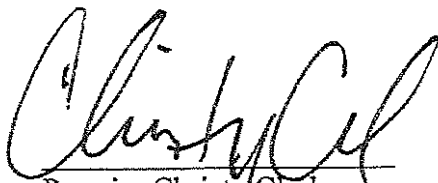
Under the *Members' Conflict of Interest Act*, you are forbidden to accept any fees, gifts, or personal benefits that are connected directly or indirectly with the performance of your duties of office, except compensation authorized by law. The ONLY exceptions are gifts or personal benefits that are received as an incident of protocol or social obligations that normally accompany the responsibilities of office. If a gift or personal benefit you receive through protocol or social obligation exceeds \$250, or if the total value received from one source in a year exceeds \$250, by law you must inform the Commissioner. Again, questions regarding this subject should be directed to the Commissioner.

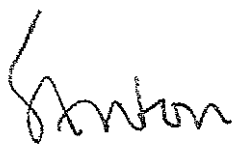
BUSINESS RELATIONSHIPS

Further, you are forbidden to seek any advantage through improper use of business courtesies or other inducements. You will need to use your best judgement and moderation to avoid misinterpretation and possible adverse effects on your reputation as Minister or on the reputation of our Government. If there is ever any doubt you should ensure that you have obtained and acted in accordance with appropriate independent advice.

In conclusion, I trust that the above guidelines will inform your conduct at all times as they are a condition of serving in my Cabinet. As this letter touches on only a few of your legal responsibilities you should become familiar with your legal requirements as a Cabinet Minister and ensure that your conduct is within those limits at all times. If you have any further questions regarding these or any other matters, please do not hesitate to contact me.

Signed this 10th day of June, 2013


Premier Christy Clark


Minister

Members of Executive Council
Code of Conduct/Ethics

To: Honourable Bill Bennett
Minister of Energy and Mines and
Minister Responsible for Core Review

From: Premier Christy Clark

Subject: Code of Conduct and Ethics

Effective Date: June 10, 2013

This letter is intended to ensure you are aware of my expectations of your conduct as a Minister in my Cabinet.

The guidelines in this letter are based on legal requirements, such as the *Members' Conflict of Interest Act*, as well as my expectations as Premier. As a member of Cabinet you have a responsibility to be familiar with and to comply with the law. I will expect compliance not just with the letter but also with the spirit of the guidelines outlined here. I would like you to read these guidelines, and sign this letter as acknowledgement that you will observe them and meet these expectations as a condition of holding your office.

For your information, a more detailed explanation of these matters pertaining to conducts and ethics is included in the attached summary.

I also expect you to make yourself familiar with the *Members' Conflict of Interest Act* and to file all disclosures with the Conflict of Interest Commissioner as required under the *Act*.

RESPONSIBILITIES AND VALUES

Our Government is committed to providing fair, professional and respected governance. We are all expected to maintain the highest standard of conduct and we must make our decisions in a way that is beyond reproach.

I expect you and all of your colleagues to act with honesty and to uphold the highest ethical standards to enhance and uphold public confidence and trust in the integrity, objectivity and impartiality of government.

I expect you to perform your official duties and arrange your private affairs in a manner that will bear the closest and most critical public scrutiny. I want you to not only meet this obligation, but also to exceed it.

CONFLICTS OF INTEREST - REAL AND PERCEIVED

As a Minister in my Cabinet, you are required by law to avoid any situation where you exercise an official power or perform an official duty or function knowing that in doing so there is an opportunity to further your private interest.

In addition, our legislation clearly states that a member has a conflict if there is a reasonable perception which a reasonably well informed person could properly have, that your ability to exercise an official power or duty or function must have been affected by your own private interest. You must fully disclose immediately any real, perceived or potential conflicts to the Conflict of Interest Commissioner. The *Act* has broad disclosure requirements and you should become familiar with them to ensure complete compliance.

With this in mind, if you have a conflict of interest in a matter that is to be brought before Cabinet, or that arises at any time during Cabinet deliberations, you must disclose the general nature of the conflict and withdraw from the meeting without participating in any discussions. Your withdrawal will be noted in the Cabinet minutes. I expect you to review the Cabinet minutes each and every meeting to ensure that any such withdrawals are properly noted.

PREFERENTIAL TREATMENT

Do not allow yourself to be placed, or appear to be placed, under obligation to any person or organization that might profit from special consideration from a Minister.

When forming Government policy or making decisions, you must ensure that no persons or groups are given preferential treatment based on the individuals hired to represent them. This applies particularly to family members, friends or other acquaintances.

Many of the decisions made by a Minister are considered statutory decisions and can be subject to judicial review by a Court.

BUSINESS CONFLICTS

You may not continue practicing a profession or carry on a business or hold an office or directorship other than in a social club, religious organization or political party, if this is likely to conflict with your public duties. However, you can place your business in a blind trust approved by the Conflict of Interest Commissioner. You should consult with the Commissioner and obtain independent legal advice as appropriate if this applies to you.

CABINET AND CONFIDENTIALITY

Discussions you have at Cabinet are confidential, except where confidentiality is waived by Cabinet in accordance with the Oath that you swore on June 10, 2013. It is your responsibility to preserve this confidentiality and to ensure that it is not waived through inadvertent disclosure. Outside of the Cabinet room, you must not publicly disclose the substance of Cabinet deliberations or decisions that are before Cabinet, or provide any public opinions regarding the likely outcome of such deliberations except as authorized by Cabinet.

You will see in the *Members' Conflict of Interest Act* that you are legally prohibited from using information gained in the execution of your duties that is not available to the general public to further or seek to further your private interest.

ACCEPTING BENEFITS



Under the *Members' Conflict of Interest Act*, you are forbidden to accept any fees, gifts, or personal benefits that are connected directly or indirectly with the performance of your duties of office, except compensation authorized by law. The ONLY exceptions are gifts or personal benefits that are received as an incident of protocol or social obligations that normally accompany the responsibilities of office. If a gift or personal benefit you receive through protocol or social obligation exceeds \$250, or if the total value received from one source in a year exceeds \$250, by law you must inform the Commissioner. Again, questions regarding this subject should be directed to the Commissioner.

BUSINESS RELATIONSHIPS

Further, you are forbidden to seek any advantage through improper use of business courtesies or other inducements. You will need to use your best judgement and moderation to avoid misinterpretation and possible adverse effects on your reputation as Minister or on the reputation of our Government. If there is ever any doubt you should ensure that you have obtained and acted in accordance with appropriate independent advice.

In conclusion, I trust that the above guidelines will inform your conduct at all times as they are a condition of serving in my Cabinet. As this letter touches on only a few of your legal responsibilities you should become familiar with your legal requirements as a Cabinet Minister and ensure that your conduct is within those limits at all times. If you have any further questions regarding these or any other matters, please do not hesitate to contact me.

Signed this 10th day of June, 2013


Premier Christy Clark
Minister

Members of Executive Council
Code of Conduct/Ethics

To: Honourable Shirley Bond
Minister of Jobs, Tourism and Skills Training
and Minister Responsible for Labour

From: Premier Christy Clark

Subject: Code of Conduct and Ethics

Effective Date: June 10, 2013

This letter is intended to ensure you are aware of my expectations of your conduct as a Minister in my Cabinet.

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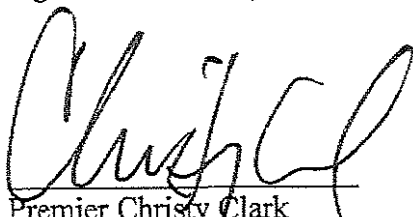
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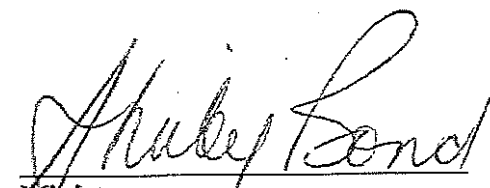
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Signed this 10th day of June, 2013


Premier Christy Clark


Minister

Members of Executive Council
Code of Conduct/Ethics

To: Honourable Stephanie Cadieux
Minister of Children and Family Development

From: Premier Christy Clark

Subject: Code of Conduct and Ethics

Effective Date: June 10, 2013

This letter is intended to ensure you are aware of my expectations of your conduct as a Minister in my Cabinet.

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CABINET AND CONFIDENTIALITY

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ACCEPTING BENEFITS

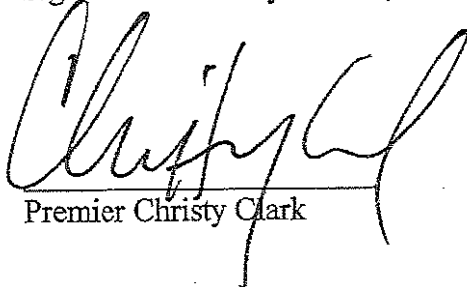
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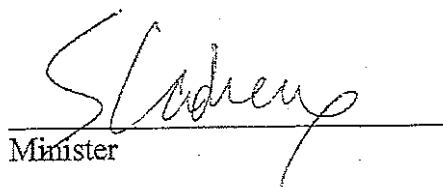
BUSINESS RELATIONSHIPS

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Signed this 10th day of June, 2013


Premier Christy Clark


Minister

Members of Executive Council
Code of Conduct/Ethics

To: Honourable Rich Coleman
Minister of Natural Gas Development and
Minister Responsible for Housing and Deputy Premier

From: Premier Christy Clark

Subject: Code of Conduct and Ethics

Effective Date: June 10, 2013

This letter is intended to ensure you are aware of my expectations of your conduct as a Minister in my Cabinet.

The guidelines in this letter are based on legal requirements, such as the *Members' Conflict of Interest Act*, as well as my expectations as Premier. As a member of Cabinet you have a responsibility to be familiar with and to comply with the law. I will expect compliance not just with the letter but also with the spirit of the guidelines outlined here. I would like you to read these guidelines, and sign this letter as acknowledgement that you will observe them and meet these expectations as a condition of holding your office.

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I also expect you to make yourself familiar with the *Members' Conflict of Interest Act* and to file all disclosures with the Conflict of Interest Commissioner as required under the *Act*.

RESPONSIBILITIES AND VALUES

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I expect you and all of your colleagues to act with honesty and to uphold the highest ethical standards to enhance and uphold public confidence and trust in the integrity, objectivity and impartiality of government.

I expect you to perform your official duties and arrange your private affairs in a manner that will bear the closest and most critical public scrutiny. I want you to not only meet this obligation, but also to exceed it.

CONFLICTS OF INTEREST - REAL AND PERCEIVED

As a Minister in my Cabinet, you are required by law to avoid any situation where you exercise an official power or perform an official duty or function knowing that in doing so there is an opportunity to further your private interest.

In addition, our legislation clearly states that a member has a conflict if there is a reasonable perception which a reasonably well informed person could properly have, that your ability to exercise an official power or duty or function must have been affected by your own private interest. You must fully disclose immediately any real, perceived or potential conflicts to the Conflict of Interest Commissioner. The *Act* has broad disclosure requirements and you should become familiar with them to ensure complete compliance.

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PREFERENTIAL TREATMENT

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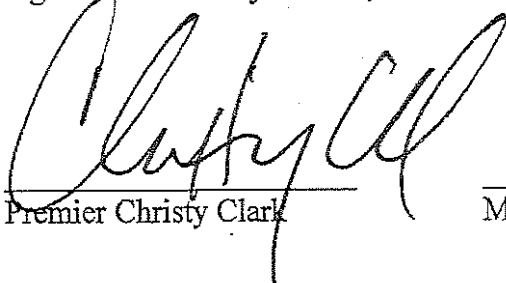
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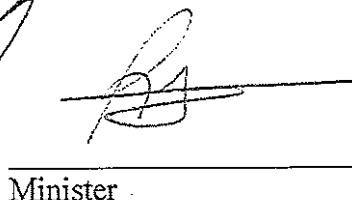
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Signed this 10th day of June, 2013



Premier Christy Clark



Minister

Members of Executive Council
Code of Conduct/Ethics

To: Honourable Michael de Jong
Minister of Finance

From: Premier Christy Clark

Subject: Code of Conduct and Ethics

Effective Date: June 10, 2013

This letter is intended to ensure you are aware of my expectations of your conduct as a Minister in my Cabinet.

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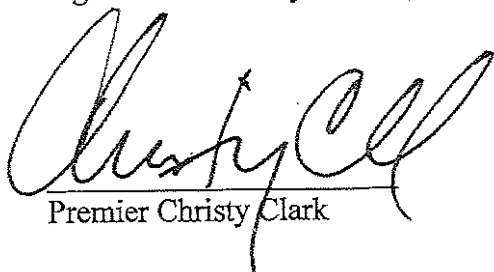
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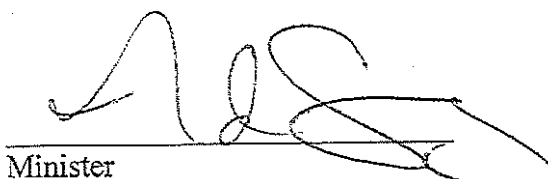
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Signed this 10th day of June, 2013



Premier Christy Clark



Minister

Members of Executive Council
Code of Conduct/Ethics

To: Honourable Peter Fassbender
Minister of Education

From: Premier Christy Clark

Subject: Code of Conduct and Ethics

Effective Date: June 10, 2013

This letter is intended to ensure you are aware of my expectations of your conduct as a Minister in my Cabinet.

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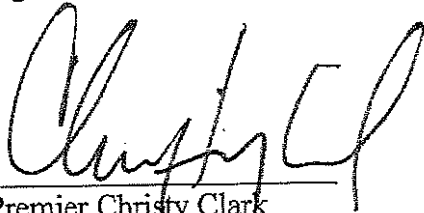
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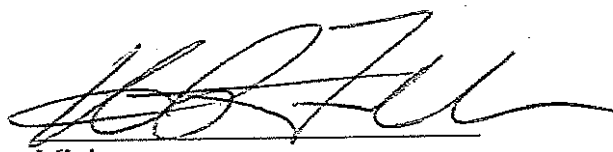
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Signed this 10th day of June, 2013


Premier Christy Clark


Minister

Members of Executive Council
Code of Conduct/Ethics

To: Honourable Terry Lake
Minister of Health

From: Premier Christy Clark

Subject: Code of Conduct and Ethics

Effective Date: June 10, 2013

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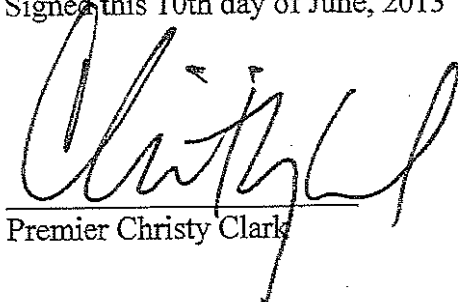
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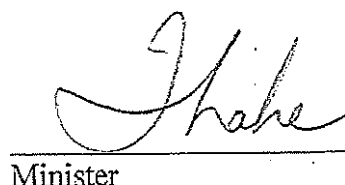
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Signed this 10th day of June, 2013


Premier Christy Clark


Minister

Members of Executive Council
Code of Conduct/Ethics

To: Honourable Don McRae
Minister of Social Development and Social Innovation

From: Premier Christy Clark

Subject: Code of Conduct and Ethics

Effective Date: June 10, 2013

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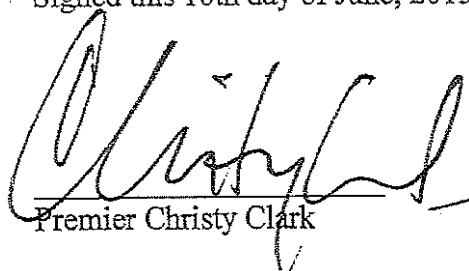
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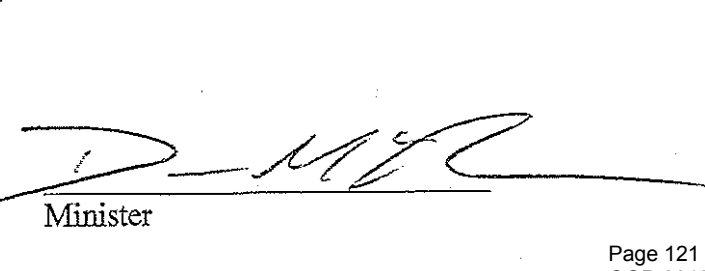
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In conclusion, I trust that the above guidelines will inform your conduct at all times as they are a condition of serving in my Cabinet. As this letter touches on only a few of your legal responsibilities you should become familiar with your legal requirements as a Cabinet Minister and ensure that your conduct is within those limits at all times. If you have any further questions regarding these or any other matters, please do not hesitate to contact me.

Signed this 10th day of June, 2013


Premier Christy Clark


Minister

Members of Executive Council
Code of Conduct/Ethics

To: Honourable Mary Polak
Minister of Environment

From: Premier Christy Clark

Subject: Code of Conduct and Ethics

Effective Date: June 10, 2013

This letter is intended to ensure you are aware of my expectations of your conduct as a Minister in my Cabinet.

The guidelines in this letter are based on legal requirements, such as the *Members' Conflict of Interest Act*, as well as my expectations as Premier. As a member of Cabinet you have a responsibility to be familiar with and to comply with the law. I will expect compliance not just with the letter but also with the spirit of the guidelines outlined here. I would like you to read these guidelines, and sign this letter as acknowledgement that you will observe them and meet these expectations as a condition of holding your office.

For your information, a more detailed explanation of these matters pertaining to conducts and ethics is included in the attached summary.

I also expect you to make yourself familiar with the *Members' Conflict of Interest Act* and to file all disclosures with the Conflict of Interest Commissioner as required under the *Act*.

RESPONSIBILITIES AND VALUES

Our Government is committed to providing fair, professional and respected governance. We are all expected to maintain the highest standard of conduct and we must make our decisions in a way that is beyond reproach.

I expect you and all of your colleagues to act with honesty and to uphold the highest ethical standards to enhance and uphold public confidence and trust in the integrity, objectivity and impartiality of government.

I expect you to perform your official duties and arrange your private affairs in a manner that will bear the closest and most critical public scrutiny. I want you to not only meet this obligation, but also to exceed it.

CONFLICTS OF INTEREST - REAL AND PERCEIVED

As a Minister in my Cabinet, you are required by law to avoid any situation where you exercise an official power or perform an official duty or function knowing that in doing so there is an opportunity to further your private interest.

In addition, our legislation clearly states that a member has a conflict if there is a reasonable perception which a reasonably well informed person could properly have, that your ability to exercise an official power or duty or function must have been affected by your own private interest. You must fully disclose immediately any real, perceived or potential conflicts to the Conflict of Interest Commissioner. The *Act* has broad disclosure requirements and you should become familiar with them to ensure complete compliance.

With this in mind, if you have a conflict of interest in a matter that is to be brought before Cabinet, or that arises at any time during Cabinet deliberations, you must disclose the general nature of the conflict and withdraw from the meeting without participating in any discussions. Your withdrawal will be noted in the Cabinet minutes. I expect you to review the Cabinet minutes each and every meeting to ensure that any such withdrawals are properly noted.

PREFERENTIAL TREATMENT

Do not allow yourself to be placed, or appear to be placed, under obligation to any person or organization that might profit from special consideration from a Minister.

When forming Government policy or making decisions, you must ensure that no persons or groups are given preferential treatment based on the individuals hired to represent them. This applies particularly to family members, friends or other acquaintances.

Many of the decisions made by a Minister are considered statutory decisions and can be subject to judicial review by a Court.

BUSINESS CONFLICTS

You may not continue practicing a profession or carry on a business or hold an office or directorship other than in a social club, religious organization or political party, if this is likely to conflict with your public duties. However, you can place your business in a blind trust approved by the Conflict of Interest Commissioner. You should consult with the Commissioner and obtain independent legal advice as appropriate if this applies to you.

CABINET AND CONFIDENTIALITY

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You will see in the *Members' Conflict of Interest Act* that you are legally prohibited from using information gained in the execution of your duties that is not available to the general public to further or seek to further your private interest.

ACCEPTING BENEFITS

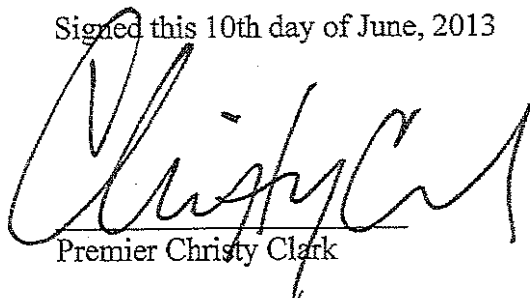
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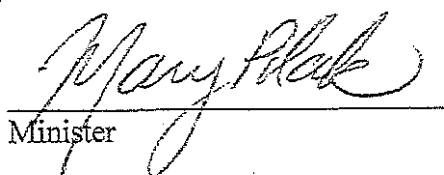
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Signed this 10th day of June, 2013



Premier Christy Clark



Minister

Members of Executive Council
Code of Conduct/Ethics

To: Honourable Coralee Oakes
Minister of Community, Sport and Cultural Development

From: Premier Christy Clark

Subject: Code of Conduct and Ethics

Effective Date: June 10, 2013

This letter is intended to ensure you are aware of my expectations of your conduct as a Minister in my Cabinet.

The guidelines in this letter are based on legal requirements, such as the *Members' Conflict of Interest Act*, as well as my expectations as Premier. As a member of Cabinet you have a responsibility to be familiar with and to comply with the law. I will expect compliance not just with the letter but also with the spirit of the guidelines outlined here. I would like you to read these guidelines, and sign this letter as acknowledgement that you will observe them and meet these expectations as a condition of holding your office.

For your information, a more detailed explanation of these matters pertaining to conducts and ethics is included in the attached summary.

I also expect you to make yourself familiar with the *Members' Conflict of Interest Act* and to file all disclosures with the Conflict of Interest Commissioner as required under the *Act*.

RESPONSIBILITIES AND VALUES

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CONFLICTS OF INTEREST - REAL AND PERCEIVED

As a Minister in my Cabinet, you are required by law to avoid any situation where you exercise an official power or perform an official duty or function knowing that in doing so there is an opportunity to further your private interest.

In addition, our legislation clearly states that a member has a conflict if there is a reasonable perception which a reasonably well informed person could properly have, that your ability to exercise an official power or duty or function must have been affected by your own private interest. You must fully disclose immediately any real, perceived or potential conflicts to the Conflict of Interest Commissioner. The *Act* has broad disclosure requirements and you should become familiar with them to ensure complete compliance.

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PREFERENTIAL TREATMENT

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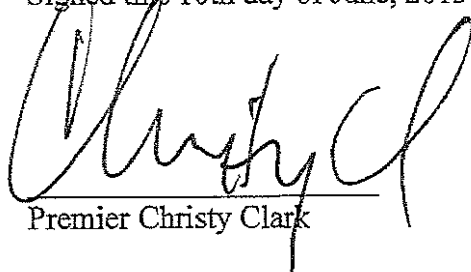
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Signed this 10th day of June, 2013


Premier Christy Clark


Minister

Members of Executive Council
Code of Conduct/Ethics

To: Honourable Pat Pimm
Minister of Agriculture

From: Premier Christy Clark

Subject: Code of Conduct and Ethics

Effective Date: June 10, 2013

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PREFERENTIAL TREATMENT

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ACCEPTING BENEFITS

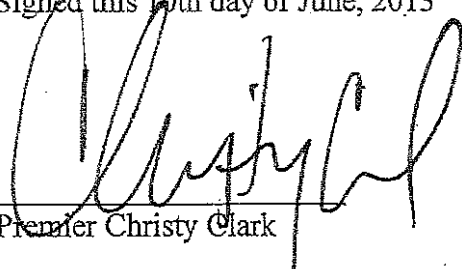
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BUSINESS RELATIONSHIPS

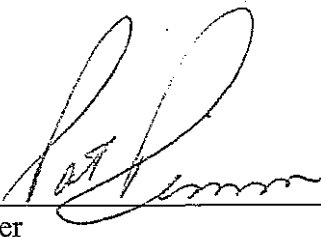
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Signed this 10th day of June, 2013



Premier Christy Clark



Minister

Members of Executive Council
Code of Conduct/Ethics

To: Honourable John Rustad
Minister of Aboriginal Relations and Reconciliation

From: Premier Christy Clark

Subject: Code of Conduct and Ethics

Effective Date: June 10, 2013

This letter is intended to ensure you are aware of my expectations of your conduct as a Minister in my Cabinet.

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RESPONSIBILITIES AND VALUES

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With this in mind, if you have a conflict of interest in a matter that is to be brought before Cabinet, or that arises at any time during Cabinet deliberations, you must disclose the general nature of the conflict and withdraw from the meeting without participating in any discussions. Your withdrawal will be noted in the Cabinet minutes. I expect you to review the Cabinet minutes each and every meeting to ensure that any such withdrawals are properly noted.

PREFERENTIAL TREATMENT

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When forming Government policy or making decisions, you must ensure that no persons or groups are given preferential treatment based on the individuals hired to represent them. This applies particularly to family members, friends or other acquaintances.

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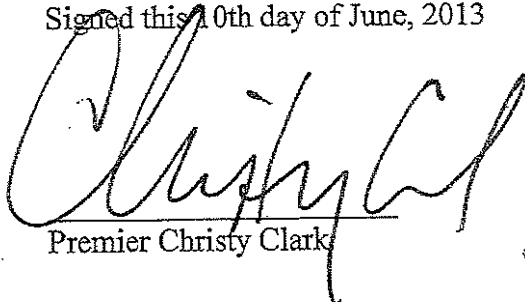
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Signed this 10th day of June, 2013



Premier Christy Clark



Minister

Members of Executive Council
Code of Conduct/Ethics

To: Honourable Steve Thomson
Minister of Forests, Lands and Natural Resource Operations

From: Premier Christy Clark

Subject: Code of Conduct and Ethics

Effective Date: June 10, 2013

This letter is intended to ensure you are aware of my expectations of your conduct as a Minister in my Cabinet.

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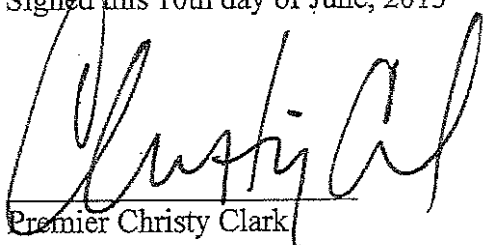
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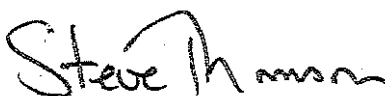
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Signed this 10th day of June, 2013


Premier Christy Clark


Minister

Members of Executive Council
Code of Conduct/Ethics

To: Honourable Todd Stone
Minister of Transportation and Infrastructure

From: Premier Christy Clark

Subject: Code of Conduct and Ethics

Effective Date: June 10, 2013

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PREFERENTIAL TREATMENT

Do not allow yourself to be placed, or appear to be placed, under obligation to any person or organization that might profit from special consideration from a Minister.

When forming Government policy or making decisions, you must ensure that no persons or groups are given preferential treatment based on the individuals hired to represent them. This applies particularly to family members, friends or other acquaintances.

Many of the decisions made by a Minister are considered statutory decisions and can be subject to judicial review by a Court.

BUSINESS CONFLICTS

You may not continue practicing a profession or carry on a business or hold an office or directorship other than in a social club, religious organization or political party, if this is likely to conflict with your public duties. However, you can place your business in a blind trust approved by the Conflict of Interest Commissioner. You should consult with the Commissioner and obtain independent legal advice as appropriate if this applies to you.

CABINET AND CONFIDENTIALITY

Discussions you have at Cabinet are confidential, except where confidentiality is waived by Cabinet in accordance with the Oath that you swore on June 10, 2013. It is your responsibility to preserve this confidentiality and to ensure that it is not waived through inadvertent disclosure. Outside of the Cabinet room, you must not publicly disclose the substance of Cabinet deliberations or decisions that are before Cabinet, or provide any public opinions regarding the likely outcome of such deliberations except as authorized by Cabinet.

You will see in the *Members' Conflict of Interest Act* that you are legally prohibited from using information gained in the execution of your duties that is not available to the general public to further or seek to further your private interest.

ACCEPTING BENEFITS

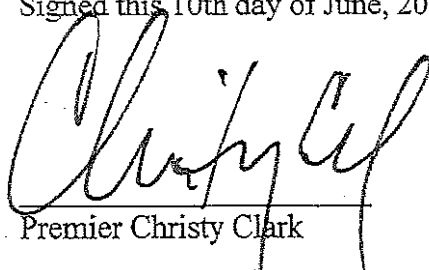
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BUSINESS RELATIONSHIPS

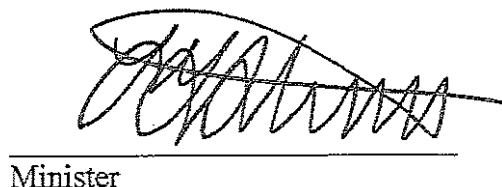
Further, you are forbidden to seek any advantage through improper use of business courtesies or other inducements. You will need to use your best judgement and moderation to avoid misinterpretation and possible adverse effects on your reputation as Minister or on the reputation of our Government. If there is ever any doubt you should ensure that you have obtained and acted in accordance with appropriate independent advice.

In conclusion, I trust that the above guidelines will inform your conduct at all times as they are a condition of serving in my Cabinet. As this letter touches on only a few of your legal responsibilities you should become familiar with your legal requirements as a Cabinet Minister and ensure that your conduct is within those limits at all times. If you have any further questions regarding these or any other matters, please do not hesitate to contact me.

Signed this 10th day of June, 2013



Premier Christy Clark



Minister

Members of Executive Council
Code of Conduct/Ethics

To: Honourable Amrik Virk
Minister of Advanced Education

From: Premier Christy Clark

Subject: Code of Conduct and Ethics

Effective Date: June 10, 2013

This letter is intended to ensure you are aware of my expectations of your conduct as a Minister in my Cabinet.

The guidelines in this letter are based on legal requirements, such as the *Members' Conflict of Interest Act*, as well as my expectations as Premier. As a member of Cabinet you have a responsibility to be familiar with and to comply with the law. I will expect compliance not just with the letter but also with the spirit of the guidelines outlined here. I would like you to read these guidelines, and sign this letter as acknowledgement that you will observe them and meet these expectations as a condition of holding your office.

For your information, a more detailed explanation of these matters pertaining to conducts and ethics is included in the attached summary.

I also expect you to make yourself familiar with the *Members' Conflict of Interest Act* and to file all disclosures with the Conflict of Interest Commissioner as required under the *Act*.

RESPONSIBILITIES AND VALUES

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I expect you and all of your colleagues to act with honesty and to uphold the highest ethical standards to enhance and uphold public confidence and trust in the integrity, objectivity and impartiality of government.

I expect you to perform your official duties and arrange your private affairs in a manner that will bear the closest and most critical public scrutiny. I want you to not only meet this obligation, but also to exceed it.

CONFLICTS OF INTEREST - REAL AND PERCEIVED

As a Minister in my Cabinet, you are required by law to avoid any situation where you exercise an official power or perform an official duty or function knowing that in doing so there is an opportunity to further your private interest.

In addition, our legislation clearly states that a member has a conflict if there is a reasonable perception which a reasonably well informed person could properly have, that your ability to exercise an official power or duty or function must have been affected by your own private interest. You must fully disclose immediately any real, perceived or potential conflicts to the Conflict of Interest Commissioner. The *Act* has broad disclosure requirements and you should become familiar with them to ensure complete compliance.

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PREFERENTIAL TREATMENT

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BUSINESS CONFLICTS

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ACCEPTING BENEFITS

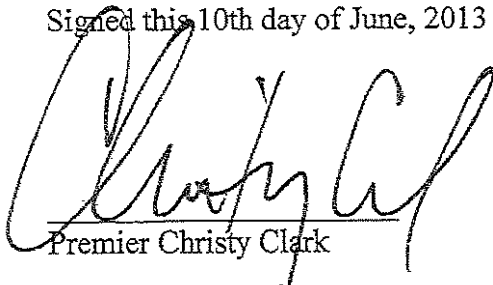
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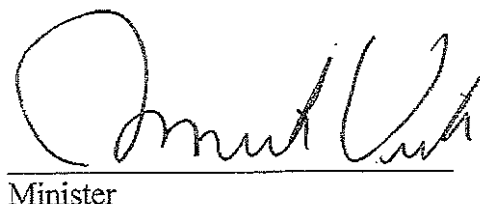
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Signed this 10th day of June, 2013



Premier Christy Clark



Minister

Members of Executive Council
Code of Conduct/Ethics

To: Honourable Teresa Wat
Minister of International Trade and
Minister Responsible for Asia Pacific Strategy
and Multiculturalism

From: Premier Christy Clark

Subject: Code of Conduct and Ethics

Effective Date: June 10, 2013

This letter is intended to ensure you are aware of my expectations of your conduct as a Minister in my Cabinet.

The guidelines in this letter are based on legal requirements, such as the *Members' Conflict of Interest Act*, as well as my expectations as Premier. As a member of Cabinet you have a responsibility to be familiar with and to comply with the law. I will expect compliance not just with the letter but also with the spirit of the guidelines outlined here. I would like you to read these guidelines, and sign this letter as acknowledgement that you will observe them and meet these expectations as a condition of holding your office.

For your information, a more detailed explanation of these matters pertaining to conducts and ethics is included in the attached summary.

I also expect you to make yourself familiar with the *Members' Conflict of Interest Act* and to file all disclosures with the Conflict of Interest Commissioner as required under the *Act*.

RESPONSIBILITIES AND VALUES

Our Government is committed to providing fair, professional and respected governance. We are all expected to maintain the highest standard of conduct and we must make our decisions in a way that is beyond reproach.

I expect you and all of your colleagues to act with honesty and to uphold the highest ethical standards to enhance and uphold public confidence and trust in the integrity, objectivity and impartiality of government.

I expect you to perform your official duties and arrange your private affairs in a manner that will bear the closest and most critical public scrutiny. I want you to not only meet this obligation, but also to exceed it.

CONFLICTS OF INTEREST - REAL AND PERCEIVED

As a Minister in my Cabinet, you are required by law to avoid any situation where you exercise an official power or perform an official duty or function knowing that in doing so there is an opportunity to further your private interest.

In addition, our legislation clearly states that a member has a conflict if there is a reasonable perception which a reasonably well informed person could properly have, that your ability to exercise an official power or duty or function must have been affected by your own private interest. You must fully disclose immediately any real, perceived or potential conflicts to the Conflict of Interest Commissioner. The *Act* has broad disclosure requirements and you should become familiar with them to ensure complete compliance.

With this in mind, if you have a conflict of interest in a matter that is to be brought before Cabinet, or that arises at any time during Cabinet deliberations, you must disclose the general nature of the conflict and withdraw from the meeting without participating in any discussions. Your withdrawal will be noted in the Cabinet minutes. I expect you to review the Cabinet minutes each and every meeting to ensure that any such withdrawals are properly noted.

PREFERENTIAL TREATMENT

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BUSINESS CONFLICTS

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ACCEPTING BENEFITS

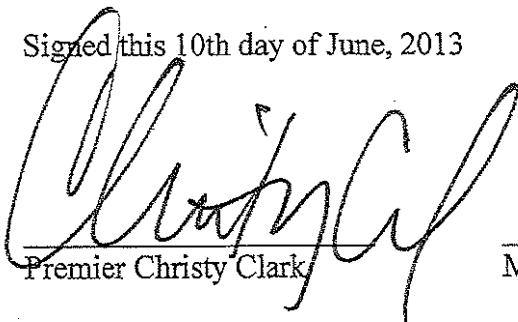
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BUSINESS RELATIONSHIPS

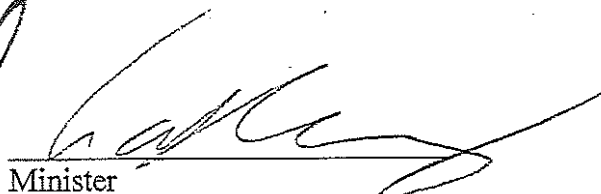
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Signed this 10th day of June, 2013



Premier Christy Clark



Minister

Members of Executive Council
Code of Conduct/Ethics

To: Honourable Andrew Wilkinson
Minister of Technology, Innovation and Citizens' Services

From: Premier Christy Clark

Subject: Code of Conduct and Ethics

Effective Date: June 10, 2013

This letter is intended to ensure you are aware of my expectations of your conduct as a Minister in my Cabinet.

The guidelines in this letter are based on legal requirements, such as the *Members' Conflict of Interest Act*, as well as my expectations as Premier. As a member of Cabinet you have a responsibility to be familiar with and to comply with the law. I will expect compliance not just with the letter but also with the spirit of the guidelines outlined here. I would like you to read these guidelines, and sign this letter as acknowledgement that you will observe them and meet these expectations as a condition of holding your office.

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RESPONSIBILITIES AND VALUES

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CONFLICTS OF INTEREST - REAL AND PERCEIVED

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In addition, our legislation clearly states that a member has a conflict if there is a reasonable perception which a reasonably well informed person could properly have, that your ability to exercise an official power or duty or function must have been affected by your own private interest. You must fully disclose immediately any real, perceived or potential conflicts to the Conflict of Interest Commissioner. The *Act* has broad disclosure requirements and you should become familiar with them to ensure complete compliance.

With this in mind, if you have a conflict of interest in a matter that is to be brought before Cabinet, or that arises at any time during Cabinet deliberations, you must disclose the general nature of the conflict and withdraw from the meeting without participating in any discussions. Your withdrawal will be noted in the Cabinet minutes. I expect you to review the Cabinet minutes each and every meeting to ensure that any such withdrawals are properly noted.

PREFERENTIAL TREATMENT

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BUSINESS CONFLICTS

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ACCEPTING BENEFITS

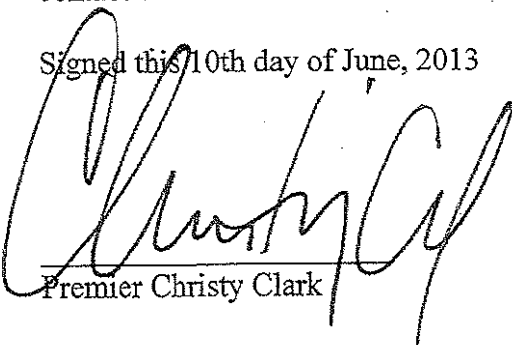
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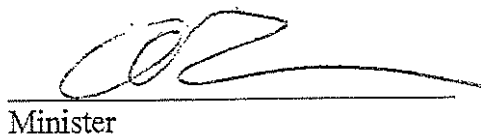
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Signed this 10th day of June, 2013



Premier Christy Clark



Minister

Members of Executive Council
Code of Conduct/Ethics

To: Honourable Naomi Yamamoto
Minister of State for Tourism and Small Business

From: Premier Christy Clark

Subject: Code of Conduct and Ethics

Effective Date: June 10, 2013

This letter is intended to ensure you are aware of my expectations of your conduct as a Minister in my Cabinet.

The guidelines in this letter are based on legal requirements, such as the *Members' Conflict of Interest Act*, as well as my expectations as Premier. As a member of Cabinet you have a responsibility to be familiar with and to comply with the law. I will expect compliance not just with the letter but also with the spirit of the guidelines outlined here. I would like you to read these guidelines, and sign this letter as acknowledgement that you will observe them and meet these expectations as a condition of holding your office.

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In addition, our legislation clearly states that a member has a conflict if there is a reasonable perception which a reasonably well informed person could properly have, that your ability to exercise an official power or duty or function must have been affected by your own private interest. You must fully disclose immediately any real, perceived or potential conflicts to the Conflict of Interest Commissioner. The *Act* has broad disclosure requirements and you should become familiar with them to ensure complete compliance.

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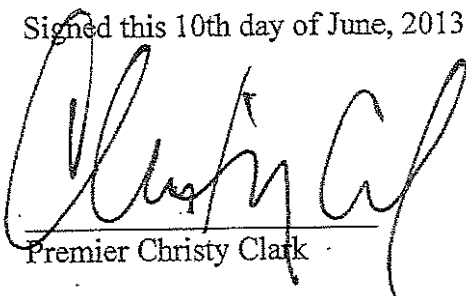
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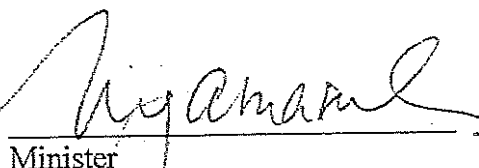
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Signed this 10th day of June, 2013



Premier Christy Clark



Minister

Attachment - Matters Pertaining to Standards of Conduct

Conflict of Interest

The *Members' Conflict of Interest Act* ("the Act") prohibits acting in an official capacity if a conflict of interest or an apparent conflict of interest exists. Members of the Legislative Assembly are expected to act in the public interest at all times, and must not use their official position for personal gain or advantage. The rules governing conflict of interest for Members are set out in the Act and ensure that those who are elected to public office are held to high standards of conduct.

A "conflict of interest" arises when a Member's duty to act in the public interest is or may be affected by his or her private interests.

In most cases, a "private interest" will be pecuniary in nature. However, a private interest can also be non-pecuniary, providing it confers a real and tangible benefit on the Member.

Members must avoid both actual and apparent conflicts of interest, and must arrange their private affairs to prevent such conflicts from arising. Members are expected to resolve any conflicts which do arise promptly and transparently. In determining whether an apparent conflict of interest exists, the Commissioner applies the objective test set out in s.2(2) of the Act: is there a reasonable perception in which a reasonably well informed person could properly have, that the Member's ability to exercise an official power or perform an official duty or function must have been affected by his or her private interest.

The Act includes the following prohibitions:

A general prohibition against conflicts of interest

A member must not exercise an official power or perform an official duty or function if the member has a conflict of interest or an apparent conflict of interest. (s. 3)

A prohibition against using insider information

A member must not use information that is gained in the execution of his or her office and is not available to the general public to further or seek to further the member's private interest. (s. 4)

A prohibition against using one's influence inappropriately

A member must not use his or her office to seek to influence a decision, to be made by another person, to further the member's private interest. (s. 5)

A prohibition against accepting **extra benefits**

A member must not accept a fee, gift or personal benefit, except compensation authorized by law, that is connected directly or indirectly with the performance of his or her duties of office. (s. 7(1))

For **Cabinet members**, there is also a prohibition against carrying on business activities that may conflict with public duties:

A member of the Executive Council must not:

- a) engage in employment or in the practice of a profession,*
- b) carry on a business, or*
- c) hold an office or directorship other than in a social club, religious organization or political party*

if any of these activities are likely to conflict with the member's public duties (s.9(1)).

The Conflict of Interest Commissioner is an independent, non-partisan Officer of the Legislative Assembly who is responsible for independently and impartially interpreting and administering the Act. The current Commissioner is Paul D. K. Fraser, Q.C. He was unanimously appointed by the Legislative Assembly in 2008 and reappointed for a further 5-year term in 2013. He has made it clear that the principle work of his Office is to provide timely confidential compliance opinions and advice to members on potential conflict of interest situations. He has also urged Members to consult him in advance about any compliance concerns.

Disclosure Process

Section 16(1) of the Act requires that all Members of the Legislative Assembly of BC file a confidential disclosure statement with the Commissioner within 60 days of being elected, and after that annually. Members must complete a confidential disclosure form pursuant to the regulations to the Act which contains a statement of the nature of the assets, liabilities and financial interests belonging to the Member and his or her spouse. Separate disclosure forms are required if the Member has any minor children, and if the Member, his or her spouse or minor child has a controlled private corporation.

A key difference between the BC legislation and many other jurisdictions is that under BC's legislation, disclosure statements are qualitative rather than quantitative. That is, Members must disclose the *nature* of the assets, liabilities, and financial interests, not the value nor the amount or the worth of those interests.

Once a Member's confidential disclosure forms have been received by the Office, a meeting between the Member (and spouse if available) with the Commissioner is arranged. At the meeting, the Commissioner reviews the Member's disclosure statements with the Member to ensure accuracy and to discuss any questions or concerns.

Once the contents of the confidential disclosure statement have been finalized, a Public Disclosure Statement (PDS) is prepared. The PDS contains most, but not all, of the information contained in the Member's confidential disclosure statement, as well as a statement of any gifts or benefits that have been disclosed to the Commissioner since the Member's last filing. Certain information is excluded from the PDS, such as the Member's residential address and other personal information.

Once all the Members have reviewed and approved their PDS, they are filed with the Clerk of the House where they are available for public inspection.

The following members' forms can be found on the Conflict of Interest Commissioner's website at www.coibc.ca.

- Member's Confidential Disclosure Statement
- Disclosure Statement for Minor Children
- Controlled Private Corporation Statement
- Member's Statement of Material Change
- Member's Statement of Gifts and Personal Benefits

Ongoing Reporting and Disclosure Obligations:

Material Changes

After Members have filed their annual confidential disclosure statements, they have an ongoing obligation to report any material changes to their financial interests within 30 days of the change occurring.

A "material change" is defined as an acquisition or disposition, whether in whole or in part, occurring after the Member has filed a disclosure statement, of any asset, liability, financial interest or source of income by the Member, his or her spouse or minor children, or a private corporation controlled by any of them, if the change or event would reasonably be expected to have a significant effect on the information previously disclosed.

For example, Members should file a material change form with the Commissioner after acquiring a significant asset, making an investment, taking out a loan, paying off a loan, buying or selling shares or acquiring a new mortgage.

After reviewing the Member's material change form, the Office prepares a Notice of Material Change which is then filed with the Clerk of the Legislative Assembly, where it is attached to the Member's most recent PDS. A copy of the Notice is also sent to the Member.

Commissioner's opinions and recommendations on referred questions

The Act provides that requests for compliance or contravention opinions can be made to the Commissioner in the following circumstances:

- Requests by members about their own obligations under the Act (Section 18 (1))
- Requests by members about alleged contravention of the Act by another member (Section 19(1))
- Requests by a member of the public about alleged contravention of the Act by a member (Section 19(2))

The Executive Council may request an opinion respecting the compliance of a member of the Executive Council or a parliamentary secretary with the provisions of the Act (Section 19(3)). The Legislative Assembly may request a compliance opinion respecting a member (Section 19(4)).

Declaring a conflict that arises at a Cabinet or Committee of Cabinet meeting

The *Members' Conflict of Interest Act* requires that Ministers who have a conflict of interest or an apparent conflict of interest, or have reasonable grounds to believe that they have a conflict of interest must, if present at a meeting of Cabinet or any Committee of Cabinet:

1. Disclose the general nature of the conflict of interest or the private interest; and
2. Withdraw from the meeting without voting or participating in the discussion of the matter.

Ministers should ensure that the secretary to the meeting (Cabinet Secretary, Secretary to Treasury Board, Cabinet Committee Secretary) is made aware of any conflict issues that may arise in meetings of Cabinet, Cabinet Committees, or Treasury Board. Cabinet Operations and Treasury Board Staff will provide forms to Ministers and members of Cabinet Committees to ensure that they record their conflict, and their withdrawal from the meeting.

The Cabinet Secretary and the Secretary to Treasury Board are required to file monthly reports with the Conflict of Interest Commissioner that record conflicts of interest that have been identified by members of Cabinet, Cabinet Committees and Treasury Board, and the nature of the conflict. The conflicts identified are reported to the Commissioner only AFTER the matter on which the conflict was identified, becomes public. (NOTE: members must follow the same requirements in the Legislative Assembly in which case the Clerk of the Assembly must file the information with the Commissioner as soon as practicable).

Doubts or questions should be discussed with the Conflict of Interest Commissioner.

Gifts and Personal Benefits

Members are prohibited from accepting gifts or personal benefits in connection with the performance of their official duties. However, there is an exception for gifts or personal benefits received “as an incident of protocol or social obligations”. In most cases this means a token expression of appreciation or complimentary hospitality in the context of some official interaction.

Before accepting a gift, Members must consider whether the donor is someone whose interests could be affected by a decision the Member may be called upon to make, and whether accepting the gift would – or would appear – to place the Member under an obligation to the donor. Generally, if the donor has any official dealings with the government, the gift should not be accepted.

Members are required to disclose and provide details of any gifts or personal benefits they have received, if the value of the gift exceeds \$250 or if the combined value of multiple gifts from the same donor exceeds \$250 in a twelve month period. A summary of gifts received is included in the Member’s PDS.

The Office of the Conflict Commissioner has published a booklet *Accepting and Disclosing Gifts: A Guide for Members*. The Guide provides general information to assist Members to understand their obligations, but Members are still encouraged to seek the Commissioner’s advice if in any doubt about the propriety of accepting a gift or personal benefit. For further information *Accepting and Disclosing Gifts - A Guide for Members* is available at:
http://www.coibc.ca/down/coic_gifts_pub_final.pdf

For further information it is suggested that Members visit the website of the Office. It is kept up to date and contains decisions made by the Office over the years.

The Executive Co-ordinator for the Office is Linda Pink. Her coordinates are:

Office of the Conflict of Interest Commissioner
First Floor, 421 Menzies Street
Victoria, British Columbia V8V 1X4

Freedom of Information and Protection of Privacy Legislation

The Office of the Information and Privacy Commissioner (OIPC) provides independent oversight and enforcement of B.C.’s access and privacy laws, including:

The *Freedom of Information and Protection of Privacy Act* (FIPPA), which applies to over 2,900 public bodies, including ministries, local governments, schools, crown corporations, hospitals, municipal police forces, and more.

The Commissioner has the power to:

- Investigate, mediate and resolve appeals concerning access to information disputes, including issuing binding orders;
- Investigate and resolve privacy complaints;
- Initiate Commissioner-led investigations and audits of public bodies or organizations, if there are reasonable grounds of non-compliance or if it is in the public interest;
- Comment on the access and privacy implications of proposed legislation, programs or policies;
- Comment on the privacy implications of new technologies;
- Conduct research into anything affecting access and privacy rights;
- Educate the public about their access and privacy rights and the relevant laws.

Disclosure

FIPPA creates a broad-based obligation to disclose information that is in the possession of a ministry or a Minister's Office, upon request for disclosure. It is the duty of a ministry to respond to this request in a timely way. Normally the time limitation is 30 days. Ministries have staff whose duties include considering and coordinating responses to FOI requests. These staff should be consulted to assist with a response.

There are many exceptions to the requirement to disclose. Among the most important are:

- Any material that could reveal the substance of deliberations of Cabinet or any of its committees, including any advice, recommendations, policy considerations, or draft legislation or regulations submitted or prepared for submission to the Cabinet or any of its committees. If this kind of material is within the scope of the request, it must be provided by the ministry to the Cabinet Secretary for review and consideration;
- Personal information;
- Legal advice to a minister or ministry;
- Policy advice to a minister or ministry;
- Information harmful to law enforcement;
- Information harmful to intergovernmental negotiations; and
- Information harmful to government's economic interests, or the business interests of a third party.

Persons denied access to information can appeal the denial to the Information and Privacy Commissioner. While some of the exceptions noted above may appear to be broad, the Commissioner may give them a narrower interpretation. As noted above, ministry staff will be familiar with this and should be consulted in responses to any request.

Careful attention should also be paid to private or personal information about third parties. It is never appropriate to disclose such information without the consent of the third party.

Requests are very frequently made for access to Minister's calendars. These must be disclosed, after appropriate severing of information that might be "excepted" under one of the categories noted above. Consider carefully the amount of information contained in a calendar, on the assumption that such information might become accessible to the public.

Guidance on Use of personal Email accounts for Public Business

The Office of the Information and Privacy Commissioner also publishes guidance documents to inform citizens and promote compliance with B.C.'s access and privacy laws. For example the document *Guidance on Use of Personal Email accounts for Public Business* can be found at: <http://www.oipc.bc.ca/tools-guidance/guidance-documents.aspx>. This document explains the implications under FIPPA for use of personal email accounts for work purposes by employees of public bodies. It conveys two key messages. First FIPPA applies to the use of personal email accounts for work purposes. Second, public bodies should not, for FIPPA purposes allow the use of personal email accounts for work.

For further Information Contact the Information Privacy Commissioner at:

Elizabeth Denham

Office of the Information and Privacy Commissioner

Telephone: (250) 387-5629

E-mail: info@oipc.bc.ca

Website: <http://www.oipc.bc.ca/>

Lobbyists and Lobbying

Lobbying is a legitimate activity in a healthy and vibrant democracy. It is important that government be open and accessible for people to be able to put their views to the representatives making decisions that affect them. Different voices attempting to influence those decisions help to bring critical information to decision-makers. It is equally important that those who are paid for this activity and their activity be transparent.

The BC *Lobbyists Registration Act* provides for transparency by requiring lobbyists to register and to file information about who they intend to lobby, the subject matter and the expected outcome. The *Act* is administered and enforced by the Registrar of Lobbyists.

It applies to individuals who attempt to influence government decisions **for payment**, either as part of their paid job duties ("in-house lobbyists") or as consultants paid to represent their clients' interests ("consultant lobbyists"). The *Act* defines lobbying to include communicating with a **public office holder** to influence the development of legislation, regulations, policy and the awarding of contracts or conferral of benefits and can include arranging meetings. Cabinet ministers are considered public office holders under the *Act*.

The Registrar must make this information available, free, to members of the public and can be searched at <http://www.lobbyistsregistrar.bc.ca/>.

The onus is on lobbyists to comply with the *Act*. The *Act* specifies:

For greater certainty, nothing in this Act requires a public office holder to verify whether any person who is or may be lobbying the public office holder has acted in accordance with this Act (section 8(2)).

However, in her 2011/12 Annual Report, the Registrar notes that:

"Lobbying involves two central figures: a lobbyist and a public office holder. Because public office holders are half of this relationship, we turned some of our educational focus this year to helping them understand lobbying laws in BC. The LRA does not require public office holders to report when they have been lobbied, to request verification of registration from a lobbyist before engaging in a communication or to refuse to meet with unregistered lobbyists.

However, since public office holders might find themselves being interviewed as part of a compliance investigation concerning a lobbyist, their familiarity with the rules under the LRA is a central factor in compliance enforcement. Effective enforcement of lobbying laws depends on public office holders understanding when they are being lobbied and lobbyists' obligations in their role as lobbyists". (p. 7).

For more information go to the Office of Registrar for Lobbyists at:

Elizabeth Denham
Office of the Registrar of Lobbyists for British Columbia
PO Box 9038, Stn. Prov. Govt.
Victoria, BC V8W

Telephone: (250) 387-2686
<http://www.lobbyistsregistrar.bc.ca/>

Procurement

The Core Policy and Procedures Manual (CPPM) sets out government's rules for spending and procurement. The highest standards of conduct are essential to maintain and enhance the public's trust and confidence in the government's procurement processes. The following objectives for government procurement activity for goods, services and construction are based on the principles of fair and open public sector procurement: competition, demand aggregation, value for money, transparency and accountability.

1. Tendering of contracts need to be competed in a fair, open and transparent manner and ensure the best value for the dollars spent.
2. Compete services under \$25,000 to the extent it is reasonable and effective. There are provisions for the direct award of contracts, but only under very limited situations, which require documented justification of the decision.
3. Award services over \$25,000 using the competitive process.
4. Must not use any procurement process to acquire goods or services that are currently available through a Corporate Supply Arrangement.
5. Signed contracts need to be in place before work starts and need to describe the specific deliverables, time lines and payment terms. Contract work needs to be monitored by a government employee who is in the best position to certify whether goods and services were received.

Government has outlined Standards of Conduct for Public Service Employees engaged in government procurement process. To ensure fairness, employees must exercise the strictest confidentiality regarding information pertaining to procurement process. Examples include commercially useful information about government that is not publicly available, bids and proposals, plans to evaluate responses and results of evaluations. Employees who are in doubt as to whether certain information is confidential must ask the appropriate authority before disclosing it. Cautions and discretion in handling confidential information extends to disclosure made inside and outside of government and continues to apply after the employment relationship exists.

The CPPM can be found at:

http://www.fin.gov.bc.ca/ocg/fmb/manuals/CPM/Summary_of_Chapters.htm

Judiciary/Matters before the Courts

Ministers must not comment publicly on matters that are before the Courts, or before administrative tribunals that are acting in a "judicial" capacity. Comments that are strictly regarding the facts of the matter may be appropriate. Before commenting, however, the Attorney General or Deputy Attorney General should be consulted.

Ministers should not communicate with:

- Members of the judiciary or administrative tribunals that are making judicial decisions concerning any matter that is before the court of tribunal;
- Crown prosecutors (without prior consultation with the Ministry of Justice); and
- Police officers or law enforcement agencies (without prior consultation with the Ministry of Justice) concerning matters under investigation (unless the Minister has been asked to assist).

Ministers should refrain from writing letters of character reference for persons involved in the proceedings.

Legal Advice and Legal Proceedings

The Attorney General is government's lawyer. Legal advice to Ministers and their ministries must be obtained from or through Ministry of Justice staff. The confidentiality of legal advice is protected by solicitor/client privilege, and should not be shared or discussed with any individual who is not an employee of the Province of British Columbia.

The Ministry of Justice represents government in litigation before courts and administrative tribunals. Lawyers who represent government in these proceedings must be employed or retained by the Ministry of Justice.

A Minister may be eligible for indemnity coverage under the Excluded Employees (Legal Proceedings) Indemnity Regulation if, as a result of the performance of his or her ministerial duties, legal proceedings are brought or likely to be brought against the Minister. Legal proceedings covered by the Regulation are civil proceedings (including defamation), professional body proceedings, human rights proceedings, penalty proceedings and criminal prosecutions. Where a Minister becomes aware that proceedings have been or are likely to be commenced, the Minister (in order to obtain coverage) must immediately notify the Deputy Minister to the Premier in writing of the proceedings and that he or she is likely to be seeking coverage, and, within a reasonable time thereafter, must make a written request for coverage in the form required by the Deputy Minister to the Premier. A Minister may also be eligible for coverage under the Regulation in connection with his or her ministerial duties if the Minister is to appear as a witness in proceedings or if the Minister wishes to bring proceedings against someone for defamation. For details about the coverage, the Regulation can be found at:

http://www.bclaws.ca/EPLibraries/bclaws_new/document/ID/freeside/62_2012

Members of Executive Council are disqualified from jury duty.